

TOWN OF CANMORE

AGENDA

Committee of the Whole

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

Tuesday, April 19, 2022 at 1:00 p.m.

- 1:00 – 1:05 **A. CALL TO ORDER AND APPROVAL OF AGENDA**
1. Land Acknowledgement
 2. Agenda for the April 19, 2022 Committee of the Whole Meeting
- 1:05 – 1:20 **B. DELEGATIONS**
1. Jeremy Elbourne artsPlace Annual Review
- 1:20 **C. MINUTES**
1. Minutes of the March 15, 2022 Committee of the Whole Meeting
- 1:20 – 1:50 **D. STAFF REPORTS**
1. **2021 High Turbidity Event – Investigation Update**
Purpose: To provide Council with an update on the investigation into the 2021 high turbidity and subsequent boil water event to determine root causes and identify any recommendations to prevent future occurrences.
 2. **Busking in Canmore**
Purpose: To provide Council with an update on Busking within Canmore.
 3. **Adaptation Resilience Training (ART) Intern Report – Natural Assets and Climate Change Adaptation**
Purpose: To provide Council with a summary of the Natural Assets and Climate Change Adaptation research and recommendations completed through the University of Alberta’s Adaptive Resilience Training (ART) Internship Program.
 4. **Elk Run Boulevard Functional Design Report (verbal)**
Purpose: To provide Council with an update on the Elk Run Boulevard Functional Design Report.
- Meeting Break 2:55 – 3:10**
- 3:10 – 3:40 **5. Preliminary Property Tax Rates**
Purpose: To provide preliminary 2022 property tax rates for discussion ahead of Council setting the final ones on May 5, 2022.
- 3:40 – 3:50 **E. COUNCILLOR UPDATES**
1. April 2022 Councillor Updates
- 3:50 – 4:00 **F. ADMINISTRATIVE UPDATE**
1. April 2022 Administrative Update

- 4:00 – 4:05 **G. COUNCIL RESOLUTION ACTION LIST**
1. Council Resolution Action List as of April 13, 2022
- 4:05 – 4:10 **H. CORRESPONDENCE**
1. Letter from Minister Sawhney regarding the Calgary – Banff Rail Project
2. Southern Alberta Energy from Waste Association (SAEWA) Memo Brief Update
3. Letter to Rob Simieritsch re Recreational User Symposium
- 4:10 – 5:10 **I. IN CAMERA**
1. **Three Sisters Mountain Village Property Limited Land and Property Rights Tribunal Update**
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.
- 5:10 **J. ADJOURNMENT**

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

COUNCIL MEMBERS PRESENT

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

COUNCIL MEMBERS ABSENT

None

ADMINISTRATION PRESENT

Sally Caudill	Chief Administrative Officer
Therese Rogers	General Manager of Corporate Services
Whitney Smithers	General Manager of Municipal Infrastructure
Robyn Dinnadge	Manager of Communications
Cheryl Hyde	Municipal Clerk
Andrew Kelly	Assistant Municipal Clerk (Recorder)
Sara Jones	Executive Assistant
Gordon Reid	Manager of Information Technology
Caitlin Miller	Manager of Protective Services
Greg Burt	Bylaw Services Supervisor
Keri Martens	Deputy Fire Chief
Eleanor Milette	Manager of Economic Development
Chris Bartolomie	Supervisor of Arts & Events
Andy Esarte	Manager of Engineering
Trevor Reeder	Project Engineer

Mayor Krausert called the March 15, 2022 Committee of the Whole to order at 1:02 p.m.

A. CALL TO ORDER AND APPROVAL OF AGENDA
1. Land Acknowledgement

- 10-2022COW
2. **Agenda for the March 15, 2022 Committee of the Whole Meeting**
Moved by Mayor Krausert that the Committee of the Whole approve the agenda for the March 15, 2022 meeting as presented, amended as follows:
 - Strike item A3 Introduction of New Fire Chief and move to a later date.

CARRIED UNANIMOUSLY

B. DELEGATIONS

1. **Bow Valley Learning Council**

Brenda Stanton, Executive Director, Bow Valley Learning Council, spoke to a written submission outlining adult literacy statistics in Alberta, challenges they face and how the Town of Canmore can support the Bow Valley Learning Council.

2. **Shaw Internet Infrastructure Update (verbal presentation)**

Steven Olmstead, Enterprise Account Executive, Shaw Communications, gave a verbal presentation to the Committee on projects that will upgrade Town offices to fibre internet.

11-2022COW

C. MINUTES

1. **Minutes of the February 15, 2022 Committee of the Whole Meeting**

Moved by Mayor Krausert that the Committee of the Whole approve the minutes of the February 15, 2022 meeting as presented.

CARRIED UNANIMOUSLY

D. STAFF REPORTS

1. **Protective Services 2021 Annual Reports**

Administration spoke to a written report on the Protective Services statistics for the 2021 calendar year. They were joined by Ryan Singleton, Staff Sergeant, and Sergeant Jack Wrobel, Canmore RCMP detachment, who provided the Committee with highlights from the RCMP's 2021 Community Detailed Report.

2. **Fire Rescue 2021 Annual Report**

Administration spoke to a written report on the Fire and Rescue statistics for the 2021 calendar year.

Meeting Break 2:56-3:09

3. **HBO Debrief**

Administration briefed the Committee with a report on the HBO filming experience.

4. **Transportation Introduction (verbal presentation)**

Administration provided a verbal report on upcoming transportation projects and initiatives contributing towards our 2030 transportation goals.

5. **West Bow River Pathway Concept Design Report (verbal presentation)**

Administration provided a verbal report on functional and conceptual planning and planned project design, including updates on scope and schedule.

Minutes approved by: _____

E. COUNCILLOR UPDATES

1. 2022 Councillor Updates

Written report, received as information.

F. ADMINISTRATIVE UPDATE

1. 2022 Administrative Update

Written report, received as information.

G. COUNCIL RESOLUTION ACTION LIST

1. Council Resolution Action List as of March 9, 2022

Written report, received as information.

H. CORRESPONDENCE

1. Request re. Paid Parking Pass(es) for MD Residents

2. Response to MD of Bighorn Request for Canmore Resident Pass

3. AHS-EMS Ambulance Shortages

4. Response from EHS re: AHS – EMS Ambulance Shortages

5. Response from Minister Horner re. Mountain Pine Beetle Grant Funding Timeline

6. Provincial Budget 2022

7. RCMP Retroactive Pay

I. IN CAMERA – None

J. ADJOURNMENT

12-2022COW

Moved by Mayor Krausert that the Committee of the Whole adjourn the March 15, 2022 regular meeting at 4:34 p.m.

CARRIED UNANIMOUSLY

Sean Krausert, Mayor

Andrew Kelly, Assistant Municipal Clerk

Minutes approved by: _____



Briefing

DATE OF MEETING: April 19, 2022 **Agenda #:** D-1

TO: Committee of the Whole

SUBJECT: 2021 High Turbidity Event – Investigation Update

SUBMITTED BY: Andreas Comeau, Manager of Public Works

PURPOSE: To provide Council with an update on the investigation into the 2021 high turbidity and subsequent boil water event to determine root causes and identify any recommendations to prevent future occurrences.

EXECUTIVE SUMMARY

Late morning on July 29, 2021, residents living in the Cougar Creek area detected high turbidity in the potable water system, linked to the commissioning of a new water line. As a result, EPCOR stopped the commissioning of the new watermain, and Alberta Health Services (AHS) issued a Boil Water Advisory (BWA) due to the potential for external contamination of the system during installation. The plan to have the BWA lifted included a requirement to flush and test most of the watermains in town. The BWA event lasted a total of twelve days with the final advisory lifted on August 9, 2021. The investigation identified three root causes that are summarized in the body of this report.

BACKGROUND/HISTORY

The Utility Master Plan identified and recommended the South Bow River Loop project, which loops the water system to provide system redundancy and support water security. The project was separated into three sections, with the final section of pipe connecting the water main at the Wastewater Treatment Plant to the water main along Bow Valley Trail. Due to the drop in elevation from the Three Sisters Parkway, where the other end of the South Bow River Loop connects, a Pressure Reducing Valve (PRV) was required to mitigate high water pressures. The construction of the final section of pipe was completed in June 2021 and the final step to commission the line and PRV was scheduled for late July 2021.

DISCUSSION

Background

EPCOR was the project manager of the South Bow River Loop capital project, on behalf of the Town. The new line would connect the watermain located along the Three Sisters Parkway with the watermain along Bow Valley Trail via the Wastewater Treatment Plant (WWTP). The final section of pipe between the WWTP and Bow Valley Trail included the installation of a Pressure Reducing Valve (PRV), due to the significant water pressures.

High Turbidity Event

Once the new watermain installation was complete and commissioning of the new watermain was underway, residents living in the Cougar Creek area began noticing cloudy potable water. Soon after, the Town started receiving calls related to cloudy water from other parts of the community. Once the issue was identified, the commissioning of the watermain was halted. As required under Provincial regulation, EPCOR advised Alberta Health Services (AHS) and Alberta Environment and Parks (AEP) of the cloudy water, and AHS determined that a Boil Water Advisory needed to be issued for the entire Town and its regional customers.

The BWA initially required the entire municipal water distribution system to be flushed and tested with a systematic approach to clear the turbidity and ensure the water was safe to drink. EPCOR in collaboration with CIMA+ Consulting developed a flushing plan and secured operators from other EPCOR sites across Alberta to help flush the lines 24 hours a day until the water was deemed safe to drink again. EPCOR and CIMA+ were able to demonstrate to AHS that there were parts of the municipal water system that were not affected by the high turbidity event. AHS agreed with this assessment, and parts of the municipal water system and the Town's regional customers had the BWA lifted. The remaining affected areas were separated into nine flushing zones.

Once an area was flushed, a sample was taken and sent to a lab to be tested. Once tests confirmed the water was safe to drink the BWA was lifted for that flushing zone. This flushing approach continued until the final area was deemed safe to drink on August 9, 2021.

During the high turbidity event, the Emergency Command Centre (ECC) was put into place to support the event and provide accurate and timely communications to the public and to make available temporary potable water. Potable water tankers/trailers were sourced and located at key areas of Town (Elevation Place, WorldMark Resort and Elizabeth Rummel School) for all residents to access. The number of tankers/trailers were reduced as more areas of the Town had their BWAs lifted.

Once the BWA was lifted, an investigation began to determine the root cause of the turbidity and identify any recommendations or learnings. Administration also committed to provide an update to Council on the findings, and EPCOR will present the findings in more detail in conjunction with this report.

Root Causes

In summary, there are three factors that contributed to the incident:

1. Complexity of the Canmore water system and the variation in its pressure zones. Due to the Town's topography and water sources, the water system requires many water pressure zones that are managed with Pressure Reducing Valves (PRVs).
2. The lack of system-wide hydraulic analysis, which could have revealed the impact of the new pipe on the velocities and flows in the existing system - when an increase in velocity or a change in the direction of flow occurs, there is potential for existing sediment to be stirred up and carried into the system leading to high turbidity. While it is not normal practice to do this modelling, it would have helped in this situation.
3. The amount of sediment in the water system due to a lack of recent or regular uni-directional flushing (pipe cleaning). Uni-directional flushing is challenging in the Town as it requires large spaces of land to receive the 'flushed water', which is difficult to identify within the developed areas.

Next Steps

EPCOR is planning to commission the new waterline in July 2022. Given the challenges associated with the first attempt to commission, considerable effort has been put into the revised commissioning plan, including more analysis and vetting than was done with the previous effort.

FINANCIAL IMPACTS

There are no direct financial impacts to the Town of Canmore related to the response of the Boil Water Advisory event. EPCOR will provide more details during their presentation on the costs related to the BWA and the fact the Town of Canmore will not bare any costs associated with the incident.

STAKEHOLDER ENGAGEMENT – N/A

ATTACHMENTS – N/A

AUTHORIZATION

Submitted by: Andreas Comeau
Manager of Public Works Date: March 29, 2022

Approved by: Whitney Smithers
GM of Municipal Infrastructure Date: April 1, 2022

Approved by: Sally Caudill
Chief Administrative Officer Date: April 1, 2022

Town of
CANMORE **Briefing**

DATE OF MEETING: April 19, 2022 **Agenda #:** D-2

TO: Committee of the Whole

SUBJECT: Busking in Canmore

SUBMITTED BY: Eleanor Milette, Manager of Economic Development

PURPOSE: To provide Council with an update on busking within Canmore.

EXECUTIVE SUMMARY

In April 2021, Council approved the inclusion of Busking licenses into Business Registry Bylaw 2021-01. However, busking was not permitted until the Provincial Public Health Orders lifted restrictions on public gatherings. For this reason, the 2021 program was not launched until June 20, 2021.

In 2021 we had three registered buskers within Canmore. As this was a new process, Municipal Enforcement spoke to a large number of buskers not within approved areas and took the approach of providing education on the ways busking is permitted within the Town (i.e., with a license).

Upon review of the program, we will continue to offer Busking licenses and adapt the program as new information becomes available.

BACKGROUND/HISTORY

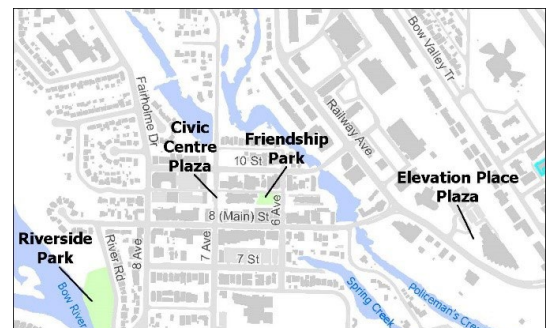
On April 6, 2021, Council amended the Business Registry Bylaw (2015-02) to include a Busking Business License and Permit process.

DISCUSSION

Busking licenses were included in the Business Registry Bylaw in 2021 with the creation of specific permitting conditions on where and how busking can take place within Canmore.

Conditions included, but were not limited to, the following:

1. Buskers must obtain a license from the Town of Canmore Business Registry
2. Busking is permitted within the pre-approved locations as indicated on the map between the hours of 11:00 am and 6:00 pm from May 1st to October 31st
3. No amplification can be used
4. Maximum of two hours per location
5. Buskers must demonstrate a reasonable degree of proficiency in their performance.
6. The Town reserves the right to suspend or revoke a busking permit if buskers contravene any of the conditions of their permit or other Town bylaws.



The opportunity was created for property owners to request the inclusion of a location on the approved busking locations' map. In 2021 no requests were received for additional locations.

Following Council's approval, and before the actual launch of the program, Economic Development received four emails from Riverside Road residents indicating their disappointment with the park having become an approved location for the program, considering the pandemic public health orders at the time. Residents were informed that no busking permits would be issued until public health restrictions allowed, and that Economic Development would follow-up with residents to understand its impact and if any adjustments are required for 2022.

Following the launch of the Busking Program on June 20th, a letter was mailed out to 19 property owners on Riverside Road located adjacent to Riverside Park, outlining the program, its guidelines, the permitting process, and how Economic Development would follow-up at the end of the program. On November 24th letters were sent out to residents requesting participation in a follow-up survey. At the end of 2021 only four responses were received.

Survey Responses:

- Only one person indicated they had noticed a busker playing an acoustic guitar at the park once or twice over the summer.
- No one identified negative impacts of buskers, and instead, noted the following:
 - One respondent did not feel buskers had a place within any park.
 - Another respondent noted that they support busking, just not in their backyard.
- When asked if they would support the Riverside Park location in the future, all indicated that they did not.

Municipal Enforcement Review

During the summer of 2021, Municipal Enforcement received several complaints related to busking on Main Street at an unapproved busking location. Most of these noise complaints came from business owners.

Buskers approached by Municipal Enforcement were unable to produce permits and indicated they were not aware they needed one. As noted, the approach in 2021 was to educate on the new process and encourage them to obtain the appropriate license. No fines were issued.

It is estimated that there were about 10 buskers approached on Main Street. Specific complaints and issues identified included:

- Accordion and bagpipe players - received from both residents and businesses.
- Buskers who would loiter in front of store fronts playing guitars were also blocking access to those businesses.
- Although complaints were not received, it was observed that a resident of Canmore was on the street, raising money for a charity.
- There was support from visitors and residents related to a well-known and talented magician and singer, who drew a crowd of approximately a hundred (100) people. This person was approached by Municipal Enforcement requesting their busking license. The crowd implored Municipal Enforcement to let them perform.

Administration received an inquiry about the rationale around the minimum age requirement to obtain a Busking license, which may prompt a review of this particular condition for 2022. Currently permits will only be issued to individuals aged 16 years and older, and any applicant under the age of 18 requires parental or guardian signature on their application.

Next Steps

Administration will continue with the Busking Program in 2022 with the following changes made:

- Increase approved busking times to 10:00 am to 8:00 pm in all locations except Riverside Park, which will remain at 10:00 am to 6:00 pm
- Run the program in the same timeframe as the Main Street Pedestrian zone: May 15 – October 12
- Review permitted instruments such as bagpipes, trumpets and accordions which have a higher sound output than, for example, an acoustic guitar. Restrict the use of louder instruments to non-residential locations.

Administration is not proposing to change the locations. With only three participants in the 2021 program, and only four River Road resident survey responses, we cannot properly assess the program’s impact overall, and specifically at Riverside Park. Riverside Park is public property, and as such, the Town has the ability to activate it to create vibrancy and build community.

FINANCIAL IMPACTS

Three busking licenses were issued in 2021 at \$35 each.

Fees collected cover the administrative cost of issuing the permit.

STAKEHOLDER ENGAGEMENT

Resident survey sent to Riverside Road residents alongside the park.

Internal Stakeholders: Municipal Enforcement, Arts and Events, Economic Development, Finance, Communications, Recreation.

ATTACHMENTS

- 1) Busking Permitting Conditions (updated)

AUTHORIZATION

Submitted by:	Eleanor Milette Manager of Economic Development	Date:	March 28, 2022
Approved by:	Scott McKay Acting GM of Municipal Services	Date:	March 28, 2022
Approved by:	Sally Caudill Chief Administrative Officer	Date:	April 1, 2022

Canmore Busking Permit Conditions

Thank you for your interest in applying for a permit to busk in the Town of Canmore. Before we collect any of your personal information and proceed with the application process you must read, understand, and sign off on the following permit conditions.

The permit holder agrees to comply with the following conditions:

- 1) Busking is permitted only in areas identified on the Town of Canmore Locations Map attached to your permit, and performed from **10:00 am to 8:00 pm, with the exception of Riverside Park where performances are permitted from 11:00 am to 6:00 pm**, from May 15th to October 12th. Any busking done outside of these parameters is subject to penalties, and could result in, but are not limited to a financial fine, revoking of permits, and inability to apply for permits in following calendar year.
- 2) Buskers must always carry their permit on their person during a performance and will supply upon demand of a Municipal Enforcement Officer or Peace officer. Failure to do so could result in a fine subject to the *Business Registry Bylaw*.
- 3) Busking is not permitted:
 - a) In locations where other paid performers are working
 - b) So close to another performer so as to interfere with the other's performance
 - c) At sites that have already been booked for events or festivals
 - d) At transit stops or in transit vehicles unless hired to do so
 - e) Perform on private property without written permission of the landowner
 - f) Where the performer and/or the audience gathered to view the performer blocks pedestrian flow or business entrances
 - g) In tree beds
- 4) Busking operates on a first come, first-served basis, and maximum performance duration of 2 hours per location. After performing for a maximum of 2 hours the busker must move to a different location and may not return to that location for the remainder of the day.
- 5) No amplification may be used, acoustic only.
- 6) Buskers must keep the site in use clean while they are working, ensure that their use of the site does not pose a threat to public safety and that the busking site is left in the condition in which it was found.
- 7) High risk or unsafe performances which may put the public and/or the performer at risk are not permitted.
- 8) All performances must be suitable for a general family audience.
- 9) Buskers will have a neat and clean appearance.
- 10) Buskers may not use drugs, alcohol or tobacco or appear intoxicated.

- 11) Buskers are not permitted to sell any merchandise.
- 12) Buskers do not include face painters, portrait artists, painters, crafts people, psychics or any person or artist who provides a service or produces a product.
- 13) Signs, banners, or displays are not permitted.
- 14) Buskers must demonstrate a reasonable degree of proficiency in their performances.
- 15) Buskers may receive donations for their performances but must not charge a minimum or set fee for performances. Aggressive or persistent solicitation of donations is not permitted.
- 16) No buskers under the age of 16 years old shall be granted a permit.
- 17) Buskers must ensure that they have obtained all clearances, licenses, and performances rights to material presented, and are legally entitled to perform in Canada.
- 18) The busker agrees to indemnify and save harmless the Town of Canmore from all costs, loss damages, proceedings, actions, claims, demands, and expenses incurred by the busker and sustained or caused by, or arising out of, the busker's performance and behavior in the Town of Canmore.
- 19) Bagpipes, horns, and accordion use are only permitted in the Elevation Place Plaza.

The Town of Canmore reserves the right to:

- 1) Determine the standard of proficiency and suspend a Busking Permit if a busker is receiving complaints and/or is unable to consistently maintain a satisfactory standard.
- 2) Restrict the locations and times available for busking. The Town of Canmore will provide reasonable notice of restrictions when possible.
- 3) Halt performances that restrict or disrupt the safety or enjoyment of residents and visitors.
- 4) Remove any sign, banner, or display that obstructs or interferes with pedestrian or traffic circulation, interferes with normal business activities, or obstructs view of other signs.
- 5) Suspend or revoke a Busking Permit if a busker contravenes any of the Busking Permit conditions or any Town of Canmore bylaw.

Please note that some types of instruments create a greater volume and, in some cases, may result in complaints. In these cases, we reserve the right to restrict times and areas where the busking may occur as well as the right to revoke or place additional conditions on a permit if an issue cannot be resolved.

I _____, have read and understood the Busking Permit Conditions. I understand that if the conditions are not met, the Town of Canmore reserves the right to suspend or revoke my permit. Failing to meet conditions in the Busking Permit could also result in fines or penalties.

Print Name

Date

Signature

Town of Canmore Representative

This personal information is being collected under the authority of the Municipal Government Act for the purpose of operating the Busking Permit Program. It is protected under the privacy provisions of the Freedom of Information and Protection of Privacy Act. If you have any questions about the collection of personal information, contact the Municipal Clerk at 403-678-1550 or municipal.clerk@canmore.ca



Briefing

DATE OF MEETING: April 19, 2022 **Agenda #:** D-3

To: Committee of the Whole

SUBJECT: Adaptation Resilience Training (ART) Intern Report – Natural Assets and Climate Change Adaptation

SUBMITTED BY: Joshua Balak, Sustainability Project Assistant/ART Intern

PURPOSE: To provide Council with a summary of the Natural Assets and Climate Change Adaptation research and recommendations completed through the University of Alberta’s Adaptation Resilience Training (ART) Internship Program.

EXECUTIVE SUMMARY

This briefing is a summary of a research-based project focused on Natural Asset Management and Valuation and Climate Change Adaptation. The intent of this project was to consider the rationale and methodologies for a potential Natural Asset Management and Valuation Strategy and assess the need for a refresh of the Town’s existing Climate Change Adaptation Background Report and Resilience Plan. The outcome of this project is the Natural Asset Management and Valuation and Climate Change Adaptation Review (Summary Report) that provides recommendations for next steps.

BACKGROUND/HISTORY

The Adaptation Resilience Training (ART) Program is a cost-shared initiative of Natural Resources Canada’s Building Regional Adaptation Capacity and Expertise (BRACE) Program and Alberta Environment and Parks. It is administered by the University of Alberta’s Sustainability Council and Associated Engineering, with internship salaries administered and paid for by the University of Alberta. The main objective of the BRACE program is to match recent or upcoming graduates with eight-month internship placements to help develop the climate change adaptation capacity of municipalities and other organizations throughout Alberta. In total, 30 interns were funded to work on Alberta-based adaptation and resilience research projects from September 2021 to May 2022.

