

TOWN OF CANMORE

AGENDA

Committee of the Whole

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

Tuesday, December 20, 2022 at 1:00 p.m.

- A. CALL TO ORDER AND APPROVAL OF AGENDA**
- 1:00 – 1:05
1. Land Acknowledgement
 2. Agenda for the December 20, 2022 Committee of the Whole Meeting
- B. DELEGATIONS**
- 1:05 – 1:20
1. Bow Valley Regional Housing Annual Update – CAO Ian Wilson
- C. MINUTES**
- 1:20 – 1:25
1. Minutes of the November 15, 2022 Committee of the Whole Meeting
- D. STAFF REPORTS**
- 1:25 – 1:45
1. **Regional Emergency Management Coordination**
Purpose: To provide Committee of the Whole with an update on the Regional Emergency Management Coordination Plan project.
- 1:45 – 2:15
2. **2022 Living Wage**
Purpose: To update Committee of the Whole on the 2022 Canmore Living Wage.
- E. COUNCILLOR UPDATES**
- 2:15 – 2:30
1. December 2022 Councillor Updates
- F. ADMINISTRATIVE UPDATE**
- 2:30 – 2:45
1. December 2022 Administrative Update
- G. COUNCIL RESOLUTION ACTION LIST**
- 2:45 – 2:50
1. Council Resolution Action List as of December 2, 2022
- H. CORRESPONDENCE**
- 2:50 – 2:55
1. Minister Rebecca Schultz, Alberta Municipal Affairs re: 2022/23 Fire Services Training Program Grant
 2. Assistant Deputy Minister M.A Degrand, re: Automated Traffic Enforcement Guideline
 3. Minister Devin Dreshan, Ministry of Transportation and Economic Corridors re: Wildlife Mitigation
 4. Minister Mike Ellis, Public Safety and Emergency Services re: Victim Services
- I. IN CAMERA - None**
- 2:55
- J. ADJOURNMENT**

Bow Valley Regional Housing

Presentation to member Municipal Councils

December 2022 / January 2023



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B V R H U p d a t e t o M e m b e r C o u n c i l s 2 0 2 2 / 2 3

1 ABOUT US

Who is BVRH?

2 WHAT WE DO

What do we do?

3 THE RECENT PAST

What have we achieved over the last few years?

4 THE NEAR FUTURE

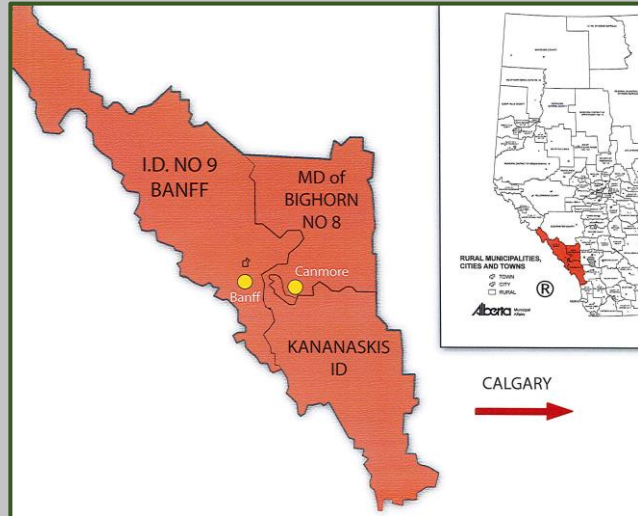
What is coming up?

5 Q&A

Any questions?



We are a self-governing Housing Management Body created by the Government of Alberta to operate and administer provincially-owned housing assets and programs in the Bow Valley region.



Established in 1997 through an amalgamation of three housing agencies

FIVE

Member Municipalities including I.D.9, MD of Bighorn, Towns of Banff and Canmore and, KID.

~400

People live in the approximately 230 households that we currently serve.

48

People currently employed with us.

\$4.3M

Operating budget in 2022, expected to rise to \$8.3M in 2023 with the opening of our new Designated Supportive Living facility.

Two Divisions

Containing four housing programs encompassing ten housing projects.

600,000 s.f.

Of property under management, assessed at a value of \$46M in 2022.

MISSION STATEMENT

Bow Valley Regional Housing provides accommodation services, including seniors' supportive living for Bow Valley region residents who struggle to secure and maintain income-appropriate housing.

VISION STATEMENT

Bow Valley Regional Housing collaborates with relevant agencies, ensuring that suitable programming mitigates the housing needs of our client base.

- We make decisions and recommendations using relevant and valid community trends and housing needs data.
- We obtain funding to develop infrastructure that meets identified needs in social and supportive income-appropriate housing programs.
- We embrace principles that incorporate innovation, service excellence, best practices, and energy efficiency.
- We attract, retain, and support highly qualified and caring staff.



OUR BOARD OF DIRECTORS

Seven people serve on the board, each appointed by one of our five member municipalities, whose presiding council appoints our directors; typically sitting councillors.

Two members each from:

Town of Banff

Town of Canmore

One member each from:

Improvement District #9

Kananaskis Improvement District

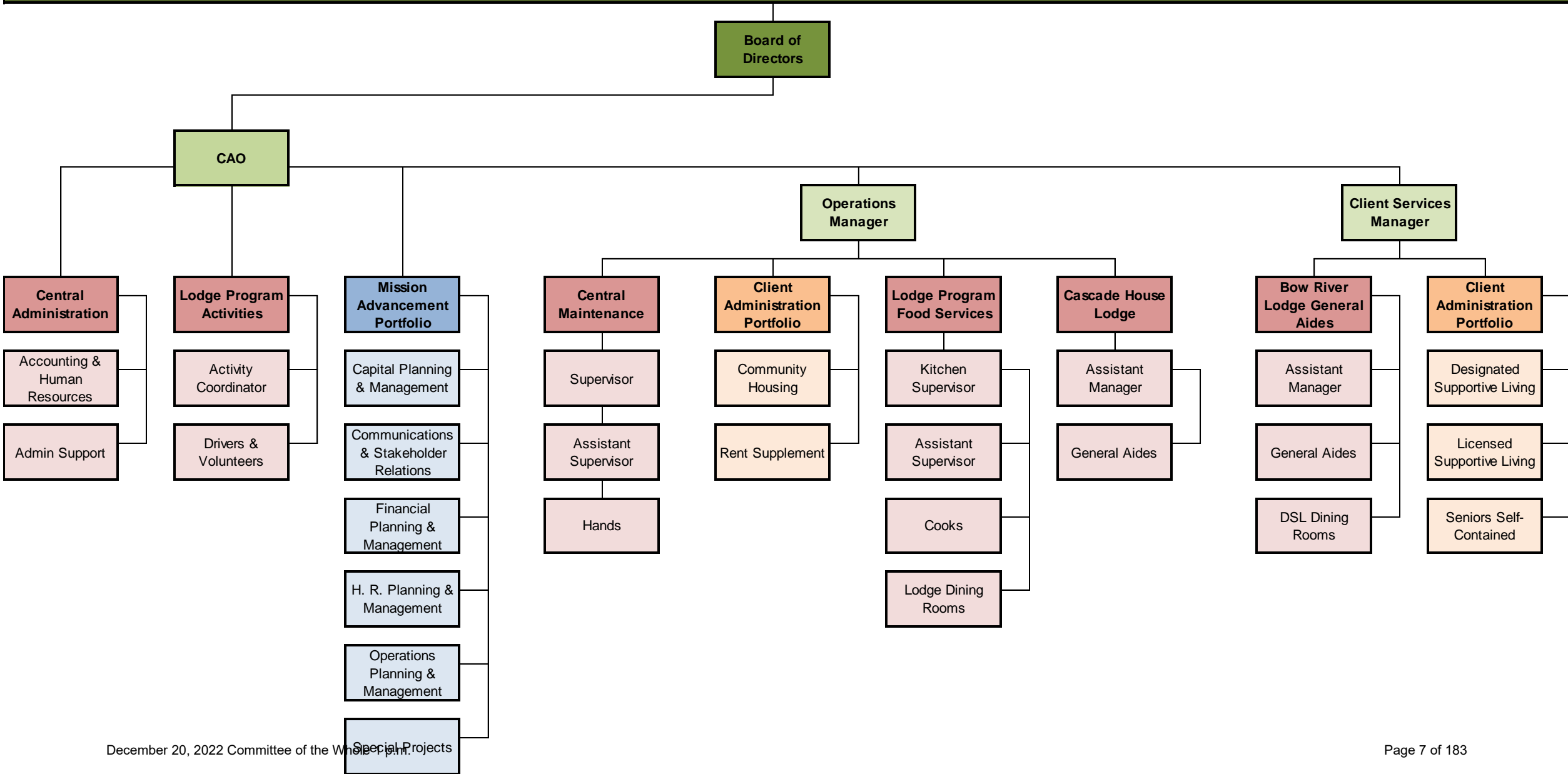
Municipal District of Bighorn

The board elects a Chairperson and a Vice Chairperson and appoints committee members during the annual AGM.

Our current board members are:

- **Anita Szuster** (Kananaskis I. D.)
- **Barb Pelham** (Town of Banff)
- **Chip Olver** (Town of Banff)
- **Joanna McCallum** (Town of Canmore)
- **Julie Canning** (Improvement District #9)
- **Karen Marra**, Vice Chair (Town of Canmore)
- **Lisa Rosvold**, Chair (M.D. of Bighorn)

BOW VALLEY REGIONAL HOUSING ORGANIZATIONAL CHART



EMPLOYEE SATISFACTION

We serve our clients best when our employees are happy! We conduct anonymous satisfaction surveys of our people every year.



OUR PROGRAMS AT A GLANCE

<p>A Housing Management Body</p>	<p align="center">BOW VALLEY REGIONAL HOUSING</p> <p align="center">Providing accommodation services for Bow Valley region seniors and residents of modest means who struggle to secure and maintain appropriate housing.</p>				
<p>Two Divisions</p>	<p align="center">Supportive Living</p> <p align="center">Supportive Housing & Hospitality Programming 145 suites able to house 150+ people</p>		<p align="center">Social Housing</p> <p align="center">Housing and Financial Assistance Programming 120 residences and 40+ financial assistance designations, all told housing nearly 400 people</p>		
<p>Four Programs</p>	<p align="center">Seniors' Lodges</p> <p align="center">Level 2 supportive services and accommodation in addition to Level 4 and 4D designated supportive living services at Bow River Lodge</p>	<p align="center">Senior's Self-Contained</p> <p align="center">Independent Seniors Housing 62 apartments</p>	<p align="center">Community Housing</p> <p align="center">Family Housing 58 residences</p>	<p align="center">Rent Supplement*</p> <p align="center">Financial assistance for renters supporting 40+ renting households</p>	
<p>Ten Projects</p> <p>25 properties</p> <p>6 multi-tenant complexes</p> <p>20 stand-alone houses</p> <p>280 housing units</p> <p>capacity to house 500+ people</p> <p>40+ supplement designations</p>	<p align="center">Bow River Seniors' Lodge</p> <p align="center">63 level 2 suites in Canmore owned by ASHC</p>	<p align="center">DSL Wing</p> <p align="center">30 level 4 suites AND 30 level 4D suites</p>	<p align="center">Bow River Homes</p> <p align="center">28 apartments in Canmore owned by ASHC</p>	<p align="center">Woodlands Townhouses</p> <p align="center">30 townhouses in Canmore owned by ASHC</p>	<p align="center">Rent Assistance Benefit</p> <p align="center">40+ households living in the local rental market*</p>
	<p align="center">Cascade House Seniors' Lodge</p> <p align="center">22 suites in Banff owned by BVRH</p>		<p align="center">Mount Edith House</p> <p align="center">34 apartments in Banff owned by ASHC</p>	<p align="center">Cougar Creek Townhouses</p> <p align="center">8 townhouses in Canmore owned by ASHC</p>	
	<p align="center"><i>"Our residents do not live in our workplace; we work in their homes..."</i></p>			<p align="center">Larch Houses</p> <p align="center">15 houses in Canmore owned by ASHC</p>	<p><small>*Note that rent supplement clients do not live in BVRH nor ASHC residences; they find private rental accommodation in the region.</small></p>
				<p align="center">Cougar Creek Houses</p> <p align="center">5 houses in Canmore owned by ASHC</p>	
<p>\$8.3 Million Operating Budget in 2023</p>	<p>Operating budget of approximately \$3.2M <small>Op deficits funded via Municipal requisition</small></p>	<p>Op. budget ~ \$4.0M Funded via AHS and accom fees</p>	<p>Operating budget of approximately \$0.4M Budget dictated and funded by Alberta Seniors, Community and Social Services</p>	<p>Operating budget of approximately \$0.4M Budget dictated and funded by Alberta Seniors, Community and Social Services</p>	<p>Operating budget of approximately \$0.27M Budget dictated and funded by Alberta Seniors, Community and Social Services</p>

OUR SUPPORTIVE LIVING PROGRAMS

Our Seniors' Lodge program provides rooms, meals, housekeeping services, and recreational opportunities for independent seniors.

- A lodge may be appropriate for those who do not require care in a specialized healthcare facility. Applicants must be 60 years of age or older and functionally independent, with or without the assistance of community-based services. There are also residency requirements, including need-to-reside for Cascade House in Banff.
- Each local housing provider sets their own lodge rates, which vary between regions. BVRH uses a Rent-Geared-to-Income model, and each resident must be left with at least \$322 in monthly disposable income regardless of the monthly lodge rate.
- BVRH manages the application process, in adherence to relevant Provincial legislation.

Please visit our website at www.bvrh.ca for more information or call our administrative team at 403-678-5922

In 2023 our Designated Supportive Living facility will open 30 memory care and 30 physical frailty suites with 24-hour care services. Alberta Health Services, not BVRH, will determine admissions, stating that priority will be given to residents of the area. **At last word, more than 30 former residents who have had to leave the region to get the care they required will return home to live in our new wing!**

Stay tuned for more information or contact AHS about eligibility and the assessment process.

OUR SENIORS' APARTMENT PROGRAM

Our Seniors Self-contained Housing program provides apartment-style housing to seniors with low income who are able to live independently.

- Applicants must be 65 years of age or older and meet low-income thresholds. In addition, applicants must be functionally independent, with or without the assistance of community-based services.
- There are also residency requirements, including need-to-reside for Mount Edith House in Banff.
- A tenant's rent, which includes heat, water and sewer expenses, is based on 30% of a household's adjusted income. Rent does not include electricity, phone, TV and, additional services such as parking.
- BVRH manages the application process, in adherence to relevant Provincial legislation.

Please visit our website at www.bvrh.ca for more information or call our administrative team at 403-678-5922.

OUR COMMUNITY HOUSING PROGRAM

Our Community Housing program provides rental housing for families with low income who cannot afford other housing options due to individual circumstances.

- Applicants must have dependent children and meet low-income thresholds.
- There are also residency requirements.
- A tenant's rent, which includes heat, water and sewer expenses, is based on 30% of a household's total annual income (non-senior household). Rent does not include electricity, phone or TV/data.
- BVRH manages the application process, in adherence to relevant Provincial legislation.

THE RENT SUPPLEMENT PROGRAM

The Rent Supplement program provides a subsidy to help make rental accommodation more affordable for individuals and families with low income due to individual circumstances.

- Applicants must meet low-income thresholds.
- There are also residency requirements.
- A tenant's subsidy is based on the rent that they pay when it exceeds 30% of a household's total annual income.
- BVRH manages the application process, in adherence to relevant Provincial legislation.

Please visit our website at www.bvrh.ca for more information or call our administrative team at 403-678-5922.

BANFF



BANFF SERVICE MAP



MOUNT EDITH HOUSE

Seniors' subsidized rent 34-unit apartment building
Built in 1984 and expanded in 1990



CASCADE HOUSE

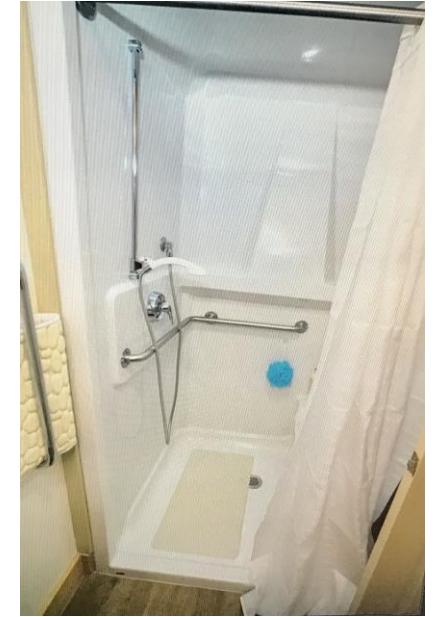
23-unit Seniors' Lodge

Built in 1999 and purchased by BVRH in 2008



CASCADE HOUSE

Seniors' Lodge Standard Suite

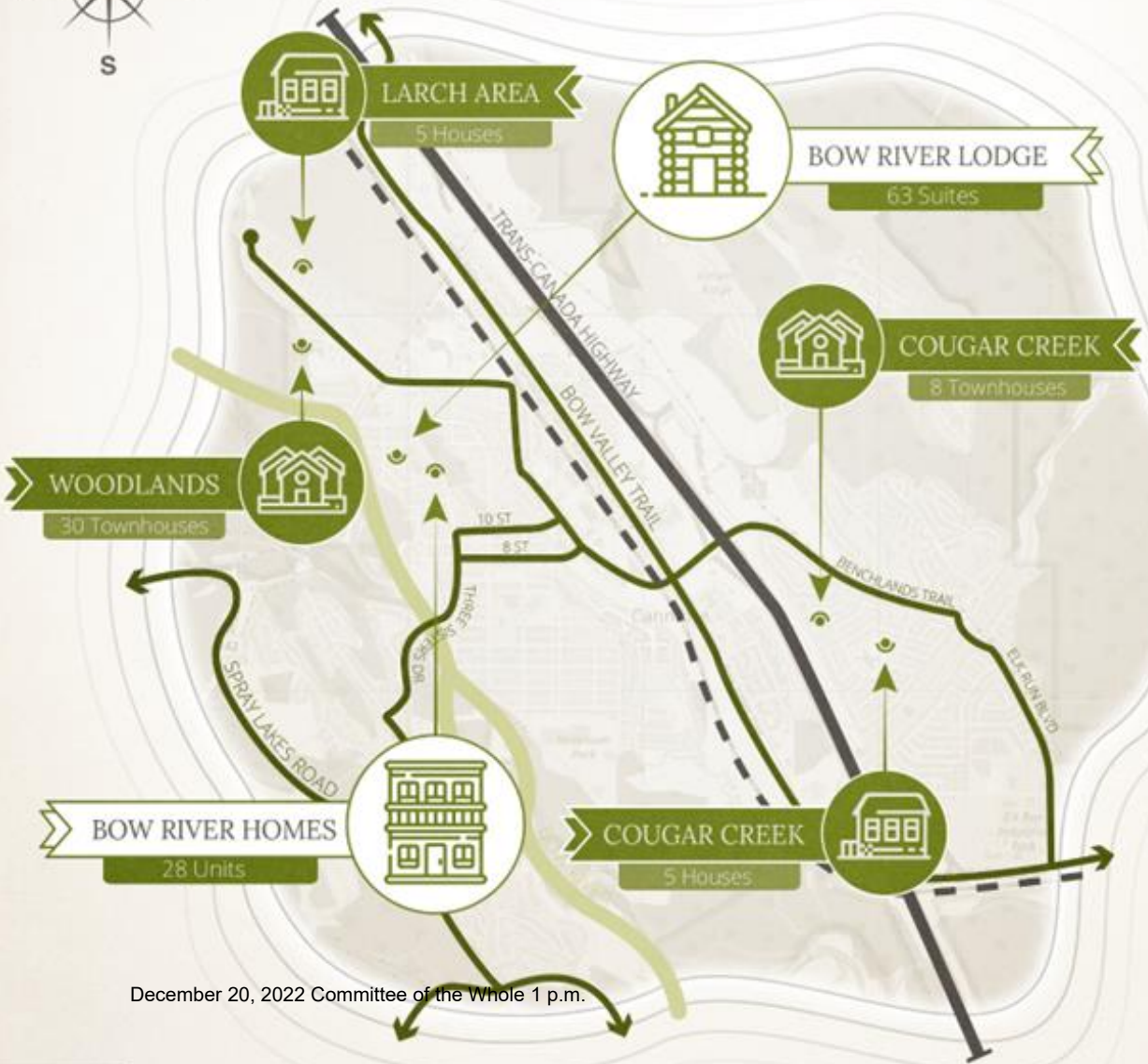


CASCADE HOUSE

Seniors' Lodge Premium Suite



CANMORE



CANMORE SERVICE MAP

WOODLANDS

Family subsidized rent 30-home complex – built in the 1970s



LARCH NEIGHBOURHOOD

15 Family subsidized rent houses – scattered



COUGAR CREEK NEIGHBOURHOOD

5 Family subsidized rent houses – scattered – built in the 1980's



COUGAR CREEK CONDOS

Family subsidized rent 8-home complex – built in the 1980s



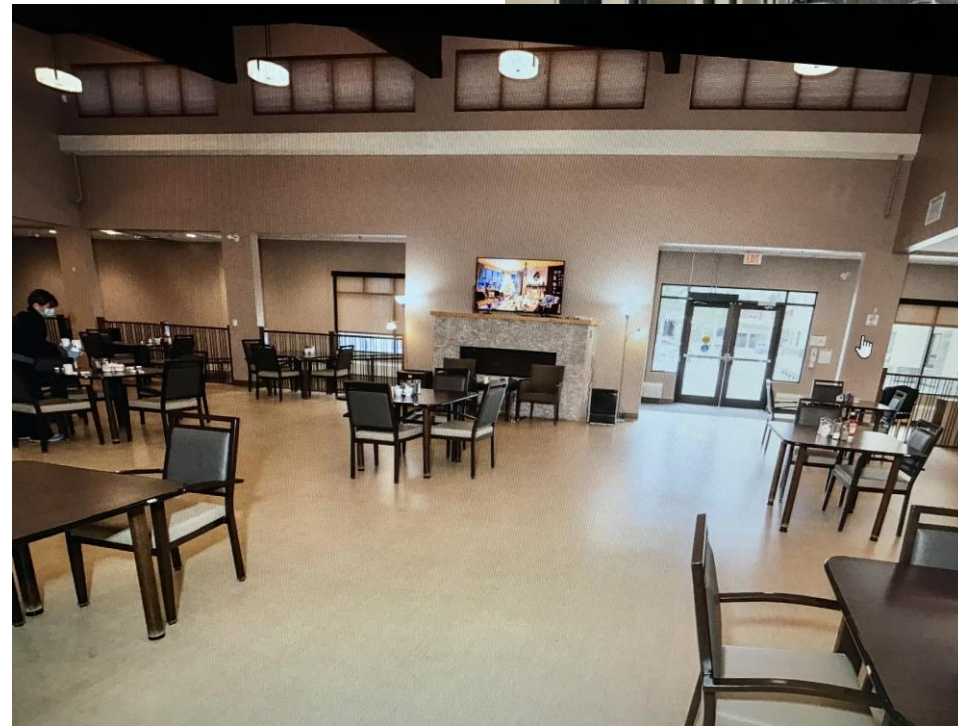
BOW RIVER HOMES

Seniors' subsidized rent 28-unit apartments
Built in 1970's and expanded in 1980's



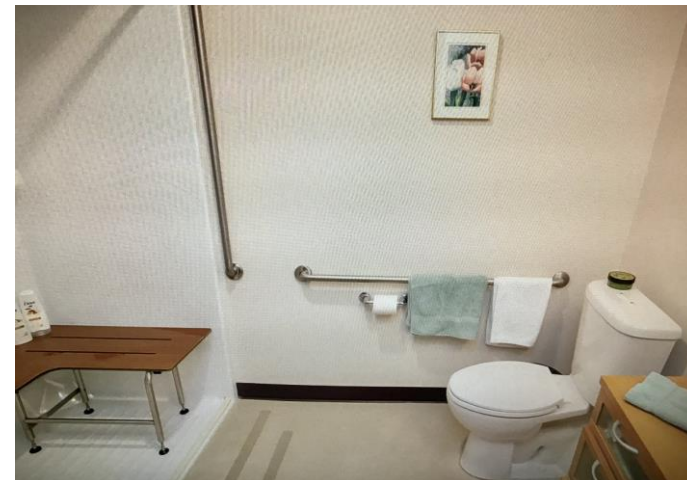
BOW RIVER LODGE

63-unit Seniors' Lodge
Opened in 2017



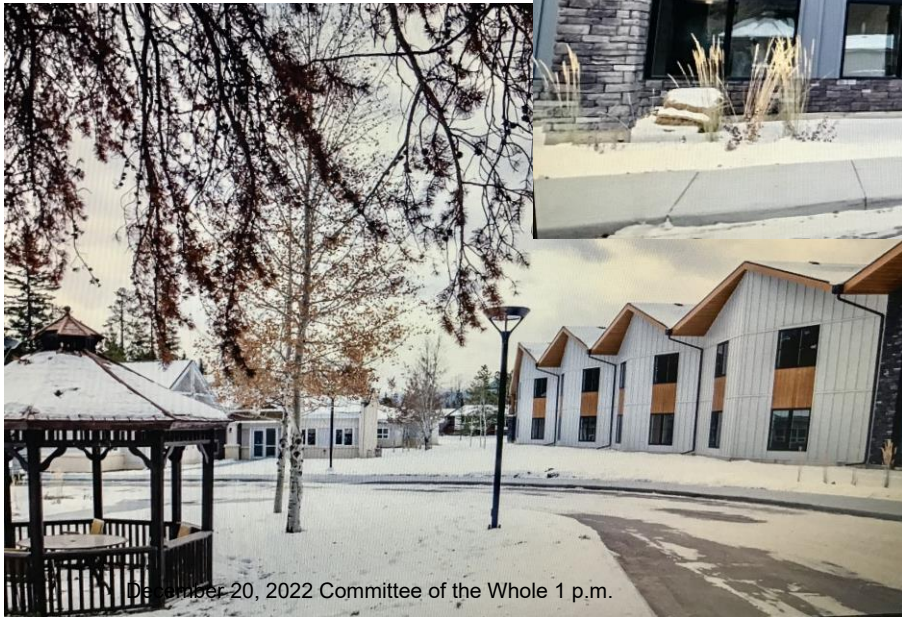
BOW RIVER LODGE

Seniors' Lodge Standard Suite



BOW RIVER LODGE

Designated Supportive Living Wing – Opening Soon!



BOW RIVER LODGE

Designated Supportive Living Wing – Opening Soon!



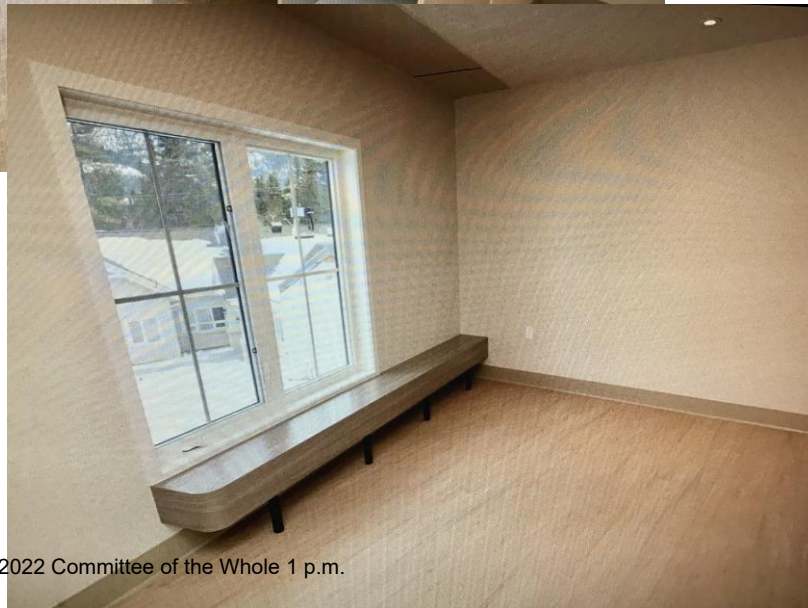
December 20, 2022 Committee of the Whole 1 p.m.



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BOW RIVER LODGE

Designated Supportive Living Wing – Standard Suite

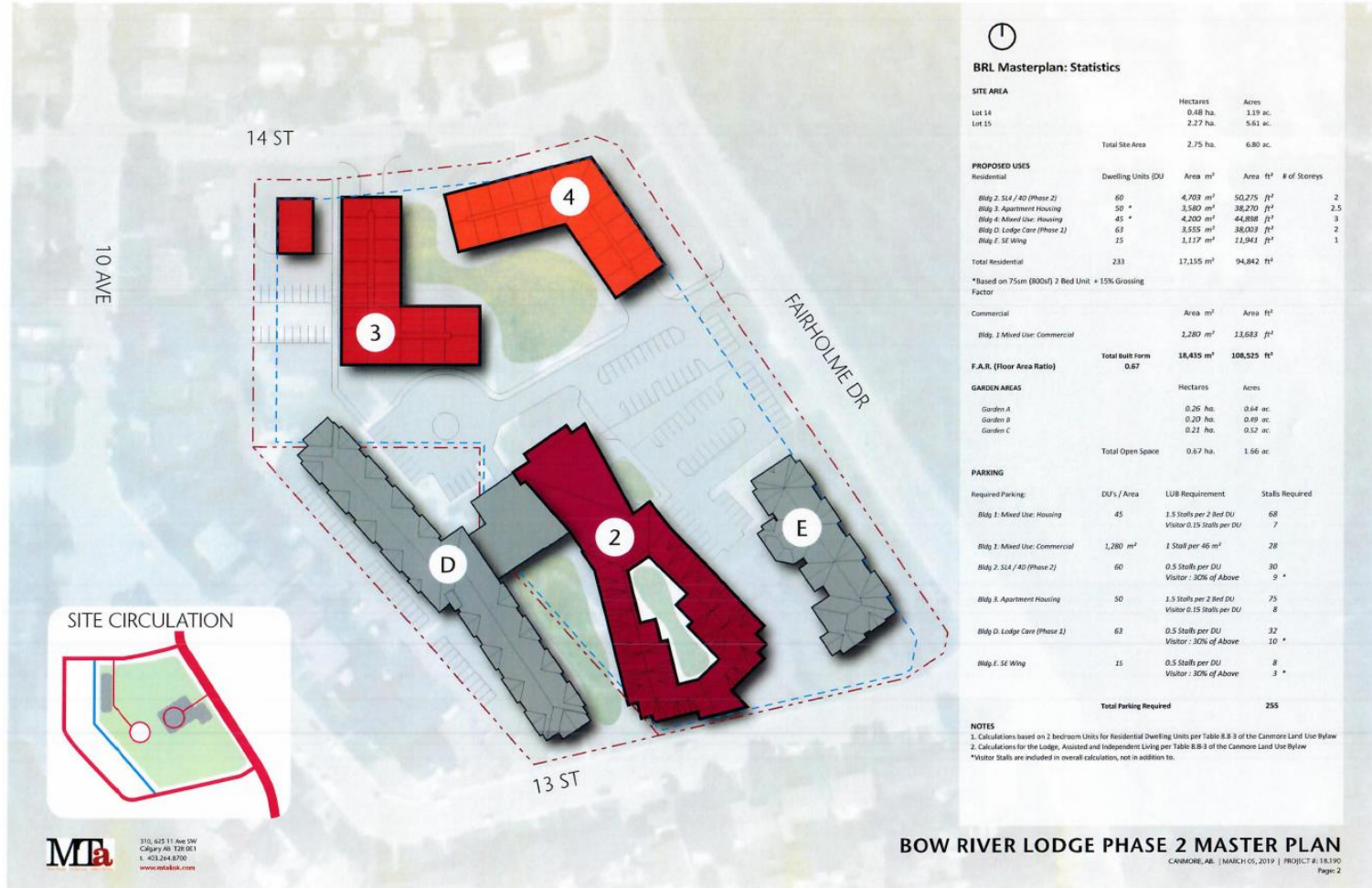


CLIENT SATISFACTION

We know we are serving our clients well when they are happy! We conduct anonymous satisfaction surveys of our residents every year.



BOW RIVER LODGE SITE



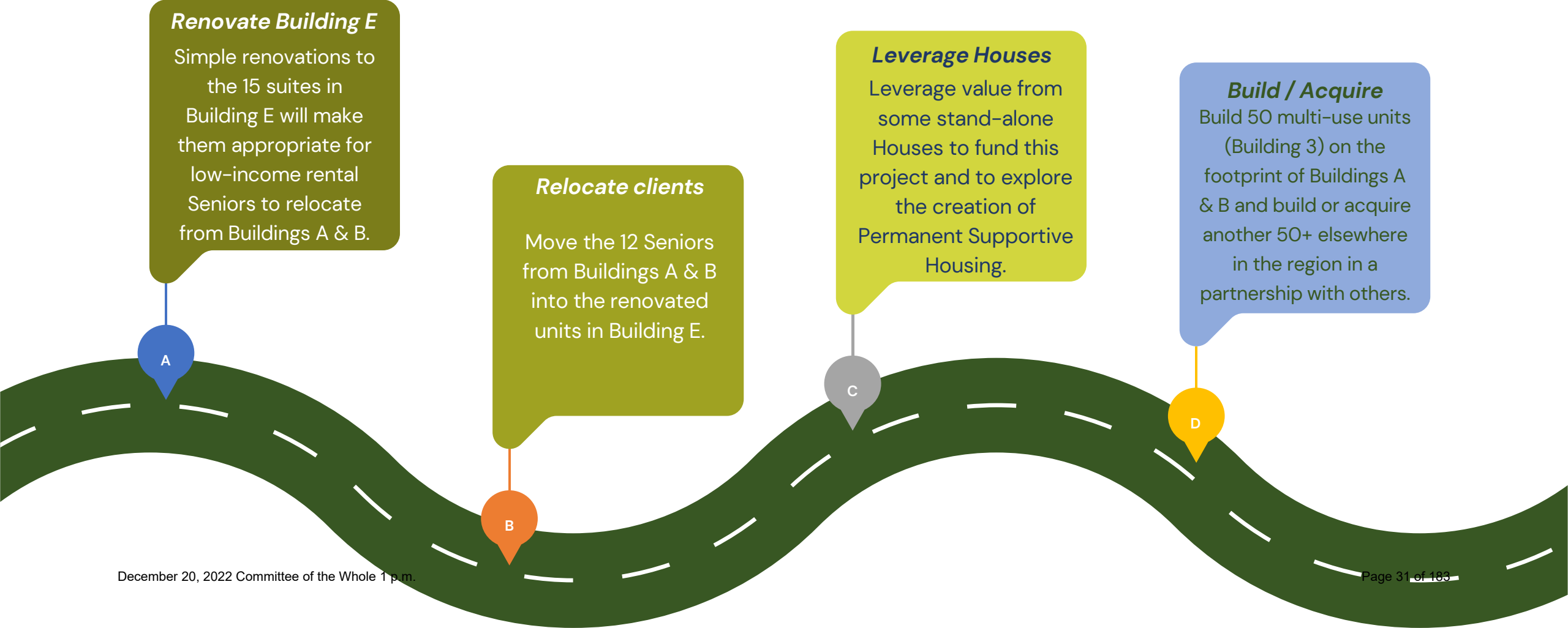
MTA
 310, 625 11 Ave SW
 Calgary AB, T2R 0E1
 T: 403.264.8700
 www.mtaab.com

BOW RIVER LODGE PHASE 2 MASTER PLAN

CANMORE, AB | MARCH 05, 2019 | PROJECT #: 18,190
 Page: 2

BVRH Phase 3+ Capital Concept

Adds 90+ net units of mixed-use housing to the BVRH portfolio



THANK YOU

ANY QUESTIONS?

GET IN TOUCH

920 Fairholme Drive, Canmore, AB

www.bvrh.ca

(403) 678-5922

info@bvrh.ca



**TOWN OF CANMORE
MINUTES**

Committee of the Whole
Council Chamber at the Canmore Civic Centre, 902 – 7 Avenue
Tuesday, November 15, 2022 at 1:00 p.m.

COUNCIL MEMBERS PRESENT

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

COUNCIL MEMBERS ABSENT

None

ADMINISTRATION PRESENT

Sally Caudill	Chief Administrative Officer
Whitney Smithers	General Manager of Municipal Infrastructure
Scott McKay	General Manager of Municipal Services
Adam Driedzic	Town Solicitor
Cheryl Hyde	Municipal Clerk (recorder)
Amy Fournier	Energy and Climate Action Coordinator
Andy Esarte	Manager Engineering
Felix Camire	Engineering Project Coordinator
Caitlin Miller	Manager of Protective Services
Adam Robertson	Communications Advisor
Marg Szamosfalvi	Manager of Recreation
Stephen Crossland	Finance Officer

Mayor Krausert called the November 15, 2022 Committee of the Whole meeting to order at 1:00 p.m.

