

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

Times are estimates only.

- 9:05 – 9:10 **A. CALL TO ORDER AND APPROVAL OF AGENDA**
1. **Land Acknowledgement**
 2. **Agenda for the March 7, 2023 Regular Meeting of Council**
- B. PUBLIC HEARINGS - None**
- C. DELEGATIONS - None**
- 9:10 – 9:15 **D. APPROVAL OF MINUTES**
1. **Minutes of the February 7, 2023 Regular Meeting of Council**
- E. BUSINESS ARISING FROM THE MINUTES - None**
- F. UNFINISHED BUSINESS - None**
- G. BYLAW APPROVAL - None**
- 9:15 – 9:45 **H. NEW BUSINESS**
1. **Municipal Enforcement Service Level Change**
Recommendation: That Council approve a service level change to the Municipal Enforcement department that allows Community Peace Officers to conduct moving traffic enforcement within municipal limits.
- 9:45 – 10:00 2. **Advocacy Letter to Canada Infrastructure Bank**
Recommendation: That Council direct the Mayor to write to the federal Minister of Intergovernmental Affairs to advocate in support of the Canada Infrastructure Bank (CIB) funding Canmore's future housing development in the Palliser area.
- 10:00 – 10:20 3. **Council Remuneration**
Recommendation: That Council direct administration to draft a terms of reference to establish a new committee to review council remuneration and that administration return for Council approval of the terms of reference prior to the committee recruitment process in advance of the 2023 annual organizational meeting.
- 10:20 – 10:30 4. **Mid-Sized Cities Mayors Caucus Grant Application**
Recommendation: That Council endorse the Alberta Community Partnership grant application to fund the four phases of the Unlocking the Full Potential of Alberta's Midsized Cities Initiative.
- I. REPORTS FROM ADMINISTRATION - None**

J. NOTICES OF MOTION - None

K. IN CAMERA - None

10:30

L. ADJOURNMENT

**TOWN OF CANMORE
MINUTES**

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

COUNCIL MEMBERS PRESENT

Sean Krausert	Mayor
Jeff Mah	Deputy Mayor
Tanya Foubert	Councillor
Wade Graham	Councillor
Jeff Hilstad	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
Megan Dalrymple	Property Tax Coordinator
Palki Biswas	Manager of Finance
Riley Welden	Development Planner
Lauren Miller	Manager of Planning and Development
Lisa Brown	Manager of Community Social Development

Mayor Krausert called the February 7, 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 February 7, 2023 Regular Meeting of Council

9-2023

Moved by Mayor Krausert that Council approve the agenda for the February 7, 2023 regular meeting as presented.

CARRIED UNANIMOUSLY

B. PUBLIC HEARINGS – None

C. DELEGATIONS

1. The Howl Experience Program Information

Adam Robb, founder of The Howl Experience, spoke to a written submission providing an overview of the program.

D. APPROVAL OF MINUTES

1. Minutes of the January 10, 2023 Regular Meeting of Council

10-2023 Moved by Mayor Krausert that Council approve the minutes of the January 10, 2023 regular meeting as presented with one amendment:

- add “p.m.” to the time the meeting came out of in camera.

CARRIED UNANIMOUSLY

2. Minutes of the January 17, 2023 Special Meeting of Council

11-2023 Moved by Mayor Krausert that Council approve the minutes of the January 17, 2023 special meeting as presented.

CARRIED UNANIMOUSLY

E. BUSINESS ARISING FROM THE MINUTES – None

F. UNFINISHED BUSINESS – None

G. BYLAW APPROVAL

1. Electronic Transmission Bylaw for Property Assessment and Taxation

12-2023 Moved by Mayor Krausert that Council give second reading to Transmission of Electronic Documents Bylaw 2023-01.

12A-2023 Moved by Councillor Hilstad that Council amend motion 12-2023 by adding:
“amend section 12(b) by striking out ‘his or her’ and substituting ‘their’.”

CARRIED UNANIMOUSLY

13-2023 The vote followed on motion 12-2023 as amended: that Council give second reading to Transmission of Electronic Documents Bylaw 2023-01 amended as follows: amend section 12(b) by striking out “his or her” and substituting “their”.

CARRIED UNANIMOUSLY

14-2023 Moved by Mayor Krausert that Council give third reading to Transmission of Electronic Documents Bylaw 2023-01.

CARRIED UNANIMOUSLY

2. 2023 Borrowing Bylaws – Utility Projects

15-2023 Moved by Mayor Krausert that Council give second reading to Borrowing Bylaw 2023-03 Water Treatment Plant 2 – Replacement and Capacity Upgrade – Construction.

CARRIED UNANIMOUSLY

16-2023 Moved by Mayor Krausert that Council give third reading to Borrowing Bylaw 2023-03 Water Treatment Plant 2 – Replacement and Capacity Upgrade – Construction.

CARRIED UNANIMOUSLY

Minutes approved by: _____

- 17-2023 Moved by Mayor Krausert that Council give second reading to Borrowing Bylaw 2023-04 Bow Valley Trail Wastewater Upgrade – Phase 2.
CARRIED UNANIMOUSLY
- 18-2023 Moved by Mayor Krausert that Council give third reading to Borrowing Bylaw 2023-04 Bow Valley Trail Wastewater Upgrade – Phase 2.
CARRIED UNANIMOUSLY
- 19-2023 Moved by Mayor Krausert that Council give second reading to Borrowing Bylaw 2023-05 Bow Valley Trail Wastewater Upgrade – Phase 3.
CARRIED UNANIMOUSLY
- 20-2023 Moved by Mayor Krausert that Council give third reading to Borrowing Bylaw 2023-05 for Valley Trail Wastewater Upgrade – Phase 3.
CARRIED UNANIMOUSLY
- 21-2023 Moved by Mayor Krausert that Council give second reading to Borrowing Bylaw 2023-06 Bow Valley Trail Water Upgrade – Phase 2.
CARRIED UNANIMOUSLY
- 22-2023 Moved by Mayor Krausert that Council give third reading to Borrowing Bylaw 2023-06 Bow Valley Trail Water Upgrade – Phase 2.
CARRIED UNANIMOUSLY
- 23-2023 Moved by Mayor Krausert that Council give second reading to Borrowing Bylaw 2023-08 Railway Avenue Wastewater Upgrade.
CARRIED UNANIMOUSLY
- 24-2023 Moved by Mayor Krausert that Council give third reading to Borrowing Bylaw 2023-08 Railway Avenue Wastewater Upgrade.
CARRIED UNANIMOUSLY
- 25-2023 Moved by Mayor Krausert that Council give second reading to Borrowing Bylaw 2023-09 Wastewater Treatment Plant – Influent Screen Capacity Upgrade.
CARRIED UNANIMOUSLY
- 26-2023 Moved by Mayor Krausert that Council give third reading to Borrowing Bylaw 2023-09 Wastewater Treatment Plant – Influent Screen Capacity Upgrade.
CARRIED UNANIMOUSLY

Meeting break 9:40 – 9:50 a.m.

3. Revised Land Use Bylaw Amendment 2022-24 General Industrial District (IND-2)

- 27-2023 Moved by Mayor Krausert that Council give first reading to Revised Land Use Bylaw Amendment 2022-24 General Industrial District (IND-2) and schedule a public hearing for February 28, 2023.
CARRIED UNANIMOUSLY

H. NEW BUSINESS - None

Minutes approved by: _____

I. REPORTS FROM ADMINISTRATION - None

J. NOTICES OF MOTION – None

K. IN CAMERA

1. Cougar Creek Contract Negotiations (verbal)

28-2023

Moved by Mayor Krausert that Council take the meeting in camera at 10:02 a.m. to prevent disclosure of information related to the Town's contractual negotiations in accordance with section 25(1)(c)(iii) of the Freedom of Information and Protection of Privacy Act.