Specific to the Canmore project, the following policies were considered:

- 2010: Environmental Sustainability Action Plan (ESAP) (309-10)
- 2011: Urban Forest Management Plan (370- 2011), this Plan places a value on Town-owned trees of \$249 million.
- 2016: Climate Change Adaptation Background Report and Resilience Plan (282-2016)
- 2018: Climate Action Plan (269-2018) and greenhouse gas (GHG) reduction targets, which superseded the 2010 ESAP targets for energy and climate protection.
- 2019: Tree Protection Bylaw (2019-10)

- 2019: Council declared a State of Climate Emergency (207-2019).
- 2021: Asset Management Policy (176-2021). This Policy explicitly defines natural assets as something that could be managed by a municipality.

DISCUSSION

Through the ART program, the Town secured an Intern/Sustainability Project Assistant to provide best practice research and recommendations on two areas of interest: Natural Asset Management and Valuation, and Climate Change Adaptation.

Natural Asset Management and Valuation:

Natural assets are natural features of the environment (creeks, wetlands, trees/forests, grasslands, etc.) that provide one or more beneficial ecosystem services to human beings. These ecosystem services may include air and water quality regulation, carbon sequestration, flood mitigation, or urban heat island mitigation, among other services. In recent years, municipalities have begun to place a value on natural assets and the services they provide, and subsequently manage them to ensure these services are not lost. Managing natural assets fosters more climate resilient communities and can be used to ensure development does not deplete important municipal and ecosystem services. Okotoks, Calgary, and Saskatoon are a few Canadian municipalities that have already conducted some form of natural asset management. In the Town of Okotoks alone, natural assets were found to be providing \$84 million in beneficial services to its residents.

Based on the research conducted by the ART Intern, the following high-level recommendations are being brought forward. These recommendations will be brought forward for consideration in the 2023-2024 business planning and budgeting process.

1. Hold an internal workshop with relevant internal stakeholders to determine the rationale and potential scope for a natural asset management approach that would provide the highest strategic benefit to the Town.
2. Follow a similar process and scope to the Town of Okotoks, using an external consultant to develop a Natural Asset Inventory & Ecosystem Service Assessment. This will provide the Town with an inventory of the Town's natural assets, their associated condition, value, and other relevant characteristics. The Okotoks approach appears to be the most robust strategy out of those reviewed and has won awards from Alberta Municipalities and the Canadian Association of Municipal Administrators.
3. Compile all the necessary imagery and data related to natural assets within Canmore. This will help facilitate the process once it comes time to engage with consultants. It is advised to wait until a refresh of the Town's aerial imagery is completed later in 2022 to ensure the most up to date information is being used.
4. Integrate the inventory of natural assets and their associated condition, value, and other relevant characteristics within the Town's evolving asset management framework – this integration will ensure that natural assets become a part of regular decision-making processes.

Climate Change Adaptation:

In recent years the need for climate change adaptation planning has become more apparent. Extreme weather events related to climate change are becoming a regular occurrence for many Canadian communities, yet the level of preparedness for these events is not always sufficient. For example, this past fall, heavy rains throughout southern British Columbia caused extensive damage to infrastructure and forced evacuations. The entire town of Merritt was forced to flee after significant damage to their wastewater treatment plant rendered the community unlivable.

The Town of Canmore has an existing Climate Change Adaptation Background Report and Resilience Plan (Adaptation Plan). It was created in 2016 in partnership with All One Sky Foundation as part of their Climate Resilience Express workshop with the Municipal Climate Change Action Centre. The Adaptation Plan was developed through a workshop which involved working through a structured risk assessment process with relevant stakeholders, from which priority climate hazards and their associated actions were compiled. Some of these actions have been implemented or partially implemented, including updates to the FireSmart strategy; installation of backflow valves in municipal buildings; and the installation of power surge protectors at priority municipal buildings.

The ART Intern's research primarily focused on whether the Adaptation Plan requires updating to keep it in line with the most current climate science and best practices. Based on this research, it was recommended that the Adaptation Plan be refreshed. This could be as a standalone document or incorporated into another document like the broader Climate Change Action Plan, which addresses both mitigation and adaptation measures.

The 2016 Adaptation Plan serves as a good first step in building a more climate resilient community, however, because of its age and advances in both climate adaptation planning and climate science, it should be updated to:

- include more robust monitoring and review guidelines to ensure adaptation actions are on track for implementation.
- undertake Indigenous consultation throughout the stakeholder engagement process.
- use an equity lens to ensure that vulnerable populations, who tend to be disproportionately impacted by climate change, are specifically considered.
- include updated climate projection data specific to the Town. This is necessary to ensure the planning process is based on the most up to date information.

This recommendation will be brought forward for consideration in the 2023-2024 business planning and budgeting process.

FINANCIAL IMPACTS

This briefing is for information only and there are no immediate financial impacts. Future recommendations would include financial impact details and access to grants (MCCAC) where available.

STAKEHOLDER ENGAGEMENT

Throughout the eight-month internship period, several meetings were held with different stakeholders and advisors. These included consultants who have developed municipal strategies in both subject areas, external municipal staff, including those from the City of Edmonton and Town of Okotoks, as well as internal Town staff.

ATTACHMENTS

- 1) Summary Report: Natural Asset Management and Valuation and Climate Change Adaptation Review

AUTHORIZATION

Submitted by: Joshua Balak
Adaptation Resilience Training Intern Date: March 22, 2022

Approved by: Andreas Comeau
Manager of Public Works Date: March 29, 2022

Approved by: Whitney Smithers
General Manager of Municipal
Infrastructure Date: March 29, 2022

Approved by: Sally Caudill
Chief Administrative Officer Date: April 1, 2022

Summary Report: Natural Asset Management and Valuation and Climate Change Adaptation Review

Joshua Balak

ART Intern for the Town of Canmore

April 2022

Contents

Acknowledgements.....	2
Executive Summary.....	2
Natural Asset Management and Valuation.....	4
Introduction	4
Literature Review.....	5
Funding Opportunities	9
Recommendations	9
Climate Change Adaptation	11
Introduction	11
Literature Review.....	12
Funding opportunities.....	14
Recommendations.....	14
References	15
Appendix A – Literature Review.....	16

Acknowledgements

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Executive Summary

As part of the ART program, the Town of Canmore engaged in a research based project to consider the rationale and methodologies for a potential Natural Asset Management and Valuation Strategy and explore the need for a refresh of the Town's existing Climate Change Adaptation and Resilience Plan. This work was undertaken under the supervision of the Town of Canmore's Environment and Sustainability Supervisor and Energy and Climate Action Coordinator from September 2021 to April 2022.

As communities look to become more resilient to climate change, additional strategies that support such resilience are needed. Natural asset management and valuation represents a significant opportunity for communities to improve resilience to climate change, while at the same time improving quality of life by providing clean air and water, offering recreation opportunities, and improving mental health. This research into natural asset management and valuation found several methodologies and economic methods for managing and valuing natural assets that have been applied at various levels of government. While natural asset management and valuation is still a relatively new concept for many, it is becoming a more prevalent practice among municipalities across Canada. Several communities within Alberta, including Okotoks and Calgary, have taken steps to ensure proper management of natural assets. This report details what natural assets are, what they do, and provides a rationale for implementing the Town's first natural asset management plan and inventory. Specifically, it is recommended that the Town take the following next steps:

1. Hold an internal workshop with relevant internal stakeholders to determine the rationale and potential scope for a natural asset management approach that would provide the highest strategic benefit to the Town.
2. Follow a similar process and scope to the Town of Okotoks, who worked with an external consultant to develop a Natural Asset Inventory and Ecosystem Service Assessment. The Okotoks approach appears to be the most robust strategy out of those reviewed and has won awards from Alberta Municipalities and the Canadian Association of Municipal Administrators.
3. Compile all the necessary imagery and data related to natural assets within Canmore. This will help facilitate the process once it comes time to engage with consultants. It is advised to wait until a refresh of aerial imagery is complete to ensure the most up to date information is being used – according to internal staff this will occur in late 2022.

4. Integrate the inventory of natural assets and their associated condition, value, and other relevant characteristics within the Town’s current asset management framework – this integration will help ensure that natural assets become a part of regular decision-making processes.

Another core aspect of climate resilience is proactively minimizing climate hazards through a climate change adaptation plan. The Town’s current adaptation plan, the *Climate Change Adaptation Background Report and Resilience Plan (Adaptation Plan)*, is over 5 years old and currently past the threshold for its regular update. In reviewing the Town’s current Adaptation Plan, several key areas were found to be in need of updating. This report outlines such areas and identifies updated climate change adaptation frameworks that could be applied to assist the Town in updating the Adaptation Plan. In the event the Town decides an updated Adaptation Plan is needed, it is recommended to include:

- a more robust monitoring and review guideline to ensure adaptation actions are on track for implementation.
- Indigenous consultation throughout the stakeholder engagement process.
- an equity lens to ensure the voices of more vulnerable populations, who tend to be disproportionately impacted by climate change, are specifically considered.
- updated climate projection data specific to the Town is necessary to ensure the planning process is based on the most up to date information. Specifically, climatedata.ca or climateatlas.ca both provide climate profiles for Canmore and a suite of climate variables to ease the planning process.

Natural Asset Management and Valuation

Introduction

Although not traditionally recognized within the field of asset management, natural assets are beginning to form a more prominent role in the asset management strategies of organizations. From municipal to national levels of government, and from small organizations to larger corporations, natural assets are playing a larger role in decision-making processes.

Natural assets are a class of assets which include common features of our environment – rivers, creeks, wetlands, grasslands, trees, etc., (OECD, 2005). Similar to engineered and man-made assets, natural assets provide human beings with beneficial services. In the same way that a road provides reliable transportation, or a water line provides clean water to homes and businesses, natural assets provide a variety of valuable services that we benefit from. However, natural assets are not limited to providing a solitary service or benefit like traditionally recognized assets, but rather can provide multiple services or benefits. For example, wetlands, in addition to flood mitigation and water quality regulation, may also provide carbon sequestration, recreation opportunities and habitat for critical wildlife species (Haines-Young & Potschin, 2018).

Although the services that natural assets provide are essentially ‘free’, it is not guaranteed that they will continue to provide these services in perpetuity. Like traditional infrastructure assets, natural assets are subject to various forms of risk that have the potential to reduce these services or deplete them altogether. Primary risks to natural assets include climate change (e.g. wildfires, drought, flooding, extreme heat and cold, pest infestations, etc.), and increased land development. It is often the case that replacing the services that natural assets provide is either cost prohibitive or impossible altogether. For example, there is no guarantee that any sort of infrastructure would be able to replace the full value of a lost wetland, and if replacement infrastructure does exist, it would likely be cost prohibitive and time consuming to construct. In the long run, it is more cost effective to manage natural assets with a relatively low cost, than to lose them indefinitely or be forced to construct expensive replacement infrastructure.

Herein lies the value in proactively managing natural assets. Inventorying natural assets, the services they provide, and assigning a value to them informs management decisions to ensure that the services natural assets provide to communities are not lost. Proactive natural asset management can help municipalities be more resilient to climate change and better understand the trade-offs and potential long-term impacts of development.

To support the Town of Canmore in considering a future Natural Asset Management and Valuation plan, the Intern was tasked with conducting a comprehensive literature review to establish the following:

- What are the typical services that different natural assets provide?
- What has the Town of Canmore already accomplished in regard to natural asset management and valuation?

- How are natural asset plans developed and what frameworks could assist the Town in creating a plan of its own?

Literature Review

To date, the only plan that recognizes the value of natural assets within Canmore is the *Town of Canmore Urban Forest Management Plan (UFMP)* (Teresa Systems, 2010). The UFMP sought to value Town owned stands and individual trees, trees located within a provincial lease managed by the Town, as well as trees located on private land that would require maintenance by the Town within one year of implementation of the UFMP (Teresa Systems, 2010). Although this scope captures a significant portion of trees located within Canmore, it is not comprehensive. Further, this valuation exercise only provided insight into one type of natural asset; trees. Despite both of these concessions, the trees within the study area defined by the UFMP were valued at \$249 million dollars (Teresa Systems, 2010). Although this plan outlines a management strategy for the trees within the study area, it serves as a guidance document only. The only formal policy adopted by the Town that recognises natural assets is the Asset Management Policy which lists natural assets as its own subclass of assets capable of delivering multiple municipal services (Asset Management Policy, 2021).

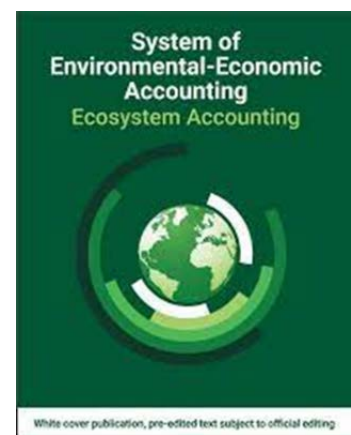
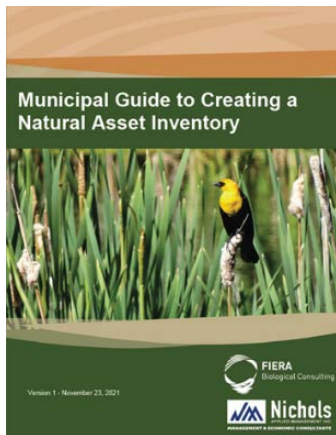
In order to facilitate an effective review of what other municipalities have accomplished in this emerging area of natural asset management and valuation, and identify potential next steps for the Town, focus was placed on available frameworks and methodologies that support effective natural asset management. Despite natural asset management and valuation being a relatively new concept, a number of communities from across Canada were identified that have conducted natural asset management in some form. This includes, the Cities of Calgary and Saskatoon, the Town of Okotoks, and the District of West Vancouver, among a number of other communities. Generally, these communities have followed a limited number of natural asset management and valuation frameworks being implemented by consulting firms and other organizations.

Within Canada, the organization that has been a driving force in implementing natural asset management and valuation practices across the country is the Municipal Natural Assets Initiative (MNAI). MNAI was formed in 2015 with the goal of establishing a consistent and replicable process for creating natural asset management plans of various forms, and to date has assisted over 25 communities in doing so. However, MNAI has largely focused on the valuation of stormwater management services, rather than a more comprehensive valuation process.

The approach to natural asset management and valuation which holds the most promise for the Town is that which was used by Fiera Biological and Nichols Consulting with the Town of Okotoks. With the help of Fiera and Nichols, the Town of Okotoks created a natural asset inventory and ecosystem service valuation, the first of its kind in Alberta. Overall, the natural assets of interest in Okotoks provide \$84 million in beneficial services to their community (Fiera

Biological, 2020). Compared to other natural asset plans that were reviewed, this work created for the Town of Okotoks represents the best in natural asset management to date. This is due to its replicable process, choice in economic valuation method, and broad scope.

Apart from the approaches to natural asset management and valuation taken by MNAI and Fiera/Nichols, there exists virtually no other frameworks that are applicable at the level of municipal government. The United Nations (UN) has two frameworks designed to assess natural assets, the *System of Environmental Economic Accounting* (SEEA) and the *System of Environmental Economic Accounting – Ecosystem Accounting* (SEEA-EA). These frameworks are designed for application at a national or sub-national level of government, and function primarily as a tracking mechanism used to measure changes in stocks of natural assets. Further, the use of these frameworks requires large amounts of data pertaining to natural systems, which are not always readily available and costly to acquire. The final framework that was reviewed was the Natural Capital Protocol. This protocol was designed for the use by large corporations to account for natural assets and their associated services in their business practices.



Building on this research pertaining to natural assets, there was also the opportunity to engage with external stakeholders with previous experience in natural asset management and valuation. Of particular interest is two meetings that were held surrounding the natural asset plan that was created for the Town of Okotoks. First, the Intern and the Town of Canmore’s Climate Action Coordinator had the opportunity to meet with a representative from the Town of Okotoks heavily involved in the creation of their natural asset plan. From this meeting, key information was conveyed including specific staffing requirements, costs, timeframe, and inputs required to form the natural asset plan in Okotoks (see Table 1). Following this, the

Intern was able to arrange a meeting with the consultant team responsible for the creation of the natural asset management and valuation plan for the Town of Okotoks. This meeting included the ART Intern as well as key internal stakeholders from Parks, Public Works, Engineering, GIS, Sustainability, and Asset Management. This meeting offered the consultant team an opportunity to present information on natural asset management and valuation and how it could benefit the Town of Canmore. Much of the same information revealed in the meeting with the Town of Okotoks was echoed, however, this meeting also gave internal staff the opportunity to ask specific questions related to staffing and information requirements.

Overall, what these meetings revealed is that the initial stakeholder process is key in determining the scope of natural asset projects, having sufficient data is important in developing an accurate inventory and valuation assessment, and that the majority of the work involved is up front and near the end of the project. Further, knowing who this plan is intended for can help shape how it is constructed. For example, if it will primarily be used as an asset management tool, then ensuring that the inventory aspect of the plan can be integrated with the Town's current asset management registry is necessary.

In addition to external meetings, internal meetings with Asset Management and GIS were held to review certain aspects of a potential natural asset project. In meeting with GIS, it was stressed that the amount of data (GIS data, aerial imagery, etc.) required to create a project of this nature is proportional with the desired scale and level of detail. The more detail wanted the more data required. Further, it was shared that the Town will be updating its aerial imagery in 2022, and any such natural asset map and inventory should be created with the updated imagery.

Meeting with the Asset Management Coordinator helped to further solidify the rationale for creating a natural asset management plan and inventory by highlighting its potential uses. Most importantly, it was noted that in order for the natural asset management and valuation plan to be effective and useful, it must include an inventory of natural assets. Ideally, this inventory would align with the information in the Town's current asset register and work coming out of the upcoming 2022/23 Service Level Review. This alignment would in turn support consistent strategic decision-making and other priorities. Further, it was noted that the creation of a natural asset management plan and inventory itself demonstrates a level of transparency and future vision on risks associated with natural assets within Canmore. In particular, proactive management of the Town's natural assets demonstrates accountability towards residents of Canmore when it comes to addressing impacts associated with climate change. Lastly, understanding the value of the eco-systems services provided by natural assets can help inform discussions around future growth.

Table 1. Natural Asset Research Overview

Framework/Consultant Group	Comments
<p>Fiera Biological/Nichols Consulting</p>	<ul style="list-style-type: none"> • Stakeholder driven and can support either a broad or narrow assessment of natural assets. • Choice of economic valuation (benefit transfer) saves time and costs associated with project while still ensuring accurate estimates. • Supports a wide range of management and policy decisions (land development, environmental management, asset management) • Relatively low stakeholder involvement required. • Relatively short timeframe to complete (6-8 months). • Total cost to complete, including a natural asset inventory (~\$80,000)
<p>MNAI</p>	<ul style="list-style-type: none"> • Narrow scope – typically focused on stormwater management services. • Choice of economic valuation (replacement cost) ensures an accurate assessment of value, though it is time consuming and requires unnecessary complexity. • Reliant on accurate models to support replacement cost method.
<p>UN SEEA/SEEA-EA</p>	<ul style="list-style-type: none"> • Well-suited for national/provincial or territorial governments – not well suited to municipal governments. • Time consuming process (min. 1 year). • Large data requirement.
<p>Natural Capital Protocol</p>	<ul style="list-style-type: none"> • Well-suited for large businesses/corporations – not well suited to municipal governments. • Time consuming process (min. 1 year). • Large data requirement.

Funding Opportunities

In order to offset the cost of creating the Town's first natural asset plan several funding opportunities are available.

The Federation of Canadian Municipalities (FCM) *Green Municipal Fund* (GMF) provides low-interest loans and grants to fund municipal governments plans, feasibility studies, pilot projects or capital projects. Previous natural asset projects have been funded through the GMF, however, due to the narrow scope within which the funding is available, the majority of them have focused on water quality aspects of natural assets.

FCM also offers similar funding through the *Municipalities for Climate Innovation Program*, which offers funding in support of asset management projects that improve climate resilience. The City of Saskatoon received \$125,000 in funding through this program to create a partial natural asset valuation pilot project.

Recently the Municipal Climate Change Action Center (MCCAC) announced the *Climate Resilience Capacity Building Program*, a \$4.5 million dollar fund to support municipalities and Indigenous communities in becoming more climate resilient. Although natural asset management and valuation is not explicitly stated within the program funding details, it is something that assists communities in building climate resilience, and as such this funding could be applicable.

Recommendations

Based on the literature review and stakeholder interviews, both internal and external, the recommended next steps for the Town of Canmore are as follows:

1. Hold an internal workshop with relevant internal stakeholders (Engineering, Global Information System (GIS)/Mapping, Parks, Public Works, Asset Management, Finance, Sustainability, Planning, etc.) to determine the rationale and potential scope for a natural asset approach that would provide the highest strategic benefit to the Town.
2. Follow a similar process and scope to the Town of Okotoks, who worked with an external consultant to develop a Natural Asset Inventory and Ecosystem Service Assessment. The Okotoks approach appears to be the most robust strategy out of those reviewed and has won awards from Alberta Municipalities and the Canadian Association of Municipal Administrators.
3. Compile all the necessary imagery and data related to natural assets within Canmore. This will help facilitate the process once it comes time to engage with consultants. It is advised to wait until a refresh of aerial imagery is complete to ensure the most up to date information is being used – according to internal staff this will occur in late 2022.
4. Integrate the inventory of natural assets and their associated condition, value, and other relevant characteristics within the Town's current asset management framework – this

integration will ensure that natural assets become a part of regular decision-making processes.

If the Town decides to create its own natural asset management and valuation plan, the following sources of funding are recommended in order to offset the associated costs:

- Apply for funding through the *Municipalities for Climate Innovation Program* – natural asset projects have been approved under this funding in the past (City of Saskatoon) indicating a good probability of success if the Town were to apply.
- As a second option, the Town could submit an expression of interest to the MCCAC for funding under the *Climate Resilience Capacity Building Program*. Although it is possible that funding for a natural asset plan could be approved through this program, it is not guaranteed. However, with limited funding available, there may be other projects better suited for this funding.

Climate Change Adaptation

Introduction

As climate change continues to impact communities around the world, it is important to prepare not only individually, but collectively. Canadian communities are beginning to experience climate change impacts regularly, as wildfires, floods, and intense storms have become the norm in recent years. In 2021 alone, Canadian communities experienced some of the worst climate change related events in our country's history (Government of Canada, 2021). It is now not enough to try and slow climate change via mitigation actions that reduce our carbon footprint; climate adaptation is a necessary component of a wholistic climate change strategy.

Municipalities sit in a precarious position when it comes to being prepared for climate change. Municipal infrastructure comprises a significant amount of Canadian infrastructure, a large portion of which is in poor condition, and not well-suited to future climate conditions (Federation of Canadian Municipalities, 2019). Further, the health and livelihoods of Canadians are being increasingly exposed to the risks brought about by climate change (Berry & Schnitter, 2022). Although these vulnerabilities might not be apparent to all communities, one does not need to look far into the past to see examples of such vulnerability. The historic rain event in the fall of 2021 in southern British Columbia caused extensive damage and forced the entire community of Merritt to evacuate after significant damage to critical infrastructure (Watson & Dickson, 2021). The Town of Canmore experienced similar events in 2013, with the Cougar Creek flood causing \$30 million in damages to homes and critical infrastructure (Geddes, 2014).

In 2016, *The Town of Canmore Climate Adaptation Background Report and Resilience Plan* (Adaptation Plan) (Zukiwsky et al., 2016) was created with the help of All One Sky Foundation (All One Sky) in order to increased preparedness for future climate impacts. Although this Adaptation Plan set out a long list of potential adaptation actions, only a limited number of such actions have been implemented. Further, adaptation planning and climate science has progressed since the Adaptation Plan was created in 2016, and the current iteration of the Adaptation Plan has surpassed its update threshold.