A. CALL TO ORDER AND APPROVAL OF AGENDA

- 1. Land Acknowledgement**
- 2. Agenda for the November 15, 2022 Committee of the Whole Meeting**

35-2022COW

Moved by Mayor Krausert that the Committee of the Whole approve the agenda for the November 15, 2022 meeting as presented.

CARRIED UNANIMOUSLY

B. DELEGATIONS

1. Bow Valley Victim Services – Concerns with New Victim Services Redesign

Bow Valley Victim Services spoke to their written submission outlining their concern that the Province of Alberta victim services redesign will result in a significant reduction in services to victims of crime and trauma in the Bow Valley and in support of the Town's Alberta Municipalities motion.

2. Tourism Canmore Kananaskis – Brand Refresh – Rachel Ludwig

Rachel Ludwig, CEO Tourism Canmore Kananaskis updated Committee of the Whole on its new brand based in part on the regenerative tourism framework.

C. MINUTES

1. Minutes of the October 18, 2022 Committee of the Whole Meeting

36-2022COW

Moved by Mayor Krausert that the Committee of the Whole approve the minutes of the October 18, 2022 meeting as presented.

CARRIED UNANIMOUSLY

D. STAFF REPORTS

1. Town of Canmore 2021 Greenhouse Gas Inventory Report Administration spoke to a written report updating the Committee of Whole on the 2021 corporate and community Greenhouse Gas (GHG) Inventory and the status toward the Town of Canmore's Climate Action Plan targets.

2. Cougar Creek Contract Negotiations

Administration provided a verbal report updating Committee of the Whole on the disclosable information related to the Cougar Creek contract negotiations.

37-2022COW

Moved by Mayor Krausert that the Committee of the Whole take the meeting in camera at 2:16 p.m. to prevent disclosure of information related to contractual and other negotiations of the Town in accordance with s.25(1)(c)(iii) of the Freedom of Information and Protection of Privacy Act.

CARRIED UNANIMOUSLY

Members of administration present during the in camera session: Sally Caudill, Cheryl Hyde, Whitney Smithers, Adam Driedzic, Andy Esarte, Felix Camire, Caitlin Miller, and Adam Robertson.

38-2022COW

Moved by Mayor Krausert that the Committee of the Whole return to the public meeting at 2:52 p.m.

CARRIED UNANIMOUSLY

Meeting Break 2:52 – 3:10 p.m.

E. COUNCILLOR UPDATES

1. 2022 Councillor Updates

Written report, received as information.

Minutes approved by: _____

F. ADMINISTRATIVE UPDATE

1. 2022 Administrative Update

Written report, received as information.

G. COUNCIL RESOLUTION ACTION LIST

1. Council Resolution Action List as of October 28, 2022

Written report, received as information.

H. CORRESPONDENCE

1. Letter to Minister Shandro re: Concerns with Victim Services Redesign

Received as information.

2. Introductory Letter - Minister of Municipal Affairs Rebecca Schultz

Received as information.

I. IN CAMERA

1. Cougar Creek Contract Negotiation

Item considered during D2.

2. Canmore Eagles Accounts Payable Repayment Agreement Update

39-2022COW

Moved by Mayor Krausert that Committee of the Whole take the meeting in camera at 3:17 p.m. to protect third party business information in accordance with s.16(1) of the Freedom of Information and Protection of Privacy Act.

CARRIED UNANIMOUSLY

Members of administration present during the in camera session: Sally Caudill, Cheryl Hyde, Adam Driedzic, Scott McKay, Marg Szamosfalvi, and Stephen Crossland.

40-2022COW

Moved by Mayor Krausert that the Committee of the Whole return to the public meeting at 3:32 p.m.

CARRIED UNANIMOUSLY

J. ADJOURNMENT

41-2022COW

Moved by Mayor Krausert that the Committee of the Whole adjourn the November 15, 2022 meeting at 3:32 p.m.

CARRIED UNANIMOUSLY

Sean Krausert, Mayor

Cheryl Hyde, Municipal Clerk

Minutes approved by: _____



Briefing

DATE OF MEETING: December 20, 2022 **Agenda #:** D1

To: Committee of the Whole

SUBJECT: Regional Emergency Management Coordination

SUBMITTED BY: Caitlin Miller, Director of Emergency Management
Keri Martens, Deputy Director of Emergency Management

PURPOSE: To provide Council with an update on the Regional Emergency Management Coordination Plan project.

EXECUTIVE SUMMARY

Climate change is increasing the frequency in which natural hazards are occurring and the impact they have on communities. The Regional Emergency Management Coordination Plan is intended to increase preparedness and resiliency within the Bow Valley. This report provides Council with an update to the work being done to create a Regional Emergency Management Plan with funding received from the Alberta Community Partnership (ACP) Grant.

BACKGROUND/HISTORY

In 2019, the Town of Banff and Town of Canmore Councils approved that an ACP grant application be submitted for a \$170,000 project to create a Regional Emergency Management Coordination Plan. Funds were received in April 2022, but due to the COVID-19 pandemic, the project did not begin until January 2022.

Motion 209-2019 that Council approve submission of an application for an ACP grant to fund a shared Emergency Management Coordinator position with the Town of Banff. The Response Team Inc. was engaged to fulfill the requirements of the grant.

The intent of the project was to create a regional emergency management plan, complete a regional hazard identification and risk assessment, run a regional emergency exercise, and increase regional capacity and resiliency in the face of a disaster. Due to delays caused by COVID-19, this project was delayed to January 2022.

DISCUSSION

Due to an increase in the number of complex emergencies and disasters impacting the Province of Alberta, the Alberta Government introduced several changes to the emergency preparedness system to improve public safety governance. Through the ACP grant, the province made funding available to assist communities in establishing regional collaboration and common approaches to emergency management. Provincially recommended collaborative approaches include, but are not limited to, regional emergency management plans and programs that include joint Incident Command System (ICS) training and regionally complex scenario-based exercises. Regional collaboration and coordination on emergency response activities ensures neighboring communities are not responding to disasters in silos and competing for the same resources, but instead are prepared and working together to achieve the same results with greater capacity. These recommendations are highlighted in after-action reports from the 2013 floods, the 2016 Regional Municipality of Wood Buffalo wildfire, and the 2017 Kenow (Waterton) fire and stress the importance of increasing regional emergency management capacity and fostering collaboration and cooperation both informally and formally. The *Emergency Management Act* was amended in 2011 and again in 2018 to make it easier for municipalities to create formalized regional partnerships to increase their emergency management capacity.

The Town of Banff and Town of Canmore share similar hazards, risk, and vulnerabilities, as well as a long-standing history of sharing human and operational resources where there are reasonable opportunities to do so in the interest of regional emergency management. In 2019, the Town of Banff and the Town of Canmore pursued the ACP grant to increase capacity, preparedness, and resilience in the face of an emergency affecting the Bow Valley. Formalizing relationships in a regional emergency management plan, along with a maintenance and oversight program, ensures that there is greater resident and community protection. It increases capacity of emergency management staff and enhances municipal emergency management plans and programs. It formalizes Unified Command and Unified Emergency Coordination Centres during a disaster response, and ensures regional roles and responsibilities are developed and understood ahead of time. This means that there is a unified approach at both the incident site (unified command) and in the support and coordination centres (unified emergency coordination centres) that have been practiced and formalized ahead of time. This increases the effectiveness of the response to a disaster. By working together to identify regional hazards, risks, and vulnerabilities, emergency management employees can be better prepared to mitigate, respond, and recover in the case of a disaster. In addition, a regional emergency management plan ensures there is less confusion around authorities and jurisdiction during a response, as well as the potential for costly duplication of, or competition for, resources.

A regional emergency management approach does not mean normal day-to-day operations of emergency services would be regionalized. Instead, a regional plan would provide clarity and thresholds for prompt activation of a regional Emergency Coordination Centre (ECC) in response to emergencies or disasters that may overwhelm the resources of either municipality. What overwhelms one municipality may not overwhelm another. For example, an event that impacts Banff or Canmore may result in evacuations of portions of either Town or may render the ECC in one municipality unusable. A regional emergency management plan could provide a highly functional alternative facility with robust and routinely tested interoperability. The purpose of a regional emergency management plan is to continuously progress towards a higher level of preparedness and response capability, to better protect the public, and stabilize complex emergencies or disasters.

There may be certain incidents or emergencies where the Town of Canmore and Town of Banff may differ in approach or response. The benefit of having a formalized regional emergency management agency and advisory committee is that response recommendations can be reviewed and discussed jointly between the regional municipalities ahead of an emergency. Preferred approaches, different perspectives, and solutions to meet the needs of stakeholders in the different municipalities can be discussed and considered. While the approaches to a given emergency may still differ between municipalities, a regional approach will help formalize lines of communication and can be used to prepare messaging explaining why differences in response may be occurring.

During the first half of 2023, work on a regional emergency plan and structuring of a maintenance and oversight program will continue. A draft workplan has been provided below and Council can expect to be presented with governance documents during the latter half of 2023.

- Evaluate all existing emergency management plans, bylaws, and agreements for both communities.
- Complete a regional hazard identification and risk assessment.
- Formalize regional roles and responsibilities by developing a regional emergency management bylaw and/or policy documents.
- Develop the Bow Valley Regional Emergency Management Agency and Advisory Committee, by establishing terms of references and assigning of committee members to both groups.
- Plan, design, and develop a regional emergency management plan.
- Incorporate the Incident Command System (ICS) framework into the plan.
- Exercise and evaluate the regional emergency management plan with a tabletop exercise.

The Town of Canmore declared a climate emergency in October 2019. Addressing climate adaptation and increasing community resiliency in the face of climate-related hazards and emergencies continues to be a priority for Council and the community. A regional emergency management plan will continue to increase the ability to mitigate, prepare, respond, and recover from large complex emergencies or disasters.

FINANCIAL IMPACTS

The Alberta Community Partnership Grant of \$170,000 will cover the development and implementation of a regional emergency management plan. The Town of Banff is the custodian of those funds. After the grant funded development and implementation work is complete, the ongoing maintenance and administrative work of the program will fall to the Directors of Emergency Management in both the Town of Banff and the Town of Canmore unless a dedicated resource is allocated to coordinate regional and municipal emergency management activities in each community. A recommendation for a jointly funded regional emergency management coordinator position may be presented to both Councils to consider after the regional plan is implemented and both municipalities have a chance to evaluate the capacity of both Directors of Emergency Management to maintain the program.

STAKEHOLDER ENGAGEMENT

Silvio Adamo, Director of Emergency Management for the Town of Banff, has been the lead on this project and was fully involved in developing this report for Council.

Internal stakeholders include the Protective Services department, Canmore Fire Rescue, and the Environment and Sustainability department who are involved because Action R3.6 of the Climate Adaptation Plan includes hiring a part-time municipal emergency plan coordinator, or a full-time regional coordinator.

Though this project is a joint project between the Town of Banff and Town of Canmore, there is interest from other regional partners to start participating in regional emergency management discussions in a more fulsome manner.

The Director of Emergency Management for the MD of Bighorn, the Deputy Director of Emergency Management for the Kananaskis Improvement District, and the Director of Emergency Management for Stoney-Nakoda are aware of this project and updated regularly. Once the regional emergency management plan is developed, there will be opportunity for other municipalities to join, participate and help resource ongoing plan maintenance.

A similar update was given to Banff Town Council on December 12, 2022.

ATTACHMENTS

N/A

AUTHORIZATION

Submitted by:	Keri Martens Deputy Director of Emergency Management	Date: <u>December 12, 2022</u>
Submitted by:	Caitlin Miller Director of Emergency Management	Date: <u>November 28, 2022</u>
Approved by:	Scott McKay General Manager, Municipal Services	Date: <u>December 1, 2022</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date: <u>December 14, 2022</u>



Briefing

DATE OF MEETING: December 20, 2022 **Agenda #:** D2

To: Committee of the Whole

SUBJECT: 2022 Canmore Living Wage Report

SUBMITTED BY: Lisa Brown, Manager of Community Social Development

PURPOSE: To update Committee of the Whole on the 2022 Canmore Living Wage.

EXECUTIVE SUMMARY

The Living Wage calculation is completed by the Alberta Living Wage Network, and it represents the income that a household needs to earn to maintain a modest standard of living within their community.

Canmore's 2022 Living Wage is \$32.75 per adult, per hour, which is slightly lower than the 2021 Living Wage. This change in the Living Wage from 2021 to 2022 does not mean that the cost of living in Canmore has decreased. The change in Living Wage was primarily the result of a calculation change. The new calculation is a weighted average of three household scenarios, where previously the calculation only considered one household scenario. The wage required for a two income, two child family to cover household expenses in 2022 is \$36.15 per hour, per adult. This household was previously the Living Wage reference family, and in 2021 wage required for this reference family was \$37.40 per adult. The wage required for a two income, two child family in 2022 (\$36.15) is slightly lower than the two income, two child wage of 2021 (\$37.40) primarily due to the new Provincial-Federal Childcare Agreement and related childcare benefit programs.

Of the 15 Alberta communities that calculated a Living Wage in 2022, Canmore has the highest Living Wage. Although it is based on three unique household experiences (single, one income, one child, and two income, two child family) the \$32.70 is considered an estimate of community affordability, as a whole. The Living Wage program recognizes that each household has unique expenses and considerations and does not fit 'average'. The program is not designed to direct wages, as income is only part of the picture when it comes to affordability, but to understand the amount of income, on average, a given individual would need to earn to cover expenses within their community. Through the Living Wage program, we see that affordability cannot only be increased by increasing wages. It can also be increased by lowering expenses. Through community programs, government income supports, and employer benefit programs, the Living Wage program highlights how we can decrease community expense and increase affordability.

Maintaining a livable community where all individuals can thrive is the shared responsibility of community, businesses, and all levels of government. The attached 2022 Living Wage Report highlights how the Living Wage is a tool designed to shed light on how all systems, including employee benefit plans, government tax and benefit initiatives, and community programs can work together to create an affordable community.

The report shows that Canmore is an expensive community, but it is also a resilient community. Canmore is home to community food programs, affordable housing initiatives, and local businesses that care about their employees and the community. The report reviews a selection of programs and initiatives that increase community affordability.

BACKGROUND/HISTORY

This is the fifth Living Wage calculation completed by the Town of Canmore.

The initial reports (2015/2017) were completed by a consultant. At this time other Alberta communities completed a Living Wage, but all used a different methodology, making it impossible to compare community expenses. These initial calculations were complicated and expensive and provided little ability for municipalities to understand the reasons behind their Living Wage number.

In 2019, a small group of municipal representatives, including the Town of Canmore, came together to create an Alberta Living Wage Network. The goal of the network was to create a standardized, cost-effective, and simplified Living Wage calculation. Together the group launched an online web-based calculator that not only allows for an easy calculation, but also supports a deeper analysis of the community's Living Wage and how affordability can be impacted by various programs, services, and employer benefit programs.

The 2020, 2021, and 2022 Living Wage calculations were calculated by the Alberta Living Wage Network. Currently, the Alberta Network is working with the British Columbia, Ontario, and United Kingdom networks, as well as Alberta municipalities to create a standardized methodology that presents a clear and robust picture of affordability across Alberta and Canada. This has resulted in some methodology changes over the last three years. The Alberta Living Wage Network recognizes that these calculation adjustments make it impossible to compare year over year changes and they are working to limit future adjustments.

In addition to providing an overview of Alberta's diverse economic landscape, the Alberta Living Wage network has also been engaged in the updating of *Opportunity for All, Canada's Poverty Reduction Strategy*. This is important as it helps ensure that Alberta's voice is considered in Canada's strategy.

DISCUSSION

Prior to the 2022 Living Wage being released, it was already clear that Canmore had a high cost of living. The Living Wage program provides context to the affordability concerns that are the reality of so many in our community.

The 2022 Living Wage Report explores ways in which community, business, and all levels of government can come together to make Canmore a more affordable and resilient place to live. The report examines the impact on affordability of community programs, such as Vital Homes and Food and Friends; current government programs, such as the childcare subsidy program, potential government programs, such as the Northern Living Allowance; and employer benefit programs such as staff accommodation.

The report shows that wage is only part of the solution. Affordability is complex, and no single solution can keep Canmore a livable community. The Living Wage Report is not meant to provide direction on wages, but instead, a tool that community can use to assess potential solutions as well as measure the impact of employment benefit packages and other programs and services.

FINANCIAL IMPACTS

The Town of Canmore pays an annual membership fee of \$1,250 to the Alberta Living Wage Network. As a result of the Town’s membership, the Network completes an annual Living Wage calculation for the Town of Canmore and provides administration with access to the Alberta Living Wage calculator.

In addition, because of the Town’s membership, Canmore employers also have access to the Living Wage Network’s employer program, which supports employers by calculating the impact that benefit programs have on their employee’s cost of living.

STAKEHOLDER ENGAGEMENT

Community Social Development (CSD) engaged with the Communications, Human Resources, and Economic Development. In addition, CSD presented the 2022 report to the Canmore Business Alliance.

ATTACHMENTS

- 1) Attachment 1- 2022 Canmore Living Wage Report
- 2) Attachment 2- Alberta Living Wage Methodology

AUTHORIZATION

Submitted by:	Lisa Brown Manager of Community Social Development	Date: <u>November 29, 2022</u>
Approved by:	Palki Biswas Manager of Finance	Date: <u>November 30, 2022</u>
Approved by:	Scott McKay General Manager of Municipal Services	Date: <u>December 1, 2022</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date: <u>December 14, 2022</u>



CANMORE'S 2022 LIVING WAGE REPORT

Canmore's 2022 Living Wage is:

\$32.75

The Town of Canmore is located within Treaty 7 territory, traditional territories and home of the Stoney Nakoda Nations (Bears paw, Goodstoney, Chiniki), the Blackfoot Confederacy (Siksika, Kaini, Pikani), the Tsuut'ina Nation, and the Region 3 Metis Nation.

Prepared by:
Lisa Brown, Manager of Community Social Development



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“Canmore is authentic and resilient. Through bold, innovative leadership we will thrive as a vibrant, livable, and diverse mountain community.” (2023-2026 Strategic Plan)

EXECUTIVE SUMMARY

The Living Wage is rooted in the belief that individuals and families should not just survive, but that they should be able to live in financial dignity and participate in community. The Living Wage represents the income that a household needs to earn to maintain a modest standard of living within their community.

Canmore's 2022 Living Wage: \$32.75

The 2022 Living Wage is lower than the 2021 Living Wage. The change in the Living Wage from 2021 to 2022 does not mean that the cost of living in Canmore has significantly decreased. The change in Living Wage was primarily the result of a calculation change, although there was a slight decrease in household expenses that resulted from changes to the childcare subsidy program.

The Canmore Living Wage is calculated by the Alberta Living Wage Network, and the methodology is created in consultation with Alberta municipalities, Living Wage for Families BC, and the Ontario Living Wage Network, as well as considering how the UK Living Wage Foundation calculates. The new calculation is a weighted average of three household scenarios, where previously the calculation only considered one household scenario.

Canmore has the highest Living Wage in Alberta. Canmore is an expensive community, but it is also a resilient community. Canmore is home to community food programs, affordable housing initiatives, and local businesses that care about their employees and the community.

Canmore's Living program is not designed to direct wages but to understand the amount of income, on average, a given individual would need to earn to cover expenses within their community. Through the Living Wage program, we see that affordability can be increased not only by increasing wages, but it can also be impacted by lowering expenses. Through community programs, such as the Good Food Box; through government income supports, such as childcare subsidy; and employer benefit programs, such as staff accommodation, the Living Wage program highlights how community can work together to decrease household expenses, which, in turn, increases community affordability.

Maintaining a livable community, where all individuals can thrive, is the shared responsibility of community, businesses, and all levels of government

A BRIEF HISTORY OF THE LIVING WAGE PROGRAM

Canmore first completed a Living Wage calculation in 2015. The Town's initial calculations (2015/2017) were completed by M. Haener consulting services and were based on a modified framework from Canadian Centre for Policy Alternatives, *Canadian Living Wage Framework*. At this time, many Alberta communities calculated a Living Wage. Unfortunately, each community used a slightly different method, making it impossible to compare Living Wage calculations across different communities. In addition, the calculation was complicated and expensive.

In 2019, a small group of municipalities, which included the Town of Canmore, came together to create an Alberta network tasked with simplifying the Living Wage calculation and developing a common methodology. Together this group created a web-based calculator that enabled a cost-effective, simplified, and consistent calculation process. In 2020, the group launched the Alberta Living Wage Network and the Town of Canmore, along with a collection of other communities, piloted the new web-based calculator.

In 2021, after the pilot, the Network released their first province-wide calculation. The Network calculated the Living Wage for all municipal network members using the same methodology resulting in, for the first time, Living Wage data that can be compared across communities. In 2022, the calculation was adjusted based on best practice and member feedback, and in November 2022, during Living Wage week, the Alberta Living Wage Network released their second province-wide calculation.

METHODOLOGY

The Alberta Living Wage Network works with all Alberta member-municipalities, Living Wage for families BC Network, and Ontario Living Wage Network to develop a standardized Living Wage calculation that reflects a community-specific experience.

In 2021, the Alberta Network calculated the Living Wage based on a two income, two child family; this methodology was based on the Canadian Living Wage Framework and is the calculation that the Living Wage for Families BC continues to use. In 2022, Alberta Living Wage Network changed the methodology to reflect a more robust experience of community. Instead of basing the calculation on one household scenario, the 2022 Living Wage calculation is a weighted average of three household scenarios: 1) a two income, two child family; 2) a one income, one child family; 3) a single adult. This methodology is consistent with the Ontario Living Wage Network and the UK Living Wage Foundation.

The Living Wage is based on expenses that a given household experiences. Estimates of household expenses are conservative and include a collection of expenses that a household would need to pay to live a modest standard of living, once government transfers have been added to the family's income, and taxes have been subtracted.

The below chart outlines the Living Wage equation:

<i>The Living Wage:</i>						
Annual Household Expenses	=	Employment Income	+	Income from Government Transfers	-	Taxes

Annual household expenses = conservative expenses that a given household would need to pay to maintain a decent standard of living

Employment income = Gross income from employment

Government transfer = GST, Canada Child Benefit, Climate Action Incentive, Alberta Child and Family Benefit Program, Alberta Childcare subsidy, Alberta Energy Affordability

Taxes = Federal income tax, Alberta provincial income tax, CPP contribution, EI contribution

The calculation assumes that income earners work full-time hours (35 hours per week). Expense categories (such as food, shelter, clothing, etc.) are based on the Canadian Living Framework. The expense data (costs within each category) is an amalgamation of both population-level statistics and local community expenses, with a preference for data points that can be both reliably and consistently collected. The tax and benefits that are incorporated into the web-based calculator are based on income tax calculations and are iteratively adjusted by the calculator to reflect the employment income that is needed to cover household expenses (Attachment 2– Alberta network methodology).

CANMORE'S LIVING WAGE

Previous Living Wage calculations were based on a two income, two child reference family. A reference family was used as way to describe the income an average household would need earn to thrive within their community.

Canmore's Living Wage has been trending up since it was first completed in 2015. There was a small reduction in Living Wage in 2017 due to the Town's investment in public transportation (ROAM). Living Wage jumped significantly in 2020. This increase was seen across the province and the Network interpreted that the change was primarily due to the Covid-19 Pandemic. Canmore saw another significant increase in 2021. The 2021 change was from both an increase in cost of living as well as from a methodology change. Prior to 2021, the Living Wage was based on a 40-hour work week, and in 2021 the calculation changed to be based on a 35-hour work week. All other provinces in Canada use a 35-hour work week in their calculation, so this change allowed for better comparability. This change was aligned with best practices and reflected the reality of Alberta's workforce, which is an average of 36.6 hours per week.

The below chart highlight changes to the Living Wage and the calculation methodology.

<u>Year</u>	<u>Living Wage</u>	<u>Methodology</u>
2015	\$23.40 per hour/per adult	Based on a two income, two child family Income earners work 40 hours per week
2017	\$22.65 per hour/per adult	Based on a two income, two child family Income earners work 40 hours per week Incorporated ROAM transportation
2020	\$30.97 per hour/per adult	Based on a two income, two child family

		<p>Income earners work 40 hours per week</p> <p>Childcare expenses reduced due the pandemic (childcare centres were closed for 3 months), and afterschool care was removed from the calculation (as many were closed as a result of the pandemic)</p>
2021	\$37.40 per hour/per adult	<p>Based on a two income, two child family</p> <p>Income earners work 35 hours per week</p> <p>Childcare costs increased from 2020 and the calculation included afterschool care</p>

Canmore's 2022 Living Wage is \$32.75 per hour/per adult (based on a 35 hour per week work week) and is a weighted average of three household scenarios. Canmore's household scenarios and the related wage required to cover household expenses are:

- 1) Family of four (two income/two child): \$36.15 per hour/ per adult
- 2) Lone parent family (one income/one child): \$47.15 per hour
- 3) Single individual (one income): \$29.00 per hour

The weighted average is based on Statistics Canada Census information on the proportion of individuals in Canada who live in a given household scenario.

The change in the Living Wage from 2021 to 2022 does not mean that the cost of living in Canmore has significantly decreased, although expenses related to childcare did decrease. The decrease in Living Wage was primarily a result of using a weighted average of three households, as opposed to a reference family (which is based on only one household experience). The wage needed to cover household expenses for a two income, two child family, which was previously considered the Living Wage reference family, is \$36.15 per

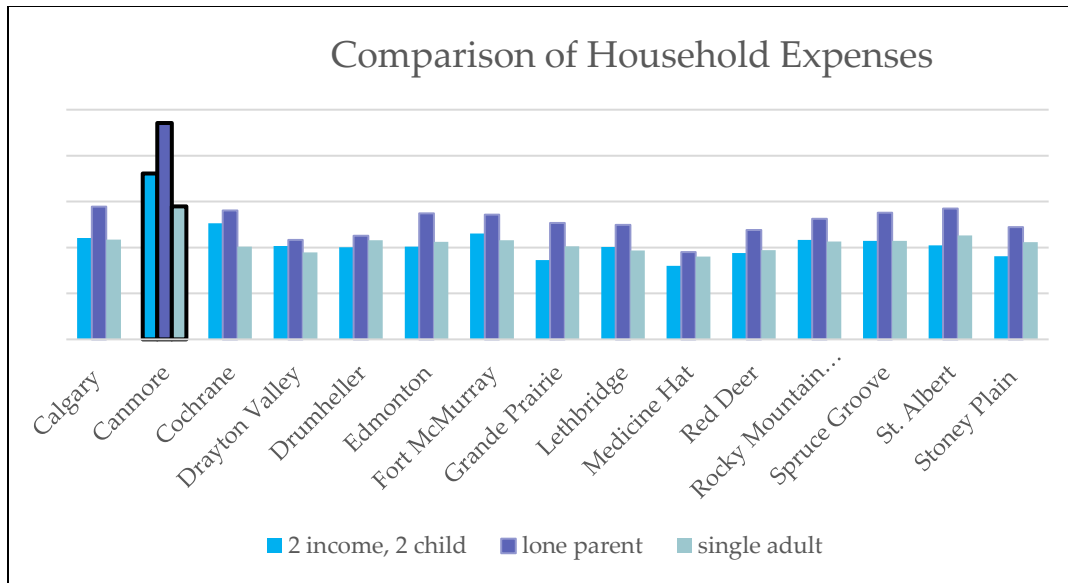
hour/per adult (as opposed to \$37.40 per hour/per adult in 2021 for the same reference family).

There was a notable decrease in expenses related to childcare, and this was due to the Federal-Provincial Childcare Agreement, which provides a childcare affordability grant for all Albertans and a childcare subsidy for Albertans with an annual household income below \$180,000. In 2021, a Canmore Living Wage family paid close to \$22,000 per year for childcare and did not qualify for childcare subsidy. As a result of the new childcare agreement, in 2022 a two income, two child family pays \$18,000 in childcare (after the affordability grant of \$5,400) and receives close to \$3,000 in childcare subsidy benefits for a total of more than \$8,000 in childcare support that did not exist last year for a family earning a Canmore Living Wage. Without this childcare benefit, a two income, two child family would need to earn over \$40 per adult per hour to cover household expenses.

Shelter costs also decreased slightly. In 2021, the Canmore Living Wage calculation used Statistics Canada's market basket measurement for shelter, which is a weighted average that combines both ownership and rental costs (for a total annual shelter cost of \$45,658). As this Statistics Canada data point is not available for all household scenarios, the Network used local rental expenses instead. The 2022 data is from Canmore Community Housing. Shelter costs for a two income, two child household is \$43,692.

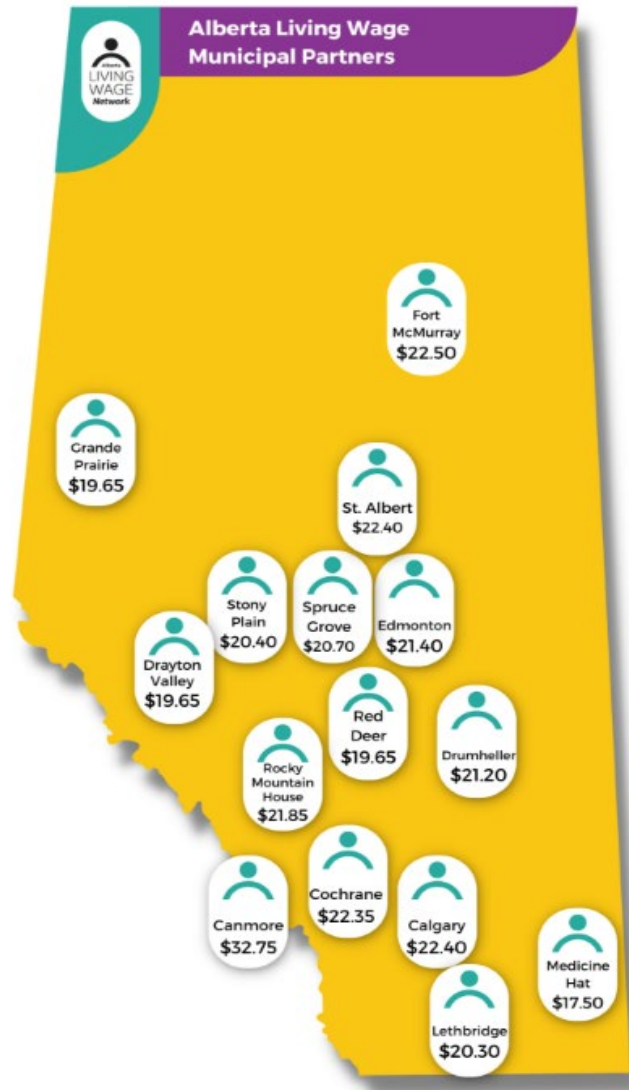
For the lone-parent family, affordability is particularly difficult as the wage calculated for this family structure equates to an annual employment income of over \$85,800 per year. Affordability challenges are further compounded since this calculated wage, in Canmore, is higher than the eligibility cut off for some government benefits programs (such as the Alberta Child and Family Benefit).

Across the province, the income that a lone-parent household needs to earn is significantly higher than other household scenarios, but in Canmore this gap is magnified because of the above-mentioned benefit eligibility criteria. The graph below shows the difference between household expenses across the communities who participate in the Living Wage Program. This graph also highlights the difference in Canmore's proportionate costs related to lone-parent families.



ALBERTA'S DIVERSE ECONOMIC LANDSCAPE

Alberta Living Wage Network created a consistent calculation methodology across Alberta. This allows for direct comparison with other network members. This benchmarking provides additional context to Canmore's cost of living. Below is a graphic from the Alberta Living Wage Network depicting Alberta's diverse economic landscape:



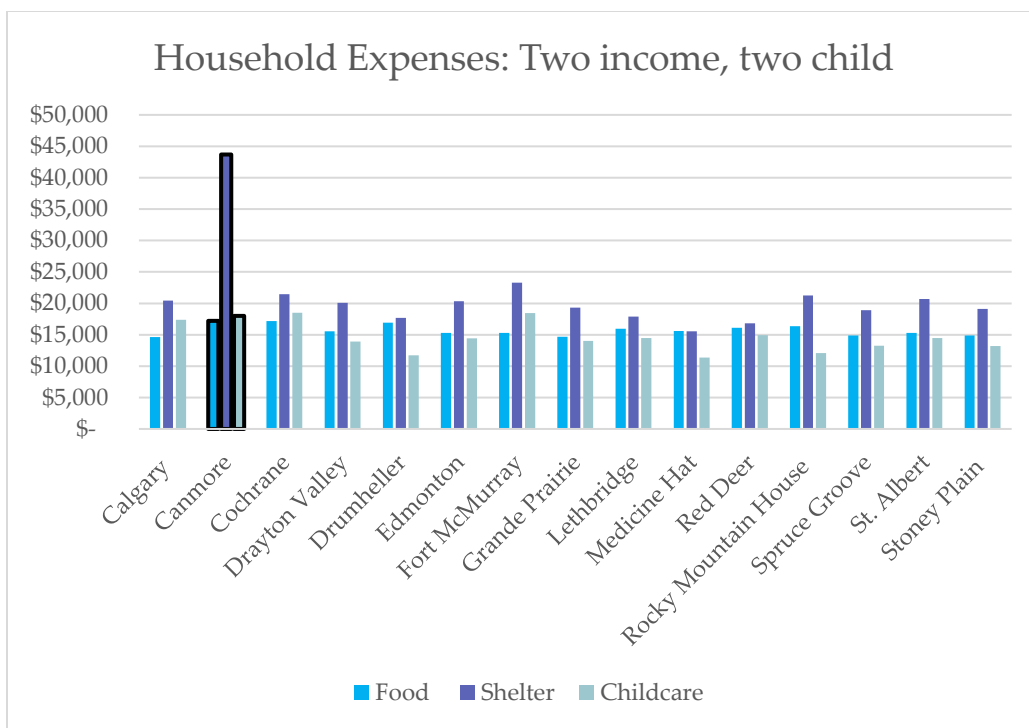
Compared to other Alberta network members, Canmore has the highest Living Wage in Alberta. In fact, when Canmore's Living Wage is compared to Ontario municipalities, which follows a similar methodology process, Canmore's Living wage would still be considered an outlier. The below is an overview of regional Living Wages in Ontario (information from Ontario Living Wage Network):

	Region	Rate/hr
	Greater Toronto Area	\$23.15
	Grey Bruce Perth Huron Simcoe	\$20.70
	Dufferin Waterloo Guelph-Wellington	\$19.95
	Brant Niagara Haldimand Norfolk	\$19.80
	North	\$19.70
	Ottawa	\$19.60
	East	\$19.05
	Hamilton	\$19.05
	Southwest	\$18.15
	London Elgin Oxford	\$18.05

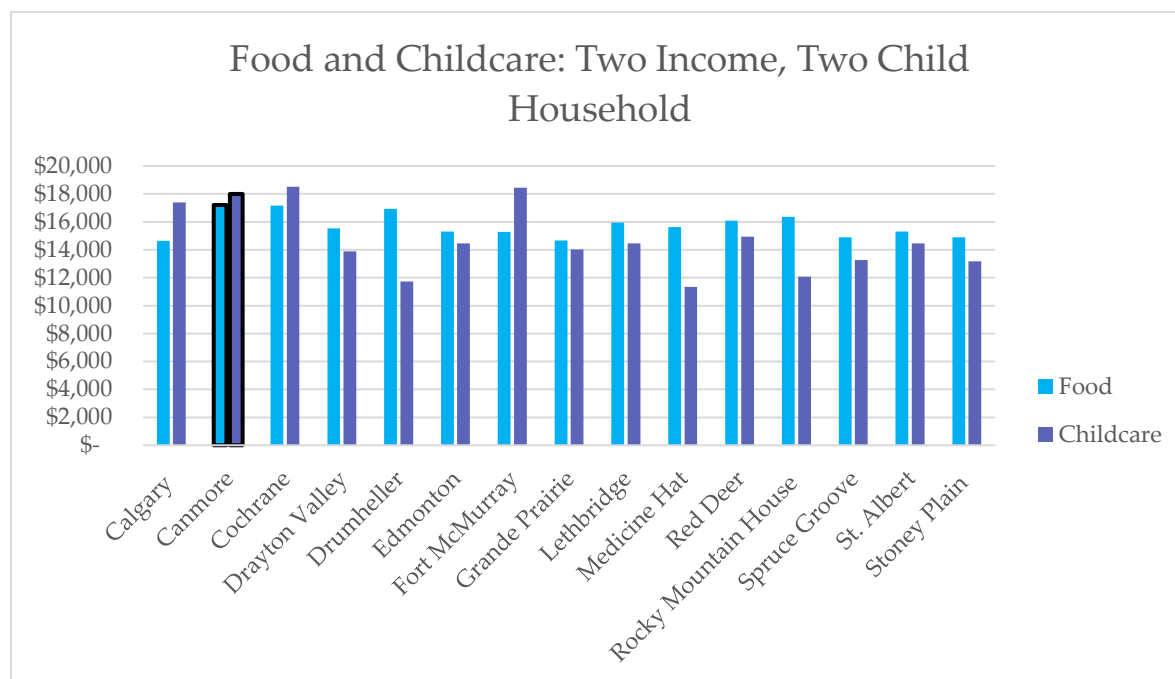
WHY IS CANMORE'S LIVING WAGE SO HIGH?