CARRIED UNANIMOUSLY

The following members of administration were present for the in camera session: Sally Caudill, Whitney Smithers, Therese Rogers, Scott McKay, Adam Driedzic, Cheryl Hyde, and Allyssa Rygersberg.

29-2023

Moved by Mayor Krausert that Council return to the public meeting at 10:39 a.m.

CARRIED UNANIMOUSLY

H. ADJOURNMENT

30-2023

Moved by Mayor Krausert that Council adjourn the February 7, 2023 regular meeting at 10:39 a.m.

CARRIED UNANIMOUSLY

Sean Krausert, Mayor

Cheryl Hyde, Municipal Clerk

Minutes approved by: _____



Request for Decision

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

TO: Council

SUBJECT: Municipal Enforcement Service Level Change

SUBMITTED BY: Greg Burt, Supervisor of Municipal Enforcement

RECOMMENDATION: That Council approve a service level change to the Municipal Enforcement department that allows Community Peace Officers to conduct moving traffic enforcement within municipal limits.

EXECUTIVE SUMMARY

Administration recommends that Council approve a change in service level to the Municipal Enforcement (ME) department that allows Community Peace Officers (CPOs) to conduct moving traffic enforcement duties within municipal limits. This service level change will increase responsiveness to community concerns around traffic safety, support initiatives related to the Integrated Transportation Plan, and support the advancement of safe multi-modal transportation shift. This change would use existing resources within ME and would support the RCMP in responding to moving traffic violations.

RELEVANT COUNCIL DIRECTION, POLICY, OR BYLAWS

Peace Officers are governed under the Provincial Peace Officer Act, Regulations and the Public Security Peace Officer Program Policy and Procedure Manual.

From 2007 to 2022 there were two levels of CPO: Level 1 and Level 2. The biggest distinction between these levels was that Level 1's could conduct moving traffic enforcement, and that Level 2's could not. Canmore was a CPO Level 2 agency from 2007 to 2022. As of December 31, 2022, the CPO program changed to have only one level. All CPOs must now meet the same minimum standards for physical abilities, training, accountability, professionalism, and visual identity.

The 2023 approved capital project (#7296) - Transportation Safety and Accessibility includes \$25,000 of speed enforcement equipment, speed limit signage changes and communications as a part of the annual program to address safety and accessibility issues that are identified by the public or through municipal operations in support of a safe and inclusive community and integrated transportation goals. Scope of this approved project includes the implementation of 30 km/hr and traffic calming recommendations of the Integrated Transportation Plan which are primarily in residential areas.

DISCUSSION

Several years ago (pre-2007), ME conducted moving traffic enforcement. Town of Canmore administration, after discussions with Council, decided that the department would no longer enforce moving traffic so they could focus on enforcement and education related to other community bylaws and priorities. Since then, ME has only enforced the Town's Traffic and Road Use Bylaw and non-moving offences under the Traffic Safety Act. As of November 2022, all CPOs hold full appointments, including the authority to enforce the Traffic

Safety Act but have yet to do so (this is restricted via a departmental Standard Operating Procedure) because it would be a significant change in service level and there has been no Council direction to make this type of change. It would also mean a shift in focus of the current ME staffing resources.

To support safe transportation mode shift, a level of ongoing traffic safety enforcement is recommended. While the RCMP are the lead agency when it comes to moving traffic enforcement, administration recommends that Council approve a change in service level that allows CPOs to enforce moving traffic offences within municipal limits.

To begin moving traffic enforcement activities, updates to standard operating guidelines, development of a ME traffic safety plan in accordance with the Peace Officer Program Policy Manual, staff training, and the lifecycle of dated speed enforcement equipment would be required. The 2023 approved operating and capital budget is sufficient to fund the additional training and equipment.

Administration is not recommending that moving traffic enforcement become the focus of the department but instead be balanced amongst the many other community priorities such as education and enforcement on shared-use trails, wildlife attractants, illegal camping, noise complaints, sidewalk clearing, and off-leash dogs. The Supervisor of Municipal Enforcement will continue to monitor and manage community priorities and will adjust department focuses as required. Moving traffic enforcement will be conducted by Peace Officers on average of 2 hrs per day unless other priorities require them to focus elsewhere. Peace Officers will be able to respond to contraventions observed while on patrol but will not be given fine quotas or expectations per officer to meet.

When proactive traffic enforcement occurs, it would be done in conjunction with the Municipal Enforcement Traffic Safety Plan and the Alberta Traffic Safety Calendar. The CPOs and RCMP officers will endeavour to partner as much as possible when conducting proactive traffic enforcement, otherwise, moving traffic enforcement will be reactive to violations observed while on patrol.

Enforcement will be guided by a Traffic Safety Enforcement Plan that is required by the Peace Officer Program. The plan brings awareness of the frequency and locations of motor vehicle collisions that involve serious injury or death and directs enforcement activities to target causal factors. Given that the Canmore RCMP have the most expertise and access to current data, administration will involve them with the development of the Traffic Safety Plan. The plan will be approved by the RCMP Detachment Commander, reviewed annually, updated every three years, and filed with the province.

If the recommended service level change is approved by Council, moving traffic enforcement would commence once the appropriate procedures and guidelines are in place, the equipment has been acquired, and training has been completed. The ME department would work with the RCMP Detachment to identify opportunities for joint training and collaboration. The department would also work with Communication to determine the appropriate level and type of messaging to the public ahead of moving traffic enforcement commencing.

ANALYSIS OF ALTERNATIVES

Maintain status quo. The ME department would continue to not enforce moving traffic violations and would focus on the municipal bylaws and provincial statutes that are currently enforced.

FINANCIAL IMPACTS

This service level change was assumed and planned for in the budget and therefore the speed enforcement equipment and associated training has been included in the 2023-2024 approved operating and capital budget. Speed detection equipment will be needed to conduct speed enforcement. In-car cameras will also be purchased for vehicles to assist with camping infractions, increase officer safety, and enforcement of moving traffic violations. The in-car cameras were budgeted for moving traffic violations as well as for officer safety when conducting regular vehicle patrols. These cameras are beneficial for enforcement of moving traffic violations, such as failure to stop at a stop sign, to increase probability of convictions should tickets be taken to court. Additional training requirements include speed and traffic stop training.

Fine revenue is expected to increase due to CPOs responding to the traffic offences they currently see while on patrol and by conducting enforcement to support the Town’s Traffic Safety Plan and Traffic Safety Calendar. Fine revenue is expected to increase by approximately \$72,000 in 2023 and \$144,000 in 2024, which was included in the approved budget. When conducting moving traffic enforcement, provincial tickets are issued and the provincial fine retention formula means that 50 percent of fine revenue will be allocated to the province, shared between provincial administration for court and ticket adjudication and the Victims of Crime Fund. The remaining 50 percent will be revenue for the Town of Canmore (which has been included in the 2023-2024 operating budget). If Council does not approve this service level change, the budget revenues and expenses will not occur and will be reported as a variance. See detailed budget below.

Revenues	2023	2024
Traffic Safety Act Enforcement	\$72,000	\$144,000
Expenses		
Equipment		
• Speed detection units	7,800	
• In-Car Camera	7,500	7,500
Training		
• Speed and Traffic Stop	1,800	
Travel and Subsistence		
• Speed and Traffic Stop	3,600	
	\$20,700	\$7,500
Net	\$51,300	\$136,500

All new 30 km/hr zones will be ineligible for photo radar, and will therefore be enforced by RCMP, and Municipal Enforcement. Areas of low compliance and higher risk will be considered for traffic calming through the Safety and Accessibility program. It is not anticipated that the funds from the capital project will be required should this service level change be approved and instead will be used for signage and education to support the change.