To assist the Town with decisions regarding a future direction with adaptation planning, the Intern was tasked with the following:

- Review the current 2016 Adaptation Plan – identify potential areas for improvement.
- Review the adaptation plans and practices of leading Canadian municipalities to identify best practices in climate adaptation planning.

Literature Review

The first step in this review involved a thorough review of the Town's current 2016 Adaptation Plan. This plan was created by All One Sky through their Climate Resilience Express (CRE) workshop series, funded by the Municipal Climate Change Action Centre. This process involved two half-day stakeholder meetings wherein internal staff engaged in a climate change risk assessment process. All One Sky's approach to climate adaptation planning is heavily grounded in this risk assessment process. The risk assessment process used in creating the Adaptation Plan was ISO (International Organization for Standardization) 31000, which was considered best practice for managing any type of risk faced by organizations of any industry. The primary result of this risk assessment process was several priority risks and opportunities and their associated adaptation actions. Overall, 51 potential adaptation actions were identified in the Adaptation Plan.

Despite the breadth of actions and the thorough risk assessment process employed to create the 2016 Adaptation Plan, it indeed has some weaknesses and areas that need updating. They are as follows:

- According to the Adaptation Plan itself, it has surpassed its threshold of 5 years for its regular update, rendering it 'expired' or 'out-of-date'.
- The 2016 Adaptation Plan lacks an effective monitoring and review process.
- The 2016 Adaptation Plan used the climate projection data available at the time, however, given that climate science has progressed since then, it is necessary to use an updated climate data source.

Once the review of the Town's current Adaptation Plan was complete, the focus shifted to the adaptation practices of leading Canadian municipalities and the adaptation frameworks used by such municipalities. This review sought to focus on the adaptation plans created by leading municipalities in Western Canada. The cities whose adaptation plans were reviewed include Calgary, Edmonton, Red Deer, Banff, Vancouver, and Whistler. These communities created their adaptation plans according to a limited number of frameworks that support such planning, including the International Council for Local Environmental Initiatives (ICLEI) Building Adaptive and Resilient Communities (BARC) framework and All One Sky's updated version of CRE. ICLEI BARC in particular is the leading adaptation framework that has been used by over 77 different communities throughout Canada (ICLEI Canada, n.d.). All One Sky's updated version of CRE does not stray too far from their previous work, with the significant differences being that it makes use of an updated risk assessment framework (ISO 14092) and updated climate data sources. In addition to these findings, the ART Intern sought out additional planning frameworks and resources that could supplement the adaptation process. A major part of this additional research included finding new sources for updated climate projection data. Compared to the data used for the 2016 Adaptation Plan, the climate data available today is much more robust and easily accessible with websites such as climatedata.ca and climateatlas.ca offering climate data profiles for specific communities.

Supplementary to research on climate adaptation, the Intern also had the opportunity to engage in meetings with external stakeholders with experience in climate adaptation planning. This included two separate meetings with the City of Edmonton (CoE) and All One Sky to discuss their experiences in adaptation planning and any insights they might be able to provide. Meeting with the CoE, the Sustainability team was able to hear firsthand about their adaptation planning experience. Perhaps most important was hearing about the challenges the CoE had in facilitating an effective stakeholder engagement process, a vital step in the climate adaptation planning process. The CoE expressed the importance of effective engagement, especially ensuring relevant stakeholders are involved, and having the ability to work in a group setting as well as independently. The CoE also noted that having adequate time to complete meaningful engagement is necessary. Further, they also stressed the importance of establishing support for climate adaptation among leadership, without which it becomes difficult to integrate adaptation throughout the organization.

Much of the same information was shared in the Sustainability team during a meeting with All One Sky, with the addition of some important technical information. An important consideration communities must consider in adaptation planning is what level of climate change intensity to plan for, RCP (Representative Concentration Pathway) 2.5, 4.5 or 8.5 (2.5 least intense, 8.5 most intense). The meeting with All One Sky, confirmed that planning to RCP 8.5 is considered best practice within adaptation circles. Further, being sure not to plan too far ahead into the future is necessary as climate models tend to lose accuracy far into the future.

Adaptation Framework	Comments
ICLEI BARC	<ul style="list-style-type: none"> • Stakeholder engagement focused process. • Risk assessment based on climate projection data. • Specifically tailored for use by municipal governments. • Provides guidance for a more robust monitoring and review process. • ICLEI provides additional resources such as research assistance, planning guidance, and implementation support.
All One Sky	<ul style="list-style-type: none"> • Stakeholder engagement focused process. • Risk assessment based on climate projection data. • Incorporates the current best practice in climate adaptation risk assessment methodology with ISO 14092.

Funding opportunities

Fortunate for the Town, funding in support of climate adaptation planning has recently become available. The MCCAC recently announced the *Climate Resilience Capacity Building Program*, a \$4.5 million dollar fund to support municipalities and Indigenous communities in becoming more climate resilient. MCCAC will provide up to \$80,000 per project that falls within one of three streams: planning, strategies and initiatives, or Indigenous climate resilience. MCCAC could provide up to a maximum of \$160,000 if a community has two eligible projects within the listed streams. MCCAC has provided a list of pre-qualified contractors capable of carrying out climate adaptation work –This funding provides the perfect opportunity for an update to the Town’s current adaptation plan and could potentially support other climate resilience projects.

Recommendations

Based on the literature review and stakeholder interviews, both internal and external, it is recommended that the Town update the 2016 Adaptation Plan, whether as a standalone document or incorporated into other documents, with the following stipulations:

- include a more robust monitoring and review guideline to ensure adaptation actions are on track for implementation.
- undertake Indigenous consultation throughout the stakeholder engagement process.
- utilize an equity lens to ensure that vulnerable populations, who tend to be disproportionately impacted by climate change, are specifically considered.
- include updated climate projection data specific to the Town is necessary to ensure the planning process is based on the most up to date information. Specifically, climatedata.ca or climateatlas.ca both provide climate profiles for Canmore and a suite of climate variables to ease the planning process.

If the Town decides to update the 2016 Climate Change Adaptation Background and Resilience Report, the following sources of funding are recommended in order to offset the associated costs:

- Grant funding available through the Climate Resilience Capacity Building Program from MCCAC. Depending on what projects the Town is interested in, funding up to \$160,000 could be available to support an updated climate adaptation plan (min. \$80,000).

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Appendix A – Literature Review

Literature Review: Natural Asset Management and Valuation and Climate Change Adaptation

Joshua Balak

Table of Contents

Introduction	2
Part 1: Natural Asset Literature Review	2
1.1: Context	2
1.2: Canmore: Current Practices	3
1.3: Natural Asset Frameworks/Methodologies.....	4
1.4: Conclusion	11
References.....	12
Part 2: Municipal Climate Adaptation Literature Review	14
2.1: Context	14
2.2: Canmore’s Current Adaptation Plan.....	15
2.3: Current Best Practices	16
2.4: Conclusion	23
References.....	24

Introduction

This review is intended to provide an overview of the research that was completed as part of the Adaptation Resilience Training (ART) program through the University of Alberta. This review in particular was aimed at providing insight into two areas of interest for the Town of Canmore: Natural Asset Management and Valuation and Climate Change Adaptation. This report is split into two parts to represent the separate nature of this research. Each part of this review provides context as to what the reviewed topic is and why it is important, a review of Canmore's current practices within each subject area, and lastly, a review of the current best practices within each subject area.

Part 1: Natural Asset Literature Review

1.1: Context

Traditionally, municipal assets have been limited in scope to include only engineered or other man-made assets that provide various services to human beings. In recent years a new class of assets has made its way into the forefront – Natural Assets. Natural Assets are a class of assets which include common features of our environment – rivers, creeks, wetlands, grasslands, trees, etc. – and yet also provide beneficial ecosystem services to human beings (OECD, 2005).

These ecosystem services that natural assets provide are often the same or similar to services that can be provided by engineered assets. For example, wetlands can provide flood mitigation and water quality regulation (Haines-Young & Potschin, 2018), services similar to that provided by engineered assets such as dikes or water treatment facilities. However, natural assets are not limited to providing one service or benefit like so many engineered assets are. Continuing with the wetland example, in addition to flood mitigation and water quality regulation, wetlands may also provide carbon sequestration, recreation opportunities and habitat for critical wildlife species (Haines-Young & Potschin, 2018). In order to maintain these services, it is important to keep natural assets in good condition, just as it is for any other type of man-made asset. Typically, this is done by placing a value on such assets and subsequently managing them to maintain their level of service. Without any sort of management, natural assets are at risk of losing their inherent value, either by deteriorating condition of the asset itself or through future land development whereby natural assets could be destroyed. Throughout Canada, natural assets have only recently entered into municipal asset management considerations. The Municipal Natural Assets Initiative (MNAI) has conducted pilot programs in communities across Canada in order to establish a consistent framework for ensuring natural assets are accounted for by Canadian municipalities (MNAI, 2017). In Alberta, leading municipalities have also begun to consider natural assets in relation to their broader

asset management frameworks. In 2019/2020, Okotoks completed the first natural asset valuation and inventory in Alberta (Fiera, 2020).

The Town of Canmore, which has an abundance of natural assets within and surrounding the town, has an opportunity to ensure the proper management of such assets and their associated services. As municipalities work to ensure their communities stay resilient and adaptive to ever-changing future conditions brought on by climate change, it is becoming critical to adopt new strategies that work towards this goal. This paper will review similar strategies to natural asset management that the Town of Canmore has already employed and review natural asset methodologies and frameworks that have been employed in Canada and around the world.

1.2: Canmore: Current Practices

The Town of Canmore, although very ecologically conscious, has yet to enact any sort of frameworks that seek to inventory, value, and subsequently manage natural assets. The one exception to this statement is the Town of Canmore Urban Forest Management Plan (UFMP) (Teresa Systems, 2010). The Town of Canmore's UFMP which was developed in 2010 is the only attempt that the Town has made to value natural assets. The UFMP, while not comprehensive compared to other valuation methodologies, is a modest attempt at placing a value and displaying the importance of natural assets to the Town and relevant stakeholders. The UFMP sought to value Town owned stands and individual trees, trees located within a provincial lease managed by the Town, as well as trees located on private land that would require maintenance by the Town within one year of implementation of the UFMP (Teresa Systems, 2010). While this scope does capture a significant portion of the value of trees within Canmore, it is not comprehensive. In Figure 1 from the UFMP shown below, significant amounts of forested area are shown to have not been valued, despite lying within Town boundaries.

Using iTree, a tree inventory and valuation software that takes into account various metrics related to tree health, physical attributes, and condition, a replacement value for inventoried trees was calculated. Overall, the replacement value of trees managed by the Town is approximately \$249 million dollars according to estimates from iTree, in the 2010 UFMP (Teresa Systems, 2010). Considering that this value shows the potential benefits stemming from ecosystem services provided by just one class of natural assets within the town (Trees/Forests), the case for inclusion of other natural assets is apparent.

Other strategies associated with nature and/or natural assets that have been developed by the Town include the Human Use Management Review and the Human-Wildlife Coexistence Report (Town of Canmore, 2015; Town of Canmore & Town of Banff, 2018). While both of these strategies at their core recognize the value that natural assets and their associated services provide, this recognition is not explicitly stated or reflected in any sort of valuation framework.

Therefore, although these documents may provide useful information in an eventual development of a natural asset valuation, and are useful for their respective purposes, they do not provide significant benefit in terms of valuing the Town's natural assets.

1.3: Natural Asset Frameworks/Methodologies

As the Town looks to move forward and begin to value the various natural assets that provide benefits to the community, it is important to consider what the current best practices in this field are. Although the concept of valuing natural assets has existed for nearly 30 years (Costanza et al., 1997), consistent frameworks have only recently come into existence. The frameworks that do exist also vary in their overall approach, economic techniques used to value assets, scope, and scale of study, or their intended purpose. Ultimately, it will be the responsibility of relevant stakeholders to determine the intended purpose and scope of the study. Awareness of available tools to conduct this work will aid in this process. The following subsections will review the methodologies and frameworks that are currently being used to value and manage natural assets.

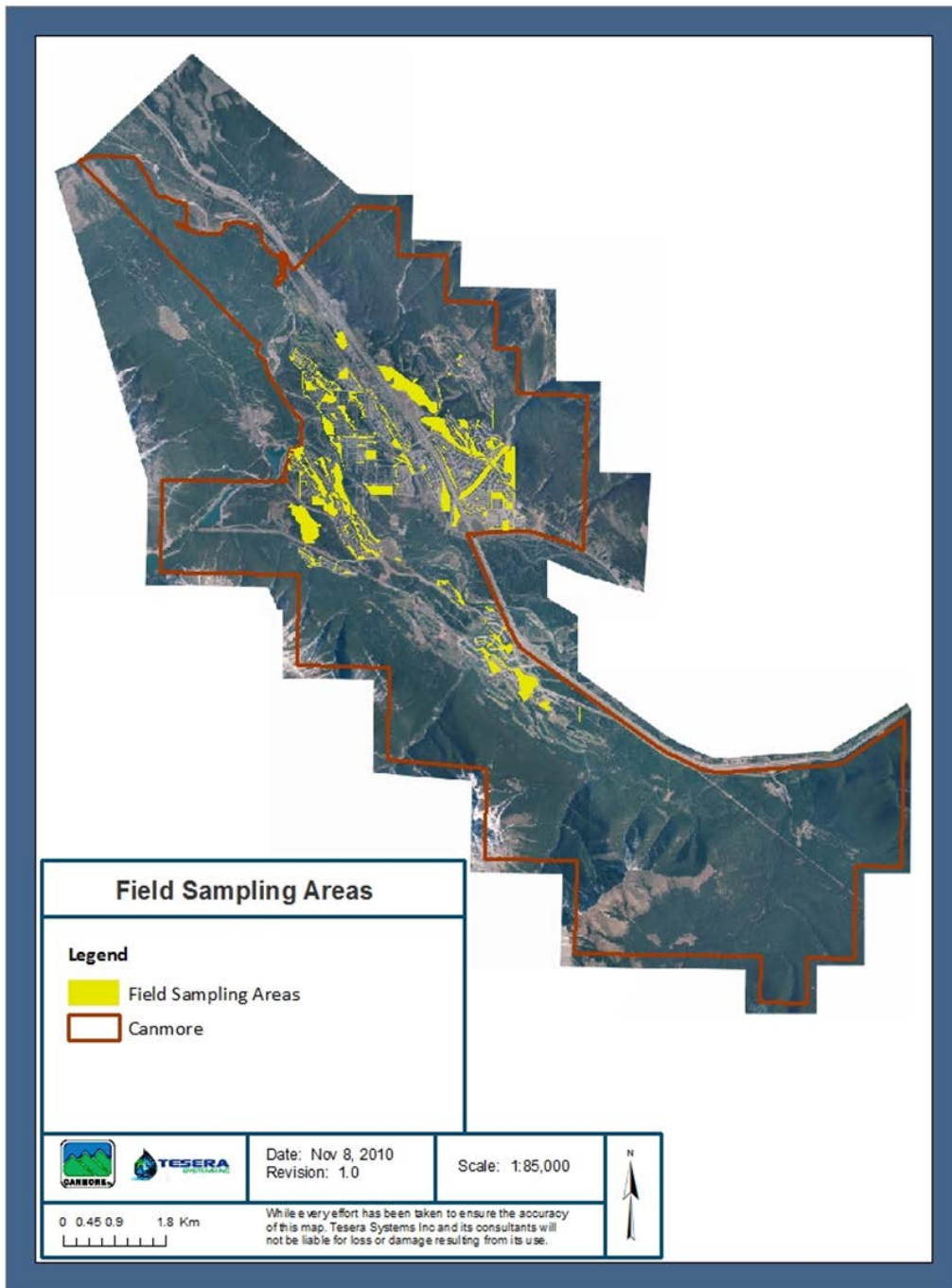


Figure 1. Map of the Town of Canmore displaying sampling of treed areas valued in 2010 UFMP. (Source: Teresa Systems, 2010).

MNAI Approach

Several communities in Canada have partnered with the Municipal Natural Assets Initiative (MNAI) to value their natural assets of interest. MNAI was first formed in 2015 with the expressed goal of developing a consistent municipal natural asset framework (MNAI, 2017). In support of this goal, MNAI conducted two separate national cohorts in order to develop a natural asset valuation framework (MNAI 2018; MNAI 2020). Overall, 11 communities from across Canada took part in the national cohorts. The resulting framework, generally, follows these steps:

1. Define the scope of natural assets to be considered.
2. Inventory and conduct a condition assessment of the assets.
3. Quantify existing service levels from the assets, as well as co-benefits.
4. Quantify the financial value of the natural assets if the services they provide had to be delivered by an engineered alternative (Replacement Cost).
5. Develop scenarios to explore alternative management plans and future implications for existing service levels.
6. Quantify services levels under alternative scenarios.
7. Develop operation and management (O&M) plans based on existing conditions, risks, and desired service level trajectories.

Overall, this framework developed by MNAI is well thought out and can be replicated by other municipalities given the proper resources are available. However, compared to other frameworks reviewed in this paper, the MNAI approach is deficient in terms of breadth of natural assets covered and economic methods used to value the natural asset of interest. As an example, the level of detail their approach entails places a value on a limited number of ecosystem services provided by natural assets (usually stormwater/flood mitigation services). Further, their choice of economic valuation (the replacement cost method), although accurate, involves the use of overtly complex models to estimate the level of services provided by the asset. While the replacement cost method can produce accurate valuation estimates of ecosystem services, other economic methods exist that require less devotion to modelling, are cheaper, and can yield similar results. Taking into consideration some of the drawbacks of this method, the MNAI approach is successful and recommended if a municipality is primarily focused on valuing the services provided by a limited number of assets that provide stormwater or flood management services.

Okotoks Approach

The Town of Okotoks, with the help of an economic and biological consulting team, completed their very own natural asset inventory and ecosystem services assessment (Fiera Biological, 2020). Overall, the natural assets in Okotoks were estimated to be providing \$84

million in ecosystem services (Fiera Biological, 2020). The approach taken in Okotoks is as follows:

1. Define the purpose of the assessment and identify the natural asset(s) and/or ecosystem services that are the focus of the assessment;
2. Map the extent and location of the target natural asset(s);
3. Assess the condition of the target natural asset(s);
4. Identify the ecosystem services that are associated with the target natural asset(s);
5. Assess the value and/or benefits of the ecosystem services;

Once natural assets have been identified, mapped, and assessed, the following steps are recommended:

6. Disseminate results and formulate a management and/or policy response
7. Monitor and assess outcomes.

This approach shares a few similarities with the MNAI approach, however, there are a couple of significant differences. Perhaps most important is the fact that this approach sought to consider as wide a range of ecosystem services as possible. This in part is owed to the scope agreed upon at initial stakeholder meetings, but also to the choice of economic method used to value services of interest. The benefit transfer approach was used extensively in this study, and compared to replacement cost methods, is a much quicker and easier, yet just as accurate method of valuation. The replacement cost method typically involves the use of complex modelling in order to measure service flows, from which estimates of alternative methods for providing the desired service are calculated. The benefit transfer method only requires an estimate of services flowing from a particular asset and a literature derived value to be applied to that particular service. So, comparatively, the benefit transfer approach is a much more cost effective and time-saving approach compared to that of the replacement cost method. This is especially true considering entire databases exist where economic papers aimed at valuation of ecosystem services have been compiled.

Natural Capital Protocol

Moving to a broader scope, there exist natural asset management frameworks that have been developed specifically for large scale accounting and valuation. One of these frameworks, the Natural Capital Protocol (NCP), was specifically developed for use by large businesses (Natural Capital Coalition, 2016). Like MNAI and Okotoks, the NCP generally recognizes the value that natural assets have, however this value is now squarely placed in the context of how large businesses and corporations rely on natural assets. This sentiment is also reflected in how the NCP is structured:

1. Stage 1: Frame– Why?
 1. Get Started: Why should you conduct a natural capital assessment?
2. Stage 2: Scope – What?
 2. Define the objective: What is the objective of the assessment?
 3. Scope the assessment: What is an appropriate scope to meet your objective?
 4. Determine impacts/dependencies: Which impacts/dependencies are material?
3. Stage 3: Measure and Value – How?
 5. Measure impact drivers/dependencies: How can your impact drivers/dependencies be measured?
 6. Measure changes in the state of natural capital: What are the changes in the state of natural capital related to your business impacts/dependencies?
 7. Value impacts/dependencies: What is the value of your natural capital impacts/dependencies?
4. Stage 4: Apply – What next?
 8. Interpret and test results: How can you interpret, validate, and verify your assessment process and results?
 9. Take action: How will you apply your results and integrate natural capital into existing processes?

In particular, the determination and consideration of impact drivers and dependencies is what sets the NCP apart from other natural asset frameworks. Examples of impact drivers and dependencies, include, respectively, the effects of pollution from a chemical plant on natural capital, and the dependence of coffee bean producers on pollination from insects. The NCP seeks to value any such changes in natural capital due to these impacts and dependencies. Ultimately, this reliance on valuing the change to natural capital resulting from impacts and dependencies is what makes this approach ill-suited to the needs of a municipality.

UN SEEA/SEEA-EA

Developed by the UN, the System of Environmental Economic Accounting (SEEA) and System of Environmental Economic Accounting – Ecosystem Accounting (SEEA-EA) are the most widely used frameworks related to natural assets in the world. As of 2020, 89 countries have implemented SEEA in one form or another (United Nations, 2020). The SEEA is by far the most diverse and flexible framework related to natural assets available today, as it can not only be used to measure the value of natural assets but can also be used as a simple accounting measure to track natural resources or to measure the physical flows (the movement of goods and services) related to ecosystems and the economy, or a combination of these three approaches. This flexibility has given rise to various adaptations and applications of the SEEA framework. This section will seek to explore some of these frameworks.

Although the entire SEEA framework is useful for different applications, Chapter 5 is of particular interest for valuation of natural assets. While the SEEA certainly recognizes the value

that natural assets provide, the conceptual framework used is not entirely useful if one is seeking to value ecosystem services specifically. Instead of valuing ecosystem services, the SEEA seeks to value the stocks (amount of resources that remain in the ground (in-situ)) and changes in stocks of “Environmental Assets” (United Nations, 2012). Environmental assets by the SEEA’s definition include mineral & energy resources, land, soil resources, timber resources, aquatic resources, other biological resources, and water resources (United Nations, 2012). So, much like the NCP, the SEEA is primarily concerned with how these environmental assets fit into the economic landscape, except this time at a national, sub-national, or regional level. This type of valuation while beneficial for keeping track of changing stocks of natural assets, is not useful for tracking the change in ecosystem services. The general framework that the SEEA follows is chapter based. Excluding the introductory chapter, the SEEA is organized as follows:

- Chapter 2 - Accounting Structure: A description of the accounting approach and used in SEEA.
- Chapter 3 - Physical Flows Accounts: Details on how to conduct measurement of physical flows (natural, produced, or external) of interest.
- Chapter 4 - Environmental activity accounts and related flows: Details the identification and subsequent tracking of economic transactions whose purpose is to internalize environmental, externalities (Taxes, subsidies, etc.).
- Chapter 5 - Asset Accounts: Details the recording of stocks and flows related to environmental assets. Environmental assets covered in SEEA include: mineral & energy resources, land, soil resources, timber resources, aquatic resources, other biological resources, and water resources.
- Chapter 6 - Integrating and Presenting the Accounts: Guidance/description of the integration of previous 4 chapters for use in presentation to users.

The other main framework from the UN, the SEEA-EA provides an ecosystem focused methodology. Similar to the framework that it stems from (the SEEA), the SEEA-EA can be applied in a number of different contexts. Specifically, several conceptual frameworks for measurement of ecosystems that can help guide decisions regarding the use of SEEA-EA are outlined. These include the following:

- Spatial Perspective: Measurement of types of ecosystems within a spatial boundary.
- Ecological Perspective: Measurement of ecosystem integrity, health, and condition.
- Societal Benefit Perspective: Ecosystems are seen as a source of benefits for people, the economy and society.
- Asset Value Perspective: Ecosystems are thought of as assets that provide services and benefits.
- Institutional Ownership Perspective: Consideration of ecosystems in relation to existing economic and legal entities.

