

# TOWN OF CANMORE

## AGENDA

Committee of the Whole

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

Tuesday, June 21, 2022 at 9:00 a.m.

- A. CALL TO ORDER AND APPROVAL OF AGENDA**
- 9:00 – 9:05      1. **Land Acknowledgement**
- 9:05 – 9:10      2. **Agenda for the June 21, 2022 Committee of the Whole Meeting**
3. **Introduction of Manager of Information Technology and Acting Manager of Finance**
- B. DELEGATIONS**
- 9:10 – 9:25      1. **Bow Valley Victim Services Annual Update (verbal)**  
                         Purpose: To outline Bow Valley Victim Services accomplishments and achievements from 2021 and the future direction of the organization.
- 9:25 – 9:35      2. **Bow Valley Connections Centre (BVCC)**  
                         Requests:  
                         a) That Council support Bow Valley Connections Centre in discussions with Bow Valley Regional Housing and the Province of Alberta, and advocate to the Alberta Social Housing Corporation for the creation of supporting housing for individuals with disabilities.  
                         b) That Council support Bow Valley Connections Centre with locating a consistent and affordable daytime space for their emerging Life Campus program.
- C. MINUTES**
- 9:35              1. **Minutes of the May 17, 2022 Committee of the Whole Meeting**
- D. STAFF REPORTS**
- 9:35 – 9:55      1. **Summer 2022 Family Resource Network (FRN) Pilot Project**  
                         Purpose: To update the Committee of the Whole on a FRN summer pilot project.
- 9:55 – 10:15    2. **Circular Cities and Regions Initiative**  
                         Purpose: To provide the Committee of the Whole with an update on the Circular Cities and Regions Initiative; a one-year pilot to support municipalities to advance circular economy practices.
- 10:15 – 10:45   3. **Bow Valley Trail and Teepee Town Transportation Planning (verbal)**  
                         Purpose: To provide the Committee of the Whole with an overview of functional and conceptual plans for the Bow Valley Trail and Teepee Town area.
- 10:45 – 11:00   4. **Alberta Parks Transit Planning**  
                         Purpose: To provide the Committee of the Whole with a planning update on summer transit service to Grassi Lakes.

- 11:00 – 11:15 **Meeting Break**
- 11:15 – 11:25 **E. COUNCILLOR UPDATES**  
1. June 2022 Councillor Updates
- 11:25 – 11:35 **F. ADMINISTRATIVE UPDATE**  
1. June 2022 Administrative Update
- 11:35 – 11:40 **G. COUNCIL RESOLUTION ACTION LIST**  
1. Council Resolution Action List as of June 3, 2022
- 11:40 – 11:45 **H. CORRESPONDENCE**  
1. Letter from MP Richards Re. Budget 2022  
2. Marigold Library  
3. Municipal Sustainability Initiative (MSI) 2022 Funding Letter  
4. Letter from Minister of Public Safety Re. Retroactive RCMP Costs  
5. Letter from Minister Schulz re. Family Resource Network (FRN) Funding
- I. IN CAMERA – None**
- 11:45 **J. ADJOURNMENT**

## Delegation Briefing

### Subject: Bow Valley Connections Centre (BVCC)

**Presented to:** Town of Canmore Council

**Submitted by:** Micheline Lambert, Housing Coordinator  
Bow Valley Connections Centre  
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#### ✦ Program Overview

Bow Valley Connections Centre is a registered charity (since 2016) and not-for profit organization (since 2013) offering social and life skill programs to our neuro-diverse community members living within the Bow Valley. Currently operating out of the basement of the Canmore Legion, our participants range in ages between 16 – 70 years of age. We have over 18 registered members and continue to grow annually. We are a parent-run organization. Our operating budget is small but impactful.

Our current programs include drama, arts & crafts, dancing, bowling, bear safety, cooking classes, bottle drives, and special events such as community mural painting and children's carnivals.

*We invite you to view our most recent promotional video (password in small caps is "inclusion"):* <http://vimeo.com/689882317>

Below is a picture of wood crafting sessions held at the Canmore Recreation Centre. This program was funded by the Town of Canmore's 2020 Relief Grant. The grant was used to rent space and for materials and supplies. This Canmore Recreation Centre room was bright, accessible, and big enough to accommodate programming.



## ✦ Program Challenges

### 1) Limited supportive housing options

Within the Bow Valley region, there are limited residential housing support for individuals who are neurodiverse or who live with disabilities. As a result of the lack of supportive housing in Canmore, in 2021 several neuro-diverse Bow Valley residents moved away from the community to larger urban centres.

Canmore needs purpose-built, supportive housing for individuals with disabilities. Supportive Housing is managed by the Province of Alberta through Regional Housing Authorities. In Canmore, there are several provincial units that can be modified to support individuals with disabilities, but provincial funding and approval is needed.

### 2) Limited appropriate day program space

The Canmore Legion has donated space to BVCC for our day programs. Although we are grateful for the free space, there are significant safety concerns for our program participants. There are steep narrow stairs, which can be difficult for many of our participants to manage and the bathroom is not accessible. In addition, space is only available in the evening, which can be difficult for our Neuro-diverse community.

We have also partnered with other organizations to access free space, such as Lawrence Grassi Middle School and Miner's Hall. Unfortunately, these spaces are often only available in the evening and cannot be consistently donated to us.

Consistent, predictable programming is essential for the neuro-diverse community, and although these community spaces have allowed us to lead impactful programs, we are concerned that the program times and the inconsistent space may be hard on the neuro-diverse community.

Ideally programming space would be available during day-time hours, be accessible for individuals of all abilities, have natural light, and have an accessible bathroom.

## ✦ Potential Future

### Life Campus

Our vision is that all adults with developmental disabilities learn, work, and thrive in our community. Our goal is to create a safe, nurturing physical *HUB* where individuals can come to learn, train, and be active participants within our community – a **Life Campus**. **The Life Campus** in Canmore will provide greater stability, consistency, and dependability for our Neuro-diverse community, and significantly improve the safety and quality of our programs.

To meet our goal of a **Life Campus** we need a consistent space that can be accessed during the day and that can accommodate a variety of different classes. The Life Campus will run Monday to Friday for 4-5 hours per day and all participants will be adult-learners who are neurodiverse. Classes will include resume writing, interview practice, job training, food preparation, and other basic life skills.



In addition, the Life Campus will offer after school programs to young, neurodiverse students. The afterschool program would build community connection and introduce the life skills programs that would be further reinforced in our adult programs.

## ✦ Our Request to Council

### 1) Advocacy

Bow Valley Connections Centre (BVCC) has put forth a formal "Consideration Request" to Bow Valley Regional Housing requesting that the Board of Directors include BVCC in their Master Plan. This plan includes a permanent space for both a Life Campus and Permanent Supportive Housing on their Canmore lands.

We request that Council support us in discussions with Bow Valley Regional Housing and the Province of Alberta, and that council advocate to the Alberta Social Housing Corporation for the creation of supporting housing for individual with disabilities.

### 2) Life Campus Space

We are ready to launch Life Campus programs. We have funding but we require space. We request council's support with helping us locate a consistent and affordable daytime space for our emerging Life Campus program.

## ✦ Summary of Issue

Bow Valley Connections Centre is extremely grateful for the grants that we have received from the Town of Canmore. Our participant numbers continue to grow whereby these dollars are more quickly being expended on program delivery. Dedicated in-kind space would allow us to dedicate more of our dollars to direct program delivery.

*Together, let us make this a turning point in history. A point where individuals with autism and other neurodiversity's, along with their families, know that a diagnosis need not stand in the way of friendships, jobs, supportive communities, and homes of their own. Through our collaborative efforts, short and long-range planning, we can make this happen!*

Thank you for your time and consideration!

**TOWN OF CANMORE**  
**MINUTES**  
Committee of the Whole  
**Tuesday, May 17, 2022 at 1:00 p.m.**

**COUNCIL MEMBERS PRESENT**

Sean Krausert	Mayor
Tanya Foubert	Deputy Mayor
Jeff Hilstad	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
Caitlin Miller	Acting General Manager of Municipal Services/Manager of Protective Services
Lance Bushie	Fire Chief
Adam Driedzec	Town Solicitor
Cheryl Hyde	Municipal Clerk
Keri Martens	Deputy Fire Chief
Robyn Dinnadge	Manager of Communications
Andrew Kelly	Assistant Municipal Clerk (Recorder)

Mayor Krausert called the May 17, 2022 Committee of the Whole meeting to order at 1:00 p.m.

**A. CALL TO ORDER AND APPROVAL OF AGENDA**

1. **Land Acknowledgement**
2. **Agenda for the May 17, 2022 Committee of the Whole Meeting**

18-2022COW

Moved by Mayor Krausert that the Committee of the Whole approve the agenda for the May 17, 2022 meeting as presented.

**CARRIED UNANIMOUSLY**

**B. DELEGATIONS**

1. **Biosphere Annual Update**

Gareth Thomson, Executive Director, Biosphere Institute of the Bow Valley, spoke to a written submission outlining Biosphere's Annual Update and Strategic Plan for 2022-2024. Gareth was joined by Nick De Ruyter, Program Director, WildSmart.

**2. Bow Valley Climate Action Society**

Ruth Suffield, Vice-Chair, Bow Valley Climate Action Society, Jodi Conuel, Board Member, Bow Valley Climate Action Society, and Diana MacGibbon, Board Member, Bow Valley Climate Action Society, spoke to a written report outlining Bow Valley Climate Action Society's climate action plan and the actions being taken by the Town of Canmore to reduce greenhouse gas emissions.

**3. Parks Canada Prescribed Burn Projects**

David Tavernini, Fire Management Officer, Parks Canada, provided a verbal report updating the Committee of the Whole on two prescribed burn projects on their books for Spring 2022.

**4. Boardwalk – Introduction of New Owners of Peaks**

Jeffrey Klaus, Vice President, Asset Management and Development, Boardwalk, and Andrew Christopher, Community Director, Boardwalk, provided a verbal report to the Committee of the Whole on Boardwalk's mission and commitment to affordable housing in the community and ongoing operating agreement with Canmore Community Housing.

**C. MINUTES**

19-2022COW

**1. Minutes of the April 19, 2022 Committee of the Whole Meeting**

Moved by Mayor Krausert that the Committee of the Whole approve the minutes of the April 19, 2022 meeting as presented.

**CARRIED UNANIMOUSLY**

**Meeting Break 2:21 – 2:35**

**D. STAFF REPORTS**

**1. Georgetown Exercise Update**

Administration spoke to a written submission outlining the Georgetown wildfire exercise. The full-scale field exercise will allow for engagement with multiple response agencies to test plans and build relationships in advance of emergency events.

**E. COUNCILLOR UPDATES**

**1. May 2022 Councillor Updates**

Written report, received as information.

**F. ADMINISTRATIVE UPDATE**

**1. May 2022 Administrative Update**

Written report, received as information.

**G. COUNCIL RESOLUTION ACTION LIST**

**1. Council Resolution Action List as of May 11, 2022**

**H. CORRESPONDENCE**

**1. Letter from Minister Schweitzer re. Tourism Communities**

**2. Letter to Minister Schulz re. FRN Funding**

**3. National Police Federation – Your Police, Your Future**

Minutes approved by: \_\_\_\_\_

**I. IN CAMERA**

20-2022COW

**1. Contract Update**

Moved by Mayor Krausert that the Committee of the Whole take the meeting in camera at 3:03 p.m. to prevent disclosure of information related to contractual and other negotiations of the Town in accordance with s.25(1)(c)(iii) of the Freedom of Information and Protection of Privacy Act.

Members of administration present: Therese Rogers, Sally Caudill, Lance Bushie, Robyn Dinnadge, Whitney Smithers, Johanna Sauve, Adam Driedzec, Andrew Kelly.

**CARRIED UNANIMOUSLY**

21-2022COW

Moved by Mayor Krausert that the Committee of the Whole return to the public meeting at 3:35 p.m.

**CARRIED UNANIMOUSLY**

**J. ADJOURNMENT**

22-2022COW

Moved by Mayor Krausert that the Committee of the Whole adjourn the May 17, 2022 regular meeting at 3:36 p.m.

**CARRIED UNANIMOUSLY**

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Sean Krausert, Mayor

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Andrew Kelly, Assistant Municipal Clerk

Minutes approved by: \_\_\_\_\_



# Briefing

**DATE OF MEETING:** June 21, 2022 **Agenda #:** D-1

**TO:** Committee of the Whole

**SUBJECT:** Summer 2022 Family Resource Network (FRN) Pilot Project

**SUBMITTED BY:** Christine deMontigny, Supervisor of Family Connection Centre Programs

**PURPOSE:** To update the Committee of the Whole on a FRN summer pilot project.

## EXECUTIVE SUMMARY

The Bow Valley Family Connection Centre (FCC) provides both Family Resource Network (FRN) programs and social connection programs to families with children ages 0-18 years of age. FRN programs are funded through a provincial agreement that includes strict eligibility guidelines and social connection programs are municipally funded. The FCC currently has an FRN grant surplus of \$7,362, which must be expended before March 31, 2023. The surplus will be used to host a summer pilot program that will provide local families with a short-term temporary childcare alternative. This is a pilot program; there is no long-term funding for this program. A program evaluation will be presented to council in the fall of 2022.

## BACKGROUND/HISTORY

As a result of Covid-19 restrictions and staff turnover, the Family Resource Network (FRN) has a small provincial grant surplus. This surplus must be expended before March 31, 2023 and in accordance to the provincial grant agreement. Currently, Administration does not anticipate another FRN provincial grant surplus.

In 2020 and 2021, the Family Connection Centre (FCC) allocated a portion of the municipally funded Covid-19 capital project budget to programs that provide unparented child development support (as a childcare alternative). These programs were popular, and many families commented that they appreciated the break as well as the opportunity for their children to be connected to peers. In 2021, a total of 389 children attended either the Free Play Free Time (FPFT) and Play without Parents (PWP) program.

The Family Connection Centre collects participant feedback on potential community needs. Emerging trends in feedback include concerns related to the need for additional child and youth development programming, the need for affordable childcare options, and the need for mental health/well-being programming for children and youth. In addition, a number of articles have been recently published on the effects of the pandemic on children and youth mental health. The pandemic has increased rates of anxiety, depression, and post-traumatic symptoms in children. Schools and other agencies working with children and youth are also reporting decreased social/emotional skill development.

Several municipalities provide short-term temporary childcare alternatives through neighbourhood play programs. These programs are not designed to replace full-time childcare, but they do provide children with exposure to development-based activities. Below is a brief overview of some municipal play-based summer programs:

- 1). The City of Edmonton’s Green Shack Program: A free drop-in, park-play program where program leaders organize safe play activities for children aged 6-12 years old
- 2). The City of Calgary Park n’ Play Program: A free, registered outdoor play program for children 6-12 years old.
- 3). City of Hamilton Summer Supie program: a free, drop-in program where supervisors incorporate local playgrounds into activities

**DISCUSSION**

Currently the Town has an FRN provincial grant surplus of \$7,362 from the 2021/2022 fiscal year. This surplus must be expended within the current provincial fiscal year (April 1- March 31), and it must be expended on direct service delivery. Administration does not anticipate another provincial grant surplus going forward.

FCC will use the FRN provincial grant surplus to pilot a summer Social Connection play program, called *Adventure Club*. This program will be modeled after the Covid-19 short-term temporary childcare programs as well as the above municipal play-based summer programs. Guardians will not need to remain on site but must be available by phone at all times as this program will not be considered a registered childcare program.

The Summer pilot programs will integrate play-based learning activities to promote healthy social-emotional development, which has been shown to promote self-regulation, cooperation, and greater peer acceptance. The pilot program will have two components: 1) a program for children aged 6-9 years old, and 2) a program for children aged 10-13 years old. Both programs will run for four hours per day, two days per week in July and August (for a total of seven weeks). Total program cost is approximately \$7,000, this includes staff time, training, and program materials and supplies.

The pilot will be evaluated based on the below program outcomes, and the evaluation will be presented to council in fall, 2022:

- 1). Outcome 1: Children participated in play-based activities that are designed to promote social-emotional development
- 2). Outcome 2: The program provides families with affordable childcare alternatives
- 3). Outcome 3: Families feel supported and connected to community

This pilot evaluation will help inform the Family Connection Centre’s 2023 budget and workplan.

