

TOWN OF CANMORE

AGENDA

Committee of the Whole

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

Tuesday, February 15, 2022 at 10:00 a.m.

- 10:00 **A. CALL TO ORDER AND APPROVAL OF AGENDA**
1. Land Acknowledgement
 2. Agenda for the February 15, 2022 Committee of the Whole Meeting
- 10:05-10:20 **B. DELEGATIONS**
1. Tourism Canmore Kananaskis Update – Rachel Ludwig
- 10:20 **C. MINUTES**
1. Minutes of the January 18, 2022 Committee of the Whole Meeting
- 10:20-11:20 **D. STAFF REPORTS**
1. **Assessment Overview**
Purpose: To brief Council on the Town of Canmore 2021 Assessments for the 2022 tax year.
 2. **Economic Development Pandemic Response Overview**
Purpose: To provide Council with an overview of the Economic Development Pandemic Response work in 2020-2021.
- 11:50-12:50 **Meeting Break**
- 12:50-2:20 **3. Pay Parking Program Update (verbal report)**
- 2:20-2:30 **E. COUNCILLOR UPDATES**
1. February 2022 Councillor Updates
- 2:30-2:45 **F. ADMINISTRATIVE UPDATE**
1. February 2022 Administrative Update
- 2:45-2:50 **G. COUNCIL RESOLUTION ACTION LIST**
1. Council Resolution Action List as of February 9, 2022
- 2:50-2:55 **H. CORRESPONDENCE**
1. Red Tape Reduction Report 2021
 2. Biology Casework Analysis Agreements (BCAA) expenses
 3. Minister McIvor Tourism Status
 4. Deputy Commissioner Zablocki Alberta Municipalities Conference
- 2:55-3:10 **Meeting Break**
- 3:10-4:10 **I. IN CAMERA**
1. Cougar Creek Contract Negotiation (Verbal Report)

Recommendation: that Council take the meeting in camera to prevent disclosure of information related 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.

4:10-4:40

2. Three Sisters Mountain Village Properties Limited Litigation

Recommendation: that Council take the meeting in camera to prevent disclosure of information subject to solicitor-client privilege in accordance with section 27(1)(a) of the Freedom of Information and Protection of Privacy Act.

4:40

J. ADJOURNMENT

TOURISM CANMORE KANANASKIS

PRESENTATION TO CANMORE TOWN COUNCIL

FEBRUARY 15, 2022





Funding

2% Membership

Marketing buy-in options



Members

22 Hotel Members

7 Activity Members

116 Marketing Partners



Board

6 Accommodation

2 Town of Canmore

1 Kananaskis Partner

1 Financial Advisor

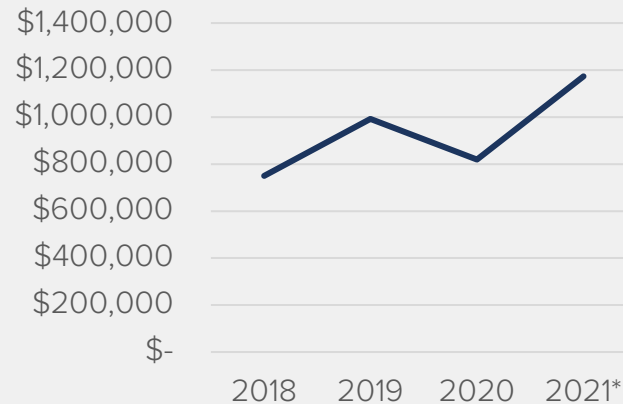
1 Legal Advisor

1 Activity

1 Food & Beverage

1 Retail

FIRST DMF COLLECTION
July 1, 2018



STRATEGIC PLAN MILESTONES

Strategic Plan

Strategic Plan accepted by board and Town of Canmore council for planning purposes.



2019

2020



Tourism Task Force
Town of Canmore Tourism Task force starts to develop framework for Tourism in Canmore.

COVID Response

Tourism Framework accepted by council, free Marketing option for all Canmore & Kananaskis Businesses



2021

2022



Destination Management
Re-development of brand based on framework and strategic plan, rollout of destination stewardship campaign and frontline training “Peaks Academy”.

Triple Bottom Line

Implementation of destination-wide sustainable tourism program.



2025

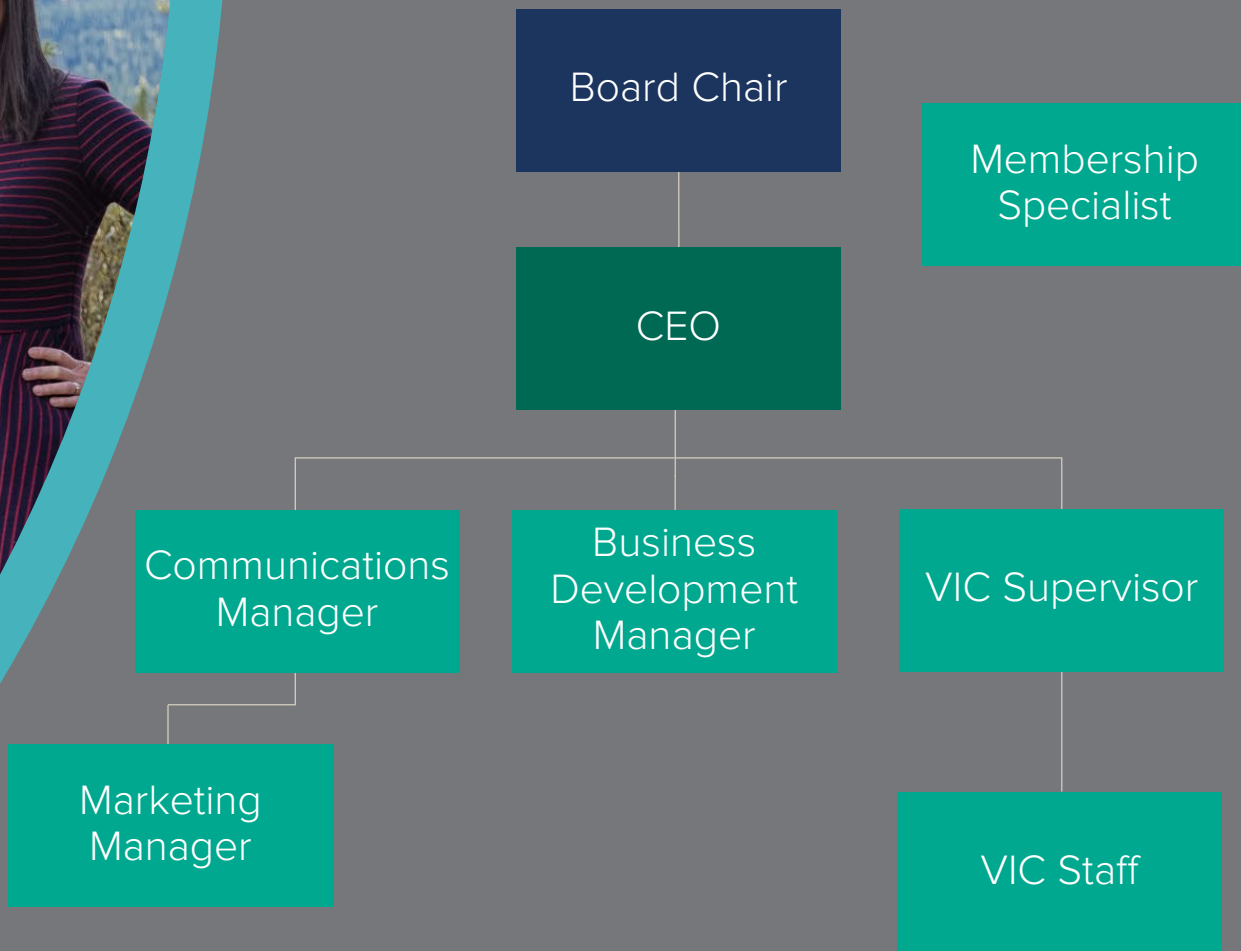
2029



Leader in Sustainable Tourism
Strategic plan implemented: Canmore Kananaskis is a leader in sustainable tourism.



ORGANIZATION (MID 2022)





CANMORE'S REGENERATIVE TOURISM FRAMEWORK

PUBLIC ENGAGEMENT RESULTS

- ▶ Residents' definitions of tourist economy businesses is fairly narrow.
 - ▶ A majority does not see personal or municipal services, business services, etc. as part of the visitor economy.
- ▶ Residents see tourism as important, but often negative
 - ▶ 46% of residents feel tourism diminishes their quality of life, while 34% feel it enhances their quality of life. 14% are neutral and 7% are unsure.
- ▶ Some benefits of tourism aren't apparent to residents
 - ▶ A significant minority of Canmore residents don't see even the most obvious benefits of tourism: Jobs (74%), Revenue (67%), Restaurants (66%), Recreation Facilities (50%)
- ▶ Problems arising from tourism are obvious to residents
 - ▶ The top 3 issues seen by residents are vehicle congestion, wildlife conflict and Overcrowding

TOURISM IN CANMORE KANANASKIS

ANYTHING BUT SLEEPY

TOURISM IN CANMORE KANANASKIS

CONTRIBUTES

\$345 MILLION

DIRECTLY TO THE CANMORE
ECONOMY ANNUALLY

CONTRIBUTES AN ADDITIONAL

\$273 MILLION

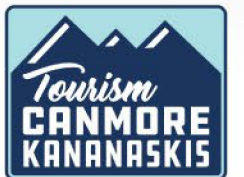
INDIRECTLY TO THE CANMORE
ECONOMY ANNUALLY


SUPPORTS OVER

4,000

LOCAL JOBS
YEAR-ROUND

Not your typical mountain town, Canmore Kananaskis is anything but sleepy. It is home to Olympic athletes, accomplished mountaineers, artists, entrepreneurs, and people from all walks of life. They're business owners and investors, risk-takers and go-getters, and most importantly, friends and neighbours. For every one tourism job you see, there are dozens you don't; all driving economic growth and contributing to the vitality of Canmore Kananaskis.





Canmore is a tourism town. Diverse visitors provide job opportunities that add to a healthy economy, support businesses and services we would not otherwise attract, and enhance a growing global reputation. Tourism also brings challenges including increasing human-wildlife interactions, negative environmental impacts, more congestion, disrespectful behaviours, and a lack of affordability.*

The tourism framework is designed to facilitate a thriving tourism economy and ensure the most important concern of the community is addressed: the regeneration of the essence of Canmore; an authentic, active mountain town that has a meaningful relationship with the natural environment and Indigenous culture and history.



FUNDING AGREEMENT WITH TOWN OF CANMORE

TERM: December 1, 2021 – December 31, 2023

RENUMERATION: 12% of ToC Business Registry Licensing Fees

TCK BUDGET IMPACT: 4% of total projected TCK income (2022)

DELIVERABLES:

- a. Implementation of the Tourism Round Table as outlined in the Regenerative Tourism Strategy
- b. Creation of benchmarks and an annual report to Council
- c. Development of a Triple Bottom Line Framework and delivery associated training program for Tourism Operators
- d. Develop and implement a traveller social and environmental responsibility education campaign



2022 - 2024 BUSINESS PLAN

PROFIT

- Destination Branding
- Digital Promotion
- Business Development
- Media Relations/Public Relations

PLANET

- Implementation of Sustainable Tourism Program
- Expansion of Pledge to the Peaks
- Sustainable Business Practices
- Promotion of sustainable travel practices

PEOPLE

- Staff
- Indigenous Relations
- Destination Stewardship
- Education & Training
- Events



A scenic landscape featuring a calm lake in the foreground, a dense forest of evergreen trees in the middle ground, and snow-capped mountains in the background. The sky is a mix of deep blues and vibrant pinks, suggesting a sunset or sunrise. The text "THANK YOU!" is centered in a bold, white, sans-serif font.

THANK YOU!



**TOWN OF CANMORE
MINUTES
Committee of the Whole
Electronic attendance Only
Tuesday, January 18, 2022 at 1:00 p.m.**

COUNCIL MEMBERS PRESENT

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

COUNCIL MEMBERS ABSENT

Wade Graham Councillor

ADMINISTRATION PRESENT

Lisa de Soto Chief Administrative Officer
Sally Caudill General Manager of Municipal Services
Therese Rogers General Manager of Corporate Services
Whitney Smithers General Manager of Municipal Infrastructure
Adam Driedzic Town Solicitor
Robyn Dinnadge Manager of Communications
Cheryl Hyde Municipal Clerk (Recorder)
Andrew Kelly Assistant Municipal Clerk
Sara Jones Executive Assistant
Amy Fournier Energy and Climate Action Coordinator

Mayor Krausert called the January 18, 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 January 18, 2022 Committee of the Whole Meeting**

1-2022COW Moved by Mayor Krausert that the Committee of the Whole approve the agenda for the January 18, 2022 meeting as presented.

CARRIED UNANIMOUSLY

B. DELEGATIONS

- 1. **Alberta Health Services: Ambulance Services**
Randy Bryksa, Associate Executive Director, Curtis Swanson, Director, EMS Operations, Calgary Zone, and Robert Jobs, Manager, Strategic Operations, gave a verbal presentation to share information about EMS, address concerns for community stakeholders, and look for opportunities for improvement.

Minutes approved by: _____

2. Bow Valley Food Alliance

Avni Soma, Vice President, Lauren Kepkiewicz, Board Member, and Michelle Backhouse, Alliance Coordinator, spoke to a written submission providing an update about the Bow Valley Food Charter and inviting Council to join the Bow Valley Food Alliance by signing the charter.

2-2022COW

Moved by Mayor Krausert that the Committee of the Whole refer the request from Bow Valley Food Alliance to Council to sign their charter for a decision.

CARRIED UNANIMOUSLY

Meeting Break 3:00-3:10pm

C. MINUTES

1. Minutes of the December 21, 2021 Committee of the Whole Meeting

3-2022COW

Moved by Mayor Krausert that the Committee of the Whole approve the minutes of the December 21, 2021 meeting as presented.

CARRIED UNANIMOUSLY

D. STAFF REPORTS

1. Climate Action Plan Update and 2022 Areas of Focus

Administration spoke to a written report updating Council on the status of the Climate Action Plan and a summary of 2022 areas of focus.

E. COUNCILLOR UPDATES

1. January 2022 Councillor Updates

Written report, received as information.

F. ADMINISTRATIVE UPDATE

1. January 2022 Administrative Update

Written report, received as information.

G. COUNCIL RESOLUTION ACTION LIST

1. Council Resolution Action List as of January 12, 2022

Written report, received as information.

H. BOARD AND COMMITTEE UPDATES

1. Bow Valley Regional Housing November Bulletin and Occupancy and Waitlist

I. IN CAMERA

None

J. ADJOURNMENT

4-2022COW

Moved by Mayor Krausert that the Committee of the Whole adjourn the January 18, 2022 regular meeting at 4:13 p.m.

CARRIED UNANIMOUSLY

Sean Krausert, Mayor

Minutes approved by: _____

Cheryl Hyde, Municipal Clerk



#4, 320 W T Hill Blvd S
Lethbridge, AB T1J 4W9
Ph: (403) 381-0535
Fax: (403) 381-1596

canmore@benchmarkassessment.ca

2022 Assessment Mail-out Summary

for the



Benchmark Assessment Consultants Inc.



Mission Statement

Benchmark Assessment Consultants Inc. is committed to the delivery of fair and equitable assessments by following all Provincial Legislation and to being accountable for the defense and explanation of all facets of assessments to the Municipalities and the individual ratepayers.

Our Philosophy

Benchmark Assessment Consultants Inc. believes assessment is a very important function performed for the municipality. The ratepayers, council and municipal administration must have confidence in the assessment roll. It is the responsibility of the assessor to provide that confidence. The assessor should be approachable by and have effective communication with municipal administration, council and the ratepayers. Benchmark maintains a professional office, staffed during normal working hours to provide the necessary communication links. We believe it is very important that the assessor and municipality build a relationship in order to produce quality assessments.

Our Specialities

We are the largest assessment company in Southern Alberta, servicing 49 different Municipalities, with approximately 92,700 parcels, 38,100 are urban. We service municipalities of various sizes from the City of Brooks with 5,805 parcels, rural County of Newell with 15,100 parcels to the Village of Hill Spring with 155 parcels and many more!

We have years of experience in providing Albertan municipalities with quality assessment services and consulting. With our diverse staff we are able to offer our clients a complete package of assessment services to fit any needs of the municipality.

We utilize the CAMALot computer assisted mass appraisal system to annually prepare assessed values. CAMALot streamlines the assessor's workflow to efficiently track and collect data on building permits, property sales, subdivisions, and re-inspections. The additional benefits of CAMALot include assessment summary reports, growth reports, and equalization reports.

Benchmark prides itself in excellent public relations with municipal staff and its ratepayers. We encourage community engagement through assessment presentations and public inquiries. Our team is experienced in assessment resolution, and if necessary, assessment defense before local and composite review boards.

Property Assessment in Alberta

Property assessments in Alberta are prepared in accordance with the requirements of the *Municipal Government Act, R.S.A. 2000, c. M-26, (MGA)* and the *Matters Relating to Assessment and Taxation Regulation, 2018, Alta Reg 203/17, (MRAT)*.

The MRAT regulation establishes the valuation standard to be used, defines the procedures to be applied, and defines objectives for the quality to be achieved in the preparation of assessments. The legislation requires the municipality to prepare assessments that represent market value by application of the mass appraisal process. All assessments are expected to meet quality standards prescribed by the province in the MRAT regulation.

Property assessment is the process of calculating and assigning an assessed value to each property within the municipality, given the legislative and regulatory framework, within a mass appraisal framework.

Property assessment is the mechanism that allows for the fair & equitable distribution of the annual municipal, provincial education and other requisition levies as required by provincial legislation.

The property assessment function and cycle are largely dictated within the legislative framework. In Alberta, the assessor is also legislated to prepare these assessments.

Based on the legislation, property assessments will either be set at regulated value or market value.

Regulated Value

Property types assessed with regulated rates are:

- Farmland (Agricultural Use Value)
- Railway
- Machinery & Equipment
- Designated Industrial (DI) Property

These types of properties, for various reasons, are valued on a regulated value standard set by the province. The assessments for these properties are also prepared annually by the province. It is important to note that regulated value is not equal to market value.

Market Value

Alberta legislation prescribes that most property assessments for the Town of Canmore must be prepared based on market value. *Market value means the amount that a property might be*

*expected to realize if it is sold on the open market by a willing seller to a willing buyer.*¹ Property assessments for the 2021 assessment year must be an estimate of the value of the property on July 1, 2021 (Valuation Date) and reflect the physical condition of the property on December 31, 2021 (Condition Date).

The legislation further stipulates that *an assessment of property based on market value*

- (a) must be prepared using mass appraisal,*
- (b) must be an estimate of the value of the fee simple estate in the property, and*
- (c) must reflect typical market conditions for properties similar to that property.*²

Mass Appraisal

Mass appraisal is the legislated methodology used for valuing individual properties, and involves the following process:

- properties are stratified into groups of comparable properties;
- common property characteristics are identified for the properties in each group; and
- a uniform valuation model is created for each property group.

The International Association of Assessing Officers distinguishes between mass appraisal and single-property appraisal:

- *... single-property appraisal is the valuation of a particular property as of a given date: mass appraisal is the valuation of many properties as of a given date, using standard procedures and statistical testing.*
- *Also, mass appraisal requires standardized procedures across many properties. Thus, valuation models developed for mass appraisal purposes must represent supply and demand patterns for groups of properties rather than a single property.*³

It is important to note that even though an assessor values properties on a market value standard, each individual assessment will not be perfectly aligned with their sale price. In a residential property for example, an assessment that is within plus or minus 5% of what the sale price is, is deemed correct. So, if a property sold for \$1M dollars on the valuation date of July 1, 2021, an assessment of \$950,000 to \$1,050,000 is in effect acceptable in mass appraisal.

¹ *Municipal Government Act, R.S.A. 2000, c. M-26 Section 1(1)(n)*

² *Matters Relating to Assessment and Taxation Regulation, 2018, Alta Reg 203/17*

³ *Property Appraisal and Assessment Administration, pg. 88-89*

The concept of mass appraisal is why not every house that sells is assessed at their actual sale price. The mass appraisal process requires that similar properties are grouped together, valid sales analysed, and a valuation model is developed to calculate the relationship between estimated market value and property characteristics. An assessed value is then calculated by applying the appropriate valuation model to all the properties within a stratified property group.

Not all sales that occur are used in the preparation of property assessments. There may be sales transaction which are not reflective of typical market value. Some of these may include transactions that occur between related parties, sales that have atypical motivations involved, and sales that occur after the legislated valuation date of July 1, 2021.

Fee Simple Interest

The legislation requires the Assessor to assess the fee simple estate.