With the exception of the SEEA, the rest of the natural asset studies listed in this study assume an asset value perspective. Depending on the intended goals of any given natural asset study, it may be beneficial to adopt one perspective over another. For example, if the goal of a particular study was solely to create an inventory of natural assets, it would likely be more beneficial to adopt a spatial perspective.

Similar to its predecessor, the SEEA-EA adopts a framework of a series of accounts in order to track various aspects of ecosystems (United Nations, 2021). Also similar to its predecessor, this framework is intended to be applied at a national or sub-national scale. The ecosystem accounts are as follows:

- Ecosystem extent account – Mapping of ecosystem types within a spatial boundary.
- Ecosystem condition account – Measurement of ecosystem condition based on statistical factors.
- Ecosystem services flow account (Physical terms) – Measurement of ecosystem services based on ecosystem and extent and condition.
- Ecosystem services flow account (Monetary terms) – Measurement of value of ecosystem services based on physical ecosystem service flows.
- Monetary ecosystem asset account – Accounting of ecosystem service values for further use and applications.

This framework first tracks ecosystem extent and condition, followed by an estimation of ecosystem service flows and their associated monetary value. Within each step of the framework, detailed methods for conducting each step, in addition to supporting definitions are included to help end-users build their natural asset study. Although this level of detail can be useful in building a comprehensive natural asset study, it is not entirely realistic for two reasons. First, nearly all of the accounts that are required within this framework require the collection of large amounts of data. While the availability of suitable data may not be an issue for some users, for others it is. Further, collection of primary data to suit the needs of such a project can be time and cost prohibitive. Second, the timeframe for which these accounts are to be compiled is at a minimum one year in length. Nearly all of the accounts in the SEEA-EA framework require data at an ‘opening’ and ‘closing’ date, and following the recommendations of the framework, this data should be spaced apart by at least one year. So, unless an interested user has sufficient data or the means to acquire sufficient data, and at a minimum one year to compile this data into the aforementioned accounts, the SEEA-EA is likely not a suitable framework.

However, that is not to say that the SEEA-EA is not adaptable to different uses. In China, the SEEA-EA has been adapted to develop the Gross Ecosystem Product (GEP) framework, a measure of ecosystems contribution to the economy, similar to that of GDP (Ouyang et al.,

2020). This framework draws heavily from the SEEA-EA yet is not reliant on the ecosystem accounts framework, opting instead to follow the general steps of tracking ecosystem extent and conditions, followed by measurement of ecosystem services and their value. The government of China plans to expand use of GEP across the country at a national and provincial level. Another example of an application of the SEEA-EA at a much smaller scale is the valuation of a limited number of assets by the City of Saskatoon (City of Saskatoon, 2020). The approach used in Saskatoon also represents a significant departure from the accounting framework used in SEEA-EA, however the overarching structure remains the same. The City of Saskatoon also relied on other resources in order to conduct their valuation study, namely the Millennium Ecosystem Assessment framework (Millennium Ecosystem Assessment, 2005), as well as other databases containing relevant data sources.

1.4: Conclusion

Natural asset management and valuation is a quickly emerging field with various applications, methodologies, and tools available to serve varying goals. This review sought to highlight some of the available frameworks and methodologies that are in use today. This rapidly transforming field has become increasingly important as governments and businesses seek to become more resilient in rapidly changing climates. Within Canada there has been significant interest in adopting natural asset strategies, with organizations like MNAI driving change in municipalities across the country, as well as other municipalities and governments taking charge of their own studies. Throughout the world, entire countries are also adopting and potentially adapting frameworks like the SEEA/SEEA-EA in order to incorporate ecosystem services and their associated value into future decision-making considerations. While this review attempts to provide a comprehensive view of natural asset frameworks, new studies and frameworks are being developed as time goes on, and further research should be done to consider the benefits of any future developments in this field.

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Part 2: Municipal Climate Adaptation Literature Review

2.1: Context

Climate change poses an incredible threat to communities of all sizes all across Canada. In recent years extreme weather events such as wildfires, floods, and intense storms have become more frequent. Although climate change mitigation actions are in motion to avoid such consequences, these actions alone will not be enough to prevent the impacts of climate change. The overwhelming consensus of the scientific community is that there will be extreme impacts brought about by climate change in Canada and communities need to prepare for what's to come (Bush & Lemmen, 2019). Climate change adaptation, the act of managing and preparing for the unavoidable consequences of climate change is a necessary part of a wholistic climate change strategy.

Municipalities sit in a precarious position when it comes to being prepared for climate change. Municipal infrastructure comprises a significant amount of Canadian infrastructure, a large portion of which is poor condition, and not well-suited to future climate conditions (Federation of Canadian Municipalities, 2019). Further, the health and livelihoods of Canadians are being increasingly exposed to the risks brought about by climate change (Berry & Schnitter, 2022). One does not need to look far into the past to see examples of the lack of preparedness of some Canadian communities. During what was a historic rainfall in November 2021, communities, and public infrastructure throughout the southern portion of British Columbia were exposed to mass flooding and dangerous landslides, causing approximately \$450 million in damages (Charlebois, 2021). Merritt, a small town northeast of Vancouver experienced a major flooding event that caused the destruction of the town's water treatment plant, rendering the community temporarily unliveable and forcing the relocation of 7,000 residents (Watson & Dickson, 2021). Unfortunately, this was but one climate change induced disaster among a series that occurred in 2021 (Government of Canada, 2021), joining a growing trend of climate related destruction in Canada.

The Town of Canmore is no exception to this trend. In 2013, during an extended rain event, the town experienced a large flooding event causing \$30 million in damages to homes and critical infrastructure (Geddes, 2014). Although Canmore has a reputation for being an environmentally conscious community, up until that point, no consideration had been given to climate change adaptation planning. This changed in 2016 with the creation of The Town of Canmore Climate Adaptation Background Report and Resilience Plan (Zukiwsky et al., 2016). This report marked the first effort by the Town at considering how to properly prepare for future climate hazards that may occur. Although this plan is a good first step in building a climate resilient community, given the rapidly changing nature of our climate, the age of the 2016 plan, and potential advances in climate science, it is necessary to ensure this plan is still

relevant. This is the primary aim of this review, along with a review of best practices in climate adaptation and other technical considerations.

2.2: Canmore's Current Adaptation Plan

Currently, the Town of Canmore's most recent and only climate adaptation plan is the Climate Adaptation Background Report and Resilience Plan (hereafter referred to as the Adaptation Plan) from 2016 (Zukiwsky et al., 2016). Although this Adaptation Plan sets out a long list of potential actions to mitigate risks associated with future climate impacts, it is due for its regular update, having surpassed the recommended 5 year update threshold in 2021. The 2016 Adaptation Plan was created in partnership with All One Sky as part of their climate resilience express workshop series. All One Sky's overall approach with the 2016 Adaptation Plan followed a methodology based on ISO 31000's Risk Management - Guidelines and Principles framework (International Organization for Standardization, 2009). ISO 31000, at the time, was considered the standard for managing any type of risk faced by organizations of any industry. Overall, the general approach used by All One Sky was:

1. Step 1: Define Context
 - a. Scope
 - b. Stakeholder engagement
 - c. Weather, climate, and impact data
2. Step 2: Assess potential risks and opportunities
 - a. Identify
 - b. Analyze
 - c. Evaluate
3. Step 3: Formulate Actions
 - a. Identify Actions
 - b. Screen Actions
 - c. Develop Action Plan
4. Step 4: Implement
 - a. Implement Plan
 - b. Review and Update

Steps 1-3 are largely centered around a series of initial stakeholder meetings wherein local climate projections were analyzed to determine potential climate impacts and associated adaptation actions. Stakeholders included staff from the Town as well as other local stakeholders with a vested interest in the plan. Building on climate impacts identified in the initial stakeholder session, a structured risk methodology was applied to each impact in order to determine priority impacts for planning. Once priority impacts were identified, an initial list of 51 adaptation actions were identified in order to manage priority impacts. These actions

were subsequently ranked in order to determine the strength of each action based on the following criteria: effectiveness, affordability, feasibility, acceptability, equitability, and flexibility. This list of potential adaptation actions was in effect the sole outcome of the planning process, as the other information used to assemble the plan necessitates the identified adaptation actions. The remaining step, implementation, outlines general next steps the Town can take to ensure uptake, integration, and monitoring of the plan.

Considering the short timeframe in which the inputs for this Adaptation Plan were gathered, Canmore's Adaptation Plan is quite robust, providing a long list of adaptation actions to manage priority risks. However, this current plan isn't without its faults. One major weakness of the Adaptation Plan is the lack of a concrete review and monitoring process. Although Step 4 of the Adaptation Plan provides general guidance about how to ensure proper implementation, it does not entail specific actions that would assist the Town with this step. Further, given that this plan is now over 5 years old, it begs the question of whether or not it is up to date in terms of best practices. Climate science has continued to progress since the Adaptation Plan was created in 2016, with a number of new climate data resources now available that weren't previously. Other municipalities have also created their own climate adaptation plans using different frameworks. Overall, over the last five years, more climate adaptation information has become available. Thus, before the Town moves forward with another iteration of a climate adaptation plan, it is necessary to ensure what best practices are in this field. This review will now shift focus to the practices of leading municipalities in Canada, including frameworks other municipalities have used for adaptation planning, potentially beneficial tools in support of adaptation planning, and other technical information important to adaptation planning.

2.3: Current Best Practices

Adaptation planning has become common practice among a number of leading municipalities across Canada. This, in large part, is due to the growing number of available resources that support this type of work. The following sections detail the primary findings through research of available adaptation frameworks used by leading municipalities, as well as other available adaptation resources.

All One Sky – Climate Resilience Express Update (2021)

In recent years, All One Sky has updated their Climate Resilience Express (CRE) framework (All One Sky Foundation, 2021) to align with current best practices in climate adaptation planning. Compared to the approach used for the Town's 2016 plan which was based off of *ISO 31000's Risk Management - Guidelines and Principles* (International Organization for Standardization, 2009), the updated version of CRE now uses *ISO 14092 Adaptation to Climate Change — Requirements and Guidance on Adaptation Planning for Local Governments and Communities* (International Organization for Standardization, 2020). ISO

14092 implements a revised risk and consequence rating exercise specifically designed for adaptation planning, now representing best practice for climate adaptation risk assessment. The updated version of the CRE framework does not differ significantly from what they've used in the past:

1. Step 1: Define Context
 - a. Determine scope of planning process
 - b. Develop a plan to engage stakeholders and residents
 - c. Compile climate trends and projections for your community
2. Step 2: Assess potential risks and opportunities
 - a. Understand your communities' vulnerabilities
 - b. Develop climate impact statements
 - c. Conduct a climate change risk and opportunity assessment
 - d. Determine priorities for action planning
3. Step 3: Action Plan
 - a. Define actions to manage priority climate impacts and consequences
 - b. Assess and prioritize actions
 - c. Formulate a Climate Adaptation Action Plan
4. Step 4: Implement
 - a. Commit funding and staff time to implement actions
 - b. Partner with local and regional organizations
 - c. Monitor impacts and actions
 - d. Repeat process every 5-10 years

Overall, All One Sky's approach to climate adaptation planning hasn't significantly changed since 2016, with the exception that the updated version of CRE makes use of newly available climate data resources. Specifically, they recommend the Climate Atlas of Canada, as it provides localized climate data for two RCP scenarios (4.5 & 8.5) which is extremely useful in the planning and stakeholder engagement phases of this framework. In turn, this updated climate data also impacts how risk and consequence scores are assigned to each respective climate impact.

ICLEI BARC/ICLEI Guidebook

One of the most widely used adaptation frameworks available in Canada today is ICLEI's *Building Adaptive and Resilient Communities (ICLEI BARC)*. This framework has been used to support adaptation planning for over 77 Canadian municipalities (ICLEI Canada, n.d.). Unfortunately, ICLEI BARC is not freely available to the public and requires a significant investment in order to access relevant materials, preventing an in-depth review. However, ICLEI does provide a supporting guidebook which outlines the general process of the BARC

framework (ICLEI Canada, 2019). ICLEI BARC is structured in a five-step milestone process as follows:

1. Milestone 1: Initiate
 - a. Build Climate Change Adaptation Team
 - b. Identify Stakeholders
 - c. Identify Adaptation Champion
 - d. Pass council resolution and community charter
2. Milestone 2: Research
 - a. Initiate research on climatic changes
 - b. Refine impacts and consider service areas for each
 - c. Vulnerability assessment
 - d. Risk assessment
3. Milestone 3: Plan
 - a. Establish adaptation vision and objectives
 - b. Set goals
 - c. Identify options and actions
 - d. Identify possible drivers and constraints
 - e. Evaluate actions against drivers and constraints
 - f. Determine appropriate baseline and indicator data
 - g. Examine financing and budget
 - h. Establish implementation schedule
 - i. Create action plan
 - j. Launch plan
4. Milestone 4: Implement
 - a. Begin implementation
 - b. Solidify support from Council and community
 - c. Use appropriate implementation tools
 - d. Follow terms of action plan
 - e. Report on successes regularly to maintain momentum
5. Milestone 5: Monitor/Review
 - a. Assess new information and review drivers
 - b. Track implementation progress
 - c. Evaluate effectiveness of actions using baseline data and indicators
 - d. Communicate accomplishments
 - e. Investigate future adaptation options and actions
 - f. Revise adaptation plan
 - g. Launch next round of adaptation plan

Structurally, ICLEI BARC has similarities to what the Town of Canmore has with its current Adaptation Plan and presents opportunities for improvement in areas that are lacking depth. Much like All One Sky (and the other frameworks in this review), ICLEI BARC centers its adaptation framework around the projected climate impacts based on current climate projection data, a stakeholder engagement process, and a risk and vulnerability assessment. However, the BARC framework provides far more specific advice that is relevant to municipalities in particular compared to other available frameworks. This is especially valuable in establishing support for adaptation initiatives and navigating difficulties that those responsible for the implementation of the plan may encounter. Further, the BARC framework also provides more robust guidance in terms of monitoring and reviewing progress of adaptation actions. In particular, the recommended use of performance indicators is something that is especially useful for tracking progress and effectiveness of actions. In addition to indicators, ICLEI recommends an annual progress update on observed climatic changes, successful actions, barriers to implementation, and new sources of funding. In addition to the BARC framework, ICLEI provides various supports throughout a community's adaptation journey, cutting down on the required time investment to create an adaptation plan. This includes research assistance, planning guidance, implementation support, among other resources (ICLEI Canada, n.d.).

Climate Change Adaptation Planning: A Handbook for Small Canadian Communities (2011)

Yet another framework that supports adaptation comes from Natural Resources Canada and the Canadian Institute of Planners in *Climate Change Adaptation Planning: A Handbook for Small Canadian Communities* (Canadian Institute of Planners, 2011). This adaptation framework was created with the specific intention of being usable for smaller Canadian communities. The Handbook for Small Canadian Communities entails the following six-step process:

1. Step 1: Get Started
 - 1.1 Build public, political and staff awareness
 - 1.2 Identify champion
 - 1.3 Create interdepartmental team
 - 1.4 Determine stakeholders and engagement process
 - 1.5 Get council commitment
 - 1.6 Notify departments and agencies
2. Step 2: Analyze How Local Climate Will Change
 - 2.1 Gather scientific knowledge
 - 2.2 Obtain community knowledge
 - 2.3 Build climate change scenarios
3. Step 3: Scope Potential Impacts

- 3.1 Develop inventory of climate change impacts
- 3.2 Document consequences and prospects
- 3.3 Review inventory with community
- 3.4 Revise inventory
- 4. Step 4: Assess Risks and Opportunities
 - 4.1 Assess risks
 - 4.2 Assess opportunities
 - 4.3 Evaluate municipality's adaptive capacity
 - 4.4 Prioritize risks and opportunities
- 5. Step 5: Prepare Adaptation Plan
 - 5.1 Establish adaptation planning principles
 - 5.2 Specify adaptation policies and actions
 - 5.3 Prioritize policies and actions
 - 5.4 Prepare program gap analysis
 - 5.5 Assign responsibility to act
 - 5.6 Draft Climate Change Adaptation Plan (CCAP)
- 6. Step 6: Adopt, Implement, Monitor, and Review Plan
 - 6.1 Obtain council approval of CCAP
 - 6.2 Develop implementation strategy
 - 6.3 Incorporate adaptation in plans, policies, and budgets
 - 6.4 Establish key indicators and milestones
 - 6.5 Review CCAP

Overall, this framework does not differ significantly from the others in this review. It follows the same general process of identifying stakeholders, identifying climate trends and associated impacts, assessing risks via stakeholder engagement, and drafting actions based on these risks. The steps outlined above provide the basic steps a community should take in the adaptation planning process and the outcomes of each step, however the specific tasks involved in achieving each step are not described in detail, making the would be application of this guidebook time consuming and difficult. Given the age of this framework it was quite ahead of it's time, however it does not provide enough detail to be a valuable tool for adaptation planning, especially compared to other available frameworks.

Canadian Communities' Guidebook for Adaptation to Climate Change (2008)

The last framework this review will examine is the *Canadian Communities' Guidebook for Adaptation to Climate Change*, created in collaboration between Environment Canada and the University of British Columbia (Bizikova et al., 2008). Like the rural community's handbook, this framework is quite old, however, it follows a slightly different framework:

1. Step 1: Identify the focus and objectives of SAM (Sustainable Adaptation & Mitigation) Initiative
2. Step 2: Assess present status and trends
 - a. Examine current development challenges, planning principles, and capacities
 - b. Estimate impacts of climate change
3. Step 3: Develop a vision of the future
 - a. Identify future development priorities based on the principles of local sustainability and community planning
 - b. Assess impacts of climate change and the potential for adaptation and mitigation within community goals
4. Step 4: Set trajectories to meet priorities
 - a. Identify actions to achieve future vision
 - b. Develop capacities and institutional linkages to support implementation
5. Step 5: Monitor, reassess, and adjust

Also similar to the rural community's handbook, this framework was very much ahead of its time, as not many organizations were thinking about climate adaptation in 2008. However, the guidance it provides is far too qualitative to be useful and would likely create more questions than it could possibly answer. A major part of this is that the entirety of this planning process is not based on climate projection data. Without this, the identification of future climate hazards and the actions to manage them involve a fair amount of guess work. Further, the drafting of climate adaptation actions seems to be conducted through a development lens, which could be useful for growing communities looking to develop sustainably. However, given that most adaptation planning is meant for a much broader scope, the applications in which this framework would be useful is far too narrow.

Additional Adaptation Tools and Resources

In addition to the frameworks that this review has already identified, there exists several other resources that support adaptation planning processes. One such resource is the Urban Adaptation Support Tool (UAST) available from Climate Adapt in Europe (Climate Adapt, n.d.). The UAST is a webpage that outlines the typical process of climate adaptation planning, from the initial preparation phase all the way through to monitoring and evaluation, providing general guidance, case studies, and other resources to support each step of the process. This tool is a potentially useful support resource, as it outlines steps that are very similar to those identified throughout this review, and as such could be used as a 'barometer' of the adaptation planning process.

Another pool of potentially useful adaptation resources comes from C40 cities. The Adaptation and Mitigation Interaction Assessment Tool (AMIA) (C40 Cities, 2018) is a workbook

that allows the user to select from a number of different climate hazards and subsequently generate potential adaptation actions from them. This tool could be a potentially useful resource once climate hazards have been identified and stakeholders are looking to generate adaptation actions. Another set of tools available from C40 are two workbooks that form the Rapid Climate Change Risk Assessment Module (C40 Cities, 2021). These two workbooks are designed to provide a qualitative overview of the climate hazards that a community may face and the associated impacts caused by such hazards. Similar to AMIA, these rapid assessment workbooks could potentially support the identification of climate hazards and their impacts during stakeholder engagement. C40 also provides Measuring Progress in Urban Climate Change Adaptation (C40 Cities, 2019), a reporting framework designed to assist cities with monitoring, evaluation, and tracking progress of adaptation actions. This framework is especially useful if a given municipality is interested in creating indicators for measuring progress, as it provides specific guidance for how to create such indicators. Overall, this framework would provide good supplemental information in the event that a community wants to revise its monitoring and review process.

Lastly, the PIEVC Protocol provided by the Institute for Catastrophic Loss (ICLR) and the Climate Risk Institute (CRI), is a framework commonly used to assess future climate risks faced by infrastructure (Institute for Catastrophic Loss, 2020). Although this is a commonly used resource, its focus rests solely on the impact's climate change will have on infrastructure. So, while it is useful in that respect, it does not provide comprehensive use in terms of planning for all of the impacts that climate change is likely to have. For example, impacts on human health and natural systems fall outside the scope of PIEVC.

Technical Considerations

Although climate adaptation planning seems relatively straightforward when using a qualified adaptation framework, throughout the planning process there are some important considerations to take into account. One important consideration centers around what climate projection data to use. Within Canada there are several climate data resources to choose from, however, not all of them are created equal. Some support specific regions of the country, while others support finer resolution data useful on a community level scale. Further, some climate data resources only allow for analysis of a limited number of climate variables, while others offer a wider selection of such variables. It is important to choose a resource that supports the goals and objectives of the adaptation plan being created.

Building onto the selection of a climate data resource, it is also important to consider what emissions scenario to plan adaptation actions around. Currently, RCP (representative concentration pathway) scenarios, are divided into low (2.5), medium (4.5), and high (8.5) emission scenarios representing the best through worst case adaptive and mitigation efforts by human populations. Although it is best practice to plan for the worst case emission scenario,

RCP 8.5, it is critical for stakeholders to consider the feasibility of planning for such a scenario. While it may be beneficial to account for more extreme impacts brought about by climate change, it may not be entirely necessary if the emissions scenarios do not differ greatly. Further, the expense of planning to the worst case scenario may be cost-prohibitive in some instances, required extensive actions to be taken to mitigate risks posed by climate hazards. Ultimately, it is the responsibility of those involved in the planning process to determine what they would like to achieve with their adaptation plan. These decisions will influence where the climate data is sourced from, and what emissions scenarios to plan for.

2.4: Conclusion

The Town of Canmore has already taken a big first step having their 2016 Adaptation Plan drafted. However, in order to avoid falling into a maladaptive state, it is necessary for the Town to update the 2016 Adaptation Plan. In particular, a more meaningful monitoring and review process is needed, while the inclusion of Indigenous perspectives and an equity lens throughout the stakeholder engagement process is also necessary. The Town's current plan lacks both of these aspects, yet both are necessary for a more wholistic adaptation plan. Further, the use of updated climate projection data is needed to ensure adaptation actions are based on the most up to date information. In recent years the availability of climate projection data has increased, making this requirement easily achievable. Lastly, this review has presented several adaptation frameworks and tools for the Town to consider as it decides on next steps, whether it is a wholistic update to the current adaptation plan or targeted update measures.

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Briefing

DATE OF MEETING: April 19, 2022 **Agenda #:** D-5

TO: Committee of the Whole

SUBJECT: Preliminary Property Tax Rates

SUBMITTED BY: Chelsey Richardson, Manager of Finance

PURPOSE: To provide preliminary 2022 property tax rates for discussion ahead of Council setting the final ones on May 5, 2022.

EXECUTIVE SUMMARY

Each year administration recommends municipal tax rates for the various residential sub-classes and non-residential class properties based upon assessed property values, the budgeted tax requirement, professional judgment, and Council's Property Tax Policy. Ahead of passing the annual Property Tax Rate Bylaw, preliminary assessment information and tax rates are being provided to Council for discussion.

BACKGROUND/HISTORY

Municipal Government Act (MGA) subsection 353(1) requires a Council to pass a property tax bylaw annually, section 354 speaks to the tax rates set by the Property Tax Bylaw, and subsection 203(2) stipulates that a Council may not delegate its power to pass bylaws.