**FINANCIAL IMPACTS**

No financial impact. The pilot is funded by the FRN provincial grant surplus. There is no budget for this program in 2023. If the program is to be continued after the pilot, additional operational funding will be needed.

**STAKEHOLDER ENGAGEMENT**

Program pilot is based on participant feedback.

**ATTACHMENTS**

No attachments.

**AUTHORIZATION**

Submitted by:	Christine DeMontigny FCC Supervisor	Date:	<u>May 29, 2022</u>
Approved by:	Chelsey Richardson Manager of Financial Services	Date:	<u>June 3, 2022</u>
Approved by:	Lisa Brown Manager of CSD	Date:	<u>May 30, 2022</u>
Approved by:	Scott McKay GM of Municipal Services	Date:	<u>June 3, 2022</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date:	<u>June 10, 2022</u>



# Briefing

**DATE OF MEETING:** June 21, 2022 **Agenda #:** D-2

**TO:** Committee of the Whole

**SUBJECT:** Circular Cities and Regions Initiative

**SUBMITTED BY:** Simon Robins, Solid Waste Services Supervisor  
Amy Fournier, Energy and Climate Action Coordinator

**PURPOSE:** To provide the Committee of the Whole with an update on the Circular Cities and Regions Initiative; a one-year pilot to support municipalities to advance circular economy practices.

## EXECUTIVE SUMMARY

The Circular Cities and Regions Initiative (CCRI) was a one-year pilot project aiming to advance the circular economy. Canmore was one of the 15 municipalities across Canada in the pilot, which ended in April 2022. The purpose of the pilot was to build capacity, focusing on why and how local governments can benefit from adopting circular economy approaches.

This briefing is intended to outline the key learnings and outcomes of the CCRI as well as potential next steps.

## BACKGROUND/HISTORY

The CCRI pilot was led by the Federation of Canadian Municipalities, Recycling Council of Alberta, Recyc-Quebec and National Zero Waste Council. It was open to municipalities and regions of all sizes across the country. Administration responded to the invitation to participate in CCRI for the following reasons:

- The Circular Economy is an emerging area of best practice that goes beyond traditional waste diversion and reduction. It is more holistic, aiming to achieve not only environmental, but also economic development and social benefits.
- The Town has numerous policies, strategies, planning documents and targets that relate to the principles of a circular economy. These include the 2010 Environmental Sustainability Action Plan, 2012 Solid Waste Management Strategy, 2018 Climate Action Plan, 2019 Climate Emergency Declaration, 2019 Canmore Kananaskis Sustainable Tourism Strategic Plan, 2021 Regenerative Tourism Framework, recently signed Food Charter, and Council's strategic priorities. The CCRI provided an opportunity to learn from leading experts and municipalities in this field and to consider how the circular economy could be integrated into the implementation and future updates of these strategies, as well as other, related strategies.



## DISCUSSION

The CCRI defines the circular economy as a *system approach based on designing out waste and pollution, keeping products and materials in use, and regenerating natural systems*. While the circular economy as a term and field of practice is relatively new, the concept is not. Put simply, it represents a departure from the current, dominant approach of taking resources from the earth to make things, using the things, and then disposing of them in a landfill, and going back to sharing/lending, renting, re-using and repairing, keeping products and materials in use as long as possible.

Through the CCRI pilot, Sustainability and Solid Waste Services staff participated in a five-part national webinar series on steps to become more circular, as well as a peer-to-peer exchange with the 14 other cities and regions across Canada. Subject matter expertise was provided by Circle Economy and the Ellen MacArthur Foundation. The CCRI provided a consultant to develop and deliver a workshop with Town of Canmore staff in various departments to develop a Circular Economy Opportunities Report for the Town, identifying areas of opportunity to advance the circular economy.

The report, which is provided as an attachment, is a high-level draft that frames opportunities to move toward a more circular economy and provides some initial areas of focus. While a helpful start in this area, Administration is recommending it be considered a working draft as opposed to adopting it as a formal, stand-alone Town strategy, for the following reasons:

- It would require significant staff resources to provide the level of detail required for it to be a formal strategy or action plan, including undertaking internal, stakeholder, and public engagement.
- It relates to other Town strategies and priorities. It would be better used to integrate the identified circular economy approaches into existing plans and future, related strategies.

As we look for opportunities to increase circularity, it is important to recognize that there are many activities already taking place in Canmore that would fall under the circular economy. Examples include:

- The Town's Residential and Commercial Food Waste Composting programs
- The Canmore Public Library (in addition to books, they lend out items such as hiking poles)
- Re-usable water bottles at Elevation Place and Canmore Recreation Centre (no bottled water sales)
- Formal ski and bike swaps and informal online used gear sales
- Thrift and consignment stores
- The Food Recovery Barn and Food Bank
- artsPlace clothing repair workshops
- Arts and Events staff including a snowman making activity using upcycled 'waste' materials as part of the 2021 Winter Carnival
- A new Town of Canmore community grant policy approved in 2022 to include Circular Economy activities as part of the eligibility criteria
- The Biosphere Institute's WildSmart program lending gardening tools to residents to manage wildlife attractants on their properties

Examples of circular economy initiatives in other communities featured during the CCRI:

- Tool Libraries and Banff's *Library of Things*
- Love Food, Hate Waste (food waste reduction campaign)
- Banff Isn't Disposable (shared, re-usable take-out containers)

- Car, bike and scooter sharing
- Re-Use It Centres
- Asphalt re-use for road building and maintenance
- De-construction and construction requirements (to maximize construction waste re-use)
- Food waste and recycling requirements in Bylaws
- Circular and sustainable procurement policies

### Circular Economy Opportunities Report Highlights

Through the CCRI-facilitated staff workshops, held in January 2022, Town of Canmore staff identified the following top areas of interest:

- **Sharing and Reuse Economy:** The high cost of living and limited room for Town expansion reinforces the need for reusing and sharing of goods and spaces. Growing the reuse and sharing economy would help reduce waste while increasing inclusion and accessibility to affordable goods and services. It can create business opportunities and connection between community members.
- **Regenerative Visitor Economy:** Circular economy practices could support a sustainable visitor economy and contribute to the characteristics of Canmore as an authentic, active mountain town, having a deep relationship with the natural environment and Indigenous culture.
- **Built Environment:** While not included in the Report, this was identified as a high priority for staff during the workshops. This will continue to be a focus, given buildings are Canmore's largest source of greenhouse gas emissions and construction and demolition material is the largest component of Canmore's total landfilled waste (along with food waste).

Municipal government levers to advance circular economy initiatives include land use planning, grants and incentives, convening, procurement, and leading by example with internal programs and policies.

Potential next steps to build off the CCRI:

- Consider revisiting Solid Waste Management Plan and the Environmental Sustainability Action Plan to integrate circular economy approaches in potential updates/next iterations.
- Prioritize actions in the Climate Action Plan that also advance the sharing economy, regenerative visitor economy and a more circular built environment (e.g. car, bike and scooter sharing, construction and demolition waste re-use).
- Consider other areas and levers where the circular economy could be integrated.
- The Biosphere Institute has received funding from the Banff Canmore Community Foundation to undertake community convening workshops on accelerating climate action in the Bow Valley and is seeking additional external funding to expand the number and reach. Circular economy opportunities could be explored with community stakeholders through these workshops. The Biosphere is also working towards becoming a more central hub for community initiatives, including circular economy resources. They will be potentially hosting a public facing map of circular businesses and services in the Bow Valley, which has been developed by Town of Banff staff.

**FINANCIAL IMPACTS**

There were no financial impacts of this project as the CCRI and the consulting support was provided at no cost to the Town. Future initiatives coming out of this work will be brought forward through the budgeting process if initiatives are identified.

**STAKEHOLDER ENGAGEMENT**

Internal staff participated in the CCRI workshop (departments included: Public Works, Economic Development, Community Social Development, Engineering, Recreation, Facilities, and Arts and Events) as well as representatives from the Bow Valley Waste Commission and the Canmore Public Library Board of Trustees.

**ATTACHMENTS**

- 1) Draft Circular Economy Opportunities Report

**AUTHORIZATION**

Submitted by:	Simon Robins Solid Waste Services Supervisor	
	and	
	Amy Fournier Energy and Climate Action Coordinator	Date: <u>May 30, 2022</u>
Approved by:	Andreas Comeau Public Works Manager	Date <u>June 3, 2022</u>
Approved by:	Whitney Smithers General Manager of Municipal Infrastructure	Date: <u>June 3, 2022</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date: <u>June 10, 2022</u>

# Circular Cities and Regions Initiative 2021-2022

## Town of Canmore Draft Circular Economy Opportunities Report

Prepared by Dillon Consulting Limited March 2022

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# 1 Overview: Circular Economy

## 1.1 Circular Cities and Regions Initiative

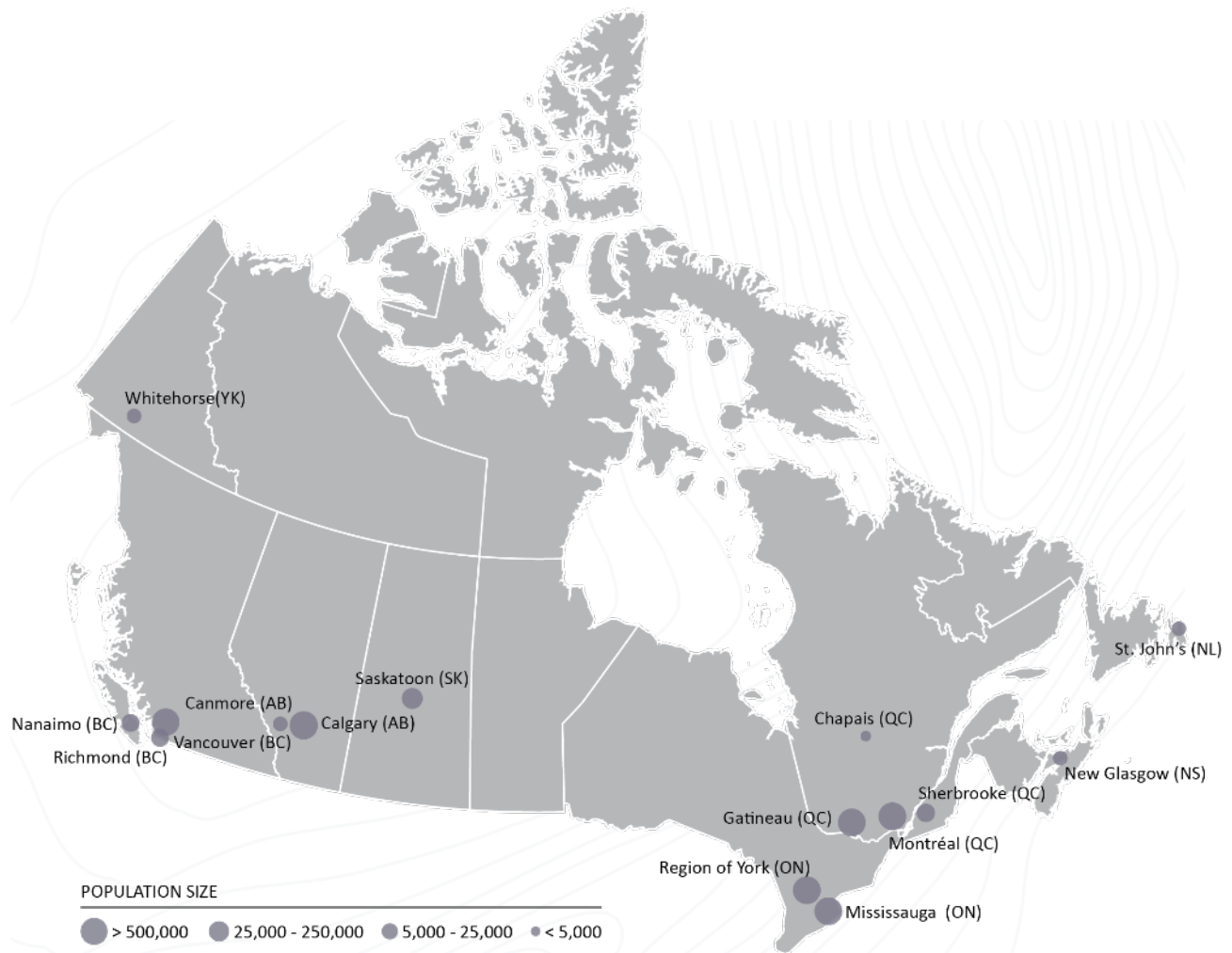
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Cities and regions are where people, knowledge and ideas come together, where innovation is cultivated, and where most of our natural resources are consumed and our waste generated. These dynamics position local governments at the heart of the circular economy transition, and the Circular Cities and Regions Initiative (CCRI) aims to enable them to lead the way in this important transition.

Launched in March of 2021, the CCRI is a pilot to advance circular economy knowledge sharing and capacity in the Canadian local government sector, developed and delivered jointly by the National Zero Waste Council, the Federation of Canadian Municipalities, the Recycling Council of Alberta, and RECYC-QUÉBEC. The CCRI builds on the Recycling Council of Alberta's [Circular Cities Project](#) and is a key outcome of the National Zero Waste Council's [Circular Economy Working Group](#)

Over the course of one year, the CCRI delivered a five-part national webinar series on innovative approaches and provided direct support, guidance and a peer-to-peer exchange for a group of 15 cities and regions as they take steps to become more circular. The 15 cities and regions were diverse and unique – ranging from large metropolitan regions to smaller rural communities, each with different social, economic and environmental characteristics. An [Advisory Group](#) of leading international and Canadian experts provided advice and mentorship to the local governments as they went through an action planning process to develop tailored circular economy opportunities reports.





By working with cities and regions of different sizes, different local contexts and at different stages of readiness, the CCRI tested and prototyped training, tools, and guidance that will be most helpful in scaling innovative place-based approaches. The learnings and insights of the 15 cities and regions, as well as the findings from the [national webinar series](#), improved the CCRI's understanding of how best to support local governments and community stakeholders in different jurisdictions. This has informed the identification of key interventions that are scalable and replicable. The CCRI aims to continue to build ~~peer~~ peer connections between a Canadian and global audience of local government stakeholders and other key decisionmakers.

For more information on the CCRI visit [www.canadiancircularcities.ca](http://www.canadiancircularcities.ca)

## 1.2 Workshop Summary

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The Town of Canmore is a mountain town, home to a small number of permanent residents while experiencing vast numbers of visitors each year. Meeting the needs of this large visitor population traditionally generates a high environmental footprint, but the diverse needs also present an opportunity for circular innovation and resilience. Canmore participated in the CCRI pilot to advance circular knowledge sharing, both internally and with the 14 other participating cities and regions. Moving towards a circular economy in Canmore aligns with protecting wildlife and the environment and provides for a healthy and sustainable community for residents, all while supporting the growing visitor economy.

As part of the CCRI agenda, Dillon Consulting Limited hosted and facilitated a part workshop series with Town of Canmore staff, attended by CCRI and FCM members.

The first session was held on 5 January 2022 and focused on mapping the essential and unique characteristics of the Town's operations. The workshop discussions identified some of Canmore's preexisting strategies and policies, which align with circular goals and objectives, including greenhouse gas emission reduction, sustainable visitor economy, and climate action.

The second workshop was held on 13 January 2022 and concentrated on key areas and actionable items. Canmore focused on identifying opportunities related to the **Sharing and Reuse Economy** and **Regenerative Visitor Economy**. Five specific actions were identified to further explore.

The information included in this report was derived from the discussions held during both workshops. The report is designed to be a living document that can be changed and updated as the Town progresses on its journey towards a more circular future.

## 1.3 About the Town of Canmore

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Canmore is located approximately 81 kilometres (50 mi) west of Calgary near the southeast boundary of Banff National Park. It is located in the Bow Valley within Alberta's Rocky Mountains. Bisected by the TransCanada Highway, located on the Canadian Pacific Railway and run through by the Bow River, Canmore is ideally situated on a number of major transportation routes, which has influenced its visitor economy and historical mining industry.