According to the 2018 Alberta Spatial Price Survey, basic household expenses in Canmore are on average 43 percent more expensive than Edmonton, Alberta's baseline municipality. Most notably, Canmore's housing is 141 percent more expensive than Alberta's baseline. In addition, 2022 saw record inflation rates, which means that the price of goods and services have increased more in 2022 than in previous years

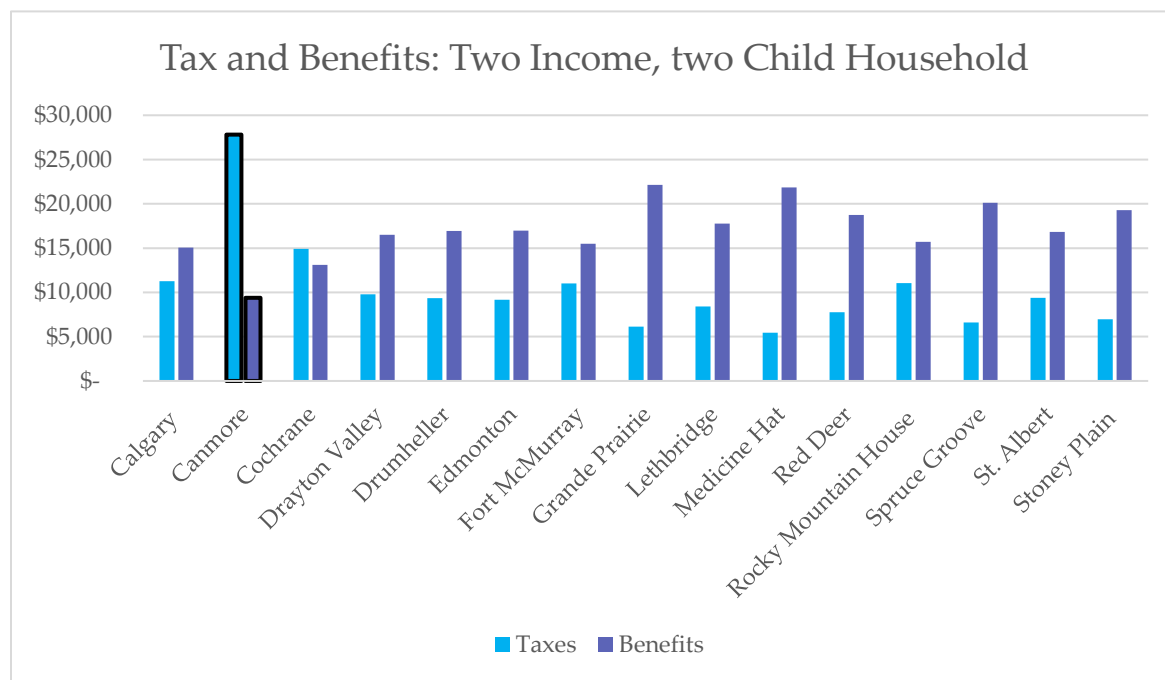
The chart below compares the top three community expenses for all network members. Although the chart only depicts one household experience, this trend can be seen in all Living Wage household scenarios. The below chart confirms that Canmore's shelter costs are substantially higher than the other communities who participate in the Living Wage program.



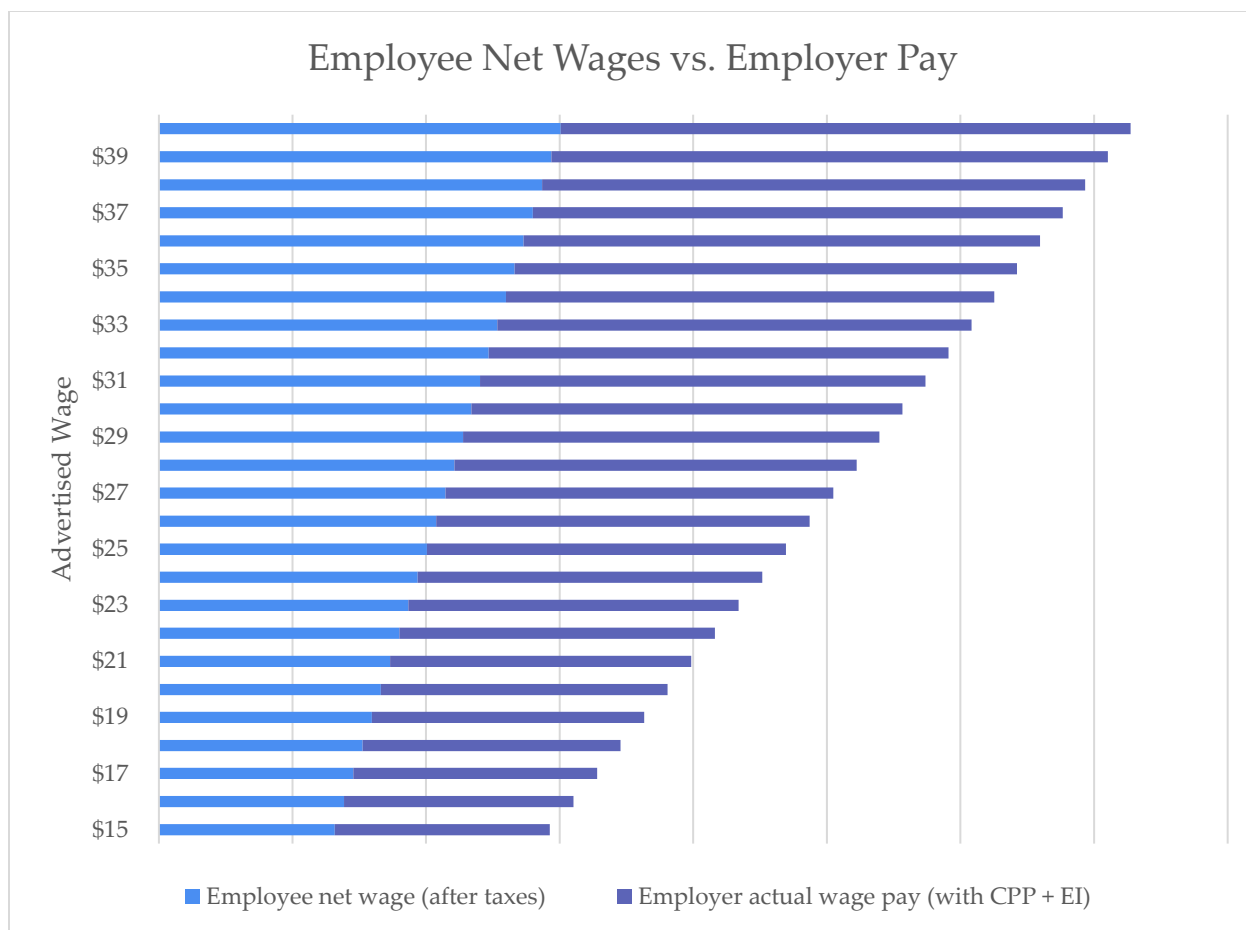
Although the cost of shelter is significant in Canmore, it is important to note that food and childcare expenses are also higher than the average of Alberta communities with a Living Wage rate calculation. The chart below is an overview of food and childcare. The annual cost of food in Canmore is \$17,209, which is higher than the average of \$15,722, and the annual cost of childcare in Canmore is \$18,000, which is also higher than the average of \$14,681.



Federal and Provincial tax and benefit structures do not consider Canmore's high cost of living meaning that a family that earns a Living Wage in Canmore pays more taxes and receives fewer benefits than any other family who earns a Living Wage in Alberta. The below chart looks at Canmore's tax and benefits, as compared to other Alberta Municipalities showing how Canmore families are disproportionately impacted by higher taxes and have less access to benefits (the \$5,400 childcare affordability grant is not included in the below graph).



The current tax and benefit systems have a compounded effect on employers and employees. Every employer must pay CPP and EI on behalf of their staff. In addition, every employee must have tax removed from their income. The proportion of tax that both an employee and an employer must pay increases as wages increase. The chart below highlights this relationship:



This means that if an employer advertises a job for \$16 per hour, that employer would need to pay \$17.16 per hour (difference of \$1.16) for their staff, and the employee would take home \$13.86 after tax (difference of \$2.14). This difference increases as wage increases. If a position is advertised as \$26 per hour, the employer must pay \$27.95 (difference of \$1.90) and the employee wage after tax would be \$20.75 (difference of \$5.25). For a position advertised as \$36 per hour, an employer must pay \$38.66 (difference of \$2.66), and the employee wage after tax would be \$27.29 (difference of \$8.71).

This chart illustrates that while higher wages can influence living wage, they result in a significant cost for both employees and employers. Alternatively, employers can work with their staff to lower expenses, and consequently the need for a higher wage. Lowering expenses is a more cost-effective way to impact living wage as the tax implications for both employers and employees are significantly reduced. In the next section, this report will explore community and business programs that lower household expenses and consequently the wage required to cover these expenses.

MAKING CANMORE MORE AFFORDABLE

Wage is only part of the picture when it comes to affordability. Maintaining a livable community where all individuals can thrive is the shared responsibility of community, businesses, and all levels of government. The Living Wage is not a tool designed to direct employee compensation but rather, is intended to shed light on how all systems, including employee benefit plans, government tax and benefit initiatives, and community programs can work together to create an affordable community.

How can 'Community' make Canmore affordable?

Investment in community programs not only increases affordability but helps build a resilient town where individuals are connected and supported. Community programs can potentially reduce the expenses that a given household needs to cover to maintain a decent standard of living. This, in turn, reduces the employment income that a given household needs to earn to cover expenses.

Not all community programs are incorporated into the Living Wage because they are not universal, meaning accessibility changes based on availability and/or eligibility. A universal community program that has been incorporated into the Living Wage and has helped to reduce household expenses is ROAM transit. Without ROAM transit the wage that a two income, two child family would need to earn to cover expense (which includes a second vehicle) would be \$38.55 per adult per hour, as opposed to \$36.15.

The next section explores two types of community programs: Vital homes and Community Food programs.

Vital Homes

Building new affordable housing is a key priority for the Town of Canmore, and an essential component of a livable community.

Through Canmore Community Housing (CCH), the Town of Canmore has invested in Vital Home programs that support long-term affordable rental and ownership. Eligible residents can apply to rent a perpetually affordable unit. The Vital Homes program is designed to support middle-income households. Based on Vital Homes eligibility criteria, households that earn a Living Wage in Canmore would qualify for a Vital Homes unit.

The chart below is based on information from Canmore Community Housing website and shows the positive impact on Living Wage of the Vital Homes Rent Program for the Hector at Palliser Village.

Community Program: Vital Homes Rent Program (CCH)- Hector

Household Living Wage	Recalculated household wage required to cover expenses	Impact of CCH Vital homes Rent Program on Living Wage
3 bedroom – Two income; two child household (\$36.15)	\$24.26	(\$11.89)
2 bedroom – Lone Parent family (\$47.15)	\$30.81	(\$16.34)
1 bedroom – Single adult (\$29)	\$19.60	(\$9.40)
Canmore 2022 Living Wage-weighted average (\$32.75)	\$22.00	(\$10.75)

Community Food Programs

With the cost of living continuing to rise, it is increasingly difficult for Canmore to build enough affordable housing to meet community need. Continued investment in affordable housing is important, but it is also important that the Town invest in community programs, such as food programs.

The Bow Valley Food Alliance website shares an asset map of several food resources that provide low-cost access to nutritious food. These programs have a significant impact on community affordability and resilience. The Living Wage reports an annual food cost of \$5,371 for a single adult, \$8,809 per year for a lone parent family, and \$17,209 for a two income, two child family. Below is a summary of some of the Bow Valley's food programs that individuals and families can access to increase community affordability.

Community Food Programs	Approximate Savings	Recalculated household wage required to cover expenses		
		Single Adult (\$29)	Lone Parent (\$47.15)	Two income, Two Child (\$36.15)
<u>Food and Friends</u> : For a small donation, families can access this community-building food program once per week.	Single Adult: \$15 per week Lone Parent: \$25 per week Two income, two child family: \$35 per week per household	\$28.25 per hour/per adult; reduction of \$0.75	\$45.95 per hour/per adult reduction of \$1.20	\$35.15 per hour/per adult reduction of \$1.00
<u>Good Food Box</u> : Twice per month families can collect a Good Food Box, which is valued at \$60 per box, for the price of \$30.	\$60 per month	\$28.30 per hour/per adult reduction of \$0.70	\$46.40 per hour/per adult reduction of \$0.75	\$35.70 per hour/per adult reduction of \$0.45
<u>Food Recovery Barn</u> : Is a group that focuses on diverting food waste from the land fill by making slightly old food available to community	\$10 per week	\$28.45 per hour/per adult reduction of \$0.55	\$46.60 per hour/per adult reduction of \$0.55	\$35.90 per hour/per adult reduction of \$0.25
Recalculated Wage required if a household accessed all the above		\$27.00 per hour/per adult	\$44.65 per hour/per adult	\$34.45 per hour/per adult
Total Difference= 2022 Living Wage – Recalculated Wage		\$2.00	\$2.50	\$1.70

The housing and food programs shared above are just some examples of how community can come together to promote both affordability and resilience; but there are more programs and services. In Canmore there are gear swaps, free social connection and early education programs, discounted recreational activities, free public transportation, used clothing stores, free community events, and many more community programs that impact livability in our community.

How can Government make Canmore more affordable?

Childcare

The Provincial-Federal childcare agreement had an impact on all Alberta families, including Canmore families. As stated earlier in the report, without this new subsidy a two income, two child family would need to earn over \$39 per hour, per parent to cover their household expenses. With rate of inflation rising rapidly, subsidy programs, like childcare, that reduce household expenses have a significant impact on long-term affordability.

Less of an impact are one-time benefit programs. The recent announcement of \$600 per child for Alberta households with an annual household income of less than \$180,000 does lower the Living Wage for lone-parent families and two income, two child families but only for 2023.

The below chart outlines the impact of this one-time childcare benefit program:

Current Living Wage Households	Recalculated household wages if \$600 provincial childcare benefit is incorporated	Difference for 2023 = 2022 Living wage – Recalculated Wage
Two income, two child household (\$36.15)	\$35.80	(\$0.35)
Lone Parent family (\$47.15)	\$46.55	(\$0.60)
Single adult (\$29)	\$29	No difference
Canmore 2022 Living Wage- weighted average (\$32.75)	\$32.60	(\$0.15)

In addition to the temporary payment to families with children under the age of 18, the Province of Alberta also announced that the Alberta Child and Family Benefit program will be annually indexed. This indexing will have lasting impact on affordability as it will mean that as wages respond to inflation, households will be less likely to lose access to benefit programs.

Living Allowance

There are communities in Alberta that have access to government programs that reduce a household's tax burden. Households in Northern Alberta have access to the Alberta Northern Living Allowance, a program designed to offset a higher cost of living. The Northern Living Allowance reduces the income that households are taxed on; it is a before-tax benefit. The chart below outlines the impact that a program, like the Northern Living Allowance, would have on Canmore households:

Current Living Wage Households	Recalculated household wages if Canmore families had access to the Northern Living Allowance	Difference = 2022 Living wage – Recalculated Wage
Two income, two child household (\$36.15)	\$35.10	(\$1.05)
Lone Parent family (\$47.15)	\$45.55	(\$1.60)
Single adult (\$29)	\$27.90	(\$1.10)
Canmore 2022 Living Wage-weighted average (\$32.75)	\$31.60	(\$1.15)

How can Employers/Businesses make Canmore more affordable?

Benefits

As explained earlier in this report, as an employee's wage increases, the proportion of employment income paid by that employee also increases. This means that an employee's net income does not increase at the same rate as their wage. As an alternative, employers can support staff affordability by providing benefits that reduce the expenses that employee needs to pay. By reducing expenses, not only does the expenses that an employee's wage needs to cover decrease, but the employee's wage also becomes more effective because the same wage covers fewer expenses.

The below chart outlines the impact that employer programs can have on employee affordability by incorporating benefit programs into an employee's wage. The chart also

considers tax and benefits in the calculation, which means the total compensation wage must be adjusted based on a representative household.

As described below employer programs have an increased effect on Lone-Parent families, because it reduces family expenses while still maintaining the employee's eligibility to provincial and federal benefit programs.

The chart below illustrates the impact of employer programs as represented as an equivalent increase in hourly wages that would be required to achieve the same outcome

Example Benefit Program	Description of Program	Total Compensation with benefits (based on a wage of \$20.40* per hour)
Staff meal	A staff member that works 5 days per week is provided with a lunch during their shift (Estimated benefit: \$15*5=\$75 per week; \$3,900 annually)	<p>Impact on single adult wage: increase of \$3.25/hr (\$23.65/hr)</p> <p>Impact on lone parent wage: increase of \$3.95/hr (\$24.35/hr)</p> <p>Impact on two income, two child family wage: increase of \$1.40/hr (\$22.80/hr)</p>
Health Care Benefit	Prescription, dental coverage, travel coverage, extended health benefits; accidental death and dismemberment (\$1,117-\$2,959)	<p>Impact on single adult wage: increase of \$0.90/hr (\$21.30/hr)</p> <p>Impact on lone parent wage: increase of \$1.40/hr (\$21.80/hr)</p> <p>Impact on two income, two child family wage: increase of \$1.40/hr (\$21.80/hr)</p>
Staff Accommodation	Shared accommodation (not for families) \$530/month or \$6,360 annually**	<p>Impact on single adult wage: increase of \$5.40 per hour (\$25.80)</p> <p>Impact on lone parent wage: no change (\$20.40)</p>

		<p>Impact on two income, two child family wage: no change (\$20.40)</p> <p><u>No family staff accommodation</u></p>
Childcare	50 percent of childcare costs for employees	<p>Impact on single adult wage: \$20.40</p> <p>Impact on lone parent wage: increase of \$4.60/hr (\$25.00/hr)</p> <p>Impact on two income, two child family wage: increase of \$5.10/hr (\$25.50/hr)</p>
Professional Development	Organization provides funding for two university level courses per year (valued at \$1,720 per year)	<p>Impact on single adult wage: increase of \$1.05/hr (\$21.45/hr)</p> <p>Impact on lone parent wage: increase of \$1.30/hr (\$21.70/hr)</p> <p>Impact on two income, two child family wage: increase of \$1.09/hr (\$21.30/hr)</p>
Wellness account	Organization provides \$500 for recreation-based activities	<p>Impact on single adult wage: increase of \$0.30/hr (\$20.70/hr)</p> <p>Impact on lone parent wage: increase of \$0.40/hr (\$20.80/hr)</p> <p>Impact on two income, two child family Wage: increase of \$0.45/hr (\$20.85/hr)</p>

Additional week of paid Vacation	Paid vacation (1 week) reduces contingency expenses (Value at \$850)	<p>Impact on single adult wage: increase of \$0.70/hr (\$21.10/hr)</p> <p>Impact on lone parent wage: increase of \$1.20/hr (\$21.24/hr)</p> <p>Impact on two income, two child family wage: increase of \$0.70/hr (\$21.10/hr)</p>
Canmore Living Wage (\$32.75)	Combined Total of Employer Programs impact on wage, if individual earned \$20.40 per hour	<p>Impact on single adult wage: increase of \$11.75/hr (\$32.15)</p> <p>Impact on lone parent wage: increase of \$13.75/hr (\$34.15/hr)</p> <p>Impact on two income, two child family wage: increase of \$9.50/hr (\$29.90/hr)</p>

*Wage of \$20.40 is based on the Job Resource Centre's Bow Valley Fall Labour Market review

** Staff Accommodation is based on Job Resource Centre's Staff Housing Guide

SUMMARY

Prior to the 2022 Living Wage being released, it was already clear that Canmore had a high cost of living. The Living Wage program provides context to the affordability concerns that are the reality of so many in our community. The Living Wage program helps us explore ways in which community, business, and all levels of government can come together to make Canmore a more affordable and resilient place to live.

Affordability is complex, and no single solution can bridge the gap between community expenses and community livability. Canmore's Living Wage is not meant to provide direction but instead be a tool that community can use to help them assess potential solutions.

Canmore's Living wage is \$32.75. Although it is based on three unique household experiences, it is considered an estimate of community affordability as a whole. The Living Wage program recognizes that each household has unique expenses and considerations and does not fit

'average'. The program is not designed to direct wages but to understand the amount of income, on average, a given individual would need to earn to cover expenses within their community. Through the Living Wage program, we see that affordability can be increased not only by increasing wages, but it can also be impacted by lowering expenses. Through community programs, such as the Good Food Box; through government income supports, such as childcare subsidy; and employer benefit programs, such as staff accommodation, the Living Wage program highlights how we can decrease community expense and increase affordability.

The Living Wage program shows us that Canmore is an expensive community, but it is also a resilient community.

ALBERTA LIVING WAGE REPORT

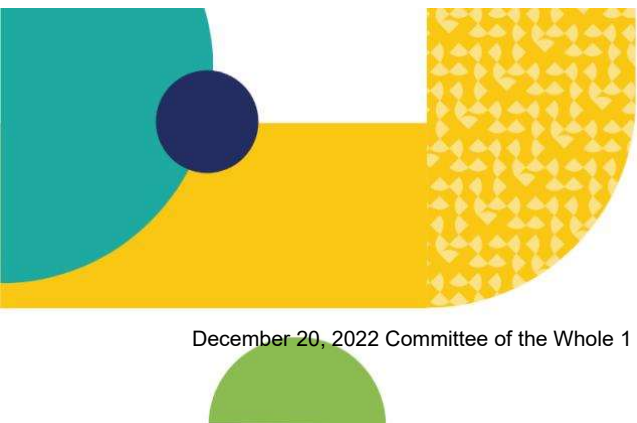
COMMUNITY CALCULATIONS
& METHODOLOGY



November 2022

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What is a Living Wage?

The living wage reflects what people need to earn to cover the actual costs of living in their community. It assumes that each adult is working full time (35 hours/week) and includes more than the basics of food, clothing, and shelter – it also considers unexpected costs, small investments in education, childcare, and participating in the community.

Within Alberta, it's more expensive to live in some communities than others. Unlike the minimum wage, which is the same across the province, each community has its own living wage rate. The calculations draw on community-specific data to determine the expenses, and the Alberta Living Wage Network (ALWN) works closely with community representatives to make sure the numbers make sense for their community.

ALWN has worked with the communities to develop a standard methodology and worked with [Puzzle Rock Coding](#) to calculate them.

This report provides an overview of the standard methodology. It also includes the expenses, taxes and benefits, and the resulting living wage rate for each community.



A **living wage** is the hourly wage a worker needs to earn to cover their basic expenses and participate in their community. It is re-calculated on an annual basis to ensure that it accurately reflects changing living expenses and public policy affecting affordability.

Methodology

Household Structure

The living wage is based on the income needs of the following three household types:

a two-parent family
with two young children



a lone-parent family
with one young child



a single individual
living alone



It considers the hourly rate of pay needed for each household to maintain a modest standard of living once government transfers have been added and taxes have been subtracted. It assumes each adult is working 35 hours per week.

It is a weighted average based on how many of each household type there are in Alberta. Previous calculations were based on the Canadian Living Wage Framework, which specifies using a family of four in the calculations, but after releasing those calculations, most of the feedback we received was that basing the living wage on just a family of four is not okay – people wanted it to cover more living situations. In response, and to follow what world leader in the living wage movement are doing ([Living Wage Foundation UK](#)), as well as to be consistent with the [Ontario Living Wage Network](#), we expanded to the three household types. This reflects multiple situations where people may have access to different government benefits and taxes and would be affected differently by policy changes (e.g., improving childcare affordability will affect each household type differently).

We use a single weighted average rather than multiple living wage rates for each community because wages should not be based on family composition or lifestyle, so we are combining the numbers into just one rate per community that employers need to pay to be eligible for living wage certification.

Shelter

Based on Canada Mortgage and Housing Corporation's (CMHC) [Housing Market Information Portal](#), which assumes a 3-bedroom rental apartment or townhouse for the family of four, a 2-bedroom unit for the lone parent family, and a 1-bedroom for the single individual. Numbers from the October 2021 CMHC Rental Market Survey were adjusted to 2022 using Statistics

Canada's [Consumer Price Index](#) for shelter in Alberta. Estimates for utilities are based on the Utilities Consumer Advocate's [Cost Comparison Tool](#) as at October 25, 2022. Tenant insurance is based on community-specific [Square One estimates](#) as at October 25, 2022. For communities where the CMHC data is not available or does not apply (e.g., if there aren't many rental apartments or townhouses in the community), rental costs were based on the [Canadian Rental Housing Index](#) or locally sourced.

Food

Food costs are based on Health Canada's 2019 National Nutritious Food Basket (NNFB) adapted by Alberta Health Services for Alberta communities. The cost of the NNFB represents the cost of a basic, healthy diet, that meets nutrition recommendations, and reflects food habits and food purchasing patterns of the population. It is a rough estimate to help calculate the living wage. It is not intended to provide guidance on how much money individual community members should budget for food.

Registered Dietitians and trained volunteers within specified communities go to grocery stores in their community to determine how much the food basket costs in their community. The NNFB includes a mix of fresh, frozen, and minimally processed foods that can be purchased at a full-service grocery stores any time of the year. The amount of each food item required for a family or a single person scenario is determined by the age and sex of the individuals. The cost of the NNFB reflects the cost of all the food items together.

Visit [National nutritious food basket - Canada.ca](#) (Government of Canada, 2020) for more information about the National Nutritious Food Basket and a full list of its content. Please contact publichealthnutrition@ahs.ca for information about the data collection process.

Transportation

Based on the Canadian Automobile Association's [Driving Costs Calculator](#) as at October 25, 2022. The costs represent the average of a lower-cost 8-year-old car, hatchback, truck, and SUV. Expenses assume mileage of 10,000 km and include depreciation, maintenance, license and registration fees, insurance costs, monthly car payments (assuming a 15% down payment), and fuel costs. Highway vs. city driving and the price of gas (the average of the last year) are specific to community.

Communities with public transit assume one vehicle and one transit pass for the family of four, one vehicle for the lone parent family, and the average of a transit pass and a vehicle for the single individual. Communities without public transit assume two vehicles for the family of four (estimated as the cost of one vehicle multiplied by 1.5), one vehicle for the lone parent family, and one vehicle for the single individual.

Child Care

The family of four is assumed to have a 7-year-old child and a 3-year-old child. The lone parent is assumed to have a 7-year-old child. Includes the cost of 12 months of childcare for a 3-year old, based on each community finding the actual costs of local providers. Also includes 10 months of before- and after-school care and 2 months of day camps for a 7-year-old, based on each community finding the actual costs of local providers. The expenses are after the Affordability Grant is taken into account (\$450/month for the 3-year-old). The Alberta Childcare Subsidy is included in calculations for living wages under its income threshold of \$180,000 for a family.

Clothing & Footwear

Based on Statistics Canada's [Survey of Household Spending](#) (SHS) for the following categories:

- Women's and girls' wear (aged 14+)
- Men's and boys' wear (aged 14+)
- Children's wear (under 14 years of age)

SHS data is reported by income quintile. The income quintile with the lowest expenditure was used, excluding the first income quintile (1st to 20th percentile of income), since many in the first income quintile would not be making a living wage.

SHS data is based on what the average household spends, so numbers were adjusted based on Statistic's Canada's 2021 Census [Profile Table for Alberta](#) (2.6 people per household; 19% aged 0–14). SHS data was adjusted to 2022 using Statistics Canada's [Consumer Price Index](#) for Clothing & Footwear.

Health Care

Health insurance is based on the cost of the premiums for [Alberta Blue Cross](#). The plan selected is Blue Choice, with Plan B extended health benefits, dental coverage, and prescription coverage. This category also includes the cheapest life insurance available from [LowestRates.ca](#) estimates and the cheapest critical illness insurance available from [PolicyAdvisor](#).

Tuition

The [Canadian Living Wage Framework](#) species including parent education in a living wage calculation. This is because a living wage should include the opportunity to upgrade education should one want to change occupations or advance in their career. Costs are locally sourced, based on each community representative finding the actual costs of post-secondary education options in their community. The cost assumes one course per semester (a total of two courses) for one adult in each household. A tax credit is calculated for tuition and eligible fees. Note that the post-secondary institutions in some communities have a transit pass included in tuition fees, which is taken into account in Transportation expenses for those communities.

Other Household Items

Other household costs are made up of the following expense categories:

- Telephones and telephone services – note that the methodology did not include mobile service, so we’ve added the cost of the cheapest available mobile service as at October 25, 2022 that provides unlimited talk & text and 5GB of data on a 4G network ([Public Mobile’s \\$40/month plan](#))
- Household supplies
- Furniture, furnishings, electric appliances
- Personal care (including pharmaceutical products)
- Home entertainment, sports, and recreation – note that this category includes costs related to participating in the community, including the following: live sports events, live performing arts, museums, bicycles, sports and recreation facilities, and movie theatres
- Reading materials and supplies (including textbooks)
- Other (e.g., bank fees, postage, charity, luggage)

Based on Statistics Canada’s [Market Basket Measure](#) (MBM) multiplier for Other expenses (75.4% of food and clothing & footwear). The methodology of the multiplier is based on using the cost of a basket of items for food and clothing & footwear. While our methodology for Food is based on the cost of a basket of items, our methodology for Clothing & Footwear is based on expenditures (Survey of Household Spending), so we use Alberta’s MBM amount for Clothing & Footwear in this calculation for a family of four (and an estimate of what MBM for Clothing & Footwear would be for the lone parent and single individual households).

See page 73 of [First Comprehensive Review of the Market Basket Measure of Low Income](#) (Human Resources and Skills Development Canada) for a full list of items included.

Contingency

We assume the need to set aside two weeks’ pay (at the living wage rate) so expenses can be covered even when unexpected situations happen and a worker needs to be away from work – whether it’s staying at home sick, moving, bereavement, etc.

How we calculate inflation

When calculating expenses, we use the most recent data available. For most expenses, we use current prices and availability at the time of calculation, so no adjustment is needed. However, for Clothing & footwear and Shelter, we use the most recent data available and adjust using the [Consumer Price Index](#) (CPI) for Alberta. The CPI is calculated monthly. To adjust a number to 2022, we use the average of all available 2022 months at the time of calculation.

Tax & benefit programs

The calculation considers tax deductions (e.g., childcare expenses), tax credits (e.g., tuition), taxes & deductions, and government benefits (e.g., Canada Child Benefit). Where tax and benefit amounts are determined by income, the income at the living wage rate is used.