At its December 15, 2015 meeting, Council approved the Property Tax Policy via Resolution 364-2015.

On December 14, 2021, Council approved the 2022 Operating Budget via Resolution #269-2021. The 2022 municipal tax requirement is a total of \$28,130,186, including \$450,000 for Perpetually Affordable Housing (PAH).

DISCUSSION

The Town of Canmore only collects enough property taxes to satisfy the previously approved budget requirements. This is done by first calculating how much of the total is to be collected from residential property owners and how much from non-residential ones (the tax split), in compliance with the Property Tax Policy. Then these amounts are divided by the total assessed value for each property classification in order to determine the rate of tax (the mill rate) for each \$1,000 of assessed value. The mill rate is then applied to each property's assessment to determine the municipal taxes to be charged for that particular property.

The Town's Assessor has provided the preliminary assessment values used to calculate the preliminary tax rates for 2022. It is important to note that the values used in this report are those that appeared on the assessment notices mailed on February 14 plus some adjustments made to April 11, but there will likely be more adjustments made as part of the assessment query and appeal process. Property owners can question their assessments and file a formal assessment appeal until April 25, 2022.

Property assessments completed by the assessor are performed in accordance with provincial legislation and regulations. While the Town appoints the designated assessor, the work of the assessor is outside of the control of the Town and proceeds in accordance with the assessment process and the related provincial legislation and regulations.

The total taxable assessment base in 2022 is \$8.7B, an increase of \$632M (7.8%) over the previous year, see chart below. This is net of \$553M (\$540M, 2021) in exempt property assessed values. This increase in taxable assessment is composed of both real growth (\$146M), or the assessed value of new properties that did not previously exist, and market growth (\$486M), or the net increase in the assessed values of existing properties. An increase in the overall assessment does not automatically mean more taxes are collected, since the total amount of taxes collected is determined based of the cost of services, as approved in the annual budget.

Classification	2021	2022	Change in Assessment
Residential	\$6,497,186,240	\$6,936,042,340	6.8%
Tourist Home	\$242,075,330	\$287,178,480	18.6%
Tourist Home – Personal Use	\$66,566,000	\$62,847,000	-5.6%
Vacant, Serviced	\$54,827,000	\$53,190,000	-3.0%
Non-Residential	\$1,178,745,080	\$1,330,545,220	12.9%
Machinery & Equipment incl. Linear	\$50,190,740	\$51,520,120	2.6%
Total	\$8,089,590,390	\$8,721,323,160	7.8%

The preliminary average change in assessed value from 2021 to 2022 for each type of property is listed below, calculated as the total assessed value by type divided by the number of tax rolls in the classification. It is important to note that those properties with assessment changes above or below the average will see higher or lower taxation increases.

Classification	Average Assessment		% Change in Average Assessment
	2021	2022	
Residential	\$718,000	\$765,061	6.6%
Tourist Home*	\$506,434	\$576,664	13.9%
Tourist Home – Personal Use*	\$524,142	\$576,578	10.0%
Vacant, Serviced	\$602,495	\$640,843	6.4%
Non-residential	\$534,336	\$602,602	12.8%
Machinery & Equipment incl. Linear	\$2,091,281	\$2,240,005	7.1%

* The difference between the Tourist Home and Tourist Home – Personal Use assessment categories as shown above are determined by the filing of the appropriate declaration form for the year in question.

The increased value of the Tourist Home classification versus the Residential classification, is not a reflection of its use, but rather the increase in the value of the type of properties that typically fall in this category (i.e., condos). Administration believes the assessment values accurately reflect the current market values.

The education tax requisition set by the Province is \$23,899,698, a \$1,561,844 increase over the 2021 Requisition. There is also \$3,372 in under collections from 2021 which are being collected in 2022. Each year the Province sends a preliminary education property tax requisition for use when setting the annual tax rates. Later in the year a final requisition is received that is often different from the preliminary one, resulting in under or over levies that are to be adjusted for in the subsequent year. The 2021 under collections were a result of assessment and school tax requisition amount adjustments after the 2021 tax rates were set.

The Seniors Requisition for 2022 is determined by the Bow Valley Regional Housing Authority (BVRH). The 2022 requisition is \$1,492,772, net of corrections for 2021 over-levies of \$8,011. This is a decrease of \$76,638 from the 2021 net requisition. As with education taxes, over and under levies of the Seniors’ Requisition due to assessment changes made after the tax rates are set, are corrected in the following year.

As specified in the MGA, the Province assesses Canmore’s linear and designated industrial property. As a result, municipalities are expected to collect a Provincial requisition for these assessment costs from industrial and linear properties. The 2022 costs are \$4,050.

Section 3.4 of the Property Tax Policy requires that “indicators of tax rate ratios and residential taxes per capita in neighbouring and comparator municipalities will be monitored on an ongoing basis, with an intention to target a residential/non-residential tax share split in line with the average of these findings.” Starting in 2017 administration began providing per dwelling figures rather than per capita, as with Canmore’s non-permanent population and the challenges of determining their numbers, the per capita calculation was difficult and did not result in a clear comparison. Please see Attachment 1 for a summary of this 2021 information.

It is important to note that these ratios and per dwelling amounts fluctuate annually and the Property Tax Task Force report recommended that annual taxes be set with a split in line with the averages and not at the exact averages. Given that the averages are in line with the 65/35 residential/non-residential split used in 2021, this split was also used to calculate the proposed 2022 rates. Canmore’s 2021 tax per dwelling unit is in line with both competitor and neighbouring communities.

The preliminary 2022 mill rates calculated in accordance with the Property Tax Policy are as follows:

Classification	Municipal Tax Rate	Municipal Tax Ratio (class.: residential)	PAH Req. Rate	Senior Req. Rate
Residential	2.27979	1:1	0.03066	0.17049
Tourist Home	6.61138	2.9:1	0.03066	0.17049
Tourist Home – Personal Use	2.27979	1:1	0.03066	0.17049
Vacant, Serviced	2.27979	1:1	0.03066	0.17049
Non-Residential	7.00351	3.07:1	0.16280	0.17049
Machinery & Equipment + Electrical Generation	7.00351	3.07:1	0.16280	0.17049

FINANCIAL IMPACTS

A total of \$28,130,186 in municipal tax revenue needs to be collected. This represents a \$1.7M increase over that collected in 2021, approximately \$456K will be paid by growth.

If your property went up by the average assessment increase, and using these mill rates, the preliminary anticipated impact on **municipal taxes only** is:

Classification	% Change in Average Assessment	\$ Increase/\$100,000 of Assessed Value*
Residential	6.6%	\$12
Tourist Home	13.9%	\$79
Tourist Home – Personal Use	10.0%	\$19
Vacant, Serviced	6.4%	\$12
Non-Residential	12.8%	\$43
Machinery & Equipment incl. Linear	7.1%	\$7

* Individual tax increases/decreases are dependent on the individual property.

The impact of market growth and the addition of more taxable properties (real growth) will impact particular properties in different ways. Thus, it is important to note that the calculated impact is for illustration purposes only and may not reflect the actual impact on any one particular property.

STAKEHOLDER ENGAGEMENT

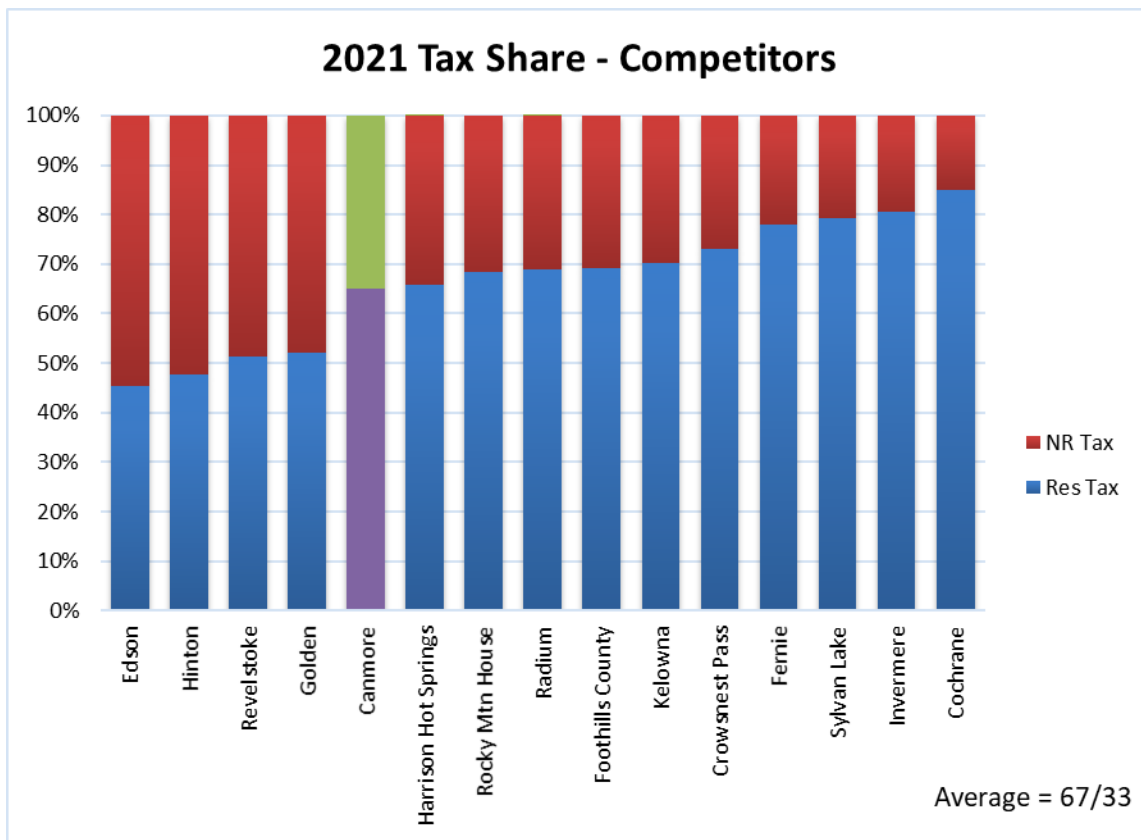
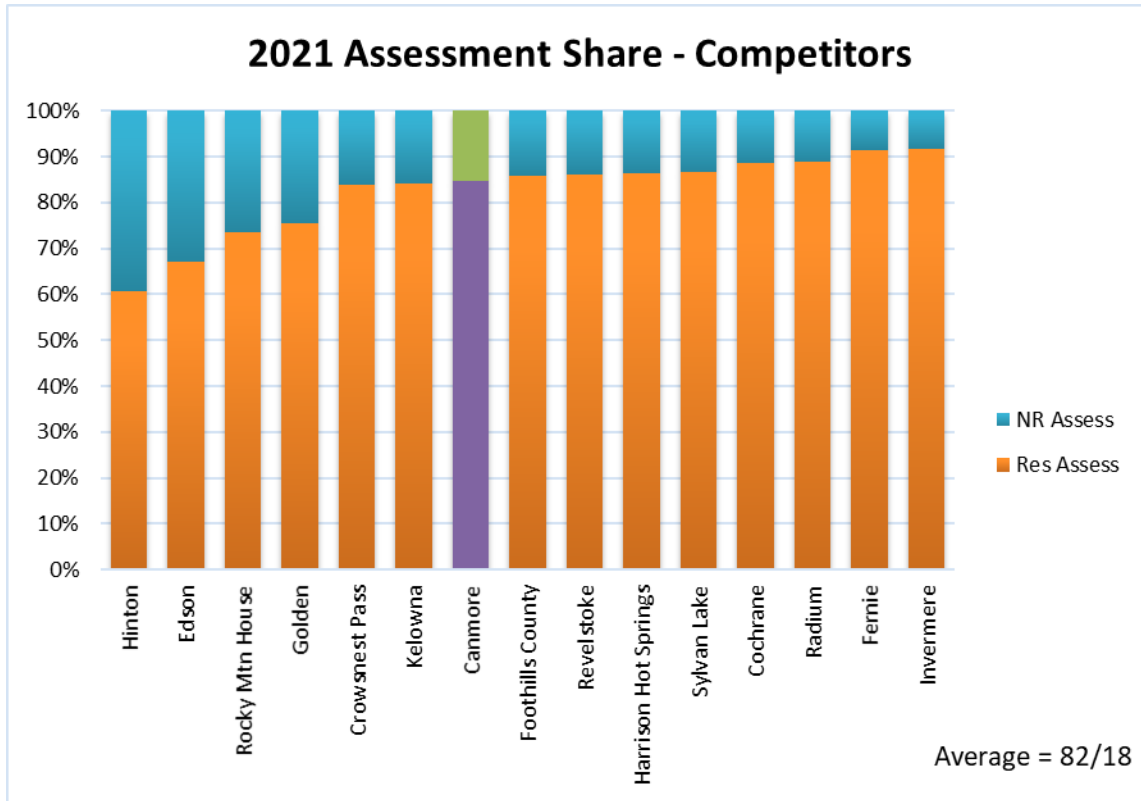
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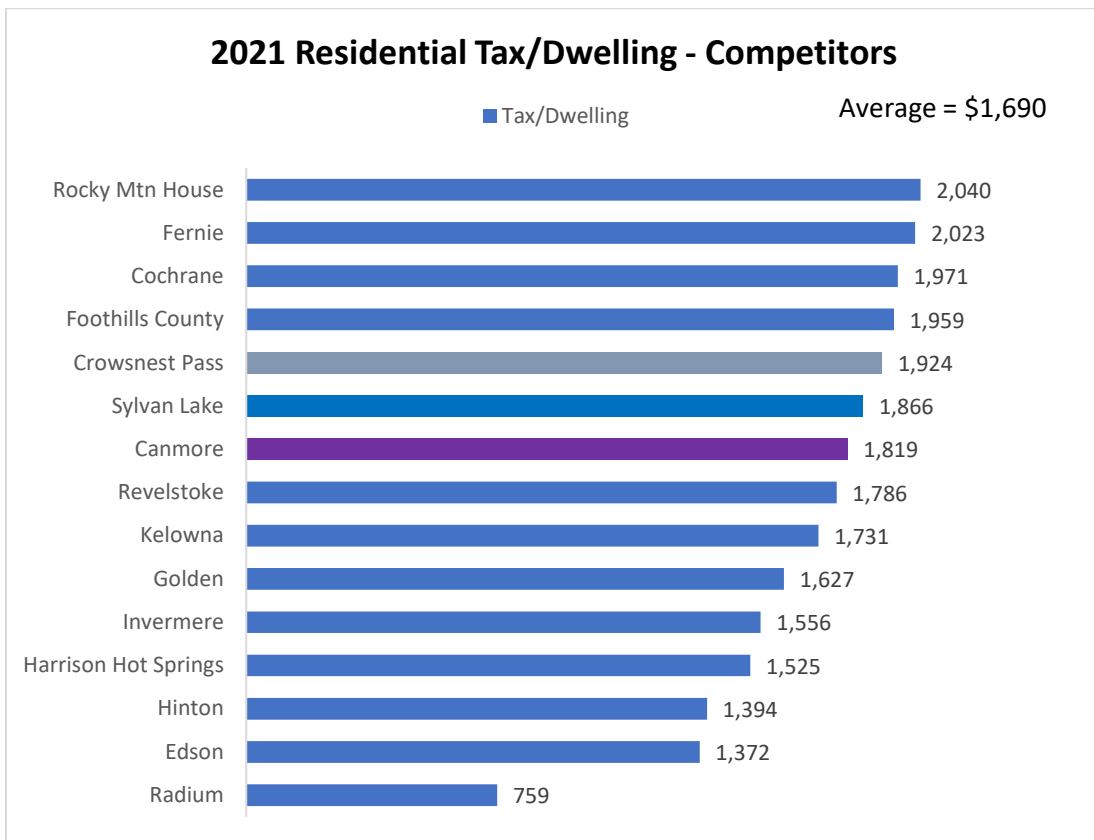
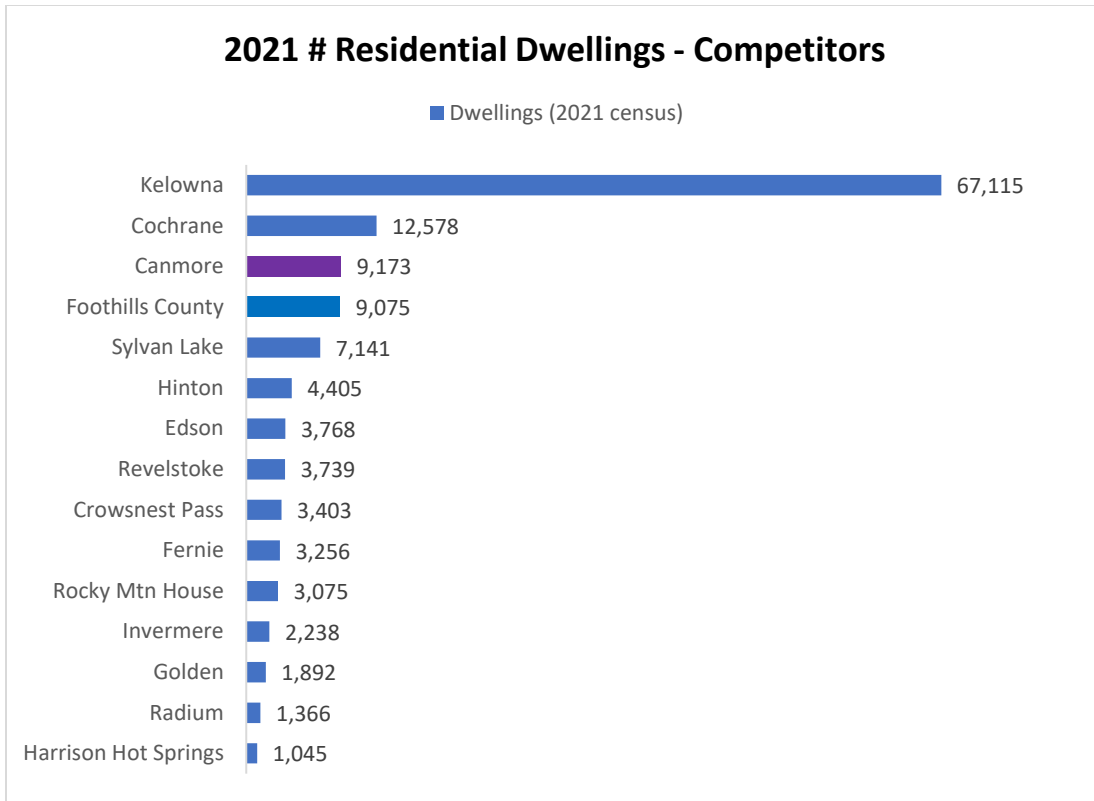
ATTACHMENTS

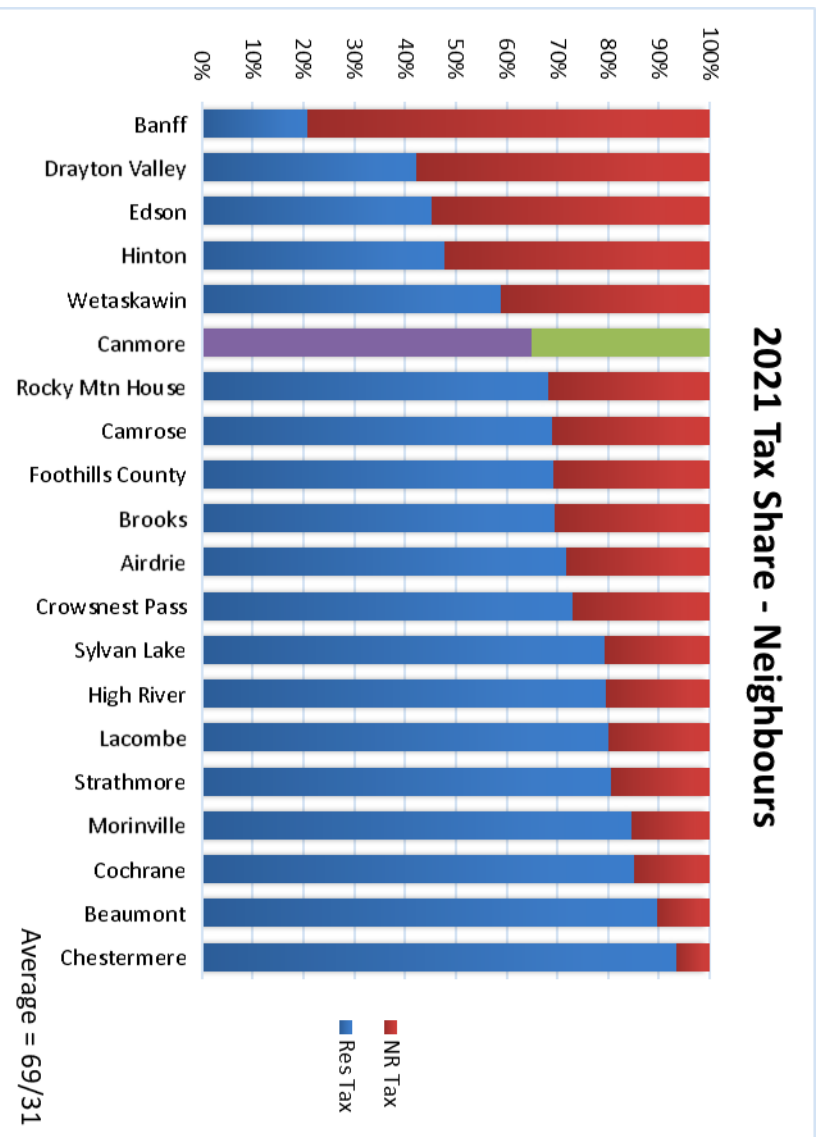
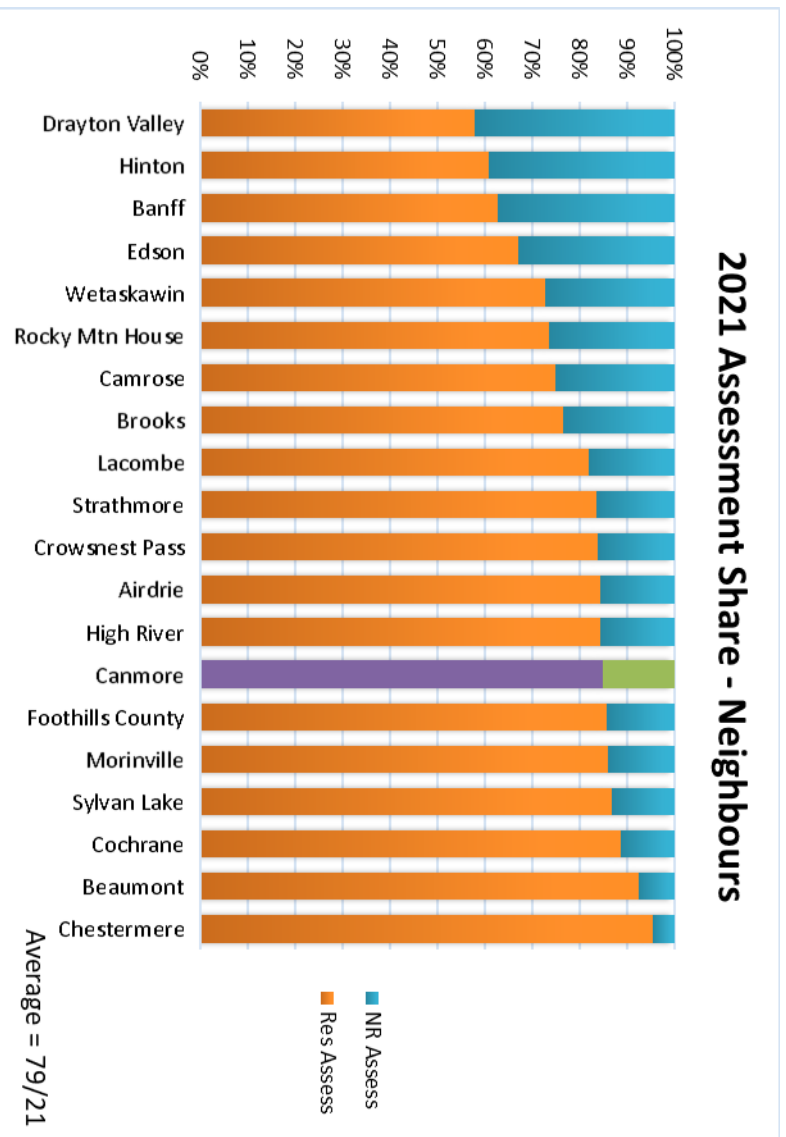
- 1) 2021 Tax Split Comparisons