*Fee simple interest [is] absolute ownership unencumbered by any other interest or estate... leased fee interest [is] the ownership interest held by the lessor, which includes the right to the contract rent specified in the lease plus the reversionary right when the lease expires... leasehold interest [is] the interest held by the lessee (the tenant or renter) through a lease conveying the rights of use and occupancy for a stated term under certain conditions.*⁴

Property assessments represent an estimate of the value of the fee simple estate in the property as it existed on December 31, 2021.

Highest and Best Use

*A principle of appraisal and assessment requiring that each property be appraised as though it were being put to its most profitable use (highest possible present net worth), given probable legal, physical, and financial constraints. The principle entails first identifying the most appropriate market, and second, the most profitable use within that market. The concept is most commonly discussed in connection with underutilized land.*⁵

Approaches to Value

Direct Comparison Approach: Typical market value (or some other characteristic) is determined by referencing comparable sales and other market data. It is often used when sufficient sales or market data is available. It may also be referred to as the Sales Comparison Approach.

⁴ Appraisal Institute of Canada, *The Appraisal of Real Estate Third Canadian Edition*, Vancouver, Canada, 2010, page 6.4

⁵ IAAO *Glossary for Property Appraisal and Assessment*, 2nd Edition, page 78

For the Town of Canmore, three years of valid sale transactions from July 1, 2018, to June 30, 2021, were used to prepare the assessments for properties on the direct sales approach. Then time adjustments are applied to the sale prices to account for any market fluctuations occurring between the sale date and the legislated valuation date of July 1, 2021.

Cost Approach: Typical market value is calculated by adding the depreciated replacement cost of the improvements to the estimated value of land. It is often used for properties under construction or when there is limited market data available.

Income Approach: This approach considers the typical actions of renters, buyers and sellers when purchasing income-producing properties. This approach estimates the typical market value of a property by determining the present value of the projected income stream. Often used to value rental or leased property. Annually, the assessor requests income and expense information from the owners of income producing properties. The assessor utilizes this information to determine typical lease rates and expenses which are then used to prepare the assessments.

Property Exemptions

The MGA exempts several types of properties from taxation, either through the Act or through the Community Organization Property Tax Exemption Regulation (COPTER). Some property is assessable but exempt from taxation, while other property is simply non-assessable.

Typical exemptions include property owned or used by organizations providing services related to government, education, charity, religion, culture, and historic preservation. Council is also granted limited authority in the MGA to grant exemptions to property held by non-profit organizations that demonstrate benefit to the community.

Assessment Complaints

To ensure property owners have a voice in the property assessment system, the MGA has set out a complaints and appeals system for property owners who have concerns about their assessment.

A Local Assessment Review Board (LARB) will hear complaints for residential property with:

- 3 or fewer dwelling units,
- Farmland, or
- a tax notice other than a property tax notice.

A Composite Assessment Review Board (CARB) will hear complaints for property with:

- 4 or more residential dwelling units, and
- non-residential property

The assessment complaint process is heavily directed through the MGA as well as the Matters Relating to Assessment Complaints Regulation (MRAC).

- 60-day period to file complaint to the ARB
- Procedural regulation for filing evidence and argument

Supplementary Assessments

The Town of Canmore has a Supplementary Assessment Bylaw which allows the Town to assess and tax property in the same year. Supplementary assessments apply to new construction or completed construction that is either occupied or completed during all or part of the year which was not included in the current year's assessment and tax notice.

Property owners are taxed on that additional value to pay their fair share of property taxes that support municipal services. The supplementary tax is pro-rated based on the number of months a newly built property has been completed or occupied.

Assessment Audit and Compliance

The assessment roll must pass legislative standards as set out in the MGA and regulations before an assessment roll can be declared. The provincial auditors monitor the quality of assessments throughout Alberta to ensure that assessed values comply.


Assessment/Sales Ratios (ASR) must meet the standards set out in the Matters Relating to Assessment and Taxation (MRAT) Regulation. This regulation states that the median ASR must be between 95% and 105% for each group or subgroup. The Coefficient of Dispersion (COD), which measures the spread of sales, must be less than 15 for residential properties and less than 20 for non-residential properties.

Municipal Affairs also conducts a more thorough audit, known as a Detailed Audit, on all Municipalities in Alberta over a five-year period.

The above information provides a very brief general overview of the assessment process. It is important to note that there are numerous additional legislated details within the assessment process.

Town of Canmore 2021 Assessment Roll for 2022 Taxation

 Total Assessable Parcels: 12,565

 Taxable Assessment: \$8.7 Billion

 Single Detached Dwelling: 3,609

 Residential Condo Units: 4,740

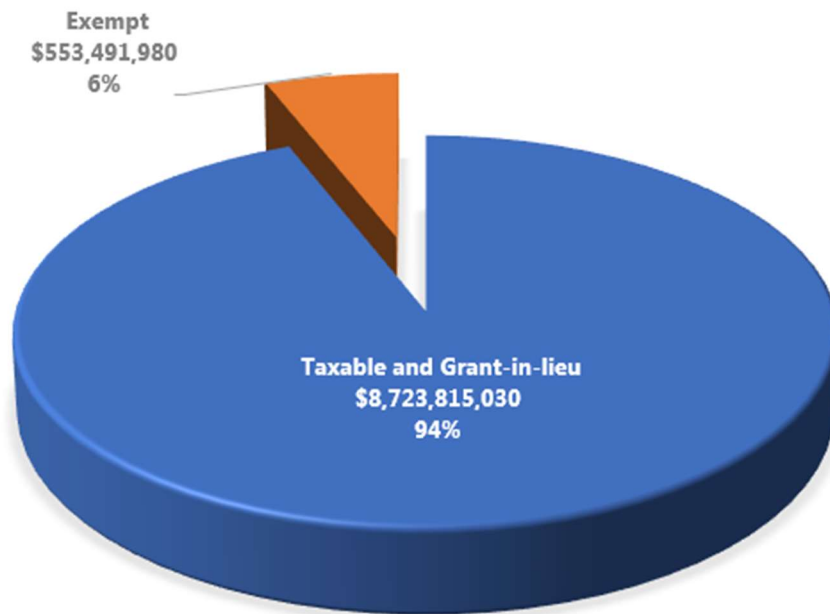
 Commercial and Industrial: 1,746

Taxable Assessment Base

(Includes Taxable and Grant-in-lieu)

Property Description		Previous	New	Growth	Inflation
*ME-D	DIP Machinery & Equipment	389,300	389,300	0	0
NR	Non-Residential	1,176,777,900	1,329,216,690	15,551,300	136,887,490
*NR-D	DIP Non-Residential	1,351,330	1,351,330	0	0
*NRL	Non-Residential – Linear	49,801,440	511,288,890	1,327,450	0
R	Residential	6,860,395,570	7,341,728,820	126,746,860	354,586,390
		8,088,715,540	8,723,815,030	143,625,610	491,473,880

**DI Assessments prepared by the province and not yet available.*



Market Change

Because assessments are based on market value, they will fluctuate with changes in the underlying real estate market.

Changes in assessment due to market value do not result in new revenue to the Town. For example, if assessments increase by 10% due to market value change it does not mean the Town collects 10% more in property tax. If there was no increase to the amount required from taxes through the budget process, the tax rate would decrease 10% resulting in the same amount of tax being collect. Tax rates are adjusted to ensure “revenue neutrality”.

Market Change is the year over year changes in market conditions that have resulted in increases or decreases from July 1, 2020, to July 1, 2021. Includes increases or decreases in value due to changing market demands for certain locations or physical characteristics but does not include any assessment growth.

Market Change	
Residential	5.2%
*Non-Residential	11.6%
Total	6.1%

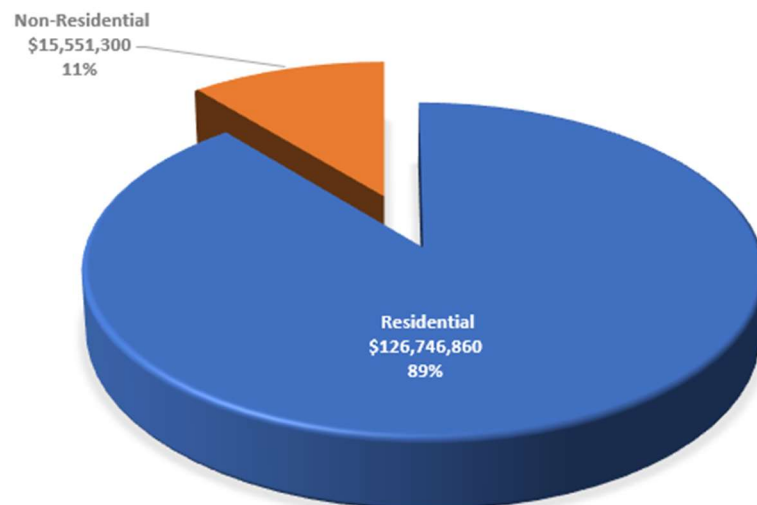
**Includes lodging condos.*

Assessment Growth

Assessment Growth is generally defined as new construction that adds value to a property or a change in use such as sub-division. Assessment growth occurs in addition to any changes in market conditions.

Property Description		Growth (\$)
NR	Non-Residential	15,551,300
R	Residential	126,746,860
NRL	*Non-Residential Linear	1,327,450
		142,298,160

**Prepared by the Provincial Assessor*



Growth (% of Base)

Residential:	1.5%
Non-Residential:	0.2%
Total:	1.6%

As the province is responsible for designated industrial property (DIP) and linear, it is not included in the information above.

Key Dates and Reminders

- Assessment Notice Mail-out: February 14
- Assessment Complaint Deadline: April 25

- Assessment Notice Mail-out of Linear Designated Industrial Property: January 31
Prepared by Provincial Assessor
- Assessment Notice Mail-out of Non-Linear Designated Industrial Property: February 28
Prepared by Provincial Assessor

Resources for Property Owners

- Town website - Assessment Information and FAQs
<https://canmore.ca/residents/property-tax/rates-assessments>
- Interactive Property Viewer Map (Town Website)
- The Town Assessor (Benchmark Assessment Consultants)
Canmore@benchmarkassessment.ca



Briefing

DATE OF MEETING: February 15, 2022 **Agenda #:** D2

To: Committee of the Whole

SUBJECT: Economic Development Pandemic Response Overview

SUBMITTED BY: Eleanor Miclette, Manager of Economic Development

PURPOSE: To provide Council with an overview the Economic Development Pandemic Response work in 2020-2021.

EXECUTIVE SUMMARY

In June 2020, Council approved the Business Response plan allocating \$281k towards pandemic response work in Economic Development to support the business community. After 22 months of work at total of \$235k was spent on recovery programs and supports.

The attached report outlines a complete overview of what was accomplished as part of the pandemic response work in Economic Development.

BACKGROUND/HISTORY

On June 2, 2020, Council approved capital funding from the Tax Stabilization Reserve for economic development recovery to support those businesses most impacted by the pandemic for a total of \$281,000 (motion 129-2020). The following considerations were made in the design of the programs and support efforts which were identified as ways that the municipality could have a positive impact in COVID-19 related response:

- Business retention
- Job protection
- Gaps in Federal and Provincial programming
- Reducing the number of permanent business closures
- Programming that would not add to debt load
- If we can't do it well ... we should not do it.

DISCUSSION

As part of the pandemic response work in Economic Development over the past two years, much of the work within the department shifted to COVID related supports and programming. The Pandemic Response Report (Attachment 1) outlines what we were able to deliver and the number of businesses who utilized the programs and services offered.

As a high-level summary, the pandemic response work fell into three categories: general response, programming, and support local efforts. While the capital project is now complete, the Economic Development Department is continuing to provide ongoing supports as part of our workplan for the year.

General Response Work

The Economic Development team shifted its workplan in March of 2020 to respond to the pandemic impact on local businesses. Our electronic newsletter became a primary source for summaries and links to business related pandemic information. 67 newsletters were emailed to over 1,370 Canmore based businesses. We also created an online business hub that provided direct links to relevant information for businesses.

Direct engagement with businesses occurred through surveys and a Business Recovery Taskforce. We completed four surveys with businesses. Three were done in 2020, a business needs survey, a review of impacts of the first Main Street closure, and a business impact survey. In 2021, a business impact survey was also completed. Work was done with a diverse board of industry professionals and two councilors to develop a road map to recovery with a Canmore specific focus. A summary of the final recommendations are available in the attached report.

Finally, labour and reopening supports were provided in several ways. We provided support to the Banff Canmore Job Resource Centre's shift to an on-line model. We also partnered with consulting firm Incite to engage businesses on their labour market challenges successes and opportunities. Recommendations for next steps are part of the Economic Development recovery strategy. Work was also done with internal and external stakeholders to look at ways to "re-open" our community after lockdowns. Efforts were centered on how to create a cohesive approach to communication, messaging and provide unique opportunities to support the community and business

Support Programming

Three primary types of programming were provided to support businesses during the pandemic: webinars, restart funding, and program that encouraged local businesses to support one another.

- We ran 11 webinars and retained local professionals to support local businesses as the pandemic progressed and covered a range of topics and promoted provincial webinars as they became available.
- In partnership with the Bow Valley Chamber of Commerce, we ran a Bow Valley Restart Fund and supported 35 Canmore based businesses with up to \$5,000 in funding to cover re-opening costs for their business.
- Our Business 2 Business Voucher Program focused on professional services, e-commerce, and grant writing.

Support Local

Efforts were made to support both local businesses and the local artistic community. In partnership with multiple external partners, a "shop local" campaign was developed to support the local business community. Local artists were supported through two programs, a downtown banner competition, which also had the added benefit of adding vibrancy to the downtown area. Building Neighbourhoods Builds Community art project. was intended to provide work for artists, encourage social cohesion along with neighbourhood, and community connections. Nine local artists worked with over 225 community members to bring micro public art projects into the community.

Ongoing Supports

While the capital project is now closed, the Economic Development Department is continuing pandemic response supports for businesses as part of our annual workplan. For 2022, we have partnered with the Bow Valley Chamber of Commerce to fund a Peer-to-Peer Mentorship program. The program has 15 participants who meet to provide each other supports. The Chamber, Economic Development and E=MC2 each assist in facilitating the discussions. We have also developed a Digital Services Squad as part of the Digital Economy Program (DEP) which is designed to help small business expand online.

FINANCIAL IMPACTS

\$218k from Tax Stabilization was approved in 2020 for this capital project. The remaining \$46k will remain in the Tax Stabilization Reserve.

STAKEHOLDER ENGAGEMENT

The work accomplished was a partnership with many stakeholders

Internally: Planning, Engineering, Streets & Roads, Public Works, Communications, Parks, Community Social Development, Arts & Events, Communication, Finance and CST.

Externally: Bow Valley Chamber of Commerce, Bow Valley Builders and Developers Association, Downtown Canmore BIA, Tourism Canmore Kananaskis, Canmore Hotel and Lodging Association, Banff Canmore Job Resource Centre, CanSign.

ATTACHMENTS

- 1) Pandemic Response Report

AUTHORIZATION

Submitted by:	Eleanor Miclette Manager of Economic Development	Date: <u>January 24, 2022</u>
Approved by:	Chelsey Richardson Manager of Finance	Date: <u>January 25, 2022</u>
Approved by:	Sally Caudill General Manager of Municipal Services	Date: <u>January 26, 2022</u>
Approved by:	Lisa de Soto Chief Administrative Officer	Date: <u>February 9, 2022</u>



Pandemic Response

Report on accomplishments

COVID-19 PANDEMIC RESPONSE PLAN Final Report

In June 2020, Council approved the Business Response plan allocating \$281k towards Economic Development's pandemic response efforts to support the business community. After 22 months of work, a total of \$235k was spent on recovery programs and initiatives.

This is an overview of what has been accomplished, and the supports offered during the COVID-19 pandemic to our business community.

Background

The following considerations were made in the design of programs and support efforts which we identified as ways that the municipality could have a positive impact in COVID related response:

- Business retention
- Job protection
- Gaps in Federal and Provincial programming
- Reducing the number of permanent business closures
- Programming that would not add to debt load
- If we can't do it well ... we should not do it.

In March 2020, we worked with the members of the Canmore Business Alliance, which include the Downtown Business Improvement Association (BIA), Bow Valley Chamber of Commerce, the Bow Valley Builders & Developers Association (BOWDA), Tourism Canmore Kananaskis (TCK), and the Canmore Hospitality and Lodging Association (CHLA) to establish a coordinated response and ensure relevant information is streamlined and boosted to the relevant industry sectors through agency newsletters.

GENERAL RESPONSE WORK:

1. COVID-19 Business E-Updates:

Over 67 newsletters were emailed to 1,370 registered businesses in Canmore, and at times, amplified through other business advocacy agencies such as BOWDA, CHLA, BVCC, BIA and TCK to ensure an expansive reach.

We included the following information in the updates:

- Relevant provincial information for the business community
- COVID-19 restrictions and updates relevant to the business community
- COVID-19 support programs and grants
- Training and webinars relevant to businesses based on needs identified in our survey

2. Online Business Hub

Development of a specific Business Support Hub on the Town of Canmore website that provided links to relevant information, FAQs, supports to the business community, and Town-specific programs and supports.

3. Business Surveys

To ensure we adapted to the needs of the business community throughout the pandemic, the following surveys were conducted:

1. Economic Development initiated a Business Needs Survey in March 2020; online
2. Business Visitation Program focused on Downtown Canmore in September/October 2020 post the first closure of Main Street; in person and online
3. Business Impact Survey in November 2020; online
4. Business Impact Survey in November 2021; online

In response to the first Business Needs Survey conducted in March of 2020, over 300 business asked for follow-up phone calls. These calls were conducted by a team of five Town employees, including three seconded workers from other departments. These calls were made with the following objectives:

1. Responding to business needs identified in the survey by connecting owners to available resources and programs
2. To track resolutions
3. To identify accelerated challenges

4. Business Recovery Taskforce

The Business Recovery Taskforce was pulled together as part of the pandemic response work by Economic Development and was made up out of a broad spectrum of industry representatives, two town councilors and Economic Development.

Town Council accepted the Business Recovery Task Force Report for planning purposes on December 7, 2021. The recommendations of the report align with three main recovery pillars to support the long-term resiliency of our local economy: **Labour Recruitment and Retention, Support Local, and Beyond Local.**



The tangible recommendations for action that stemmed from the Task Force Report include a renewed focused on affordability, developing a labour recruitment and retention strategy, building a "Made in Canmore" web portal, assessing the impact of illegal rental suites, developing a Winter Strategy Task Force, and lobbying with regional partners for broadband infrastructure. Some elements of the report were already completed or are underway, while others required grant funding and efforts that will extend into long-term (5+ years).

5. Community Job Board

At the start of the pandemic, Canmore did not have an online job board and job seekers were required to walk into the Job Resource Centre, visit individual businesses in person, or through social media or websites when looking for employment opportunities.

Economic Development advocated to the Province with the Banff Canmore Job Resource Centre for the ability to shift the in-person method to an interactive job board, and a shift in their reporting requirements to the province to enable this to happen, as their funding requirements were based

on in person engagement metrics. The online job board has been in operation since end of 2020 and is now the go to source of information for job seekers in the Bow Valley.,

6. Labour Force Retention and Attraction

During November and December 2020, the Economic Development Department contracted consulting firm INCITE to facilitate a series of six engagement sessions held for industry-specific business owners to discuss challenges, successes and opportunities for improvements to their employment situation (i.e. recruitment and retention). Several opportunities were brought forward in the areas of the need for affordable living, regional transportation, and business tools, training, and education. Additional opportunities include community resources and partnerships involving community collaboration, procurement incentives, resort municipality status, and internet and power.

Some of the next steps identified in that process were:

- Provide updates in the Economic Development e-newsletter and on the Business Hub on municipal, provincial, and regional programs that address the above opportunities as information becomes available (ex. affordable housing, rail passenger transit, Provincial education grant funding, etc.).
- Create engagement opportunities for local business owners who have identified their willingness to share with others their practices that have led to their success amid the COVID-19 pandemic.

7. Re-opening Working Group

The Re-opening Working group was pulled together to create a cohesive and unified approach to re-opening the community in a time of great uncertainty. Over time different stakeholders participated depending on the COVID restrictions at the time.

Internal stakeholders: Planning, Engineering, Facilities, Communications, Streets and Roads, Public Works, Bylaw, Community Social Development, Mayor Borrowman, Senior Administration, , and Economic Development.

External stakeholders: Downtown Canmore BIA, Bow Valley Chamber of Commerce, Tourism Canmore Kananaskis, BOWDA and CHLA.

The planning process was broken down into five elements:

1. Business physical distancing and safety requirements. E.g. business preparedness to adapt to new and changing requirements, and staff training etc.
2. Communication to community on physical distancing to residents.
3. Town planning: How do we accommodate physical distancing and visitors/community sentiment in the various reopening stages?
4. Traveler communication on community expectations, best practices, etc.