## Economy



Canmore's economy largely depends on visitors, with about one quarter of the population being second homeowners. Basic household expenses and housing prices in Canmore are on average 143% and 214% higher, respectively than Alberta's baseline. The 2021 living wage is \$37 per hour, which increased from 2020's living wage of \$30.97, making it the highest living wage in Alberta. The median household income, before tax, is \$99,000.

## Demographics



The 2021 census reported permanent population in Canmore is 15,990. There is also an estimated non-permanent population of 4,000. The average age is 40 years old, and immigrant and visible minority populations make up about 28% of the total population.

## Environment



The Town borders Banff National Park and is bisected by Provincial parkland, wildlife corridors, and designated habitat patches. There are many environment-related plans and programs in the Town, including the Climate Action Plan, Environmental Sustainability Action Plan, Solid Waste Management Plan, and a residential and commercial food waste diversion program, among many others.

## Education and Innovation



The Biosphere Institute is a registered nonprofit charitable society leading multi-partner, award-winning education, research, and community engagement programs. It operates the Shift Program, funded by the Town of Canmore, to empower "Bow Valley residents and businesses to take action on climate change by reducing their energy emissions, waste production, and water use."

## Other



A new Council was elected in October 2021 and is currently developing its strategic priorities.

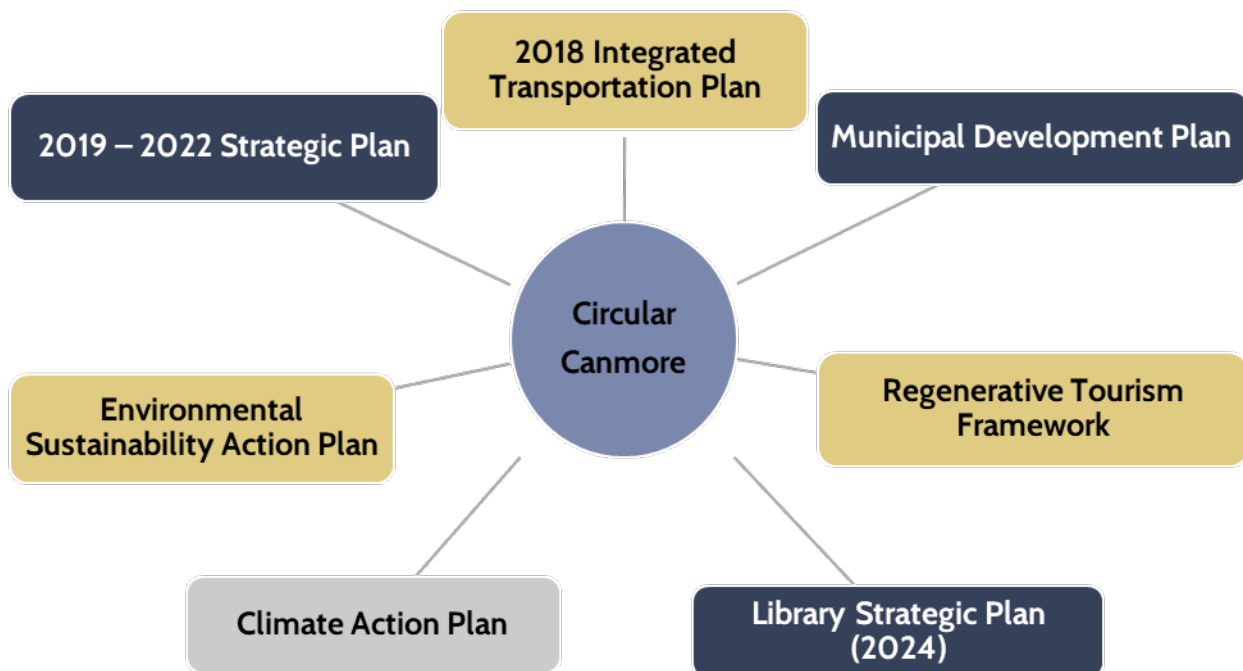
## 2 Objectives

The Town of Canmore has multiple strategic, corporate and departmental plans and policies that aim at growing a circular economy in the region or that would benefit from it.

A circular economy can contribute to the Town's ambitions relating to environmental health and protection, regenerative visitor economy, sustainability, active transportation, food waste reduction, reuse and sharing, and the built environment; objectives reflected in pre-existing strategies and policies are summarized below.

### 2.1 Cross Cutting Strategies, plans, and policies

The following graph highlights some of the Town's existing crosscutting strategies, policies, and plans.



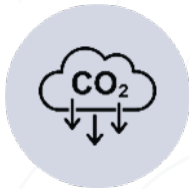
The **2019 – 2022 Strategic Plan** strives to create a community that is socially, economically, and environmentally resilient and vibrant by focusing on six key focus areas: community, livability, strong economy, wildlife coexistence, environmental sustainability, and transportation. The **Municipal Development Plan** shares the 2019/2022 Strategic Plan's vision. It addresses community concerns through engagement, provides policy direction, and



## 2.2 Pre-existing Goals

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The following main objectives were identified that can benefit from the transition to a circular economy:



### Reduce greenhouse gas emissions

The Climate Action Plan targets to reduce GHG emissions by 30% below 2015 levels by the year 2030 and by 80% by the year 2050. It also aims to reduce corporate emissions by 50% by the year 2030 and by 80% by the year 2050.



### Reduce the amount of waste landfilled

The Environmental Sustainability Action Plan has set a target of 300 kg/capita of total municipal solid waste landfilled by 2035.



### Support and enhance active forms of transportation

Environmental Stewardship is a guiding principle in the Municipal Development Plan. The Plan outlines methods to enhance pedestrian and cycling infrastructure to encourage multimodal transportation options to reduce reliance on vehicles. One goal of the Plan is to “promote land use and development patterns that support walkability and transit.” The 2018 Integrated Transportation Plan also promotes active forms of transportation and outlines several sustainable transportation policies.

### 3 High-Level Challenges and Opportunities

When it comes to sustainability and climate change, cities, towns, and regions are at the forefront. Advancing a circular economy framework will enable communities to go beyond the traditional linear economy model to improve existing infrastructure design, enhance green innovation and reduce environmental impact. Recognizing the opportunities and challenges in the community is essential to maintain and increase momentum towards a circular economy. An assessment of the perceived opportunities and challenges is summarized below.

#### Socio-economic context

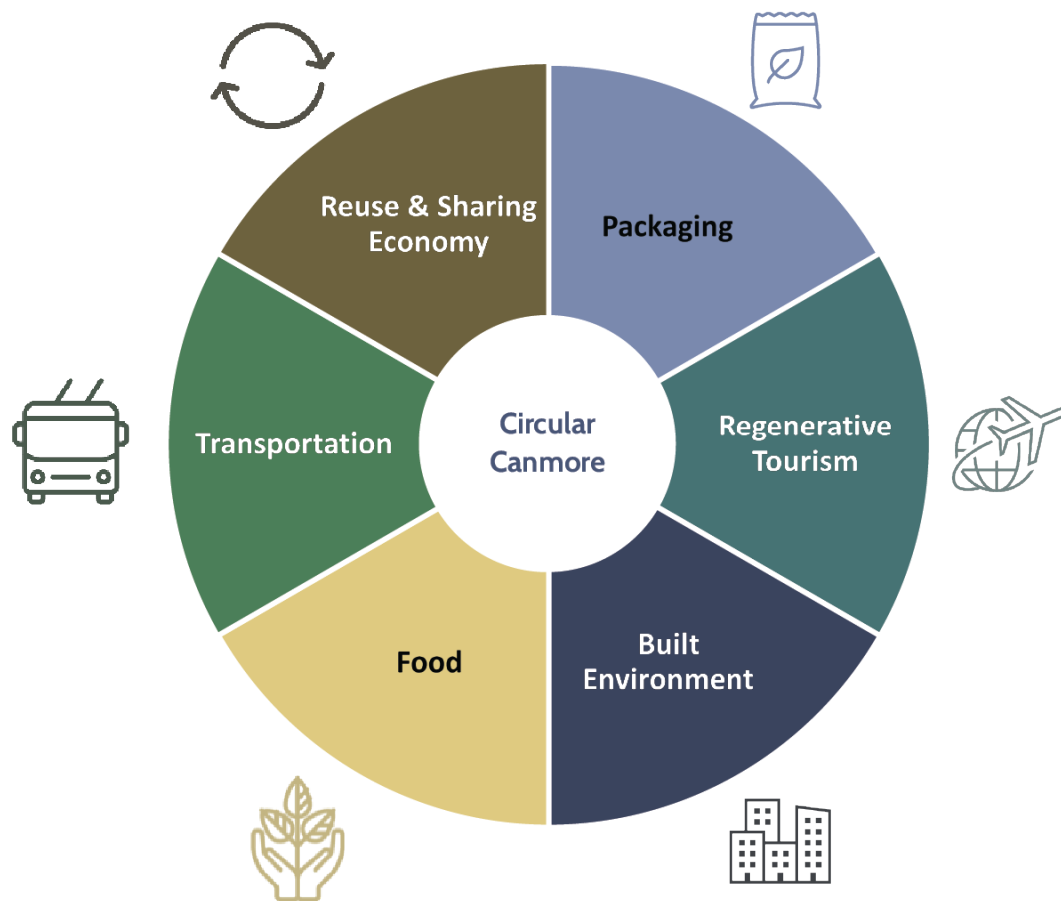
Challenges	Opportunities
<p>Due to the close proximity to the natural environment, the Town experiences large numbers of visitors year-round. This increases human-wildlife interactions, negative environmental impacts, congestion and disrespectful behaviours, and decreases affordability.</p>	<p>The Visitor Economy in Canmore provides job opportunities, supports businesses and services, and enhances a growing global reputation.</p> <p>Driven at least in part by necessity, relating to the high cost of living in Canmore, sharing and reuse are already prevalent.</p> <p>Canmore residents feel a strong tie to the land, as many residents choose to live there because of its location amidst the mountains and wilderness.</p> <p>The Canmore community wants Canmore to be an authentic, active mountain town that has a meaningful relationship with the natural environment and Indigenous culture and history. This wish is reflected in the Canmore Regenerative Tourism Framework.</p>

## Environment and land-use

Challenges	Opportunities
<p>Canmore is heavily impacted by climate change. In recent years, the Town has experienced an increased number of forest fires, flooding, rising temperatures and reduced rain fall in the summer months.</p> <p>Located in a mountain valley, there is a lack of land suitable for urban or commercial development. This presents strong limitations for housing, business locations, and space for public services.</p> <p>A large part of the housing is second homes, creating challenges in planning and reducing the effective use of the available space.</p> <p>Despite its modest population and environmentally friendly image, Canmore is highly sprawled and segmented (due to wildlife corridors, highways, the railway, and the Bow River).</p>	<p>Having experienced climate change, the Town has also created a sense of vulnerability which supports accelerated adoption of sustainable practices.</p> <p>Existing strains on space further reinforce the necessity of intensifying the use of the available urban areas. Sharing of housing is common, co-working spaces exist, and there is an opportunity for further reinforcing the sharing of space for commercial or blended commercial-residential use.</p> <p>The need to adapt the built environment to climate change means many sustainable building and infrastructure projects are under development, which presents an opportunity for rethinking urban design to be future-proof and circular.</p>

## 4 Focus Areas

The following areas were of interest to the Town of Canmore due to existing policies, plans, and strategies identified in the previous section, which either have circular activities included or would benefit from circular actions.



Out of the six focus areas of interest outlined above, Canmore prioritized exploring the strategic opportunities and potential actions around the **Reuse and Sharing Economy** and **Regenerative Visitor Economy**.

**Regenerative Visitor Economy** was selected as one of the focus areas because of the importance of this economic sector for Canmore. The Town is looking for innovative ways to promote sustainable and eco-friendly tourism that benefits both visitors as well as the



permanent residents Circular principles align with the vision of regenerative economy and its practices could inspire tangible actions to support change.

Reuse and sharing activities are already common in the Town of Canmore thanks to an overall waste-conscious and cost-saving culture. However, there is room for growth and expansion of reuse and sharing practices which is why the focus area of the **Reuse and Sharing Economy** was chosen for further exploration.



# 5 Strategic Opportunities

Based on the two focus areas described earlier, strategic opportunities were developed, and transformed into circular opportunities.

Focus Areas	Strategic Opportunity	Circular Opportunity
<p><b>Reuse &amp; Sharing Economy</b></p> 	<p>Canmore is home to an engaged population that is highly aware of environmental concerns and is willing to adopt more sustainable lifestyles. The high cost of living and limited room for Town expansion reinforces the need for reusing and sharing of goods and spaces.</p> <p>Growing the reuse and sharing economy would help reduce waste while increasing inclusion and accessibility to affordable goods and services.</p>	<p>A thriving and diverse reuse and sharing economy supports the shift to a more affordable and accessible environment for residents of Canmore, creating business opportunities and connecting community members.</p>
<p><b>Regenerative Visitor Economy</b></p> 	<p>Tourism plays a major role in Canmore’s economy. Diverse visitors provide job opportunities that add to a healthy economy, support local businesses, and enhance the Town’s global reputation. The Visitor Economy also brings challenges such as increased human-wildlife interactions, negative environmental impacts, congestion, disrespectful behaviours, and high living expenses.</p>	<p>Canmore is an authentic, active mountain Town having a deep relationship with the natural environment and Indigenous culture and history. Circular economy practices contribute to the regeneration of these essential characteristics of the Town while supporting a sustainable visitor economy.</p>

## 6 Actions & Next Steps

Based on the two prioritized focus areas of the **Reuse and Sharing Economy** and **Regenerative Visitor Economy**, action plans have been drafted as next steps to help reach the Town's goals. This report document outlines the main actions chosen in the workshops, next steps and key stakeholders required to complete these actions, as summarized below.

### 6.1 Reuse and Sharing Economy

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Actions to support the growth of a reuse and sharing economy in Canmore are based on an understanding of the existing activities and the barriers experienced by the potential suppliers or customers of reuse and sharing services.

Examples of what is already happening in Canmore include:

- Repair of apparel and gear (e.g., Kumpfy Shoes, Canmore Community Cruisers)
- Swapping, buy-and-sell of outdoor gear (e.g., Nordic Ski Swap, Bike Swap)
- Lending (e.g., Public Library lending out hiking poles in addition to book and audio resources)
- Food recovery (e.g., Food Recovery Barn)
- Second-hand/upcycling stores (e.g., Hello Vintage, Crossway Thrift, Switching Gear)
- Free public transit
- Reusable coffee mugs made from coffee bean husks (e.g., Eclipse Coffee)
- Repair workshops (e.g., artsPlace hosted 'how to repair jeans' workshop)

Barriers to developing reuse and sharing activities include:

- A lack of space for expansion of the reuse and sharing initiatives and programs
- A perception of risk related to sharing goods and spaces and to purchasing second-hand goods

Because of the lack of space in Canmore, space sharing would be a circular practice by itself, but be a potential enabler of circular initiatives. For example, commercial spaces could be identified that can be used for community gatherings such as Repair Cafes (e.g., dealerships) and residential spaces have the potential of being used for commercial activities (e.g. garages). Existing commercial spaces also present opportunities for increased utilization through sharing.

Building on what is already happening in the Town and the barriers identified, the following action plans were developed

Reuse & Sharing Economy	Action Plans
Jurisdictional Scan	Conduct a jurisdictional scan of other similar municipalities to determine best practices on how to develop and enhance the reuse and sharing economy. Topics of interest include space sharing and multi-purpose buildings.
'How-To' Guide	Once the jurisdictional scan has been completed and the best approaches have been identified, a step-by-step resource guide should be developed. This guide will assist residents in identifying what options are available for accessing used goods and shared spaces. It will also address questions regarding liability and other factors that create a perception of risk or inconvenience.