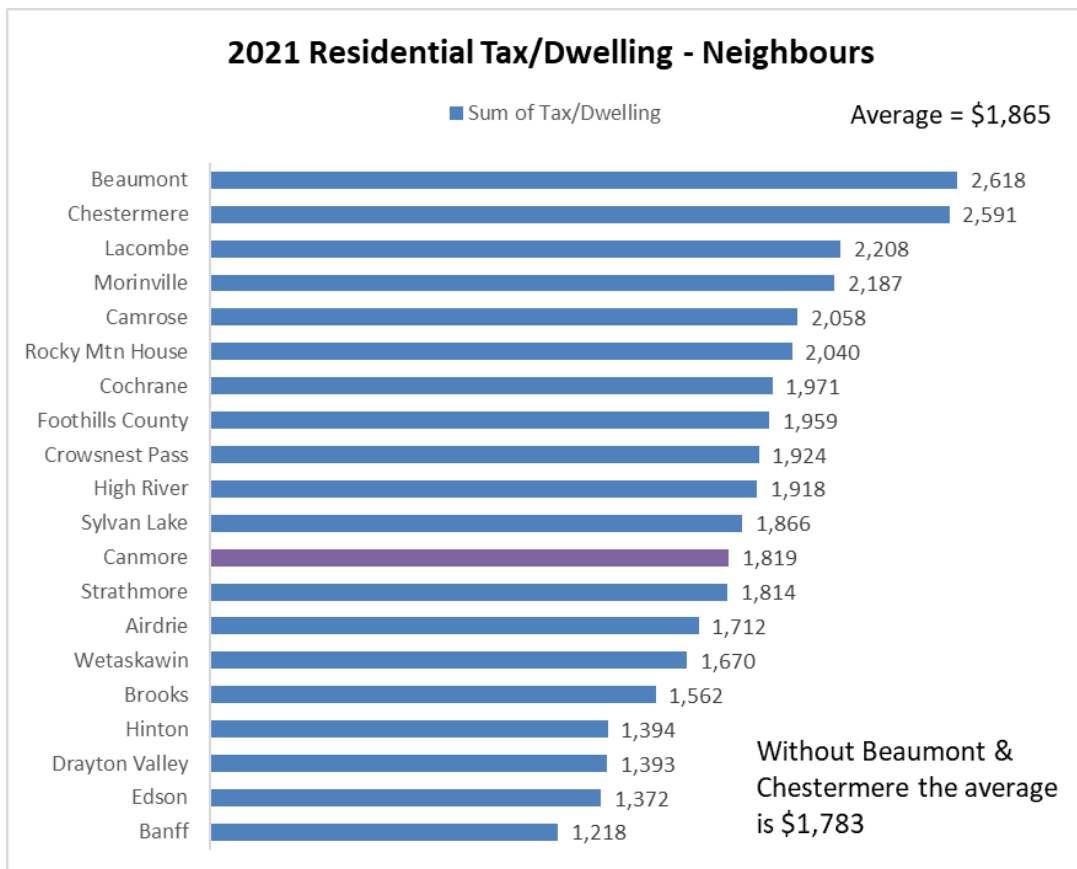
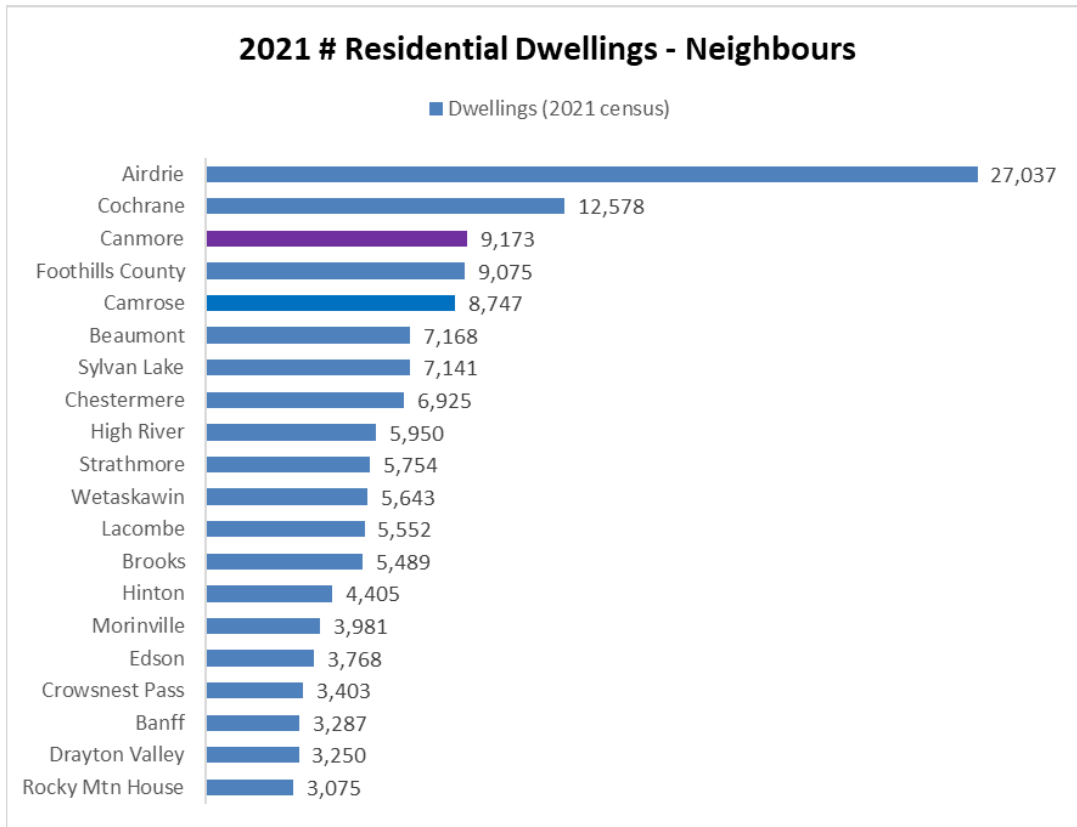
AUTHORIZATION

Submitted by:	Chelsey Richardson, Manager of Finance	Date:	<u>April 1, 2022</u>
Approved by:	Therese Rogers GM of Corporate Services	Date:	<u>April 1, 2022</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date:	<u>April 8, 2022</u>









DATE OF MEETING: April 19, 2022

Agenda #: E-1

1. Mayor Krausert

a) Biosphere Institute

- While the strategic planning process continues, I have made some contributions to the organization's advocacy policy.

b) Tourism Canmore Kananaskis

- I attended the monthly Board meeting on March 17th. The organization is now fully staffed having hired a marketing person.
- As we all know, staff shortages are an immense issue facing the hospitality sector.

c) Rocky Mountain Heritage Foundation

- A strategic planning session for the Board is scheduled for April 27th.

d) Emergency Management Committee

- Nothing new to report.

e) Human Wildlife Conflict Roundtable

- The technical working group will be working over the next number of months to outline progress on the implementation of the recommendations report along with providing recommendations on new and emerging trends.
- The next meeting of the roundtable itself will be in the Fall 2022.

f) Town of Canmore – MD of Bighorn Intermunicipal Committee

- The Councils of the Town of Canmore and the MD of Bighorn will be having a meet and greet on April 21st.

g) Canmore Tourism Roundtable

- Attended the first meeting of the Canmore Tourism Roundtable on March 31st. Introductions and context were set for future discussions where we will assess the next steps flowing from the Regenerative Tourism Framework.

h) Advocacy on Behalf of the Town of Canmore

- Working with the Executive Director of the Biosphere Institute, we are working together to encourage the creation of some form of symposium to discuss recreational use, especially their impact on wildlife connectivity in the Bow Valley.
- Attended a virtual meeting Sally Caudill and the Mayors and CAOs of the municipalities of Banff and Jasper on March 24th re Resort Municipality Status.

- Signed letter from Canmore, Banff and BVRTSC (Roam Transit) re rural transit funding.

i) Events

- Presented to the Downtown BIA AGM on April 12th.
- Attended the BOWDA AGM on April 14th.

j) Miscellaneous

- Continue my monthly appearances on Mountain FM with Rob Murray.
- Participated in a day long Indigenous cultural training on March 22nd facilitated by SevGen.
- Met with Bow Valley Climate Action and Y2Y with respect to the proposed Banff-Calgary rail project.
- Toured the YWCA Affordable Housing project in Banff on April 11th.

2. Councillor Foubert

a) Bow Valley Regional Transit Services Commission

- Route changes for Canmore Local (Route 5) came into effect in April. This change split the figure eight route into two circular ones – Cougar Creek and Three Sisters. This change allows better scheduling.
- More than 30 per cent of Roam's fleet is now electric! That puts us in a leadership position nationally, on top of our leadership with fare-free local service. A recently announced partnership with Parks Canada has given further funding for electric bus purchases in the future as well.
- At its March 9, 2022 meeting, the BVRTSC board directed administration to bring back a report and recommendations before this summer, with public consultation, on potentially allowing leashed dogs on buses without the use of a pet carrier.
- The province also announced a new program for municipalities: Alberta Relief for Shortfalls for Transit Operators, to match already announced federal funding to support transit services affected by COVID-19. Total funding: \$1.16 million.
- The overall 2021 financial situation saw lower revenues and higher expenses than budgeted. The \$246,481 deficit, however, was covered by a transfer from operating reserves from each community and does not require additional requisitions.
- Statistics attached.

b) Canmore Community Housing

- Raven's Ridge is CCH's next Vital Homes project in the Peaks of Grassi neighbourhood and it is close to reaching occupancy for 10 new homeowners.

c) Southern Alberta Energy to Waste Association

- Member update attached.
- SAEWA was waiting for a grant approval to move forward with a review of the expressions of interest for its project. That grant was confirmed at the end of March, which is exciting news and paves the way for the next phase of this important work to continue. Memo attached.

d) Canmore Museum

- The Museum is actively looking for new board members. It is an exciting and innovative time to get on board with this dynamic group of individuals who are super keen about history and culture. Our AGM is currently proposed for July 14. This coincides with Miners Day events expected this year.
- The museum's 2021 financials show a small surplus at year end (approx. \$17,000). Total revenues and expenses, compared to 2020, were up by \$100,000 overall and represents an increase in programs, memberships, sponsorships, and grant funding leveraged by the museum. Revenues in 2020, for example, were approx. \$385,000 and in 2021 it was \$485,000.

e) Canmore Planning Commission

- No meeting in March scheduled.

3. Councillor Graham

a) Tourism Canmore Kananaskis

- Defer to Mayor's report.

b) CAC

- Lamphouse Endowment Emerging Artists Bursary criteria approved.

c) Wildsmart

- No meetings.

d) CMAF

- Bylaws finalized
- New board members approved
 - Officer Nominations President: Sandy McCaig Vice President: Kathi Irvine Past President: Ed Kerwin Treasurer: Bruce Byford Secretary: Kitty Thompson
 - Committee Chair Appointments: Governance Committee: Sandra Stevens Finance and Audit Committee: Bruce Byford Fund Development: Leslie Keen Nominating Committee: Ed Kerwin

4. Councillor Hilstad
 a) Canmore Community Housing:

CCH OPERATIONS REPORT														
March 2022														
	Matching Down Deposit Program (MDDP)		Accessory Dwelling Grant Program (ADGP)		OWN Program		RENT Program							
Wait List:	4	+1 over last month	1	+1 over last month	99	-1 from last month	44		+2 over last month					
Applications YTD:	1	+1 over last month	1	+1 over last month	9	+3 over last month -8 from STLY	26		+8 over last month -9 from STLY					
Number of Applicants: Funding Presently Committed	11: \$275,000		1: \$20,000											
Funds Advanced to Date / Total Allocated to Program	\$167,053	\$360,000	\$60,000	\$100,000										
Applications Received/Processed 2021:	8		2		59		106							
Inquiries YTD:	2	+2 over last month -1 from STLY	4	+1 over last month +2 over STLY	33	+15 over last month equal to STLY	53		+33 over last month +15 from STLY					
Inquiries 2021:	10 Total		3 Total		152 Total		148 Total							
Current Occupancy:							100%	Hector	100%	McArthur	100%	Wolf Willow	100%	NLCC
Total Vital Home Units:					146	1 Unit F58CCH- Ravens Ridge	60		48		10		1	
Turnover YTD:					1%	2	0%	0	2%	1	10%	1	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 March 31, 2022 ↑														

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

Ownership:

- CCH had one sale in March, this unit was to a tenant in our Rent Program who moved through the continuum of our programming.
- CCH had one unit listed For Sale in late March, this is a unit at Ravens Ridge and CCH will show this unit to eligible households in priority order in early April.
- The Ownership Information Session was held on March 2nd, seven households attended, via Zoom.

Rental:

- CCH had two units turn over in March, one at McArthur Place and one at Wolf Willow. One household moved within Canmore and one household left the Valley. The unit at Wolf Willow will be listed for sale by CCH in April.
- CCH is at 100% Occupancy for both The Hector and McArthur Place.

Accessory Dwelling Grant Program:

- One Household submitted their application for this program in March and was approved. CCH has committed \$20,000 to this household to help offset the costs of their accessory dwelling development.
- There is a total of \$80,000 available in funding left for this program this year.

Matching Down Deposit Program:

- CCH allocated a total of \$75,000 to three approved households in March to assist with the down deposit for the purchase of their new home.
- CCH currently has 11 households that have a total of \$275,000 in funding committed (max \$25,000 per household). One household is earmarked for purchase at Ravens Ridge, the other 10 have been

given until August 31, 2022 to access these funds for their purchase, should they enter into a purchase agreement for a home within this timeframe.

- We have four households currently on the Waitlist.

b) Heliport Monitoring Committee:

- Nothing new to report.

c) Community Grants Selection Committee:

- Applications for the Town of Canmore Community Grants Program are due 12 p.m. (noon) on April 29, 2022
- For more information on Canmore Community Grants Program follow the link below: <https://canmore.ca/residents/awards-grants/community-grants>

5. Councillor Mah

a) Bow Valley Waste Management Commission

- The commission has appointed Enns & Company to audit our 2021 financial statements. Final statements were prepared and approved by the Commission. As noted by the auditors, they were impressed at how “boring” it is to do this particular audit, due to the excellent degree of bookkeeping.
- It appears the Alberta Government is close to passing legislation for EPR (Extended Producer Responsibility) and the commission is keeping a close eye on how this may affect their operations moving forward
- CAO of the Commission, Andrew Calder, is taking a well-deserved holiday, and as such, there is no meeting to report upon this month.

b) EARC: Environmental Advisory & Review Committee

- to align EARC bylaw and policy documents, the committee has suggested that the Terms of Reference for a third party EIS (Environmental Impact Study) also be brought forth for them to review. This alignment further strengthens TOC’s strategic plan goal of being a strong environmental leader.
- EARC’s next meeting will be on May 2nd (in-person!) and will have an emphasis on Wildlife Management.

c) BIA: Business Improvement Area

- BIA’s search to replace their current executive director, Beth VanderVoort has drawn to a conclusion. The new ED is Stefan Bullock. It will be interesting to see BIA’s direction and approach under the new ED.
- Chair of the board, Christine de Soto has resigned from her role in light of upcoming family commitments
- Stay tuned for new Chair and Board members!
- BIA presented at delegation this past Tuesday April 5th. Their concerns are how paid parking funds will be distributed as well as introducing some form of parking pass for employees.

d) Emergency Management Committee

- I defer to Mayor Krausert's report.

e) Additional Items:

- Mayor Krausert and I filmed an initial video to aid with paid parking roll-out to the community. This will go out on TOC social media channels as well as our personal ones. If you'd like to promote the video on your own socials as well, that would aid greatly! Our aim is to compel locals to register for the Canmore Resident Parking Pass. While a moving target, the video should release sometime in the week of May 2nd, 2022. There will be additional videos over the ensuing weeks as well. If you'd like to hop in on a video, please let me know!
- I am nearing completing of a 4 week course from EOEP (Elected Officials Education Program). The topic is Municipal and Corporate Finance. Has been fun and informative!

6. Councillor Marra

a) Assessment Review Board:

- Nothing new to report, no activity.

b) Bow Valley Regional Housing:

- Attached: March monthly Bulletin

c) Bow Valley Waste Management Commission:

- I defer to Councillor Mah.

d) Canmore Library:

- Book Sale
- Friends of the Library Book Sale, is scheduled to take place April 21-23.
- Several staff attended the Alberta Association of Library Technicians (AALT)
- Conference held at the Coast Hotel in Canmore March 31st – April 3rd

e) Inter-municipal committee:

- No report. No meetings have been held.

f) SAEWA- Southern Alberta Energy from Waste Association:

- I am the alternate, so I defer to Councillor Foubert

g) SDAB- Subdivision & Dev Appeal Board:

- Board order decisions are to be posted 15 days post hearing date.
- Board orders can be found at the following link: <https://canmore.ca/town-hall/boards-committees/subdivision-development-appeal-board/sdab-agendas-board-orders>

7. Councillor McCallum

a) Bow Valley Regional Housing

- I defer to Councillor Marra's report

b) Bow Valley Regional Transit Services Commission

- ROAM is experiencing the same issues around rising insurance that other organizations are and are working with our insurer to ensure that we are getting the best possible price.
- Route changes are going into effect on Routes 3 (CB Regional) and 5 (Canmore Local) as of early April, streamlining times and creating more break times for drivers.
- Route 5 (Canmore Local) will be changing to having one bus circling each side of the Valley. This will enable us to stay on schedule better, provide increased coverage for some of the downtown area and respond to delays more proactively. With the steadily increasing ridership being seen on Route 5, this is anticipated to be positive for passengers.
- The RFP for Calgary to Banff service has been awarded for operating the summer OnIt service. The provision of service will be similar to past years, with the addition of four daytime departures on Fridays, extending the service week. The contract is renewable for a period of four years.
- Driver shortage is at a critical level now and it is looking like this will continue into the summer. Administration is looking at all avenues to attract drivers and get more resumes in however at this point there is a Bow Valley wide shortage and even our current seasonal drivers are being courted by 2 or more companies. Incentives and other methods of attraction and retention are being rolled out.
- As we move through the process of electrification, we are now at a point where over 30% of our fleet will be electric. As a result, we need to make sure we are going along the right path with future charging infrastructure. Administration is in contact with the consultant who was the lead for the City of Edmonton's implementation to see if he is available to do a small consultation and provide recommendations.

c) SDAB

- I have completed my 4 ½ days of training through the LRPT

d) Assessment Review Board

- I have nothing new to report

e) AUMA Safe and Healthy Communities Committee

- I attended our last meeting virtually which took place on April 8th

March 25, 2022 - Board Meeting Summary Highlights

A full review of **approved** meeting minutes is available at: saewa.ca / Board Meeting Minutes

The meeting was called to order by Chair Grant @ 9:02 a.m.

- **The Board did Motion – carried all**
To move the March 25, 2022 Agenda as presented
- **The Board did Motion – carried all**
To approve the minutes from the February 25, 2022 Board meeting as presented
- **The Board did Motion – carried all**
To receive the March 11, 2022 Executive Minutes (draft) as circulated for information
- The Board has continued to receive information for Municipally Controlled Corporation (MCC) as a Bring Forward item
- SAEWA has received request to provide project update to the RMA Board (virtual round table discussion) on April 21, 2022 and that SAEWA will be preparing for Fall RMA Session.
- The Waste Data Review Committee Chair, Member Juska reported that 90% of the data collection exercise is complete.
- The Transportation Haul Rate Review Committee Chair, Scott Klassen advised that his committee is reviewing models (a), (b) and (c) which would each determine different processes for calculation of haul rates and would be reporting those; he has also reported reaching out to colleagues in transport industry to determine how they are dealing with industry transport fees effected by global climate pushing up rates and he says he will be factoring that into the equalization of the reported rates.
- Member Juska (Councillor City of Brooks) provided report on his SAEWA update to City of Brooks Council advising that MP Shields was also present during the Council Meeting and he asked what he could do to support SAEWA.
- SAEWA referred to recent [Briefing Update](#) (March 28, 2022) provided to members, stakeholders confirming that this document also referred to as “talking points” would be distributed monthly. (action item)
- SAEWA received Letter of Resignation from the Town of Olds understanding from their letter that they are in the process of changing economic development direction and experiencing administrative changes that has caused decision and after short discussion, “the SAEWA Board wished them well and thanked them for their support in the past”. A letter of thank you will be provided in acknowledgement. (action item)
- SAEWA discussed ACP funding and Administration advised that the announcement would be coming shortly.
- Membership Dues reported as 100% received
- **Next Board Meeting scheduled for Friday, April 22, 2022** (note: Board Meetings are scheduled to be held the 4th Friday of the month)
- **End Meeting 10:10 a.m.**



MEMO BRIEF UPDATE – March 28, 2022

ANNOUNCEMENT – **SAEWA** is pleased to report having received formal notification from the Hon. Ric McIver, Minister of Municipal Affairs that SAEWA has successfully been AWARDED \$149,164 through the Alberta Community Partnership (ACP) Intermunicipal Collaboration Fund to complete the Regional Green Economy Attraction and Energy from Waste Investment Partnership Project in moving forward the Review of (3) EfW Investor Consortia - Expressions of Interest to move forward the development of the 300,000 tonne EfW Facility at the selected [Newell County Landfill site](#).

SAEWA Chair, Tom Grant

A handwritten signature in black ink, appearing to be 'T Grant', written over a horizontal line.

SAEWA, Vice Chair / Project Lead, Paul Ryan

A handwritten signature in black ink, appearing to be 'P Ryan', written over a horizontal line.

Please direct inquiries to:

SAEWA Executive Director, Sherry Poole

sherry@saewa.ca

PROJECT DEVELOPMENT BACKGROUND –

Expression of Interest to partner with SAEWA –

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

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

2022 Priorities Roadmap - What members and stakeholders can expect next?

- SAEWA has assembled the EOI Review Steering Committee that in the upcoming weeks will be coordinating a formal EOI Review Workshop to move forward on a rigorous review of the EOI submissions and qualification process.
- The 2022 ambitious timeline includes SAEWA to begin working towards holding consortia meetings with potential investors and to develop a preferred shortlist in selection of a Tech Vendor to develop the Energy-from-Waste Facility at the Newell County Landfill site.

The SAEWA Mission Statement: Research and implementation of energy recovery from NON-RECYCLABLE WASTE MATERIALS to reduce long term reliance on landfills.

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

Processing Capacity: Up to 300,000 tonnes per year

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

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

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

Engineers of Record: HDR Inc.

Collaborative Funds expended to complete the level of progress achieved:

Higher level of Government(s) grant funding awarded in the amount of \$1.5m (Federal and Provincial)

Municipal support estimated \$2.0m (membership proceeds and director representation)

Engineering Work Completed: (FCM & ACP Funding Programs \$1.5m)

- Project Development Plan
- Regulatory Requirements Plan
- Siting Process Plan
- Communications Plan
- Procurement Process Plan
- Initial Business Plan
- Detailed Business Plan
- Governance Model established by Brownlee LLP
- Waste Stream Characterization
- Transportation Study and Siting Analysis (U of A)
- Environmental Life Cycle Analysis: HDR with 3rd Party Review by O&G Sustainability and Pembina Institute confirming reduction of 7 million tonnes GHG's and methane over facility lifecycle (35 years)

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

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

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

- EfW Economic & Environmental Outreach Analysis roll-up

SAEWA EFW Economic Summary

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

A Better Waste Management Alternative

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

Economic Impacts

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

Detailed Economic Impact Estimates

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

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

Note: monetary values are in 2015 dollars.