STAKEHOLDER ENGAGEMENT

Municipal Enforcement, Engineering, and the Canmore RCMP have met internally to review these proposed changes. All departments are supportive of the proposed service level change. A workshop was held on January 31, 2023, with Council to review all of the Town’s traffic safety plans, including this change. No external stakeholder engagement has occurred.

ATTACHMENTS

None.

AUTHORIZATION

Submitted by:	Greg Burt Supervisor of Municipal Enforcement	Date:	<u>February 3, 2023</u>
Approved by:	Palki Biswas Manager of Finance	Date:	<u>February 10, 2023</u>
Approved by:	Caitlin Miller Manager of Protective Services	Date:	<u>February 13, 2023</u>
Approved by:	Scott McKay General Manager of Municipal Services	Date:	<u>February 15, 2023</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date:	<u>February 27, 2023</u>



Request for Decision

DATE OF MEETING: March 7, 2023 **Agenda #:** H-2

TO: Council

SUBJECT: Advocacy to explore funding options to develop housing in the Palliser area of Canmore

SUBMITTED BY: Councillor Tanya Foubert

RECOMMENDATION: That Council direct the mayor to write to the federal Minister of Intergovernmental Affairs to advocate in support of the Canada Infrastructure Bank funding Canmore's future housing development in the Palliser area.

EXECUTIVE SUMMARY

The Canada Infrastructure Bank (CIB) has a mandate to invest in projects that are in the public interest. With \$35 billion to invest in projects that meet the next generation of infrastructure needs for Canadians, the CIB presents an option worthy of consideration for the future development of housing options in the Palliser area.

However, the CIB's current mandate for funding focuses on five priority areas, which does not include infrastructure for housing. In order to get the CIB to consider a different priority area, or how the current funding formula could contribute towards our local economy, advocacy work with the Minister of Intergovernmental Affairs is needed.

RELEVANT COUNCIL DIRECTION, POLICY, OR BYLAWS

Council's approved 2023-26 Strategic Plan identified livability as a priority issue to be addressed and set out a vision of Canmore as a place where all residents can thrive. Results of this work include that "municipal initiatives and services are designed to increase affordability," and "municipal programs, facilities, and services help to attract and retain families and support community diversity." The plan also identified respectful relationships as a goal, with a key result that "inter-governmental, business, and not-for-profit relationships result in mutually beneficial outcomes."

In December 2021, Council approved funding to support a position within the planning department that would focus on several community planning initiatives, including the development of an area development plan for lands along Palliser Trail. Almost all the lands under consideration for a development plan are owned by the Town of Canmore and Canmore Community Housing (CCH).

On December 20, 2022, Council received a report on Canmore's Living Wage. The Living Wage attributed to Canmore was \$32.75 an hour and represents a weighted calculation based on three household types. The report also showed that by providing the Vital Homes program through Canmore Community Housing, it is possible to lower the Living Wage to \$22 an hour. By providing income appropriate housing, it is possible to make it significantly more affordable to live in Canmore.

DISCUSSION

The CIB was created with a mandate to invest \$35 billion into infrastructure projects across Canada that are in the public interest; as well as to grow innovative partnerships between different levels of government, the private sector, and non-profits. In order for projects to be considered for funding, they must generate revenues and have private or institutional capital invested. These investments are focused on five sectors: public transit, clean power, green infrastructure, broadband, and trade and transportation.

After speaking with a representative for the CIB, it was clear that the mandate of this lending institution has changed over time to include new areas for funding consideration, like irrigation. It is possible for the CIB, through the minister responsible, to change its mandate to include the type and scale of housing being considered for the Palliser area, which would not fall within the mandate or funding available through the Canadian Mortgage and Housing Corporation.

In order for those changes to be considered, conversations with the minister and advocacy work must be undertaken by our municipal elected officials. While it may not be possible to get the mandate changed, there is also an opportunity to find ways to fund the infrastructure work needed to deliver housing in the Palliser area, including transportation, water, and wastewater infrastructure.

A letter from the Mayor to the Minister of Intergovernmental Affairs, Dominic LeBlanc, is the first step in that process to start those conversations. It may also be possible to meet with Minister LeBlanc at the 2023 Federation of Canadian Municipalities (FCM) conference in Toronto in May.

The lending terms available through the CIB are favourable and could help deliver a more affordable project as a result. Often the cost of infrastructure within a subdivision is paid for by those purchasing a housing unit. That practice would increase the cost per unit and affect the ability of those living and working in Canmore full time, to afford the final purchase or rental price.

Housing our workforce is essential to the economic future of our community. With the cost of real estate and rents in the community right now, it is eroding our social fabric and undermining local business viability. In order to be innovative, different options for delivering housing in the Palliser area are worth considering.

ANALYSIS OF ALTERNATIVES

None.

FINANCIAL IMPACTS

There are no financial impacts to this recommendation, if approved. There is limited staff time required, except for administrative support for the mayor and arranging a meeting time at FCM.

STAKEHOLDER ENGAGEMENT

Mayor Sean Krausert and Councillor Foubert spoke with Jodie Parmar, senior director of project development for Western Canada for CIB. During the conversation, Mr. Parmar indicated the next step for Canmore to take, if it wanted to advocate and work to understand how the municipality could partner with the bank in the future, was to write to the minister and potentially meet with him in person.

AUTHORIZATION

Submitted by:	Tanya Foubert Councillor	Date:	February 14, 2023
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Approved by:	Sean Krausert Mayor	Date:	February 22, 2023
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Request for Decision

DATE OF MEETING: March 7, 2023 **Agenda #:** H-3

TO: Council

SUBJECT: Council Remuneration

SUBMITTED BY: Councillor Tanya Foubert

RECOMMENDATION: That Council direct administration to draft a terms of reference to establish a new committee to review council remuneration and that administration return for Council approval of the terms of reference prior to the committee recruitment process in advance of the 2023 annual organizational meeting.

EXECUTIVE SUMMARY

Elected officials and community members are entitled to a fair, transparent, and accountable process for determining remuneration for the Mayor and councillors. To achieve greater public engagement and transparency for council remuneration, a committee to replace the internal process Canmore has historically used is being recommended.

RELEVANT COUNCIL DIRECTION, POLICY, OR BYLAWS

Council Remuneration Policy EX-002

2023-26 Council Strategic Plan

Employee Pay HR-006

DISCUSSION

The work of elected officials deserves fair and reasonable compensation and the process to determine that compensation should also be fair, transparent, and accountable.

Fair compensation for elected officials leads to a healthier democracy. When people who represent a wide range of the community are able to put their name forward for election, our council's makeup better represents everyone in its decisions. If compensation is too low, this systematically excludes identifiable segments of our local population. Fair and reasonable council remuneration, therefore, is an important part of creating a more inclusive and diverse pool of potential future council candidates.

For the last three terms of council, Canmore's practice has been to review both council compensation and the Council Remuneration Policy in the last year of council's term, prior to the election. Town administration has gathered compensation data from comparable municipalities, applying the same market and salary review process as outlined in the Employee Pay Policy. This motion would establish a committee made of community members and led by the general manager of corporate services (or their designate). The

committee would be responsible for reviewing council remuneration, would make recommendations to Council and would replace the current internal process.

Timelines are important for this work, as it will need to be accomplished over several years. Any potential future decisions for this council with respect to any recommendations would only apply to the next council elected in the fall of 2025.

Over the next several months, administration would draft the terms of reference for the committee and return to Council for approval. Once approved, the new committee would be included in administration's recruitment campaign for committees and boards in the fall, with committee members being appointed at the annual organizational meeting at the end of October.