Calgary

	<i>Family of four</i>	<i>Lone parent</i>	<i>Single indiv.</i>	<i>Exceptions to standard methodology</i>
Living Expenses (\$)				
<i>Food</i>	14,640	7,485	4,559	
<i>Clothing & footwear</i>	3,686	1,843	850	
<i>Shelter</i>	20,451	19,425	16,378	
<i>Transportation*</i>	6,339	4,995	3,170	
<i>Childcare**</i>	17,397	8,505	-	
<i>Healthcare</i>	3,414	1,844	1,344	
<i>Tuition</i>	1,607	1,607	1,607	
<i>Other household costs</i>	13,418	6,833	4,245	
<i>Contingency fund</i>	3,087	2,025	1,520	
<i>Total</i>	<i>84,039</i>	<i>54,561</i>	<i>33,673</i>	
Government Benefits (\$)				
<i>GST Credit</i>	-	382	467	
<i>Canada Child Benefit</i>	8,247	4,863	-	
<i>Climate Action Incentive</i>	1,079	809	539	
<i>Alberta Child and Family Benefit</i>	-	-	-	
<i>Alberta Child Care Subsidy</i>	5,422	4,948	-	
<i>Alberta Energy Affordability</i>	300	300	300	
<i>Fuel Tax Relief*</i>	73	73	36	
<i>Childcare Affordability Grant**</i>	5,400	-	-	
<i>Total</i>	<i>20,521</i>	<i>11,375</i>	<i>1,342</i>	
Taxes (\$)				
<i>Federal income tax</i>	3,937	3,948	2,912	
<i>Provincial income tax</i>	1,888	2,264	1,573	
<i>CCP contribution</i>	4,176	2,802	2,054	
<i>EI contribution</i>	1,268	832	625	
<i>Total</i>	<i>11,269</i>	<i>9,846</i>	<i>7,164</i>	
Calculator Results				
<i>Wage to cover expenses</i>	\$22.05	\$28.95	\$21.70	
Living Wage	\$22.40			

*Fuel Tax Relief is already deducted from Transportation expenses

**Child Care Affordability Grant is already deducted from Childcare expenses

Canmore

	<i>Family of four</i>	<i>Lone parent</i>	<i>Single indiv.</i>	<i>Exceptions to standard methodology</i>
Living Expenses (\$)				
<i>Food</i>	17,209	8,809	5,371	
<i>Clothing & footwear</i>	3,686	1,843	850	
<i>Shelter</i>	43,692	31,855	23,653	CMHC doesn't reflect housing market; used rent estimates from Canmore Community Housing
<i>Transportation*</i>	4,870	4,870	2,435	
<i>Childcare**</i>	18,000	9,000	-	
<i>Healthcare</i>	3,414	1,844	1,344	
<i>Tuition</i>	1,720	1,720	1,720	
<i>Other household costs</i>	15,354	7,832	4,857	
<i>Contingency fund</i>	5,062	3,302	2,030	
<i>Total</i>	<i>113,006</i>	<i>71,074</i>	<i>42,260</i>	
Government Benefits (\$)				
<i>GST Credit</i>	-	-	-	
<i>Canada Child Benefit</i>	5,024	2,911	-	
<i>Climate Action Incentive</i>	1,079	809	539	
<i>Alberta Child and Family Benefit</i>	-	-	-	
<i>Alberta Child Care Subsidy</i>	2,868	1,730	-	
<i>Alberta Energy Affordability</i>	300	300	300	
<i>Fuel Tax Relief*</i>	64	64	32	
<i>Childcare Affordability Grant**</i>	5,400	-	-	
<i>Total</i>	<i>14,735</i>	<i>5,814</i>	<i>871</i>	
Taxes (\$)				
<i>Federal income tax</i>	12,224	10,539	4,905	
<i>Provincial income tax</i>	6,745	5,533	2,807	
<i>CCP contribution</i>	7,000	3,500	2,809	
<i>EI contribution</i>	1,905	953	834	
<i>Total</i>	<i>27,874</i>	<i>20,525</i>	<i>11,355</i>	
Calculator Results				
<i>Wage to cover expenses</i>	\$36.15	\$47.15	\$29.00	
Living Wage	\$32.75			

*Fuel Tax Relief is already deducted from Transportation expenses

**Child Care Affordability Grant is already deducted from Childcare expenses

Cochrane

	<i>Family of four</i>	<i>Lone parent</i>	<i>Single indiv.</i>	<i>Exceptions to standard methodology</i>
Living Expenses (\$)				
<i>Food</i>	17,153	8,784	5,409	
<i>Clothing & footwear</i>	3,686	1,843	850	
<i>Shelter</i>	21,429	17,076	13,542	
<i>Transportation*</i>	5,595	4,995	2,798	
<i>Childcare**</i>	18,522	7,882	-	
<i>Healthcare</i>	3,414	1,844	1,344	
<i>Tuition</i>	1,522	1,522	1,522	
<i>Other household costs</i>	15,312	7,813	4,886	
<i>Contingency fund</i>	3,538	1,939	1,402	
<i>Total</i>	90,171	53,698	31,753	
Government Benefits (\$)				
<i>GST Credit</i>	-	493	467	
<i>Canada Child Benefit</i>	7,283	5,020	-	
<i>Climate Action Incentive</i>	1,079	809	539	
<i>Alberta Child and Family Benefit</i>	-	531	-	
<i>Alberta Child Care Subsidy</i>	4,434	4,948	-	
<i>Alberta Energy Affordability</i>	300	300	300	
<i>Fuel Tax Relief*</i>	75	75	37	
<i>Childcare Affordability Grant**</i>	5,400	-	-	
<i>Cochrane Connect Card</i>	-	350	222	Lone parent and single individual have Cochrane Connect Card Level 2 Eligibility
<i>Total</i>	18,571	12,526	1,565	
Taxes (\$)				
<i>Federal income tax</i>	5,606	3,640	2,482	
<i>Provincial income tax</i>	3,001	2,058	1,286	
<i>CCP contribution</i>	4,844	2,674	1,878	
<i>EI contribution</i>	1,453	797	576	
<i>Total</i>	14,904	9,169	6,222	
Calculator Results				
<i>Wage to cover expenses</i>	\$25.25	\$27.70	\$20.05	
Living Wage	\$22.35			

*Fuel Tax Relief is already deducted from Transportation expenses

**Child Care Affordability Grant is already deducted from Childcare expenses

Drayton Valley

	<i>Family of four</i>	<i>Lone parent</i>	<i>Single indiv.</i>	<i>Exceptions to standard methodology</i>
Living Expenses (\$)				
<i>Food</i>	15,536	7,953	4,837	
<i>Clothing & footwear</i>	3,686	1,843	850	
<i>Shelter</i>	20,067	17,116	12,235	No CMHC data; used Canadian Rental Housing Index for rent
<i>Transportation*</i>	7,138	4,759	4,759	
<i>Childcare**</i>	13,895	4,895	-	
<i>Healthcare</i>	3,414	1,844	1,344	
<i>Tuition</i>	27	27	27	Zero Fee Tuition Program covers all fees except student union and alumni fees
<i>Other household costs</i>	14,093	7,186	4,455	
<i>Contingency fund</i>	2,854	1,524	1,328	
<i>Total</i>	80,709	47,146	29,835	
Government Benefits (\$)				
<i>GST Credit</i>	-	773	467	
<i>Canada Child Benefit</i>	9,065	5,768	-	
<i>Climate Action Incentive</i>	1,079	809	539	
<i>Alberta Child and Family Benefit</i>	-	1,186	-	
<i>Alberta Child Care Subsidy</i>	5,910	4,895	-	
<i>Alberta Energy Affordability</i>	300	300	300	
<i>Fuel Tax Relief*</i>	96	64	64	
<i>Childcare Affordability Grant**</i>	5,400	-	-	
<i>Zero Fee Tuition Program</i>	1,600	1,600	1,600	A ballpark estimate based on what other communities typically pay for tuition; already deducted from Tuition expenses
<i>Total</i>	23,450	15,395	2,970	
Taxes (\$)				
<i>Federal income tax</i>	3,321	2,333	2,434	
<i>Provincial income tax</i>	1,523	1,187	1,254	
<i>CCP contribution</i>	3,831	2,059	1,769	
<i>EI contribution</i>	1,172	626	546	
<i>Total</i>	9,847	6,205	6,003	
Calculator Results				
<i>Wage to cover expenses</i>	\$20.40	\$21.75	\$18.95	
Living Wage	\$19.65			

*Fuel Tax Relief is already deducted from Transportation expenses

**Child Care Affordability Grant is already deducted from Childcare expenses

Drumheller

	<i>Family of four</i>	<i>Lone parent</i>	<i>Single indiv.</i>	<i>Exceptions to standard methodology</i>
Living Expenses (\$)				
<i>Food</i>	16,945	8,676	5,280	
<i>Clothing & footwear</i>	3,686	1,843	850	
<i>Shelter</i>	17,685	14,900	13,077	No CMHC data, used local source (Century21) for rent
<i>Transportation*</i>	7,482	4,988	4,988	Used locally sourced data for gas prices (local gas station)
<i>Childcare**</i>	11,738	4,238	-	
<i>Healthcare</i>	3,414	1,844	1,344	
<i>Tuition</i>	1,720	1,720	1,720	
<i>Other household costs</i>	15,156	7,731	4,788	
<i>Contingency fund</i>	2,817	1,587	1,513	
<i>Total</i>	80,642	47,527	33,561	
Government Benefits (\$)				
<i>GST Credit</i>	-	773	467	
<i>Canada Child Benefit</i>	9,026	5,607	-	
<i>Climate Action Incentive</i>	1,079	809	539	
<i>Alberta Child and Family Benefit</i>	-	1,001	-	
<i>Alberta Child Care Subsidy</i>	6,410	4,238	-	
<i>Alberta Energy Affordability</i>	300	300	300	
<i>Fuel Tax Relief*</i>	96	64	64	
<i>Childcare Affordability Grant**</i>	5,400	-	-	
<i>Total</i>	22,311	12,792	1,370	
Taxes (\$)				
<i>Federal income tax</i>	3,125	2,416	2,869	
<i>Provincial income tax</i>	1,346	1,243	1,544	
<i>CCP contribution</i>	3,775	2,152	2,042	
<i>EI contribution</i>	1,157	652	621	
<i>Total</i>	9,403	6,463	7,076	
Calculator Results				
<i>Wage to cover expenses</i>	\$20.20	\$22.65	\$21.60	
Living Wage	\$21.20			

*Fuel Tax Relief is already deducted from Transportation expenses

**Child Care Affordability Grant is already deducted from Childcare expenses

Edmonton

	<i>Family of four</i>	<i>Lone parent</i>	<i>Single indiv.</i>	<i>Exceptions to standard methodology</i>
Living Expenses (\$)				
<i>Food</i>	15,306	7,830	4,793	
<i>Clothing & footwear</i>	3,686	1,843	850	
<i>Shelter</i>	20,341	18,593	15,579	
<i>Transportation*</i>	5,378	4,978	2,689	
<i>Childcare**</i>	14,448	7,066	-	
<i>Healthcare</i>	3,414	1,844	1,344	
<i>Tuition</i>	2,037	2,037	2,037	Includes U-Pass (taken into account in Transportation)
<i>Other household costs</i>	13,920	7,094	4,421	
<i>Contingency fund</i>	2,829	1,919	1,488	
<i>Total</i>	<i>81,360</i>	<i>53,204</i>	<i>33,202</i>	
Government Benefits (\$)				
<i>GST Credit</i>	-	519	467	
<i>Canada Child Benefit</i>	9,152	5,056	-	
<i>Climate Action Incentive</i>	1,079	809	539	
<i>Alberta Child and Family Benefit</i>	29	548	-	
<i>Alberta Child Care Subsidy</i>	6,410	4,948	-	
<i>Alberta Energy Affordability</i>	300	300	300	
<i>Fuel Tax Relief*</i>	73	73	36	
<i>Childcare Affordability Grant**</i>	5,400	-	-	
<i>Total</i>	<i>22,443</i>	<i>12,253</i>	<i>1,342</i>	
Taxes (\$)				
<i>Federal income tax</i>	2,925	3,488	2,724	
<i>Provincial income tax</i>	1,290	1,957	1,448	
<i>CCP contribution</i>	3,794	2,645	2,005	
<i>EI contribution</i>	1,162	788	611	
<i>Total</i>	<i>9,171</i>	<i>8,878</i>	<i>6,788</i>	
Calculator Results				
<i>Wage to cover expenses</i>	\$20.20	\$27.40	\$21.25	
Living Wage	\$21.40			

*Fuel Tax Relief is already deducted from Transportation expenses

**Child Care Affordability Grant is already deducted from Childcare expenses

Fort McMurray

	<i>Family of four</i>	<i>Lone parent</i>	<i>Single indiv.</i>	<i>Exceptions to standard methodology</i>
Living Expenses (\$)				
<i>Food</i>	15,280	7,817	4,780	
<i>Clothing & footwear</i>	3,686	1,843	850	
<i>Shelter</i>	23,267	20,299	17,360	
<i>Transportation*</i>	5,614	4,966	2,807	
<i>Childcare**</i>	18,458	7,302	-	
<i>Healthcare</i>	3,414	1,844	1,344	
<i>Tuition</i>	1,488	1,488	1,488	
<i>Other household costs</i>	13,900	7,084	4,412	
<i>Contingency fund</i>	3,225	1,899	1,510	
<i>Total</i>	88,333	54,541	34,552	
Government Benefits (\$)				
<i>GST Credit</i>	-	747	467	
<i>Canada Child Benefit</i>	8,576	5,374	-	
<i>Climate Action Incentive</i>	1,187	890	593	
<i>Alberta Child and Family Benefit</i>	-	733	-	
<i>Alberta Child Care Subsidy</i>	5,422	4,948	-	
<i>Alberta Energy Affordability</i>	300	300	300	
<i>Fuel Tax Relief*</i>	73	73	36	
<i>Childcare Affordability Grant**</i>	5,400	-	-	
<i>Total</i>	20,958	13,065	1,396	
Taxes (\$)				
<i>Federal income tax</i>	3,618	2,875	2,273	
<i>Provincial income tax</i>	1,675	1,548	1,147	
<i>CCP contribution</i>	4,380	2,615	2,039	
<i>EI contribution</i>	1,325	780	620	
<i>Total</i>	10,998	7,818	6,079	
Calculator Results				
<i>Wage to cover expenses</i>	\$23.05	\$27.15	\$21.60	
Living Wage	\$22.50			

*Fuel Tax Relief is already deducted from Transportation expenses

**Child Care Affordability Grant is already deducted from Childcare expenses

Note: Northern Residents Deductions (Zone B) included (tax deduction)

Grande Prairie

	<i>Family of four</i>	<i>Lone parent</i>	<i>Single indiv.</i>	<i>Exceptions to standard methodology</i>
Living Expenses (\$)				
<i>Food</i>	14,669	7,509	4,586	
<i>Clothing & footwear</i>	3,686	1,843	850	
<i>Shelter</i>	19,308	17,625	15,661	For utilities, assumes the 2- and 3-bedrooms units are paying the Aquatera fee half the time (added half the approximate Aquatera fee)
<i>Transportation*</i>	5,999	5,171	3,000	
<i>Childcare**</i>	14,030	8,416	-	
<i>Healthcare</i>	3,414	1,844	1,344	
<i>Tuition</i>	1,882	1,882	1,882	
<i>Other household costs</i>	13,439	6,851	4,265	
<i>Contingency fund</i>	2,416	1,773	1,418	
<i>Total</i>	78,844	52,915	33,007	
Government Benefits (\$)				
<i>GST Credit</i>	735	773	467	
<i>Canada Child Benefit</i>	11,415	5,602	-	
<i>Climate Action Incentive</i>	1,187	890	539	
<i>Alberta Child and Family Benefit</i>	1,119	995	-	
<i>Alberta Child Care Subsidy</i>	7,396	4,948	-	
<i>Alberta Energy Affordability</i>	300	300	300	
<i>Fuel Tax Relief*</i>	77	77	77	
<i>Childcare Affordability Grant**</i>	5,400	-	-	
<i>Total</i>	27,629	13,585	1,383	
Taxes (\$)				
<i>Federal income tax</i>	1,394	2,347	2,730	
<i>Provincial income tax</i>	561	1,196	1,452	
<i>CCP contribution</i>	3,182	2,429	1,998	
<i>EI contribution</i>	993	728	609	
<i>Total</i>	6,130	6,700	6,789	
Calculator Results				
<i>Wage to cover expenses</i>	\$17.25	\$25.35	\$20.25	
Living Wage	\$19.65			

*Fuel Tax Relief is already deducted from Transportation expenses

**Child Care Affordability Grant is already deducted from Childcare expenses

Note: Northern Residents Deductions (Zone B) included (tax deduction)

Lethbridge

	<i>Family of four</i>	<i>Lone parent</i>	<i>Single indiv.</i>	<i>Exceptions to standard methodology</i>
Living Expenses (\$)				
<i>Food</i>	15,946	8,163	4,931	
<i>Clothing & footwear</i>	3,686	1,843	850	
<i>Shelter</i>	17,906	15,497	14,293	
<i>Transportation*</i>	5,944	5,020	2,972	
<i>Childcare**</i>	14,456	7,968	-	
<i>Healthcare</i>	3,414	1,844	1,344	
<i>Tuition</i>	1,285	1,285	1,285	
<i>Other household costs</i>	14,403	7,344	4,525	
<i>Contingency fund</i>	2,717	1,752	1,410	
<i>Total</i>	<i>79,757</i>	<i>50,716</i>	<i>31,611</i>	
Government Benefits (\$)				
<i>GST Credit</i>	43	736	467	
<i>Canada Child Benefit</i>	9,546	5,360	-	
<i>Climate Action Incentive</i>	1,079	809	539	
<i>Alberta Child and Family Benefit</i>	218	716	-	
<i>Alberta Child Care Subsidy</i>	6,410	4,948	-	
<i>Alberta Energy Affordability</i>	300	300	300	
<i>Fuel Tax Relief*</i>	73	73	36	
<i>Childcare Affordability Grant**</i>	5,400	-	-	
<i>Total</i>	<i>23,069</i>	<i>12,942</i>	<i>1,342</i>	
Taxes (\$)				
<i>Federal income tax</i>	2,685	2,978	2,546	
<i>Provincial income tax</i>	1,053	1,617	1,329	
<i>CCP contribution</i>	3,628	2,397	1,889	
<i>EI contribution</i>	1,116	720	579	
<i>Total</i>	<i>8,482</i>	<i>7,712</i>	<i>6,343</i>	
Calculator Results				
<i>Wage to cover expenses</i>	\$19.40	\$25.05	\$20.15	
Living Wage	\$20.30			

*Fuel Tax Relief is already deducted from Transportation expenses

**Child Care Affordability Grant is already deducted from Childcare expenses

Medicine Hat

	<i>Family of four</i>	<i>Lone parent</i>	<i>Single indiv.</i>	<i>Exceptions to standard methodology</i>
Living Expenses (\$)				
<i>Food</i>	15,619	7,998	4,895	
<i>Clothing & footwear</i>	3,686	1,843	850	
<i>Shelter</i>	15,539	13,038	12,013	Utilities Consumer Advocate doesn't have utilities estimates; used City of Medicine Hat data
<i>Transportation*</i>	7,435	4,957	2,901	
<i>Childcare**</i>	11,352	4,375	-	
<i>Healthcare</i>	3,414	1,844	1,344	
<i>Tuition</i>	1,292	1,292	1,292	
<i>Other household costs</i>	14,156	7,220	4,498	
<i>Contingency fund</i>	2,252	1,334	1,267	
<i>Total</i>	74,744	43,900	29,060	
Government Benefits (\$)				
<i>GST Credit</i>	565	773	467	
<i>Canada Child Benefit</i>	10,954	5,903	-	
<i>Climate Action Incentive</i>	1,079	809	539	
<i>Alberta Child and Family Benefit</i>	897	1,541	-	
<i>Alberta Child Care Subsidy</i>	7,896	4,375	-	
<i>Alberta Energy Affordability</i>	300	300	300	
<i>Fuel Tax Relief*</i>	71	71	35	
<i>Childcare Affordability Grant**</i>	5,400	-	-	
<i>Total</i>	27,162	13,772	1,341	
Taxes (\$)				
<i>Federal income tax</i>	1,227	1,515	2,016	
<i>Provincial income tax</i>	418	641	976	
<i>CCP contribution</i>	2,939	1,777	1,678	
<i>EI contribution</i>	925	548	521	
<i>Total</i>	5,509	4,481	5,191	
Calculator Results				
<i>Wage to cover expenses</i>	\$16.10	\$19.05	\$18.10	
Living Wage	\$17.50			

*Fuel Tax Relief is already deducted from Transportation expenses

**Child Care Affordability Grant is already deducted from Childcare expenses

Red Deer

	<i>Family of four</i>	<i>Lone parent</i>	<i>Single indiv.</i>	<i>Exceptions to standard methodology</i>
Living Expenses (\$)				
<i>Food</i>	16,087	8,238	5,033	
<i>Clothing & footwear</i>	3,686	1,843	850	
<i>Shelter</i>	16,820	15,098	12,916	
<i>Transportation*</i>	5,688	4,818	2,844	
<i>Childcare**</i>	14,930	7,130	-	
<i>Healthcare</i>	3,414	1,844	1,344	
<i>Tuition</i>	1,689	1,689	1,689	
<i>Other household costs</i>	14,509	7,401	4,857	
<i>Contingency fund</i>	2,644	1,673	1,365	
<i>Total</i>	<i>79,467</i>	<i>49,734</i>	<i>30,899</i>	
Government Benefits (\$)				
<i>GST Credit</i>	139	773	467	
<i>Canada Child Benefit</i>	9,803	5,503	-	
<i>Climate Action Incentive</i>	1,079	809	539	
<i>Alberta Child and Family Benefit</i>	343	882	-	
<i>Alberta Child Care Subsidy</i>	6,908	4,948	-	
<i>Alberta Energy Affordability</i>	300	300	300	
<i>Fuel Tax Relief*</i>	64	64	32	
<i>Childcare Affordability Grant**</i>	5,400	-	-	
<i>Total</i>	<i>24,036</i>	<i>13,279</i>	<i>1,338</i>	
Taxes (\$)				
<i>Federal income tax</i>	2,363	2,631	2,327	
<i>Provincial income tax</i>	869	1,386	1,183	
<i>CCP contribution</i>	3,519	2,280	1,823	
<i>EI contribution</i>	1,086	687	561	
<i>Total</i>	<i>7,837</i>	<i>6,984</i>	<i>5,894</i>	
Calculator Results				
<i>Wage to cover expenses</i>	\$18.90	\$23.90	\$19.50	
Living Wage	\$19.65			

*Fuel Tax Relief is already deducted from Transportation expenses

**Child Care Affordability Grant is already deducted from Childcare expenses

Rocky Mountain House

	<i>Family of four</i>	<i>Lone parent</i>	<i>Single indiv.</i>	<i>Exceptions to standard methodology</i>
Living Expenses (\$)				
<i>Food</i>	16,365	8,373	5,105	
<i>Clothing & footwear</i>	3,686	1,843	850	
<i>Shelter</i>	21,249	16,646	13,238	No CMHC data; used data from Housing Coordinator for rent
<i>Transportation*</i>	7,227	4,818	4,818	
<i>Childcare**</i>	12,075	7,479	-	
<i>Healthcare</i>	3,414	1,844	1,344	
<i>Tuition</i>	1,720	1,720	1,720	
<i>Other household costs</i>	14,718	7,503	4,656	
<i>Contingency fund</i>	3,039	1,844	1,494	
<i>Total</i>	83,494	52,069	33,224	
Government Benefits (\$)				
<i>GST Credit</i>	-	617	467	
<i>Canada Child Benefit</i>	8,291	5,193	-	
<i>Climate Action Incentive</i>	1,079	809	539	
<i>Alberta Child and Family Benefit</i>	-	615	-	
<i>Alberta Child Care Subsidy</i>	5,910	4,948	-	
<i>Alberta Energy Affordability</i>	300	300	300	
<i>Fuel Tax Relief*</i>	96	64	64	
<i>Childcare Affordability Grant**</i>	5,400	-	-	
<i>Total</i>	21,076	12,546	1,370	
Taxes (\$)				
<i>Federal income tax</i>	3,890	3,257	2,799	
<i>Provincial income tax</i>	1,856	1,803	1,497	
<i>CCP contribution</i>	4,105	2,533	2,015	
<i>EI contribution</i>	1,248	757	614	
<i>Total</i>	11,099	8,350	6,925	
Calculator Results				
<i>Wage to cover expenses</i>	\$21.70	\$26.35	\$21.35	
Living Wage	\$21.85			

*Fuel Tax Relief is already deducted from Transportation expenses

**Child Care Affordability Grant is already deducted from Childcare expenses

Spruce Grove

	<i>Family of four</i>	<i>Lone parent</i>	<i>Single indiv.</i>	<i>Exceptions to standard methodology</i>
<i>Living Expenses (\$)</i>				
<i>Food</i>	14,892	7,616	4,631	
<i>Clothing & footwear</i>	3,686	1,843	850	
<i>Shelter</i>	18,882	18,739	15,902	
<i>Transportation*</i>	5,700	4,912	2,850	
<i>Childcare**</i>	13,268	7,523	-	
<i>Healthcare</i>	3,414	1,844	1,344	
<i>Tuition</i>	2,037	2,037	2,037	Includes U-Pass (taken into account in Transportation)
<i>Other household costs</i>	13,608	6,932	4,299	
<i>Contingency fund</i>	2,479	1,932	1,500	
<i>Total</i>	<i>77,967</i>	<i>53,379</i>	<i>33,414</i>	
<i>Government Benefits (\$)</i>				
<i>GST Credit</i>	353	503	467	
<i>Canada Child Benefit</i>	10,383	5,033	-	
<i>Climate Action Incentive</i>	1,079	809	539	
<i>Alberta Child and Family Benefit</i>	622	537	-	
<i>Alberta Child Care Subsidy</i>	7,396	4,948	-	
<i>Alberta Energy Affordability</i>	300	300	300	
<i>Fuel Tax Relief*</i>	68	68	34	
<i>Childcare Affordability Grant**</i>	5,400	-	-	
<i>Total</i>	<i>25,601</i>	<i>12,198</i>	<i>1,340</i>	
<i>Taxes (\$)</i>				
<i>Federal income tax</i>	1,694	3,534	2,768	
<i>Provincial income tax</i>	622	1,988	1,477	
<i>CCP contribution</i>	3,274	2,663	2,023	
<i>EI contribution</i>	1,018	794	616	
<i>Total</i>	<i>6,608</i>	<i>8,979</i>	<i>6,884</i>	
<i>Calculator Results</i>				
<i>Wage to cover expenses</i>	\$17.70	\$27.60	\$21.40	
Living Wage	\$20.70			

*Fuel Tax Relief is already deducted from Transportation expenses

**Child Care Affordability Grant is already deducted from Childcare expenses

St. Albert

	<i>Family of four</i>	<i>Lone parent</i>	<i>Single indiv.</i>	<i>Exceptions to standard methodology</i>
Living Expenses (\$)				
<i>Food</i>	15,306	7,830	4,793	Not included in NNFB; used Edmonton's numbers as a proxy
<i>Clothing & footwear</i>	3,686	1,843	850	
<i>Shelter</i>	20,689	19,689	17,120	
<i>Transportation*</i>	5,451	4,987	2,725	
<i>Childcare**</i>	14,465	6,900	-	
<i>Healthcare</i>	3,414	1,844	1,344	
<i>Tuition</i>	2,037	2,037	2,037	Includes U-Pass (taken into account in Transportation)
<i>Other household costs</i>	13,920	7,094	4,421	
<i>Contingency fund</i>	2,861	1,992	1,585	
<i>Total</i>	81,829	54,216	34,876	
Government Benefits (\$)				
<i>GST Credit</i>	-	424	397	
<i>Canada Child Benefit</i>	9,040	4,923	-	
<i>Climate Action Incentive</i>	1,079	809	539	
<i>Alberta Child and Family Benefit</i>	-	484	-	
<i>Alberta Child Care Subsidy</i>	6,410	4,948	-	
<i>Alberta Energy Affordability</i>	300	300	300	
<i>Fuel Tax Relief*</i>	73	73	36	
<i>Childcare Affordability Grant**</i>	5,400	-	-	
<i>Total</i>	22,302	11,961	1,272	
Taxes (\$)				
<i>Federal income tax</i>	3,041	3,760	3,088	
<i>Provincial income tax</i>	1,328	2,138	1,691	
<i>CCP contribution</i>	3,841	2,753	2,150	
<i>EI contribution</i>	1,175	818	651	
<i>Total</i>	9,385	9,469	7,580	
Calculator Results				
<i>Wage to cover expenses</i>	\$20.45	\$28.45	\$22.65	
Living Wage	\$22.40			

*Fuel Tax Relief is already deducted from Transportation expenses

**Child Care Affordability Grant is already deducted from Childcare expenses

Stony Plain

	<i>Family of four</i>	<i>Lone parent</i>	<i>Single indiv.</i>	<i>Exceptions to standard methodology</i>
Living Expenses (\$)				
<i>Food</i>	14,892	7,616	4,631	Not included in NNFB; used Spruce Grove's numbers as a proxy
<i>Clothing & footwear</i>	3,686	1,843	850	
<i>Shelter</i>	19,124	16,615	15,571	
<i>Transportation*</i>	5,700	4,912	2,850	
<i>Childcare**</i>	13,176	6,826	-	
<i>Healthcare</i>	3,414	1,844	1,344	
<i>Tuition</i>	2,037	2,037	2,037	Includes U-Pass (taken into account in Transportation)
<i>Other household costs</i>	13,608	6,932	4,299	
<i>Contingency fund</i>	2,533	1,709	1,480	
<i>Total</i>	78,171	50,335	33,062	
Government Benefits (\$)				
<i>GST Credit</i>	282	773	467	
<i>Canada Child Benefit</i>	10,191	5,439	-	
<i>Climate Action Incentive</i>	1,079	809	539	
<i>Alberta Child and Family Benefit</i>	529	808	-	
<i>Alberta Child Care Subsidy</i>	6,908	4,948	-	
<i>Alberta Energy Affordability</i>	300	300	300	
<i>Fuel Tax Relief*</i>	68	68	34	
<i>Childcare Affordability Grant**</i>	5,400	-	-	
<i>Total</i>	24,757	13,145	1,340	
Taxes (\$)				
<i>Federal income tax</i>	1,895	2,701	2,695	
<i>Provincial income tax</i>	690	1,432	1,428	
<i>CCP contribution</i>	3,355	2,333	1,994	
<i>EI contribution</i>	1,041	702	608	
<i>Total</i>	6,981	7,168	6,725	
Calculator Results				
<i>Wage to cover expenses</i>	\$18.10	\$24.40	\$21.15	
Living Wage	\$20.40			

*Fuel Tax Relief is already deducted from Transportation expenses

**Child Care Affordability Grant is already deducted from Childcare expenses

Current Funders

In addition to financial contributions from [our members](#), the Alberta Living Wage Network is grateful to be funded by the following foundations:



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DATE OF MEETING: December 20, 2022

Agenda #: E-1

1. Mayor Krausert

- a) Canmore Community Housing
 - I defer to Councillor Foubert's report.
- b) Tourism Canmore Kananaskis
 - Work is underway to finalize the 2023 business plan. A draft was reviewed with the Board and a final version will be approved at the January Board Meeting.
- c) Rocky Mountain Heritage Foundation
 - Nothing new to report.
- d) Emergency Management Committee
 - Nothing new to report.
- e) Human Wildlife Conflict Roundtable
 - Nothing new to report.
- f) Town of Canmore – MD of Bighorn Inter-Municipal Committee
 - Nothing new to report.
- g) Canmore Tourism Roundtable
 - A meeting was held on November 25th to review a draft compilation of all action items arising from the Tourism Task Force strategy, especially with respect to which organizations in the community will be taking the lead on particular actions.
- h) Mid-Sized Cities Mayors' Caucus (MCMC)
 - On November 16th, all member municipalities had their monthly phone call.
 - On December 6th, the Executive of MCMC met with Minister Schulz (Municipal Affairs) to commence the discussion about a charter for mid-sized municipalities, not unlike the charter for the two large municipalities. A separate meeting was also held with the Chiefs of Staff of the Premier's Office, Affordability & Utilities, Municipal Affairs, Energy, Health, Forestry, Parks & Tourism, Mental Health & Addiction, Public Service & Emergency Services, Transportation, Advanced Education, and Seniors, Community & Social Services.

i) Advocacy on Behalf of the Town of Canmore

- With respect to being recognized as visitor-based economies (along with Banff and Jasper), I participated in the following meetings:
 - weekly meetings with New West Public Affairs (strategist), who has been having conversations with multiple provincial ministries.
 - November 24th all three municipalities met with our MLA's – MLA Rosin and MLA Martin Long.
 - December 7th all three municipalities met with Minister Schulz (Municipal Affairs) and her staff.
- Given the cabinet shuffle following Premier Smith's being sworn in, I re-sent the letter regarding wildlife conflict mitigations on Highway 1 at Canmore to the new Minister of Transportation. A response was received and attached as Correspondence in the Committee of the Whole Agenda Package.
- Advocated to Alberta Municipalities with respect to victim services in Alberta. Subsequently, the provincial government provided clarity on the proposed changes. A meeting of Bow Valley municipalities on December 15th to discuss these changes and determine strategic next steps.
- On December 5th along with CAO, had a Zoom call with MLA Rosin to update her on a variety of initiatives in Canmore of which she should be aware.

j) Events

- December 1st attended the 50th Anniversary Celebration of Indigenous Leadership at Banff Centre.
- December 4th attended the Queen Elizabeth II Platinum Jubilee Medal Award Ceremony at the Hyatt Regency in Calgary.
- December 12th attended with GM of Municipal Infrastructure the Pipe Ceremony and Inauguration of the Stoney Nakoda – Bearspaw Nation Chief & Council.
- December 13th attended the Seniors Holiday Tea at the Fairmont Banff Springs.
- December 13th rode into Canmore and participated at the Canmore stop of the CP Holiday Train.

k) Miscellaneous

- Continued my monthly appearances on Mountain FM with Rob Murray.
- November 25th interview with the Calgary Herald re anticipated increase to the municipal budget.
- Interview with journalist re housing challenges in tourist towns.

2. Councillor Foubert

a) Canmore Community Housing (Attachments 1,2,3)

Ownership:

- CCH had no new units for sale
- We had two sales in November. The unit that sold in Hawks bend turned over on November 4th, the previous Owner moved outside of Canmore. The unit at Wolf Willow turned over on November 15th and this was a unit that CCH owned, the previous tenant moved out, but stayed within Canmore.
- The Ownership Information Session was held on November 2nd, 12 households attended, via Zoom.

Rental:

- CCH continues to see an increase in applications for the Rent Program in the third quarter of the year. We are seeing newcomers who are accepting positions with no housing options, who are looking for affordable options for housing.
- Our current average approximate wait time for a unit across our Rent Program is 6-12 months, depending on the unit size a household is approved for.
- CCH saw two households move in November, one household moved out of the Bow Valley, one household bought a market unit within Canmore.
- CCH had one unit vacant in McArthur Place thru November and is filled for mid-December.

Accessory Dwelling Grant Program:

- CCH had one application for this Program for November, it was approved for \$15,000.
- CCH is also currently working with one household who are in the renovating stages of their accessory dwelling. CCH has committed \$20,000 to this households project, but has yet to forward any funds.

Matching Down Deposit Program:

- We currently have 10 households that have a total of \$250,000 in funding committed (max \$25,000 per household). These households have until December 31, 2022 to use these funds.
- To date we have provided \$167,053 towards down deposits to eligible households
- We currently have 12 households on the Waitlist for this Program.

b) Bow Valley Regional Transit

- see Coun. McCallum's update

c) Canmore Planning Commission

- no meetings

d) Canmore Museum

- The museum continues to work on its strategic priorities for 2023

e) Alberta Municipalities Environment and Sustainability Committee

- The committee met on Nov. 18 and discussed its 2023 work plan, which includes a focus on water policies.
- The committee approved the terms of reference for the Extended Producer Responsibility working group and recommended the ABMunis board approve the committee members (including a Simon Robins from the Town of Canmore).
- The committee recommended the ABMunis board approve the Water for Life action plan items for small urban sector. Water for Life is the Government of Alberta's framework for water management. Those actions are: 1. Facilitate upgrades to drinking water facilities and wastewater facilities to meet standards and, where possible, integrate with regional systems; and 2. Design and implement regional drinking water and wastewater solutions for municipalities.
- Met with AEPE ADM Jamie Curran.

3. Councillor Graham

a) CCH – Defer to Councilor Foubert

b) CMAF

- Attended Creative Combat 8.0. Incredible event that raised a significant amount of \$. Will report when accounting of event is complete.

c) CAC

- Toured Canmore's inventory of Public Art. Some concerns around consistent signage and maintenance of some pieces.
- Selected Emerging Artists Bursary Recipient (can't release details just yet)
- Starting process for Mural Selection of Civic Centre Lobb
- We have granted the Lamphouse Endowment Fund for the Arts: Emerging Artist Bursary to two amazing Canmore artists – singer/songwriter Mari Hill and high school visual artist Liann Siguan. We have split the bursary into two categories – awarding a high school student \$500 and a more career focused emerging artist \$3000. Needless to say, they are both thrilled to be the bursary recipients. Here's what they said:

“When I received the call that I was the recipient of the 2022 Lamphouse Emerging Artist Bursary, I was holding back tears in disbelief. I feel so fortunate and thankful to the Town Of Canmore and everyone that helped this moment come to be. Pursuing my dream as a career, is now so much more tangible due to this incredibly generous honour.”
Mari Hill

“I am deeply honoured and thankful to be awarded this bursary. It will truly help me out with my next few years in post-secondary education. Thank you for considering and presenting this opportunity to me.”
Liann Siguan

d) Wildsmart

- No Meetings

4. Councillor Hilstad

- a) CAO Performance Review Committee
 - Nothing new to report.
- b) Heliport Monitoring Committee
 - Nothing new to report.
- c) Canmore Planning Commission
 - I defer to Councillor Foubert's report.
- d) Enforcement Appeal Review Committee
 - No meetings to date, nothing new to report.
- e) Community Grants Selection Committee
 - Met November 21, 2022 to discuss how to improve the granting process to make it more impactful.

5. Councillor Mah

- a) Bow Valley Waste Management Commission
 - BVWMC met on Nov 9th 2022 and reviewed financials for the first 10 months of the year as well as allocation of reserves, and we are on sound financial footing.
- b) BIA: Business Improvement Area
 - BIA strategic planning session is scheduled for Jan 9th, 2023 with facilitator Stephen Brown. All recognize that this particular strategic plan is important in that it will clarify BIA's vision and help inform the upcoming Downtown Area Redevelopment Plan.
 - Additionally, BIA board met with Francisco Uribe, a professor from the University of Calgary School of Environmental Design. Professor Uribe runs the Urban Lab which connects grad students with various communities and municipalities regarding urban design. Urban Lab will be helping the BIA understand its desired outcomes from the upcoming Downtown Area Redevelopment Plan.
 - BIA is looking forward to meaningful consultation sessions with admin over the recently approved grant program that determine how a portion of revenues from paid parking will be spent. Members are hopeful that this process will be collaborative and bring clarity on funding and heighten the relationship with admin.
- c) Biosphere Institute of the Bow Valley
 - Attended my first board meeting with the BIBV on Nov 21st, 2022. Q3 financials were reviewed as well as the 2023 Annual Budget which is conservative in nature due to the nature of grant applications.
 - There was also discussion regarding fundraising initiatives for 2023.
- d) Emergency Management Committee
 - I defer to Mayor Krausert's report

- e) Canmore Community Housing
 - I defer to Councillor Foubert’s report
 - Of note: the CCH board meeting on Dec 1st. 2022 marked the first where media were permitted to attend. Greg Colgan of the Rocky Mountain Outlook was present.

- f) Additional Items:
 - Visit with Students at Our Lady of the Snows: Leadership Group
 - ◊ Nov 28th, 2022. I was invited to speak with students at OLS. This was a fun, interactive session and covered a broad range of topics from business, entrepreneurship to community and leadership.
 - Attended my first Xmas Gathering with Council and CST
 - ◊ Many thanks to Councillor Marra’s amazing food options and Councillor McCallum for organizing. That was fun!
 - ◊ Much to my chagrin, my coveted bocce ball set was stolen at the last moment. However, my furry hot water bottle has brought outsized joy and comfort to my family

6. Councillor Marra

- a) Assessment Review Board- ARB
 - Nothing, new to report at this time.

- b) BVRH- Bow Valley Regional Housing (Attachments 4, 5, 6)
 - I defer to the presentation (Dec.20) for updates on BVRH to be given by CAO Ian Wilson.

- c) Bow Valley Waste Management Commission
 - I defer to Councillor Mah’s report.

- d) Intermunicipal Committee – MD of Bighorn and Town of Canmore
 - Renewal of fire agreement is being worked on. Nothing, new to report at this time.

- e) SDAB- Subdivision and Development Appeal Board
 - Appeal schedule for January 2023 is not set yet, if the need is required.

- f) SAEWA- Southern Alberta Energy to Waste
 - I attended my first meeting in November. The Board members welcomed me and another new member representative to the Board. Positions of Chair, Vice Chair and secretary were assigned, no changes were made from previous year.
 - Attachment 7 - SAEWA Briefing Update -November 1,2022.