Table 2: Impact of Facility Operations, Average Annual

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

Note: monetary values are in 2015 dollars.



Canmore Rental Statistics for 2022

		Jan.	Feb.	Mar.	Q1 Averages	Apr.	May	June	Q2 Averages	July	Aug.	Sept.	Q3 Averages	Oct.	Nov.	Dec.	Q4 Averages	Annual Average
Shared 1Bdrm	Average	\$880.56	\$ 920.83	\$781.25	\$ 860.88				#DIV/0!				#DIV/0!				#DIV/0!	\$ 860.88
	Median	\$800.00	\$ 900.00	\$762.50					#DIV/0!				#DIV/0!				#DIV/0!	
	Available	9	6	4	6				#DIV/0!				#DIV/0!				#DIV/0!	6
Studio	Average	\$1,300.00	\$900.00	-	\$ 1,100.00				#DIV/0!				#DIV/0!				#DIV/0!	\$ 1,100.00
	Median	\$1,300.00	\$900.00	-					#DIV/0!				#DIV/0!				#DIV/0!	
	Available	2	1	-	2				#DIV/0!				#DIV/0!				#DIV/0!	2
1 Bedroom	Average	\$1,714.00	\$ 1,749.17	\$1,646.11	\$ 1,703.09				#DIV/0!				#DIV/0!				#DIV/0!	\$ 1,703.09
	Median	\$1,700.00	\$ 1,847.50	\$1,695.00					#DIV/0!				#DIV/0!				#DIV/0!	
	Available	5	6	9	7				#DIV/0!				#DIV/0!				#DIV/0!	7
2 Bedroom	Average	\$2,545.24	\$ 2,901.56	\$2,909.72	\$ 2,785.51				#DIV/0!				#DIV/0!				#DIV/0!	\$ 2,785.51
	Median	\$2,250.00	\$ 2,850.00	\$2,747.50					#DIV/0!				#DIV/0!				#DIV/0!	
	Available	21	16	18	18				#DIV/0!				#DIV/0!				#DIV/0!	18
3 Bedroom	Average	\$3,716.86	\$ 3,686.36	\$4,163.18	\$ 3,855.47				#DIV/0!				#DIV/0!				#DIV/0!	\$ 3,855.47
	Median	\$3,450.00	\$ 3,400.00	\$4,000.00					#DIV/0!				#DIV/0!				#DIV/0!	
	Available	14	11	11	12				#DIV/0!				#DIV/0!				#DIV/0!	12
4+Bedroom	Average	\$3,600.00	\$ 5,016.67	\$3,016.67	\$ 3,877.78				#DIV/0!				#DIV/0!				#DIV/0!	\$ 3,877.78
	Median	\$3,600.00	\$ 3,250.00	\$3,000.00					#DIV/0!				#DIV/0!				#DIV/0!	
	Available	1	3	3	2				#DIV/0!				#DIV/0!				#DIV/0!	2
Summary Total Studio-4		43	37	#VALUE!	#VALUE!	0	0	0	0	0	0	0	0	0	0	0	0	#VALUE!

Canmore Rental Statistics for 2021

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

Sources: Asset West, PEKA, ReMax, RMO, The Peaks, Rent Faster, Kijiji
 Above stats included both furnished, unfurnished accommodation and both with without utilities. An average of all available.

2022 CCH Goals and Strategies – March 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.

- *One purchaser is no longer proceeding with their purchase. A Ravens Ridge purchaser did choose to bump to the unit that was now available, leaving the unit they had purchased available for purchase. That unit has been sold through the Vital Homes waitlist and now has a possession date in June 2022;*
- *Units 106,107,108,110 take possession April 22nd; Units 101-105 April 27th;*
- *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);*

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;*
- *The Board will also be considering new programming targeting homeownership for those residents who don't qualify for the Vital Homes program but for whom market housing is unattainable. This work will begin in May, 2022.*

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 March 1, 2022 there are 10 units at Wolf Willow that CCH held in its rental inventory. (In addition to this figure is one (1) lease to own unit whose owner has who has signed a purchase and sale agreement for this property and has until April 15, 2022 to waive their purchase conditions. If purchase conditions are waived the possession date is May 2, 2022. If they do not proceed with their purchase the unit will convert into CCH's rental portfolio)*

Strategy/Objective: Investigate social media options

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

- *A Board subcommittee was created (February) to begin reviewing what options best address CCH's needs moving forward.*

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 \$360,000 in 2022 MDDP available, and \$100,000 in 2022 ADGP funds available;*
- *One (1) ADGP application has been received in 2022 (March).*

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 March 2022;*
- *One (1) Vital Homes unit sale closed March 1, 2022.*

Appendix A - Committee of Whole report

Note: Sales are recorded in the year the transaction closes

Last Updated: March 31, 2022

Year	Vital Homes Homeownership Program		Total	Resales	New Inventory
	Resales	New Inventory			
2022	2		2	2WW	
2021	15	8	23	3 MSC, 2CR, 2HB, 1MR, 7WW	2LR, 4-7&7, 2JPL
2020	11	6	17	1CR, 8WW, 2MSC	1LR, 1Vt, 4JPL
2019	3	33	36	3 MSC	1Vt, 32HB
2018	3	21	24	3CR	17HB, 4CML
Total	34	68	102		
Wolf Willow (2021)		44			

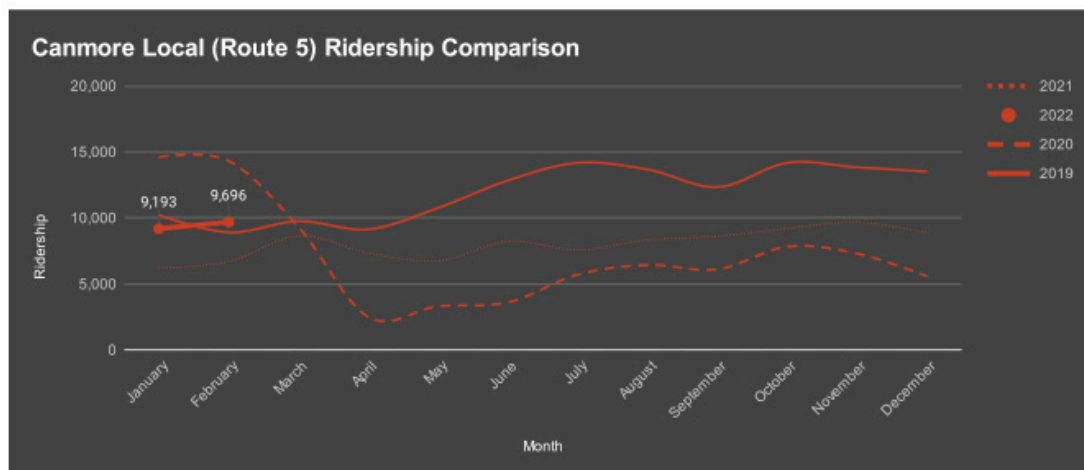
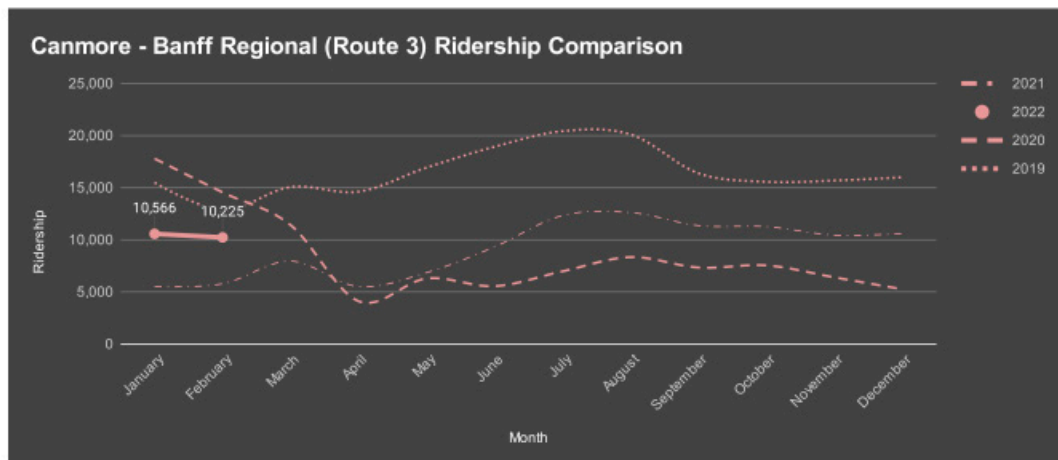
Legend	
Coyote Ridge	CR
Hawks Bend	HB
Five-Plex 818 7 Street	FP
Lookout Ridge	LR
Mineside Court	MSC
Ravens Ridge	RR
Seventh & Seventh	7&7
Versant	Vt
Wolf Willow	WW

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

Bow Valley Waste Services Commission March board report stats:

February 2022

Route	Monthly Ridership Change 2021/2022	Comments
Route 1	194%	February 2022 to February 2021 (Pandemic)
Route 2	295%	February 2022 to February 2021 (Pandemic)
Route 3	77%	February 2022 to February 2021 (Pandemic)
Route 5	46%	February 2022 to February 2021 (Pandemic)
Route 8X	297%	February 2022 to February 2021 (Pandemic)



**Bow Valley Regional Transit Services Commission
2021 KPIs with 2020 Actuals**

All Routes	January - December 2021			
	2021 ACTUAL	2021 BUDGET	COMP %	2020 ACTUAL
Revenue per Service Hour	\$ 31.39	\$ 42.15	-25.5%	\$ 27.29
Gross Cost per Service Hour	\$ 137.10	\$ 137.90	-0.6%	\$ 138.07
Direct Operating Cost per Service Hour	\$ 101.66	\$ 106.88	-4.9%	\$ 100.85
Overhead per Service Hour	\$ 7.47	\$ 8.33	-10.4%	\$ 10.70
Lease/Amortization per Service Hour	\$ 27.97	\$ 22.68	23.3%	\$ 26.52
Net Cost per Service Hour (CUTA)	\$ 77.74	\$ 73.07	6.4%	\$ 84.26
% Cost Recovery (CUTA)	34%	42%		30%
Gross cost per KM	\$ 4.00	\$ 3.95		\$ 4.73
Route KM	1,621,639	1,640,489		1,085,373
Ridership	684,782	1,183,137	-42.1%	540,217
Service Hours	47,311	46,949	0.8%	36,840
Ridership per Service Hour	14	25	-42.6%	15

**Bow Valley Regional Transit Services Commission
2021 KPIs with 2020 Actuals**

Route 3 - Canmore / Banff Regional	January - December 2021				2019 ACTUAL
	2021 ACTUAL	2021 BUDGET	COMP %	2020 ACTUAL	
Revenue per Service Hour	\$ 51.65	\$ 65.63	-21.3%	\$ 47.53	\$ 99.11
Gross Cost per Service Hour	\$ 126.34	\$ 119.32	5.9%	\$ 122.99	\$ 112.79
Direct Operating Cost per Service Hour	\$ 102.42	\$ 99.94	2.5%	\$ 94.81	\$ 91.29
Overhead per Service Hour	\$ 7.47	\$ 8.33	-10.4%	\$ 10.70	\$ 6.87
Lease/Amortization per Service Hour	\$ 16.46	\$ 11.04	49.1%	\$ 17.48	\$ 14.63
Net Cost per Service Hour (CUTA)	\$ 58.24	\$ 42.65	36.5%	\$ 57.98	\$ (0.95)
% Cost Recovery (CUTA)	47%	61%		45%	101%
Gross cost per KM	\$ 2.73	\$ 2.74		\$ 2.58	\$ 2.31
Route KM	413,947	399,122		361,429	400,470
Ridership	109,517	145,810	-24.9%	101,483	198,004
Service Hours	8,942	9,171	-2.5%	7,593	8,207
Ridership per Service Hour	12	16	-23.0%	13	24

**Bow Valley Regional Transit Services Commission
2021 KPIs with 2020 Actuals**

Route 5 - Canmore Local	January - December 2021				2019 ACTUAL
	2021 ACTUAL	2021 BUDGET	COMP %	2020 ACTUAL	
Revenue per Service Hour	\$ -	\$ -		\$ -	\$ 5.64
Gross Cost per Service Hour	\$ 116.83	\$ 114.29	2.2%	\$ 110.20	\$ 112.49
Direct Operating Cost per Service Hour	\$ 94.51	\$ 90.81	4.1%	\$ 84.83	\$ 90.71
Overhead per Service Hour	\$ 7.47	\$ 8.33	-10.4%	\$ 10.70	\$ 6.87
Lease/Amortization per Service Hour	\$ 14.85	\$ 15.14	-1.9%	\$ 14.68	\$ 14.91
Net Cost per Service Hour (CUTA)	\$ 101.98	\$ 99.15	2.9%	\$ 95.52	\$ 91.94
% Cost Recovery (CUTA)	0%	0%		0%	6%
Gross cost per KM	\$ 5.09	\$ 4.26		\$ 5.09	\$ 4.50
Route KM	190,192	209,410		170,404	190,558
Ridership	96,241	108,438	-11.2%	86,737	143,755
Service Hours	8,279	7,798	6.2%	7,884	7,630
Ridership per Service Hour	12	14	-16.4%	11	19

Bow Valley Regional Transit Services Commission
All routes - Actual vs budget vs Prior Year (PY)
January - December 2021

	Actual	Budget	Over/ under budget		PY Jan-Sep 2020	Difference from PY
Income						
Bus Pass Sales	789,173	383,777	405,396		359,384	429,790
Farebox Revenue	411,068	1,148,201	(737,133)		423,053	(11,985)
Grant Revenue	11,241	-	11,241		-	11,241
Interest Revenue	13,311	20,000	(6,689)		24,473	9,553
Marketing & Advertising Revenue	26,233	54,060	(27,827)		18,526	(24,980)
Other Income	12,007	2,448	9,559		5,991	(12,352)
Partner Programs	257,117	390,174	(133,057)		199,322	(168,225)
Recoveries - Operating (non-members)	1,263,505	1,117,182	146,323		922,639	62,366
Requisitions - Capital	5,121	-	5,121		7,542	495,431
Requisitions - Operating	2,553,368	2,658,223	(104,855)		3,027,272	495,431
Total Income	5,342,145	5,774,065	(431,920)		4,988,202	1,286,269
Gross Profit						
Expenses						
Advertising & Marketing Expenses	48,970	113,946	(64,977)		44,612	(56,280)
Contracted Services / Professional Fees	203,917	231,089	(27,172)		230,491	(11,754)
Fuel Expense	566,273	623,710	(57,437)		360,436	(187,997)
General Operating Expenses	134,638	111,541	23,097		104,639	8,584
Infrastructure Maintenance	30,237	34,095	(3,858)		11,037	(9,337)
Insurance Expense	82,071	88,125	(6,054)		67,895	12,081
Software Fees & Licences	153,510	161,160	(7,650)		130,272	4,101
Training, Travel & Meals	19,346	34,262	(14,916)		12,905	(13,204)
Vehicle Expenses	1,149,376	1,047,578	101,798		825,816	61,606
Wages & Benefits	3,200,291	2,983,671	216,620		2,498,845	(482,186)
Total Expenses	5,588,627	5,429,177	159,450		4,286,949	(674,385)
Surplus / Deficiency Prior to Amortization	(246,482)	344,888	(591,370)		701,253	(947,735)
Other Expenses						
Amortization Expense	1,196,815	1,064,979	131,836		942,686	(301,640)
Net Revenue	(1,443,296)	(720,091)	(723,205)		(241,433)	(1,201,864)

Note

- Admin and Route expenses only - excludes Tangible capital assets and grant category.
- \$151,000 of deficit represents payments made by non-partners to cover amortization expenses. True deficit is \$397,000.

Monthly Bulletin

March 2022



NEWS, INITIATIVES AND EVENTS

COVID-19

The province is transitioning to an endemic approach to Covid-19. We still have a role in keeping ourselves and others safe from Covid-19. The tsunami-like 5th wave has fallen and appears to be leveling off; the associated hospitalization surge is easing.

As of March 16, there were approximately 6,500 active *detected* cases in Alberta, but the actual number of active cases in the province is estimated to be much higher than the testing results indicate due to the cutbacks to the testing program. The Bow Valley region has approximately 50 detected cases. Tragically more than 4,000 Albertans had died. Alberta will move to weekly updates.

Alberta's vaccine rollout has surpassed 8.5M doses, including approximately 1.5M boosters administered. Those who are fully vaccinated are *much* less likely to develop severe disease.

The province has continued to ease restrictions and while most measures were lifted on March 1, 2022, that **did not** include the restrictions in continuing care, including lodges, and there is no timing yet identified for that part of society.

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. We are anticipating a reduction of approximately 8% to our municipal requisition in 2022.



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	92%
Cascade House	79%
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 addition to Bow River Lodge is in its final stages. 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 Q3-4 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.



Regular Board Meeting Minutes
Thursday, January 20, 2022, 9:00 a.m.
Online Via Zoom

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

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

REGRET: Barb Pelham

1. CALL TO ORDER

Chairperson L. Rosvold called the meeting to order at 9:02 a.m.

2. ADOPTION OF AGENDA

Motion 22-001: C. Olver to approve the agenda with the addition of 2.a. presentation of Q3 2021 BVRH Financial Report (unaudited), 4.a. Personnel Committee, and 10. a. In-Camera Legal concerns. Carried unanimously.

3. PRESENTATION AND GUESTS

a. **Vicki Lockwood, CPA:** presented the Q3 2021 BVRH Financial Report (unaudited).
Motion 22-002: E. Afsar to accept the Q3 2021 BVRH Financial Report (unaudited) as information. Carried unanimously.

V. Lockwood left the meeting at 9:43 am

4. APPROVAL OF MINUTES

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

Motion 22-003: K. Marra to approve the minutes of December 17, 2021, regular meeting of the Board as presented. Carried unanimously.

5. COMMITTEE REPORT

a. **Personnel Committee:**

Motion 22-004: D. Bernard to take the meeting on camera. Carried unanimously.

Motion 22-005: J. McCallum to take the meeting out of the camera. Carried unanimously.

Motion 22-006: D. Bernard to approve the CAO performance review as discussed.

6. 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.
- d. **2022 Social Housing Budgets:** verbal report provided and discussed.
- e. **ASCHA Education Session: Housing 101:** verbal report provided and discussed.

E. Afsar left the meeting at 11:00 am

7. CORRESPONDENCE AND INFORMATION

a. **Q4 2021 Strategic Plan Report:** presented and reviewed.

Motion 22-007: K. Marra to accept the report as information. Carried unanimously.

b. **Q4 2021 CAO Plan Report:** presented and reviewed.

Motion 22-008: K. Marra to accept the report as information. Carried unanimously.

c. **January 2022 BVRH Bulletin:** presented and reviewed.

Motion 22-009: J. McCallum to accept the report as information. Carried unanimously.

d. **January 2022 Occupancy and Wait-list Report:** presented and reviewed
Motion 22-010: J. McCallum to accept the report as information. Carried unanimously.

8. **IN CAMERA**

Motion 22-011: D. Bernard to take the meeting on camera. Carried unanimously.

Motion 22-012: D. Bernard to take the meeting out of the camera. Carried unanimously.

Legal Concerns: verbal report provided and discussed.

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

a. **February regular meeting:**

February 24, 2022, starting at 9:00 a.m., online via zoom or TBD

10. **ADJOURNMENT**

Motion 22-013: K. Marra that the meeting adjourn at 11:29 a.m. Carried unanimously.



Lisa Rosvold, Chairperson



Ian Wilson, CAO

MINUTES PREPARED BY: Jennifer Comighod, Housing Manager



Regular Board Meeting Minutes
Thursday, February 24, 2022, 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), Jennifer Comighod (Housing Manager), and Rob Copeland (Project Interface Coordinator)
- REGRET:** Chip Olver

1. CALL TO ORDER

Chairperson L. Rosvold called the meeting to order at 9:01 a.m.

2. ADOPTION OF AGENDA

Motion 22-014: D. Bernard to approve the agenda with the additions of 5.a. Rob Copeland, This is Home Redevelopment update, and 10. a. In-Camera Tenant concern. Carried unanimously.

3. APPROVAL OF MINUTES

a. Regular Meeting of the Board:

Motion 22-015: K. Marra to approve the minutes of January 20, 2022, regular meeting of the board as presented. Carried unanimously.

4. COMMITTEE REPORT

a. Personnel Committee:

Motion 22-016: J. McCallum to take the meeting on camera. Carried unanimously.

Motion 22-017: D. Bernard to take the meeting out of the camera. Carried unanimously.

Motion 22-018: J. McCallum to amend section 5.3 of the CAO remuneration policy to "The CAO's remuneration is to align with key data points found in the most recent ASCHA Report, in the "Organization Leaders with both housing portfolios" category. The calculation will be an equally weighted average of the following 5 survey category data points listed in the "Average High Salary" data column: o Organization Leaders with both housing portfolios o Organization Leader Annual Salary by Operating Budget o Organization Leader by Units Operated, regardless of unit type o Organization Leader by Years of Relevant Experience o Organization Leader by Education".

Motion 22-019: J. McCallum to approve the CAO remuneration as presented.

5. CAO REPORT

- a. This is Home Redevelopment:** verbal report provided and discussed with Rob Copeland, Project Interface Coordinator.
- b. COVID-19 Pandemic Response:** verbal report provided and discussed.
- c. 2022 BVRH Lodge Program Budget Development:** report provided and discussed.
- d. 2022 Strategic Plan and Bylaw Review:** verbal report provided and discussed.
- e. 2022 ASCHA Convention:** verbal update provided and discussed
- f. Provincial Investigation into Mixed-Income Housing Models:** verbal update provided and discussed
- g. Property Tours:** verbal update and discussed

6. CORRESPONDENCE AND INFORMATION

- a. February 2022 BVRH Bulletin:** presented and reviewed.

Motion 22-020: K. Marra to accept the report as information. Carried unanimously.

- b. February 2022 Occupancy and Waitlist Report:** presented and reviewed
Motion 22-021: E. Afsar to accept the report as information. Carried unanimously.

7. IN CAMERA

Motion 22-022: B. Pelham to take the meeting on camera. Carried unanimously.

Motion 22-023: E. Afsar to take the meeting out of the camera. Carried unanimously.

Tenant Concern: verbal report provided and discussed.

8. DATE AND LOCATION OF NEXT MEETING(S)

a. March regular meeting:


March 24, 2022, starting at 9:00 a.m., online via zoom or TBD

9. ADJOURNMENT

Motion 22-024: K. Marra that the meeting adjourn at 11:28 a.m. Carried unanimously.