Once established, the committee would be expected to deliver recommendations for council's consideration during the budget review process in 2024 for the 2025-26 budget. However, changes would only be applied to the budget years of the next elected council in 2026-2027.

When it comes to employees for the Town of Canmore, Council has an approved policy that sets out that its purpose is to "ensure transparency and accountability with regard to our approach to establishing pay for employees, while remaining externally competitive, maintaining internal equity, and ensuring financial feasibility and sustainability." Council should apply the same principles of transparency and accountability with respect to its own remuneration.

ANALYSIS OF ALTERNATIVES

Council could direct administration to return with recommendations on how to review council remuneration.

Council could direct administration to update the Council Remuneration Policy to include the current practice to review council compensation. The approved Council Remuneration Policy does not outline the process currently used for reviewing council compensation.

Council could also choose to not address this issue at this time.

FINANCIAL IMPACTS

There would be no direct operational budget impacts in 2023 to 2025 as a result of this motion. Should a terms of reference be approved by Council, time and resources would be needed to undertake this work. As this falls in line with other human resources policies, it is proposed that this work falls under the responsibility of the general manager of corporate services.

Should recommendations be approved by Council as part of the 2025-2027 three-year operational budget, the first budget year there may be an impact is 2026.

STAKEHOLDER ENGAGEMENT


None.

ATTACHMENTS

- 1) Council Remuneration Policy EX-002
- 2) Employee Pay HR-006
- 3) Town of Banff Council Remuneration Review Committee Terms of Reference

AUTHORIZATION

Submitted by:	Tanya Foubert Councillor	Date:	February 13, 2023
Approved by:	Sean Krausert Mayor	Date:	February 22, 2023

 Town of CANMORE	Council Policy
Policy Title:	Council Remuneration
Policy Number:	EX-002
Date in Effect:	January 1, 2018
Current as of:	January 11, 2022

POLICY STATEMENT

1. Council will be provided with fair and reasonable remuneration for performing the duties of their office and reimbursement for approved expenses incurred while fulfilling their responsibilities.

212-2018; 176-2021

PURPOSE

2. This policy provides guidelines and procedures for the remuneration of council.

DEFINITIONS

3. "Automobile allowance" means any payment that Council receives from the Town for using their own vehicle while fulfilling their responsibilities.

176-2021

4. "Council" includes the mayor and all councillors.

5. "Councillor" is a member of council, excluding the mayor, and is considered a part-time position.

6. "Mayor" is a member of council and is considered a full-time position.

7. "Deputy mayor" is a councillor appointed to fill the position of deputy mayor on a rotational basis and may act as mayor in the mayor's absence.

8. "Per diems" are the rates paid to councillors Council for attending to municipal business in accordance with this policy.

212-2018

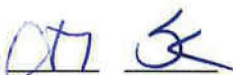
RESPONSIBILITIES

9. Council is responsible for reviewing and approving this policy once each term in the year leading up to the general election.

10. Councillors are responsible for submitting per diem expense claims.

11. The mayor is responsible for approving per diem expense claims.

Policy approved by:



BASIC RATE

12. Council will be remunerated at the basic rates as set out below and as increased annually with the cost of living adjustment approved in the annual budget for the Town of Canmore. Basic rates for 2021 are:

- a) Councillor: \$28,772
- b) Mayor: \$101,388

212-2018; 176-2021

13. The basic rate is paid to councillors for the following:

- a) Up to four council meetings per month, including: regularly scheduled council meetings, committee of the whole meetings, and special council meetings (including public hearings), up to a maximum of 16 hours per month, 212-2018; 271-2018
- b) Informal meetings with the CAO, staff and council, 212-2018
- c) Staff social functions such as employee service awards, annual holiday party, farewell events for staff and council, 212-2018
- d) Informal meetings with other municipal councils such as dinners and socials, 212-2018
- e) Evening networking events while at conferences and conventions, 212-2018
- f) Preparation for council and committee meetings, 212-2018
- g) Independent work with residents, businesses, and other organizations undertaken to be more familiar with an issue, program, or Town of Canmore initiative or facility, 212-2018
- h) Public workshops, open houses and other public input sessions, and 212-2018
- i) Meetings and social functions held within the municipal boundary when attending as dignitaries representing council such as Remembrance Day ceremonies, Canada Day events, Bow Valley Builders and Developers Association (BOWDA) meetings, service club meetings, Miner's Day events, Winter Carnival events, Folk Festival events, and grand openings. 212-2018

14. The basic rate will be paid biweekly with the regular Town of Canmore pay cycle.

PER DIEMS

15. Councillors are eligible to claim per diems for attending to the following municipal business:

- a) Council orientation sessions,
- b) Council planning sessions and working sessions, as required or requested to attend,
- c) Board and committee meetings and meetings of commissions to which councillors are appointed and for which no other per diem is paid,

Policy approved by: 

- d) Canmore Community Housing Corporation (CCHC) shareholder meetings,
- e) Two Council-CAO meetings per month,
- f) Special council meetings over and above the four meetings, or maximum 16 hours of regularly scheduled council meetings covered by the basic rate, including but not limited to public hearings, Canmore Planning Commission meetings; Subdivision and Development Appeal Board hearings, and Assessment Review Board hearings,
- g) Town Hall meetings,
- h) Conferences and conventions (including but not limited to the Alberta Association of Urban Municipalities (AUMA) and Federation of Canadian Municipalities (FCM)),
- i) On-line or in-person educational and training course including time to complete exams and tests,
- j) Business meetings with other municipal councils,
- k) Meetings with other government agencies and businesses on behalf of the Town of Canmore,
- l) Grand openings or meetings outside Canmore, if formally invited to present a verbal or written presentation,
- m) *Repealed 212-2018,*
- n) Functions and activities related to the duties of the deputy mayor appointment including attendance at the agenda setting meeting,
- o) All other meetings or public appearances approved by council or made at the request of the mayor,
- p) Meetings to complete the CAO performance review,
- q) Finance Committee meetings, and
- r) Agenda setting meetings or other required meetings with executive directors of external boards or commissions when acting in the position of chair of the board or commission.

271-2018

212-2018

17-2022

17-2022

16. Per diem rates in effect upon approval of this policy are set out below and may be adjusted annually by council during the budget process:

Up to 4 hours:	\$125
Over 4 hours and up to 8 hours:	\$225
Over 8 hours:	\$350

Policy approved by: CTT [Signature]

- 17. On days when councillors attend more than one meeting consecutively, time for all meetings should be added together and the amount for the cumulative time should be claimed. 212-2018
- 18. On days when councillors attend non-consecutive meetings, separate per diems may be claimed to a maximum equivalent to the “over 8 hours” per diem rate. 212-2018; 271-2018
- 19. Time calculated for per diem claims includes travel time to and from the activity. 212-2018; 271-2018
- 20. Per diem expense claims should be submitted and approved on the biweekly Town of Canmore pay cycle. 212-2018
- 21. Remuneration for per diems must be reviewed and approved by the mayor or deputy mayor to ensure compliance with this policy. 212-2018

VEHICLE USE EXPENSES

- 22. Council shall use Town vehicles for travel whenever possible. If no Town vehicle is available for use, an automobile allowance for the use of personally owned vehicles will be reimbursed at the reasonable per-kilometre allowance rate set by the Canada Revenue Agency (CRA). If council chooses to use a personally owned vehicle when a Town vehicle is available, the reimbursement rate is 20% of the CRA’s rate. 176-2021
- 23. When automobile allowance claims are submitted, there is no further reimbursement for any other vehicle related expenses, including fuel. 176-2021
- 24. When using a personally owned vehicle for Town business Council shall carry adequate personal vehicle insurance. In the event of an accident, council shall be responsible for all costs, including any insurance deductibles. 176-2021