5. Marketing to boost the economy when all industries can re-open

As a result of the recommendations from the Re-opening Working Group, we implemented the following initiatives:

- Joint communication to residents and visitors on COVID-19 restrictions in place within Canmore
- Main Street Pedestrianization 2020-2021
- Support Local Campaign 2020
- Main Street Pedestrian Zone Permitting Process
- Patio on Private Property Permitting Process
- Patio Rebate Program 2020
- Fee forgiveness for In Street Patios 2021
- Find More in Canmore and Buy it in the Bow Shop Local Campaign 2021
- Community signage for physical distancing and masking requirements

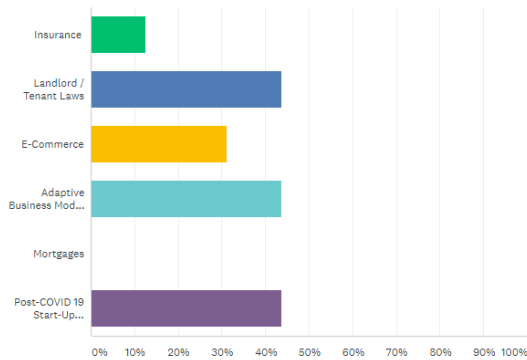
SUPPORT PROGRAMMING

1. COVID-19 Economic Response Webinar Series

Economic Development partnered with local and regional industry experts to facilitate a webinar series that addresses concerns derived from the Business Needs Surveys and direct conversations with business owners.

If you have a suggestion for future webinar topics related to COVID-19 Economic Response, please list below.

Answered: 16 Skipped: 5



Webinar topics included e-commerce master class; understanding tax implications, human resources, immigrations, insurance, business resiliency, re-opening planning, risk, financial considerations, and cost saving suggestions.

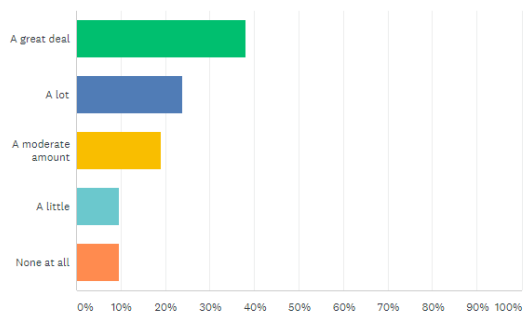
These webinars saw a cumulative total of 165 participants.

We retained local professionals to deliver on webinar sessions and were able to support local businesses through this process.

As the pandemic progressed several other business support agencies offered free webinars and rather than duplicate effort, we promoted webinars offered by the Business Link, Alberta Innovates, Business Development Bank and others.

Did you find this information useful to you and your current business situation?

Answered: 21 Skipped: 0



2. Bow Valley Restart Fund:

The Restart Fund was a partnership with between the Town and the Bow Valley Chamber of Commerce (BVCC) with the BVCC as the administrator of the program. The program ran from July to November 2020, offering up to \$5,000 in funding to cover re-start funds. Town of Canmore contributed \$100,000 to this grant program and the BCVV contributed \$10,000.

Eligible expenses included perishable inventory, pre-opening deep cleaning, re-opening inspections, commercial space re-design to accommodate physical distancing, PPE, shields, cleaning supplies, distancing markers etc. and any staffing to accommodate covid related restrictions at that time.

Applied: 46

Awarded: 39

Ineligible: 7

Reasons for ineligibility:

- Could not prove loss of 50% in revenue
- Considered a Not for Profit
- Not positioned in the Town of Canmore or BVCC Region

Town of Canmore funded 35 Canmore-based businesses in the amount of \$97,800. The remaining funds were returned to the town to support other COVID-19 response related work. The Bow Valley Chamber funding contribution of \$10,000 went towards four Bow Valley Businesses.

Industry*	
Retail	11
Personal Care Services:	8
Food & Beverage	7
Tourism	6
Events	3
Professional Services	4

3. Patios on Private Property Program for Food and Beverage (F&B) Establishments

Applicants 15

Approved: 14

Declined: 1 (not in F&B)

This program was conceived, designed, and ultimately approved by council in a quick timeframe, as a response to COVID-19 public health measures restricting F&B businesses to only outdoor dining. This quick turnaround was key to the success of the program, as well as the survival of many of the businesses involved.

To streamline the approval process, Economic Development took on the role of approving change of use variances to allow the temporary installation of outdoor dining patios on private property such as car parks and lawn spaces.

The program was a great success, with resounding positive feedback and appreciation coming from the businesses involved. At the close of the program, two of the participating businesses successfully applied to the Planning Department to keep their new patio area on an ongoing basis.

4. Main Street Pedestrian Zone Permitting Program

Applicants: 32

Approved 30

Declined: 2

Reasons for denial:

- Space requested had already been allocated
- Business was not based in the Downtown BIA zone

Industry	Applicants
Hospitality/Food Services	10

Real Estate/Rental/Leasing/ Property Management	2
Retail Trade	16
Tourism	1
NGO	3

Corporate Structure	Applicants
Corporation	24
Sole Proprietor, Or Partnership	6
Unknown	2

There was overwhelming positive response from the business community inside the closure area. Business owners, residents, and visitors found that the program brought a vibrancy and liveliness to the downtown core. From a public health perspective, having the extra room for pedestrians to move freely along Main Street supported confidence in visiting local businesses in an otherwise turbulent time.

From an administrative perspective, the program ran smoothly. Most applications were complete, or easily corrected where errors or omissions were made. Collaborating with the Downtown BIA on this process was streamlined and efficient with the use of a shared online database for assessment of applications. This was the case for both this program, as well as the Safe Spaces Grant program. Businesses stayed within the guidelines and regulations, and if ever boundaries were crossed, corrections were made without issue.

Cross-departmental collaboration was key to the success of this program. In working with the Communications, Finance, Planning and Engineering Departments, this Economic Development led project set a benchmark for further multi-department programming.

5. Safe Spaces Grant Program

Stream 1 – Matching grant up to \$5,000 for permanent improvements to the façade or streetscape, such as parklet.

Stream 2 - Matching grant up to \$1,000 for temporary installations of outdoor area, including Main Street pedestrian zone installations and temporary patios on private property.

Applicants: Stream 1 ~ 5
Stream 2 ~ 17

Approved: Stream 1 ~ 3
Stream 2 ~ 16

Reasons for denial:

- Applications more appropriate for stream 2
- Applicants not within the Main Street Closure zone, nor an F&B business.

Industry	Applicants
Hospitality/Food Services	7

Real Estate/Rental/Leasing/ Property Management	
Retail Trade	7
Tourism	1
NGO	2

Corporate Structure	Applicants
Corporation	12
Sole Proprietor, Or Partnership	3
Unknown	2

Canmore’s retail and hospitality businesses were some of the hardest hit by the COVID-19 pandemic. Navigating a complex and ever-changing restrictions environment made keeping doors open both difficult and frustrating. The Safe Spaces Grant was well received by these businesses, enabling them to stay open, especially for F&B businesses when only outdoor dining was allowed. The same administrative effectiveness used in the Main Street Pedestrian Zone was achieved through collaboration with the Downtown BIA.

Some notable projects that were partly funded through the program include the installation parklets in front of Beamers downtown and Bicycle Café, and the installation of a covered patio area in front of Eclipse on Main Street. Most businesses used the funds to set up their Main Street Pedestrian Zone activations, or temporary patios on private property for F&B businesses. Feedback from the business community was supportive and full of gratitude.

6. Business 2 Business Voucher Program (B2B) 2020

In 2020 a grant program was developed which awarded up to \$2,000 to eligible entrepreneurs and business owners for professional services to help their business build resiliency through the challenges of the COVID-19 pandemic. Total budget under this program was \$50,000. B2B opened and accepted applications until the budgeted funding was allocated.

Applicants: 40 Accepted: 24 Declined: 16

Reasons for denial:

- Expenses not eligible under the program
- Not eligible to apply under the grant guidelines
- Applicants were unresponsive to request for additional information
- Program was oversubscribed and applicants processed under first come first review basis
- Applicant ended up accessing funds through other programs and rescinded their application

Eligible professional services utilized:

Eligible Professional Services	# of participants who selected this focus
--------------------------------	---

Human resource consulting	4
Mental health support (up to 2 pro sessions)	2
Bookkeeping and accounting	5
Virtual business and automation assistance	8
Business operation strategies; recovery plans, and resiliency planning	7
IT support for remote work	1
Marketing support	11

Applicant profile:

Industry	Applicants
Accommodations	7
Arts/Entertainment	2
Business Services / Printing / Marketing	2
Education Services	2
Personal Care Service	1
Fitness/Recreation/Wellness	8
Hospitality/Food Services	4
Real Estate/Rental/Leasing/ Property Management	1
Retail Trade	10
Tourism	2

Corporate Structure	Applicants
Corporation	30
Partnership	3
Sole Proprietor	7

Feedback from businesses:

“We were able to market our services for the shortened season that was available. As our summer guests were local vs mainly international, we were able to shift and market to them.... My outcomes would not have been possible without the B2B program”.

“Our business [had two big achievements] one is for the accounting side...training for bookkeeping...we have also figured out our imported inventories as well as our oversea expenses. ... Training is ongoing. Another is on the HR side.... Including hiring and training for staff in the new year...My outcomes would not have been possible without the B2B program”.

“I ended up using this grant to subsidize my accounting costs... Our year end services always end up being a rather large cost at a slow time of year, and this grant was very helpful in ensuring we could pay on time! Unfortunately, there was no grant money left to set aside for other approved services, however it was still very helpful”.

“Our goal was for me as the office manager to work from home in a digital, safe environment....[Our service provider] integrated a safe platform so that I can office the computer from home...My outcomes would not have been possible without the B2B program”.

“We’ve been able to [achieve] around 350 updated photos of our property with local photographers...for marketing purposes....[A couple] of digital marketing material that was used to reach two segments of customers. Also, our social media channels have gained more followers as well as more engagements. My outcomes would not have been possible without the B2B program”

7. Business 2 Business E-Commerce Grant

This program was offered as a separate capital grant program in 2021. We felt it was important to report on this program as well to inform Council of its ongoing impacts.

Applicants: 31 Accepted: 17 Declined: 11 Rescinded Application: 3

Reasons for being declined:

- Did not meet the criteria of eligibility
- Proposed use of funds did not align with objectives of program
- Did not fulfill requirements of conditional acceptance

Reasons for rescinding application:

- Shop closed
- Received funding from other source, and wanted to provide opportunity for other applicants
- Application (ie. requirement supporting documents / profit-loss statement) was a barrier

Approved professional services by approved applicant (includes rescinded applications) *

Eligible Professional Services	Applicants Approved for This Type of Service
E-Commerce Platform and Website Development	15
Digital Marketing in Promotion of Online Presence/Platform/Website	10
Digitization of Supply Chain Management	2
Cyber Security	3

* Applicants could be approved for multiple areas of focus

Applicant profile (includes declined and rescinded applicants)

Industry*	
Accommodations	2
Arts/Entertainment	2
Business Services / Printing / Marketing	1
Education Services	2
Personal Care Service	2
Fitness/Recreation/Wellness	5
Hospitality/Food Services	5
Industrial/Manufacturing	2

Retail Trade	5
Tourism	7

*Could select multiple responses

Corporate Structure*	
Corporation	22
Franchise	1
Not-for-profit	1
Partnership	3
Sole Proprietor	6

Feedback from businesses:

“Since [our website update, upgrade, and redesign], we now have over 2%% of our orders coming through our website [with] an increase in traffic and sales up 72% this year.” – [Restaurant] They list being voted “Best of the Bow” in the RMO in 5 categories as their media attention during their involvement or as a result of their involvement in the B2B E-Commerce Grant program. They note that, “The grant was the motivation I needed to hire experts in web design, as well as photographers. I have always tended to DIY our website and it was really amazing to have this opportunity to with the B2B Grant to up-level the professionalism and flow of our website.”

“Due and sine COVID-19 started March 2020 my overall income/business declined by over 80%. I had not extra income to pay for marketing, promotional material and/or website re-design, and setting up the e-commerce aspect of my business. The B2B grant allowed for this initiative.” – [Retailer] They noted that their objectives would not have been possible without the grant.

One retailer noted that “with this grant [they] were able to ... eliminate \$160 monthly fees associated with hosting [their] online store/website [and] create a website that [staff] will be able to manage without always requiring paid IT staff to make changes, etc.” They note that their outcomes would have been possible but at a later date without the grant funding, and that “would have compounded [existing issues] and resulted in reduced views [to their website]. The grant really forced [the owner] to deal with the problems right away”.

A fitness industry business owner said that they “are very happy with the outcome and [their online platform] is getting lots of attention...It was super helpful to get the extra funds to [invest in what was needed] to really make a big different to working online with [a virtual fitness studio].” They, “have wonderful feedback on my website and [they] look forward to seeing how it grows”.

8. B2B Voucher Grant Writing Support

In summer 2021, we launched a B2B Voucher: Grant Writing Support program to provide local businesses with financial support of up to \$1,000 per successful applicant to outsource administrative tasks related to completing COVID-19 recovery related grant applications on behalf of the business. The notion was that by providing funding to outsource what could be the applications for several Provincial and Federal grants, that this would reduce barriers that business owners may

face with time and money being of a concern, and by outsourcing to professionals, that there may be an increased likelihood of success. By the closing date of June 30th, there were zero applicants to this program, and we shifted our resources and attention to other pandemic response initiatives.

9. SMARTstart Entrepreneurship training rebate

The first cohort of Canmore’s SMARTstart Entrepreneurship training commenced in September 2020 and graduated in April 2021. The program is for Canmore based businesses in the first 3 years of operation or residents who have a business idea. The curriculum includes;



- Self-directed online small business skills training through GoForth,
- Group workshops, with local expert presenters covering topics such as marketing and branding, legal and insurance considerations, and effective networking techniques, and
- One-on-one mentoring from local business owners, matched according to participants experience and goals

15 participants commenced the program, 4 being existing businesses, and 11 were business ideas. The breakdown of industries was as follows;

Food & Beverage	5
Personal services	2
Tourism/Recreation	2
Retail	2
Professional services	1
Trades	1
Childcare	1
Tech	1

13 participants completed the program and were awarded a 50% rebate on their \$300 enrolment fee as part of the COVID response plan. Of these 13, the following breakdown show the status of their business/idea at completion date.

Idea on Hold	4
Idea in Development	4
Started a Business	1
Business Continues	3
Idea not being pursued	1

SUPPORT LOCAL



1. Support Local Canmore

In 2020 we entered into an agreement with Local Artist Robyn Mulligan for the use of her Support Local logo to support our Shop Local Campaign.

In partnership with BOWDA, Downtown Canmore BIA, and the Bow Valley Chamber of Commerce we worked to promote shop local initiatives. This social media campaign was contracted out to local marketing agency, Carmella Consulting. The Campaign ran during July and August and reached just shy of 12,000 people. The program featured local products and services.

2. Buy it in the Bow/Find More in Canmore

To continue the momentum of the Support Local movement, and to draw further attention to the community benefit and diversity of local independent businesses, the Town of Canmore Economic Development partnered with the Bow Valley Chamber of Commerce (BVCC) and BOWDA to deliver a renewed shop local marketing campaign.

The BVCC was awarded significant grant funding from the Alberta Chamber for the initiative, so they took lead on the project. This meant the scope of the campaign was for the entire Bow Valley, with the campaign message being 'Buy it in the Bow'.

The campaign featured three main elements:

1. A local business gift card competition,
 - a. Entrants signed an online pledge to support local
 - b. Entrants also had the opportunity to leave a 'Love letter' to a local business, which were then used in campaign collateral
2. 'Find More in Canmore' shop local bingo contest,
 - a. A bingo card featuring various ways to support local was advertised in RMO, as well as online
 - b. If entrants completed 5 of the activities in one row, they could enter in the grand prize draw
3. Business Feature series, including social media posts, and professionally produced videos.

The element of the campaign which saw the most involvement from the local business community was the Business Feature series, which told the stories of the people behind some of the Bow Valley's local independent businesses. A call for participants was launched, with scope for 10 businesses to be selected. A total of 23 applications were received to participate in this



part of the program. For the Chamber’s YouTube Channel and to view the video features, you can go to: <https://www.youtube.com/channel/UcTYuRxu55T75srdZFhfpjww/featured>

Industry	Applicants
Trades	2
Business/Professional Services	7
Food and Beverage Manufacturing	4
Personal Care Service	2
Fitness/Recreation/Wellness	1
Hospitality/Food Services	1
Retail Trade	4

Corporate Structure	Applicants
Corporation	18
Sole Proprietor, or Partnership	5

The campaign was a resounding success, reaching a large audience and positively impacting the local business community. The social media campaign reached over 17,500 people. Between entries in the Bingo competition, online pledge, and love letters, the campaign saw 229 direct engagements.

Thanks to the Alberta Chamber of Commerce grant funding, the campaign employed the services of several local professionals. All prizes and gift cards for the campaign were purchased from local businesses. Beyond the campaign’s end, the ongoing mindset of supporting local will continue to keep more money circulating in our local economy.



3. Banner Projects



Image: Crag & Canyon

As part of the shop local programming the Downtown Banners received a facelift to bring pageantry and vibrancy into the downtown without increasing human interaction during COVID-19. The additional benefit of the program was to create sector specific support for one of the hardest hit industries in arts through a micro-call for public art.

The program was further enhanced through the Tip20 Program to include an active transportation focus. The banner costs were split between the two program areas.

A total of 20 submissions were received by local artists. The Public Art committee narrowed it down to two designs per location for the community to vote on, on the town’s online engagement site (mycanmore.ca).

The website generated 1.7 thousand views and 511 people voted to select the final two designs.

4. Building Neighbourhoods Builds Community 1.0



During these uncertain times, the arts can help us feel connected to community and all of humanity.

The Building Neighbourhoods Builds Community art project was intended to provide work for artists, encourage social cohesion, neighbourhood, and community connections, and promote healing. Funded through the Town of Canmore Economic Recovery Fund, the Building Neighbourhoods Project paired nine artists with nine communities to create and build together. The overall budget for the project was \$35,000. From tributes to Marvin

the Elk to poppies being painted on the Legion, a temporary mosaic of painted rocks to a pop-up gallery featuring portraits of “evolved” Canmorites, and sculpture to banners and curbside museums – ideas as diverse as the communities they represented.

Approximately 225 community members took part in the project.

The projects received media coverage in the Rocky Mountain Outlook and Crag and Canyon, on social media platforms such as Facebook, Instagram and Vimeo, on Mountain FM, CBC Calgary Eyeopener and Flip City Films.

*“I loved that the project really involved the community’s creative voice and ideas in ideation sessions, allowing for unique projects. It was also lovely to have meetings with all the artists to check in on one another and offer advice; it was great to get to know others in the creative community as a newcomer here”
participating artist*

The projects offered skill-building opportunities within the community, new relationships were created, the project generated future work for many of the participating artists as most of the artists had little to no public art experience. This project offered a skill-building opportunity for emerging artists, as well as experience, funding, and exposure.

67% of participating artist generated additional work as a result of their participation in the program. For 1/3 of participating artists, it was their first-time being part of a public art project. As a result of the success of this program, a separate capital project was brought forward and executed in 2021.

5. Support Local: We're Open for Business List

With the new restrictions imposed in December, a public list was created of businesses that have remained open in some capacity; acting as a one-stop shop for community members who are seeking local goods and services.

The list was updated on a weekly basis, featuring over 115 businesses, based on information gathered from a survey that has been distributed widely via the Town of Canmore Facebook page, Economic Development newsletter, Business Registry, and community partners including but not limited to BIA, BOWDA, TCK, and BVCC.



In late 2020 we transitioned to an Open for Business webpage. With the use of a digital form businesses could register to be included and send updates to their operating hours. This site was updated on a weekly basis. Over 200+ businesses created a profile, and it generated 6,600 hits over the duration of its operation.

ONGOING SUPPORTS

1. Digital Services Squad (DSS)

The DSS is part of the Digital Economy Program (DEP). The DEP is designed to help small business expand online. This free program is funded by the Government of Alberta in conjunction with Business Link and Digital Main Street. The program is delivered by Community Futures Centre West in partnership with local municipalities - City of Airdrie, Town of Canmore, Town of Cochrane, Town of Crossfield, Kananaskis Improvement District and Rocky View County.

We were successful in obtaining grant funding to deliver this program starting in 2022 to March of 2023. The DSS will assist small businesses with free 1-on-1 support in improving their digital presence. This can be done by developing a digital strategy, Google My Business, social media marketing strategy and process training, POS solutions, creating a customer database etc. The program will offer 6-12 hours of digital support to businesses who register for this program.