Lisa Rosvold, Chairperson



Ian Wilson, CAO

MINUTES PREPARED BY: Jennifer Comighod, Housing Manager

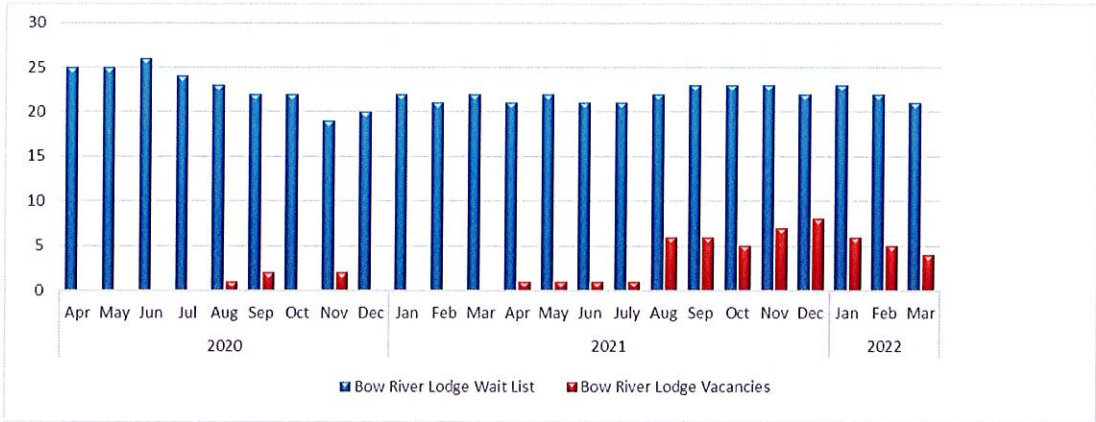
March 2022 Occupancy & Waitlist Report



Bow River Seniors Lodge in Canmore

Occupancy and waitlist as of March 15, 2022:

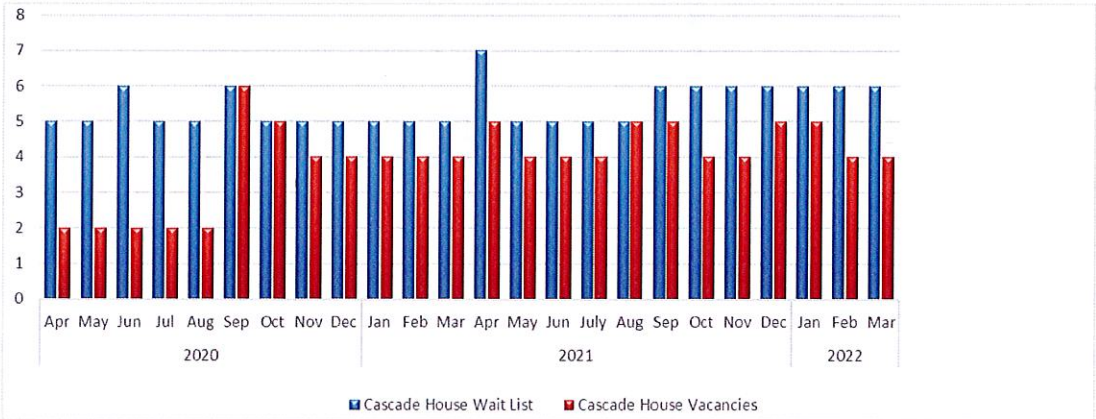
- The lodge has sixty-three residential suites.
- Of those suites, fifty-three are occupied or available for occupancy.
- The other suites are not available for occupancy. They are not captured in the chart below, but include:
 - Ten are being utilized as offices, storage, breakrooms, and amenity spaces.
- 92% of the habitable suites are occupied or awarded pending move-in.
- Twenty-one 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 March 15, 2022:

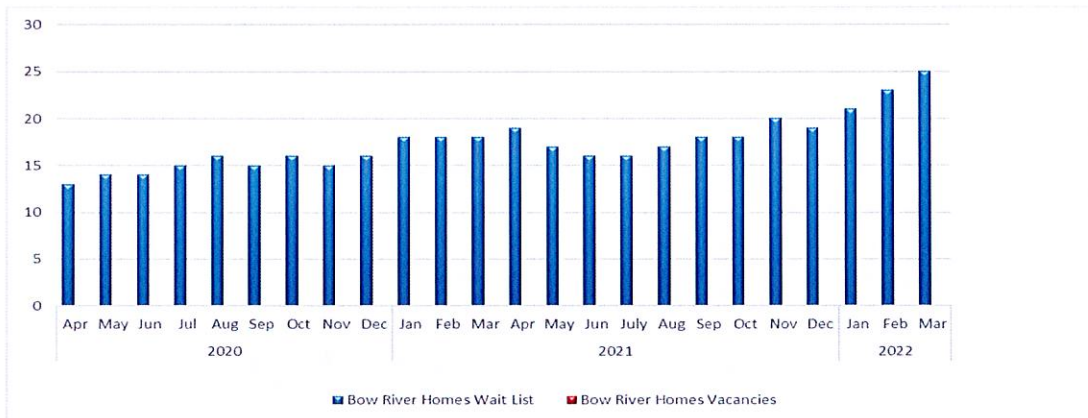
- The lodge has twenty-two residential suites.
- Of those suites, nineteen are occupied or available for occupancy.
- The other suite is not available for occupancy. They are not captured in the chart below, but include:
 - Three are being rehabilitated.
- 79% of the habitable suites are occupied or 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 March 15, 2022:

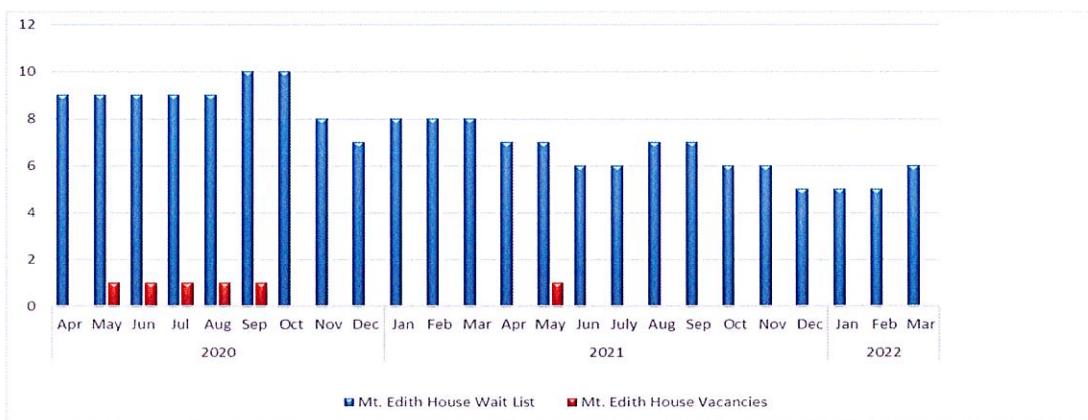
- The project has twenty-eight self-contained residential suites.
- Of those twenty-eight, twenty-seven are occupied or available for occupancy.
- The other suites are not available for occupancy. They are not captured in the chart below, but include:
 - One that is being rehabilitated.
- 100% of the habitable suites are occupied.
- Twenty-five candidate households are wait-listed.



Mount Edith House (Seniors Self-Contained) in Banff

Occupancy and waitlist as of March 15, 2022:

- 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.
- Six candidate households are wait-listed.



Community Housing Projects in Canmore

Occupancy and waitlist as of March 15, 2022:

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



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

Occupancy and waitlist as of March 15, 2022:

- A monthly budget of \$22,750.00.
- Providing financial subsidies to thirty-nine active client households.
- There are eight candidate households on the waitlist.
- The monthly subsidy totaled \$22,421, averaging \$558.00 per client household.
- Of our active RS client households:
 - 32 live in Canmore
 - 6 live in Banff
 - 1 live in Deadman's Flats

Administrative Update

DATE OF MEETING:

April 19, 2022

Agenda #: F-1

A. CAO's Office

1. Bill 52: The Recall Act came into effect in the Province on April 7. Bill 52 creates a process that could lead to the recall of elected officials, including Members of the Legislative Assembly (MLAs), municipal officials and school trustees. It also sets contribution, expense and third party advertising rules for a recall petition and recall vote. Information on Bill 52 and the related processes has been put on the Town's website.

B. MUNICIPAL SERVICES

1. Community Social Development

- a) Operational Report for Homelessness Society of the Bow Valley (HSBV) as of March 13:
 - HSBV launched an Outreach program on December 6, which connected individuals to hotels and hostels on very cold nights, and a Shelter program on February 7, which was a low-barrier overnight shelter space.
 - Between December 6 and March 13, HSBV has served a total of 24 unique individuals through both the Shelter program and the Outreach program.
 - The Shelter operated at or near capacity, accommodating an average of just under 6 individuals per night (6 bed capacity).
 - The Shelter program closed on March 31, 2022, and a full program evaluation will be presented to council.
- b) Community Social Development is preparing to launch the 2022 Safe Park pilot on June 1, 2022. CSD is working with the Economic Development department to explore ways for local businesses to use the program.
- c) Family Resource Network is completing year 2 of a 3 year provincial grant. FRN anticipates that they will have a small grant surplus. The province has announced that, with provincial approval, surpluses can be spent in year 3 (April 1, 2022- March 31, 2023).

2. Recreation Services

- a) Spring and Summer program registration opened on March 21.

3. Fire-Rescue

- a) Several members are working towards completion of NFPA 1002 Standard for Fire Apparatus Driver/Operator. Once these members complete this training later this year, they will become eligible to become part of our casual firefighter pool.

4. Protective Services

- a) Canmore residential parking permit applications opened mid-April as the pay parking program continues its implementation.
- b) The Canmore RCMP detachment's Annual Performance Plan 2022-2023 has been finalized.

- c) Plans for Emergency Preparedness Week (May 1-7, 2022) are being finalized in collaboration with the Communications department.

5. Economic Development

- a) The Financially Fierce Bootcamp on March 15th had 32 participants via Zoom and was recorded for future viewing. Of those 23 registered for the draw for 1 in 10 free access codes to the Financially Fierce Academy, which is a 10-week intensive, and 52 weeks of coaching and accountability. Those unsuccessful in the draw were given the option to join the academy at a discounted rate. Feedback on the program has been positive.
- b) As of April 1st Eleanor Miclette has moved into her year as President of the Economic Developers Alberta volunteer board of directors.
- c) Public Art calls are currently open for the 2022 Mural Project on the back of the OLD VIC and the Main Street Temporary Art Project ~ Sculpture.

C. CORPORATE SERVICES

1. Human Resources

- a) Collective Bargaining with IAFF Local 4705 is ongoing
- b) Administrative employees are now re-joining their operational co-workers in regularly attending Town of Canmore worksites.
- c) Organizational training will begin in April/May to support the Town’s commitment to a healthy, safe and respectful workplace. Training sessions will include coverage of the Town’s Respectful Workplace Policy, Violence & Harassment, Equity, Diversity and Inclusion, and Mental Health.

D. MUNICIPAL INFRASTRUCTURE

1. Planning & Development

- a) Effective March 14, 2022, In-Street patio applications will be reviewed and approved by Economic Development. The Planning Department will no longer have a role in this process. Patios (either temporary or permanent) that are constructed on private property will require a development permit and will continue to be reviewed by Planning staff. All applicable development permit fees will apply.

2. Public Works

- a) Parks
 - The first group of seasonal hires start April 4.
 - All ice rinks are now closed and being prepared for basketball and pickleball users.
 - With the spring thaw, there are a few areas around Town that require litter picking. This is a townwide service area that will be addressed once seasonal workers arrive. One area of focus will be between Bow Valley Trail and the railroad tracks.
- b) Streets and Roads
 - Equipment lifecycling – \$50,000 was realized from the sale of disposed fleet equipment (street sweeper, fire truck, flusher truck) at a public auction in March. Supply chain restrictions from COVID have supported good returns on used equipment.
 - New equipment and fleet consolidation – a new one tonne truck and attached equipment has been received (CAP7141). The unit will predominantly support services provided by

Streets and Roads. The removable attached equipment (flusher, flat deck, gravel box, water skid, sander) have consolidated the work of two trucks (units F-17 & F-40) into one.

- Street sweeping – warm weather has provided the opportunity to use the street sweepers earlier than normal. "Bulk sweeping" (no parking enforcement required) has started whereby debris from roadway edges gets collected prior to formal sweeping programs becoming implemented later in the spring. This also helps reduce dust and provides safe spaces for multimodal transportation routes.

c) Solid Waste Services

- The yard waste program has started up again for this year. There are two large bins available at 115 Boulder Crescent Recycling Depot for residents to dispose of leaves, grass, and branches. The collected material is composted/processed and sold for reuse at the Francis Cooke Resource Recovery Centre and Landfill.
- Annual container maintenance: As the snow begins to melt, litter that accumulated over the winter is beginning to appear around the community recycling and waste containers. There is an unfortunate period where the litter is visible but is frozen to the ground. The team will begin cleaning up the sites and inspecting the containers once the snow and ice is gone.
- Southern Alberta Energy from Waste Association (SAEWA): Funding has been acquired to allow for the review of the three Energy from Waste proposals that were submitted for the Newell County site. Canmore has been a member of SAEWA since its inception in 2009. "The SAEWA mission: to develop an energy-from-waste facility for the treatment of solid waste with the value-added benefits from development of energy-from-waste...".

d) Utilities

- Regulatory: No contraventions to report.
- Service Interruptions:
 - On March 13th at the corner of 10th Street and 6th Avenue there was a water main leak. EPCOR operator responded to site and tested the water for chlorine, test confirmed chlorine. EPCOR operators deployed dechlorination pucks to the area due to the proximity of the leak to Policemans Creek, located and prepared valves for isolation, but did not throttle the water main due to commercial business and restaurants in the area. On March 14th the contractor excavated the watermain and EPCOR throttled the main to minimum positive pressure for the duration of the repair. Approximately 65 homes and businesses were affected by the low pressure during the repair. All bacteriological samples tested negative and all water samples during post repair flushing were within the specified approval parameters. Repair was completed by 7PM on March 14th.
 - Related to the watermain leak and repair that occurred on 10th Street, the Town's Civic Centre was without potable water between March 13th and 1:15PM on March 14th. When EPCOR was isolating the water system to prepare for the repair along 10th Street, they inadvertently shut off the water to the Civic Centre. This was because the watermain drawings did not reflect actual plumbing. Secondly, when EPCOR went back to turn on the water valve it was no longer functioning which also required a repair. A contractor was organized to complete the repair so potable water could be returned to the Civic Centre by just after lunch on Monday the 14th.

- On March 13th near 2A Street. A contractor working on decommissioning a water and sanitary service line called EPCOR due to a leaking water service that could not be controlled. EPCOR operators responded to site and throttled main until door knockers could be handed out to affected residents. After all residents were notified and given time to prepare for the water shut down. EPCOR shut the water main off and the contractor replaced and abandoned the service at approximately 1:50PM. Water service was returned to normal at approximately 3:50PM. All bacteriological samples tested negative and all water samples during post repair flushing were within the specified approval parameters.

e) Sustainability

- Solar Incentive Program closed on March 25, 2022. 33 Applications were received, seven projects were selected, resulting in a total of eight projects being completed in 2022 (one carry-over from 2021)
- Earth Day is on April 22, 2022 – the Town will be doing some promotion over social media, asking residents how they plan to celebrate. Administration encourages Council to share with the community how they will be celebrating Earth Day.
- The Town will be hosting its second compost give away event on May 19, 2022. Residents will be asked to sign up for a 30 minute time slot and are limited to 100L per person.
- Starting in May, residents will be encouraged to remove any fruit trees from their property. To help with this, the Town is offering a Fruit Tree Incentive which will cover 50% of the cost of removal by a contractor up to \$300.00. This will help reduce the number of human-wildlife interactions within the community.
- As we enter into spring, we want to remind residents to properly store their garbage, put their bird feeders away and keep their dogs on leash when not in a designated off-leash dog park. This will help keep wildlife alive and out of heavily trafficked human areas.

f) Wapiti Municipal Campground

- The campground is set to open on April 29th until October 10th with the rates remaining unchanged from 2021. The 2022 rates are \$32/ night and \$42/ night with power.

Council Resolution Action List

G1

Motion #	Agenda Item	Resolution	Council Mtg Date	Service Area	Action Status	Last Update	Date Complete
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	
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	
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	
29-2022	Bow Valley Food Alliance	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.	1-Feb-22	CSD		1-Feb-22	
49-2022	Community Grant Policy Amendment	That Council direct administration to return with a recommendation for a Major Event Grant program.	1-Mar-22	Ec Dev		1-Mar-22	
79-2022	Procedural Bylaw Amendment 2022-04 Omnibus	That Council direct administration to investigate the options for video and audio being treated as written submissions and imbedded in the record of public submissions	5-Apr-22	Clerks		5-Apr-22	
86-2022	Food Truck Pilot Project	That Council approve the Food Truck Pilot Project as presented and direct administration to report back to Council on learning and any next steps	5-Apr-22	Ec Dev		5-Apr-22	



Correspondence

DATE OF MEETING:

April 19, 2022

Agenda #: H

1. Letter from Minister Sawhney regarding the Calgary – Banff Rail Project
2. Southern Alberta Energy from Waste Association (SAEWA) Memo Brief Update
3. Letter to Rob Simieritsch re Recreational User Symposium



ALBERTA
TRANSPORTATION

Office of the Minister

RECEIVED

FEB 28 2022

TOWN OF COCHRANE

February 24, 2022

AR 88779

His Worship Jeff Genung
Mayor
Town of Cochrane
101 RancheHouse Road
Cochrane, AB T4C 2K8

Dear Mayor Genung:

Thank you for forwarding the January 31, 2022 letter from the Bow Valley Corridor Alliance to Premier Jason Kenney in support of the Calgary-Banff Rail project. On behalf of Premier Kenney, I am able to provide the following information.

The Government of Alberta is continuing to explore the Calgary-Banff Rail project. We have worked with the Canada Infrastructure Bank to complete two studies to assess the feasibility and potential benefits of the proposed service. These studies are publicly available on the Invest Alberta Corporation's website at investalberta.ca/calgary-banff-rail/.

As you mentioned, a project of this magnitude would require significant planning and resources. While the Alberta government remains open to assessing the project further, no decision has been made yet on whether to provide any financial support for the project.

Our government recognizes that the Bow Valley Corridor Alliance plays a critical role in enhancing the economy of the Bow Valley region and the lives of its residents. Bow Valley communities are vital contributors to Alberta's economic prosperity, and they play a critical role in tourism economic development.

.../2

I appreciate your expression of support for the proposed Calgary-Banff Rail project. Should the project proceed, the support and input of all municipalities and First Nations along the corridor and within the region will be necessary in order to ensure the project's success.

Thank you for writing.

Sincerely,

A handwritten signature in black ink, appearing to read "R. Sawhney", is written over a solid horizontal line.

Rajan Sawhney
Minister of Transportation

cc: Honourable Jason Kenney
Premier of Alberta



MEMO BRIEF UPDATE – March 28, 2022

ANNOUNCEMENT – **SAEWA** is pleased to report having received formal notification from the Hon. Ric McIver, Minister of Municipal Affairs that SAEWA has successfully been AWARDED \$149,164 through the Alberta Community Partnership (ACP) Intermunicipal Collaboration Fund to complete the Regional Green Economy Attraction and Energy from Waste Investment Partnership Project in moving forward the Review of (3) EfW Investor Consortia - Expressions of Interest to move forward the development of the 300,000 tonne EfW Facility at the selected [Newell County Landfill site](#).

SAEWA Chair, Tom Grant

SAEWA, Vice Chair / Project Lead, Paul Ryan

Please direct inquiries to:

SAEWA Executive Director, Sherry Poole

sherry@saewa.ca

PROJECT DEVELOPMENT BACKGROUND –

Expression of Interest to partner with SAEWA –

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

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

2022 Priorities Roadmap - What members and stakeholders can expect next?

- SAEWA has assembled the EOI Review Steering Committee that in the upcoming weeks will be coordinating a formal EOI Review Workshop to move forward on a rigorous review of the EOI submissions and qualification process.
- The 2022 ambitious timeline includes SAEWA to begin working towards holding consortia meetings with potential investors and to develop a preferred shortlist in selection of a Tech Vendor to develop the Energy-from-Waste Facility at the Newell County Landfill site.

The SAEWA Mission Statement: Research and implementation of energy recovery from NON-RECYCLABLE WASTE MATERIALS to reduce long term reliance on landfills.

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

Processing Capacity: Up to 300,000 tonnes per year

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

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

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

Engineers of Record: HDR Inc.

Collaborative Funds expended to complete the level of progress achieved:

Higher level of Government(s) grant funding awarded in the amount of \$1.5m (Federal and Provincial)

Municipal support estimated \$2.0m (membership proceeds and director representation)

Engineering Work Completed: (FCM & ACP Funding Programs \$1.5m)

- Project Development Plan
- Regulatory Requirements Plan
- Siting Process Plan
- Communications Plan
- Procurement Process Plan
- Initial Business Plan
- Detailed Business Plan
- Governance Model established by Brownlee LLP
- Waste Stream Characterization
- Transportation Study and Siting Analysis (U of A)
- Environmental Life Cycle Analysis: HDR with 3rd Party Review by O&G Sustainability and Pembina Institute confirming reduction of 7 million tonnes GHG's and methane over facility lifecycle (35 years)

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

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

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

- EfW Economic & Environmental Outreach Analysis roll-up

SAEWA EFW Economic Summary

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

A Better Waste Management Alternative

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

Economic Impacts

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

Detailed Economic Impact Estimates

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

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

Note: monetary values are in 2015 dollars.

Table 2: Impact of Facility Operations, Average Annual

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

Note: monetary values are in 2015 dollars.

Town of Canmore

902 7th Avenue

Canmore, Alberta T1W 3K1

Phone: 403.678.1500 | Fax: 403.678.1534

www.canmore.ca



April 7, 2022

Via Email

Mr. Rob Simieritsch
Executive Director, Lands Delivery South
Alberta Environment and Parks
Rob.Simieritsch@gov.ab.ca

Dear Mr. Simieritsch:

Thank you for convening my colleagues and I in our initial meeting of the “re-boot” of the Human-Wildlife Coexistence Roundtable. I very much appreciate your leadership on this front. Continuing this work, and executing on the 28 recommendations contained in our 2018 report, is a hugely important part of overcoming the challenges we face in our efforts to practice environmental stewardship of the Bow Valley ecosystem.

As you know, Canmore is a tourism town. That said, environmental sustainability is central to our economic future. I sit on Tourism Canmore Kananaskis’ Tourism Round Table, which is charged with guiding delivery of the ‘Regenerative Tourism Framework.’ Two key pillars of this framework are Ecological Integrity and Wildlife Co-Existence.

On Sunday April 3, 2022, The Globe and Mail published an article about our community that pointed to the issue of population growth and the ever-increasing number of visitors in Canmore, and specifically the increasing prevalence of outdoor recreation in and around the town. Of course, if recreational use of our majestic and sensitive environment doesn’t take place in a responsible manner, it threatens to overrun our trails system and contribute to wildlife habitat alienation.

I, therefore, urge you to please undertake two things:

- (1) Continue to encourage and support the Human-Wildlife Coexistence Technical Working Group, which I understand has had a couple of meetings in the last year, with respect to the implementation of the recommendations of the report. Given that the report was published in 2018, and we have had an international pandemic since then, and seen visitation to Kananaskis Country double, increasing to over 5 million users, I wouldn’t be surprised if the technical group has some advice for revision of, or adding to, these recommendations. When the Roundtable reconvenes this Fall, I would hope to hear if there are ways that we can further support this work on the political and governance level.

(2) Convene a series of meetings to focus on responsible outdoor recreation that would involve recreation groups, government, the conservation community, and relevant tourism groups. I sit on the board of the Biosphere Institute of the Bow Valley, and understand that, in an informal conversation with our Executive Director, you suggested the possibility of a symposium that would gather these players to discuss this issue. I want you to know that I very much support that concept. I feel that such a conversation is urgently required in the Bow Valley. I believe that we need a combination of general public-facing messaging, education, buy-in from user groups, and enforcement.

Thank you for considering these two requests, and please let me know if I can be of any assistance in this important work.

Sincerely,



Sean Krausert

Mayor, Town of Canmore

cc. MLA Miranda Rosin
Mayor Corrie DiManno, Town of Banff
Reeve Lisa Rosvold, MD of Bighorn
Canmore Town Council
Gareth Thomson, Executive Director - Biosphere Institute of the Bow Valley
Dr. Hugh Notman, Chair – Biosphere Institute of the Bow Valley
Rachel Ludwig, Executive Director, Tourism Canmore Kananaskis
Dr. Jodi Hilty, President and Chief Scientist, Yellowstone to Yukon Conservation Initiative
Dr. Sally Caudill, CAO – Town of Canmore
Whitney Smithers, GM Municipal Infrastructure – Town of Canmore