## 6.2 Regenerative Visitor Economy

Circular actions to support a regenerative visitor economy in Canmore build on the efforts already being deployed and address the barriers experienced by key stakeholders (e.g., residents)

Examples of what is already happening in Canmore include:

- A “Pledge to the Peaks” education document is available to visitors to encourage respect for the land and the local culture, including leaving no trace behind (no litter)
- Rental of outdoor equipment and cars
- Free public transit
- Bike share programs (e.g., Spring Creek neighbourhood provides bikes to guests)

Building on what is already happening in the Town, the following action plans were developed:

Regenerative Visitor Economy	Action Plans
<p><b>Waste Free Visitor Experiences</b></p>	<p>Develop programs that encourage visitors to participate in waste-free activities and living. Actions could include</p> <ul style="list-style-type: none"> <li>• Establishing a network of businesses and organizations to promote waste-free practices.</li> <li>• Encouraging businesses to use compostable and biodegradable materials.</li> </ul> <p><b>Key stakeholders include:</b></p> <p>Tourism Canmore Kananaskis, Canmore Hotel and Lodging Association, Chamber of Commerce, the food and beverage industry, Council, and non-profit organizations working in related fields.</p>
<p><b>Enhanced Public Transportation</b></p>	<p>A key priority in the Town is to promote transportation initiatives that encourage and accommodate active models. An example of an initiative could be hotels providing information to guests on the local transit system. The Town could further promote these active transportation methods by increasing education and awareness. It could also accommodate the development of new transportation models, for which bylaw amendments may need to be considered.</p> <p><b>Key stakeholders include:</b></p> <p>Roam Transit, bike, scooter, and ride-sharing businesses, Council, Bylaw staff, and residents.</p>
<p><b>Hotel &amp; Restaurant Waste Collection Programs</b></p>	<p>This action strives to see an increased number of restaurants and hotels involved in waste diversion programs. A strategy showcasing costing models and best practices could be used to promote diversion options to businesses along with offering other sustainability training.</p> <p><b>Key stakeholders include:</b></p> <p>Tourism Canmore Kananaskis, the Canmore Hotel and Lodging Association and Council.</p>

## 7 Conclusion and Recommendations

The Town of Canmore is ready for innovative and engaging solutions to increase its circularity. Opportunities and actions are identified in two focus areas of the **Reuse and Sharing Economy** and **Regenerative Visitor Economy**. An overarching theme is the challenge of meeting the needs of a large and growing visitor population while protecting wildlife and the environment.

This report was developed with the intention of it being a living document that can be changed and updated as the Town progresses on its journey towards a more circular economy. It is recommended to develop the chosen actions further by considering the following questions:

### **What is needed to realize the actions?**

Are funds, information or other resources or structures needed to validate opportunities, engage with stakeholders, and execute proposed actions?

### **What internal organizational measures can support progress?**

What are the roles of the different teams or departments and how can they coordinate their efforts in acting on the report?

### **Pilot it!**

Select actions, such as the waste-free visitor experience, could be trialled as pilot projects.

### **Celebrate Your Success**

Don't forget to celebrate the successes and share the insights internally and externally with your community.

### **Next Steps**

It is expected that along the path of developing and implementing the report, new ideas for initiatives will emerge. This may include exploration of other ideas that came up during the workshops in relation to the chosen focus areas or the consideration of other focus areas. The development of an internal structure that will allow for identifying, selecting and realizing such upcoming initiatives is recommended.





# Appendix A

## Glossary of Terms

# Glossary of Terms

## Circular Economy

According to the most widely used definition of the Circular Economy (CE) by **Ellen MacArthur Foundation**(EMF), **circular economy** is a system approach based on designing out waste and pollution, keeping products and materials in use, and regenerating natural systems.

(source: <https://www.ellenmacarthurfoundation.org/circular-economy/concept>)

## Circular Scan

Assessment of which aspects of a system are circular— where materials from one process are a resource for another process. This term is often used in the context of a city or community to determine the current level of circularity of a municipality.

## Industrial Symbiosis

A subset of industrial ecology and an innovative approach that brings together companies from different sectors to promote the valorisation of waste, improvement of resource efficiency, and reduction of environmental impact.

(source: <https://fissacproject.eu/en/what-is-industrial-symbiosis/>)

## Maker Spaces

A place to learn through exploration and creation where people come together to share equipment, access to materials and tools to complete do-it-yourself or repair projects.

(source: <https://rdc.ab.ca/future-students/student-life/makerspace>)

## Materials Flow Analysis

A quantitative procedure for determining the flows of materials and energy through the economy and investigates the environmental sustainability of the process.

(source: <https://www.sciencedirect.com/topics/engineering/material-flow-analysis>)

## Regenerative

Restorative and adding to systems as opposed to a oneway take-make-waste model.

(source: <https://www.ellenmacarthurfoundation.org/circular-economy/concept>)

## Repairability

A measure of the degree to and ease with which a product can be repaired and maintained, usually by end consumers.

## Sharing Economy

An economic system based on pooling and exchanging services, resources, goods, time, knowledge, and skills instead of a focus on individual ownership.

## Extended Producer Responsibility (EPR)

A policy approach under which producers are given a significant responsibility—financial and/or physical—for the treatment or disposal of postconsumer products.





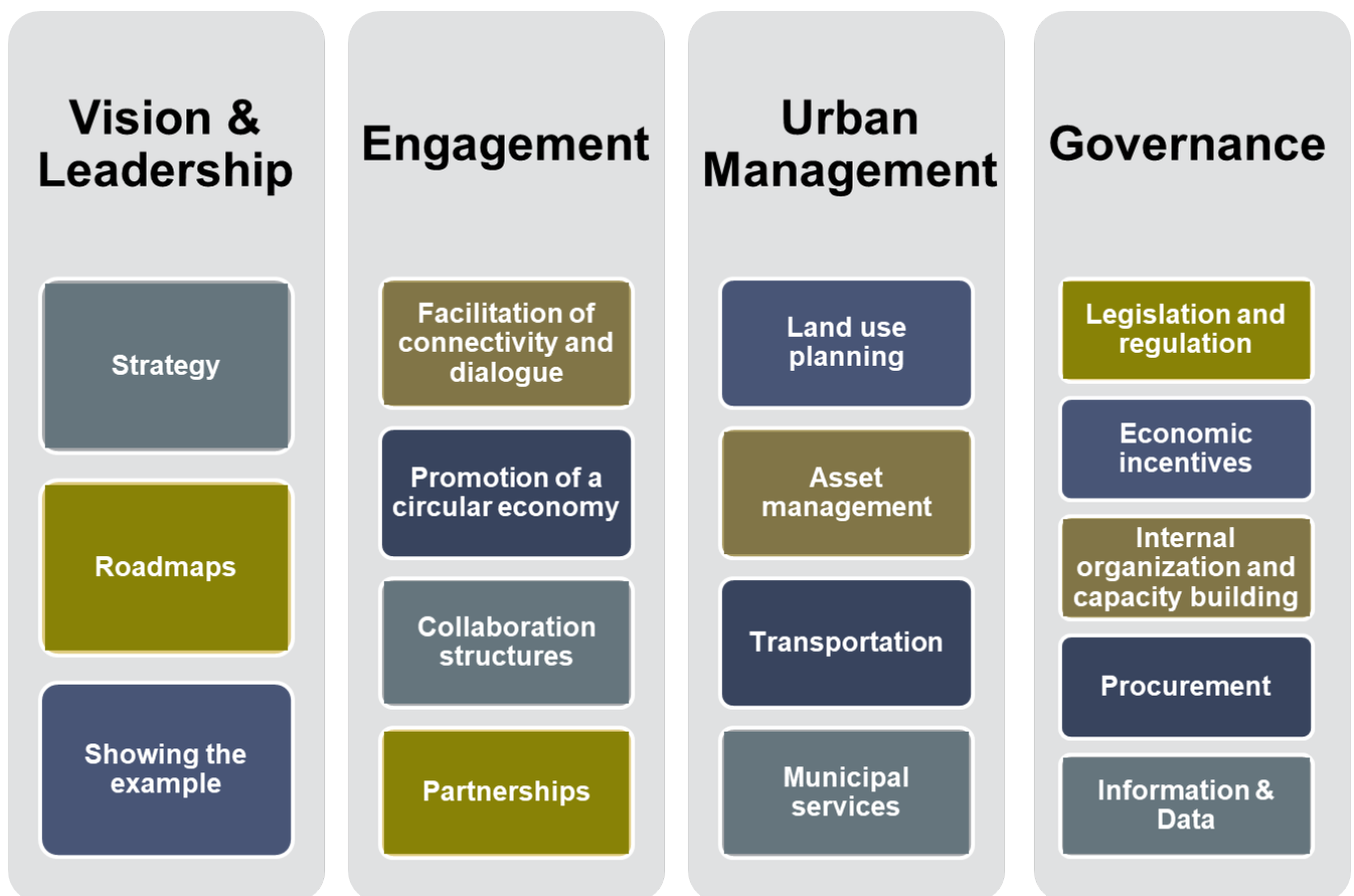
# Appendix B

## Municipal Levers

# Municipal Levers

Developing a circular economy is the cumulative effect of many innovations undertaken by stakeholders in the system. The vast majority, if not all of these changes, will happen as collaborations between multiple stakeholders. While every stakeholder has its role to play, local governments dispose over a unique set of tools they can leverage to drive change in their communities and support the development of circular economies.

During the workshops, a municipal levers framework was used ~~was~~ based on the [Urban Policy Levers](#) from the Ellen MacArthur Foundation and the [policy recommendations](#) from the Organization for Economic Co-operation and Development (OECD), which is represented below.





# Briefing

**DATE OF MEETING:** June 21, 2022 **Agenda #:** D-4

**TO:** Committee of the Whole

**SUBJECT:** Alberta Parks Transit Planning

**SUBMITTED BY:** Andy Esarte, Manager, Engineering Department  
Claire Ellick, Transportation Engineer

**PURPOSE:** To provide the Committee of the Whole with a planning update on summer transit service to Grassi Lakes.

## EXECUTIVE SUMMARY

A recommended route option has been identified for seasonal Alberta Parks transit service between the Town of Canmore and Grassi Lakes, Canmore Nordic Centre and Quarry Lake Park, scheduled to start service in 2024. A bus has been purchased and outfitted, and transit stop construction to support this route is planned to be completed in 2023.

## BACKGROUND/HISTORY

Regional amenities have experienced growth in visitation in recent years, with a notable spike in use due to COVID-19 associated travel restrictions that have had regional visitors seeking out local recreation opportunities. This increased visitation brings economic benefits that are important to our community, however it also contributes to increased traffic congestion, parking demand, and increased wear and tear on infrastructure.

Alberta Parks approached the Town and Bow Valley Regional Transit Services Commission (BVRTSC) in 2020, to discuss opportunities to provide transit services to Grassi Lake and the Canmore Nordic Centre. Based on discussions, BVRTSC proposed a seasonal (May through October) bus service to Quarry Lake Park, the Canmore Nordic Centre and Grassi Lakes. Planning for this service, including route and stop planning, purchase of an electric bus, and construction of four bus stops at those destinations was approved by Council on March 2, 2021 (59-2021).

In March, 2022, Alberta Parks formally approved a grant for \$944,000 to fund capital and operating costs for a three year pilot route beginning in 2024.



**DISCUSSION**

Route planning began with consideration for potential for ridership demand. Connecting visitors with their destinations by transit can be accomplished by either using intercept parking, or connecting visitor accommodation. While both options were considered, it was decided that serving visitor accommodation provided the highest demand potential, while also serving new areas of the community with transit. Visitor accommodation in Canmore is concentrated along Bow Valley Trail (BVT) and so all routes considered included the central portion of BVT. Each route was assessed for total run time, population served, and infrastructure needs.

A preferred route has been identified, and is being brought forward for information. See Figure 1. This route will connect areas with high density hotel and visitor accommodation, including Spring Creek Mountain Village, as well as the hospital and commercial areas on Bow Valley Trail, and the Town Centre. The Visitor Information Centre is used as a turnaround point in Town, and Grassi Lakes is the terminal point at the other end of the route. Service will be hourly to 12 existing and 18 new transit stops.



*Figure 1: Preferred Grassi Lakes Transit Route*

While the primary purpose of the new route is to provide free and convenient transit service between Grassi Lakes, the Canmore Nordic Centre, Quarry Lake Park, and the town, this route will also fill some gaps in local service along some of the most densely populated corridors in town. This route will provide seasonal connectivity to central BVT, including the hospital, and SCMV, including the ability to transfer to and from those areas and the current routes at several points, including the Town Centre.

Two stops will be constructed along Highway 742 at Quarry Lake this year, using existing GreenTrip grant funding, in advance of grant funding deadlines. Alberta Parks is undertaking a number of improvements to

the parking area at Grassi Lakes, including the addition of a transit stop as shown in Figure 2. This work is on track to be completed by October 2022.



Figure 2: Transit stop and other improvements under construction at Grassi Lakes

A new capital project will be proposed for 2023 to construct the new stops within town. Those stops will include concrete pads, signage, and basic furnishing. Where serving an existing route, shelters may be included. As the route is a pilot, sufficient investment will be made to allow the route to be successful, while maintaining flexibility for the possibility of route changes.

Stop planning will continue in 2022, and if approved as part of the budget, detailed design and construction will take place in 2023.

**OPTIONS ANALYSIS**

BVRTSC and Alberta Parks have indicated support for starting the route in 2023.

For Alberta Parks, a 2023 start would require internal approvals to amend the grant agreement, and have indicated that would likely be supported.

For BVRTSC, a 2023 start will depend on driver availability.

For Town of Canmore, a 2023 start would require consideration of project resourcing and prioritization, as well as staging of bus stop infrastructure in support of that timeline.

Options for 2023 and 2024 start can be presented to Council as part of the 2023 budget process.

**FINANCIAL IMPACTS**

Capital expenditures are to be funded through a mix of grants: GreenTrip (\$780,000), Alberta Parks (\$670,000), and Town funds approved in 2021 (\$275,000). A further Council approval will be required for a new capital project to complete bus stop work in 2023, with no additional Town funding required.

Operating costs for the new route will be covered through contributions from Alberta Parks and municipal funding. The BVRTSC has estimated that the cost of operating the route seasonally would be \$150,000. It is conservatively expected that annual revenues of paid parking at Quarry Lake Park (implemented in 2021) will fund the Town's share of operational costs. Operating costs to be approved by Council as part of the 2023 budget process.

**STAKEHOLDER ENGAGEMENT**

Town Administration has worked closely with Roam and Alberta Parks in early 2022 to review potential route options for the new Grassi Lakes transit service. The Town will engage with directly impacted stakeholders. All parties are supportive of the recommended route option presented in this briefing.

**ATTACHMENTS**

None.

**AUTHORIZATION**

Submitted by:	Claire Ellick Transportation Engineer	Date: <u>May 26, 2022</u>
Approved by:	Chelsey Richardson Manager of Financial Services	Date: <u>June 3, 2022</u>
Approved by:	Andy Esarte Manager, Engineering Department	Date: <u>June 3, 2022</u>
Approved by:	Whitney Smithers GM, Municipal Infrastructure	Date: <u>June 3, 2022</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date: <u>June 10, 2022</u>

**DATE OF MEETING:** June 21, 2022

**Agenda #:** E-1

## 1. Mayor Krausert

### a) Biosphere Institute

- The AGM was held on June 6<sup>th</sup>, and along with the usual AGM matters the following slate of directors were approved: Hugh Notman, Ph.D. — Chair, Lisa Oldring — Vice-Chair, Chris Joy — Treasurer, Heidi Widmer — Secretary, Sean Krausert — Director, Jill Jamieson — Director, Lisa Rosvold — Director, Chip Olver — Director, Carine Salvy — Director. Of note is that John Borrowman has stepped down after 10 years of service to the Board.
- Also on June 6<sup>th</sup>, the Board held a meeting to adopt revisions to its Governance Policy as part of its regular review process. Revisions to the organization's bylaws will likely be ready for Board review in September.

### b) Tourism Canmore Kananaskis

- A Board meeting was held on May 19<sup>th</sup>. It is obvious that with a full staff complement now, even greater traction is being achieved with respect to promoting Canmore as a destination. Many members are indicating visitor bookings that are comparable or better than pre-pandemic numbers.
- While a Board meeting will not be held in June, TCK is holding two workshops in June – (1) branding workshop to refresh the TCK brand; and (2) media training workshop for the staff and Board.