ELIGIBLE REIMBURSABLE EXPENSES

- 25. Reasonable accommodation costs and associated gratuities, 176-2021
- 26. Reasonable meal costs and associated gratuities, 176-2021
- 27. Reasonable transportation costs, including economy class air, train or bus fares (and any associated fees) required for travel to and from the destination, or, if estimated costs are expected to be less, a rental car for travel to, from, and within the destination, 176-2021
- 28. Taxi fares and associated gratuities, or other public transportation costs, and 176-2021
- 29. Parking. 176-2021
- 30. Wherever possible, the Mayor shall use the Town purchasing card to pay for other eligible travel expenses. 176-2021

RESTRICTIONS

Policy approved by: AD SE

31. In general, the following are not eligible expenses and the Town will not provide reimbursement for costs associated with:
- a) Use of a personal vehicle within Canmore,
 - b) Charges for alcoholic beverages,
 - c) Entertainment costs,
 - d) Upgrades to higher classes travel,
 - e) Fines for traffic or parking violations,
 - f) Personal items, such as clothing and toiletries,
 - g) Additional expenses resulting from travelling with a spouse or other guests, and
 - h) Expense related to a home office.

176-2021


BENEFITS

32. Members of Council will be provided with benefits in accordance with the Town of Canmore Benefits Policy. In addition, council members will be entitled to any and all benefits offered to elected officials through AUMA.

176-2021

33. The following tables outline the benefit types and cost share ratio provided under the Town's group benefits plan. Participation in the plan is mandatory for all employee groups identified herein and elected officials, except those benefit types listed as "Optional" or "Voluntary" under this section of this policy.

Benefit Type	Cost Sharing	
	Plan Member	Town
Extended Health Care premium	N/A	100%
Dental Care premium	N/A	100%
Non-Taxable Healthcare Spending Account/ Taxable Wellness Spending Account	N/A	100%
Life Insurance premium	30%	70%
Dependent Life Insurance premium	30%	70%
Accidental Death & Dismemberment (AD&D) premium	30%	70%
Optional Life Insurance premium	100%	N/A
Voluntary AD&D premium	100%	N/A
Group Retirement Savings Plan contribution (on regular base pay)	5.5%	8.65%

Policy approved by: 

176-2021

EMPLOYEE AND FAMILY ASSISTANCE PROGRAM

34. The Town will provide council, and their dependents (spouse and children) with access to a confidential, third-party employee and family assistance program at no cost to the council member.

176-2021

35. Elevation Place Membership

a) The Town will provide all of council with the option to purchase an individual Elevation Place membership at rates equivalent to those set out in the Corporate Wellness Membership Program offered to our local businesses.

b) Elected Officials are responsible for 100% of the cost of the corporate membership.

176-2021

GENERAL

36. *Repealed 212-2018*

37. *Repealed 176-2021*

38. *Repealed 176-2021*

39. Upon submission of receipts, and where alternate arrangements could not be made, Council shall be reimbursed for reasonable child or family care expenses up to a maximum of \$2000 per annum if incurred while attending meetings, conferences, conventions, education or training courses, in an official capacity.

EXCEPTIONS

40. Exceptions to this policy may be made by majority vote of council

POLICY REVIEW

41. This policy will be reviewed by Council on or before July 30, 2025.

RELATED DOCUMENTS

42. Procedural Bylaw 2018-01

271-2018

REPEALS POLICY: 509-2012

AUTHORIZATION:



Sean Krausert
Mayor



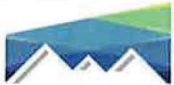
Cheryl Hyde
Municipal Clerk

Policy approved by: 

REVISION HISTORY

Action	Date	Council Motion	Notes
Approved	2017-03-21	93-2017	Policy in effect 2018-01-01
Amended	2018-10-02	212-2018	Address changes in federal tax legislation
Amended	2018-12-04	271-2018	Adjust basic rate of pay to reflect meeting schedule change; amendment in effect 2018-12-16.
Amended	2021-07-06	176-2021	Update basic rate of pay for 2021; include travel expenses and reimbursement.
Amended	2022-01-11	17-2022	Update per diem eligibility.

Policy approved by: 

 Town of CANMORE	Council Policy
Policy Title:	Employee Pay
Policy Number:	HR-006
Date in Effect:	June 27, 2017
Current as of:	July 6, 2021

POLICY STATEMENT

1. *Repealed 176-2021*
2. It is the policy of the Town to pay its employees based on the 55th percentile of market value for the jobs they perform. 176-2021
3. *Repealed 176-2021*

PURPOSE

4. The purpose of this policy is to ensure transparency and accountability with regard to our approach to establishing pay for employees, while remaining externally competitive, maintaining internal equity, and ensuring financial feasibility and sustainability. 176-2021
5. This policy applies to all employees of the Town, except:
 - a) Those governed by a collective agreement;
 - b) Where an employment contract specifically outlines a contrary guideline. 176-2021

DEFINITIONS

6. "Employee" means any employee, supervisor, or manager.
7. "Externally comparable" means positions and pay are competitive with similar positions outside of the organization. 176-2021
8. *Repealed 176-2021*
9. "Internally comparable" means positions are grouped within pay grades that reflect a relative level of responsibility, experience and education inside the organization. 176-2021
10. *Repealed 176-2021*
11. "Market salary and wage review" means comparing similar positions and associated pay with other municipalities that are similar in geographic size, population, provision of services, and rural/urban characteristics and, for some positions, may include local private employers where similarities exist.

- 12. "Market value" means the comparative pay for a job based on the completion of a market review of what external and/or internal competitors are paying.
- 13. "Pay" means an employee's annual salary or hourly pay rate.
- 14. "Pay grade" means a grouping of jobs of similar value to the organization, based on market research.
- 15. "Pay grid" means the summary of pay grades and the list of current jobs that fall within each.
- 16. *Repealed 176-2021*
- 17. *Repealed 176-2021*
- 18. *Repealed 176-2021*
- 19. *Repealed 176-2021*

PAY DETERMINATION

- 20. An employee's pay is aligned with the pay grade range for their position.
- 21. A market salary and wage review occurs at minimum every three years to determine the 55th percentile of market value for positions at the Town. The pay grid is reviewed in conjunction with this and may be adjusted in accordance with the results of the review. Timing and scope of such adjustments will vary based on available funding and approval by CAO.

176-2021

COST OF LIVING ADJUSTMENT

- 22. If approved in the municipal budget, COLA is applied to the pay grid and to eligible employees' pay, effective the start of the first pay period for that budget year.
- 23. An employee whose pay has been red-circled shall receive the COLA as a lump sum payment until such a time as the employee's salary or wage falls within the pay range for their position.

ADVANCEMENT THROUGH THE PAY RANGE

- 24. *Repealed 176-2021*
- 25. *Repealed 176-2021*
- 26. *Repealed 176-2021*
- 27. *Repealed 176-2021*
- 28. *Repealed 176-2021*

RESPONSIBILITIES

- 29. It is the responsibility of the Manager of Human Resources to:
 - a) Conduct market salary and wage reviews as required and make recommendations to the CAO based on the results.

176-2021

b) *Repealed 176-2021*

30. It is the responsibility of the CAO to:

a) Approve recommendations based on market salary and wage reviews that are within the approved budget.

b) *Repealed 176-2021*

31. *Repealed 176-2021*

POLICY REVIEW

32. This policy will be reviewed by Council on or before July 30, 2025.


176-2021

RELATED DOCUMENTS

33. Budget and Business Plan Guidelines

REPEALS POLICY: Salary and Wage Administration 266-2014

AUTHORIZATION:



John Borrowman
Mayor



Cheryl Hyde
Municipal Clerk

REVISION HISTORY

Action	Date	Council Motion	Notes
Approved	2017-06-27	209-2017	
Amended	2021-07-06	176-2021	Advancement through pay range deleted and moved to administrative procedure.