7. Councillor McCallum

No report

CCH OPERATIONS REPORT

September 2022

	Matching Down Deposit Program (MDDP)		Accessory Dwelling Grant Program (ADGP)		OWN Program		RENT Program							
Wait List:	10	Same as Last month	1	no change from last month	104	+1 over last month	79		+10 over last month					
Applications YTD:	10	+3 over STLY	2	no change from last month	43	+7 over last month -5 from STLY	104		+13 over last month +27 over STLY					
Number of Applicants: Funding Presently Committed	10: \$250,000		1: \$20,000											
Funds Advanced to Date / Total Allocated to Program	\$167,053	\$360,000	\$60,000	\$100,000										
<i>Applications Received/Processed 2021:</i>	8		2		59		106							
Inquiries YTD:	4	0 over last month -4 from STLY	4	0 over last month +1 over STLY	145	+16 over last month +29 over STLY	172		+18 over last month +56 over STLY					
<i>Inquiries 2021:</i>	10 Total		3 Total		152 Total		148 Total							
Current Occupancy:							100%	Hector	100%	McArthur	100%	Wolf Willow	100%	NLCC
Total Vital Home Units:					156	1 unit FSBO-HB 1 unit FSBCOH-WW	60		48		11		1	
Turnover YTD:					11%	17	15%	9	25%	12	30%	3	0%	0
<i>Turnover 2021:</i>					16%	23 sales (23/144)	13%	8 Units (8/60)	31%	15 units (15/48)	31%	4 Units (6/13)	0%	0

CCH OPERATIONS REPORT November 2022

	Matching Down Deposit Program (MDDP)		Accessory Dwelling Grant Program (ADGP)		OWN Program		RENT Program							
Wait List:	12	no change from last month	2	+1 over last month	111	no change from last month	81			+3 over last month				
Applications YTD:	11	no change from last month	3	+1 over last month	53	+2 over last month -3 from STLY	135			+19 over last month +38 over STLY				
Number of Applicants: Funding Presently Committed	10: \$250,000		2: \$35,000											
Funds Advanced to Date / Total Allocated to Program	\$167,053	\$360,000	\$60,000	\$100,000										
<i>Applications Received/Processed 2021:</i>	8		2		59		106							
Inquiries YTD:	4	0 over last month -6 from STLY	8	+2 over last month +5 over STLY	189	+15 over last month +49 over STLY	211			+17 over last month +72 over STLY				
<i>Inquiries 2021:</i>	10 Total		3 Total		152 Total		148 Total							
Current Occupancy:							100%	Hector	98%	McArthur	94%	Wolf Willow	100%	NLCC
Total Vital Home Units:					157	No units for sale in November	60		48		9		1	
Turnover YTD:					12%	19	17%	10	27%	13	30%	3	0%	0
<i>Turnover 2021:</i>					16%	23 sales (23/144)	13%	8 Units (8/60)	31%	15 units (15/48)	31%	4 Units (6/13)	0%	0
↑ Above numbers updated as of November 30, 2022 ↑														

Canmore Rental Statistics for 2022

		Jan.	Feb.	Mar.	Q1 Averages	Apr.	May	June	Q2 Averages	July	Aug.	Sept.	Q3 Averages	Oct.	Nov.	Dec.	Q4 Averages	Annual Average
Shared 1Bdrm	Average	\$880.56	\$ 920.83	\$781.25	\$ 860.88	\$847.50	-	\$935.00	\$ 891.25	\$1,200.00	\$901.11	\$863.33	\$ 988.15	\$895.00	\$ 995.00		\$ 945.00	\$ 921.96
	Median	\$800.00	\$ 900.00	\$762.50		\$900.00	-	\$950.00		\$1,200.00	\$900.00	\$875.00		\$935.00	\$ 885.00			
	Available	9	6	4	6	8	0	6	5	2	9	3	5	3	6		5	5
Studio	Average	\$1,300.00	\$900.00	-	\$ 1,100.00	-	\$1,300.00	-	\$ 1,300.00	\$ 1,400.00	\$ 1,525.00	\$1,075.00	\$ 1,333.33	\$1,200.00	\$ 1,000.00		\$ 1,100.00	\$ 1,212.50
	Median	\$1,300.00	\$900.00	-		-	\$1,300.00	-		\$ 1,400.00	\$ 1,525.00	\$1,075.00		\$1,200.00	\$ 1,000.00			
	Available	2	1	0	1	0	1	0	0	1	1	1	1	1	1		1	1
1 Bedroom	Average	\$1,714.00	\$ 1,749.17	\$1,646.11	\$ 1,703.09	\$1,759.38	\$1,783.33	\$1,966.67	\$ 1,836.46	\$2,040.00	\$2,066.00	\$ 1,954.00	\$ 2,020.00	\$2,031.33	\$ 2,278.75		\$ 2,155.04	\$ 1,908.07
	Median	\$1,700.00	\$ 1,847.50	\$1,695.00		\$1,525.00	\$1,750.00	\$2,100.00		\$2,100.00	\$2,050.00	\$ 1,837.50		\$2,011.00	\$ 2,200.00			
	Available	5	6	9	7	8	6	3	6	5	14	10	10	12	12		12	8
2 Bedroom	Average	\$2,545.24	\$ 2,901.56	\$2,909.72	\$ 2,785.51	\$2,371.39	\$2,602.21	\$2,710.69	\$ 2,561.43	\$2,900.00	\$2,711.86	\$ 2,799.28	\$ 2,803.71	\$2,811.63	\$2,810.56		\$ 2,811.09	\$ 2,734.01
	Median	\$2,250.00	\$ 2,850.00	\$2,747.50		\$2,199.50	\$2,324.50	\$2,550.00		\$2,697.50	\$2,600.00	\$ 2,700.00		\$2,700.00	\$ 2,700.00			
	Available	21	16	18	18	18	14	26	19	26	35	29	30	27	27		27	23
3 Bedroom	Average	\$3,716.86	\$ 3,686.36	\$4,163.18	\$ 3,855.47	\$4,059.06	\$3,622.94	\$3,669.23	\$ 3,783.74	\$3,871.43	\$3,463.18	\$ 3,903.21	\$ 3,745.94	\$3,947.57	\$4,704.14		\$4,325.86	\$ 3,891.56
	Median	\$3,450.00	\$ 3,400.00	\$4,000.00		\$3,450.00	\$3,400.00	\$3,400.00		\$3,500.00	\$3,500.00	\$ 3,550.00		\$3,600.00	\$4,625.00			
	Available	14	11	11	12	16	17	13	15	7	22	14	14	21	14		18	15
4+Bedroom	Average	\$3,600.00	\$ 5,016.67	\$3,016.67	\$ 3,877.78	\$8,166.67	\$7,025.00	\$6,500.00	\$ 7,230.56	\$4,800.00	\$4,862.50	\$ 5,950.00	\$ 5,204.17	\$5,519.17	\$3,140.00		\$4,329.58	\$ 5,236.06
	Median	\$3,600.00	\$ 3,250.00	\$3,000.00		\$8,000.00	\$8,000.00	\$6,500.00		\$4,800.00	\$4,250.00	\$ 5,500.00		\$5,200.00	\$3,140.00			
	Available	1	3	3	2	3	5	2	3	1	8	6	5	6	2		4	4
Summary Total Studio-4		43	37	41	121	45	43	44	132	40	80	60	180	67	56	0	123	556

Canmore Rental Statistics for 2021

		Jan.	Feb.	Mar.	Q1 Averages	Apr.	May	June	Q2 Averages	July	Aug.	Sept.	Q3 Averages	Oct.	Nov.	Dec.	Q4 Averages	Annual Average
Shared 1Bdrm	Average	\$783.82	\$ 859.55	\$842.50	\$ 828.62	\$840.00	\$786.60	\$826.64	\$ 817.75	\$841.11	\$932.82	\$874.29	\$ 882.74	\$1,006.15	\$ 1,018.75	\$ 1,205.88	\$ 1,076.93	\$ 901.51
	Median	\$750.00	\$ 850.00	\$825.00		\$800.00	\$733.00	\$800.00		\$800.00	\$850.00	\$800.00		\$900.00	\$ 925.00	\$ 1,275.00		
	Available	17	11	14	14	5	5	11	7	9	11	7	9	13	12	8	11	10
Studio	Average	-	-	\$1,383.33	\$ 1,383.33	-	\$1,050.00	-	\$ 1,050.00	\$ 900.00	\$ 1,425.00	-	\$ 1,162.50	\$1,800.00	\$ 1,800.00	\$ 1,025.00	\$ 1,541.67	\$ 1,340.48
	Median	-	-	\$1,150.00		-	\$1,050.00	-		\$ 900.00	\$ 1,425.00	-		\$1,800.00	\$ 1,800.00	\$ 1,025.00		
	Available	0	0	3	1	0	2	0	1	1	1	0	1	2	1	2	2	1
1 Bedroom	Average	\$1,416.90	\$ 1,489.71	\$1,647.78	\$ 1,518.13	\$1,353.00	\$1,492.50	\$1,615.83	\$ 1,487.11	\$1,661.88	\$1,602.27	\$ 1,664.32	\$ 1,642.82	\$1,522.00	\$ 1,363.33	\$ 1,655.00	\$ 1,513.44	\$ 1,540.38
	Median	\$1,395.00	\$ 1,400.00	\$1,417.50		\$1,375.00	\$1,400.00	\$1,587.50		\$1,550.00	\$1,500.00	\$ 1,690.00		\$1,450.00	\$ 1,375.00	\$ 1,650.00		
	Available	21	17	18	19	5	4	6	5	8	11	22	14	13	4	4	7	11
2 Bedroom	Average	\$1,858.62	\$ 1,868.78	\$1,989.94	\$ 1,905.78	\$2,050.22	\$2,084.27	\$2,092.33	\$ 2,075.61	\$2,127.93	\$2,182.11	\$ 2,177.90	\$ 2,162.64	\$2,378.33	\$2,171.82	\$ 2,256.10	\$ 2,268.75	\$ 2,103.19
	Median	\$1,795.00	\$ 1,800.00	\$1,825.00		\$1,825.00	\$1,825.00	\$1,825.00		\$1,900.00	\$2,000.00	\$ 2,095.00		\$2,200.00	\$ 1,988.25	\$ 2,052.00		
	Available	65	65	63	64	41	41	33	38	27	38	45	37	35	22	20	26	41
3 Bedroom	Average	\$3,740.00	\$ 3,034.29	\$2,779.23	\$ 3,184.51	\$3,237.78	\$3,237.27	\$3,325.83	\$ 3,266.96	\$2,848.96	\$3,161.52	\$ 3,599.00	\$ 3,203.16	\$3,858.53	\$3,724.29	\$4,466.67	\$4,016.49	\$ 3,417.78
	Median	\$3,450.00	\$ 2,890.00	\$2,600.00		\$3,200.00	\$3,200.00	\$2,822.50		\$2,572.50	\$2,875.00	\$ 3,500.00		\$3,500.00	\$3,200.00	\$ 4,250.00		
	Available	10	7	13	10	9	11	12	11	24	23	10	19	17	7	6	10	12
4+Bedroom	Average	\$4,211.25	\$ 5,161.25	\$5,698.33	\$ 5,023.61	\$5,615.00	\$4,529.00	\$5,698.33	\$ 5,280.78	\$5,897.50	\$4,895.83	\$ 4,995.00	\$ 5,262.78	\$4,131.67	\$4,350.00	-	\$ 4,240.83	\$ 5,016.65
	Median	\$4,100.00	\$ 5,747.50	\$5,995.00		\$5,995.00	\$4,350.00	\$5,495.00		\$6,147.50	\$5,195.00	\$ 4,995.00		\$3,900.00	\$3,950.00	-		
	Available	4	4	3	4	3	5	3	4	6	6	1	4	3	3		3	4
Summary Total Studio-4		100	93	100	293	58	63	54	175	66	79	78	223	70	37	32	139	830

Sources: Asset West, PEKA, ReMax, RMO, Peak Estates, Rent Faster, Kijiji

December 20, 2022 Committee of the Whole 1 p.m. Above stats included both furnished, unfurnished accommodation and both with without utilities. An average of all available.

Appendix A - Committee of Whole report

Note: Sales are recorded in the year the transaction closes**Last Updated:** November 30, 2022

Year	Vital Homes Homeownership Program		Total	Resales	New Inventory
	Resales	New Inventory			
2022	9	10	19	5WW, 3HB,1MSC	10RR
2021	15	8	23	3 MSC, 2CR, 2HB, 1MR, 7WW	2LR, 4-7&7, 2JPL
2020	11	6	17	1CR, 8WW, 2MSC	1LR, 1Vt, 4JPL
2019	3	33	36	3 MSC	1Vt, 32HB
2018	3	21	24	3CR	17HB, 4CML
Total	41	78	119		
Wolf Willow (2021)		44			

Legend	
Coyote Ridge	CR
Hawks Bend	HB
Five-Plex 818 7 Street	FP
Lookout Ridge	LR
Mineside Court	MSC
Ravens Ridge	RR
Seventh & Seventh	7&7
Versant	Vt
Wolf Willow	WW

Spring Creek	
Arnica Lodge	AL
Creekstone Mountain Lodge	CML
Glacier Rock Lodge	GRL
Jack Pine Lodge	JPL
Moraine Ridge	MR



AGM AND REGULAR MEETINGS OF THE BOARD

Location: online via Zoom
December 2, 2022, at 9:00 a.m.

AGENDA PACKAGE CONTENTS:

- Agenda of December 2, 2022, Annual General Meeting of the Board p. 2
- Minutes of December 3, 2021, Annual General Meeting of the Board p. 3
- 2023 BVRH Board Calendar p. 5
- Agenda of December 2, 2022, Regular Meeting of the Board p. 6
- Minutes of October 27, 2022, Regular Meeting of the Board p. 8
- 2023 BVRH Lodge Program Budget Development p. 9
- 2022 BVRH Client Satisfaction Report p. 13
- 2022 BVRH Employee Satisfaction Report p. 18
- 2023 Supportive Living Lodge Program Fee Schedule p. 20
- 2023 Seniors' Self-Contained Program Fee Schedule p. 30
- November 2022 BVRH Bulletin p. 33
- November 2022 BVRH Occupancy and Waitlist report p. 37
- Overview of BVRH programs and organizational plan p. 40
- List of commonly used acronyms p. 42



AGENDA

Annual General Meeting of the Board

Location: Bow River Lodge – Multipurpose Room with a virtual option
December 2, 2022, at 9:00 a.m.

- 1. CALL TO ORDER AND APPROVAL OF AGENDA**
 - a. Call to Order.
 - b. Agenda for December 2, 2022, Annual General Meeting of the Board.
 - i. Address the timing of the 2022 AGM in respect to BVRH Bylaw 4.3.
- 2. MINUTES**
 - a. Minutes of December 3, 2021, Annual General Meeting of the Board.
- 3. ELECTION OF OFFICERS**
 - a. Election of Chairperson
 - b. Election of Vice Chairperson
- 4. APPOINTMENT OF COMMITTEES**
 - a. *Executive Committee*
 - i. Re-appoint Board Chairperson, Vice Chairperson, and CAO to this standing committee.
 - b. *Personnel Committee*
 - i. Appoint Chairperson and two committee members to this standing committee.
 - c. *Community Integration Committee*
 - i. Appoint Chairperson and two committee members to this task force.
 - d. *Policy Review Committee*
 - i. Appoint Chairperson and two committee members to this task force.
- 5. APPOINTMENT OF AUTHORIZED SIGNATORIES**
 - a. *Appointment of authorized signatories:*
 - i. Board Chairperson
 - ii. Board Vice Chairperson
 - iii. One other board member
 - iv. Chief Administrative Officer
 - v. Operations Manager
 - vi. Housing Manager
- 6. APPOINTMENT OF EXTERNAL AUDITOR**
- 7. APPOINTMENT OF FINANCIAL INSTITUTION**
- 8. SCHEDULE OF MEETINGS IN 2023**
- 9. NEXT ANNUAL GENERAL MEETING**
 - a. November 23, 2023
- 10. ADJOURNMENT**

ONLINE: Lisa Rosvold, Karen Marra, Joanna McCallum, Barb Pelham, and Davina Bernard

ALSO PRESENT: Ian Wilson (CAO), Greg Hutchings (Operations Manager), and Jennifer Comighod (Housing Manager)

REGRET: Erum Afsar and Chip Olver

1. **CALL TO ORDER**

Chairperson L. Rosvold called the meeting to order at 9:03 a.m.

2. **ADOPTION OF AGENDA**

Motion 21-078: K. Marra to approve the agenda as presented. Carried unanimously.

Motion 21-079: B. Pelham to approve the AGM to be held in December instead of November due to a schedule conflict. Carried unanimously.

3. **APPROVAL OF MINUTES**

a. **Previous Annual General Meeting**

Motion 21-080: K. Marra that the minutes of the November 26, 2020, annual general meeting be approved as presented. Carried unanimously.

4. **ELECTION OF OFFICERS**

a. L. Rosvold acclaimed as Chairperson (nominated by K. Marra)

b. K. Marra acclaimed as Vice Chairperson (nominated by J. McCallum)

5. **APPOINTMENT OF COMMITTEES**

a. **Executive Committee**

Motion 21-081: L. Rosvold that L. Rosvold, K. Marra, and I. Wilson be re-appointed to Executive Committee as required by BVRH By-law 5.3.1. Carried unanimously.

b. **Personnel Committee**

Motion 21-082: L. Rosvold that L. Rosvold, K. Marra, and D. Bernard be appointed to Personnel Committee. Carried unanimously.

c. **Community Integration Committee**

Motion 21-083: L. Rosvold that L. Rosvold, K. Marra, and B. Pelham be appointed to Community Integration Committee. Carried unanimously.

d. **Policy Review Committee**

Motion 21-084: L. Rosvold that L. Rosvold, J. McCallum, E. Afsar, and C. Olver be appointed to Policy Review Committee. Carried unanimously.

6. **APPOINTMENT OF AUTHORIZED SIGNATORIES**

Motion 21-085: L. Rosvold to appoint L. Rosvold, K. Marra, J. McCallum, Chief Administrative Officer (CAO), Operations Manager, and Housing Manager as signing authorities. Carried unanimously.

7. **APPOINTMENT OF EXTERNAL AUDITOR**

Motion 21-086: B. Pelham to appoint the auditing firm Kenway Mack Slusarchuk Stewart (KMSS) as external auditor for the fiscal period January 01, 2022 to December 31, 2022. Carried unanimously.

8. **APPOINTMENT OF FINANCIAL INSTITUTION**

Motion 21-087: K. Marra to appoint CIBC as the BVRH financial institution. Carried unanimously.

9. **SCHEDULE OF MEETINGS IN 2022**

Motion 21-088: D. Bernard that regular meeting of the board to be held online via Zoom or at Bow River Seniors Lodge in Canmore, Alberta on the fourth Thursday of every month. Carried unanimously.

10. **NEXT ANNUAL GENERAL MEETING**

Motion 21-089: K. Marra that the next AGM will be held on November 24, 2022. Carried unanimously.

11. **ADJOURNMENT**

Motion 21-090: J. McCallum that the meeting adjourn at 9:39 a.m. Carried unanimously.



Lisa Rosvold, Chairperson



Ian Wilson, CAO

MINUTES PREPARED BY: Jennifer Comighod, Housing Manager

2023 BVRH BOARD CALENDAR

2023 BVRH BOARD CALENDAR

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
Regular Meeting	Regular Meeting	Regular Meeting	Regular Meeting	Regular Meeting	Regular Meeting	Digital Update	Regular Meeting	Regular Meeting	Regular Meeting	Annual General & Regular Meeting	Regular Meeting
Annual External Audit	Auditor Report to the Board	Quarterly Financial Report	Quarterly Financial Report	Business Plan Review	Business Plan Review		Quarterly Financial Report		Budget Development		
Quarterly Strategic Plan Report	Audited Financials Review	Quarterly Strategic Plan Report	Quarterly Strategic Plan Report	Annual Report	Annual Licensing Reports		Quarterly Strategic Plan Report		Accommodation Rates Review		Tea with residents
Quarterly CAO Goals Report	ASCHA Annual Conference		Strategic Planning Workshop		Spring Garden Party?		Quarterly CAO Goals Report		Board Orientation & Training		Christmas Lunch
			Quarterly CAO Goals Report		Bylaw Review				Quarterly Financial Report	CAO Review	
			Annual Financial Report						Quarterly Strategic Plan Report		Client Satisfaction Review
			Annual Operating Results Review						Quarterly CAO Goals Report		Employee Satisfaction Review
			Unrecoverable Debt Disposition								
Special Projects and, or Committees											

Financial Year End is December 31st



AGENDA

Regular Meeting of the Board
Bow River Lodge, Canmore, Alberta
920 Fairholme Drive with an online option
December 2, 2022, at 9:00 a.m.

- 1. CALL TO ORDER AND APPROVAL OF AGENDA**
 - a. Agenda for October 27, 2022, Regular Meeting of the Board
- 2. PRESENTATIONS AND GUESTS – none.**
- 3. MINUTES**
 - a. Minutes of October 17, 2022, Regular Meeting of the Board.
- 4. COMMITTEE REPORT**
 - a. Community Integration Committee
 - b. Personnel Committee
- 5. CAO REPORT**
 - a. 'This is Home' Redevelopment
Purpose: Provide a verbal update to the Board.
 - b. 2023 Supportive Living Programs – Budget Development.
Purpose: Provide an update to the Board.
 - c. Provincial Cabinet Shuffle
Purpose: Provide a verbal update to the Board.
- 6. UNFINISHED BUSINESS – None.**
- 7. BUSINESS ARISING FROM THE MINUTES – None.**
- 8. NEW BUSINESS**
 - a. 2022 BVRH Client Satisfaction Report
Purpose: To review the proposed fee schedule.
Recommendation: The Board accepts the 2021 Client Satisfaction Report as information.
 - b. 2022 BVRH Employee Satisfaction Report
Purpose: To review the proposed fee schedule.
Recommendation: The Board accepts the 2021 Client Satisfaction Report as information.
 - c. Proposed 2023 Supportive Living Lodge Program Fee Schedule
Purpose: To review the proposed fee schedule.
Recommendation: The Board approves the proposed schedule.
 - d. Proposed 2023 Seniors' Self-Contained Program Fee Schedule
Purpose: To review the proposed fee schedule.
Recommendation: The Board approves the proposed schedule.

9. CORRESPONDENCE / INFORMATION

- a. November 2022 BVRH Bulletin.
- b. November 2022 BVRH Occupancy & Wait-list report.
- c. Overview of BVRH Programs, Organizational Plan, and common acronyms.

10. IN-CAMERA – none.

11. NEXT MEETING

- a. *Regular meeting of the Board*
 - Date: December 15, 2022
 - Time: 9:00 am
 - Location: Bow River Lodge, Canmore, AB

12. ADJOURNMENT

PRESENT: Lisa Rosvold (Chair), Karen Marra (Vice-Chair), Chip Olver, Joanna McCallum, and Barb Pelham

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

REGRET: Julie Canning

12. CALL TO ORDER

Chairperson L. Rosvold called the meeting to order at 9:10 a.m.

13. ADOPTION OF AGENDA

Motion 22-082: J. McCallum to approve the agenda. Carried unanimously.

14. APPROVAL OF MINUTES

a. Regular Meeting of the Board:

Motion 22-083: K. Marra to approve the minutes of the October 06, 2022, regular meeting of the board as presented. Carried unanimously.

15. CAO REPORT

a. This is Home Redevelopment: report provided and discussed.

Motion 22-084: K. Marra to accept the Seniors Living Operator Agreement as information. Carried unanimously.

b. 2023 Supportive Living Programs: report provided and discussed.

c. Provincial Cabinet Shuffle: verbal update provided and discussed

16. CORRESPONDENCE AND INFORMATION

a. October 2022 BVRH Bulletin: presented and reviewed.

Motion 22-085: K. Marra to accept the report as information. Carried unanimously.

b. October 2022 Occupancy and Waitlist Report: presented and reviewed

Motion 22-086: K. Marra to accept the report as information. Carried unanimously.

17. DATE AND LOCATION OF NEXT MEETING(S)

a. AGM and November regular meeting:


December 02, 2022, starting at 9:00 a.m. in Bow River Lodge, Canmore.

18. ADJOURNMENT

Motion 22-087: C. Olver that the meeting adjourns at 10:15 a.m. Carried unanimously.



Lisa Rosvold, Chairperson



Ian Wilson, CAO

MINUTES PREPARED BY: Jennifer Comighod, Client Services Manager

BVRH

Briefing Report



DATE OF MEETING: December 2, 2022

TO: BVRH Board

SUBJECT: 2023 Supportive Living Programs Budget Development

PURPOSE: To provide the board with an overview of the assumptions and guiding principles that influence budget development, along with a first overview of the category expectations.

BACKGROUND

BVRH Operating and Capital budgets are prepared each year. They are forecasts of expected annual revenues and planned expenditures that support our supportive living accommodation programs.

The development of the 2023 Lodge and DSL Operating and Capital and Reserve budgets continues to build on the BVRH commitment to effective and efficient use of resources in support of our programs. Informing the budget process is an ongoing evaluation of opportunities and risks that are managed on an annual basis, as well as the following guiding principles:

- Sound financial management
- Fairness and sustainability
- Collaboration between the administration and the departments

The 2023 fiscal planning will include ongoing COVID-19 management within typical respiratory infection protocols and preparations for operations in the new DSL wing of Bow River Lodge.

DISCUSSION

The budget development process is underway. A draft budget overview for Lodge Operations is attached. Please note that this is the initial, high-level draft, and we are still awaiting some of the data necessary to develop more detail. Key assumptions that are helping to shape the operational planning include:

Lodge Operating Revenue:

- Hospitality fees charged to lodge residents will be reviewed considering inflationary pressures, sure to result in a fee increase correlated to inflation.
- We are currently forecasting an 8% increase in operating requisitions. Still, due to an expected 18% reduction in capital and reserve requisitions, we are looking at zero growth in our annual municipal requisition.
- Recoveries from social housing operations will be adjusted from 2022 levels to mitigate inflationary impacts on expenses.
- Provincial funding is expected to be similar to 2022 levels.

- Lodge occupancy levels are expected to remain well below 2022 levels due in part to the Covid-19 pandemic, which has continued to impact demand/interest in moving into seniors housing, but chiefly due to the expected transfer of ten or more residents from BRL to the DSL wing, which will take time to back fill.
- Phase 2 operating revenue, including accommodation fees and AHS Care Funding, will factor in this year but with a different budget.
- Explore revenue opportunities for Cascade House and D Building.

Lodge Operating Expenditures:

- We are currently forecasting a 1.8% increase in operating expenses. This is due to a large allocation of HR costs to the coming DSL program offsetting an overall increase of 10% to our HR budget and a considerable reduction in the utility budget.
- Costs across all expense categories are expected to require significant inflation-based adjustments.
- Planned spending in the human resources category will be subject to higher-than-normal Cost of Living Adjustments (COLA) and is recommended to include aspects of our employee attraction, retention, and livability programming.
 - We use a 50/50 blend of COLA rates from the Towns of Banff and Canmore to establish our COLA rate. The blended rate is 5.65% for 2023.
 - High inflation during 2022 will not be offset in 2023, driving wages up locally and provincially.
 - Higher starting wages for general aides and housekeeping will be required to continue to attract and retain sufficient appropriate staff members to continue to provide services to our residents in a tight labour market and some remaining Covid-19-inspired stigma around working in seniors' facilities.
 - Some degree of enhanced Infection Prevention and Control (IPC) measures due to ongoing Covid-19 response requirements.
 - Fortunately, the DSL operations will take on some of our HR costs when we allocate a share of our Administration and Maintenance costs. For the 2023 Lodge Operating Budget, we currently forecast that amount to be approximately \$400,000.
- We forecast a substantial reduction in utility costs, given actual demand and market conditions.
- Given expected requirements and inflation, we forecast a substantial increase in operating maintenance costs.
- We will see higher administration expenses once the lodges start to pay rent to the new building for the use of the office suite, staff areas, and amenity spaces.
- The old lodge's SE Wing remnant (Building D) will continue to incur utility service, maintenance, and security costs.

Key assumptions that are helping to shape special projects and capital planning include:

- The extraordinary situation presented by the Covid-19 pandemic will continue to some degree in 2023.
- The practice of making capital reserve contributions through municipal requisition will continue.
- Costs associated with the commissioning of the DSL operations, including project coordination & communications and FFE, will be incurred into 2023.
- Expect to continue replenishing reserves due to the use of funds toward our Covid-19 response.

- Costs associated with advancing Phase 3 and navigating the new GOA Affordable Housing Strategy will be incurred in 2023.
- Our Community Integration programming will require some degree of funding.
- Our Lodge Operating Reserve Fund will require supplementation to meet targets.
- There will be asset replacement and capital repair demand in our lodges, but the fiscal environment will require us to continue to balance urgency and opportunity cost.
- Capital projects are expected to include exploring and implementing wildfire and extreme heat mitigation systems in lodges.
- Our assisted bathing tub replacement at Bow River Lodge is being assessed again.
- Special projects are expected to include carry-overs from 2022; some costs associated with an exploration of establishing Permanent Supportive Housing.

FINANCIAL IMPLICATIONS

Our budgets reflect our financial plans.

STRATEGIC ALIGNMENT

Developing and managing an effective financial model is a priority for BVRH. This planning aligns with our strategic goals of:

- *Continued improvement of our economic model to maximize financial sustainability.*
- *Attract and retain highly qualified employees to fulfill BVRH human resources requirements.*

ATTACHMENT

Working Draft 2023 Lodge Program Operating Budget – Category View.

ATTACHMENT

Working Draft 2023 Lodge Program Operating Budget – Category View.

Working Draft 2023 BVRH Lodge Program Operating Budget		Total Lodge Program		
		Budget '22	Budget '23	Δ in %
INCOME				
	Lodge Accom Fees	\$ 1,271,200	\$ 1,175,500	-8%
	Resident Service Fees	\$ 27,350	\$ 24,500	-10%
	Non-Resident Fees	\$ 15,900	\$ 21,000	32%
	LAP Grant	\$ 259,545	\$ 247,000	-5%
	Municipal Requisition	\$ 1,577,980	\$ 1,708,000	8%
	Social Housing Recoveries	\$ 389,475	\$ 435,000	12%
	Investment Income	\$ 4,600	\$ 23,000	400%
	Reallocation from Reserves	\$ 23,200	\$ -	-100%
TOTAL INCOME		\$ 3,569,250	\$ 3,634,000	1.8%
EXPENSE				
	Total 510 · UTILITY EXPENSES	\$ 315,075	\$ 227,000	-28%
	Total 520 · OPERATING	\$ 360,825	\$ 343,000	-5%
	Total 530 · OP. MAINTENANCE	\$ 104,300	\$ 138,000	32%
	Total 550 · HUMAN RESOURCES	\$ 2,667,475	\$ 2,685,000	1%
	Total 560 · ADMIN. EXPENSES	\$ 121,575	\$ 241,000	98%
TOTAL EXPENSE		\$ 3,569,250	\$ 3,634,000	1.8%
Net Operating Income		\$ -	\$ -	

BVRH

Briefing Report



DATE OF MEETING: December 2, 2022

TO: BVRH Board

SUBJECT: 2022 BVRH Client Satisfaction Summary Report

PURPOSE: To provide the Board with a summary of the results from the 2022 client satisfaction survey.

SUBMITTED BY: Ian Wilson, CAO

BACKGROUND

BVRH conducts annual satisfaction surveys of its clients. The surveys are anonymous, assessing satisfaction in our three primary programs across these categories:

- Living Accommodations (applicable to all programs)
- Staff (applicable to all programs)
- Housekeeping (applicable to Lodges only)
- Cleanliness (applicable to Social Housing only)
- Activities (applicable to Lodges only)
- Meal Services (applicable to Lodges only)

DISCUSSION

The Covid-19 pandemic took a lesser toll on our clients' emotional health in 2022, while inflation really began to affect our customer base. **Despite that, overall satisfaction among our clients remained high.** The results from each program are presented in the following report.

2022 CLIENT SATISFACTION REPORT

96% OVERALL SATISFACTION (up 3 points)

42% RESPONSE RATE (down 8 points)

OVERALL SATISFACTION PER PROGRAM:

- Supportive Living Lodges up 4 points to 96%
- Seniors' Self-contained unchanged at 96%
- Community Housing up 6 points to 97%
- *Average across the programs* up 3 points to 96%

KEY INDICATORS:

- "Comfort in home" up 4 points to 99%
- "Fairness of rent" up 6 points to 97%
- "Would recommend BVRH" up 1 point to 98%
- *Average across the key indicators* up 4 points to 98%

HIGHEST AND LOWEST SCORES:

Lowest Score: Space available for social activities (Lodges) 82%

Highest Scores: Friendliness of employees (Housing) 100%

Greatest Change: Comfort in home (Housing) up 12 points

High client satisfaction is a business goal of BVRH, with a target of an overall score above 80%. Satisfaction ratings are established through an anonymous survey distributed to every active client. The overall score tends to move within a 5-point range year-to-year. Significant influences in 2022 included:

- The easing of Covid-19 pandemic measures was generally well received by our clients, as was our management of outbreaks in our lodges, which hadn't occurred before 2022.
- The rapid rise in the cost of living affected most of our clientele perhaps reflected in the increased satisfaction with our RGI-determined rental rates.

Details for each housing program follow.

SUPPORTIVE LIVING LODGE PROGRAM

96% OVERALL SATISFACTION (up 4 points)

59% RESPONSE RATE (down 14 points)

MAJOR CATEGORIES:

- Living Accommodations unchanged at 92%
- Staff up 1 point to 98%
- Housekeeping unchanged at 99%
- Activities up 8 points to 90%
- Meal Services up 6 points to 91%
- *Average across the major categories* up 4 points to 96%

KEY INDICATORS:

- "Are you comfortable here?" up 5 points to 100%
- "The rent I pay is fair" up 9 points to 99%
- "I think this is the best place for me" up 9 points to 97%
- "I would recommend BRL to others" up 8 points to 98%
- *Average across the key indicators* up 7 points to 98%

The increases appear to reflect a recovery from the Covid-19-related impacts of 2020 and 2021.

HIGHEST AND LOWEST SCORES:

- Lowest Score:** Spaces available for activities (Lodges) 82%
- Highest Score:** Staff, as well as Cleanliness of Spaces 100%
- Greatest Change:** Bus activities up 10 points to 94%

Satisfaction is up nearly across the board, especially in resident activities, food services, and general contentment with lodge residency.

SENIORS' SELF-CONTAINED PROGRAM

96% OVERALL SATISFACTION (unchanged)

56% RESPONSE RATE (down 1 point)

MAJOR CATEGORIES:

- Living Accommodations down 1 point to 95%
- Staff unchanged at 97%
- Cleanliness unchanged at 96%
- *Average across the major categories* unchanged at 96%

KEY INDICATORS:

- "Are you comfortable here?" up 1 point to 97%
- "The rent I pay is fair" up 3 points to 95%
- "I think this is a good place for me" unchanged at 97%
- "I would recommend BVRH to others" down 1 point to 97%
- *Average across the key indicators* unchanged at 96%

HIGHEST AND LOWEST SCORES:

Lowest Score: Maintenance of the grounds 86%

Highest Scores: Respectfulness of BVRH employees 97%

Greatest Change: Maintenance of the grounds 90% (down 4 points)

Generally unchanged from 2021, aside from the grounds score, which correlates with significant construction activity on the grounds in 2022.

COMMUNITY HOUSING PROGRAM

97% OVERALL SATISFACTION (up 6 points)

20% RESPONSE RATE (up 5 points)

MAJOR CATEGORIES:

- Living Accommodations up 5 points to 93%
- Staff up 1 point to 100%
- Cleanliness up 5 points to 91%
- *Average across the major categories* up 4 points to 95%

KEY INDICATORS:

- "My home is pleasant/comfortable" up 12 points to 100%
- "The rent I pay is fair" up 8 points to 98%
- "I would recommend BVRH to others" up 4 points to 100%
- *Average across the key indicators* up 8 points to 99%

HIGHEST AND LOWEST SCORES:

Lowest Score: Cleanliness of complex 89%

Highest Score: Friendliness of staff 100%

My home is pleasant/comfortable 100%

I would recommend BVRH to others 100%

Greatest Change: Safety of complex 91% up 11 points

My home is pleasant/comfortable 100% up 12 points

BVRH

Briefing Report



DATE OF MEETING: December 2, 2022

TO: BVRH Board

SUBJECT: 2022 Employee Satisfaction Summary Report

PURPOSE: To provide the Board with a summary of the results of the 2022 employee satisfaction survey.