The regional program partners contributed to the administrative costs of delivering the program managed by our local Community Futures office and are the local contact on the ground for the DSS squad and businesses.

www.mydigitalbusiness.ca

2. Mentorship Program

We partnered with the BVCC on the delivery of a Peer-to-Peer mentorship program funded for the most part through the Business Response plan. The program launched in January 2022 and will run for the year with a break during the summer. The 10 sessions will be held the first Wednesday of every month and, when permitted, held in person. Due to COVID-19 restrictions, January's session was moved online.

The BVCC retained business consultant Brad Gaulin, P.Eng., MBA of CEvO Solutions Inc. to facilitate the mentorship program.

The program had 17 applicants and 15 were admitted into the mentorship program. Those declined were not bow valley-based businesses.



Council Updates

DATE OF MEETING:

February 15, 2022

Agenda #: E-1

1. Mayor Krausert

a) Biosphere Institute

- Attended a January 17 Board meeting. Gareth Thomson has hit the ground running as the new Executive Director with lots of good energy and collaboration with the staff.
- An iterative strategic planning process with the Board and staff will take place over a series of meetings this Spring.

b) Tourism Canmore Kananaskis

- Attended a January 20 Board meeting. Hiring of additional staff, especially a new Communications Manager is underway.
- I defer to the presentation provided to the Committee of the Whole at today's meeting.

c) Rocky Mountain Heritage Foundation

- A facilitated governance/strategic planning process will be held this Spring (dates still to be determined).

d) Emergency Management Committee

- Councillor Mah and I attended a January 27 meeting with Sally Caudill, GM of Municipal Services; Caitlin Miller, Manager of Protective Services; and Greg Burt, Supervisor of Bylaw Services. We received a full debrief of the emergency planning strategies, tools, and measures in place, and have agreed to meet on a quarterly basis going forward.
- I was impressed by the breadth and depth of plans in place, which are continuously being reviewed and updated as needed. It was agreed that additional effort will be made going forward to enhance communication with the community around emergency response preparedness and where to find information when needed.

e) Human Wildlife Conflict Roundtable

- Attended a February 3 meeting with all other stakeholders participating in the roundtable and technical working group (Town of Canmore; Town of Banff; Province of Alberta – MLA Rosin's office, Environment and Parks, Fish and Wildlife, Land Division; Banff National Park). The meeting acted as a "re-boot" to activities for the roundtable, which had been interrupted by Covid.
- With a plan having been created previously, the work of the roundtable and working group now transitions to ongoing implementation. The working group will be meeting twice annually, and will report back to the roundtable annually, including recommendations that may need considering at the governance level.

f) Town of Canmore – MD of Bighorn Intermunicipal Committee

- Attended a January 14 committee meeting, the first of this new term.
- It was a very positive and collaborative meeting, which saw recommendations created for the respective Councils to renew the Business Registry agreement and to extend the Fire Services agreement by 6 months (to allow a new Canmore CAO to be in place to be involved in negotiating the terms of an agreement renewal).
- The MD has expressed interest in parking passes paid for by MD residents with respect to upcoming paid parking in downtown Canmore. When the request is received by Canmore Administration, it will be assessed and a recommendation be made to Council if required.

g) Advocacy on Behalf of the Town of Canmore

- Prime Minister Trudeau’s office has confirmed receipt of Canmore’s letter with respect to retroactive RCMP pay, which has now been provided to the Treasury Department (see Correspondence).
- Minister McIver, Municipal Affairs, has acknowledged the meeting with Canmore, Banff, and Jasper, and has invited further communication (see Correspondence).
- RCMP Chief of Alberta Operations (K-Division) has acknowledged our meeting during the Alberta Municipalities convention and is looking into providing the additional training Council advocated for on behalf of the local detachment (see Correspondence).
- The municipalities of Calgary, Cochrane, Canmore, and Banff sent a letter to Premier Kenney, and all local MLAs, with respect to supporting mass transit initiatives, and the need to work together on the Calgary-Banff Passenger Rail Project if it is approved by the Province (see Correspondence).
- A letter has been sent to Minister Horner regarding the Mountain Pine Beetle program needing adjusting with respect to timing of funding in order to better facilitate this work by the Town of Canmore (see Correspondence).
- Communication continues with MLA Rosin with respect to the Province providing additional rapid tests and vaccinations in the Town of Canmore.

h) Events

- On January 13, I provided the Mayor’s Annual Community Report to BOWDA, the recording of which is now on the Town of Canmore website under “Projects”.
- On February 2, I provided the Mayor’s Annual Community Report to the Rotary Club of Canmore.

i) Miscellaneous

- January 14 – attended AHS 101 Session that provided an overview of the healthcare system in Alberta as a whole and the Calgary region specifically.
- January 26 – attended a call with MLA Ceci along with Councillors McCallum, Mah, and Graham, as he was seeking information about the needs within Canmore.
- January 26 and 27 – the first round of CAO interviews took place. Of 97 applications received, after detailed review and dozens of telephone interviews the recruiter boiled it down to 9 applications that were recommended for an interview with Council, of which

Council decided to proceed with 7 interviews in the first round. Of those applicants, 3 have been invited back for a second round to be held on February 10 (after this report has been submitted).

- Council and senior Administration participated in Council Strategic Planning sessions on February 7 & 8.

2. Councillor Foubert

a) Canmore Planning Commission

- Training session completed Jan. 24.

b) Canmore Museum

- Work on a Canmore Museum's digital strategy is progressing with the completion of a request for proposal process in January for a digital walking tour. Funding for the walking tour comes from the Calgary Foundation and it is a three-year project.

c) Bow Valley Regional Transit Commission

- January board meeting cancelled.

d) Canmore Community Housing

- I defer to Coun. Hilstad's update.

e) Southern Alberta Energy to Waste Association

- A project update memo was provided to members (attached to my report).

3. Councillor Graham

- No report this month

4. Councillor Hilstad
 a) Canmore Community Housing:

CCH OPERATIONS REPORT														
January 2022														
	Matching Down Deposit Program (MDDP)		Accessory Dwelling Grant Program (ADGP)		OWN Program		RENT Program							
Wait List:	13	no change from last month	0	no change from last month	102	+2 over last month	47		no change from last month					
Applications YTD:	0		0		0	no change from last month -2 from STLY	8		+8 over last month -1 from STLY					
Number of Applicants: Funding Presently Committed	5		0											
Funds Advanced to Date / Total Allocated to Program	\$92,053	\$360,000	\$60,000	\$100,000										
Applications Received/Processed 2021:	8		2		59		106							
Inquiries YTD:	0	no change from last month -1 from STLY	0	no change from last month -1 from STLY	7	+7 over last month +5 over STLY	4		+4 over last month -8 from STLY					
Inquiries 2021:	10 Total		3 Total		152 Total		148 Total							
Current Occupancy:							100%	Hector	100%	McArthur	93%	Wolf Willow	100%	NLCC
Total Vital Home Units:					144	1 unit F58CCH-Sold 1 Unit F58CCH-C/S	60		48		12		1	
Turnover YTD:					1%	1	0%	0	0%	0	0%	0	0%	0
Turnover 2021:					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 January 31, 2022 ↑														

In January CCH office staff have continued to work from home and the office. CCH staff continue to keep up with daily, weekly, and monthly responsibilities.

Ownership:

- CCH had one sale in January, this unit was previously in the Rent portfolio and has now been transferred to the Own portfolio, bringing our total Ownership units in the portfolio to 144.
- The Ownership Information Session was held on January 5th, 7 households attended, via Zoom.
- CCH had one unit listed for sale in January. Conditions to this sale were removed in late January and possession is set for March 1, 2022

Rental:

- We had no units turn over in January
- CCH is at 100% Occupancy for both The Hector and McArthur Place

Accessory Dwelling Grant Program:

- This program has rolled over into the new year and has \$100,000 worth of funding that can be accessed by eligible households.

Matching Down Deposit Program:

- We currently have five (5) households that have a total of \$125,000 in funding committed (max \$25,000 per household). These five households are set to utilize this money to help them to acquire a home at Ravens Ridge.
- There is a total of \$360,000 available for funding in this program this year.

b) Heliport Monitoring Committee:

- Nothing new to report.

c) Community Grants Selection Committee:

- Nothing new to report.

5. Councillor Mah

a) Bow Valley Waste Management Commission

- The commission has appointed Enns & Company to audit our 2021 financial statements. They have done this audit in multiple years prior.
- Under advisement of our ATB financial advisor, surplus funds are being conservatively invested into various bonds and GIC's to maintain the bond ladder.

b) EARC: Environmental Advisory & Review Committee

- TOC's Amy Fournier (who has done an admirable job covering for Lori Rissling-Wynn) hands things over to the new permanent admin representative: Caitlin Van Gaal. Ms. Van Gaal joins us from the city of Spruce Grove with 10 years of experience. She has a Masters of Environmental and Sustainability and has worked as a consultant, as well as FCM: Federation of Canadian Municipalities. Her subject matter experience is in climate change, waste, water environmental liabilities and community outreach.
- Board meeting on Feb 7th, 2022, covered topics: EIS policy change request, and marketing campaign for living with wildlife. Both topics are flagged for further discussion and EARC is highly motivated to continue to provide review of future EIS's.

c) BIA: Business Improvement Area

- BIA is still looking for a replacement for their current executive director, Beth Vandervoot.
- I attended a presentation with TOC's Andy Esarte and Adam Robertson on the parking roll-out and provided preliminary feedback.
- Town admin presented to the BIA Board the proposed paid parking implementation for 2022. BIA has concerns about how paid parking funds will be distributed, etc. and have not submitted a formal response yet.
- BIA continues to flag the issue of public washrooms in the downtown core.

d) Emergency Management Committee

- Met with Mayor Krausert, Greg Burt (Supervisor of Bylaw Services), Sally Caudill (GM of Municipal Services) for our initial meeting on Thursday Jan 27th, 2022.
- Was introduced to Caitlin Miller, TOC's new Protective Services Manager.
- Given overview presentation on our various emergency plans
- There is keen interest amongst the group and we will be upping the number of times we meet from once a year to several.

e) Meeting with Joe Ceci, NDP Critic for Municipal Affairs

- Along with Mayor Krausert, Councillor McCallum, Councillor Graham and I had a zoom meeting with Joe Ceci and his aide, Ben Jackson
- Various issues were raised concerning Canmore's challenges with budgeting, affordability and taxation.
- The challenge of providing additional infrastructure to respond to tourism loads was highlighted. One example is our upcoming Pumphouse #2 Upgrade which Joe Ceci and Ben Jackson requested further information on
- Admin and Mayor Krausert have provided further background into on this extensive capital project.

f) Additional Items:

- Heard from a constituent over their concerns regarding a Bed & Breakfast in the neighbourhood being run more like a tourist home. Have connected the citizen with town admin. There may be some “grey area” or loophole occurring through this Bed & Breakfast operation that may need to be addressed.

6. Councillor Marra

a) Assessment Review Board

- No reviews (No report)

b) Bow Valley Regional Housing

- The budget development processes are underway.
- The development of the 2022 Lodge Operating Program and Capital/Special Projects
- Budgets continue 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 administration and the departments

Attached are the December and January monthly bulletins.

c) Bow Valley Waste Management Commission

- Nothing new to report.

d) Canmore Library

- Policy reviews were conducted, and a verbal update and preparation of financials for the upcoming annual audit.

e) Inter-municipal Committee- Town of Canmore and MD of Bighorn

- I defer to Mayor Krausert, as I was unable to attend the January meeting.

f) SAEWA-Southern Alberta Energy from Waste Association

- As the alternate member for Council, I defer to Councillor Foubert

g) SDAB-Subdivision & Development Appeal Board

- Nothing new to report.

7. Councillor McCallum

a) Bow Valley Regional Housing

- I defer to Councillor Marra’s report

b) Bow Valley Regional Transit Services Commission

- There wasn’t a meeting held in January as there was no new business to discuss

c) **SDAB**

- No new business to report

d) **Assessment Review Board**

- No new business to report

e) **AUMA Safe and Healthy Communities Committee**

- The first meeting of the Committee is February 10th which I will not be able to attend due to CAO interviews



PROJECT UPDATE - MEMO

SAEWA Update to Members

The Southern Alberta Energy from Waste Association (SAEWA) is a coalition of waste management jurisdictions with an interest in implementing technologies to recover energy from residual waste and reduce long-term reliance on landfill disposal. With membership of 51 municipalities, encompassing 4 waste authorities and waste commissions, SAEWA represents a significant portion of the population of Southern Alberta outside of the 3 large urban municipalities.

SAEWA is reaching out to its members to provide an update to the project developments to ensure our members are directly informed of our path forward as we recognize that we have just gone through elections 2021 and as a result have new board / councils representatives that we want to ensure are well informed of the project developments then, now, ahead.

BACKGROUND

SAEWA to this point has completed \$2.3 million dollars of engineering that has been funded entirely through provincial and federal grants which has created extensive stop starts in the progress of this project. Taking into consideration the [Durham / York Covanta EFW Facility](#) with private funding it took 10 years for them to develop and commission the facility. SAEWA as you know has managed through grant funding to complete required feasibility, business planning and engineering well within the seven-year period between 2013 – 2021 to have now completed the Request for Expression of Interest process receiving three EOI's.

In review of the recent project advancements October 2021 in completion of the Request for Expression of Interest the process provided a result of three (3) world class Expression of Interest submissions now received from Energy-from-Waste Technology consortium in interest of developing the 300,000 tonne Energy-from-Waste Facility.

- 1) Covanta Energy – [link here](#)
- 2) SUEZ Canada (has announced merger with VEOLIA effective January 2022) – [link here](#)
- 3) Hitachi Zosen Inova ACCIONA – [link here](#)

PROJECT TODAY

The current status of the EOI review process is awaiting the funding outcome from the Alberta Community Partnership (ACP) Fund application which was submitted January 5, 2022. SAEWA plans to move the project forward through the ACP Fund based on the decision of the Board to move forward on the review at time of the funding notification.

The review of the three EOI submissions will involve organization of the Review Steering Committee, signing of NDA / NC Agreements, participation in a screening review workshop to be facilitated by HDR (lead engineering firm), as well a minimum 6-week review and scoring process to be undertaken in evaluation of the consortium submissions. This process will follow a confidential and extensive screening process along with the support of HDR where upon completion of the review the Steering Committee will present the Board with their recommendations as well a report including the documented evaluation process for further scrutiny and acceptance by the Board. SAEWA anticipates this process to begin April 2, 2022 and to be completed August 26, 2022.

NEXT STEPS

SAEWA next steps will involve administrative coordination in confirmation of waste volumes and transportation fees to ensure that the data produced through the Waste Analysis and Transportation Study are up to date. This will run in conjunction with the consortium interviews to be scheduled for Fall – Winter 2022.

SAEWA will then determine the requirement for establishing a Memorandum of Understanding for the commitment of waste volumes to move forward in procurement of the EFW Facility. We expect this process to be scheduled over 2023.

LOOKING BACK AT OUR PROGRESS – (2012 – 2022)

2012 – SAEWA established as a non-profit Society

2013 – SAEWA received first form of funding as a non-profit through the Regional Collaboration Program Fund (RCP) in the amount of \$400,000 to fund the feasibility planning along with priority project engineering documents including:

1. Project Feasibility
2. Project Planning Document
3. Procurement Plan
4. Communication Plan

2014 Brownlee commissioned to develop Governance Model (funded through RCP)

2014 – 2015 Waste Stream Characterization Study and GHG Lifecycle Analysis including the completion of the Pembina Institute 3rd Party Review of GHG's (funded through Green Municipal Program)

2015 – Detailed Business Plan along with extensive other outcomes completed through the Regional Collaboration Program Fund (provincial) and Green Municipal Fund (federal) funding

1. Brownlee completed Governance Model approved and accepted by the Board
2. HDR completed Executive Business Plan
3. SAEWA filed as a corporate entity to reserve status until such time required
4. Brownlee commissioned to engage members with MOU
5. SAEWA made application to P3 Canada – approved then curtailed as P3 dissolved through 2015 election of new government

2016 – 2017 Transportation Study (U of A) funded by ACP

2018 - 2019 – Site Screening and Site Selection funded by ACP grant

2020 – Economic Development Review completed as funded by CARES Program

2021 (fall to winter) – Request for Expression of Interest and (3) EOI submissions received and funded by operational funds carried over 2020

For additional information please contact:

Chair, Tom Grant @ C. 403-485-0032 or tgrant@townofvulcan.ca

Vice Chair / Project Lead, Paul Ryan @ C.403-609-7465 or paulryan@shaw.ca

Executive Director, Sherry Poole @ C. 403-563-5759 or sherry@saewa.ca

Or contact us at: www.saewa.ca

2022 CCH Goals and Strategies – January 2022

Strategy/Objective: Complete Ravens Ridge development

Complete development of ten (10) VHP homeownership units in Peaks Landing with move-ins scheduled to be complete by April 2022.

- *All ten units are sold;*
- *9/10 units were sold to couple, couple family, or single parent family Vital Homes homeownership waitlist applicants, with the highest waitlist applicant in this group being #98. The last unit was sold to a single Vital Homes homeownership waitlist applicant (#35);*
- *CCH is now projecting possession dates of late April 2022; however purchasers have not yet received their official notice of possession date.*

Strategy/Objective: Review VHP program criteria

Review both the Homeownership and Rental program criteria by Q2 2022. Review the Matching Down Deposit Program (MDDP) and Accessory Dwelling Grant Program (ADGP) in Q4 2022.

- *Work associated with this Strategy/Goal has yet to begin.*

Strategy/Objective: CCH Housing Action Plan

Evaluate impact of purpose built rental buildings on Town of Canmore market rates by Q4 2022. Identify key stakeholders and create a terms of reference for the CCH Housing Action Plan through Q3 and Q4 of 2022.

- *Work associated with this Strategy/Goal has yet to begin.*

Strategy/Objective: Palliser Lands Master Planning

Engage stakeholders adjacent to the CCH held Palliser Lands and seek their participation in a Master Planning process for the subject lands, by Q4 2022. The process of creating and approving the Master Plan is anticipated to be an eighteen (18) plus month process, anticipated to be completed in 2024.

- *Work associated with this Strategy/Goal has yet to begin.*

Strategy/Objective: Wolf Willow Condominium

Continue gradually disposing of the remaining rental units held by CCH (13) into the VHP homeownership program through 2022. It is anticipated that up to 5 sales will occur in 2022 and the balance over 2023 and 2024.

- *As at January 1, 2022 there were 13 units at Wolf Willow that CCH held in its rental inventory. (There is also one (1) lease to own unit whose owner has yet to purchase their unit (CCH has provided the individual a deadline date to proceed). If the latter does not purchase the unit it will convert into CCH's rental portfolio.)*
- *One (1) Wolf willow unit sold and closed January 28, 2022. A second unit has sold with conditions waived and is scheduled to close March 1, 2022.*

Strategy/Objective: Investigate social media options

Investigate options for third party oversight in managing CCH social media by Q1 2022.

- *CCH created a Board subcommittee (February) to begin this process.*

Strategy/Objective: Matching Down Deposit Program (MDDP) & Accessory Dwelling Grant Program (ADGP)

Both programs are three-year pilot programs initiated in 2020. The MDDP is applicable only to VHP owners and those on the VHP waitlist, the program will match an eligible applicants' down deposit dollar for dollar up to \$25,000 for the purchase of a market unit, restrictions apply and cumulatively \$150,000 is available in 2022. The ADGP is designed to assist eligible applicants with offsetting the costs of constructing a new accessory dwelling or legalizing an existing accessory dwelling. Grant funding of up to \$20,000 or 75% of development costs, whichever is less, is available, restrictions apply and cumulatively \$100,000 is available in 2022.

- *CCH's Board moved \$210,000 in uncommitted 2021 MDDP and ADGP funds into the 2022 MDDP funds available. There is now \$360,000 in 2022 MDDP available, and \$100,000 in 2022 ADGP funds available.*

Strategy/Objective: Determine future projects

Continue to monitor market need for homeownership and/or rental gaps and work with the ToC to identify where opportunities may exist, or gaps need to be filled, on an on-going basis.

- *Determine whether to develop or dispose of the TSMV lands held by Q3, and whether to take initiatives to increase the number of VHP rental units by Q4, 2022.*

Strategy/Objective: Partnership opportunities

Investigate opportunities to work in partnership with the private sector to create VHP housing opportunities for residents of Canmore.

- *Six (6) Vital Homes Program units are anticipated at Arnica (SCMV), per its Agreement with the Town of Canmore, those units not sold by SCMV to Vital Homes eligible purchasers associated with SCMV will be sold through the Vital Homes waitlist.*

Strategy/Objective: Maintain full capacity of existing VHP rental and homeownership program

Continue to provide on-going program services through 2022, which although not limited to, includes the following: receiving clients and responding to inquiries about CCH programs; processing CCH rental and homeownership applications; surveying CCH clients with respect to the services CCH is offering; general bookkeeping; administration of the VHP resale list and VHP sales; contract management of the property management agreement; monitoring website and social media activity; preparing Board packages and minutes; implementing Board/Shareholder policies/procedures as required.