### c) Rocky Mountain Heritage Foundation

- The organization continues to work on updating all of its operational components – accounts, insurance, agreements, etc.; and will be undertaking an update to its bylaws over the summer.

### d) Emergency Management Committee

- A meeting was held on May 17<sup>th</sup>, with the primary focus being information around the multi-jurisdictional mock wildfire exercise that was subsequently successfully implemented on June 3<sup>rd</sup> and 4<sup>th</sup>.

### e) Human Wildlife Conflict Roundtable

- The MD of Bighorn has been re-invited to participate in the roundtable. Previous MD Councils have declined, but some current members of the MD Council have indicated a willingness to participate.
- The next meeting is for the Fall at which time the Terms of Reference will be reviewed and potentially updated.

**f) Town of Canmore – MD of Bighorn Intermunicipal Committee**

- Nothing new to report.

**g) Canmore Tourism Roundtable**

- The next meeting is being scheduled for the end of June. The current focus is to identify the community stakeholders who may be best positioned to move forward with the various action items identified by the Canmore Regenerative Tourism Framework.

**h) Advocacy on Behalf of the Town of Canmore**

- Nothing new to report.

**i) Events**

- On May 17<sup>th</sup>, I spoke to a gathering at the Civic Centre recognizing the International Day Against Homophobia, Transphobia and Biphobia; and, as a symbol of solidarity, I raised the Pride Flag on behalf of the Town of Canmore.
- On May 19<sup>th</sup>, I presented one of the awards at the Change Makers Awards hosted by the YWCA at The Malcolm Hotel. The awards recognize incredible women in our community.
- On May 24<sup>th</sup>, I provided remarks at the official unveiling of the Stan Milner plaque recognizing his contributions to Quarry Lake on behalf of the Rocky Mountain Heritage Foundation, which he founded and lead until his death last year.
- On May 26<sup>th</sup>, I attended a Reception for Tourism Businesses hosted by MLA Rosin at the Silvertip Resort.
- On May 28<sup>th</sup>, I (along with many Councillors) attended the Tipi Raising Ceremony at the NWMP Barracks hosted by the Canmore Museum.
- On June 17<sup>th</sup>, the Town of Canmore celebrated National Indigenous Peoples Day with dignitaries from the Stoney Nakoda Nations that included a tipi raising, pipe ceremony, dancing, singing, drumming, and a feast. On June 21<sup>st</sup>, the official date for National Indigenous Peoples Day, the Stoney Nakoda will be hosting a powwow.

**j) Miscellaneous**

- Continued my monthly appearances on Mountain FM with Rob Murray.
- Facilitated a lunch meeting between Reeve Rosvold of the MD of Bighorn and Martin Bean, CAO of Bow Valley Regional Transit Services Commission, as a very preliminary discussion of public transit ideas that could connect the MD and the Town of Canmore.
- On May 26<sup>th</sup>, I hosted a grade six class from LGMS at the Civic Centre to provide them a tour of the facility and to oversee a mock Council exercise that they prepared.
- On May 31<sup>st</sup>, I invited Mayor Gondek (City of Calgary) out to Canmore for lunch and to get to know each other. I was joined by Councillor McCallum and Andy Esarte (and later Lu Douce). We then used Canmore's trishaws to take Mayor Gondek on a tour of some of Canmore's trails, Complete Streets, and introduced her to the Cycling Without Age Program.
- On June 3<sup>rd</sup>, I signed a mock State of Local Emergency with respect to the multi-jurisdictional wildfire exercises.



**2. Councillor Foubert**

**a) Bow Valley Regional Transit Commission**

- I defer to Councillor McCallum's report. I was unable to attend the June meeting as I was attending FCM.

**b) Canmore Community Housing**

- I defer to Councillor Hilstad's report. I was unable to attend the June meeting as I was attending FCM.

**c) Canmore Planning Commission May 25**

- The commission approved a development permit for 121 Bow Meadows Crescent for a mixed-use development with 12 units of employee housing, six warehouse units, four contractor and repair units and two light manufacturing units. Variances granted: employee housing requirements and on-site amenity requirements. Administration recommended the commission refuse the development permit.

**d) Canmore Museum Society**

- May's board meeting was cancelled.
- The museum and Nakota Itipi n Ryder Style Craft hosted a tipi raising ceremony at the NWMP Barracks on May 28. This officially launched weekly Indigenous Stories programming by the museum at the Barracks.

**e) Southern Alberta Energy from Waste Association May 27**

- Please see attached briefing update. (Attachment 1)

**f) Federation of Canadian Municipalities**

- Study Tour: Cowessess renewable energy site June 2.
- Regional caucus meeting: Prairies and Territories June 2.
- Political keynotes: Dominic LeBlanc Minister of Intergovernmental Affairs, Senator Paula Simons, Prime Minister Justin Trudeau, MP Regina- Qu'Appelle Andrew Scheer, NDP leader Jagmeet Singh.
- President's forum June 3.
- Workshop: How municipalities are driving market housing solutions June 3.
- Workshop: Work-life balance as an elected official June 3.

**3. Councillor Graham**

**a) Canadian Mountain Arts Foundation (CMAF)**

- No meetings.

**b) Cultural Advisory Committee (CAC)**

- Mural Artists shortlisted. Looking to select in the coming weeks. Fall installation of Mural to be located at old information building downtown.
- Prepping budget requests for this fall.

- Canada Day Preparations – Banff will not be having a parade. As such we are expecting lots of people and many floats. Should be a great event as it is also the first one since 2019.
- National Indigenous Peoples Month being celebrated June 17<sup>th</sup>. There are a plethora of dancers and performances planned. Most towns are struggling to find participants for the June 21<sup>st</sup> celebrations as resources are limited and demands are great. Canmore council has been invited to the Mini Thni Powwow on June 21<sup>st</sup>.

c) **Tourism Canmore Kananaskis (TCK)**

- I defer to Mayor’s Report.

d) **Wildsmart**

- No meetings.

4. **Councillor Hilstad**

a) **Canmore Community Housing (Attachments 2,3,4)**

<b>CCH OPERATIONS REPORT</b>														
<b>April 2022</b>														
	Matching Down Deposit Program (MDDP)		Accessory Dwelling Grant Program (ADGP)		OWN Program		RENT Program							
Wait List:	7	+3 over last month	1	no change from last month	91	-8 from last month	58			+7 over last month				
Applications YTD:	3	+2 over last month	1	no change from last month	13	+4 over last month -15 from STLY	58			+20 over last month +10 over STLY				
Number of Applicants: Funding Presently Committed	10: \$250,000		1: \$20,000											
Funds Advanced to Date / Total Allocated to Program	\$167,053	\$360,000	\$60,000	\$100,000										
Applications Received/Processed 2021:	8		2		59		106							
Inquiries YTD:	4	0 over last month -2 from STLY	4	0 over last month +2 over STLY	81	+22 over last month +21 over STLY	114			+27 over last month +51 from STLY				
Inquiries 2021:	10 Total		3 Total		152 Total		148 Total							
Current Occupancy:							100%	Hector	100%	McArthur	98%	Wolf Willow	100%	NLCC
Total Vital Home Units:					154	1 FSBCH-Ravens Ridge-Sold 1 FSBCH-Wolf Willow-Sold 1 Unit FSB0-MSC	60		48		10		1	
Turnover YTD:					7%	11	3%	3	10%	5	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 April 30, 2022 ↑														

Ownership:

- CCH had two units listed for sale by CCH in May and one unit listed for sale by owner.
- Ravens Ridge unit has sold, possession date for this unit is June 8th.
- Wolf Willow unit has sold, possession date for this unit is June 24th.
- Mineside Court unit was listed for sale and is being shown to eligible households on June 1st.
- The Ownership Information Session was held on May 4th, 11 households attended, via Zoom.
- CCH was invited to a CYAN event to speak, 30 people attended the event held on May 20th.

## Rental:

- We had three units turn over in May, one at McArthur Place and two at The Hector. All household left the Valley.
- The Rental unit at Wolf Willow is sold, possession for this unit is slated for June 24/22. This unit will be moved from the Rent portfolio on possession date and moved to the Own portfolio. This will be reflected in the July operations report.
- CCH is at 100% Occupancy for both The Hector and McArthur Place.

## Accessory Dwelling Grant Program:

- No change in the ADDP for May, CCH is currently working with one household who are in the renovating stages of their accessory dwelling. CCH has committed \$20,000 to this project, but has yet to forward any funds.

## Matching Down Deposit Program:

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

**b) Heliport Monitoring Committee**

- Recommended bylaw changes were discussed with the Heliport Monitoring Committee. Administration committed to sharing all Heliport Complaints including those that do not indicate Alpine is in breach of the Heliport Lease, with the Committee via email as they are received. Bylaw 2022-15 was presented to Council at the June 7th Regular meeting where it was given three readings by Council.

**c) Community Grant Selection Committee**

- Nothing new to report.

**5. Councillor Mah****a) Bow Valley Waste Management Commission**

- BVWMC reviewed financials for the first 4 months of the year as well as allocation of reserves, and we are on sound financial footing.
- The operating agreement for the West Regional Transfer Station (which collects waste and recyclables from Banff) has been updated and renewed. (Minor clerical errors were addressed for consistency and updated)
- The early June Financial Audit Committee meeting was cancelled this month.

**b) EARC: Environmental Advisory & Review Committee**

- In response to Stone Creek's proposal for a gondola, EARC has provided feedback on the terms of reference. This document has been forwarded to the TOC planning department.

**c) BIA: Business Improvement Area**

- BIA met with TOC'S Caitlin Miller (Protective Services Manager) as well as RCMP Staff Sergeant Ryan Singleton to gain more insight on crime prevention and current trends regarding thefts.
- BIA is currently in the process of looking for a facilitator for their upcoming strategic plan. They recognize that this particular strategic plan is important in that it will clarify BIA's vision and help inform the upcoming Downtown Area Redevelopment Plan.

**d) Emergency Management Committee**

- I defer to Mayor Krausert's report.

**e) Additional Items**

- The Paid Parking video that Mayor Krausert and I did has been released on TOC social media. We will be doing further info videos over the next few weeks to aid with parking roll out.
- On Saturday June 4th, I was a guest emcee for the RMCC Kids Bike Race. This was a great event with amazing turnout. (Chocolate medals are motivational!)

**6. Councillor Marra**

**a) Assessment Review Board**

- I completed my recertification, which is required to be done every 3 years. There are no hearing scheduled at this time.

**b) Bow Valley Regional Housing (Attachments 5, 6, 7)**

Special Projects:

- This is Home (Phase 2) Construction of the designated supportive living addition to Bow River Lodge is complete. We are dealing with deficiencies and early commissioning phases of the project.
- Schedule: Expect substantial completion in Q2 2022, followed by opening in Q4 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 \$15.6 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.

Strategic Planning

- The board spent 2 days in strategic planning.
- Strategic Planning describes an organization's desired future and translates this vision into broadly defined goals and steps to achieve them.

- Revisiting the vision.
- Develop, discuss, sort and prioritize goals for the Board and Administration.
- Looking ahead at opportunities and risks.

**c) Program Occupancy Rates**

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

**d) Bow Valley Waste Management Commission**

- I defer to Councillor Mah's report.

**e) Canmore Library**

- During the month of June the Library will be highlighting their Indigenous resources within house displays and postings on social media.
- Planning for this year's Summer Reading Program is underway. The program will launch at the end of June and run through August.

**f) Inter-Municipal Committee**

- June meeting postponed, next meeting to be held in July.

**g) Subdivision and Development Appeal Board (SDAB)**

- Agendas, Board orders and decisions can be found at: <https://canmore.ca/town-hall/boards-committees/subdivision-development-appeal-board/sdab-agendas-board-orders>

**h) Southern Alberta Energy from Waste Association (SAEWA)**

- I defer to Councillor Foubert, as I am the alternate member.

**7. Councillor McCallum**

**a) Bow Valley Regional Housing**

- I defer to Councillor Marra's report.

**b) Bow Valley Regional Transit Services Commission**

- Banff fare free transit for locals has been put on our website and advertising for the program has gone in the RMO and online. Administration has set up an online form for submission of documents to verify residency. Currently there have been 3000 registrations.
- The Roam Customer Service Centre has moved into the Banff Visitor Centre as of May 2<sup>nd</sup> and all customer service-related functions will operate from there. The synergies with Parks Canada and BLLT staff are working well and providing a better customer experience for visitors.
- Route 5T, the route that services the Three Sisters area is proving to be challenging to stay on schedule with traffic and pedestrian volumes increasing in the downtown area. Administration is looking at any options to address this concern, while retaining the connectivity with Route 3 to Banff.

- COVID challenges are still affecting our operations team and creating additional workload with drivers calling in and being unable to work due to COVID or symptoms.
- At 12 a.m. on June 15<sup>th</sup>, the Provincial Government is moving to “Step 3” of the public health measure phase out relating to COVID-19. This results in the lifting of mandatory masking on public transit. June 15<sup>th</sup>, ROAM will be removing the requirement for masks to be worn on ROAM public transit buses. Masks will continue to be available on Roam buses (for the time being and as our current supply allows) for any passengers who would like one.
- Statistics:

Ridership YTD (end of May)	2019	2022	Increase	Ridership May Only	2019	2022	Increase
1,2 Banff Local	306,690	226,506	-26%	1,2 Banff Local	82,195	64,857	-21%
3 Canmore/Banff Regional	74,935	60,831	-19%	3 Canmore/Banff Regional	16,925	15,148	-10%
4 Cave and Basin	1,147	1,120	-2%	4 Cave and Basin	1,147	1,120	-2%
5 Canmore Local	48,810	55,600	14%	5 Canmore Local	10,769	13,066	21%
6 Lake Minnewanka	3,985	2,687	-33%	6 Lake Minnewanka	3,985	2,687	-33%
8X Lake Louise Express	18,843	24,393	29%	8X Lake Louise Express	1,875	3,308	76%
9 Johnston Canyon	0	1,183		9 Johnston Canyon	0	1,183	

**c) Subdivision & Development Appeal Board (SDAB)**

- Noting to report.

**d) Assessment Review Board**

- Nothing new to report.

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

- The Committee met Friday, June 10<sup>th</sup> for our regular quarterly meeting though we will continue to have some online micro-meetings during the summer.

**f) Other News**

- On May 17<sup>th</sup>, I attended the raising of the Town of Canmore Pride Flag with my colleagues to punctuate the International Day Against Homophobia, Transphobia and Biphobia.
- On May 19<sup>th</sup>, I was recognized as a nominee at the YWCA Changemakers event which was held at the Malcom Hotel. It was an honour to be nominated and even more of an honour to be surrounded by so many amazing community focused women.
- On May 24, I had the honour of joining former Canmore Mayor, John Borrowman along with the rest of council and family and friends, in celebrating the unveiling of a plaque in memory of Mr. Stan Milner who has spend 20 years supporting and fundraising for Canmore’s own Quarry Lake park. You can read more about Mr. Milner’s contributions in Alberta here [https://en.wikipedia.org/wiki/Stanley\\_A.\\_Milner](https://en.wikipedia.org/wiki/Stanley_A._Milner) and here <https://www.rmotoday.com/canmore/quarry-lake-park-supporter-to-be-recognized-for-longtime-contributions-4232456>
- On May 28<sup>th</sup>, I attended the EV Expo hosted by the Biosphere Institute at Elevation Place. It was very well attended and was a beautiful day.
- On May 28<sup>th</sup>, I also attended the Tipi raising at the NorthWest Mounted Police Barracks hosted by the Canmore Museum.

- On May 31<sup>st</sup>, I had the privilege of joining Mayor Krausert and Calgary Mayor Jyoti Gondek. Having working with Mayor Gondek while she was a councillor on several advocacy projects, it was great to catch up. And alongside Lu Douce and Andy Esarte provided her and her staff a tour of our much loved trail system and bicycle infrastructure on the trishaws. It was a great day and it was nice to play tour guide and chat with Mayor Gondek about our shared priorities.



## **Southern Alberta Energy from Waste Association (Est 2012)**

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

## **Briefing Update – June 1, 2022**

**SAEWA** after successfully being awarded the Alberta Community Partnership Intermunicipal Funding in the amount of \$143,000 April 2022:

The EOI Steering Committee in support of HDR as the “firm” as the leading Energy from Waste specialist engineering firm for Canada has qualified the (3) Consortia Expressions of Interest to move forward with the formal process of review and scoring evaluation of the (3) Consortia submissions received October 2021.