TOWN OF BANFF

Terms of Reference

Council Remuneration Review Committee

1.0 COMPOSITION OF COMMITTEE

- 1.1 The Council Remuneration Review Committee (the “Committee”) is comprised of three (3) members of the public eligible in accordance with the Town of Banff Committee Appointments Policy.
- 1.2 The Committee shall elect a chairperson at their first meeting.
- 1.3 Members of the Committee will be appointed by Council directly, according to the Town of Banff Committee Appointments Policy.
- 1.4 If a member resigns or is unable to serve, a replacement may be appointed from the original list of applicants.

2.0 TERM OF OFFICE

- 2.1 In the year prior to a general municipal election, the Committee is established as a temporary Council committee.
- 2.2 The Committee shall terminate upon acceptance of the Committee’s final report by Council, which shall be completed on or before June 30th of the year of a general municipal election.

3.0 STATEMENT OF PURPOSE

- 3.1 The purpose of the Committee shall be to review and provide recommendation to the Town of Banff Council (the “Council”) with respect to the Town of Banff Council Remuneration Policy for the next term of office.
- 3.2 The report may include, but is not limited to, recommendations with respect to:
 - i) establishing a set of guiding principles for council remuneration;
 - ii) establishing the appropriate remuneration to be paid to the Council including specific recommendations on base salary and per diem amounts;
 - iii) benefits offered;

- iv) allowances and expenses;
- v) full time equivalent status;
- vi) options for making periodic adjustments to established remuneration; and
- vii) the establishment of standards for remuneration review.

4.0 DUTIES AND POWERS

- 4.1 The Committee is advisory in nature, making recommendations to Council by way of report.
- 4.2 The chairperson and/or another Committee member shall present the Committee's recommendation to the Governance and Finance Committee prior to a public Council meeting to ensure comprehensiveness and completeness.
- 4.3 All decisions and recommendations of the Committee will be made through a consensus based approach. Consensus does not mean a decision that is perfect for all participants. It does mean a decision that all participants can live with, and that all participants agree to support the decision. For issues where consensus cannot be reached, the majority vote will determine the final decision.
- 4.4 The Committee will review relevant survey data and practices of other comparable markets (such as the Small Municipalities Human Resources Team – SMHRT) and the Alberta Municipal Services Corporation/Alberta Urban Municipalities Association – AUMA/AMSC. The Committee may conduct other reviews it feels are necessary to enable it to make recommendations.
- 4.5 The Committee is permitted to solicit external submissions and expertise as required.
- 4.6 Committee members will receive no honorarium for their volunteer services.

5.0 MEETINGS

- 5.1 The Committee will determine the meeting schedule they require to complete their mandate.
- 5.2 All Committee meetings shall be open to the public, with item protected by the Freedom of Information and Protection of Privacy Act discussed in camera in accordance with usual procedures.
- 5.3 The Committee meeting is to comply with the requirements of the *Municipal Government Act*, as amended, and the Procedural Bylaw of the Town of Banff, as amended or repealed and replaced from time to time.

6.0 LIAISON

- 6.1 The Manager of Human Resources, or designate, shall attend Committee meetings to act in an advisory capacity as a non-voting member.
- 6.2 The Municipal Clerk, or designate, shall provide administrative support to the Committee.

7.0 REVIEW

- 7.1 The Committee Terms of Reference shall be reviewed in the year preceding a general election to ensure that they reflect the current mandate of the Committee.



Request for Decision

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

TO: Council

SUBJECT: Midsized Cities Mayors Caucus Grant Application

SUBMITTED BY: Mayor Sean Krausert

RECOMMENDATION: That Council endorses the Alberta Community Partnership grant application to fund the four phases of the *Unlocking the Full Potential of Alberta's Midsized Cities Initiative*.

EXECUTIVE SUMMARY

The executive committee of the Alberta Midsized City Mayors Caucus (MCMC) is recommending each participating council endorse and support an Alberta Community Partnership – Strategic Initiatives (ACP-SI) grant to undertake the *Unlocking the Full Potential of Alberta's Midsized Cities Initiative*.

The funding request to the province of Alberta is for \$400,000 and each municipality will be expected to support the initiative in-kind in the collection and provision of data and the participation in project workshops, interviews, and sessions (approximately 30 hours per municipality). Project oversight will be done by the MCMC executive, and any associated project oversight expense will be covered by existing financial contributions from Municipalities to the MCMC.

The *Unlocking the Full Potential of Alberta's Midsized Cities Initiative* will consist of four interconnected phases which include:

1. Fiscal Sustainability
2. Economic Impact
3. Mapping the Road Ahead
4. Developing a Common Dashboard

RELEVANT COUNCIL DIRECTION, POLICY, OR BYLAWS

None.

DISCUSSION

See Attachment #1 - MCMC Briefing Note – “Unlocking the Full Potential of Alberta’s Midsized Cities Initiative”.

ANALYSIS OF ALTERNATIVES

N/A

FINANCIAL IMPACTS

While the application for funding will cover the direct costs of the project each participating municipality is expected to contribute the required data, and participate in any required meetings, interviews, workshops, and sessions estimated at approximately 30 hours per municipality (720 hours collectively).

The project oversight costs will be covered by existing financial commitments to MCMC.

STAKEHOLDER ENGAGEMENT

This application has been discussed by mayors of the member municipalities of MCMC and developed over a period of several months by the MCMC executive working with a consultant firm.

No formal public engagement is required.

ATTACHMENTS

- 1) MCMC Briefing Note – “Unlocking the Full Potential of Alberta’s Midsized Cities Initiative”
- 2) Alberta Community Partnership – Strategic Initiatives Application (pre-submission draft)

AUTHORIZATION

Submitted by: Sean Krausert
Mayor

Date: February 17, 2023

Unlocking the Full Potential of Alberta's Midsized Cities Initiative

Prepared for Alberta Midsized City Mayors Caucus

January 26, 2023

Recommended Action

Each municipality in the Alberta Midsized City Mayors Caucus adopt the following resolution:

That council endorses the Alberta Community Partnership grant application to fund the four phases of the Unlocking the Full Potential of Alberta's Midsized Cities Initiative.

Executive Summary

The executive committee of the Alberta Midsized City Mayors Caucus (MCMC) is recommending each participating council endorse and support an Alberta Community Partnership – Strategic Initiatives (ACP-SI) grant to undertake the Unlocking the Full Potential of Alberta's Midsized Cities Initiative.

The funding request to the province of Alberta is for \$400,000 and each municipality will be expected to support the initiative in-kind in the collection and provision of data and the participation in project workshops, interviews, and sessions (approximately 30 hours per municipality). Project oversight will be done by the MCMC executive, and any associated project oversight expense will be covered by existing financial contributions from Municipalities to the MCMC.

The *Unlocking the Full Potential* initiative will consist of four interconnected phases which include:

1. Fiscal Sustainability
2. Economic Impact
3. Mapping the Road Ahead
4. Developing a Common Dashboard

Background

Unlocking the Full Potential of Alberta's Midsized Cities

Over one million people call Alberta's 24 midsized cities home and each of these 24 municipalities shares a common set of opportunities and challenges that set them apart from Alberta's other urban municipalities. This initiative has been designed to address the unique circumstances of Alberta's midsized cities.

The *Unlocking the Full Potential* initiative has been designed to address the unique circumstances of Alberta's mid-sized cities. While the initiative is broad it is made up of four interconnected phases that will result in both a roadmap for long-term prosperity as well as specific deliverables that will provide additional tools and data to ensure mid-sized cities are well positioned for the future.