SUBMITTED BY: Ian Wilson, CAO

BACKGROUND

BVRH conducts annual satisfaction surveys among its employees. The survey is anonymous and assesses satisfaction in the following categories:

- Compensation
- Wellness
- Working conditions
- Your Work and Development
- Your Supervisor and the Organization

DISCUSSION

Our Covid-19 response required a large increase in our staffing model, which was almost completely wound down in 2022. The year did, however, mark the first incidents of Covid-19 in our lodge resident populations, which, though mild, did require previously untested protocols that created more stress on the staff. So, the pandemic has continued to take some toll on our employees' emotional health, while inflation created further pressure on livability for our staff. Despite that, overall satisfaction among our employees remains high, underscoring the success of BVRH. **Satisfaction is up slightly from 2021.**

The results are presented in the following report.

2022 EMPLOYEE SATISFACTION REPORT

92% OVERALL SATISFACTION (up 1 point)

72% RESPONSE RATE (unchanged)

MAJOR CATEGORIES:

- Compensation up 4 points to 91%
- Wellness up 1 point to 92%
- Working Conditions unchanged at 92%
- Your Work and Development up 2 points to 92%
- Your Supervisor and the Organization up 3 points to 95%
- Average across the major categories up 1 point to 92%

KEY INDICATORS:

- "How satisfied are you with compensation?" up 2 points to 88%
- "How satisfied are you with work/life balance?" down 3 points to 90%
- "How satisfied are you with work conditions?" down 2 points to 92%
- "How satisfied overall are you with your job?" down 1 point to 93%
- "I would recommend a friend work at BVRH" up 3 points to 95%
- Average across the key indicators up 1 point to 92%

HIGHEST AND LOWEST SCORES:

- Lowest Score:** Satisfaction with involvement in decision-making 87%
- Highest Score:** RRSP program 96%
- Greatest Change:** Hourly wage or salary satisfaction 88% (up 5 points)

High employee satisfaction is a business goal of BVRH, targeting an overall score above 80%. Satisfaction ratings are established through an anonymous survey distributed to every active employee. The overall score tends to move within a 5-point range year-to-year. Major influences in 2022 included:

- The easing of Covid-19 pandemic measures was generally well received by our employees, as was our management of outbreaks in our lodges, which hadn't occurred before 2022.
- The rapid rise in the cost of living affected most of our employees perhaps reflected in the increased satisfaction with our compensation model.

BVRH

Request for Decision



DATE OF MEETING: December 2, 2022

TO: BVRH Board

SUBJECT: Proposed 2023 BVRH Lodge Program Fee Schedule

PURPOSE: To discuss proposed changes to the Lodge Program Fee Schedule.

RECOMMENDATION: The board approves the recommended 2023 BVRH Lodge Program Fee Schedule.

BACKGROUND

The fee schedule is prepared each year and is a detailed statement of established accommodation-related fees that help to support BVRH lodge supportive living programs.

BVRH moved to a Rent Geared to Income model in 2015, which required a transition period that is now over; the program is fully implemented. Under policy BVRH 01-2015:

- Minimum and maximum accommodation fees must be reviewed annually; this RFD incorporates this review.
- Hospitality service fees are to be determined annually at the discretion of the CAO.

The development of the 2023 fee schedule continued to build on the BVRH commitment to effective and efficient use of resources to support the program. Informing the rate determination process is an ongoing evaluation of opportunities and risks that are managed on an annual basis as well as the following guiding principles:

- Sound financial management
- Fair sharing of lodge program costs between those who use the services and those who subsidize the services.
- Sustainability of BVRH Lodge programs
- Affordability for those of our seniors who require financial assistance

DISCUSSION

Increases have been applied to hospitality and personal services fees to offset inflationary pressures and align with the market to improve fairness between clients and subsidization. The increases are higher than normal to manage costs that continue to rise due to inflationary and market forces. **The proposed increases are expected to generate additional revenue of approximately \$60,000 in 2023.**

See appendix 1: Proposed 2023 BVRH Lodge Program Fee Schedule

FINANCIAL IMPLICATIONS

- Recommended increases to minimum and maximum lodge accommodation fee rates will generate additional revenues of approximately \$2,150 per year, or an average of \$1.98 per resident per month.
- Planned CAO-discretionary changes to the Hospitality Fee schedule will generate additional revenues of approximately \$48,000 per year, or an average of \$57.14 per resident per month. The increase is higher than normal to address rising inflation. **Note that we are still required by law to ensure that lodge residents have at least \$322 left after paying their lodge fees.**
- Planned adjustments to the Personal Service Fee Schedule will generate additional revenues of approximately \$4,000 per year, or an average of \$4.76 per resident per month.

ATTACHMENT:

- 1) Proposed 2023 BVRH Lodge Program Fee Schedule

ATTACHMENT:

1) Proposed 2023 BVRH Lodge Program Fee Schedule



**Proposed BVRH 2023 Lodge Program
Fee Schedule**

This document contains:

- Context to the BVRH Lodge Fee schedule.
- Overview of the detailed BVRH Lodge Fee Schedule, including rent, hospitality, cable, personal laundry, and parking rates.

Introduction and Context to the proposed BVRH Lodge Fee Schedule:

This document provides an overview of the proposed BVRH 2023 Lodge Accommodation Fee Schedule. It includes the Lodge Accommodation Fees (rent and hospitality), personal laundry, parking, and cable fees. This proposal will be presented to the Board of Bow Valley Regional Housing at the December 2, 2022, regular meeting.

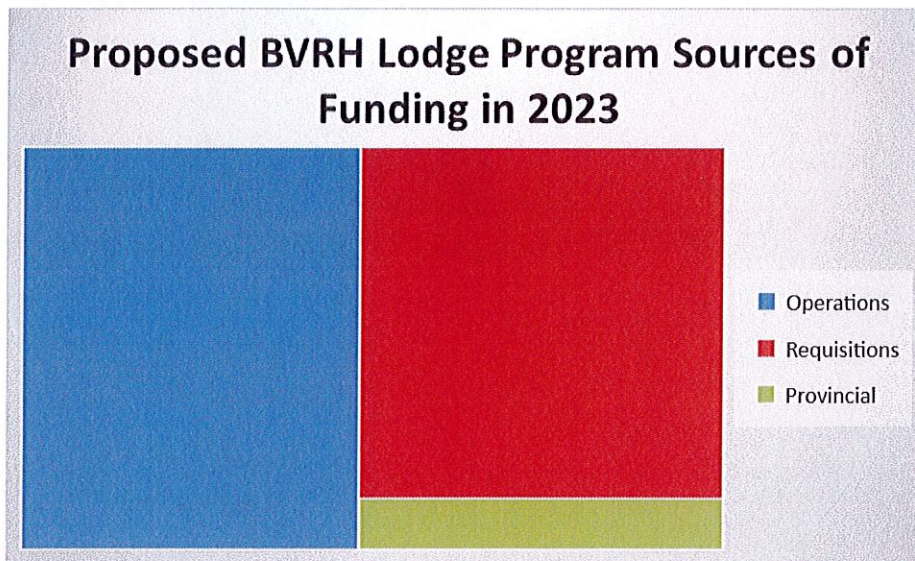
The fee schedule is prepared each year and is a detailed statement of established accommodation-related fees that help to support the BVRH lodge programs.

The development of the 2023 accommodation fee schedule continued to build on the BVRH commitment to effective and efficient use of resources to support the program. Informing the rate determination process is an ongoing evaluation of opportunities and risks that are managed on an annual basis as well as the following guiding principles:

- Sound financial management
- Fair sharing of lodge program costs between those who use the services and those who subsidize the services.
- Sustainability of BVRH Lodge programs
- Affordability for those of our seniors who require financial assistance

The BVRH Lodge Operations are funded through three primary sources:

- **Operational - User Fees:** paid by clients for the services they receive.
- **Municipal Requisitions:** collected from the ratepayers of our region in financial support of seniors' supportive living accommodation.
- **Provincial Grants:** provided by the Government of Alberta to promote housing affordability for seniors.



Overview of the 2023 Proposed Lodge Fee Schedule:

The proposed fee schedule is a detailed statement of established accommodation-related fees that help to support the BVRH supportive living programs. Lodge residents may be subject to fees in two categories.

LODGE ACCOMMODATION FEES. These include:

- Rent calculated at 30% of eligible income.
- Hospitality Fees, which are fixed according to suite type.

Lodge accommodation fees are subject to minimum and maximum rates and legislated minimum disposable income requirements.

RESIDENT SERVICES FEES. These include:

- Cable TV at Cascade House.
- Personal laundry services available at both lodges.
- Vehicle and scooter parking available at both lodges.

Resident services fees are not applicable to minimum and maximum rates, nor to the legislated minimum disposable income requirements.



LODGE ACCOMMODATION FEES:

Bow River Seniors Lodge

Standard lodge suites

These suites are accessible, medium-sized, and have showers and a simple kitchenette. They represent a typical, modern lodge suite in Alberta. The 2023 accommodation fee rates will be determined in two parts: Rent and Hospitality Fees.

- **RENT**
 - Our Rent-geared to Income (RGI) model establishes rent at a rate of 30% of eligible income.
 - Eligible income is subject to unpredictable potential fluctuations caused by various factors.
 - Rent is applied to the tenancy of a suite and the use of the common areas of the lodge.

- **HOSPITALITY FEES**
 - Our Rent-geared to Income (RGI) model establishes hospitality fees at a fixed rate according to suite and occupancy type.
 - Hospitality fees are applied to meals and snacks, beverages, regular housekeeping and sanitization, bedding, and linen laundry services, 24-hour staffing presence, life safety systems, and recreational programming services.
 - The recommended 2023 Hospitality Fees are:
 - \$1,040 per month for single occupancy of a suite. This is based on an increase of 6.8%. We use the October annualized CPI rate of 6.8% for Alberta and may add an additional increase to ensure fairness.
 - \$1,735 per month for double occupancy of a suite. This is based on a premium of 66.7% over the single-occupancy rate with a small additional increase to ensure fairness.
 - Intended to mitigate some of the inflationary pressures on our operating costs and the requirements for subsidization.

Cascade House Seniors Lodge

Standard lodge suites

This category applies to all but three of the suites at Cascade House. The suites are accessible, medium-sized, have washrooms and some have a simple kitchenette. They represent a typical, modern lodge suite in Alberta. The 2023 accommodation fee rates will be determined in two parts:

- RENT
 - Our Rent-geared to Income (RGI) model establishes rent at a rate of 30% of eligible income.
 - Eligible income is subject to unpredictable potential fluctuations caused by various factors.
 - Rent is applied to the tenancy of a suite and the use of the common areas of the lodge.

- HOSPITALITY FEES
 - Our Rent-geared to Income (RGI) model establishes hospitality fees at a fixed rate according to suite and occupancy type.
 - Hospitality fees are applied to meals and snacks, beverages, regular housekeeping and sanitization, bedding and linen laundry services, 24-hour staffing presence, life safety systems and recreational programming services.
 - The recommended 2023 Hospitality Fees are:
 - \$1,040 per month for single occupancy of a suite. This is based on an increase of 6.8%. We use the October annualized CPI rate of 6.8% for Alberta and may add an additional increase to ensure fairness.
 - \$1,735 per month for double occupancy of a suite. This is based on a premium of 66.7% over the single-occupancy rate with a small additional increase to ensure fairness.
 - Intended to mitigate some of the inflationary pressures on our operating costs and the requirements for subsidization.

Apartment-type lodge suites (non-standard)

This category applies to the three other suites at Cascade House. These suites are large and include separate bedrooms, showers, and basic kitchenettes. They are well beyond the standard of the typical lodge suite in Alberta and we are exploring alternate uses of them, such as employee or market seniors housing. The 2023 accommodation fee rates will be determined in two parts:

- RENT
 - Our Rent-geared to Income (RGI) model establishes rent at a rate of 30% of eligible income.
 - Eligible income is subject to unpredictable potential fluctuations caused by various factors.
 - Rent is applied to the tenancy of a suite and the use of the common areas of the lodge.

- HOSPITALITY FEES

- Our Rent-geared to Income (RGI) model establishes hospitality fees at a fixed rate according to suite and occupancy type.
- Hospitality fees are applied to meals and snacks, beverages, regular housekeeping and sanitization, bedding, and linen laundry services, 24-hour staffing presence, life safety systems and recreational programming services.
- The recommended 2023 Hospitality Fees are:
 - \$1,140 per month for single occupancy of a suite. This is based on an increase of 6.9%. We use the October annualized CPI rate of 6.8% for Alberta and add a small additional increase to ensure fairness.
 - \$1,900 per month for double occupancy of a suite. This is based on a premium of 66.7% over the single-occupancy rate.
 - Intended to mitigate some of the inflationary pressures on our operating costs and requirements for subsidization.

MINIMUM AND MAXIMUM RATES

The following table contains details of the proposed changes to the minimum and maximum accommodation fees, including our corresponding rationale. The benchmarks used to establish these rates include:

- Maximum benefit rates that an eligible single senior or senior couple living in subsidized accommodation or lodge accommodation may receive, as dictated by the Government of Alberta:
 - Monthly income of at least \$1,995.30 for singles (Oct. – Dec. 2022)
 - Monthly income of at least \$3,032.45 for couples (Oct. – Dec. 2022)
- Maximum continuing care accommodation charges as dictated by the Government of Alberta:
 - Maximum monthly charge of \$2,249 per month effective July 1, 2022
- Calgary-specific data from the annual CMHC Seniors' Housing Report:
 - The 2022 report is available online.

BVRH Rent Geared to Income Program Policy

Schedule A: Accommodation Fees

Effective: Jul. 1, 2022 through Jun. 30, 2023

Monthly Accommodation Fees by suite and occupancy type:

Suite Type	Approx. size	Occupancy	Monthly Rent	Monthly Hospitality	Sum of Monthly Rent + Hospitality	
					Minimum	Maximum
Bow River Lodge standard lodge suite	380'	single	30% of income	\$ 1,040	\$ 1,397	\$ 5,690
Bow River Lodge standard lodge suite	380'	double	30% of income	\$ 1,735	\$ 2,123	\$ 6,001
Cascade House "single" standard lodge suite	235'	single	30% of income	\$ 1,040	\$ 1,397	\$ 3,486
Cascade House "large single" standard lodge suite	275'	single	30% of income	\$ 1,040	\$ 1,397	\$ 4,116
Cascade House "couple's" non-standard lodge suite	500'	single	30% of income	\$ 1,140	\$ 1,397	\$ 7,489
Cascade House "couple's" non-standard lodge suite	500'	double	30% of income	\$ 1,900	\$ 2,123	\$ 7,800

Monthly Rent + Monthly Hospitality Fee = Monthly Accommodation Fee, which is subject to the minimum and maximum thresholds.

Additional personal services are available to be purchased separately:

Personal Laundry Fees (Proposed):

Personal Laundry is an optional add-on service and not included in the Lodge Accommodation Fee. The 2023 personal laundry rate represents an increase of \$6.50 per month. This is based on a 13% increase, which is intended to offset inflationary pressures, improve fairness between clients and subsidization and align more closely with market rates. The service includes:

- Weekly collection of soiled personal clothing.
- Laundering (washing, drying, and folding as applicable).
- Delivery back to the suite.

Parking Fees (Proposed):

The 2023 Bow River Lodge parking rate represents an increase of \$2.50 per month per stall. This is based on an 11% increase, which is intended to offset inflationary pressures, improve fairness between clients and subsidization and align more closely with market rates. The service includes:

An outdoor parking stall for an automobile with access to power (stalls without power are eligible for a \$10 per month rebate), or

- An indoor parking stall for a motorized scooter with access to power.

The 2023 Cascade House parking rate represents an increase of \$5.00 per month per stall. This is based on a 16.7% increase. The service includes:

- An indoor parking stall for an automobile with access to power, or
- An indoor parking stall for a motorized scooter with access to power.

Cable Fees (Proposed):

The 2023 Cascade House cable rate represents an increase of \$4.50 per month, which is intended to offset inflationary pressures, improve fairness between clients and subsidization and align more closely with market rates. This is based on an 11% increase. The service includes:

- Monthly cable television service

Additional Personal Services Fee Schedule 2023				
Personal Laundry: fees for 1 x weekly service	Monthly Fee	Increase		
		\$	%	
BRL	\$55.00	\$6.50	13.4%	
Cascade House	\$55.00	\$6.50	13.4%	
Parking: fees for vehicles including scooters	Monthly Fee	Increase		
		\$	%	
BRL	\$25.00	\$2.50	11%	
Cascade House	\$35.00	\$5.00	16.7%	
Cable Television: fees for service	Monthly Fee	Increase		
		\$	%	
Cascade House	\$45.00	\$4.50	11%	

Bow River Lodge residents are responsible for arranging their own cable services

BVRH

Request for Decision



DATE OF MEETING: December 2, 2022

TO: BVRH Board

SUBJECT: Proposed 2023 BVRH Social Housing Program Fee Schedule

PURPOSE: To discuss proposed changes to the fee schedule.

RECOMMENDATION: The board approves the recommended 2023 BVRH Social Housing Program Fee Schedule.

BACKGROUND

The social housing fee schedule is reviewed each year and is a detailed statement of parking, utility recovery, and maximum basic rental fees that help to support the BVRH social housing programs.

The development of the 2023 fee schedule continued to build on BVRH's commitment to effective and efficient use of resources in support of the program. Informing the rate determination process is an ongoing evaluation of opportunities and risks that are managed on an annual basis as well as the following guiding principles:

- Sound financial management
- Fair sharing of social housing program costs between those who use, and those who subsidize the services.
- Sustainability of BVRH Social Housing programs

DISCUSSION

The schedule includes a maximum basic rent for each type of social housing, in keeping with provincial direction. It is not expected to affect rental revenues but does establish a cap.

See appendix 1: Proposed 2023 BVRH Social Housing Program Fee Schedule

FINANCIAL IMPLICATIONS

- Recommended adjustments to the Fee Schedule are expected to generate additional revenues of approximately \$3,220 in 2023, an average of \$2.17 per unit per month.

ATTACHMENT:

- 1) Proposed 2023 BVRH Social Housing Program Fee Schedule

Attachment 1:

- 1) Proposed 2023 BVRH Social Housing Program Fee Schedule

Proposed 2023 BVRH Social Housing Program Fee Schedule

This document contains:

- Context to the BVRH Social Housing Program Fee schedule.
- Overview of the detailed BVRH Social Housing Program Fee Schedule, including electricity, parking, and maximum basic rental rates.

Introduction and Context to the proposed BVRH Social Housing Program Fee Schedule:

This document provides an overview of the proposed BVRH 2023 Social Housing Program Fee Schedule. It includes electricity, parking, and maximum basic rental fees. The proposal will be presented to the Bow Valley Regional Housing Board during the December 2, 2022, regular meeting.

The fee schedule is prepared each year and is a detailed statement of established resident accommodation-related fees that help to support the BVRH social housing programs.

The development of the 2023 fee schedule continued to build on the BVRH commitment to effective and efficient use of resources to support the programs. Informing the rate determination process is an ongoing evaluation of opportunities and risks that are managed on an annual basis as well as the following guiding principles:

- Sound financial management
- Fair sharing of social housing program costs between those who use the services and those who subsidize the services.
- Sustainability of BVRH Social Housing programs

Overview of the 2023 Proposed Social Housing Program Fee Schedule:

The proposed fee schedule is a detailed statement of established accommodation-related fees that help to that support the BVRH social housing programs. This schedule includes two categories of fees:

Rental Fees: which are calculated as 30% of eligible income, subject to a maximum basic rent.

Resident Services Fees: These are applied to personal services that are not included in our rental fees but are purchased separately by eligible tenants. They include electricity service at Mount Edith House and vehicle parking in our seniors' self-contained programs.

Maximum Basic Rents:

The 2023 schedule features rates commensurate with the housing rental market in the Bow Valley. The rates are based on actual rental market data (collected by the Bow Valley Job Resource Center and CCH), adjusted in consideration of the condition of our portfolio compared to the overall market.

- 1 Bedroom Unit \$1,700
- 2 Bedroom Unit \$2,400
- 3 Bedroom Unit \$3,250
- 4 Bedroom Unit \$4,200
- Stand-alone House \$3,500

Electricity Service Fees (Proposed): + 6.3%

The 2023 monthly electricity rate of \$63.00 represents an increase of \$3.75.

The increase keeps our fees aligned with the inflation-adjusted expected average of \$63.01 among reporting Housing Management Bodies in Alberta. The inflation-adjusted range is \$40.58 to \$101.92. Note that we are required to recover at least 80% of actual costs on behalf of Alberta Seniors and Housing.

Parking Fees (Proposed): +16.3 %

The 2023 parking rate of \$25.00 per month represents an increase of \$3.50.

The fee aligns with the parking rate charged at our Bow River Seniors' Lodge. The service includes an outdoor parking stall for an automobile with access to an electrical outlet or an indoor parking stall for a motorized scooter with access to an electrical outlet.

Monthly Bulletin

November 2022



NEWS, INITIATIVES, AND EVENTS

Designated Supportive Living Operations Planning

Senior management is making significant progress and continues to work on the operating model in collaboration with Alberta Health Services and SE Health ahead of operations following the finalization of construction and then the commissioning of Phase 2. Furnishing and equipping of the facility is underway, and AHS intends to open the waitlist towards the end of December 2022.

We look forward to hosting a Member Municipal Council Tour of the facility next month and are planning a Grand Opening of the facility for February 2023!

2022 Client Satisfaction Survey

We are proud to have maintained high satisfaction among our clients despite the challenges of the past few years. In 2022 our clients reported an overall satisfaction rate of 96% in a survey that received responses from 42% of our residents. That rate breaks out to 96% in our Lodge and Seniors' Self-Contained programs and 97% in our Community Housing program. Key indicators showed 99% satisfaction with the comfort of their homes and 97% with the fairness of rental rates, while 98% of respondents said they would recommend BVRH to others. Meal services are also a key indicator in our lodge program, and it received a rating of 91%. The friendliness of BVRH employees, and cleanliness in our lodges, received the top grades this year.

2022 Employee Satisfaction Survey

We are similarly proud to have maintained high satisfaction among our employees despite the challenges of the past few years. In 2022 our employees reported an overall satisfaction rate of 92% in a survey that received responses from 72% of our staff members. Key indicators showed 88% satisfaction with pay and compensation, 92% with working conditions, and 93% overall satisfaction with the job. Asked if they would recommend BVRH as an employer to a friend, 95% said they would. Benefit programs and supervisors received the top grades this year.

2023 Accommodation and Service Fees

BVRH fees are updated annually. The rates we charge our clients will rise in response to inflation in 2023.

PROGRAM OCCUPANCY RATES

Bow River Lodge	91%
Cascade House	84%
Bow River Homes	100%
Mount Edith House	100%
Community Housing	100%
Rent Supplement	100%

SPECIAL PROJECTS

This is Home (Phase 2)

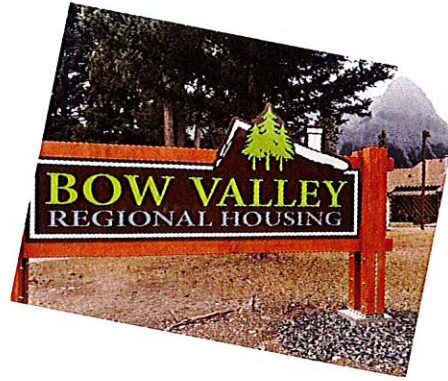
Meanwhile, the construction of the designated supportive living addition to Bow River Lodge is complete. We are dealing with deficiencies and early commissioning phases of the project.

Schedule: Deficiency mitigation continues in Q4 2022, followed by opening in Q1 2023.

Design: This facility has been designed to meet the needs of designated supportive living level 4 and dementia operations, including enhanced safety and care-provision considerations. We expect to have to add enhanced infection prevention and control safeguards as the lessons of COVID take hold.

Economics: The current capital cost is \$17.4 million; the Government of Alberta has committed \$16.5 million to date. BVRH has agreed to contribute the remaining 5% of the capital budget (up to a maximum of \$900,000) to keep the project viable.

BOW VALLEY REGIONAL HOUSING



We are a Housing Management Body (HMB) created by the Government of Alberta. Alberta's HMBs operate and administer provincially owned social housing facilities and programming. The province holds an extensive portfolio of these facilities through the Alberta Social Housing Corporation (ASHC), which serves many needy and vulnerable Albertans. Each HMB is a not-for-profit self-governing corporation under the Alberta Housing Act that manages ASHC assets in their respective region. HMBs may operate various housing programs and own facilities.

Every municipality in Alberta is a contributing member of its regional HMB and must have at least one appointee serving on the governing Board. The HMB board members are responsible for acting in the best interests of the entire region. HMBs function as property managers for the province, often working to address relevant housing needs in their region.

HMB operational funding sources can vary somewhat. Tenants pay accommodation fees, which are usually subject to affordability limits. These limits often lead to operating deficits by constricting the ability to collect enough fees to cover the total costs of operations. Provincial grants and municipal requisitions subsidize seniors' lodge deficits, whereas the province alone funds deficits in independent seniors and community housing programs.

As the HMB for the Bow Valley region, BVRH is responsible for social housing and affordable supportive living accommodation for seniors throughout Kananaskis Country, the Bow Corridor, the MD of Bighorn, and all of Banff National Park. The region covers an area of 13,500 square kilometers that has two towns and seven hamlets that contain approximately 25,000 people. Our five contributing municipalities are Kananaskis ID, MD of Bighorn, Towns of Canmore, and Banff and Banff National Park ID9. The region's people can access the programs we offer, subject to eligibility requirements.

We are an independent body that collaborates with two provincial ministries, five municipal governments, numerous agencies in our community, and provincial organizations to provide and promote safe and appropriate housing in our region.

OUR MISSION STATEMENT

Bow Valley Regional Housing commits to provide accommodation services for the Bow Valley region seniors and residents of modest means who struggle to secure and maintain appropriate housing.

We provide housing-related programs to approximately four hundred residents in the Bow Valley region, delivered through our four programs. These programs are housed across seven properties in Banff and Canmore that contain thirty-four separate buildings, twenty of which are stand-alone residential houses.

Our projects include:

- Seniors' lodges in Canmore and Banff provide room and board to the residents of our 85 suites.
 - Phase 2 of our *This is Home* project will open in 2022 to deliver designated supportive living to the region through sixty 24-hour care suites that will provide appropriate accommodations to our vulnerable seniors while alleviating pressures on local hospitals.
- Seniors' self-contained independent housing buildings in Canmore and Banff include 62 one-bedroom apartments.
- Family housing residences in Canmore include 38 townhouses and 20 houses.
- Rent Supplement Programs currently provide financial assistance to approximately 35 households in the Bow Valley.
- Planning is underway to convert a 15-suite lodge wing into a different type of housing.
- Planning is underway for the reprofiling of a part of the Bow River Lodge site to increase the number of senior's self-contained suites while adding other affordable housing options.

OUR VISION STATEMENT

Bow Valley Regional Housing aspires to collaborate with relevant entities to ensure that suitable programming that will mitigate the housing needs of our client base is available. We will:

- Make decisions and recommendations using relevant and valid data regarding community trends and housing needs.
- Obtain funding to develop infrastructure that meets identified needs for social and senior's affordable housing programs.
- Embrace operating principles that incorporate innovation, service excellence and best practices.
- Attract and retain highly qualified and caring staff.

The BVRH team includes approximately forty-five employees at Bow River Seniors Lodge in Canmore and Cascade House in Banff. Our Central Administration and Maintenance Teams are based in Canmore but serve all our projects. We have dedicated Housekeeping and Food Service Teams at each of our two seniors' lodges.

OUR VALUES

SERVICE

Client-focus, empathy, caring, commitment to quality and a guiding philosophy of serving our clients in their homes.

INTEGRITY AND ACCOUNTABILITY

High ethics, professionalism, transparency, accountability, and inclusiveness.

EFFICACY

Sustainability, innovation, versatility, collaboration, communication, vision and resourcefulness.

More information is available on our website at www.bvrh.ca

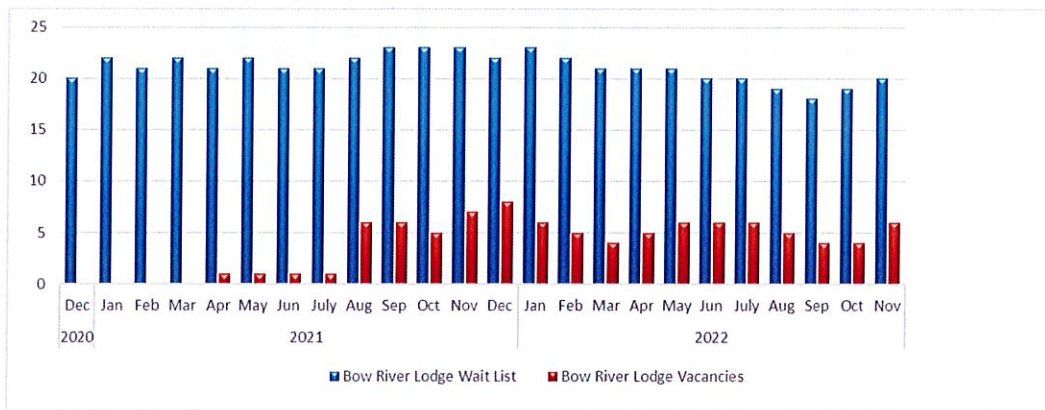
November 2022 Occupancy & Waitlist Report



Bow River Seniors Lodge in Canmore

Occupancy and waitlist as of November 18, 2022:

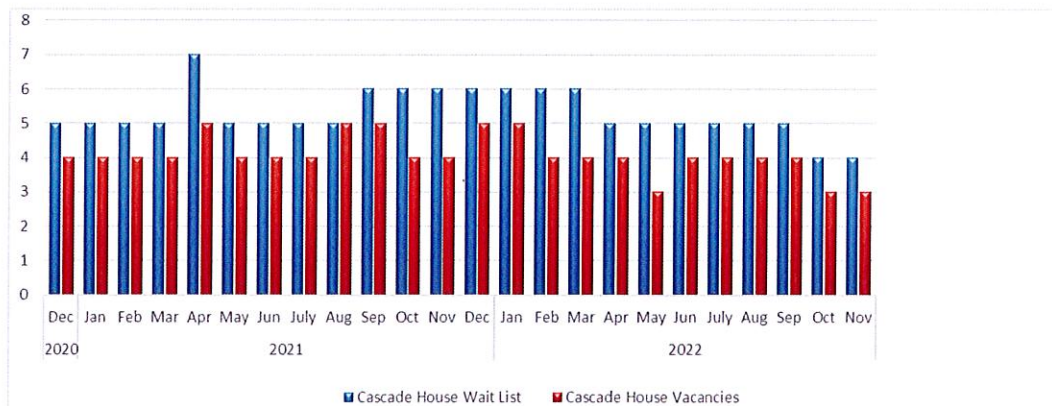
- The lodge has sixty-three residential suites.
- Of those suites, fifty-five are occupied or available for occupancy.
- The other suites are not available for occupancy. They are not captured in the chart below, but include:
 - Eight are being utilized as offices, storage, breakroom, and amenity spaces.
- 91% of the habitable suites are occupied or awarded pending move-in.
- Twenty candidate households are wait-listed, and most of them are not yet ready to move in.



Cascade House (Seniors Lodge) in Banff

Occupancy and waitlist as of November 18, 2022:

- The lodge has twenty-two residential suites.
- Of those suites, nineteen are occupied or available for occupancy.
- The other suite is not available for occupancy. They are not captured in the chart below, but include:
 - Three are being rehabilitated.
- 84% of the habitable suites are occupied or awarded pending move-in.
- Four candidate households are wait-listed, and all of them are not yet ready to move in.



Bow River Homes (Seniors Self-Contained) in Canmore

Occupancy and waitlist as of November 18, 2022:

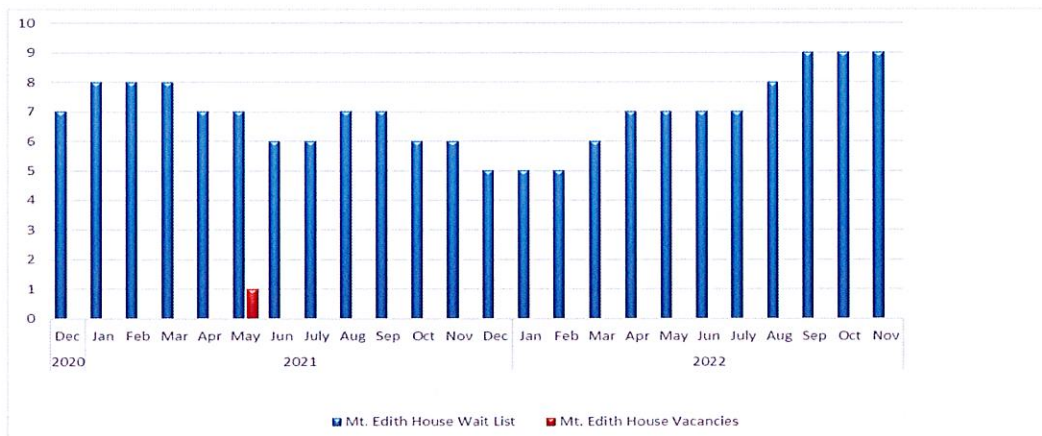
- The project has twenty-eight self-contained residential suites.
- 100% of the habitable suites are occupied or awarded pending move-in.
- Twenty-nine candidate households are wait-listed.



Mount Edith House (Seniors Self-Contained) in Banff

Occupancy and waitlist as of November 18, 2022:

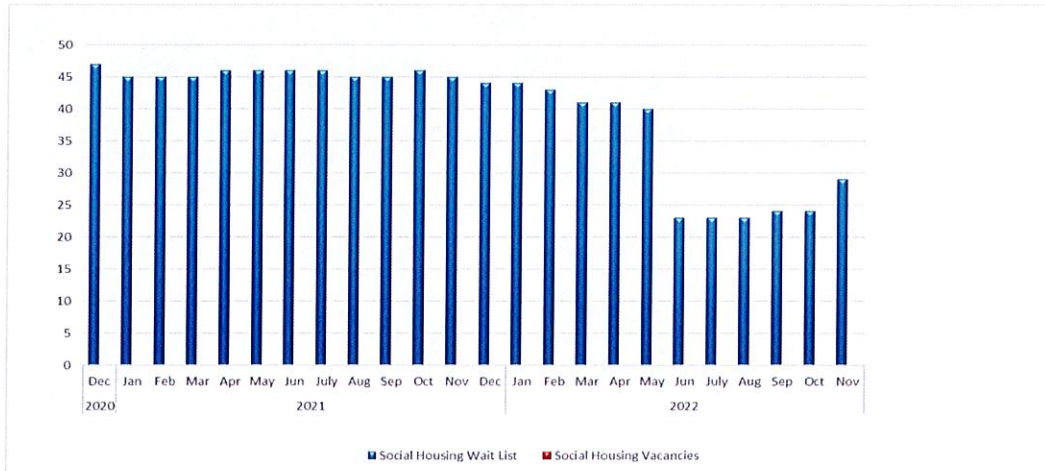
- The building has thirty-four self-contained residential suites.
- 100% of the habitable suites are occupied or awarded pending move-in.
- Nine candidate households are wait-listed.