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

SAEWA is pleased to advise members, stakeholders and the public that they are now officially engaged in the formal process of review of the (3) Energy-from-Waste (EfW) Consortia Expressions of Interest (EOI).



Background:

### **Expression of Interest to partner with SAEWA – completed October 2021**

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

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

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

**Processing Capacity:** Up to 300k tonnes per year.

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

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

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

**Engineers of Record:** HDR Inc.

#### **Funds Expended:**

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

Municipal support estimated \$2.0m (member representation)

#### **Engineering Work Completed: (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

#### 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 CO<sub>2</sub>-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
<b>Total</b>	<b>\$442.2</b>	<b>\$183.3</b>	<b>\$107.8</b>	<b>1,471.3</b>	<b>\$73,272</b>

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
<b>Total</b>	<b>\$44.0</b>	<b>\$22.8</b>	<b>\$10.8</b>	<b>126.0</b>	<b>\$85,421</b>

Note: monetary values are in 2015 dollars.

[www.saewa.ca](http://www.saewa.ca)

## 2022 CCH Goals and Strategies – May/June 2022

### **Strategy/Objective: Complete Ravens Ridge development**

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

- *All units have moved into Ravens Ridge as of June 8, 2022.*
- *Post substantial completion, the landscaper knocked out a support column bringing two back decks down (units 109 & 110). The process of rebuilding these decks is anticipated to begin by late June 2022.*
- *Chandos is working to resolve move-in deficiencies through June of 2022.*

### **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.

- *The Vital Homes Rental program policy was reviewed in June and proposed amendments were approved. The Homeownership program will be reviewed in August as CCH is awaiting Statistics Canada's financial data release in July 2022, prior to the Board reviewing this program's policy document.*
- *CCH's Board has directed (May 5, 2022) CCH administration return with a new housing program, targeting homeownership for those residents who don't qualify for the Vital Homes program but for whom market housing is unattainable, for Board consideration.*

### **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 of June 30, 2022 there are 11 units at Wolf Willow that CCH held in its rental inventory (the remaining Lease To Own property is now part of CCH's Vital Homes rental portfolio, and one previous rental unit has been sold, will close June 24 2022, and become part of the homeownership 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, which ever 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.*
- *\$75,000 in MDDP funding was used as a function of 3 Ravens Ridge purchases.*
- *One (1) ADGP application has been received/approved in 2022 (March -\$20,000 commitment).*

**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 had 0% vacancy and McArthur Place 0% vacancy in May and June, 2022*
- *One Ravens Ridge purchase closed June 8, 2022, and a Wolf Willow purchase will close on June 24<sup>th</sup>.*
- *CCH currently has two 2-bedroom units (Mineside Court & Hawks Bend, and one 3-bedroom unit (Hawks Bend), listed for sale.*
- *CCH will be listing a 2-bedroom unit at Wolf Willow prior to the end of June 2022.*



### Canmore Rental Statistics for 2022

		Jan.	Feb.	Mar.	Q1 Averages	Apr.	May	June	Q2 Averages	July	Aug.	Sept.	Q3 Averages	Oct.	Nov.	Dec.	Q4 Averages	Annual Average
Shared 1Bdrm	Average	\$880.56	\$ 920.83	\$781.25	\$ 860.88	\$847.50	-		\$ 847.50				#DIV/0!				#DIV/0!	\$ 857.53
	Median	\$800.00	\$ 900.00	\$762.50		\$900.00	-						#DIV/0!				#DIV/0!	
	Available	9	6	4	6	8	-		8				#DIV/0!				#DIV/0!	7
Studio	Average	\$1,300.00	\$900.00	-	\$ 1,100.00	-	\$1,300.00		\$ 1,300.00				#DIV/0!				#DIV/0!	\$ 1,166.67
	Median	\$1,300.00	\$900.00	-		-	\$1,300.00						#DIV/0!				#DIV/0!	
	Available	2	1	-	2	-	1		1				#DIV/0!				#DIV/0!	1
1 Bedroom	Average	\$1,714.00	\$ 1,749.17	\$1,646.11	\$ 1,703.09	\$1,759.38	\$1,783.33		\$ 1,771.35				#DIV/0!				#DIV/0!	\$ 1,730.40
	Median	\$1,700.00	\$ 1,847.50	\$1,695.00		\$1,525.00	\$1,750.00						#DIV/0!				#DIV/0!	
	Available	5	6	9	7	8	6		7				#DIV/0!				#DIV/0!	7
2 Bedroom	Average	\$2,545.24	\$ 2,901.56	\$2,909.72	\$ 2,785.51	\$2,371.39	\$2,602.21		\$ 2,486.80				#DIV/0!				#DIV/0!	\$ 2,666.03
	Median	\$2,250.00	\$ 2,850.00	\$2,747.50		\$2,199.50	\$2,324.50						#DIV/0!				#DIV/0!	
	Available	21	16	18	18	18	14		16				#DIV/0!				#DIV/0!	17
3 Bedroom	Average	\$3,716.86	\$ 3,686.36	\$4,163.18	\$ 3,855.47	\$4,059.06	\$3,622.94		\$ 3,841.00				#DIV/0!				#DIV/0!	\$ 3,849.68
	Median	\$3,450.00	\$ 3,400.00	\$4,000.00		\$3,450.00	\$3,400.00						#DIV/0!				#DIV/0!	
	Available	14	11	11	12	16	17		17				#DIV/0!				#DIV/0!	14
4+Bedroom	Average	\$3,600.00	\$ 5,016.67	\$3,016.67	\$ 3,877.78	\$8,166.67	\$7,025.00		\$ 7,595.83				#DIV/0!				#DIV/0!	\$ 5,365.00
	Median	\$3,600.00	\$ 3,250.00	\$3,000.00		\$8,000.00	\$8,000.00						#DIV/0!				#DIV/0!	
	Available	1	3	3	2	3	5		4				#DIV/0!				#DIV/0!	3
Summary Total Studio-4		43	37	#VALUE!	#VALUE!	#VALUE!	43	0	#VALUE!	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.

## Appendix A - Committee of Whole report

**Note:** Sales are recorded in the year the transaction closes**Last Updated:** May 31, 2022

Year	Vital Homes Homeownership Program		Total	Resales	New Inventory
	Resales	New Inventory			
2022	2	10	2	2WW	10RR
2021	15	8	23	3 MSC, 2CR, 2HB, 1MR, 7WW	2LR, 4-7&7, 2JPL
2020	11	6	17	1CR, 8WW, 2MSC	1LR, 1Vt, 4JPL
2019	3	33	36	3 MSC	1Vt, 32HB
2018	<u>3</u>	<u>21</u>	<u>24</u>	3CR	17HB, 4CML
<b>Total</b>	<b><u>34</u></b>	<b><u>78</u></b>	<b><u>112</u></b>		
Wolf Willow (2021)		<b>44</b>			

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

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



## Monthly Bulletin

### May 2022



## NEWS, INITIATIVES, AND EVENTS

### COVID-19

The province continues to transition to an endemic approach to Covid-19. We still have a role in keeping ourselves and others safe from Covid-19. The 6<sup>th</sup> wave is easing and was not as dramatic as the 5<sup>th</sup> wave.

At this point in the pandemic the best way to track the situation is through wastewater surveillance data and hospitalizations. Both measures indicate that the 6<sup>th</sup> wave is easing. The Bow Valley region reportedly has medium-to-high case rates. Tragically nearly 4,400 Albertans have reportedly died from the virus.

Alberta's vaccine rollout continues, including 4<sup>th</sup> dose booster availability to higher-risk cohorts. Those who are fully vaccinated are *much* less likely to develop severe disease.

The province is developing a plan to ease, or transition, restrictions in continuing care, including lodges.

BVRH experienced our first incidence of covid infection in our seniors' lodges last month. A total of six residents were infected, source unknown, four of whom had mild-to-moderate cold-like symptoms, while two were asymptomatic. All cases have resolved.

### 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 the construction of Phase 2.

---

### **PROGRAM OCCUPANCY RATES**

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

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### **SPECIAL PROJECTS**

#### This is Home (Phase 2)

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

Schedule: Expect substantial completion in Q2 2022, followed by opening in Q4 2022.

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

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



# **BOW VALLEY REGIONAL HOUSING**



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

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

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

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

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

## **OUR MISSION STATEMENT**

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

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

Our projects include:

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

## OUR VISION STATEMENT

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

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

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

## OUR VALUES

### SERVICE

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

### INTEGRITY AND ACCOUNTABILITY

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

### EFFICACY

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

More information is available on our website at [www.bvrh.ca](http://www.bvrh.ca)







Regular Board Meeting Minutes  
Thursday, April 28, 2022, 9:00 am.  
Bow River Seniors Lodge, Canmore AB

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

**TELECONFERENCE:** Chip Olver

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

1. **CALL TO ORDER**

Chairperson L. Rosvold called the meeting to order at 9:11 am.

2. **ADOPTION OF AGENDA**

*Motion 22-039: K. Marra to approve the agenda. Carried unanimously.*

3. **APPROVAL OF MINUTES**

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

*Motion 22-040: B. Pelham to approve the minutes of March 24, 2022, regular meeting of the board as presented. Carried unanimously.*

4. **CAO REPORT**

- a. **This is Home Redevelopment:** verbal report provided and discussed.
- b. **COVID-19 Pandemic Response:** verbal report provided and discussed.
- c. **2021 BVRH Financial Report:** report provided and discussed.
- d. **2022 BVRH Requisition Report:** report provided and discussed.
- e. **2022 Strategic Planning and Bylaw Review:** item overlooked.

5. **CORRESPONDENCE AND INFORMATION**

- a. **Letter from Minister of Seniors and Housing re: utility cost assistance:** presented and discussed.
- b. **April 2022 BVRH Bulletin:** presented and reviewed.  
*Motion 22-041: K. Marra to accept the report as information. Carried unanimously.*
- c. **April 2022 Occupancy and Waitlist Report:** presented and reviewed  
*Motion 22-042: K. Marra to accept the report as information. Carried unanimously.*

6. **IN CAMERA**

*Motion 22-043: D. Bernard to take the meeting on camera. Carried unanimously.*  
*Motion 22-044: D. Bernard to take the meeting out of the camera. Carried unanimously.*  
**Tenants Matters:** verbal report provided and discussed.

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


a. **May regular meeting:**

May 26, 2022, starting at 9:00 am in Bow River Lodge, Canmore.

8. **ADJOURNMENT**

*Motion 22-045: D. Bernard that the meeting adjourn at 10:45 am. Carried unanimously.*

  
\_\_\_\_\_  
Lisa Rosvold, Chairperson

  
\_\_\_\_\_  
Ian Wilson, CAO

MINUTES PREPARED BY: Jennifer Comighod, Housing Manager

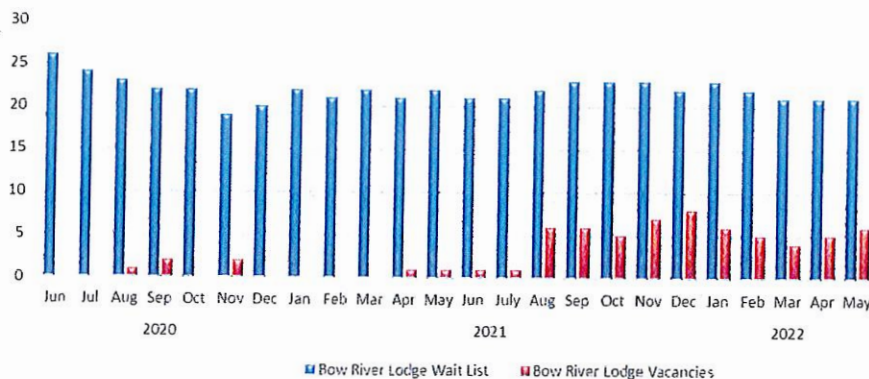
# May 2022 Occupancy & Waitlist Report



## Bow River Seniors Lodge in Canmore

Occupancy and waitlist as of May 15, 2022:

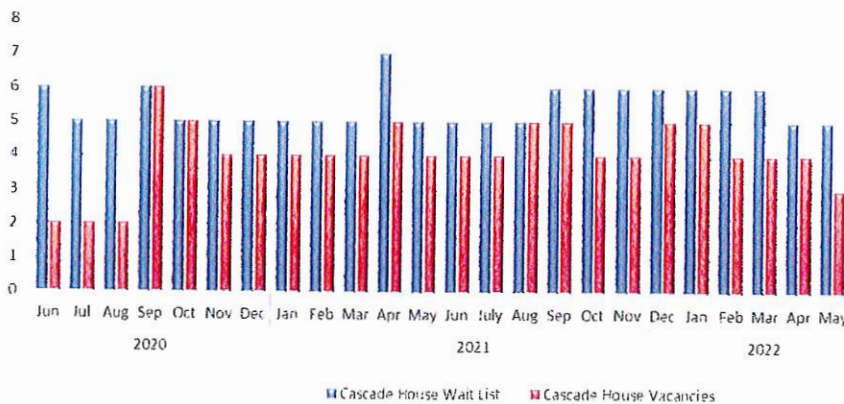
- The lodge has sixty-three residential suites.
- Of those suites, fifty-three are occupied or available for occupancy.
- The other suites are not available for occupancy. They are not captured in the chart below, but include:
  - Ten are being utilized as offices, storage, breakrooms, and amenity spaces.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



## Cascade House (Seniors Lodge) in Banff

Occupancy and waitlist as of May 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:
  - Two are being rehabilitated.
- 89% of the habitable suites are occupied or awarded pending move-in.
- Five candidate households are wait-listed, and all of them are not yet ready to move in.

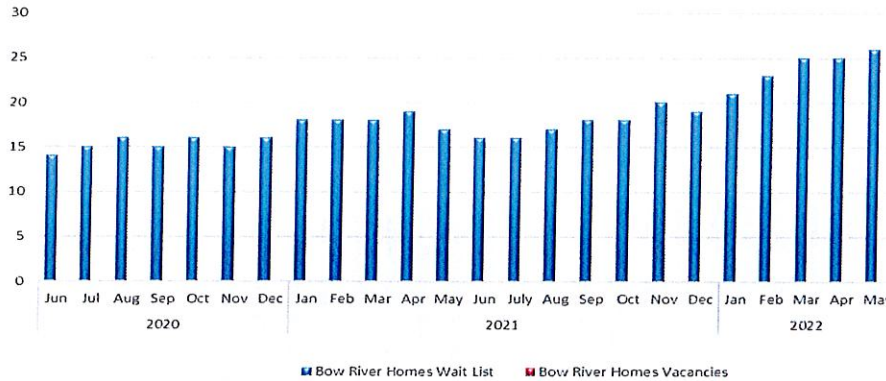




## Bow River Homes (Seniors Self-Contained) in Canmore

Occupancy and waitlist as of May 15, 2022:

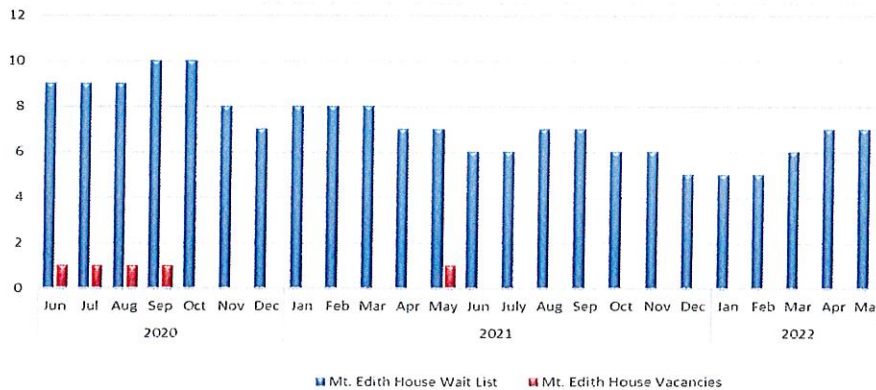
- The project has twenty-eight self-contained residential suites.
- 100% of the habitable suites are occupied or awarded pending move-in.
- Twenty-six candidate households are wait-listed.