In doing so, MCMC can illustrate the qualitative and quantitative value of Mid-sized Cities and the contribution they make to the province. In addition, identify what the potential contribution could be in different growth scenarios.

The requested grant amount will be \$400,000 from Alberta Municipal Affairs. Municipal support will be in the form of staff time to participate in the process and provide the data required.

Phase 1: Fiscal Sustainability

Purpose:

- Build an interactive and illustrative model that maps both legislative and discretionary costs and revenues per municipality
- This can be used to estimate the impact of funding model changes in various scenarios as well as identify common gaps and pressures

Deliverables:

- A Mid-sized City Fiscal Sustainability Model that can be used to estimate the impact of various funding or expense scenarios.
- Each participating municipality will receive a Municipal Profile outlining their results and the benchmark

Phase 2: Economic Impact Assessment

Purpose:

- Leveraging the data collected from Phase 1 to identify the current economic impact of Alberta's Mid-sized Cities
- In addition, we will include modeling high growth, baseline growth, and low growth scenarios to estimate future potential

Deliverables:

- Mid-sized Cities Economic Impact Assessment Report with growth models
- A series of case studies will complement the data to identify and illustrate the socioeconomic impact of Alberta's Mid-sized Cities

Phase 3: Mapping the Road Ahead

Purpose:

- To identify and determine the opportunities, as well as legislative, regulatory, policy, or other barriers to achieving the full potential (high growth) scenario.

Deliverables:

- Road Ahead Report includes:
 - Results of Engagement with Mayors and senior City Administrators
 - Jurisdictional review of how other relevant jurisdictions approach the unique needs of midsized communities.
 - Visioning session and framework development with Midsized Cities Leaders to identify and determine priorities.

Phase 4: Develop a Common Dashboard:

Purpose:

- To develop a suite of demographic, social, and economic indicators, including exploring leading practices that each member, and MCMC as a whole can leverage as a baseline to track the progress toward “the full potential” of Midsized cities.

Deliverables:

- Midsized City Key Metric Dashboard
- Each participating municipality will also receive an individualized Municipal Profile outlining their results and the benchmark

Alberta Community Partnership Grant

The Alberta Community Partnership – Special Initiatives (ACP-SI) Grant is grant program funded by Alberta Municipal Affairs. The grant has a stated objective of: *The Strategic Initiatives (SI) component provides grants for initiatives in which the project outcomes are of ministry or provincial strategic significance and do not align with the other program components and focuses on projects “of provincial strategic significance that are deemed a ministry priority.”*

The grant has no stated maximum funding amount or specific deadline, and each application is reviewed by grant adjudicators on a case-by-case basis and are subject to approval by the Minister.

Alberta Midsized City Mayors Caucus

The Alberta Mid-Size Cities Caucus represents 24 urban centres with populations under 500,000, with nearly 35 Provincial constituencies and constitutes a population of approximately one million people. Our voice is important to the needs of Albertans.

Our purpose in coming together is to strengthen the significance and position of mid-sized cities as a relevant and important voice within the province-wide framework, collaborating and strategizing to come up with creative ways to address matters that directly impact mid-sized cities, and advocating for recognition of an Alberta urban agenda.

Our Objectives include:

- a) Recognize the unique needs and interests of the membership and develop strategies to respond and advocate for such.
- b) Provide a forum for information and best practice sharing and developing creative solutions to issues that are of mutual interest.
- c) Advocate for the needs and interests of mid-size cities through ongoing communication with:
 - i. the Provincial Government
 - ii. the Federal Government
 - iii. the AB Municipalities
 - iv. other municipalities, including member municipalities
 - v. other groups/organizations as determined by a majority of the membership
- d) Support the enhancement of members through networking and information sharing.

Communication / Public Engagement

This initiative requires no formal public engagement.

Financial Implications

While the application for funding will cover the direct costs of the project each participating municipality is expected to contribute the required data, and participate in any required meetings, interviews, workshops, and sessions estimated at approximately 30 hours per municipality (720 hours collectively).

The project oversight costs will be covered by existing financial commitments to MCMC.

Legislation / Authority

The ACP-SI application is a grant program available to Municipalities and Municipal serving organizations through Alberta Municipal Affairs. In the case of the Unlocking the Potential initiative, the Town of Cochrane will be the lead applicant.

Strategic Alignment

The Unlocking Potential initiative aligns with the collaboratively developed priorities of the Midsized City Mayors Caucus, to address the opportunities and challenges faced by Alberta's midsized cities. These include:

- Intergovernmental Relations
- Community Safety and Wellness
- Capital Funding

This initiative will provide each participating municipality with additional data and tools to:

- Ensure Fiscal Sustainability;
- Understand the Socio-economic impact of Midsized Cities;
- Understand the leading policy and legislative practices to ensure growth; and,
- Develop a common dashboard of key metrics that can be used to measure, monitor, and benchmark the health of Alberta's Midsized communities.

Options / Implications

Endorsing this application and participating in this initiative will serve to bolster the strength of the application to the province. In addition to ensuring this initiative maximized the collective value for all midsized cities, each participating municipality will also receive:

- An individualized municipal fiscal sustainability profile with benchmarked data
- An individualized municipal key metric dashboard, with benchmarked data

Attachments

Attachment 1: Unlocking the Full Potential of Alberta's Midsized Cities DRAFT ACP-SI Application (February 2023)

The personal information provided on this form or on any attachments is required to administer the Alberta Community Partnership (ACP) program. This personal information is collected under the authority of section 33(c) of the Freedom of Information and Protection of Privacy (FOIP) Act and will be managed in accordance with the privacy provisions under the FOIP Act. If your ACP application is approved, your name, the grant program and the grant amount may be published by the Government of Alberta as authorized under section 40(1)(b) and (f) of the FOIP Act. Should you have any questions about the collection, use or disclosure of this information, please contact the Grant Program Delivery Unit at 780-422-7125, or by e-mail at acp.grants@gov.ab.ca, or write the Director of Grant Program Delivery, Alberta Municipal Affairs, 15th Floor, Commerce Place, 10155 - 102 Street, Edmonton, Alberta T5J 4L4.

INSTRUCTIONS: This form is for applicants to the Alberta Community Partnership (ACP) program, Strategic Initiatives component. Applicants should first familiarize themselves with the ACP guidelines, [available here](#).

Applicant Information

Legal Name of Entity:

Legal Status:

Contact Name, Title:

Mailing Address:

Email: Phone Number:

Timeline Information

Project Start Date: Project will commence upon receipt of ACP funding

Project Completion: or

Partners

If the project will be undertaken as a partnership, use the space below to list all participating municipalities.

City of Grande Prairie, City of Red Deer, City of Lethbridge, City of Medicine Hat, Regional Municipality of Wood Buffalo, Strathcona County, Town of Stony Plain, Town of Sylvan Lake, Town of Spruce Grove, City of Lacombe, Town of Innisfail, City of Cold Lake, Town of Canmore, City of Lloydminster, City of Wetaskiwin, City of St. Albert, Town of Okotoks, City of Fort Saskatchewan, Town of Beaumont, City of Chestermere, City of Camrose, City of Brooks, City of Leduc, City of Airdrie

I certify, as the managing partner, that all participating municipalities have passed resolutions supporting participation in the project.

Project Information

1. Project Title: Unlocking the Full Potential of Alberta's Midsized Cities

2. Describe the project **activities**, **scope**, and expected **tangible results**. Applicants may attach additional information as required.

The *Unlocking the Full Potential* initiative has been designed to address the unique circumstances of Alberta's midsized cities. While the initiative is broad it is made up of four interconnected phases that will result in both a roadmap for long-term prosperity as well as specific deliverables that will provide additional tools and data to ensure midsized cities are well positioned for the future.