- *Hector and McArthur Place had 0% vacancy in January 2022;*
- *One (1) Vital Homes unit sale closed January 28, 2022. There is also one (1) Vital Homes unit whose purchase conditions were waived in January and is scheduled to close March 1, 2022.*

Appendix A - Committee of Whole report

Note: Sales are recorded in the year the transaction closes

Last Updated: January 31 2022

Year	Vital Homes Homeownership Program		Total	Resales	New Inventory
	Resales	New Inventory			
2022	1		1	1WW	
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	<u>3</u>	<u>21</u>	<u>24</u>	3CR	17HB, 4CML
Total	<u>33</u>	<u>68</u>	<u>101</u>		
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

Monthly Bulletin

December 2021



NEWS, INITIATIVES AND EVENTS

COVID-19 – IMPORTANT UPDATE

The province remains under a State of Emergency as it continues to manage the risks faced by our healthcare system and vulnerable Albertans. We all have a role in keeping ourselves and others safe from Covid-19. The 4th wave has waned, but the Omicron variant will likely drive a fifth wave, which hopefully will see reduced severity. Effective September 16, 2021, unvaccinated people (except young children) are not permitted to have indoor social gatherings and there are numerous other restrictions in place.

As of December 10, there were approximately 4,000 active detected cases in Alberta, with cases very low in Banff (2), but higher in Canmore (39). Tragically more than 3,270 Albertans had died.

Alberta's vaccine rollout has surpassed 7.1M doses, with boosters available to certain persons. Alberta is vaccinating children between 5 and 11 years old. Those who are fully vaccinated are *much* less likely to develop severe disease.

There were outbreaks in about 10 supportive living facilities in Alberta, and the scale of these outbreaks continues to be much smaller than those before we had vaccines.

Designated Supportive Living Operations Planning

Senior management continues to work on the operating model in collaboration with Alberta Health Services and other relevant professionals ahead of operations following construction of Phase 2.

PROGRAM OCCUPANCY RATES

Bow River Lodge	87%
Cascade House	81%
Bow River Homes	100%
Mount Edith House	100%
Community Housing	100%
Rent Supplement	100%

SPECIAL PROJECTS

This is Home (Phase 2)

Meanwhile, construction of the designated supportive living facility continues. The picture shows the progress.

Schedule: Clark Builders continues to work with the province and Marshall Tittimore Architects on the design and construction planning of the 60 bed DSL4/D facility. Demolition of the old lodge is complete, having made way for the new building, while leaving the newer southeast wing in place for future use. That building, the southeast wing has been established as a stand-alone building now. Expect substantial completion in Q4 2021,

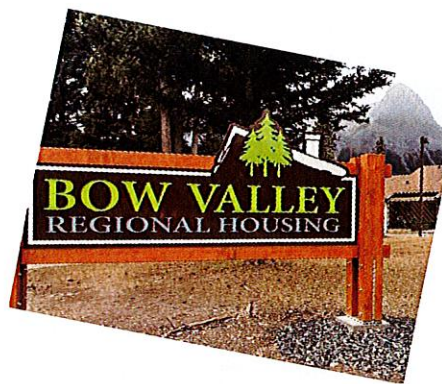


followed by commissioning in Q2 2022.

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) that 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 their regional HMB and is required to 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. HMB's 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 full 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 kilometres that has two towns and seven hamlets that contain approximately 25,000 people. Our five contributing municipalities are Kananaskis ID, MD of Bighorn, Town of Canmore, Town of Banff and Banff National Park ID9. The people of the region 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 a total of thirty-four separate buildings, twenty of which are stand-alone residential houses.

Our projects include:

- Seniors' lodges in Canmore and Banff that 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 that include a total of 62 one-bedroom apartments.
- Family housing residences in Canmore that include 38 townhouses and 20 houses.
- Rent Supplement Programs that currently provide financial assistance to approximately 35 households in the Bow Valley.
- Planning is underway for the conversion of a 15-suite lodge wing into independent seniors' self-contained housing for low-income seniors.
- Planning is underway for the re-profiling 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 employees, based 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

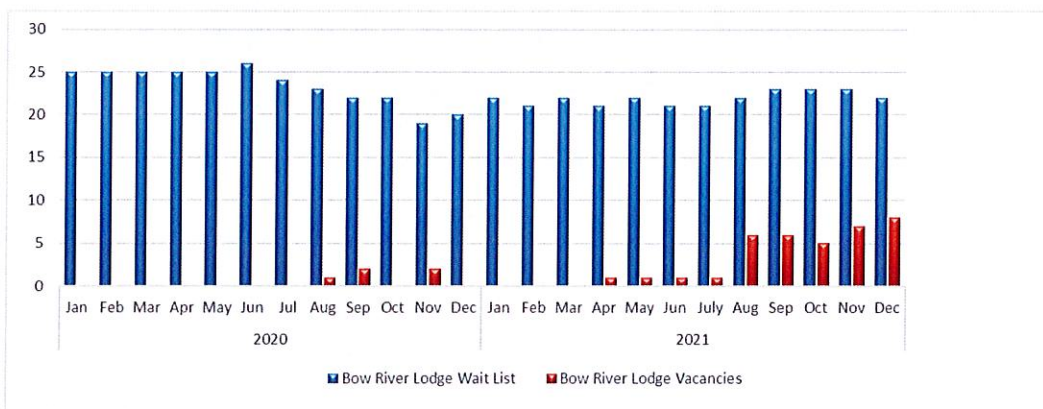
December 2021 Occupancy & Waitlist Report



Bow River Seniors Lodge in Canmore

Occupancy and waitlist as of December 10, 2021:

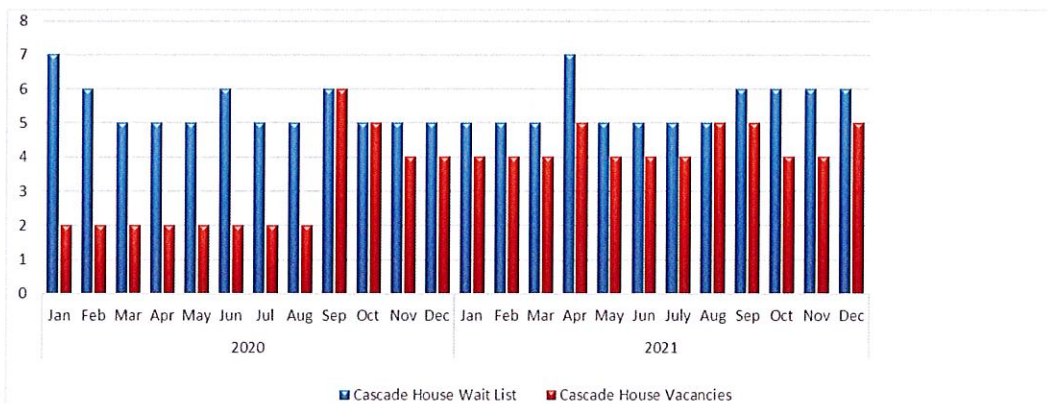
- The lodge has sixty-three residential suites.
- Of those suites, fifty-four are occupied or available for occupancy.
- The other suites are not available for occupancy. They are not captured in the chart below, but include:
 - Eight are being utilized as offices, storage, breakrooms, and amenity spaces.
 - One that is being rehabilitated
- 85% of the habitable suites are occupied or awarded pending move-in.
- Twenty-two candidate households are wait-listed, most of them are not yet ready to move in.



Cascade House (Seniors Lodge) in Banff

Occupancy and waitlist as of December 10, 2021:

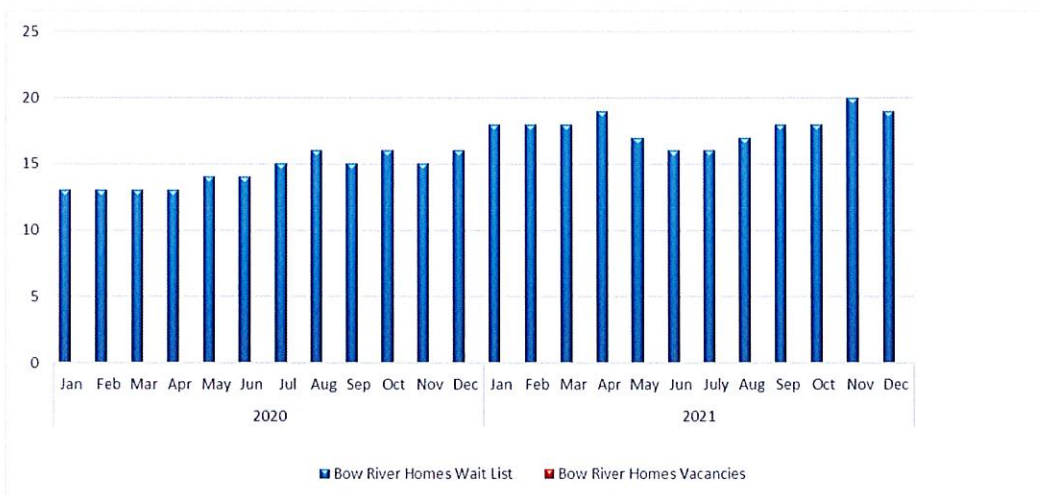
- The lodge has twenty-two residential suites.
- Of those suites, twenty-one are occupied or available for occupancy.
- The other suite is not available for occupancy. They are not captured in the chart below, but include:
 - One that is being rehabilitated.
- 76% of the habitable suites are occupied or awarded pending move-in.
- Six candidate households are wait-listed, all of them are not yet ready to move in.



Bow River Homes (Seniors Self-Contained) in Canmore

Occupancy and waitlist as of December 10, 2021:

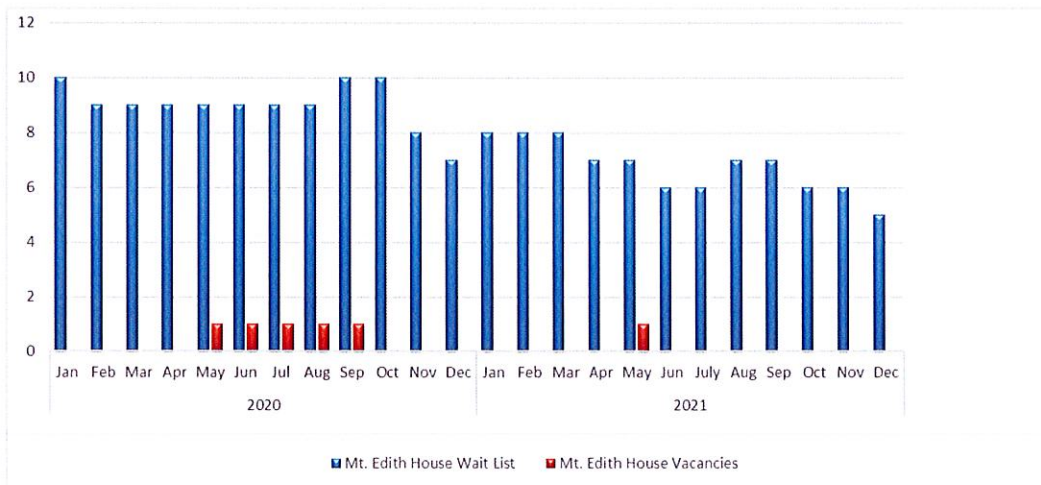
- The project has twenty-eight self-contained residential suites.
- 100% of the suites are occupied.
- Nineteen candidate households are wait-listed.



Mount Edith House (Seniors Self-Contained) in Banff

Occupancy and waitlist as of December 10, 2021:

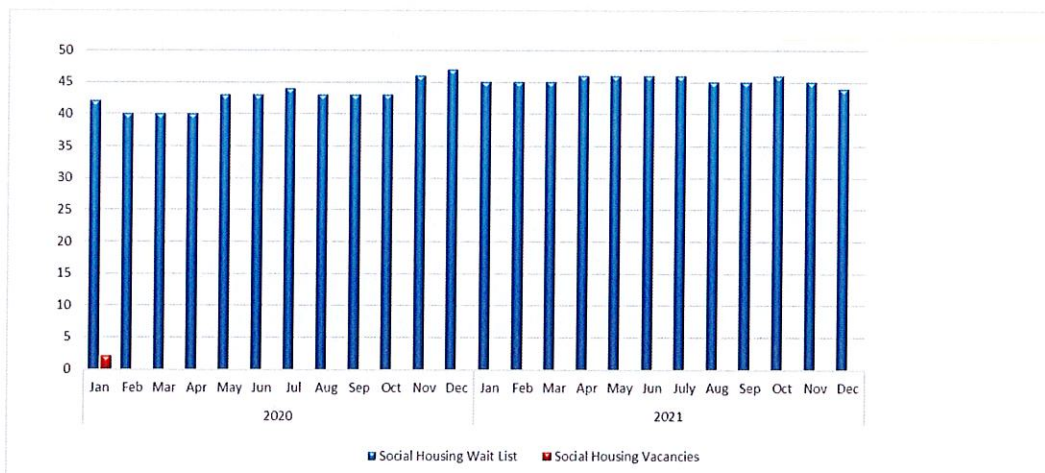
- The building has thirty-four self-contained residential suites.
- Of those thirty-four, thirty-three are occupied or available for occupancy.
- The other suites are not available for occupancy. They are not captured in the chart below, but include:
 - One that is being rehabilitated.
- 100% of the habitable suites are occupied.
- Five candidate households are wait-listed.



Community Housing Projects in Canmore

Occupancy and waitlist as of December 10, 2021:

- The portfolio has fifty-eight individual residential units.
- Of those fifty-eight, 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 or awarded pending move-in.
- Forty-four candidate households are wait-listed.



Rent Supplement (RS) Programs in the Bow Valley Region.

Occupancy and waitlist as of December 10, 2021:

- A monthly budget of \$21,083.34.
- Providing financial subsidies to thirty-six active client households.
- There are ten candidate households on the waitlist.
- The monthly subsidy totaled \$19,652, averaging \$546.00 per client household.
- Of our active RS client households:
 - 29 live in Canmore
 - 6 live in Banff
 - 1 live in Deadman's Flat

Overview of BVRH Programs



<p>A Housing Management Body</p>	<h2 style="margin: 0;">BOW VALLEY REGIONAL HOUSING</h2> <p style="font-size: small; margin: 0;">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>Seniors' Supportive Living <i>Supportive Housing & Hospitality Programming</i> 79 suites housing up to 85 people</p>	<p>Social Housing <i>Housing and Financial Assistance Programming</i> 120 residences and ~40 financial assistance designations, all told housing ~300 people</p>		
<p>Four Programs</p>	<p>Seniors' Lodges Level 2 supportive services and accommodation</p>	<p>Senior's Self-Contained Independent Seniors Housing 62 apartments</p>	<p>Community Housing Family Housing 58 residences</p>	<p>Rent Supplement* Financial assistance for renters supporting ~36 renting households</p>
<p>Ten Projects:</p> <ul style="list-style-type: none"> 26 properties 6 multi-tenant complexes 20 stand-alone houses ~36 supplement designations 	<p>Bow River Seniors' Lodge 63 suites In Canmore owned by ASHC</p>	<p>Bow River Homes 28 apartments In Canmore owned by ASHC</p>	<p>Woodlands Townhouses 30 townhouses In Canmore owned by ASHC</p>	<p>Direct to Tenant ~34 households In the region living In the local rental market</p>
	<p>Cascade House Seniors' Lodge 22 suites In Banff owned by BVRH</p>	<p>Mount Edith House 34 apartments In Banff owned by ASHC</p>	<p>Cougar Creek Townhouses 8 townhouses In Canmore owned by ASHC</p>	<p>Private Landlord 2 households In the region living In the local rental market</p>
	<p><i>"Our residents do not live in our workplace; we work in their homes..."</i></p>			<p>Larch Houses 15 houses In Canmore owned by ASHC</p> <p>Cougar Creek Houses 5 houses In Canmore owned by ASHC</p> <p style="font-size: x-small;">*Note that rent supplement clients do not live in BVRH nor ASHC residences; they find private rental accommodation in the region.</p>
<p>\$4.1 Million Operating Budget</p>	<p>Annual operating budget of approximately \$3,020,000 <small>Op deficits funded via Municipal requisition</small></p>	<p>Annual operating budget of approximately \$346,000 <small>Budget dictated and funded by Alberta Seniors and Housing</small></p>	<p>Annual operating budget of approximately \$429,000 <small>Budget dictated and funded by Alberta Seniors and Housing</small></p>	<p>Annual operating budget of approximately \$255,000 <small>Budget dictated and funded by Alberta Seniors and Housing</small></p>



Monthly Bulletin

January 2022

Happy New Year!

NEWS, INITIATIVES AND EVENTS

COVID-19

The province continues to deal with the risks faced by our healthcare system and the most vulnerable Albertans. We all still have a role in keeping ourselves and others safe from Covid-19. The tsunami-like 5th wave is showing early signs of peaking (perhaps plateauing) but is driving hospitalizations due to the sheer numbers of infections, despite being much less pathological.

As of January 12, there were approximately 63,000 active *detected* cases in Alberta, but the actual number of active cases in the province is estimated to be at least 10 times higher than the testing results indicate due to the cutbacks to the testing program. The Bow Valley region has approximately 500 detected cases, so we can assume it's closer to 5,000. The very good news is that the Omicron variant is much less likely to cause severe illness, particularly among the vaccinated, and it is displacing the other, more deadly variants. Tragically more than 3,370 Albertans had died.

Alberta's vaccine rollout has surpassed 8M doses, including approximately 1M boosters administered. Those who are fully vaccinated are *much* less likely to develop severe disease.

There were outbreaks in about 10 supportive living facilities in Alberta last month, today that number is closer to 110 (out of 150 lodges). The scale of these outbreaks continues to be much smaller than those before we had vaccines.

Planning - Budgets

Lodge operating, reserve and capital budget development continues. Alberta Seniors and Housing have provided us with our 2022 Social Housing operating budgets, which include some cost increases considering inflation, as well as an increase to our Rent Supplement



Program of approximately 7%. Furthermore, the department has acknowledged an average vacancy in seniors' lodges of approximately 20%, reflecting some of the operational impacts the pandemic is having on these programs.

Designated Supportive Living Operations Planning

Senior management continues to work on the operating model in collaboration with Alberta Health Services and other relevant professionals ahead of operations following construction of Phase 2.

PROGRAM OCCUPANCY RATES

Bow River Lodge	89%
Cascade House	75%
Bow River Homes	100%
Mount Edith House	100%
Community Housing	100%
Rent Supplement	100%

SPECIAL PROJECTS

This is Home (Phase 2)

Meanwhile, construction of the designated supportive living facility continues. The picture shows the progress.

Schedule: Clark Builders continues to work with the province and Marshall Tittimore Architects on the design and construction planning of the 60 bed DSL4/D facility. Demolition of the old lodge is complete, having made way for the new building, while leaving the newer southeast wing in place for future use. That building, the southeast wing has been established as a stand-alone building now. Expect substantial completion in Q1 2022, followed by commissioning in Q2-3 2022.

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 Albertan's 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 prevents 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 kilometres.

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.