## Mount Edith House (Seniors Self-Contained) in Banff

Occupancy and waitlist as of May 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.
- Seven candidate households are wait-listed.

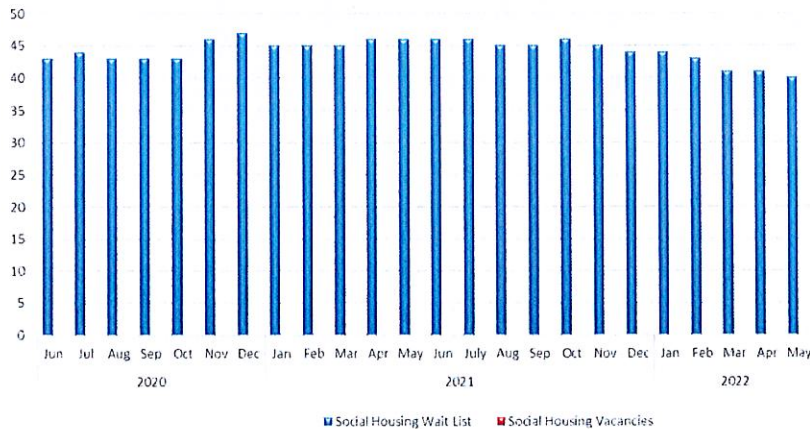




## Community Housing Projects in Canmore

Occupancy and waitlist as of May 15, 2022:

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



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

Occupancy and waitlist as of May 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 totalled \$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 Flat



# Administrative Update

**DATE OF MEETING:**

June 21, 2022

**Agenda #: F**

## A. CAO's Office

The executive office has been:

- a) Supporting and facilitating training for managers and supervisors on change management;
- b) Working with the management team on formalizing a risk management framework; and
- c) Initiating a process with managers to co-create priority-based business plans that respond to Council's Strategic Plan.

## B. MUNICIPAL SERVICES

### 1. Community Social Development

- a) The Banff Canmore Community Foundation, FCSS Banff, and FCSS Canmore are the core team for a Bow Valley wide project, 'Moving Mountains'. This project is funded by the Government of Alberta's Civil Society Fund with the goal of finding creative ways to transform the flow of resources and increase collaboration in the Civil Society sector of the Bow Valley. The project is currently transitioning from phase one "listen and gather" into phase two "share and exchange" and will wrap-up in 2023 with the third phase "test, track, and iterate". The core team will share program outcome details with council in Phase 3.
- b) The 2022 Community Grant program is now closed. A committee reviewed and scored all applicants based on six criteria: project enhances quality of life; project incorporates circular economy activities; promotes fair and respectful treatment; presented a reasonable budget; organization is healthy; organization has strong board/committee participation. The following organizations were awarded Community Grant Funding:

<b>Town of Canmore Community Grant Recipients</b>		
<b>Organization</b>	<b>Funding</b>	<b>Summary of program</b>
<b>Association canadienne française de l'Alberta</b>	\$ 2,500	Multiple community events that are aimed to promote and provide a rich Francophone culture
<b>Banff Sport Medicine Foundation</b>	\$ 900	Expert educational-based speaker series on bone and joint health
<b>Biosphere Institute of the Bow Valley</b>	\$ 2,500	Initiative to support local restaurants with transitioning to reusable take-out containers

<b>Bow Valley Connection Centre</b>	\$ 5,000	Vocational training for neuro-diverse adult learners
<b>Bow Valley learning Council</b>	\$ 4,284	Support for Canmore-based English language classes
<b>Bow Valley Netball</b>	\$ 2,304	Social recreation opportunity in Canmore by launching a netball group
<b>Canmore &amp; Area Health Care Foundation</b>	\$ 5,000	Musical Gratitude Event for Bow Valley Healthcare Workers
<b>Homelessness Society of the Bow Valley</b>	\$ 5,000	Personal items for individuals who are experiencing homelessness
<b>Canmore Minor Soccer</b>	\$ 5,000	Additional coach training to support respect in sport
<b>SPEF</b>	\$ 750	Funding supports a family-focused fun run
<b>Summary</b>	<b>\$ 33,238</b>	

## 2. Recreation Services

- a) Recruitment of summer day camp staff has been challenging this year. Registration is currently capped with wait lists; additional spaces will be released if appropriate staffing ratios are met.

## 3. Protective Services

- a) The latest RCMP Crime Stats for the Town of Canmore are now available. There has been a spike in property crime (theft of bikes) and frauds throughout the Bow Valley which have been attributed to travelling groups coming specifically to Canmore to commit crime. Any crime is alarming, but our crime rate remains relatively low compared to other communities. The Canmore Municipal Crime Gauge and the Canmore Municipal Stats 2018-2022 are included as attachments.
- b) The manager of protective services and the Canmore RCMP detachment commander met with the BIA board on May 25 to discuss public safety and current crime trends downtown.
- c) The RCMP are hosting a community bike rodeo at the Canmore Recreation Centre on June 26 to promote safe cycling practices. This community event is supported by the Protective Services Department, Fire-Rescue Services, and many businesses in Canmore.
- d) The resident portal for the paid parking program opened in early June. The pay machines are scheduled to be installed over the last week of June. Enforcement of paid parking is scheduled to begin once the pay machines are installed and 4 weeks following the resident portal launch.

- e) The Law Enforcement Bursary is now accepting applications and closes on June 30, 2022.
- f) Municipal Enforcement
  - Three staff are currently attending the Community Peace Officer Induction Program in Edmonton. This training runs for a period of 7.5 weeks and ends July 12. Once complete, staff will be appointed as Community Peace Officers. Until this time, the department continues to operate at a significantly reduced staffing level.
  - On May 30, administration forwarded a request (and supporting documents) to the Peace Officer Program for an amendment to the towns authorization to employ Peace Officers. Once approved, this will authorize the town to employ Level 1 Community Peace Officers.
  - The new Ford Explorer hybrid patrol unit is fully outfitted and is now operational.

#### 4. Economic Development

- a) As of the end of May a total of twenty-two (22) Main Street Pedestrian Zone Permits were received.
- b) The Digital Services Squad continues to offer free digital support to assist small businesses in looking at online strategies and digital systems for their businesses. This regional project runs until March 2023. To date 42 businesses completed their online application in Canmore, of those 19 completed their digital assessment and 11 businesses are currently working to a squad member.
- c) Food Truck Pilot Project: To date only one application has been received and processed to operate on town property.

### C. CORPORATE SERVICES

#### 1. Human Resources

- a) Enormous thanks to Laura Wellman for lending us her compassionate facilitation skills, and Frankie D's Donuts for piloting their Donuts and Conversations program with Town of Canmore staff. Bringing teams together and building resilience post-pandemic are necessary and key activities for employers to undertake. We are grateful for the program and support for our internal team from FCSS and recommend that Canmore employers take the time for Donuts and Conversation with their teams.
- b) The Compensation System Project continues to be on track with NAD Consulting. Workshops will be held in June with teams of participants including; a focus group of leaders, the HR Team, and the Corporate Strategic Team. These workshops will assist in clarifying our Employee Value Proposition (EVP) and its role in our Compensation Philosophy.

**Did you know?**

Over a lifetime, workers spend **90,000** hours on the job<sup>1</sup>

**An EVP is your proposition** of why they should spend those 90,000 hours working in your company.

**Rapid rise in technology** is changing how, when and where work is done, and our research shows that employers are under pressure to modernize their EVP.

**An EVP should:**

Represent the company's identity and brand

Differentiate you from your competitors

Embody your purpose, values, culture and people

Articulate employees' total rewards for successful performance

Balance the employee experience with employer expectations

Be embedded in all touchpoints of the employee lifecycle and experience



- c) Collective bargaining continues with the Town's Local from the International Association of Firefighters.
- d) Important education was delivered to Town employees in May, with additional education scheduled for June. The Foundations of Diversity, Equity and Inclusion (EDI) was delivered virtually by Harmony@Work in order to unify all Town staff in their understanding of EDI and EDI terminology. In June, Harmony@Work will provide additional virtual training with Transformative Conversations in order to support Town staff to address inappropriate, discriminatory, or harmful behaviour or remarks and to create safe and inclusive spaces. In June, SevGen also returns to deliver online Indigenous Cultural Awareness training as part of the Town's commitment to Truth & Reconciliation.

**D. MUNICIPAL INFRASTRUCTURE**

**1. Planning & Development**

- a) Quality Management Plan Update - The 2019 Safety Codes Council (SCC) audit of the Building Discipline for the Town identified that the Town's Quality Management Plan (QMP) was not in alignment with the most current QMP template and was therefore not meeting the minimum requirements of the SCC. To address this, the QMP was updated to implement updated requirements and procedures associated with the building permitting process. In January 2022, a revised QMP was submitted and approved by the SCC.

The Quality Management Plan (QMP) sets the requirements for the Town to administer the Safety Codes Act as it relates to the Building Discipline. It also sets the minimum standards that a municipality must meet to maintain accreditation in the Building Discipline with the Safety Codes Council (SCC). The adoption of the QMP requires the Town to maintain a registry of those that have been provided with a copy of the QMP to assist in retrieving and updating copies when revisions are made to future versions; and provide formal training to Safety Codes Officers and other staff whose roles and responsibilities involve administering the Safety Codes Act and maintain a record of the training provided.

The requirement to update the QMP has also identified the need to adopt a new Building Permit Bylaw that aligns with the new QMP and reflects current building practices and permit processes. This work is currently underway and is targeted for completion in Q4 of 2022.

## 2. Engineering Services

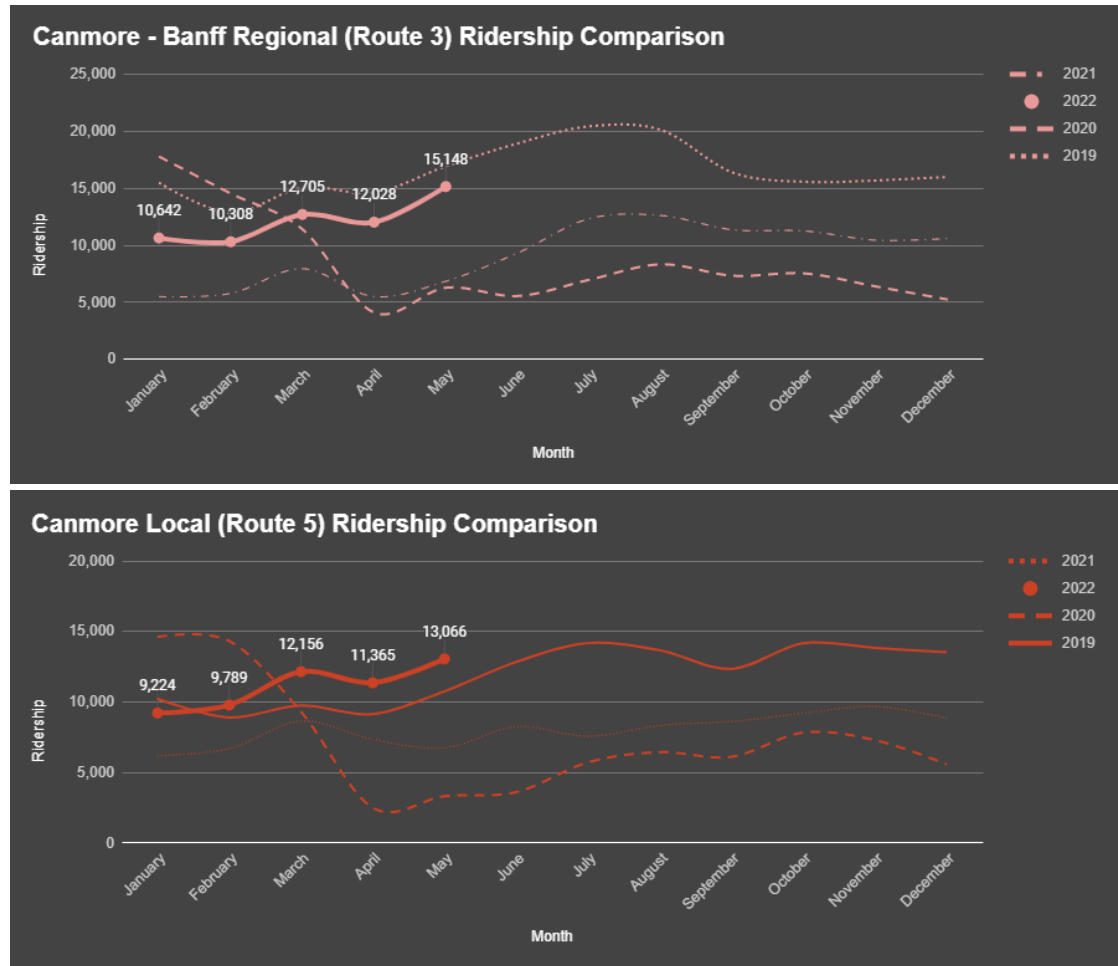
### a) TIP 20

- Signal lowering, and cabinet work has been completed and traffic signal timings were adjusted the week of May 30<sup>th</sup> to reduce overall cycle length. The intersection is performing to design with vast majority of travel through intersection completed in 1 minute on average, with maximum times of 2 minutes (unless a train is present).
- RCMP Collision Statistics Bow Valley Trail and Railway, and Bow Valley Trail and Old Canmore Road January 1, 2019 to present:
  - Through one year post-construction operation, frequency and severity of reported collisions measured on an annual basis have decreased. Collisions are down 58%, and collisions involving injuries are down 78%. Collisions involving people walking or cycling have decreased 100%:
    - Total Collisions reported during 41 month period (non-injury/injury): 47/12
    - Collisions during 15 months prior to construction: 23/8
    - Collisions during 14 months of construction: 17/3
    - Collisions during 12 months post-construction: 7/1
  - Minor deficiency work throughout the TIP20 project area is ongoing.

### b) Transit Statistics

- Canmore – Banff Regional (Route 3) ridership is nearing pre-pandemic levels, with 15,148 trips in May.
- With increased service hours for 2022, and improved on-time performance of the new split routing, Canmore Local (Route 5) ridership has improved materially over the past several months and is at record levels for this time of year with 13,066 riders in May, up 21% over May, 2019 (fare free transit resumed permanently mid-May, 2019).





c) Altalink Electric Transmission Line Replacement

- Altalink has notified the Town and community that they will be replacing the transmission line on the northeast side of the TCH.
- Engineering is working with landowners and key stakeholders to consider alternate alignments of the portion of transmission line traversing the Stoneworks Creek lands. Those lands include parcels owned by Stone Creek Properties, the Town, and CCHC. A realignment has the potential to reduce a material constraint to development on those lands, though it will require landowner agreement on a new easement, as well as payment for any costs above those that would have been incurred for the line replacement. The work entails landowner and key stakeholder participation in an evaluation process which includes consideration of a number of criteria, including cost. Council approvals will be required before confirming any alternative alignment with Altalink, and coordination with their project team on design, costing and engagement ahead of that decision will be ongoing through the summer.

3. Facilities

a) Operational Update:

- Indoor air quality in the aquatics centre continues to fluctuate this spring. A chloramine mitigation plan has been commissioned from a third party and is under review, in addition to renting a chloramine monitor to further enhance the ongoing investigation.

## b) Project Updates:

- New Fire Station (7229): Progress has gone well over the past month with a focus on installing the piles and grade beams, and connecting into the deep utilities.
- Stan Rogers Stage (7207): Some minor delays have occurred resulting from challenges associated with addressing the last two structural beams. Work is expected to be complete in June and there are no impacts to scheduled events that are using this facility.
- Civic Centre Hybrid Workspaces (7231): Floorplans have been finalized. Office furniture and IT equipment procurement is in progress.