Community Housing Projects in Canmore

Occupancy and waitlist as of November 18, 2022:

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

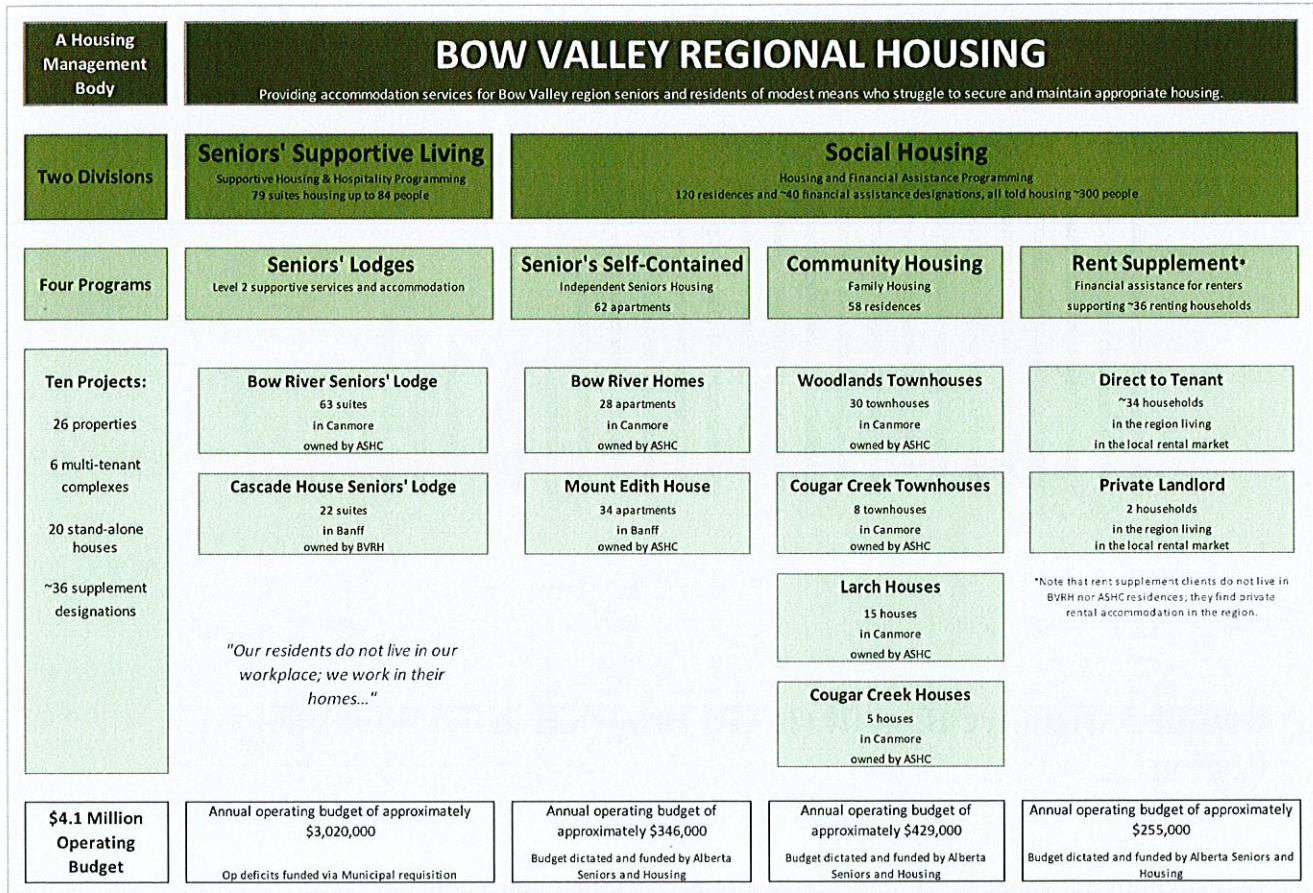


Rental Assistance Benefit (RAB) Program in the Bow Valley Region.

Occupancy and waitlist as of November 18, 2022:

- A monthly budget of \$22,750.00.
- Providing financial subsidies to forty-two active client households.
- There are eight candidate households on the waitlist.
- The monthly subsidy totalled \$24,053.00, averaging \$542.00 per client household.
- Of our active RS client households:
 - 35 live in Canmore
 - 6 live in Banff
 - 1 live in Deadman's Flat

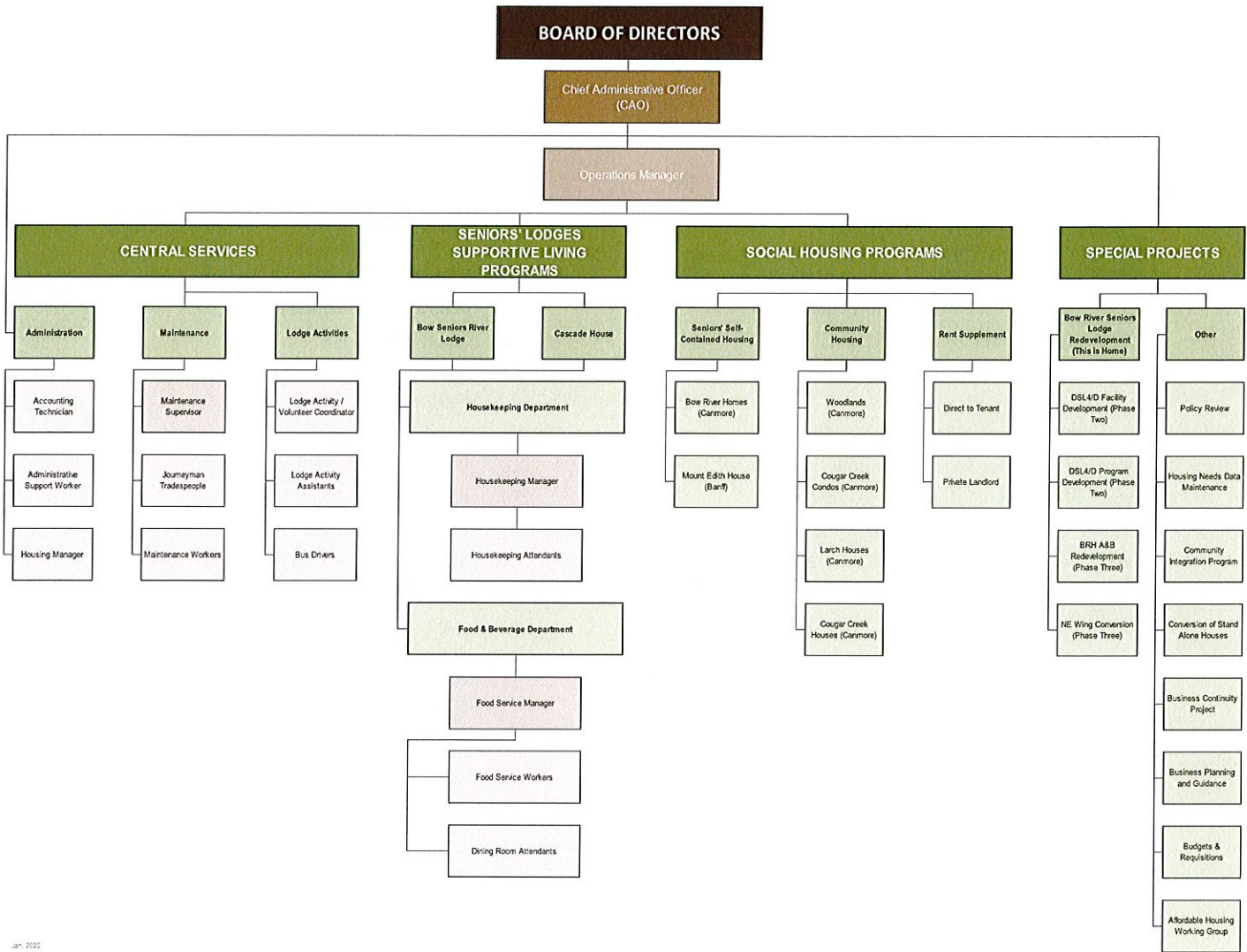
Overview of BVRH Programs



Overview of BVRH Organizational Plan



BOW VALLEY REGIONAL HOUSING MANAGEMENT BODY



Jan 2022

List of commonly used acronyms



AAMD&C	Alberta Association of Municipal Districts and Counties	FFE	Furniture, Fixtures and Equipment
ADM	Assistant Deputy Minister	GOA	Government of Alberta
AHA	Alberta Housing Act	GOC	Government of Canada
AHS	Alberta Health Services	HMB	Housing Management Body
AMA	Alberta Municipal Affairs	IBI	IBI Group
AMH&A	Alberta Mental Health & Addictions	ID9	Improvement District #9
ANPHA	Alberta Non Profit Housing Association	ISL	ISL Engineering
APHAA	Alberta Public Housing Administrators Association	KEA	KEA Canada
ASCHA	Alberta Seniors Citizens Housing Association	KID	Kananaskis Improvement District
ASHC	Alberta Social Housing Corporation	KMSS	Kenway Mack Slusarchuk Stewart LLP
AUMA	Alberta Urban Municipalities Association	LTC	Long Term Care
BCCF	Banff Canmore Community Foundation	MD8	Municipal District of Big Horn
BCNPHA	BC Non Profit Housing Association	MEH	Mount Edith House
BHC	Banff Housing Corporation	MO	Ministerial Order
BRH	Bow River Homes	MSA	Master Services Agreement
BRL	Bow River Lodge	NA	Needs Assessment
BVRH	Bow Valley Regional Housing	PLRS	Private Landlord Rent Supplement
BVSA	Bow Valley Victim Services Association	RGI	Rent Geared to Income
CADAR	Capital Asset Development and Acquisition Reserve	RS	Rent Supplement
CAMR	Capital Asset Management Reserve	SHAR	Social Housing Accommodation Regulation
CAO	Chief Administrative Officer	SL	Supportive Living
CCHC	Canmore Community Housing Corp	SL1	Supportive Living Level 1
CH	Community Housing	SL2	Supportive Living Level 2
CHRA	Canadian Housing & Renewal Association	SL3	Supportive Living Level 3
CNIT	Core Need Income Threshold	SL4	Supportive Living Level 4
DSL	Designated Supportive Living	SL4D	Supportive Living Level 4/Dementia
DTTRS	Direct-to-Tenant Rent Supplement	SLA	Supportive Living Accommodation
ED	Executive Director	SLALA	Supportive Living Accommodation and Licensing Act
EHC	Enhanced Homecare	SSC	Seniors' self-contained
EOA	Expiry of Agreements	TOB	Town of Banff
FCSS	Family and Community Support Services	TOC	Town of Canmore

Monthly Bulletin

November 2022



NEWS, INITIATIVES, AND EVENTS

Designated Supportive Living Operations Planning

Senior management is making significant progress and continues to work on the operating model in collaboration with Alberta Health Services and SE Health ahead of operations following the finalization of construction and then the commissioning of Phase 2. Furnishing and equipping of the facility is underway, and AHS intends to open the waitlist towards the end of December 2022.

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SPECIAL PROJECTS

This is Home (Phase 2)

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Schedule: Deficiency mitigation continues in Q4 2022, followed by opening in Q1 2023.

Design: This facility has been designed to meet the needs of designated supportive living level 4 and dementia operations, including enhanced safety and care-provision considerations. We expect to have to add enhanced infection prevention and control safeguards as the lessons of COVID take hold.

Economics: The current capital cost is \$17.4 million; the Government of Alberta has committed \$16.5 million to date. BVRH has agreed to contribute the remaining 5% of the capital budget (up to a maximum of \$900,000) to keep the project viable.

RESOURCES

- In an emergency, please dial **911**.
- For 24/7 nurse advice and general health information for Albertans information on diseases, treatments, staying well, and healthcare services dial **811**.
- For 24/7 community program & service information, including affordability programming in the Bow Valley dial **211**.

ABOUT BOW VALLEY REGIONAL HOUSING

Bow Valley Regional Housing (BVRH) is a Housing Management Body (HMB) serving the Government of Alberta and the Bow Valley Region. HMB operational funding sources vary. Tenants pay accommodation fees. Those fees are subject to affordability limits, which prevent them from fully covering the costs of operations. Provincial grants and municipal ratepayer requisitions subsidize seniors lodge deficits, while the province also subsidizes deficits in independent seniors and community housing.

As the HMB for the Bow Valley region, BVRH is responsible for social housing, as well as affordable supportive living accommodation for seniors throughout Kananaskis Country, the

Bow Corridor, the MD of Bighorn, and all of Banff National Park, an area covering about 13,500 square kilometers.

All told, we currently house, or help to house approximately 400 residents of the Bow Valley in eight permanent housing projects encompassing 36 separate buildings.



Southern Alberta Energy from Waste Association (Est 2012)

MISSION: To find an alternative to landfilling residential waste that will reduce climate impact.

Briefing Update – November 23, 2022

SAEWA, after a thorough and sequential process has reported the completion of the Review of the Expressions of Interest and scoring process guided by HDR Engineering (the Engineering Firm) who has provided a Confidential Summary of the Expression of Interest process now reviewed and approved by the Board.

As was reported to the Board on November 18th, the process unfortunately has been delayed by the scheduling availability of a major corporation and the Steering Committee is now working towards coordination of meetings early 2023 for further clarification to move forward.

SAEWA will be submitting an application to the Alberta Community Partnership funding program on December 17th. The funds are essential and timely to the facilitation of a Memorandum of Understanding Agreement with “the” qualified Energy-from-Waste Investment partner to move forward in development of a 300,000 Tonne energy-from-waste

facility at the Newell County Landfill Site. SAEWA will also be seeking letters of endorsement from Member Municipalities and relevant MLA's.

Background:

By resolution of the SAEWA Board on June 15, 2022 appointed a Steering Committee tasked to complete the Request for Expression of Interest and Expression of Interest Evaluation Process. The REOi Committee process was activated on record as commenced on June 20, 2022 and was completed January 2022 along with the confidential review and scoring process.

Summer 2022, the SAEWA Waste Volumes Review Committee along with Chair Juska provided a report update to the Board as a result of the current review of waste volumes comparing 2010 waste volumes to 2021. The results demonstrated that volumes have increased marginally by 5,000 tonnes over this period. - This also concludes that the waste volumes have been maintained consistently with only a slight increase through the last decade of membership to SAEWA - despite a general population increase to the membership area as reported at: Statistics Canada for the 2021 Census population results updated April 27, 2022. <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E>

Through the successful award of the Alberta Community Partnership Intermunicipal Collaborative Funding \$149,000 award (2021 – 2022) the Steering Committee was able to complete the qualification of the (3) Consortia Expressions of Interest to move forward with the formal process of review and scoring evaluation of the (3) Consortia submissions received October 2021.

The SAEWA Steering Committee after the review of the NDA, Non-conflict and Anti-Lobbying Agreements by its legal firm of record, Brownlee LLP signed the documents to activate the review and scoring process along with HDR representation as the Lead Engineer in the EOI process.

SAEWA advises members, stakeholders and the public that they officially engaged in the formal process of review of the (3) Energy-from-Waste (EfW) Consortia Expressions of Interest (EOI) June 1, 2022.

Expression of Interest process of submissions of proposal to partner with SAEWA – completed October 2021

- SAEWA as a result of the Request for Expressions of Interest process received 3 Expressions of Interest from (in no particular order):

1. Covanta – EQT Infrastructure
 2. Hitachi Zosen INOVA
 3. SUEZ - VEOLIA
-

Membership: Fifty plus communities consisting of Hamlets, Villages, small Urban and Rural Municipalities, and waste authorities

Processing Capacity: Up to 300k tonnes per year.

Potential Outputs: +/- 50 MW electricity +/- 1m tonnes process steam

Estimated tipping fees: \$50 per tonne with higher level (non granted) government support. \$90 per tonne with debt financing.

Green House Gas Reductions (peer reviewed): 230k tonnes per year, 7m tonnes over 30 year lifespan of the facility

Engineers of Record: HDR Inc.

Funds Expended:

Higher level of Governments \$1.5m (Federal and Provincial)

Municipal support estimated \$2.0m (member representation)

Engineering Work Completed: (supported by Federal & AB Provincial Funding Programs \$2.1m)

- Project Development Plan
- Regulatory Requirements Plan
- Siting Process Plan
- Communications Plan
- Procurement Process Plan
- Initial Business Plan
- Detailed Business Plan
- Governance Model established by Brownlee LLP
- Waste Stream Characterization
- Transportation Study and Siting Analysis (U of A)

- Site Selection Process (13 submissions received in interest of hosting the site; in result of selection process Newell County Landfill identified as host site)
- Environmental Life Cycle Analysis: HDR with 3rd Party Review by O&G Sustainability and Pembina Institute confirming reduction of 7 million tonnes GHG's and methane over facility lifecycle (35 years)
- Request for Expressions of Interest Process completed (2021)
- Expression of Interest Review Process (in-progress in selection of a preferred investment partner)

Work Completed February 2020: (ACP \$400,000)

- Site Study Evaluation Analysis completed by HDR and
- Site Announcement: Newell Regional Waste Landfill Site
- Extensive Provincial Government Engagement process completed

Work Completed Summer – Winter 2020 (CARES \$48,000)

- EfW Economic & Environmental Outreach Analysis roll-up

Socio-Economic Impact of a Proposed Energy-from-Waste Facility in Newell County

A Better Waste Management Alternative

- The proposed Energy-from-Waste facility to be located in Newell County, is planned to process a maximum of 300,000 metric tonnes of municipal solid waste per year from various SAEWA member municipalities and other waste generators across southern Alberta.
- The primary purpose of the facility is to divert waste streams from landfill sites resulting in GHG emission reductions estimated at 7 million metric tons of CO₂-equivalents – equivalent to taking over 53,000 vehicles off the road, and currently valued at \$75 million over the lifecycle of the project.
- The facility would generate approximately 205,000 MWh of electricity per year – enough to power over 28,000 homes, resulting in annual revenues of at least \$11 million per year. Additionally, alternative energy sales opportunities such as selling steam to neighbouring industrial facilities could also prove to be even more valuable.
- The facility is also estimated to recover 5,400 metric tonnes of metal annually for recycling.
- Other waste streams could also be processed at the facility, including railway ties, specified risk materials, and other unique waste streams from local industrial facilities.

Economic Impacts

- Development of the 300,000 tonne scale EFW facility in Southern Alberta will stimulate the energy and value-add economy which directly represents key pillar priorities framed within the Province's Recovery Plan economic diversification and energy innovation goals.
- The construction of the facility will create approx. 490 high-paying jobs over 3 years (1,471 job-years) generating approx. \$108 million in employment income, generate approx. \$442 million in business revenues (mainly in Alberta), and add approx. \$183 million in GDP.
- The ongoing operations of the facility will create an additional approx. 57 direct permanent jobs and approx. 69 indirect jobs (for a total of 126), generating approx. \$11 million in employment income.
- The EFW facility will spur additional economic development. The facility has the ability to use steam energy for district heating enabling co-location such as greenhouse, agricultural production, anaerobic digestion facilities and further providing energy to nearby industries such as meat packing plants.

Detailed Economic Impact Estimates

Table 1: Impact of Facility Construction, Cumulative over Construction Period

Type of Effect	Output, \$M	GDP, \$M	Employment Income, \$M	Jobs (Job-Years)	Average Salary, \$
Direct	\$281.1	\$89.5	\$60.2	762.4	\$78,927
Indirect	\$106.7	\$55.7	\$33.6	435.4	\$77,146
Induced	\$54.3	\$38.1	\$14.0	273.4	\$51,337
Total	\$442.2	\$183.3	\$107.8	1,471.3	\$73,272

Note: monetary values are in 2015 dollars.

Table 2: Impact of Facility Operations, Average Annual

Type of Effect	Output, \$M	GDP, \$M	Employment Income, \$M	Jobs	Average Salary, \$
Direct	\$24.7	\$12.2	\$5.9	56.8	\$104,429
Indirect	\$14.0	\$6.9	\$3.5	42.6	\$81,355
Induced	\$5.3	\$3.7	\$1.4	26.6	\$51,389
Total	\$44.0	\$22.8	\$10.8	126.0	\$85,421

Note: monetary values are in 2015 dollars.

www.saewa.ca



Administrative Update

DATE OF MEETING:

December 20, 2022

Agenda #: F1

A. CAO's Office

1. CAO

- a) The Corporate Strategic Team (CST) has begun working with a local consultant who specializes in organizational measurement to create ways to measure and report on our progress on Council's 2023-2026 strategic plan. A draft of this work will come to Council in Q1 of 2023.

2. Legal

- a) The Town of Canmore's affidavits in the Three Sisters Mandamus Application were officially filed on November 30, 2022.

B. MUNICIPAL SERVICES

1. Community Social Development

- a) Doughnuts and Conversation: In partnership with Economic Development and Frankie D's doughnuts, Family and Community Support Services (FCSS) led a mental wellness conversation with local businesses in the Bow Valley.
- b) As part of a Giving Tuesday initiative, FCSS worked with the Coast hotel to provide 12 families with a frozen turkey.
- c) On November 25, 2022, the Homelessness Society of the Bow Valley (HSBV) officially launched their Outreach program. The outreach program is a HSBV contact line that is answered daily from 9am to 9pm, and on very cold days may connect individuals with an emergency space at a local hotel or hostel.

2. Recreation Services

- a) Elevation Place membership sales are trending towards pre-pandemic levels. As of mid-November, there were 2,724 active members, down 8% from 2019, with an average of 150 memberships sold per week.
- b) Recreation is currently running a seasonal promotion until December 24 offering 12 Elevation Place admissions for the price of 10. New this year is the inclusion of multi-visit admissions for both one and two parent families.

3. Fire-Rescue

- a) Canmore Fire-Rescue and Kananaskis Public Safety have finalized revised response procedures for Mutual Aid calls in Alberta Parks, including the Bow River. It is anticipated that these revised procedures will prevent Canmore Fire-Rescue from responding to events where additional resources are not required and help to ensure that resources are available to respond to emergencies that occur on land within municipal jurisdiction.

4. Protective Services

- a) RCMP 2022 Q2 Canmore Community Policing Report (Jul-Sept) and statistics are attached.
- b) The new Provincial Automated Traffic Enforcement (photo radar) guidelines came into effect on December 1, 2022. Signage is now attached to the automated traffic enforcement vehicle as per the guidelines and each photo radar zone has been reviewed and approved by the Manager of Protective Services and the Canmore RCMP Detachment Commander. The Manager of Protective Services continues to work with the contractor to ensure that operations are carried out in compliance with the new guidelines. Since December 1st, there have been three instances where it was determined that the signage wasn't sufficiently visible to oncoming motorists. Administration has worked with the contractor to revise procedures and to ensure that only violations recorded during periods where the vehicle signage was clearly visible are processed. As a reminder, the photo radar zones are posted on the Town of Canmore website and regularly in the Rocky Mountain Outlook. There are "Traffic Laws are Photo Enforced" signs at the entrances to Canmore to ensure visitors driving are aware that the Town of Canmore uses the automated traffic enforcement program. On December 1, 2022, the province extended the freeze on new automated traffic enforcement zones to December 1, 2023 to allow municipalities time to adjust to the new guidelines and gather data on their effectiveness.
- c) Two Peace Officers attended the "trunk or treat" Halloween event to increase community engagement and increase approachability within the community.
- d) Through the fall season, Peace Officers continued to focus on trails and parks patrols. Between October 1 and November 21, 34 tickets and nine warnings were issued for domestic animal at large (off leash dogs).
- e) Canmore had its first confirmed case of Rabbit Hemorrhagic Disease (RHD) within the feral rabbit population in early December. RHD poses no risk to human health but is highly contagious and fatal among rabbit populations. Information has been shared on what the public can do to protect their pet rabbits and what to do if they see a dead rabbit.

5. Economic Development

- a) Economic Development was successful in obtaining a \$50,000 grant from Alberta Labour and Immigration, which is 50% of the Labour Market Recruitment and Retention Strategy capital budget.
- b) Arts and Events New Year's Eve at the Canmore Recreation Centre:
 - Performing artists have been contracted for our formal program in the Alex Kaleta Arena. The Nico Tobias Band will be headlining, and Mari Rosehill will be featured as our tweener. A dance party will be hosted by Visual Sound Waves in the multi-purpose room and ReBooth Entertainment has been confirmed to host two photo booths in the space. The Big Fun day camp team and A&E have started collaborating on programming for the craft area and there will be an assortment of activities for kids to colour, build and create. Lastly, A&E is currently in discussions with local food vendors for the foyer as well as a sporting goods businesses to determine if skate rentals can also be offered at the event.
 - Event Schedule: The CRC event will begin at 5:00pm and indoor programming will run through to 7:45pm. Attendees will be advised to head out to the football field to view an 8:00pm fireworks display. Midnight fireworks will return to Millennium Park under the same format as the Canada Day display.

C. CORPORATE SERVICES

1. Communication

- a) A return to in-person public engagement is planned with our first public open house (since March 4, 2020). Residents can attend to learn more about some of the topics fueling conversations this year. Staff will be available to answer questions about numerous topics such as pathway improvements, changes to residential speed limits, and much more. The public will be able to provide input on proposed upgrades to Railway Ave and what they would like to see on our new website. Mark your calendars to attend the next open house at the Canmore Recreation Centre on Jan. 25 between 5:30 - 7:30 p.m. to learn about these topics and many others. Details will be advertised using all our regular communications channels in January.
- b) Stakeholder engagement is underway for the website platform renewal project, and the first phase of engagement with departments is expected to be finished before the end of December. Feedback will be reviewed as part of developing the request for proposals, which is expected to be posted in early February.

2. Municipal Clerk

- a) The clerk's office recently completed the fifth access to information request received in 2022. Over the past year we received one request for records related RFP submissions, two for municipal enforcement case reports, one for records related to commercial signage, and one for records related to the Town's mandatory vaccine directive. Only the last request on the list involved a relatively large number of records. Compared to previous years (except 2021), this is an average number of access requests.
- b) We are transitioning our paper shredding services from a large multi-national company to EnviroShred, an independently owned shredding company headquartered in Alberta. As a result, we expect to realize a 30% reduction in costs for 2023.

D. MUNICIPAL INFRASTRUCTURE

1. Planning & Development

- a) Due to staffing challenges, requests for archived building plans or other archived permit related documentation has been temporarily suspended until the new year. We thank applicants for their patience during this time.

2. Engineering Services

- a) 7239 Complete Street Improvements Railway Avenue Design. The following process will inform detailed design:
 - Concept design updates underway based on lessons learned and current design standards
 - Project details will be presented at COW in January for information
 - Concept will be shared at a January 25th community open house, together with an online engagement
 - Preliminary design will then be finalized and presented to Council in the spring for approval ahead of final detailed design.
- b) 7235 West Bow River Pathway
 - Detailed design progressing. Geotechnical work to be completed in December for the revised bridge alignment.

- Cost estimates have been updated and include retaining wall to address areas with difficult grades, updated bridge costs, and inflation impacts. The budget has been adjusted via transfer approvals from underspent projects from \$1,500,000 to \$2,200,000 to facilitate full completion of the project in 2023 including paving.
 - Prefabricated bridge procurement underway. Lead times for bridges have been up to 6 months, however those lead times have been decreasing recently and are now approximately 3-4 months.
- c) 7085/7024 Bus Stop Improvements / 7206 Quarry Lake Transportation – Stop improvements at Bow River Bridge North, Grotto Road, Kananaskis Way, and Quarry Lake have been completed. Charger installation for new Proterra electric bus to be finished in the new year (ongoing delays due to supply chain issues with electrical components).
- d) 7152 EP Parking Expansion – A small assignment to update previous conceptual designs to account for new development proposals on the Home Hardware site is underway and will be completed by end of year. This updated concept and associated budget can be used to inform future capital projects.

3. Facilities

a) Operational Updates

- Facilities and Communications have been working on updating signage on gender specific washrooms at Town of Canmore facilities, to make them more inclusive. Administration met with Canmore Pride to gather feedback for the signs, which will have the following wording “You are welcome to use the washroom that best aligns with your gender identity”. Temporary interior signs will be installed before year end, and installation of temporary exterior signs may be weather dependant.
 - Good Earth Café notified the Town that it will not be in position to renew their lease at Elevation Place and have requested to end their lease a month early on December 31, 2022. A request for proposal will be released to find a new food service provider. Good Earth Café was in place since the opening of Elevation Place in 2013.
 - The condenser in the refrigeration plant at the Canmore Recreation Centre is scheduled for replacement in 2023. The contractor team has not been able to eliminate the small ammonia leaks that began shortly after installation. A different type of condenser will be installed, which will require approximately five days to install. Administration is working with user groups to find the least intrusive time in the summer months to implement this project, since the arenas and curling rink sheets of ice will need to be removed to facilitate this work.
- b) New Fire Station (7229): The construction team is in the process of erecting wall structures. The grant and loan contract with the Federation of Canadian Municipalities (FCM) has been completed. The grant amount is \$1,050,000 and the loan amount is \$7,000,000 at a rate of 4.75%.
- c) CRC Rooftop Solar Expansion (7232): The design has been submitted to administration and approved.

4. Public Works

a) Parks

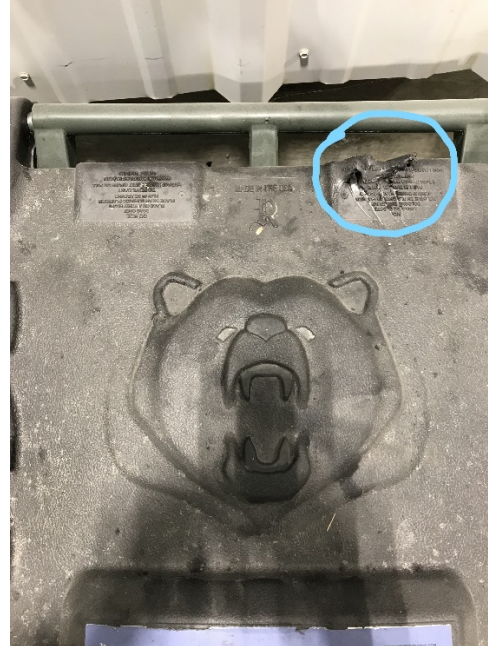
- Mountain Pine Beetle – The fell and burn of MPB trees started November 28 and is anticipated to be completed by December 23. The contactors work plan is in this order: Silvertip, Eagle Terrace, Cougar Creek, Harvie Heights, Transalta / Quarry Lake, Peaks, then on the south side of town all of Three Sisters lands to Thunderstone Quarry, and the developed areas on that side of town. Signage will be in the general area that work is currently taking place. The sign message trailer also identifies the community in town where work is taking place.
- Outdoor ice rink flooding is in progress.

b) Streets and Roads

- EV arrivals – one of the new electric vehicles has arrived! The second one has been manufactured but we are still waiting on delivery. An EV rollout information session was held on 16-November-2022. For a more detailed look at this project's status click [here](#).
- Administrative Fleet Vehicle updates – Much has been updated regarding processes associated with the Town's administrative fleet vehicles. A new [Townsquare promoted link](#) has been created with refreshed procedures and information to help with booking, training, EV awareness, and support.
- SNIC on! – snow and ice control continues with crews clearing roads and paths with each snow event.

c) Solid Waste Services

- Holiday tree-cycling locations will be set up the week before December 25th. The locations are:
 - 115 Boulder Crescent
 - Benchlands bike park parking lot
 - The end of Fairholme at 17th Street
 - Quarry Lake parking lot
- Commercial Food Waste Carts. Businesses that have no indoor space for a food waste cart are provided with a certified bear resistant cart. This summer with the heightened bear activity one of the outdoor carts was tested by a bear. The cart performed well and the bear was not able to open it. The only damage was a puncture in the lid where it appears the bear bit the cart.



d) Utilities

- Regulatory: No contraventions to report.
- Service Disruptions:
 - October 19: Water pressure issue along Silvertip Point Road. EPCOR responded and coordinated a repair to a leaking service on the Town's side. Approximately 10 homes were affected with reduced water pressure during the repair.
 - November 14: A curb stop for a fire hydrant was damaged (froze) during the flooding of the outdoor rink in Peaks of Grassi. The repair was completed the following day with water pressure reduced for approx. 5 minutes for homes along Wilson Way, Shellian Lane and Lawrence Grassi Ridge.

e) Sustainability

- Biosphere staff have provided a final report on the Plug'n Drive Mobile Electric Vehicle (EV) Education Trailer that they brought to Canmore and Banff this September. Available EV test drive bookings in Canmore were fully subscribed, and the Plug'n Drive staff were also able to accommodate additional 'walk ins'. In total, they facilitated 313 test drives of electric vehicles in the Bow Valley and 67% of participants said they were more likely to purchase an EV after the experience.
- The Town of Canmore has again partnered with Community Cruisers on the Bike All Winter program. Participants receive training on winter bike riding, mentorship, as well as assistance and subsidized winter cycling equipment (e.g. studded tires, fenders, lights, etc.). For the 2022/23 winter season, they were able to accept 68 Canmore residents, including 11 people in the Affordable Services Program and a number of others identifying financial need. A total of 86 Canmore residents had applied to this year's program.

- Administration would like to make Council aware of two organizations offering climate change community of practice opportunities targeted to elected officials. Climate Caucus convenes a group of Outdoor Recreation-focused municipalities across Canada through ongoing webinars. Administration has been participating in these over the last year. The Municipal Climate Change Action Centre is in the process of forming a new, Alberta-focused Climate Leadership Council and is accepting applications from elected officials. If any Council members are interested in participating in either group, Administration can provide details and contact information.
- As of November 18, 2022, the Town has received eight pre-approval applications for the Clean Energy Improvement Program.
- As of November 21, 2022, 16 homeowners participated in the Fruit Tree Incentive Program. \$3,289 has been spent on incentives to residents through this program in 2022. The remaining \$6,500 budgeted for the program will be used by Parks to continue removal of fruit bearing trees on Town property.
- Administration extended the contracts of two seasonal Parks staff for the month of November to inventory fruit bearing vegetation on Town land and to conduct some additional research on these species. The results of this work will help inform a removal program in the coming years and provide Municipal Enforcement with a booklet of common fruit bearing vegetation found within Town.
- In partnership with the Town's Parks department administration was able to have all fruit bearing vegetation removed and replaced at Elevation Place. This was in response to a bear visiting this location during the summer months.
- The Lower Silvertip Wildlife Corridor Working Group met for their second and third working sessions on November 1 and November 22 respectively. This work will continue throughout the rest of 2022 and early 2023.
- Administration was successful in their grant application to the Municipal Climate Change Action Centre for \$79,207. This project is to have two Emergency Response Plans for Extreme Heat and Wildfire Smoke completed for the Town. This work will begin in late November and be completed by early summer 2023.



2022-11-10

Staff Sergeant Ryan Singleton
Detachment Commander
Canmore, Alberta

Dear Caitlin Miller,

Attached you will find the quarterly Community Policing Report that encompasses the July 1st to September 30th, 2022 reporting period, and will provide you a quarterly snapshot of the human resources, financial data and crime statistics for the Canmore. These quarterly reports contribute greatly to ensuring that the police services provided by the Alberta Royal Canadian Mounted Police (RCMP) to you, and the citizens you represent, are meeting your needs on an ongoing basis.

This quarter I want to update you on the status of Body Worn Cameras (BWC), which are set to be field tested early in 2023 at three different pilot locations in Alberta. A total of 191 cameras will be distributed amongst front line officers in Grand Prairie, Parkland, and St. Paul Detachments respectively; the objectives of this Field Test will be as follows:

- Confirm the Contractor is able to deliver the required services as defined within the SOW (Statement of Work) and Request for Proposal (RFP).
- Provide an early opportunity to get cameras in the hands of 191 frontline officers who will be the primary users of the BWC and the accompanying Digital Evidence Management System (DEMS) Service.
- Capture preliminary “lessons-learned” to help refine service delivery processes for full implementation in Alberta.

Should the top vendor demonstrate they can meet our requirements, the next step will be full implementation later in 2023. The introduction of body-worn cameras and digital evidence management service will become a new national standard to enhance public trust, confidence and public safety. Although preliminary estimates were provided within the 2023/24 to 2027/28 Multi-Year Financial Plan for your community, the field test results may impact the estimated costs. As details are refined the forecast will be updated and shared with your community.

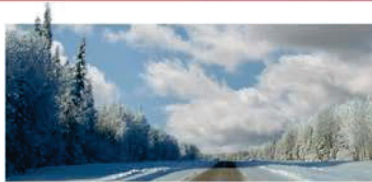


Your ongoing engagement and the feedback you provide guides our Detachment team in responding to the priorities of our citizens. It solidifies our strong community partnership that supports your Alberta RCMP Detachment in providing flexible and responsive policing services that reflect the evolving needs of those who we are proud to serve.

As the Chief of Police for your community, please feel free to contact me if you have any questions or concerns.

Sincerely,

Staff Sergeant Ryan Singleton
Detachment Commander
Canmore RCMP Detachment



RCMP Municipal Policing Report

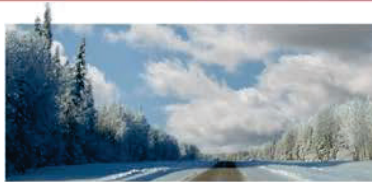
Detachment	Canmore Municipal
Detachment Commander	S/Sgt Ryan Singleton
Quarter	Q2 2022
Date of Report	2022-11-10

Community Consultations

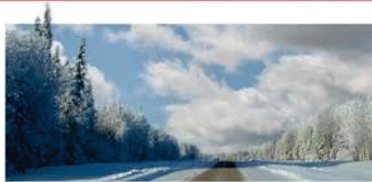
Date	2022-07-05
Meeting Type	Community Connection
Topics Discussed	Municipal Bylaws
Notes/Comments	Meet with a local business to discuss ongoing Municipal Bylaws and noise complaints

Date	2022-07-05
Meeting Type	Meeting with Stakeholder(s)
Topics Discussed	Animal Interactions, Community Safety, Wildlife Act and Bylaws
Notes/Comments	Meet with Fish and Wildlife (Sheriffs) concerning animal interactions, attractants, safety procedures, joint operation and media messaging to increase awareness and safety.