In doing so, MCMC can illustrate the qualitative and quantitative value of Midsized Cities and the contribution they make to the province. In addition, identify what the potential contribution could be in different growth scenarios. The requested grant amount will be \$400,000 from Alberta Municipal Affairs. Municipal support will be in the form of staff time to participate in the process and provide the data required.

Phase 1: Fiscal Sustainability

Purpose:

Build an interactive and illustrative model that maps both legislative and discretionary costs and revenues per municipality

This can be used to estimate the impact of funding model changes in various scenarios as well as identify common gaps and pressures

Deliverables:

A Midsized City Fiscal Sustainability Model that can be used to estimate the impact of various funding or expense scenarios.

Each participating municipality will receive a Municipal Profile outlining their results and the benchmark

Phase 2: Economic Impact Assessment

Purpose:

Leveraging the data collected from Phase 1 to identify the current economic impact of Alberta's Midsized Cities
In addition, we will include modeling high growth, baseline growth, and low growth scenarios to estimate future potential

Deliverables:

Midsized Cities Economic Impact Assessment Report with growth models

A series of case studies will complement the data to identify and illustrate the socioeconomic impact of Alberta's Midsized Cities

Phase 3: Mapping the Road Ahead

Purpose:

To identify and determine the opportunities, as well as legislative, regulatory, policy, or other barriers to achieving the full potential (high growth) scenario.

Deliverables:

Road Ahead Report includes:

Results of Engagement with Mayors and senior City Administrators

Jurisdictional review of how other relevant jurisdictions approach the unique needs of midsized communities.

Visioning session and framework development with Midsized Cities Leaders to identify and determine priorities.

Phase 4: Develop a Common Dashboard:

Purpose:

To develop a suite of demographic, social, and economic indicators, including exploring leading practices that each member, and MCMC as a whole can leverage as a baseline to track the progress toward "the full potential" of Midsized cities.

Deliverables:

Midsized City Key Metric Dashboard

Each participating municipality will also receive an individualized Municipal Profile outlining their results and the benchmark

3. How will the project outcomes respond to provincial priorities?

The Unlocking the Full Potential initiative aligns with, and responds well to a number of priorities outlined in the Mandate letter for the Minister of Municipal Affairs. This includes "Strengthen and maintain a relationship of mutual respect and cooperation with municipal leaders to serve Albertans more cooperatively", "continue to consult with stakeholders and improve the delivery of stable predictable funding through the Local Government Fiscal Framework" as well as the outlined priorities of evaluating and developing benchmarks to attract investment and minimize red-tape (bullet 7 in the mandate letter), and developing innovative approaches to shared relationship with the province on community wellbeing programs (bullet 6), and taxation models (bullet 3).

More broadly, this initiative takes an innovative approach to intermunicipal collaboration. Rather than aligning solely on geographic boundaries, the Unlocking the Full Potential considers the distinct role that Alberta's midsized municipalities play in our province. Home to over approximately one million residents, these communities are well positioned to bolster Alberta's economic growth, and community safety and wellbeing.

4. What are the anticipated short and long-term project benefits?

(a) Short-term:

In the short term, the participating municipalities and the province will benefit from:

1. Comprehensive data collection and analysis related to both revenue and the statutory and discretionary spending of midsized cities.
2. Data driven models to assess the impact of potential funding arrangements and growth potential forecasts
3. Road Ahead Framework that leverages the tools that have been developed to identify further opportunities to reduce red tape, deepen collaboration, and allow municipalities to be innovative and responsive.
4. A common dashboard of socio-economic indicators to measure progress and health of Alberta's midsized communities.
5. A unique opportunity for municipalities to collaborate, share best practices, and capitalize on opportunities and address common challenges by coming together.
6. Identifying opportunities to maximize the provincial-municipal relationship to better serve citizens.

(b) Long-term:

In the long term the project seeks to:

1. Establish a dashboard that can be used to conduct long-term trend monitoring to better inform municipal and provincial policy decisions.
2. Create a model for large-scale inter-municipal collaboration and shared initiatives amongst geographically disparate communities that share common socio-economic priorities.

5. How will project benefits be shared among the participating municipalities/organizations in the region?

In addition to the broad Alberta-wide deliverables, each municipality will receive:

An individualized municipal fiscal sustainability profile with benchmarked data

An individualized municipal key metric dashboard, with benchmarked data

The results of the four phases of work will be shared with the Councils and Senior Administrators at the Midsized Cities meetings in July and in the Fall of 2023. In addition, this work can be shared more broadly with the Local Government Administrators Association, ABMunis, and other relevant associations.

Project Budget

6. List all estimated project expenditures in the table below. Refer to the ACP Guidelines for information on eligible expenditures.

	Description	Capital Expenditures	Operating Expenditures	Total Line Item
<input type="checkbox"/>			\$35,000	\$35,000
<input type="checkbox"/>			\$147,000	\$147,000
<input type="checkbox"/>			\$98,500	\$98,500
<input type="checkbox"/>			\$109,000	\$109,000
<input type="checkbox"/>			\$114,500	\$114,500
<input type="checkbox"/>				
<input type="checkbox"/>				
<input type="checkbox"/>				
<input type="checkbox"/>				
a	Section [a] Totals		\$504,000	\$504,000

		Capital	Operating	Total
b	Total ineligible project costs (refer to section 7.4 of the ACP guidelines)			
c	ACP eligible costs (a - b)		\$504,000	\$504,000
d	Funds from other grant programs applied towards eligible costs			
e	Municipal cash contribution towards eligible costs			
f	Value of municipal asset contribution (identify asset(s) below)		\$108,000	\$108,000
	Staff time and expenses related to data collection, workshops, eng			
g	Total ACP grant request [c - (d + e + f)]:		\$396,000	\$396,000

8. If the project involves capital assets, who will own the resulting assets?

Application Certification

I certify that all information contained within this application to the Alberta Community Partnership program is true and correct and that all Alberta Community Partnership program funds will be used in accordance with the Alberta Community Partnership Program Guidelines. I certify that the grant will be applied in the year(s) and manner described within this application should it be accepted by the Minister of Alberta Municipal Affairs.

Printed Name, Title
Duly-Authorized Signing Authority

Signature
Duly-Authorized Signing Authority

Date

Submission

Submit the completed grant application via mail, fax or e-mail to one of the coordinates below. Please save a copy for your records.

**Use only one method of submission.
Complete all application details before submitting the form.**

Mailing Address:
Municipal Affairs
Grants and Education Property Tax
Grant Program Delivery Unit
15th Floor, 10155-102 Street
Edmonton, AB T5J 4L4

Fax:
780-422-9133

Email:
acp.grants@gov.ab.ca

[Print a Copy to Mail or Fax](#)

[Submit by Email](#)

[Save a Working Copy](#)

[Reset All Fields](#)

Useful Resources

Program Office	Contact Phone	Contact Email
Grants and Education Property Tax Branch Municipal Affairs	780-422-7125 (dial toll-free 310-0000)	acp.grants@gov.ab.ca
Resource	Website Address	
Alberta Community Partnership guidelines and application form	http://municipalaffairs.alberta.ca/albertacommunitypartnership.cfm	
Collaborative Governance Initiative	http://www.municipalaffairs.alberta.ca/MDRS_collaboration.cfm	
Mediation Services for Municipalities	http://www.municipalaffairs.alberta.ca/MDRS_mediation.cfm	
Municipal Internship	http://www.municipalaffairs.gov.ab.ca/ms/internship/	
Municipal Grants Web Portal	http://www.municipalaffairs.alberta.ca/municipalgrants.cfm	