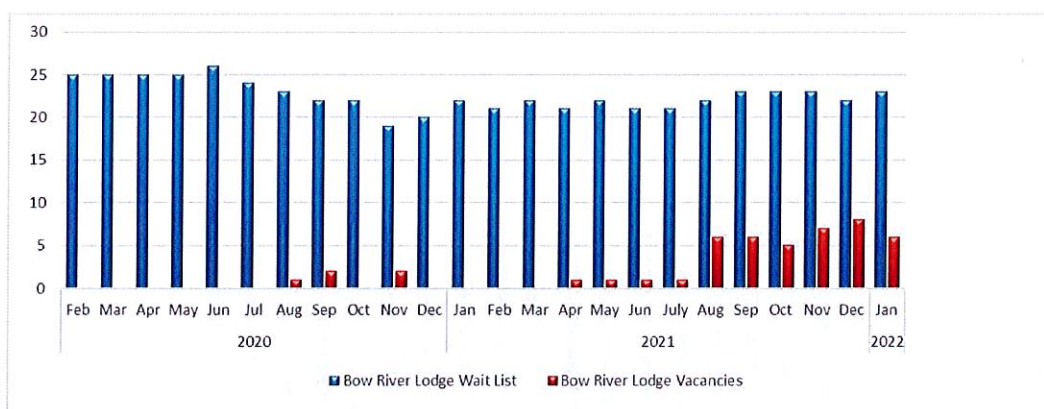


January 2022 Occupancy & Waitlist Report

Bow River Seniors Lodge in Canmore

Occupancy and waitlist as of January 13, 2022:

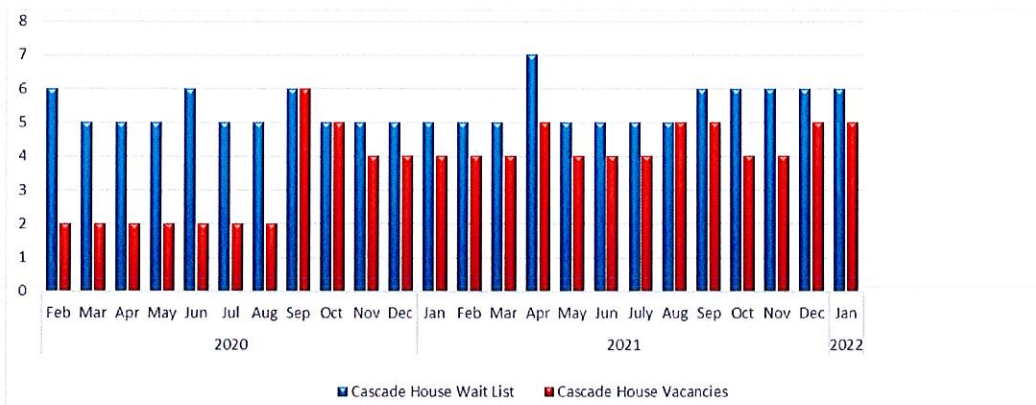
- The lodge has sixty-three residential suites.
- Of those suites, fifty-three are occupied or available for occupancy.
- The other suites are not available for occupancy. They are not captured in the chart below, but include:
 - Ten are being utilized as offices, storage, breakrooms, and amenity spaces.
- 89% of the habitable suites are occupied or awarded pending move-in.
- Twenty-three candidate households are wait-listed, most of them are not yet ready to move in.



Cascade House (Seniors Lodge) in Banff

Occupancy and waitlist as of January 13, 2022:

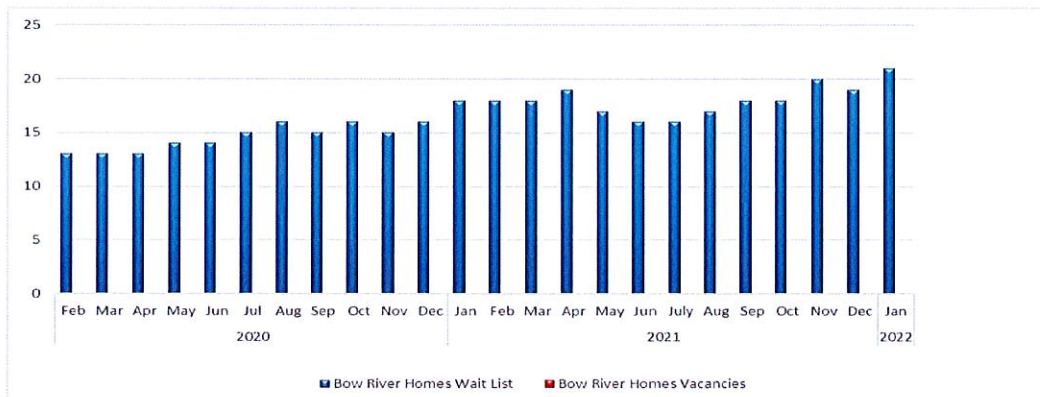
- The lodge has twenty-two residential suites.
- Of those suites, twenty are occupied or available for occupancy.
- The other suite is not available for occupancy. They are not captured in the chart below, but include:
 - Two are being rehabilitated.
- 75% of the habitable suites are occupied or awarded pending move-in.
- Six candidate households are wait-listed, all of them are not yet ready to move in.



Bow River Homes (Seniors Self-Contained) in Canmore

Occupancy and waitlist as of January 13, 2022:

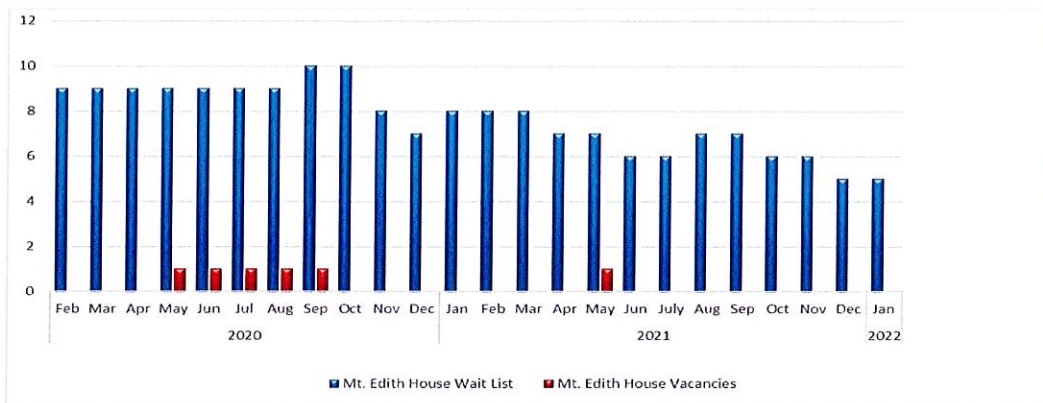
- The project has twenty-eight self-contained residential suites.
- 100% of the suites are occupied.
- Twenty-one candidate households are wait-listed.



Mount Edith House (Seniors Self-Contained) in Banff

Occupancy and waitlist as of January 13, 2022:

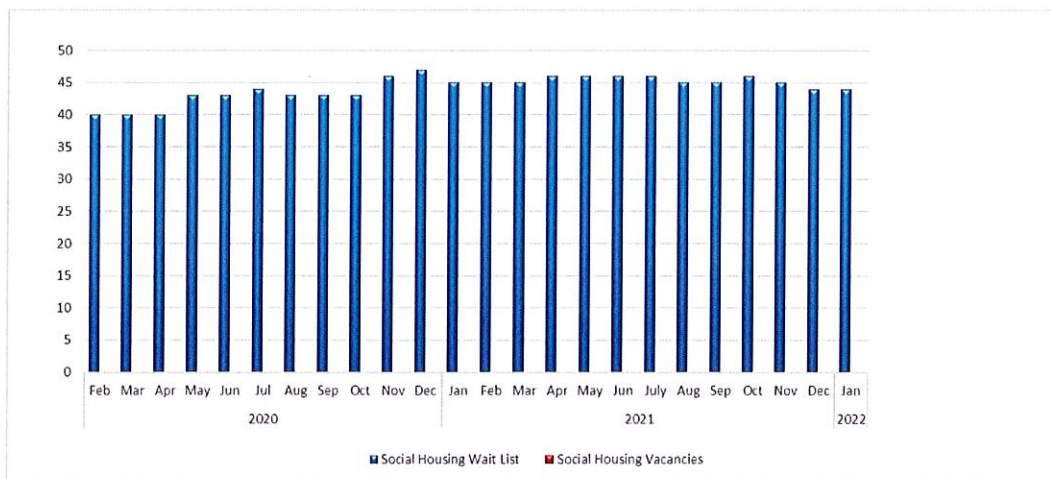
- The building has thirty-four self-contained residential suites.
- Of those thirty-four, thirty-three is occupied or available for occupancy.
- The other suites are not available for occupancy. They are not captured in the chart below, but include:
 - One that is being rehabilitated.
- 100% of the habitable suites are occupied.
- Five candidate households are wait-listed.



Community Housing Projects in Canmore

Occupancy and waitlist as of January 13, 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 or awarded pending move-in.
- Forty-four candidate households are wait-listed.



Rent Supplement (RS) Programs in the Bow Valley Region.

Occupancy and waitlist as of January 13, 2022:

- A monthly budget of \$22,750.00.
- Providing financial subsidies to thirty-eight active client households.
- There are ten candidate households on the waitlist.

- The monthly subsidy totalled \$22,030, averaging \$549.00 per client household.
- Of our active RS client households:
 - 30 live in Canmore
 - 7 live in Banff
 - 1 live in Deadman's Flat



Regular Board Meeting Minutes
Friday, December 17, 2021, 9:00 a.m.
Online Via Zoom

ONLINE: Lisa Rosvold (Chair), Karen Marra (Vice-Chair), Joanna McCallum, Barb Pelham, Erum Afsar, and Davina Bernard

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

REGRETS: Chip Olver

1. **CALL TO ORDER**

Vice-Chairperson K. Marra called the meeting to order at 9:05 a.m.

2. **ADOPTION OF AGENDA**

Motion 21-083: K. Marra to approve the agenda. Carried unanimously.

3. **APPROVAL OF MINUTES**

a. **Regular Meeting of the Board:**

Motion 21-084: B. Pelham to approve the minutes of December 3, 2021, regular meeting of the board as presented. Carried unanimously.

4. **CAO REPORT**

- a. **This is Home Redevelopment:** verbal report provided and discussed.
- b. **COVID-19 Pandemic Response:** verbal report provided and discussed.
- c. **2022 BVRH Lodge Program Budget Development:** report provided and discussed.

5. **NEW BUSINESS**

- a. **2021 BVRH Client Satisfaction Report:** report presented and discussed.
Motion 21-085: E. Afsar to accept the report as information. Carried unanimously.
- b. **2021 BVRH Employee Satisfaction Report:** report presented and discussed.
Motion 21-086: D. Bernard to accept the report as information. Carried unanimously.

6. **CORRESPONDENCE AND INFORMATION**

- a. **December 2021 BVRH Bulletin:** presented and reviewed.
Motion 21-087: J. McCallum to accept the report as information. Carried unanimously.
- b. **December 2021 Occupancy and Waitlist Report:** presented and reviewed
Motion 21-088: J. McCallum to accept the report as information. Carried unanimously.

7. **DATE AND LOCATION OF NEXT MEETING(S)**

- a. **January regular meeting:**
January 20, 2022, starting at 9:00 a.m., online via zoom.

8. **ADJOURNMENT**

Motion 21-089: E. Afsar that the meeting adjourn at 9:55 a.m. Carried unanimously.



Lisa Rosvold, Chairperson



Ian Wilson, CAO

MINUTES PREPARED BY: Jennifer Comighod, Housing Manager



Administrative Update

DATE OF MEETING:

February 15, 2022

Agenda #: F-1

A. CAO's Office

1. CAO

- a) Council and senior administration participated in a 2-day facilitated strategic planning session on February 7th and 8th.
- b) The province recently released their affordable housing strategy titled "[Stronger Foundations: Alberta's 10-year strategy to improve and expand affordable housing](#)". Administration will be reviewing this document to learn more about how municipalities will be involved as the strategy unfolds.
- c) The Town of Canmore received correspondence and an invoice from Alberta Justice & Solicitor General related to Biology Casework Analysis Agreement (BCAA) expenses (see related documents in Correspondence section of this agenda). The invoice is for expenses incurred by the Canmore RCMP detachment for DNA analysis related to crime investigations. The province has an agreement with the federal government for this service and in 2021 started to charge back the provincial portion of these bills to individual municipalities. The Town refused to pay the fee billed in 2021 on the basis that the province had no authority to invoice municipalities. We solicited support from AUMA at the time to assist with advocacy on this issue but didn't get much traction. I've reached out this year to CAO's in Jasper, Banff, Okotoks and Airdrie to inquire about their positions and have discovered that all of these municipalities are paying their respective invoices bills. It's not the amount of the invoice that's a concern; 2021's bill was approximately \$4,500, and this year's is approx. \$3,200. It's the principle of invoicing municipalities without due notice or agreement which gave us no opportunity to budget or plan for this expense. Okotoks advised that each year they produce a report called Province of Alberta downloading and capture all of the items that are announced in the provincial budget. Each year we produce a report called Province of Alberta downloading and capture all of the items on it that are announced in the provincial budget to be passed down to municipalities. This fee was added to their list of download costs last year.

2. General Manager of Municipal Services

- a) A full day of Truth and Reconciliation training is being organized for Council in late March. The internal Truth and Reconciliation working group will also spend a half day with the trainers to work on some strategic planning for our work on our municipal response to the Truth and Reconciliation Commissions 94 Calls to Action.

3. General Manager of Corporate Services

- a) On July 28, 2020, the Provincial Government released details on the Municipal Stimulus Program (MSP) aimed at getting Albertans back to work following the pandemic closures and to support economic recovery. Canmore was eligible to receive \$1,663,216, which was allocated on a per-capita basis. Based on program criteria, Council approved the funding to be allocated to

two emerging identified capital needs: a first phase of road rehabilitation and sidewalk construction in Teepee Town and functional enhancements to Quarry Lake infrastructure. The program required that municipalities commit to submitting an annual Red Tape Reduction report for each of 2020 and 2021 indicating how they have made progress in at least one of the following areas, including a qualitative description of specific actions taken:

- What steps have been taken to make it easier to start up a new business in the municipality?
- What steps have been taken to streamline processes and shorten timelines for development and permit approvals?
- What steps have been taken to make the municipality a more attractive destination for new investment and/or tourism?

Administration submitted the 2021 Red Tape Reduction report, which is included in the Correspondence section of this agenda.

B. MUNICIPAL SERVICES

1. Community Social Development

- a) Income thresholds for applicable Family and Community Support Services (FCSS) programs (Affordable Services, Taxi Pass, Volunteer Income Tax preparation, and Snow Angels) are adjusted annually based on COLA (cost of living adjustment). Thresholds for 2022 are \$33,977 for individuals and \$67,953 for families.
- b) On January 19, Family Resource Network (FRN) resumed in-person early years' social connection programs. 20 individuals attended the first in-person program (10 adults and 10 children). Families commented that they had spent the last two weeks in their home and were happy to be a part of the group.
- c) Community Social Development (CSD) and the Climate Action Coordinator's application to join the Tamarack Institutes Community Climate Transitions Cohort was accepted. The cohort will begin meeting regularly in February 2022. The Town will learn emerging and best practices aimed at supporting equitable climate transition, which may inform our 2023 workplan and 2023-2030 Climate Action Plan implementation schedule.
- d) CSD is working with Economic Development on amendments to the Community Grant program. Amendments will be presented to Council in March for review and approval. The Community Grant program competition is anticipated to open in mid-March and close on April 29, 2022.
- e) The Town continues to act as the fiscal agent for the Homelessness Society of the Bow Valley (HSBV- formerly REST), the organization will re-open an emergency shelter program on February 7, 2022 at St. Michaels Anglican Church.

2. Recreation Services

- a) COVID-19 isolation requirements for staff continue to lead to some disruptions to recreation programs and services.
- b) Recreation Services is undertaking a review of user fees and anticipates making changes to some fees in mid-2022. Rate reviews are conducted periodically to ensure alignment with the cost recovery guidance provided by the Recreation Services Operating policy.

3. Fire-Rescue

- a) The organizing of 2022 training priorities is underway with the primary goal of completing NFPA 1001 and 1002 training for those members currently without these certifications.
- b) FireSmart project work is on-going. The section on the Carey/Padmores Island is complete as is along Three Sisters Drive east towards Three Sisters Parkway. The Prospect Heights area has been started. The crew has had a few direct interactions with residents and have had conversations and provided additional information. We have come across a number of properties that have extended backyard footprints and have consulted with the Planning and Legal offices for their awareness and potential enforcement action.
- c) The new Rescue truck is in the process of being outfitted and should be in service some time in February.

4. Protective Services

- a) Despite struggling with limited resources as a result of COVID-19, Canmore RCMP members have kept community visibility and proactive policing a priority.
- b) The Province has begun engagement with municipalities regarding the proposed transition to an Alberta Provincial Police Service (APPS). The Department of Justice and Solicitor General (JSG) is hosting information sessions throughout the winter months to discuss the PriceWaterhouseCoopers (PWC) Transition Report. Alberta Municipalities continues to encourage members to interact and engage with this information to ensure their voice is heard on this issue.
- c) Community Peace Officers focused their efforts on snow clearing for the month of January. Officers supported the Streets and Roads department by getting vehicles removed from snow clearing zones and also responding to and proactively identifying sidewalks that were not cleared.
- d) The new Bylaw Services hybrid patrol unit arrived in December. It is scheduled to be operational by the end of March.

5. Economic Development

- a) Every year Economic Development provides Council with an update on Business Registry Statics to understand what the business growth looks like within the community.

Business Registry Overview:

License Year	2015	2016	2017	2018	2019	2020	2021
BED & BREAKFAST	22	25	30	34	38	37	35
BUSKING	0	0	0	0	0	0	3
HOME OCC 1	551	642	675	716	738	732	769
HOME OCC 2	72	80	80	76	68	57	61
NON-RESIDENT	198	221	245	296	309	328	393
TEMPORARY*	124	113	150	213	232	148	245
REGIONAL	29	34	35	38	45	47	58
RESIDENT	618	635	630	636	647	636	651
SPECIAL EVENTS	12	19	10	9	11	4	10
<u>VENDORS</u>	<u>9</u>	<u>6</u>	<u>8</u>	<u>10</u>	<u>7</u>	<u>2</u>	<u>10</u>
Total	1635	1775	1863	2028	2095	1991	2235

*This report is only of active licenses at the time of reporting, and not those that were cancelled or have outstanding payments due.

2021 saw an increase in new business start-ups. This is not uncommon during times of economic downturns as people look for alternative revenue sources. There was also an increase in temporary/out of town business license applications as wedding or events were able to take place this past summer.

New Business Licenses (Approved in Noted Year)

License Year	2016	2017	Jul-18	2018	2019	2020	2021
B&B	1	7	6	7	4	4	6
Home Occ 1	91	141	65	123	121	118	150
Home Occ 2						9	6
Resident	41	50	36	60	53	45	62
Regional	3	6	4	7	5	8	14
Non-Resident	19	50	39	69	82	83	120
Special Events*	1	3	3	4	10	3	9
Vendors*		4	2	4	1	2	10
Busking*							3
Temporary* ^	54	158	106	178	232	148	245
Total	210	419	261	452	508	420	547

* These license numbers aren't indicative of new businesses obtaining a license for the first time. These licenses have an expiry period attached to them, and every time a business obtains a license they must apply for a new temporary license.

Cancelled Business License's

The pandemic certainly had an impact on decisions made by businesses to close, moved, sell, downsize and, or retire. One caveat is that Business Registry no longer transfers names when a business is sold. This would show as a business closure, and new license application in the numbers below.

In 2020 we had 30 businesses indicated COVID-19 as the primary reason for their business closure. In 2021 we had 31 businesses indicate COVID-19 as the primary reason for their business closure.

	2016	2017	2018	2019	2020	2021
B&B	1		2	1	6	3
Home Occupations Class1	19	9	110	51	152	119
Resident	13	21	57	20	53	61
Regional	3	2	5	3	8	6
<u>Non-Resident (NOR)</u>	<u>5</u>	<u>1</u>	<u>44</u>	<u>14</u>	<u>79</u>	<u>66</u>
Total	41	33	218	89	298	255

b) Winter Carnival – February 25-27

With restrictions changing so quickly, event planning has been quite difficult – the planning, cancelling, and adjusting while in a constant state of flux has resulted in a very pared down 2022 Winter Carnival. Rather than the full experience, the Arts and Events team has decided to move

forward with the annual ice carving competition with competitors carving at the NWMP Barracks, the Civic Centre Plaza and Rotary Friendship Park all day Saturday, February 26.

As well as ice carving, we will be working in partnership with Mystery Towns, to provide a family friendly, digital scavenger hunt that will run from Friday, February 25 to Sunday, February 27. Participants will search for outdoor sites, attractions, or items and will complete an activity or reach a check-in point in downtown Canmore.

C. CORPORATE SERVICES

1. Human Resources

- a) The search for a new Chief Administrative Officer has moved into the interview stages with all members of Council participating.
- b) The organization continues to monitor and adapt its workplace health & safety procedures as COVID-19 infections rise in our community and among Town of Canmore employees.

2. Finance

- a) In late 2017, \$25,000 was provided to Innovate Canmore in order for them to complete an Economic Impact Study (EIS). In late 2019, because the EIS report was not provided by the agreed upon deadline, including several Council approved extensions, Innovate Canmore was requested to return the monies given for the creation of the report. At that time, Innovate Canmore indicated they would take the steps necessary to reimburse the Town, and would expedite the transfer of the funds.

Throughout 2020, numerous attempts were made on the part of the Town to follow up on payment, including setting up a payment plan, however \$19,050 still remained outstanding at the end of the year. At the beginning of 2021 the account was sent to collections, but no payments were received throughout the entire year. As part of the 2021 year-end process, the Town will write-off the remaining \$19,050, as it is considered to be uncollectible.

3. Communication

- a) No updates.

4. I.T.

- a) The 2021 project work to upgrade the Town's network was completed in December. As a result, the Civic Centre, Elevation Place and Public Works are all connected with redundant high speed fiber networks. This has greatly increased performance and the resilience of our networking. Further work is being scheduled in 2022 to finalize our main facilities and undertake redundancy testing.