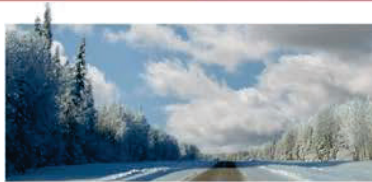
Date	2022-07-05
Meeting Type	Meeting with Stakeholder(s)
Topics Discussed	Canmore Fire Rescue and Kananaskis Public Safety
Notes/Comments	Emergency Management, Search and Rescue including water rescues



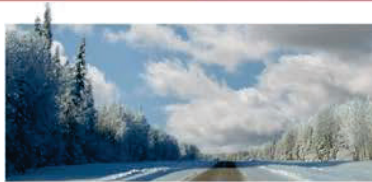
Date	2022-07-06
Meeting Type	Meeting with Stakeholder(s)
Topics Discussed	Canmore Fire Rescue and Kananaskis Public Safety
Notes/Comments	Water Rescue and Patrol on the Bow River
Date	2022-07-07
Meeting Type	Meeting with Stakeholder(s)
Topics Discussed	Town of Canmore
Notes/Comments	Emergency Management, Detachment Resources and Bylaws
Date	2022-07-16
Meeting Type	Community Connection
Topics Discussed	Tim Horton's Camp Day
Notes/Comments	Community Engagement. Members volunteered throughout the day at the 2 store locations
Date	2022-07-22
Meeting Type	Community Connection
Topics Discussed	Crime Prevention and Community/Youth Engagement
Notes/Comments	Positive Ticketing consultation and sponsorship with local businesses



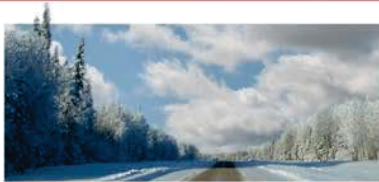
Date	2022-07-27
Meeting Type	Meeting with Stakeholder(s)
Topics Discussed	Bow Valley Victim Services
Notes/Comments	Upcoming proposed changing to Victim Services discussed
Date	2022-07-27
Meeting Type	Community Connection
Topics Discussed	RCMP and Provincial Hate Crimes Unit
Notes/Comments	RCMP worked with several organizes and businesses following a hate incident to provide assistance
Date	2022-08-04
Meeting Type	Meeting with Elected Officials
Topics Discussed	Q1 Reporting Completed
Notes/Comments	Engagement and Crime Reporting
Date	2022-08-07
Meeting Type	Meeting with Stakeholder(s)
Topics Discussed	Emergency Management, Search and Rescue (Canmore Fire, Kananaskis Public Safety, Alberta Parks and Central Alberta Rescue Dive Society)
Notes/Comments	Debriefings following drowning fatalities (PROS 20221111479)



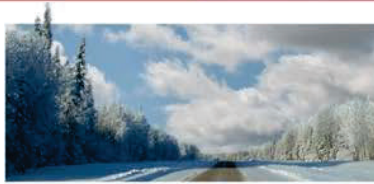
Date	2022-08-09
Meeting Type	Meeting with Elected Officials
Topics Discussed	Town of Canmore
Notes/Comments	Multi Year Financial Plan, Resources, Detachment Renovation, Crime Stats, Bylaws, Pass Over Sheets and an upcoming council presentations opportunity (COW)
Date	2022-08-11
Meeting Type	Community Connection
Topics Discussed	Diary Queen Miracle Day
Notes/Comments	Community Engagement. Members volunteered throughout the day while interacting with the public to support the Alberta Children's Miracle Network
Date	2022-08-16
Meeting Type	Meeting with Elected Officials
Topics Discussed	Crime reporting following a short term property crime project
Notes/Comments	July Crime Stats
Date	2022-08-22
Meeting Type	Meeting with Stakeholder(s)
Topics Discussed	Stoney Nakoda and Town of Canmore Directors of Emergency Services
Notes/Comments	Meeting held to discuss Emergency Management in the Bow Valley



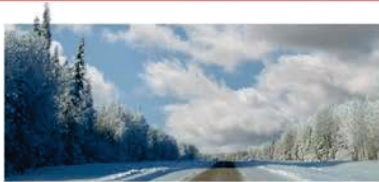
Date	2022-08-23
Meeting Type	Meeting with Stakeholder(s)
Topics Discussed	Town of Canmore Emergency Management
Notes/Comments	Introduction to the Southern Alberta RCMP District Advisory NCOnc
Date	2022-08-25
Meeting Type	Meeting with Stakeholder(s)
Topics Discussed	Alberta Parks and Town of Canmore
Notes/Comments	Emergency Management, trail head, bike path safety and general recreational user topics
Date	2022-08-26
Meeting Type	Meeting with Stakeholder(s)
Topics Discussed	Kananaskis Public Safety
Notes/Comments	Water Safety, Emergency Management and Rescues
Date	2022-08-31
Meeting Type	Meeting with Stakeholder(s)
Topics Discussed	Kananaskis Public Safety
Notes/Comments	Water Safety, Emergency Management and Rescues and Proactive Water Patrols



Date	2022-08-31
Meeting Type	Meeting with Stakeholder(s)
Topics Discussed	Town of Canmore
Notes/Comments	Provincial Police review, Bylaws, Emergency Management, Positive Tickets and Bike Rodeo's
Date	2022-09-01
Meeting Type	Community Connection
Topics Discussed	Bike Rodeo Planning with local Schools
Notes/Comments	
Date	2022-09-02
Meeting Type	Community Connection
Topics Discussed	Stoney Nakoda PowWow
Notes/Comments	Canmore RCMP were invited to the Stoney Nakoda (Goodstoney) Rodeo to participate to assist with ceremonies, security and community relations
Date	2022-09-12
Meeting Type	Meeting with Stakeholder(s)
Topics Discussed	Bylaws, Parking, Budget and Crime Stats
Notes/Comments	



Date	2022-09-13
Meeting Type	Meeting with Stakeholder(s)
Topics Discussed	Automated Traffic Enforcement
Notes/Comments	Review of ATE Zones with RCMP Traffic, Town of Canmore and Global Traffic
Date	2022-09-14
Meeting Type	Community Connection
Topics Discussed	Public Intoxication and Homelessness in Canmore
Notes/Comments	Meet and spoke with town residents and the Town of Canmore
Date	2022-09-16
Meeting Type	Meeting with Stakeholder(s)
Topics Discussed	Town of Canmore
Notes/Comments	Emergency Management, Homelessness, Addictions, Crime Stats, Bylaws and Resources
Date	2022-09-19
Meeting Type	Meeting with Stakeholder(s)
Topics Discussed	Debriefing following a short term property crime project
Notes/Comments	PROS 20221344986

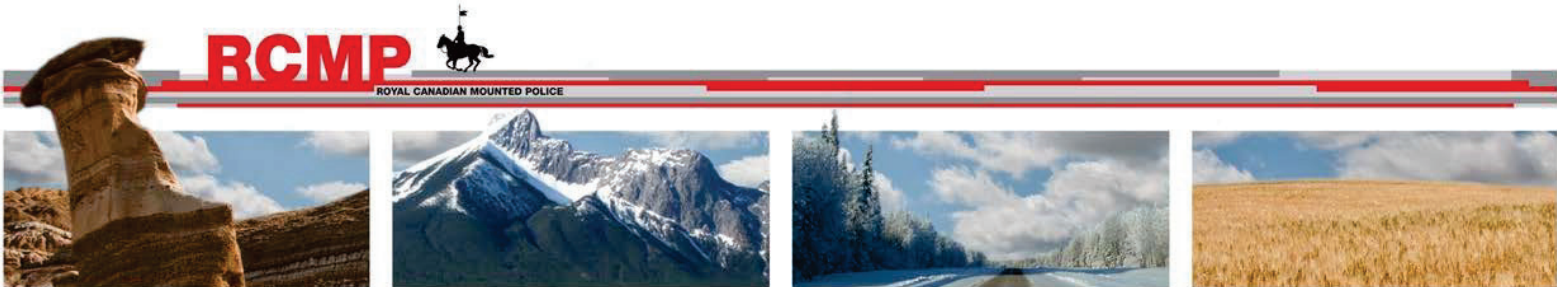


Date	2022-09-21
Meeting Type	Meeting with Stakeholder(s)
Topics Discussed	Canmore, MD of Bighorn and Kananaskis Improvement District
Notes/Comments	Emergency Management Meeting

Date	2022-09-22
Meeting Type	Meeting with Stakeholder(s)
Topics Discussed	Town of Canmore
Notes/Comments	Bylaws, Crime Stats, ATE

Date	2022-09-26
Meeting Type	Meeting with Elected Officials
Topics Discussed	Community of the Whole Presentation
Notes/Comments	Review of Q1 including Crime Stats, Community Engagement and Q and A's

Date	2022-09-27
Meeting Type	Meeting with Stakeholder(s)
Topics Discussed	Homelessness and Addiction and Bylaws
Notes/Comments	Canmore Gazebo proactive patrols and referrals to community support agencies



Community Priorities

<p>Priority 1</p>	<p>Enhance Road Safety</p>
<p>Current Status & Results</p>	<p>Canmore RCMP set up our Enhanced Road Safety initiatives based on the Alberta Safety Calendar and community consultation. During Q2, Canmore RCMP and the Alberta RCMP Traffic (Bow Valley) focused on Bike and Motorcycle Safety, Speed, Aggressive Driving, Construction and School Zones and Impairment Driving. Resource levels continued to be a challenge during this assessment period which also limited our ability to conduct joint projects or utilization of our Enhanced Policing Budget (Canmore only). Members continued to focus of these safety and enforcement initiatives when possible and daily proactive patrols were completed within our jurisdiction. Canmore RCMP also conducted several Bike Rodeo's focusing on safety equipment, hand signals, signage, pedestrian, vehicles, intersections, crosswalks and school zones. To further promote safety, approx. 250 Positive Tickets were issued by members to persons displaying safe practices based on community consultation and partnerships.</p>
<p>Priority 2</p>	<p>Communicate Effectively</p>
<p>Current Status & Results</p>	<p>Canmore RCMP continues to prioritize community engagement, consultation and visibility within our communities of Canmore, the MD of Bighorn and the Kananaskis Improvement District. During Q2, Canmore RCMP attended several events including the Canada Day Parade, Miners Parade, Canmore Pow Wow, the Highland Games, Stoney Nakoda cultural training, Stoney Nakoda Pow Wow, industrial plant tours in the MD, hosted 3 Bike Rodeos including a community and 2 schools, continued to build our Positive Ticketing Program, conducted proactive bike patrols within the town, hosted a RCMP Bike course and conducted our second Town Hall meeting. Canmore RCMP remain engaged with elected officials, partner agencies and have weekly communication focussing on several topics including Emergency Management, Search and Rescue's, Crime Stats, Prevention, Visibility and continued consultation to assist with evolving community priorities and resources.</p>
<p>Priority 3</p>	<p>Crime Reduction</p>
<p>Current Status & Results</p>	<p>As a result of resource shortages and trying to manage member wellness, Canmore GIS members were seconded to GD to help manage front line operations resulting in limited proactive capacity. Despite these continued challenges, proactive patrols were completed to help reduce crime which included PC, foot and bike patrols and two short term property crime projects were completed with assistance from our intelligence unit. Canmore RCMP were able to target some known traveling offenders resulting in criminal charges and the recovery of dozens of stolen vehicles, property, drugs and a firearm. Canmore also continued with positive ticketing which increased our visibility and engagement with the public along with Bike Rodeo to help increase public safety, decrease personal injury and property damage.</p>



Crime Statistics¹

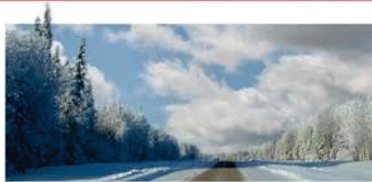
The following table provides policing statistics on actual offences within the periods listed. Please see Appendix for additional information and a five-year comparison.

Category	July - September			January - December		
	2021	2022	% Change Year-over-Year	2020	2021	% Change Year-over-Year
Total Criminal Code	355	424	19%	1,202	1,125	-6%
<i>Persons Crime</i>	61	64	5%	255	216	-15%
<i>Property Crime</i>	181	196	8%	626	591	-6%
<i>Other Criminal Code</i>	113	164	45%	321	318	-1%
Traffic Offences						
<i>Criminal Code Traffic</i>	20	8	-60%	83	49	-41%
<i>Provincial Code Traffic</i>	492	339	-31%	2,437	2,044	-16%
<i>Other Traffic</i>	0	1	N/A	14	10	-29%
CDSA Offences	1	1	0%	14	9	-36%
Other Federal Acts	2	1	-50%	39	14	-64%
Other Provincial Acts	152	127	-16%	578	474	-18%
Municipal By-Laws	110	99	-10%	330	304	-8%
Motor Vehicle Collisions	75	92	23%	292	260	-11%

¹ Data extracted from a live database (PROS) and is subject to change over time.

Trends/Points of Interest

The Canmore RCMP saw a slight increase in property offences and our General Duty and General Investigation Sections members continued to work with our Intelligence Analysts and surrounding law enforcement agencies to monitor, target and disrupt these known offenders. During this assessment period, we had success with arresting two groups of prolific offenders who travelled to the Bow Valley to commit property crimes including vehicle thefts and frauds. As a result of this targeted enforcement, five individuals were arrested and charged with over 30 criminal code offences with a large amount of stolen property being recovered including illicit drugs, firearms, stolen vehicles and property from businesses and home owners some of which had not yet been reported or noticed as being stolen. The Canmore RCMP prioritized proactive patrols during this assessment period which included foot and bike patrols. Canmore RCMP also hosted a series of Bike Rodeo's and continued to develop our community Positive Ticking program with the support of local businesses and first responder partners. The Canmore RCMP continue to monitor and work with community resources and referral agencies as Domestic Violence occurrences have seen an increase due to higher visitation rates.



Municipal Overview: Human Resources²

Staffing Category	Established Positions	Working	Special Leave ³	Hard Vacancies ⁴	Revised Plan at Q2	2022 FTE Utilization Plan
Police Officers	19	15	5	0	17	17
Detachment Support						

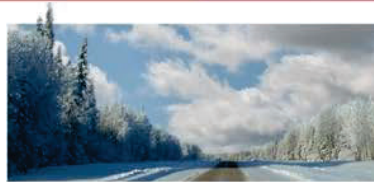
² Data extracted on September 30, 2022 and is subject to change.

³ Once members are placed on "Special Leave" (eg. Maternity/paternity, medical >30 days, leave without pay, graduated return to work) they are not included in the FTE count and their pay is not charged directly to each location. However, any salary expenditures associated with these employees while on leave is included as an "indirect cost" and billed within the Divisional Administration rate, charged to all contracts.

⁴ Hard vacancies reflect positions that do not have an employee attached and need to be filled.

Comments

Police Officers - Of the 19 established positions, there are 15 officers currently working and 5 are on medical leave. 1 position has 2 officers assigned to it. The annual plan for Canmore is based on 17 working officers.



Municipal Overview: Financial/O&M

As a municipality with a population under 15,000, the community benefits from the pooling of several costs, which are allocated on a per capita basis. Overtime and commissionaire guarding costs are direct costs to the municipality, and are not included as pooled costs.

Municipal	Year to Date Expenditures ⁵	Revised Plan at Q2	2022 Financial Plan
Pay	862,251	1,873,464	1,873,451
Overtime	54,506	160,000	160,000
Operating and Maintenance	82,858	181,392	181,867
Commissionaire Guarding	44,646	150,000	150,000
Equipment	43,337	155,712	156,119
Other	4,510	38,928	39,030
Div. Admin & Indirect Costs	551,829	1,177,365	1,138,193
Total (in 100% terms)	2,128,891	3,754,938	3,646,784
Total (with applicable cost share ratio of 70% applied)	1,503,617	2,673,456	2,576,749

⁵ Includes expenditures up to September 30, 2022.

Comments

The financial plans as identified above are in alignment with the recent multi-year financial plan and 2022/23 forecast. The total figures do not include adjustments after the Contract Partner Share. Commissionaire Guarding costs may include other non-pooled expenses including prisoner related costs, accommodation costs, building repair, utility services, etc., where applicable. The forecast includes the approximate 4% pay-raise increase for Non-Commissioned Officers which was effective as of April 1, 2022, as per the collective bargaining agreement.

Quarter 2 invoices will be distributed to your community no later than November 24, 2022. To enhance communication with your community and to support further understanding of the financial tables, a revised cover letter will be distributed with the invoices. Minor variances may occur from this report to the Q2 invoices as financial data is validated. Unit O&M, divisional administration & indirects, equipment and 'other' expenditures are pooled costs. However, a target funding level per detachment has been identified for financial planning purposes.

Also in November, RCMP will provide your community with enhanced monthly reporting to support ongoing forecast adjustments and potential invoice revisions. This increased reporting will support ongoing management of policing budgets, while also enhancing transparency and engagement with our partners.

Inquiries regarding the retroactive pay-raise can be directed to the to the CMC Secretariat at ps.cmcsec-cgesecc@ps-sp.gc.ca.



Definitions

Municipal Overview: Human Resources

FTE Utilization	A full-time equivalent (FTE) employee is defined by the number of months in a fiscal year that a position is filled. The FTE utilization level refers to the total months filled for all positions within the detachment/unit.
2021/22 FTE Utilization Plan	This reflects the number of working FTEs planned to be in place for the fiscal year.
Revised Plan at Q2	This reflects any adjustments to the planned number of working FTEs, which may vary as hard and soft vacancies fluctuate throughout the year.

Municipal Overview: Financial/O&M

Year-To-Date (YTD) Expenditures	YTD expenditures reflect the actual expenditures within each category, as of the date of the report.
Revised Plan at Q2	This reflects any adjustments to the forecasted spending plan for the relevant category, which may vary as expenditures are realized throughout the year.
2021/22 Financial Plan	This reflects the target spending levels set for each category of expenditure, and the initial financial plan for the 2021/22 fiscal year.
Pay	Includes salary costs and associated allowances for police officers and civilian support.
Overtime	Includes direct overtime costs for police officers.
Operating and Maintenance	Reflects all unit operating costs, including items such as travel, fuel and vehicle repairs.
Commissionnaire Guarding	Reflects the costs of guarding prisoners within detachments.
Equipment	Include expenditures for operational and technology equipment, police vehicles and the fit-up of those vehicles.
Div. Admin & Indirect Costs	This reflects the division administration charges associated to core administration costs, special leaves and health services costs, and the indirect costs associated to all employees, including benefits, Canada Pension Plan and Employment Insurance rates.
Other	This includes all remaining expenditures including applicable training costs, secret expenditures and air services costs if applicable.
Total	Reflects the total costs of all categories of expenditures.



Canmore Municipal Detachment Crime Statistics (Actual) Q2: 2018 - 2022

All categories contain "Attempted" and/or "Completed"

October 4, 2022

CATEGORY	Trend	2018	2019	2020	2021	2022	% Change 2018 - 2022	% Change 2021 - 2022	Avg File +/- per Year
Offences Related to Death		0	0	0	0	0	N/A	N/A	0.0
Robbery		0	0	0	1	0	N/A	-100%	0.1
Sexual Assaults		4	6	5	5	3	-25%	-40%	-0.3
Other Sexual Offences		0	3	3	0	3	N/A	N/A	0.3
Assault		37	17	34	40	29	-22%	-28%	0.7
Kidnapping/Hostage/Abduction		0	2	0	0	1	N/A	N/A	0.0
Extortion		1	0	0	1	1	0%	0%	0.1
Criminal Harassment		7	2	9	9	16	129%	78%	2.5
Uttering Threats		10	12	9	5	11	10%	120%	-0.5
TOTAL PERSONS		59	42	60	61	64	8%	5%	2.9
Break & Enter		7	7	5	9	13	86%	44%	1.4
Theft of Motor Vehicle		14	12	6	9	9	-36%	0%	-1.3
Theft Over \$5,000		6	8	13	1	4	-33%	300%	-1.1
Theft Under \$5,000		83	89	57	68	74	-11%	9%	-3.9
Possn Stn Goods		12	8	8	3	2	-83%	-33%	-2.5
Fraud		42	16	44	27	20	-52%	-26%	-3.3
Arson		0	0	0	0	0	N/A	N/A	0.0
Mischief - Damage To Property		0	16	27	27	39	N/A	44%	8.9
Mischief - Other		73	44	28	37	35	-52%	-5%	-8.3
TOTAL PROPERTY		237	200	188	181	196	-17%	8%	-10.1
Offensive Weapons		1	3	0	3	0	-100%	-100%	-0.2
Disturbing the peace		81	52	35	77	122	51%	58%	10.7
Fail to Comply & Breaches		36	46	35	26	32	-11%	23%	-2.8
OTHER CRIMINAL CODE		12	10	12	7	10	-17%	43%	-0.7
TOTAL OTHER CRIMINAL CODE		130	111	82	113	164	26%	45%	7.0
TOTAL CRIMINAL CODE		426	353	330	355	424	0%	19%	-0.2



Canmore Municipal Detachment Crime Statistics (Actual) Q3: 2018 - 2022

All categories contain "Attempted" and/or "Completed"

October 4, 2022

CATEGORY	Trend	2018	2019	2020	2021	2022	% Change 2018 - 2022	% Change 2021 - 2022	Avg File +/- per Year
Drug Enforcement - Production		0	0	0	0	0	N/A	N/A	0.0
Drug Enforcement - Possession		10	2	2	1	1	-90%	0%	-1.9
Drug Enforcement - Trafficking		2	1	1	0	0	-100%	N/A	-0.5
Drug Enforcement - Other		1	1	0	0	0	-100%	N/A	-0.3
Total Drugs		13	4	3	1	1	-92%	0%	-2.7
Cannabis Enforcement		0	0	0	0	0	N/A	N/A	0.0
Federal - General		7	2	10	1	0	-100%	-100%	-1.5
TOTAL FEDERAL		20	6	13	2	1	-95%	-50%	-4.2
Liquor Act		61	67	32	38	24	-61%	-37%	-10.3
Cannabis Act		0	4	2	4	0	N/A	-100%	0.0
Mental Health Act		28	44	46	35	35	25%	0%	0.5
Other Provincial Stats		49	78	114	75	68	39%	-9%	3.5
Total Provincial Stats		138	193	194	152	127	-8%	-16%	-6.3
Municipal By-laws Traffic		13	7	7	6	12	-8%	100%	-0.3
Municipal By-laws		121	83	124	104	87	-28%	-16%	-4.7
Total Municipal		134	90	131	110	99	-26%	-10%	-5.0
Fatals		0	0	0	1	0	N/A	-100%	0.1
Injury MVC		3	7	4	2	12	300%	500%	1.3
Property Damage MVC (Reportable)		92	74	67	63	65	-29%	3%	-6.5
Property Damage MVC (Non Reportable)		13	21	7	9	15	15%	67%	-0.8
TOTAL MVC		108	102	78	75	92	-15%	23%	-5.9
Roadside Suspension - Alcohol (Prov)		N/A	N/A	N/A	N/A	3	N/A	N/A	N/A
Roadside Suspension - Drugs (Prov)		N/A	N/A	N/A	N/A	0	N/A	N/A	N/A
Total Provincial Traffic		823	687	917	492	339	-59%	-31%	-116.3
Other Traffic		15	14	2	0	1	-93%	N/A	-4.2
Criminal Code Traffic		26	33	36	20	8	-69%	-60%	-4.9
Common Police Activities									
False Alarms		49	32	29	26	40	-18%	54%	-2.4
False/Abandoned 911 Call and 911 Act		101	73	50	41	47	-53%	15%	-14.0
Suspicious Person/Vehicle/Property		66	59	64	58	77	17%	33%	2.1
Persons Reported Missing		8	7	16	17	7	-13%	-59%	0.8
Search Warrants		1	0	1	0	0	-100%	N/A	-0.2
Spousal Abuse - Survey Code (Reported)		26	28	32	8	41	58%	413%	1.0
Form 10 (MHA) (Reported)		0	12	4	1	4	N/A	300%	-0.3



Correspondence

DATE OF MEETING:

December 20, 2022

Agenda #: H

1. Received from Minister Rebecca Schulz, Alberta Municipal Affairs re: 2022/2023 Fire Services Training Program
2. Received from Assistant Deputy Minister M.A Degrand re: Automated Traffic Enforcement Guideline dated December 1, 2022
3. Received from Minister Devin Dreeshan, Ministry of Transportation and Economic Corridors re: Wildlife Mitigation dated December 6, 2022
4. Received from Minister Mike Ellis, Public Safety and Emergency Services re: Victim Services



ALBERTA
MUNICIPAL AFFAIRS

*Office of the Minister
MLA, Calgary-Shaw*

H1

AR110130

Subject: 2022/23 Fire Services Training Program Grant

Dear Chief Elected Officials:

It is my pleasure to announce that Municipal Affairs has reinstated the Fire Services Training Program. This program will provide \$500,000 in grant funding annually starting in 2022/23. Public safety is always a priority and, while we respect that fire services is a municipal responsibility, the Government of Alberta recognizes that a strong provincial-municipal partnership is key to keeping Albertans safe.

This grant provides supplemental funding supports to assist Alberta communities in ensuring their local fire services are adequately trained to respond to identified community risks. Courses that may be approved for delivery under this grant will align with key outcomes below:

- Alberta communities are supported in developing capacity to prevent, prepare for, and respond to identified risks.
- Training of fire services remains current and is updated as required.
- Training aligns with and supports community planning.

The grant guidelines and application form are available at www.alberta.ca/fire-services-training-grant.aspx. If interested, please forward this information to your chief administrative officers and fire chiefs so they may complete the application form. Collaboration involving multiple municipalities is permitted but not required.

If you have any questions regarding the grant applications or the program guidelines, feel free to contact Municipal Affairs at 1-866-421-6929 or firecomm@gov.ab.ca.

This government recognizes the important work of fire services, and the grant program will help fire departments across the province be prepared with knowledge and skills to protect their communities.

Sincerely,

Rebecca Schulz
Minister

AR 53557

December 1, 2022

sean.krausert@canmore.ca

Dear Mayor Krausert:

As you know, following our engagement with municipalities and police services in 2019-20, the government made changes to the Automated Traffic Enforcement (ATE) Technology Guideline (the Guideline) in December 2021.

Over the past year, the freeze on identifying new ATE locations or adding additional ATE equipment has continued to be in place to allow municipalities/police services the opportunity to become compliant with the new 2021 ATE Guideline.

As the Guideline changes will only be fully in effect as of December 1, 2022, the freeze related to the acquisition of new ATE equipment or locations **will be extended until December 1, 2023**. This extension will allow municipalities/police services an opportunity to operate ATE under the fully implemented 2021 Guideline and it will allow government an opportunity to fully assess the data received from municipalities to ensure compliance with the Guideline.

Extension of the freeze will also prevent any costly expansion of equipment or technology while the first annual reports of ATE use are drafted and submitted.

Attachment "A" provides further details on the freeze.

Should you have any questions with regard to the extended freeze on ATE equipment and sites, please contact Mr. Sean Bonneteau, Director of Law Enforcement Standards and Audits, at sean.bonneteau@gov.ab.ca or 780-643-1295.

Thank you for your commitment to traffic safety in Alberta.

Sincerely,


M. A. (Marlin) Degrand, M.O.M.
Assistant Deputy Minister
Director of Law Enforcement

Attachment

cc: Staff Sergeant Ryan Singleton

ATTACHMENT A

Ministry of Public Safety and Emergency Services Policy Direction - Automated Traffic Enforcement Technology Freeze

Given that the new amendments found within the *2021 Automated Traffic Enforcement Technology Guideline* will only have been fully implemented on December 1, 2022, I have been directed by the Minister of Public Safety and Emergency Services, in collaboration with the Minister of Transportation, to inform you that the freeze related to automated traffic enforcement equipment/technology will be **extended until December 1, 2023, or such time the government decides to end the freeze.**

The details regarding the extended freeze are as follows:

- There will be no review/approval of new automated traffic enforcement equipment and/or technology;
- No increase in amount of intersection safety devices and mobile units, currently being used. For example, if your municipality has ten intersection safety devices and five mobile units, this number cannot increase;
- Intersection safety devices cannot be moved to a different locations;
- Mobile units may continue to be moved between existing, approved locations;
- Requests from municipalities/police services to begin operating a new automated traffic enforcement program will not be approved;
- Municipalities/police services requiring to enter into a contract with a new or existing contract service provider during the extended freeze may do so provided the types of automated traffic enforcement equipment and/or technology have been previously approved; and
- Needed upgrades designed to fix known issues with automated traffic enforcement equipment/technology, will be considered on a case-by-case process by the Ministry of Public Safety and Emergency Services.

If you require clarification on the details of the extended freeze, please contact Mr. Sean Bonneteau, Director of Law Enforcement Standards and Audits at sean.bonneteau@gov.ab.ca.

The continuation of the freeze will ensure that municipalities/police services do not invest in new automated traffic enforcement equipment or complete costly upgrades to existing equipment, while analysis of the full impact of the Guideline changes is underway



ALBERTA
TRANSPORTATION AND ECONOMIC CORRIDORS

*Office of the Minister
MLA, Innisfail-Sylvan Lake*

December 6, 2022

AR 91890

His Worship Sean Krausert
Mayor
Town of Canmore
902 - 7 Avenue
Canmore, AB T1W 3K1
sean.krausert@canmore.ca

Dear Mayor Krausert:

Thank you for your September 15, 2022 and November 18, 2022 letters regarding wildlife mitigation in the Town of Canmore. I appreciate your congratulatory words in light of my recent appointment to the Transportation and Economic Corridors portfolio.

Transportation and Economic Corridors, in collaboration with Environment and Protected Areas, has developed the Alberta Wildlife Watch Program (AWWP), which aims to reduce Animal-Vehicle Collisions (AVC), improve driver safety and minimize the impacts highways have on wildlife populations. The AWWP achieves these means by identifying animal-vehicle collision prone areas across the provincial highway network and designing and installing mitigation measures.

I understand your concerns and I assure you that the department continues to actively monitor AVC within the Bow Valley area. If the AWWP identifies locations along Highway 1 that are prone to motorist collisions with wildlife, additional assessments will be completed and further mitigation will be installed if warranted.

Wildlife crossing structures are not typically recommended in areas of heavy development, significant human interaction, where there is insufficient habitat on both sides of the highway, and where there is a high number of access points. Although all of these factors are present within this stretch of Highway 1, I have asked the department to continue working with Environment and Protected Areas as well as the Yellowstone to Yukon Conservation Initiative to examine what, if anything, can be done to help mitigate wildlife crossing concerns along Highway 1 in the Town of Canmore. In addition, the department is considering supplementary wildlife warning signs in order to warn drivers of the presence of elk in the vicinity of the highway.

.../2

You had requested an estimated cost of fencing per kilometre when you met with the Department at the fall Alberta Municipalities convention. Although the figure is an estimate and subject to site specific changes and requirements, the typical cost is approximately \$105,000 per kilometre.

Should you have any further questions, please contact Mr. Davidson directly, toll-free at 310-0000, then 403-381-5533, or at darren.davidson@gov.ab.ca.

Thank you for taking the time to write.

Sincerely,



Honourable Devin Dreeshen, ECA
Minister of Transportation and Economic Corridors

cc: Honourable Danielle Smith, Premier of Alberta
Honourable Sonya Savage, Minister of Environment and Protected Areas
Miranda Rosin, MLA for Banff-Kananaskis
Darren Davidson, Regional Director, Transportation and Economic Corridors



ALBERTA
PUBLIC SAFETY AND EMERGENCY SERVICES

*Office of the Minister
MLA, Calgary-West*

AR 53295

Dear Community Leader:

Over the last number of weeks, many of our Alberta municipalities have been in contact with government, requesting further information and clarification on a number of items related to the provincial changes to victim services announced July 19, 2022, and scheduled for implementation by April 1, 2024.

I have heard from the many of you about your concerns with the redesign initiative. I am writing to provide clarification on a number of points.

I would like to reassure you the move to a regional governance model for police-based victim services units has always been intended to improve the consistency, stability, and continuity of services received by victims of crime across all regions of the province - municipal, rural and remote. It was also designed to ensure that all victims would continue to be supported locally, by dedicated workers and volunteers from within and around their own communities. While board governance is moving toward integration, all front-line services remain local. I appreciate this opportunity to provide further information about the ongoing redesign work that has occurred to date as it relates to your community and others like it.

Is victim services being removed from your community?

In short, no. The new governance model will empower more than 130 paid, front-line victim caseworkers (full and part-time equivalents), each of them living and working in the communities they serve now. Our new model never contemplated centralizing front-line victim caseworkers in a regional office. They will continue to be co-located with RCMP members in their local detachments, work alongside their volunteer advocates, and be supported not only by their regional boards but also by a new, full-time centralized professional support staff (CPSS); one CPSS for each region. These CPSS teams will consist of, at minimum: an executive director; human resources professional; regional operations manager; regional court support coordinator; cultural safety specialist; admin/office manager; qualified financial management professional; and a retained legal resource.

For smaller, rural and remote communities in Alberta, the new regional governance model for police-based victim services means all areas of the province will have uniform, flexible and sustainable victim services. The new layer of full-time, professional support staff for front-line victim caseworks will stabilize and improve programs above and beyond what is offered under the current governance structure. Front-line caseworkers will have more time to focus on working alongside volunteer advocates and with their local RCMP officers to support victims in the immediate aftermath of a crime, to provide court support within an integrated and coordinated court support program, and for engaging with local and community partners.

How will our communities be represented at the regional level?

As stated, front-line staff will work in the same detachment areas in which they live, as will their cadre of volunteer advocates. The new regional governance boards themselves will be virtual in nature, and will consist of members from communities all across the region. While every detachment area will not necessarily be represented at the board level, no more than one board member per detachment area will be selected.

Did the MLA-led review ever seek to engage municipalities, and did it engage local victim services units (VSUs)?

The MLA-led review of victims services took place over 2020/21 and included participants from the Rural Municipalities of Alberta and the Alberta Municipalities. Other individuals and organizations engaged during this period included MLAs from across the political spectrum, volunteers and staff at police-based VSUs, victim-serving community organizations, a variety of police service representatives, the RCMP, legal experts and Indigenous organizations. Alberta held about 40 engagement sessions, with around 150 stakeholders and organizations attending. The Victim Service Redesign is based on feedback received during these engagements and reflects the final report and recommendations of the MLA-led review. The Victims Services Redesign team continues to meet with affected and/or interested groups and municipalities to gather any outstanding questions, concerns and suggestions. These meetings have already been instrumental in informing improvements to the model.

Will there be a reduction in scope of services provided by the new victim services model, and will this new model serve Albertans who have been traumatized by non-criminal and tragic events?

As Minister of Public Safety and Emergency Services, I recognize that services other than those provided solely to victims of crime, such as for victims of non-criminal trauma, are incredibly important to Albertans. As such, Albertans will not experience a reduction in services currently available, now nor when the new zonal model is implemented. If legislative amendments to the Victims of Crime and Public Safety Act are required to assure this, then our government will pursue those.

Are program managers and other staff guaranteed jobs or do they have to re-apply for positions within the new zonal model?

The hiring of the victim caseworker positions will be the responsibility of each new executive director and respective support staff group. GOAVS will collaborate with the support staff groups, preferring a process that honours the skills and experience of the current cadre of police-based victim services workers. We will be recommending that current VSU employees be invited into a stream-lined on-boarding process prior to any positions being advertised publicly.

These changes to victim services in Alberta are an exciting step forward to ensure victims in our province have the help they need when they need it most. Over the next year, we will continue to work closely with municipalities and Indigenous communities to design and implement the new service delivery model. To ensure that you continue to have the most accurate and up to date information about the new victim services redesign, I encourage you to maintain direct contact with the Director of Victim Services Trent Forsberg at Trent.Forsberg@gov.ab.ca. He would be happy meet with you should you have any future questions, concerns, or suggestions. We look forward to continuing to engage Alberta municipalities on this important initiative.

Thank you for your ongoing commitment to ensuring the needs of victims in your community continue to be met.

Sincerely,



Honourable Mike Ellis, ECA
Minister

cc: Trent Forsberg, Director, Victims Services, Strategy, Support and Integrated Initiatives