5. Municipal Clerk

- a) Nothing to report.

D. MUNICIPAL INFRASTRUCTURE

1. Planning & Development

- a) Due to staffing shortages within the Department, applications for low-density residential permits are expected to have a two to four-week delay in review and decision. The department is

- exploring support mechanisms to help reduce this delay while recruitment is underway. Priority is given to the review of development permit applications, as review times are established for development permits in the MGA. Extension agreements are being circulated to applicants to provide the Town with more time to review applications. Applicants are encouraged, but not required to sign extension agreements. Development permits which do not have a decision rendered on them within 40 days of the application being deemed complete have a right of appeal to the Subdivision & Development Appeal Board to render a decision on the application. Building Permits have no statutorily established review times.
- b) Planning submitted an updated Quality Management Plan (QMP) to the Alberta Safety Codes Council (SCC) in late December 2021, in order to bring the Town's QMP into alignment with current SCC standards. On January 21, 2022, the Town received notification from the SCC that the submitted QMP had been approved. The QMP describes the scope, operational requirements, and service delivery standards that will be met in the administration of the Town's accreditation by the Alberta Safety Codes Council. Simply put, these are the basic Provincial standards all municipalities must meet with regard to issuing permits, therefore minimal external consultation is required in the update of this document. The Town simply needs to demonstrate compliance with these requirements. Administration will bring forward a more comprehensive report on the new QMP and its implications to the Town's building and permitting processes to an upcoming Council meeting in the coming months.
- c) A draft of the Town's new Building Permit Bylaw has been prepared and is currently under review internally. The scope Bylaw applies to specific processes for the issuing of permits respecting the use, occupancy, relocation, construction, alteration, repair or demolition of any building regulated by the Safety Codes Act. The Bylaw speaks more specifically to permitting processes within the Town of Canmore, and not just how the Town will meet basic provincial requirements. Once internal review has been completed, the department will commence engagement with external stakeholders. Some of the changes proposed address process deficiencies identified by the SCC and includes some new content that speaks to recurring requests from the development industry. The new bylaw is planned to be presented to Council for consideration in Q3 2022.

2. Engineering Services

- a) Capital Updates
- TIP20 – Signal cabinet upgrades are planned to be completed in February. Allows for additional signal phases to optimize performance and add flexibility for post-train clearing. Hardware to allow for signal heads to be lowered has been ordered. There is an 8-week lead time for painting and supply. Based on this timeline, installation will take place in late March or early April.
 - Concept design for the Bow River pathway project is complete. Work will be staged over a number of years and a number of projects as the community grows and funding permits. A primary goal is to make the path accessible and maintainable year-round by 2023. Based on conceptual design level cost estimates, the required bridge replacements and paving needed to accomplish this goal as desired may not be feasible within the first phase project budget.

Options are under review and the team will return to council before proceeding with detailed design work.

- The province has extended Green Trip funding deadlines to 2023. This has allowed for better staging of planned 2022 work, as well as more funding towards eligible projects through this program.
- Alberta Parks has tendered a project to expand and formalize parking at the Grassi Lakes trailhead. Engineering has provided design input in support of the planned 2023 seasonal transit route which will use the facility as a terminal stop and turnaround point.

3. Facilities

a) Operational Updates:

- Scheduling staff has been challenging with the latest surge in Covid-19 cases. The department has been able to maintain continuity, but resources are stretched as with the Recreation Department staff. So it has been a coordinated effort to keep the Canmore Recreation Centre and Elevation Place open for public use.
- Planning has begun for the annual pool shut down in the fall. We are planning a two to three week shutdown for the lap pool, and four weeks for the leisure pool. The work required to address the leaking occurring below the stairs to the slide will be coordinated during the regularly scheduled shut-down in order to minimize service level disruption.

b) Solar Production Update

- The Town now has ~2,500 rooftop solar panels in place on five different facilities with more scheduled for installation in 2022. Combined, 20% of the electricity demand and 16% of the greenhouse gas production from these buildings are being offset by solar electricity. Below is a summary of the key metrics that are being tracked.

Year	Solar Voltaic Produced (kWh)	Annual Savings (\$)	Greenhouse Gas Offset (tonnes)
2017	39,967	\$2,787	30
2018	109,558	\$6,850	76
2019	168,187	\$9,489	106
2020	192,793	\$10,167	90
2021	614,106	\$30,029	286

c) Project Updates:

- New Fire Station Construction (7229): The procurement for construction services continues. 14 qualified candidate submissions were evaluated and the top four contractors will have the opportunity to bid the project. These contractors include: Cana; Dawson Wallace; Jencol; and PCL.
- Canmore has been selected to participate in the Municipal Climate Change Action Centre's (MCCAC) Municipal Energy Champions Program. Facilities staff will receive free energy

management training and tools over nine months. MCCAC's program should help us better track and analyze energy consumption in our different facilities and potentially identify cost-saving opportunities.

4. Public Works

a) Parks

- Outdoor ice – The pond is closed for the seasonal due to a spring that created a second ice sheet above our original ice, creating a flow of water between the two ice sheets. The entire ice pack is now fragile, with a lot of voids. The ice is now unstable for equipment operation and the voids are not retaining water to enable us to build ice. All other rinks, Larch, Cougar Peaks and Rundle crescent are in great shape.
- Spring/summer season recruitment has started, with start dates of April 4 and May 2, ending Aug – Oct end.
- We are still waiting on our Mountain Pine Beetle (MPB) Grant. Once approved we anticipate the fell and burn program of affected trees to take 4-5 weeks to complete.

b) Streets and Roads/Fleet Services

- **Enhanced rebates for Electric Vehicle (EV) charging stations** - The [Municipal Climate Change Action Centre](#) (MCCAC) recently announced a significant new funding program for electric vehicle charging infrastructure for municipalities. With financial support from the Government of Canada and Government of Alberta, MCCAC's [Electric Vehicle Charging Program](#) will offer rebates for 100% of costs for Level 2 charging stations on municipal land, up to \$10,000 per unit. MCCAC's previous EV funding program had offered \$2,000 per charging unit. This new funding will provide approximately \$14,500 in savings to the TOC for its two approved Level 2 charging stations and installations (CAP 7140 – 2020).
- **Electric Vehicle Deliveries** – Manufacture and delivery dates for the two Chevrolet Bolts on order from Shaganappi GM have not yet been provided due to supply chain and disruptions due to COVID-19.
- **Snow and Ice Control** – Efforts to maintain safe and efficient spaces continue on roadways and on the active transportation network.

c) Solid Waste Services

- The waste container infill project is in its beginning stages. This project will include two more collection sites in Teepee Town and an additional nine food waste bins being installed at various locations around town. Over the last 2 years between 300 – 400 tons of residential food waste has been collected. This represents 30-40% of the 1,000 tons available (based on a 2016 Waste Audit). The additional 9 containers will increase the convenience for residents and will hopefully increase the volumes of food waste collected.
- Due to a severe shortage of semi-conductor microchips, the procurement process of obtaining replacement and new Waste and Recycling vehicles will be delayed. We are working closely with fleet services and outside brokers to ensure our current fleet continues to be safe and effective.
- On January 21st, 2022 the Province of Alberta moved into a "review" stage of the implementation of Extended Producer Responsibility (EPR). After this review is complete, we will have a clearer understanding of how EPR will affect municipal recycling.

d) Utilities

- Regulatory: No contraventions to report.
- Service Disruptions: Between December 26th and January 10th, there was a total of fourteen homes and businesses who experienced frozen water or sewer lines. Most properties were located along the valley bottom and EPCOR coordinated the thaw/repair. In some cases, the frozen section of pipe was located on the private side of the line and included damage to the water meter.
- On January 11th, there was a watermain break on 4th Street. A contractor was mobilized to complete the repair with approx. 100 homes affected with low water pressure. The repair was completed the same day by 5PM.
- On January 11th, there was water surfacing on 2nd Avenue. EPCOR responded and determined it was a non-operable water valve that affected four homes. The valve was repaired by 9PM the same day.

e) Sustainability

- Caitlin van Gaal, the new Environment and Sustainability Supervisor, started on January 24th. She has a Masters in Environment and Sustainability and comes to us from the City of Spruce Grove with over 10 years of experience.

Council Resolution Action List

G1

Motion #	Agenda Item	Resolution	Council Mtg Date	Service Area	Action Status	Last Update	Date Complete
69-2018	Property Tax Exemptions	that Council direct administration to draft a policy and/or bylaw to guide future Council decision making regarding property tax exemption.	3-Apr-18	Fin	The provincial government continues to delay updates to the Alberta Community Organization Property Tax Exemption Regulation, or COPTER regulation. The Finance team has applied the existing regulation to current requests and will be bringing to Council in January those requests that	3-Dec-21	
99-2021	MOU with Stoney Nakoda	Moved by Councillor Comfort that Council direct administration to investigate and report back on the scope, process and resources needed to establish a Memorandum of Understanding (MOU) with the Stoney Nakoda Nation.	27-Apr-21	CST	The Stoney Nakoda Nation would like access to lands within the Town of Canmore boundaries for cultural ceremonies. This would help in building relationships that will assist with establishing an MOU in the future. Council approved a request to advance this work at the Sept 7, 2021 council meeting. Administration continues to reach out to the Stoney Nakoda Administration to advance this work.	24-Jan-22	
216-2021	Advancing Truth and Reconciliation with the Stoney Nakoda Nation	Direct Administration to work with the Stoney Nakoda Nation to identify lands within the Town of Canmore boundaries that would be appropriate for cultural ceremonies and assist with any necessary agreements for the use of these land	7-Sep-21	CST	Work is ongoing. The next step for this items rests with the Stoney Nakoda Nation.	24-Jan-22	
219-2021	Lower Silvertip Wildlife Corridor	Direct Administration to assemble a working group consisting of key Lower Silvertip Wildlife Corridor landowners to develop principles for and an approach to shared management of the corridor.	7-Sep-21	Public Works Admin		7-Sep-21	
220-2021	Short Term Rental Accomodation Next Steps	That, prior to the end of June 2022, administration be directed to confirm with the next council the desired approach for regulation and management of short-term vacation rentals in residential neighbourhoods.	7-Sep-21	CST		7-Sep-21	
228-2021	Regenerative Tourism Framework	direct administration to to work with Tourism Canmore Kananaskis (TCK) to create the Tourism Round Table to initiate and monitor progress on the Regenerative Tourism Framework and facilitate broad based community dialogue.	5-Oct-21	CST	Administration has met with TCK's CEO to discuss next steps. TCK will take the lead on this project with support from the Town. Advertising for the community membership has occurred and the Roundtable is anticipated to begin in March.	24-Jan-22	15-Feb-22
251-2021	Land Use Bylaw Amendment Omnibus	that Council direct administration to return to Council by December 31st, 2022, with a report on options for regulating or managing election signage on municipal property	7-Dec-21	Planning		7-Dec-21	
262-2021	EMS Ambulance Shortage	that Council direct the mayor to advocate on behalf of Council to the Province of Alberta, especially Alberta Health Services, with respect to increasing ambulance availability to serve Canmore residents.	7-Dec-21	Mayor		7-Dec-21	
271-2021	2022 Budget	that Council direct administration to create a \$100,000 capital project to undertake a study in 2022 assessing the best location for a passenger rail station in Canmore as well as the impact of the proposed Calgary to Banff passenger rail project on the municipality's transportation systems, which would be funded from General Municipal Capital Reserve, and to return to Council with the full scope of the study for approval prior to implementation.	14-Dec-21	CST		14-Dec-21	
27-2022	Non-Profit Community Organizations Property Tax Exemptions	That Council directs administration to create a bylaw allowing the Calgary Scope Society a transitional 85% exemption for their 2022 taxes.	1-Feb-21	Finance			

28-2022	Non-Profit Community Organizations Property Tax Exemptions	<p>That Council directs administration to create a bylaw allowing the Canmore Golf and Curling Club a 50% municipal property tax exemption (not including any other requisitions) going forward based upon providing significant benefit to the community, on the basis of providing recreational and social activities as a not-for-profit organization to community members of all ages in the form of golf and curling at lower cost than the private sector as well as providing facility usage to the athletic departments of local schools for golf and curling instruction, with a review of exemption status every three years to ensure they still satisfy that community benefit basis.</p>	1-Feb-21	Finance			
29-2022	Bow Valley Food Alliance	<p>That Council refer the request from the Bow Valley Food Alliance to sign the Bow Valley Food Charter to administration for further research, review and recommendation.</p>	1-Feb-21	CSD			



Correspondence

DATE OF MEETING: Tuesday, February 15, 2022

Agenda #: H

1. **Red Tape Reduction Report**
2. **Town of Canmore 2021-2022 BCAA Letter**
 - a. **Town of Canmore BCAA Invoice 2022**
3. **Prime Minister re. RCMP Contract Negotiations**
4. **Minister McIver Tourism Status**
5. **DC Zablocki Alberta Municipalities Conference**
6. **Premier Jason Kenney – Calgary-Banff Passenger Rail**
7. **Minister Horner re. MPB Grant Funding Request**



Municipalities that receive funding under the MSP are required to reduce red tape. This template has been developed to provide guidance about the province's expectations for municipalities to reduce red tape to further advance our shared objective of returning our economy to prosperity.

The requirement to reduce red tape is not related to individual MSP projects. Municipalities may reduce red tape in ways that are entirely unrelated to MSP projects.

What is Red Tape?

The Government of Alberta defines red tape as unnecessary time and resources spent by citizens and businesses to comply with regulatory and administrative requirements imposed by legislation; regulations; and associated policies, forms and guides. More specifically for the purposes of the MSP, red tape reduction means actions taken in support of the following objectives:

- Make it easier to start up a new business in your community.
- Streamline processes and shorten timelines for development and subdivision permit approvals.
- Make your community a more attractive destination for new investment and/or tourism.

What do municipalities need to do?

Municipalities participating in MSP developed plans to reduce red tape in 2020, and are expected to have made concrete progress on reducing red tape to meet at least one of the objectives listed above in 2021. Municipalities are encouraged to follow the plans that the Minister approved in 2020, but if they wish to reduce red tape through unapproved actions this is acceptable, as long as they are able to demonstrate concrete progress.

Any municipalities that have not taken sufficient action to reduce red tape may be required to refund their MSP grant regardless of whether the funding has already been spent. Actions to reduce red tape will generally be considered sufficient if they result in demonstrable, measurable improvements in at least one of the three objectives listed above, but the scope of action taken must correspond to the capacity of the municipality. Each municipality's individual circumstances will be considered in determining whether actions were sufficient, so please include any relevant information on your completed form.

The actions listed below are examples of ways that local governments may choose to reduce red tape, but municipalities are not limited to these examples. Based on your local circumstances, you can take any action that achieves one or more of the objectives cited above. You are encouraged to take as many steps as reasonable to enhance the environment in your community for local investment.

Submission

Instructions:

- Complete this form, and ensure it is approved at the appropriate level within the municipality.
 - You are required to indicate how your municipality reduced red tape in 2021.
- E-mail the completed form to ma.municipalstimulus@gov.ab.ca by February 1, 2022 by clicking on the "Submit by E-mail" button.

This template, the MSP program guidelines, and other program resources are available at www.alberta.ca/municipal-stimulus-program.aspx.

If you have any questions regarding this template or the MSP, please e-mail ma.municipalstimulus@gov.ab.ca.

About this Form

Adobe Acrobat or Adobe Reader can be used to complete this form. Open the form in Acrobat or Adobe Reader, and fill out the form electronically. When you are finished, click "Save Form" to save a copy of the form for your records. Press the "Submit to E-mail" button to send the completed form as an attachment to ma.municipalstimulus@gov.ab.ca. Scanned copies of the form will not be accepted.

Please note that you must use the text boxes to elaborate on your plans or the report will not be considered sufficient.

Municipality Name	CANMORE
Date	Jan 25, 2022

1. What steps have been taken to make it easier to start up a new business in the municipality? Please check all that apply.

- Implement incentives to encourage new businesses.
- Streamline or speed up processes for obtaining a business licence.
- Review the process for establishing a business and eliminate any unnecessary municipal requirements.
- Work with neighbouring municipalities to establish common business licensing systems, or recognize business licences from other Alberta municipalities.
- Establish a paperless process for business licence applications, and/or an option for electronic payment of application fees.
- Create a section on the municipality's website providing information on how to start a business, including municipal licensing requirements and application forms, process documents, and/or other guidance documents.
- Review and evaluate municipal regulatory requirements to limit and mitigate unintended impacts on small business.
- Work with neighbouring municipalities to coordinate bylaws for weight restrictions, noise restrictions, dust abatement requirements, or other factors that impact commercial/industrial activity.
- Consult with a local post-secondary institution about how to help students establish new businesses after graduation.
- Other (Please specify briefly and elaborate below)

Please elaborate on your response, including metrics and performance targets.

- The Town's business license bylaw was updated to eliminate red tape by removing proof of external permitting requirements by other levels of government.
- Online payment was implemented, saving businesses time by eliminating the need to pay business license fees in person.
- Updated and improved online business information for easier access to information, fillable forms, and pertinent information for business start-ups. www.canmore.ca/businesshub

2. What steps have been taken to streamline processes and shorten timelines for development and permit approvals? Please check all that apply.

- Establish internal targets for issuing subdivision application decisions that are faster than legislated timelines.
- Establish internal targets for issuing development permit decisions that are faster than legislated timelines.
- Prepare process summaries and checklists of required materials for subdivision and development permit applications.
- Update the municipal website to clearly communicate subdivision and development permit approval processes.
- Establish an online application process for subdivision and development applications.
- Establish an electronic payment system for subdivision and development permit applications.
- Other (Please specify briefly and elaborate below)

Please elaborate on your response, including metrics and performance targets.

- Planning Inquiry Management System - a new system was implemented which allowed applicants to submit their inquiries online. This system streamlines inquiries by directing them to the appropriate planning team member resulting in faster

response times. It also serves as an archive so that staff can see what guidance or advice an inquirer has received in the past in order to ensure consistent responses for inquirers and minimize duplication of work.

2. QR Code for Planning inquiries - a QR code for planning inquiries was established to provide potential applicants a quick link to submitting their development inquiries directly from their mobile device.
3. Developed standard templates for Subdivision Servicing Agreements and Development Agreements to maximize efficient drafting and executing of agreements.
4. Planning land files digitized, significantly speeding up the process for retrieving historical land file information for both the Town and applicants.
5. Monthly reporting of planning inquiry response times help applicants plan better for the time it takes to approve permit applications.
6. Amendment to the subdivision authority bylaw to appoint the CAO, or their designate, as the subdivision authority rather than Council. This change will save subdivision applicants approximately 2 months by eliminating the need for the file manager to write a report for the Primary Subdivision Authority, present at a Subdivision Authority meeting, and ask authority members to decide on very technical matters that are outside of their realm of expertise.

3. What steps have been taken to make the municipality a more attractive destination for new investment and/or tourism? Please check all that apply.

- Implement incentives for new investment or tourism, such as new property tax incentives now allowed under the *Municipal Government Act*.
- Develop an action plan to reduce red tape with clearly defined objectives, actions, and targets, and make it available on the municipality's website.
- Partner with neighbouring municipalities to promote investment and economic development opportunities at a regional level.
- Develop and implement asset management policies, plans, and strategies to ensure infrastructure supports long-term economic growth.
- Develop measures of economic activity supported by municipal capital assets (such as roads) and incorporate into asset management plans.
- Assess how the community's long-term plans align with and support Alberta's long-term economic strategies.

Other (Please specify briefly and elaborate below)

See below for details.

Please elaborate on your response, including metrics and performance targets.

1. Paid parking was implemented at one of the Town's leading tourism sites, Quarry Lake. The revenue was used to fund additional services at Quarry Lake including washrooms, parking lot improvements, and a diving platform which support maintenance of capital assets and improve the visitor experience.
2. Regenerative Tourism Framework developed - the Town developed a Tourism Task Force that facilitated broad based community dialogue on the future of tourism in Canmore. A Regenerative Tourism Framework was adopted by Council in October of 2021. The framework identified climate change and Truth and Reconciliation as capstones that are foundational to all other work around tourism in Canmore. In 2022 we will work with Tourism Canmore Kananaskis to create an ongoing Tourism Round Table which will initiate and monitor progress on the Regenerative Tourism Framework.

4. Is there anything else you wish to share about your municipality's efforts to reduce red tape, or your municipality's unique circumstances regarding red tape reduction?

Certification



As a representative of the above municipality, I have been authorized to submit this red tape reduction report on behalf of the municipality .

Lisa de Soto

Print Name

4036882210

Telephone Number

The personal information you are providing on this form is being collected to support the administration of the Municipal Stimulus Program and is authorized under section 33(c) of the Freedom of Information and Protection of Privacy (FOIP) Act. The personal information will be managed in accordance with the privacy provisions of the FOIP Act.

Save Form

Submit by E-mail



Public Security Division
10th Floor, John E. Brownlee Building
10365 97 Street
Edmonton, Alberta, Canada T5J 3W7
Telephone: 780-427-3457

February 1, 2022

Ms. Lisa deSoto
Chief Administrative Officer
Town of Canmore
902 - 7 Avenue
Canmore AB T1W 3K1

Dear Ms. deSoto:

This letter is to inform you of the Government of Alberta's follow-up to implement a chargeback model for the provincial portion of Biology Casework Analysis Agreements (BCAA) expenses. Through a system of shared responsibility between the government and police services, the costs of the BCAA will be allotted back to each police service based on the number of service requests that originate from their agency. Municipal police services continue to have the autonomy to determine which cases to submit for DNA analysis through their own internal policy and guidelines for submitting samples to the Royal Canadian Mounted Police National Forensic Laboratory Services.

Alberta is charged 54 per cent of the actual costs for biology casework analysis, and the Government of Canada covers 46 per cent. The invoice amount is calculated by averaging two prior years of officer utilization data submitted by each RCMP municipal agency. The average utilization per agency is then divided by the total average requests for all RCMP municipal agencies to reach a proportional percentage of costs, multiplied by Alberta's total share of BCAA costs related to RCMP municipal agencies for the year ending March 31, 2022.

The province, the laboratory, and policing partners previously examined the drivers of the growth in service requests from Alberta police services and determined the cost pressures associated with the Town of Canmore RCMP detachment agency are based on a two-year average in the amount of **\$3,264.46**.

Please remit payment within 30-days of the invoice made payable to the Government of Alberta and forward to the address provided on the invoice.

Any questions related to the financial portion of this invoice may be directed to the attention of Amy Nguyen at amy.nguyen@gov.ab.ca.

Sincerely,

A handwritten signature in black ink, appearing to read "M.A. Degrand". The signature is fluid and cursive.

M.A. (Marlin) Degrand, M.O.M.
Assistant Deputy Minister

Cost Breakdown

The RCMP provincial payment is calculated every two years, and applies for the subsequent two-year period. For the year ending March 31, 2022, Alberta's total BCAA cost is \$6,261,676.21 (including \$1,133,480.49 for RCMP municipal agencies).

The chart below indicates the average number and proportion of total BCAA RCMP officer utilization for DNA analysis over the two- year period from data submitted by the RCMP Canmore Detachment for municipal samples.

Agency/ Detachment	2019-20	2020-21	2 year average utilization	Proportion of Municipal Sample Total	Total Cost*
Canmore Detachment	2	1	1.5	0.2880%	\$3,264.46
Total municipal samples and cost	544	343	444	100%	\$1,133,480.49

Note*

**Total Cost = (proportion of municipal sample total % x Total municipal samples cost)*

INVOICE

Invoice No. **1800021879**

Please remit to:

Government of Alberta
 c/o Alberta Justice and Solicitor General
 Corporate Services Division
 5th Floor, 9833 - 109 Street
 Edmonton, Alberta T5K 2E8
Attention: Accounts Receivable
 JSG.Fin-Sys-Admin@gov.ab.ca

Invoiced to: <u>Town of Canmore</u>	Date: <u>1-Feb-2022</u>
Address: <u>902 - 7 Avenue</u>	
City: <u>Canmore</u> Prov/Terr: <u>AB</u> P.C.: <u>T1W 3K1</u>	
Attn: <u>Ms. Lisa deSoto</u>	

Qty	Description	Unit Price	TOTAL
	Biology Casework Analysis Agreements (BCAA)		
	RCMP Canmore Detachment (Calculations attached)		\$3,264.46
	<i>Please remit payment within 30-days</i>		
	<i>For Finance Use Only: 1GxBusinessPartnerID#: 0070003482 Cr. 100032/4090801100/601117/42</i>		
GST #R124072513		SubTotal	\$3,264.46
Payment due upon receipt. Cheques are to be made payable to: GOVERNMENT OF ALBERTA		GST	
Past due accounts are subject to a late payment charge.		TOTAL	\$3,264.46



To: Sean Krausert
Subject: RE: Office of the Prime Minister / Cabinet du Premier ministre

-----Original Message-----

From: Prime Minister | Premier Ministre <PM@pm.gc.ca>
Sent: Friday, February 4, 2022 10:07 AM
To: Sara Jones <sara.jones@canmore.ca>
Cc: Mona Fortier <president-presidente@tbs-sct.gc.ca>; Marco Mendicino <ps.ministerofpublicsafety-ministredelasecuritepublique.sp@canada.ca>
Subject: Office of the Prime Minister / Cabinet du Premier ministre

Dear Mayor Krausert:

On behalf of Prime Minister Justin Trudeau, I would like to acknowledge receipt of your correspondence of January 10, 2022, including a resolution passed by the Town of Canmore Council in relation to RCMP contract negotiations.

Thank you for writing. You may be assured that your comments, offered on behalf of the Town of Canmore, have been carefully reviewed.

I note that you have also sent copies of your email and attached letter to the Honourable Marco Mendicino, Minister of Public Safety. I have taken the liberty of forwarding an additional copy of your correspondence to the Honourable Mona Fortier, President of the Treasury Board, for her information and consideration.

Once again, thank you for writing.

H. Clancy
Executive Correspondence Officer/
Agente de correspondance
Executive Correspondence Services/
Services de la correspondance de la haute direction



ALBERTA
MUNICIPAL AFFAIRS

*Office of the Minister
MLA, Calgary-Hays*

Town of Canmore
RECEIVED

JAN 12 2022

CAO ___ Mayor ___ GMMI ___
GMMS ___ Council ___ GMCS ___
Other ___

December 23, 2021

AR107369

His Worship Sean Krausert
Town of Canmore
902 - 7 Avenue
Canmore AB T1W 3K1

Dear Mayor Krausert:

Thank you for taking the time during the Alberta Municipalities fall 2021 convention to meet with me to discuss your request for special "tourism" status to enable added revenue streams to address added infrastructure pressures.

I appreciated the opportunity to hear from you, as well as from the Town of Banff and the Municipality of Jasper, regarding your request and how you see it enabling additional revenue streams to address infrastructure pressures. As discussed, I will look into this issue further to determine the best course of action, and the additional information you sent will assist in these deliberations. I have also shared your concerns with the Honourable Doug Schweitzer, QC, Minister of Jobs, Economy and Innovation

Please do not hesitate to contact my office if you require any additional information regarding our discussion during the convention. I look forward to working with you and your council in building a strong and prosperous Alberta.

Sincerely,

Ric McIver
Minister

cc: Honourable Doug Schweitzer, QC, Minister of Jobs, Economy and Innovation
Lisa deSoto, Chief Administrative Officer, Town of Canmore

Royal Canadian Mounted Police



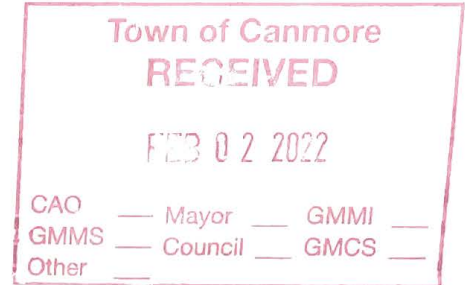
Gendarmerie royale du Canada

Commanding Officer
Alberta

Commandant
de l'Alberta

January 11, 2022

Mayor Sean Krausert
Town of Canmore
902 7th Ave
Canmore, AB T1W 3K1



Dear Mayor Krausert:

RE: Alberta Municipalities Conference - Fall 2021

My thanks to you and your council members for meeting with me and my senior leadership team during the Alberta Municipalities Fall Conference. These meetings contribute greatly to ensuring the police services provided by the Alberta Royal Canadian Mounted Police (RCMP) to you, and the citizens you represent, are aligned with the concerns and needs of your community members.

We discussed that the recent Federal Census may see the Town of Canmore reach a population of over 15,000, and subsequently could have financial implications for your budget. Rita Ramkissoon, our Business Strategies Manager for the Alberta RCMP, completed a Multi-Year Financial Plan (MYFP) estimate for you based on a 90/10 costing split, and shared that with your team on December 3, 2021. Please do not hesitate to reach out if you require further information, have questions, or would like a presentation. We are happy to assist your team in whatever capacity you require.

Your suggestion for additional training such as bike patrols and avalanche training for our members is an important consideration, given the potential for search and rescue operations and the geographical uniqueness of your area. Chief Superintendent Trevor Daroux, Southern Alberta District Officer, has committed to taking an in-depth look at training in these areas.

Your engagement and the feedback you provided during our meeting is invaluable to our provision of policing services that meet the needs of the Albertans you represent. Meetings like these, along with the direct interactions you have with detachment leadership, guide us in responding to the priorities of citizens, build upon our strong community partnerships and support us in providing innovative, proactive policing services that evolve with the changing needs of those who we are proud to serve.

Should any questions or concerns arise before our next meeting, please do not hesitate to contact me at 780-412-5444 or curtis.zablocki@rcmp-grc.gc.ca; or our Alberta Municipalities Liaison Officer, Inspector Ed Moreland at 780-412-5259 or edward.moreland@rcmp-grc.gc.ca.

Yours truly,

C. M. (Curtis) Zablocki, M.O.M.
Deputy Commissioner
Commanding Officer Alberta RCMP

BOW VALLEY CORRIDOR ALLIANCE

City of Calgary

Town of Banff

Town of Canmore

Town of Cochrane

January 31, 2022

VIA EMAIL:
premier@gov.ab.ca

The Honourable Jason Kenney, PC
M.L.A. for Calgary-Lougheed
Premier of Alberta
Office of the Premier
307 Legislature Building
10800 - 97 Avenue
Edmonton, AB T5K 2B6

Dear Premier Kenney:

Re: Bow Valley Corridor Alliance – Calgary-Banff Passenger Rail Project

The Bow Valley Corridor Alliance would like to restate our collective support for a regional mass transit system connecting the City of Calgary to majestic Banff National Park.

The recent proposal submitted to the Province for the Calgary-Banff Passenger Rail Line reflects a transformative project that will take thousands of vehicles off of the already over-subscribed TransCanada Highway, and all roads within the Bow Valley communities. This would improve the overall experience and safety for people visiting Canada's first national park, and improve labour mobility by connecting workers with jobs throughout the Bow Valley. This would also result in reduced vehicle emissions, particularly through the use of a hydrogen-powered engine, and aid in maintaining our clean air quality.

This project will alter the perception of public transportation and demonstrate the Provincial commitment to a diverse and successful economy, as well as supporting and growing our important tourism industry. It also reflects many of your Government's priorities and would provide a solid means of obtaining many of the objectives outlined in your 2020-2023 Strategic Plan, including:

BOW VALLEY CORRIDOR ALLIANCE

City of Calgary

Town of Banff

Town of Canmore

Town of Cochrane

- supporting job creation through building public infrastructure and making Alberta more dynamic, innovative and sustainable;
- prioritizing infrastructure projects that will promote economic growth and recovery, create jobs, support opportunities in multiple sectors and enable future private sector investment. This includes clearing transportation bottlenecks and reducing congestion in key trade and industrial corridors;
- making Alberta more dynamic, innovative and sustainable; and
- adopting a smart approach to innovation and make Alberta competitive for global high-tech investment.

The Bow Valley Corridor Alliance members are committed to championing mass transit locally, provincially and federally. As the proposed project progresses from a vision to a reality, our individual communities are exploring how we would integrate this project locally, suggesting train station locations, identifying multimodal connections, reviewing pedestrian access, identifying parking opportunities, and more.

We recognize that a project of this magnitude requires significant planning and resources locally and regionally. If approved by the Province, the Alliance is looking forward to working with the Government of Alberta through the design phase of the work to collaborate on the impacts between our communities and the project.

As Alberta continues to recover from the pandemic and lead Canada in economic recovery, the Calgary-Banff Passenger Rail Line is a legacy project that has the real potential to support long term economic prosperity, all while providing a fantastic way to enjoy one of Alberta's most treasured destinations.

BOW VALLEY CORRIDOR ALLIANCE

City of Calgary

Town of Banff

Town of Canmore

Town of Cochrane

Thank you in advance for your consideration.

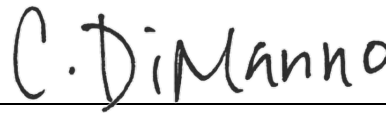
Yours truly,

BOW VALLEY CORRIDOR ALLIANCE

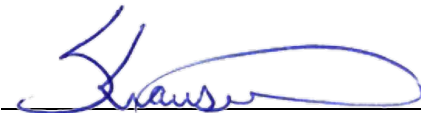
Per:



City of Calgary
Gian-Carlo Carra, Councillor Ward 9



Town of Banff
Mayor Corrie DiManno



Town of Canmore
Mayor Sean Krausert



Town of Cochrane
Mayor Jeff Genung

- cc: The Honourable Rajan Sawhney, Minister of Transportation and MLA for Calgary-North East
Mr. Mickey Amery, MLA for Calgary-Cross
Mr. Joe Ceci, MLA for Calgary-Buffalo
The Honourable Jason Copping, Minister of Health and MLA for Calgary-Varsity
The Honourable Mike Ellis, Associate Minister of Health and MLA for Calgary-West
The Honourable Tanya Fir, Associate Minister of Red Tape Reduction and MLA for Calgary-Peigan
Ms. Kathleen Ganley, MLA for Calgary-Mountain View
Mr. Richard Gotfried, MLA for Calgary-Fish Creek
The Honourable Whitney Issik, Associate Minister of Status of Women and MLA for Calgary-Glenmore
Mr. Matt Jones, MLA for Calgary-South East
Ms. Miranda Rosin, MLA for Banff-Kananaskis
Mr. Pete Guthrie, MLA for Airdrie-Cochrane
Bow Valley Corridor Alliance Members

Town of Canmore

902 7th Avenue

Canmore, Alberta T1W 3K1

Phone: 403.678.1500 | Fax: 403.678.1534

www.canmore.ca



January 31, 2022

The Honourable Nate Horner
Minister of Agriculture, Forestry and
Rural Economic Development

Sent via email: AFRED.Minister@gov.ab.ca

RE: Town of Canmore Mountain Pine Beetle Grant Funding Timeline

Dear Minister Horner,

The Mountain Pine Beetle Program (MPB) was established to control pine beetle infestation spreading throughout Alberta. The Town of Canmore is surrounded on all sides by Provincial Parks, and falls inside the *Leading Edge Zone*, which is the priority area of focus for the provincial grant program. For the last 14 years, we have worked directly with Alberta Parks & Forestry to implement Alberta's MPB Action Plan to effectively decrease the spread of MPB infestation.

For 13 of these years, grant funding was administered for a two-year period, or allowed for unspent funds to be carried forward to the following year's program. However, recent changes to the funding term have resulted in our inability to follow the recommended *Implementation Schedule* as set out in the *Mountain Pine Beetle Management Strategy* (see Figure below). The current grant application deadline of October 31 means that grant approval and distribution is delayed until the following January or February, resulting in insufficient time to effectively implement the program by the start of wildfire season (March 1) and the end of the province's fiscal year (March 31).

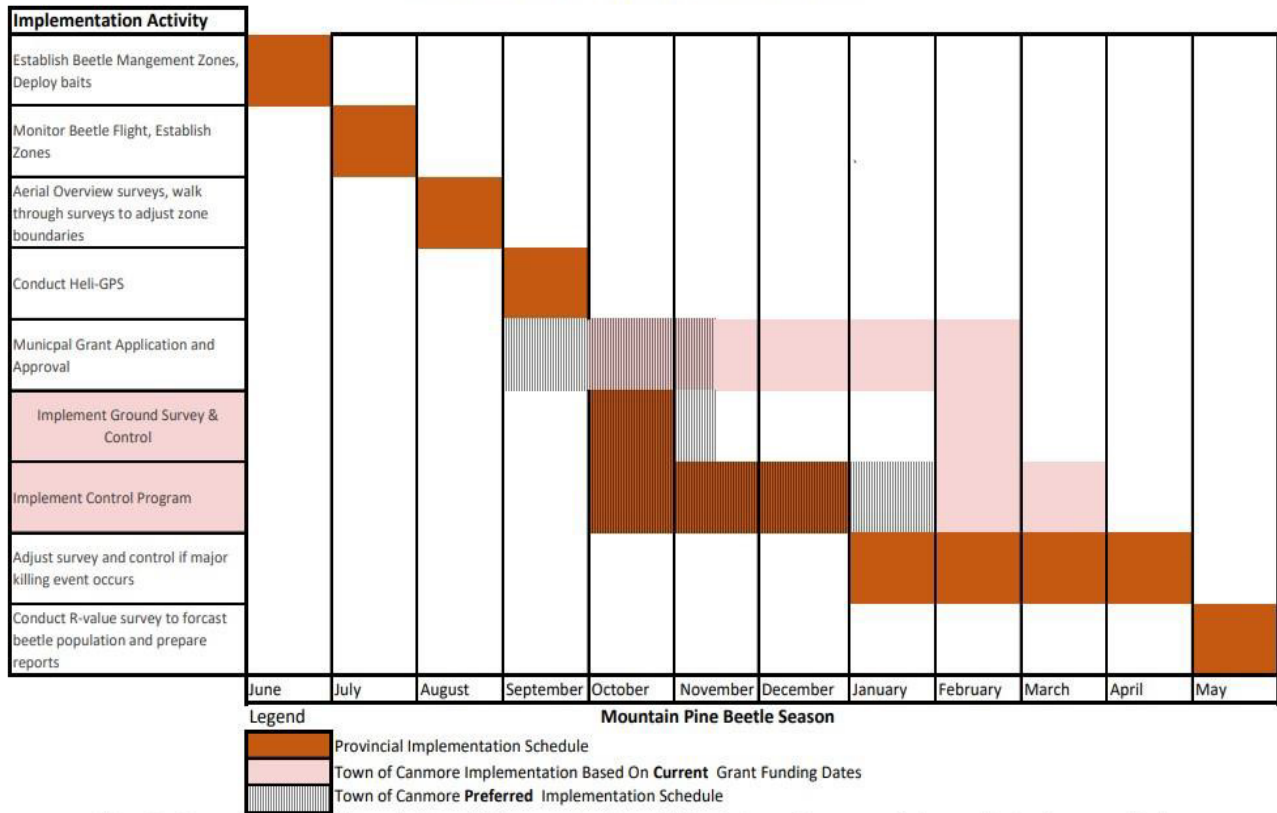
We are therefore requesting that the timelines for grant funding be altered so that grant approval and funding can be issued no later than November 30 annually. This would also allow our program to be executed in conjunction with the provincially run program in the lands surrounding the Town. We are also asking that the grant funds be permitted to carry over to the following fiscal year to be utilized for initial survey work needed to identify infested trees in the next year's program.

Additional benefits of changing the granting program schedule include:

- Increased ease of ground survey work as visual indicators of MPB infested trees (frass) will not be masked by early or ongoing snowfall.
- Allows for use of the preferred treatment method of "fell and burn". Fire season starts March 1 annually and the Town is unable to obtain a Fire Permit for burning after this date. A late start to the program eliminates our ability to burn infested trees and changes the control method to "fell and chip", which effectively doubles the cost of the program.
- Eliminates the risk of missing the preferred treatment window for MPB, which is identified as October-January. Later treatment increases the risk of the treatment being ineffective due to it taking place during the wrong part of the beetle lifecycle.
- Burning often takes place near residences, so the colder temperatures and higher snow coverage on the ground in December and January decreases risks associated with "fell and burn".
- Increased positive public perception of the overall MPB program by completing it at the same time as Alberta Parks and Forestry is conducting their fell and burn program in the surrounding provincial parks which in turn decreases the duration of visible air pollution (smoke) over the community.

In summary, the Town is requesting that the MPB grant funding timeline be changed as indicated in the figure below to increase the efficacy of the program, implement controls according to the recommended *Implementation Schedule*, and complete the control at the same time as Alberta Parks and Forestry is conducting their work on surrounding lands. All of which will lead to increased public awareness and efficient implementation of the program.

**Mountain Pine Beetle Mangement Program Implementation Schedule Comparison
Town of Canmore vs. Province of Alberta**



*Note: Province completes all beetle monitoring and heli surveys . Data is provided to the Town of Canmore to obtain quantities for the grant application.

We thank the Alberta Government for making grant funding available. The Town is committed to working with our Provincial partners in executing the Bow Valley Corridor MPB program on behalf of local stakeholders, who include the residents of the Town of Canmore, TransAlta, Silvertip Resort, Three Sisters Mountain Village, Thunderstone Quarry, and Stewart Creek Golf Course.

Sincerely,

Sean Krausert
Mayor

cc via email: Miranda Rosin, MLA for Banff-Kananaskis