**4. Public Works**

## a) Parks

- The revised timing of the Provincially approved Mountain Pine Beetle grant has proven problematic for the Town to effectively deliver the program. The Town is now unable to fell and burn affected trees, as the timing of awarding of the grant is after the start of wildfire season. As a result, the only control measure available is to fell and chip infested trees. However, timing of grant award is very close to the seasonal constraints imposed by the federal Migratory Birds Act.
- This year, 100 trees were controlled via felling and chipping. Fifty trees have been left standing on TransAlta lands by the Quarry. As required by the Migratory Bird Act, a 100m buffer was imposed around trees where bird nests were located, and the trees within that buffer could not be disturbed or removed. Leaving the infested trees is problematic as it will result in the infestation spreading to other trees; and because the dead standing MPB trees will not qualify for removal via a grant the following year. Those trees in turn will need to be removed under the FireSmart program in a future year.
- Administration is currently assessing the value of applying for the Mountain Pine Beetle grant, given the challenges identified above. It is unlikely a program revised to fit the current granting deadlines will have much effect.

## b) Streets and Roads

- Street sweeping – the formal program for 2022 has been completed. Routine, weekly sweeping will occur downtown and in select areas throughout the summer on Fridays.
- Main Street closure – Main Street has been closed. Streets & Roads worked successfully to make minor road repairs, remove signage and install gates at selected locations. The team is currently refreshing road markings and making the area look nice for users.
- Electric vehicles – Receipt of electric vehicles are anticipated sometime within the next two to three months. Charging stations will be installed later in June.
- Equipment disposals – the Town recovered \$32,000 in the May public auction for the sale of surplus equipment (one tonne truck, trailer, misc. items.)

## c) Solid Waste Services

- The second annual compost give away was a great success. 140 residents participated and 14m3 of compost was given away. Residents signed up ahead of time for scheduled time slots and were able to take 100 litres (about 2 large Tupperware totes) of compost.

- The Spring cleanup is underway. Residents can sign up and borrow litter pickers from Public Works. The Town also supported Strides with their plogging event by providing litter pickers, bags, gloves and garbage pickup. The ploggers collected 400kg of litter.

d) Utilities

- Regulatory: No contraventions to report
- Service Disruptions:
  - April 27<sup>th</sup>: A water service was being decommissioned along Rundle Drive when the connection at the main began leaking. EPCOR responded and reduced the water pressure so a repair could be completed. Approximately 35 homes were affected by the reduced water pressure.
  - April 29<sup>th</sup>: A contractor was decommissioning a water service along 5<sup>th</sup> Street when they noticed the water main was leaking. EPCOR responded and reduced the water pressure until the repair could be repaired. Approximately 75 homes were affected by the reduced water pressure.

e) Sustainability

- Community Cruisers has provided a report on the 2021/2022 Bike All Winter program. They were provided \$5,000 in support from the Climate Action Initiatives budget as well as a Town of Canmore Recovery Grant. Participants received training on winter bike riding and subsidized winter cycling equipment (e.g. studded tires, fenders, lights, etc.). 25 of the 51 participating Canmore residents were Affordable Services program members. Based on exit surveys, 73% of participants rode their bikes at least twice per week, 96% said they will continue to ride in the winter going forward, and 93% said they would encourage others to try winter riding. The following two testimonials are examples of the numerous positive comments received:
  - “The Bike all Winter program was amazing and I loved the group rides. I never would have been able to afford studded tires if it wasn't for this program. Studded tires made all the difference, I felt so safe and like I could ride anywhere.”
  - “I went from not being at all comfortable riding my bike in the winter to riding to school twice a week with a friend no matter what the weather! I gained a tonne of confidence and never complained about biking -- I looked forward to it.”
- On June 1, 2022, the Bike All Winter program won an Emerald Award, which recognizes Alberta organizations who raise the bar in addressing local, regional, and global environmental and climate issues.
- Recruitment efforts for the Commercial Food Waste program will slow down this summer. Experience from last year confirmed that the busy tourist season, coupled with staff shortages, is not an effective time to engage with the hospitality industry on a new program. 32 businesses and institutions currently participate in food waste collection. In addition to the impact of the pandemic and staff shortages, a significant barrier for the Commercial Food Waste program is that landlords of businesses often provide garbage collection as part of lease fees, while requiring the tenant restaurant(s) to pay for the food waste collection. Staff have been able to work with a small number of landlords to implement food waste diversion in tandem with garbage, which has been effective.

- In April, the National Research Council published the latest version of the National Model Building Codes for new buildings. Provincial adoption of the 2020 Tiered Model Building Codes and moving towards Net Zero Energy Ready new construction are key to Canmore achieving its community greenhouse gas reduction targets. To date, there has been no public indication from the Province on their plans to adopt the codes in Alberta. Staff continue to monitor for updates.
- A reminder that the first ever Canmore Eco-Solar Tour will take place from 12-5 pm on Saturday June 25. Seven different energy efficient locations will be open for residents to tour, including a solar church, a deep energy retrofit, a laneway home built using passive house principles and an e-bike charging kiosk.
- The Town has incorporated climate change language into the Municipal Emergency Management Plan. This is meant to bring attention to the Town's Declaration of a Climate Emergency in 2019. A representative from the Environment and Sustainability team now sits on the Emergency Management Agency.
- The buoy line at Dog Pond at Quarry Lake was replaced in May. This rope and temporary signage have been placed at Dog Pond to inform the public of the sensitive salamander breeding area.
- We continue to encourage residents to stay tuned into the WildSmart social media pages to be aware of wildlife sighting and warnings in the area. The public should also take measures to reduce wildlife attractants from their properties – remove bird feeders, properly store garbage, and remove any fruit trees where possible.

# RCMP-GRC



ROYAL CANADIAN MOUNTED POLICE • GENDARMERIE ROYALE DU CANADA

## Canmore Municipal Crime Gauge

2022 vs. 2021  
January to May

### Criminal Code Offences



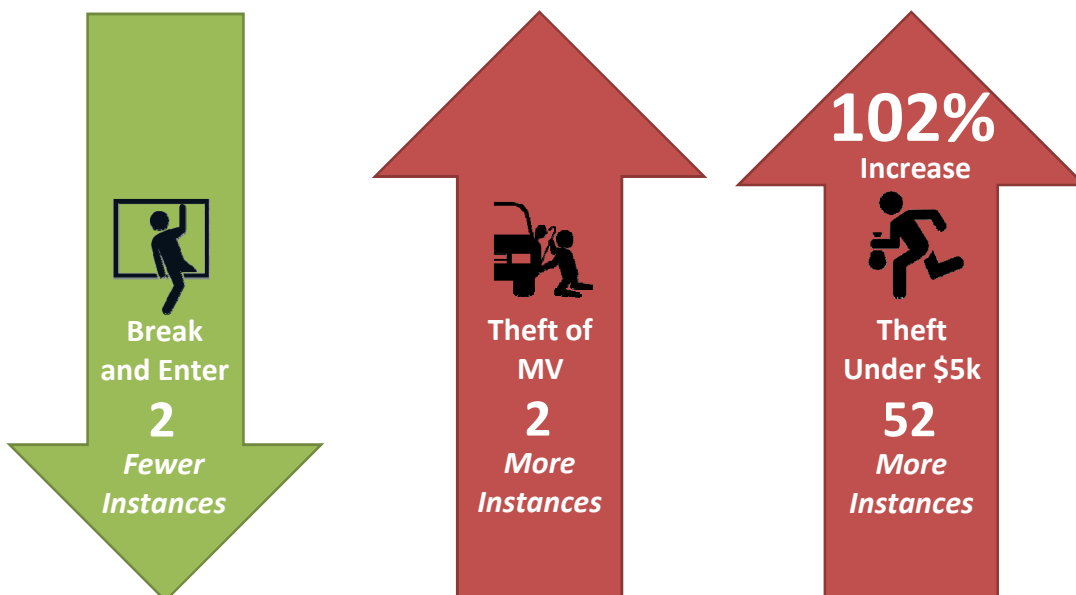
**Total  
Criminal Code  
Offences:**

# 14%

## Increase

When compared to  
January to May, 2021

### Select Property Crime



NOTE: If in both 2020 and 2021 a category had fewer than 20 offences, a percent change is not shown. All numbers without a % beside them represent counts.



## Canmore Municipal Detachment Crime Statistics (Actual) January to May: 2018 - 2022

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

June 6, 2022

CATEGORY	Trend	2018	2019	2020	2021	2022	% Change 2018 - 2022	% Change 2021 - 2022	Avg File +/- per Year
Offences Related to Death		0	0	0	0	0	N/A	N/A	0.0
Robbery		0	1	0	0	2	N/A	N/A	0.3
Sexual Assaults		6	5	3	4	8	33%	100%	0.3
Other Sexual Offences		0	5	2	0	1	N/A	N/A	-0.3
Assault		49	46	61	67	43	-12%	-36%	0.9
Kidnapping/Hostage/Abduction		0	0	0	0	0	N/A	N/A	0.0
Extortion		0	0	2	0	1	N/A	N/A	0.2
Criminal Harassment		14	15	15	18	11	-21%	-39%	-0.3
Uttering Threats		15	9	14	11	16	7%	45%	0.4
<b>TOTAL PERSONS</b>		<b>84</b>	<b>81</b>	<b>97</b>	<b>100</b>	<b>82</b>	<b>-2%</b>	<b>-18%</b>	<b>1.5</b>
Break & Enter		11	16	17	10	8	-27%	-20%	-1.2
Theft of Motor Vehicle		12	8	12	8	10	-17%	25%	-0.4
Theft Over \$5,000		3	2	0	2	13	333%	550%	2.0
Theft Under \$5,000		116	76	82	51	103	-11%	102%	-5.1
Possn Stn Goods		9	19	10	8	10	11%	25%	-0.9
Fraud		53	47	42	53	59	11%	11%	1.8
Arson		0	1	0	1	0	N/A	-100%	0.0
Mischief - Damage To Property		0	0	35	38	37	N/A	-3%	11.2
Mischief - Other		84	63	44	50	71	-15%	42%	-3.9
<b>TOTAL PROPERTY</b>		<b>288</b>	<b>232</b>	<b>242</b>	<b>221</b>	<b>311</b>	<b>8%</b>	<b>41%</b>	<b>3.5</b>
Offensive Weapons		4	1	2	1	3	-25%	200%	-0.2
Disturbing the peace		63	97	67	46	60	-5%	30%	-5.7
Fail to Comply & Breaches		63	55	35	69	42	-33%	-39%	-2.8
<b>OTHER CRIMINAL CODE</b>		<b>13</b>	<b>12</b>	<b>17</b>	<b>11</b>	<b>14</b>	<b>8%</b>	<b>27%</b>	<b>0.1</b>
<b>TOTAL OTHER CRIMINAL CODE</b>		<b>143</b>	<b>165</b>	<b>121</b>	<b>127</b>	<b>119</b>	<b>-17%</b>	<b>-6%</b>	<b>-8.6</b>
<b>TOTAL CRIMINAL CODE</b>		<b>515</b>	<b>478</b>	<b>460</b>	<b>448</b>	<b>512</b>	<b>-1%</b>	<b>14%</b>	<b>-3.6</b>





## Canmore Municipal Detachment Crime Statistics (Actual) January to May: 2018 - 2022

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

June 6, 2022

CATEGORY	Trend	2018	2019	2020	2021	2022	% Change 2018 - 2022	% Change 2021 - 2022	Avg File +/- per Year
Drug Enforcement - Production		0	0	0	0	0	N/A	N/A	0.0
Drug Enforcement - Possession		18	4	3	3	5	-72%	67%	-2.7
Drug Enforcement - Trafficking		14	4	2	4	1	-93%	-75%	-2.6
Drug Enforcement - Other		0	0	0	0	0	N/A	N/A	0.0
<b>Total Drugs</b>		<b>32</b>	<b>8</b>	<b>5</b>	<b>7</b>	<b>6</b>	<b>-81%</b>	<b>-14%</b>	<b>-5.3</b>
Cannabis Enforcement		0	1	0	0	0	N/A	N/A	-0.1
Federal - General		2	4	5	2	2	0%	0%	-0.2
<b>TOTAL FEDERAL</b>		<b>34</b>	<b>13</b>	<b>10</b>	<b>9</b>	<b>8</b>	<b>-76%</b>	<b>-11%</b>	<b>-5.6</b>
Liquor Act		54	75	41	16	10	-81%	-38%	-14.7
Cannabis Act		0	6	5	4	2	N/A	-50%	0.2
Mental Health Act		51	48	68	46	70	37%	52%	3.6
Other Provincial Stats		56	61	90	113	89	59%	-21%	11.8
<b>Total Provincial Stats</b>		<b>161</b>	<b>190</b>	<b>204</b>	<b>179</b>	<b>171</b>	<b>6%</b>	<b>-4%</b>	<b>0.9</b>
Municipal By-laws Traffic		8	5	7	5	8	0%	60%	0.0
Municipal By-laws		208	117	100	98	132	-37%	35%	-17.1
<b>Total Municipal</b>		<b>216</b>	<b>122</b>	<b>107</b>	<b>103</b>	<b>140</b>	<b>-35%</b>	<b>36%</b>	<b>-17.1</b>
Fatals		1	0	0	0	1	0%	N/A	0.0
Injury MVC		6	9	11	11	8	33%	-27%	0.6
Property Damage MVC (Reportable)		120	130	94	79	86	-28%	9%	-11.9
Property Damage MVC (Non Reportable)		23	27	16	7	8	-65%	14%	-5.0
<b>TOTAL MVC</b>		<b>150</b>	<b>166</b>	<b>121</b>	<b>97</b>	<b>103</b>	<b>-31%</b>	<b>6%</b>	<b>-16.3</b>
Roadside Suspension - Alcohol (Prov)		N/A	N/A	N/A	N/A	8	N/A	N/A	N/A
Roadside Suspension - Drugs (Prov)		N/A	N/A	N/A	N/A	0	N/A	N/A	N/A
<b>Total Provincial Traffic</b>		<b>848</b>	<b>1,442</b>	<b>630</b>	<b>947</b>	<b>493</b>	<b>-42%</b>	<b>-48%</b>	<b>-120.5</b>
<b>Other Traffic</b>		<b>12</b>	<b>16</b>	<b>10</b>	<b>4</b>	<b>1</b>	<b>-92%</b>	<b>-75%</b>	<b>-3.4</b>
<b>Criminal Code Traffic</b>		<b>20</b>	<b>40</b>	<b>29</b>	<b>14</b>	<b>15</b>	<b>-25%</b>	<b>7%</b>	<b>-3.6</b>
<b>Common Police Activities</b>									
False Alarms		134	44	36	43	43	-68%	0%	-18.3
False/Abandoned 911 Call and 911 Act		126	75	57	48	67	-47%	40%	-14.5
Suspicious Person/Vehicle/Property		81	96	103	72	71	-12%	-1%	-4.4
Persons Reported Missing		10	9	4	4	6	-40%	50%	-1.3
Search Warrants		0	0	0	0	0	N/A	N/A	0.0
Spousal Abuse - Survey Code (Reported)		56	45	48	40	50	-11%	25%	-1.7
Form 10 (MHA) (Reported)		0	0	5	10	7	N/A	-30%	2.4



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

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

June 6, 2022

CATEGORY	Trend	2018	2019	2020	2021	2022	% Change 2018 - 2022	% Change 2021 - 2022	Avg File +/- per Year
Offences Related to Death		0	0	0	0	0	N/A	N/A	0.0
Robbery		0	0	0	0	0	N/A	N/A	0.0
Sexual Assaults		1	1	0	1	1	0%	0%	0.0
Other Sexual Offences		0	2	0	0	0	N/A	N/A	-0.2
Assault		10	7	15	15	10	0%	-33%	0.8
Kidnapping/Hostage/Abduction		0	0	0	0	0	N/A	N/A	0.0
Extortion		0	0	0	0	1	N/A	N/A	0.2
Criminal Harassment		4	6	2	6	2	-50%	-67%	-0.4
Uttering Threats		1	1	5	6	2	100%	-67%	0.7
<b>TOTAL PERSONS</b>		<b>16</b>	<b>17</b>	<b>22</b>	<b>28</b>	<b>16</b>	<b>0%</b>	<b>-43%</b>	<b>1.1</b>
Break & Enter		2	4	1	0	0	-100%	N/A	-0.8
Theft of Motor Vehicle		3	0	0	4	5	67%	25%	0.8
Theft Over \$5,000		1	0	0	0	8	700%	N/A	1.4
Theft Under \$5,000		45	18	22	12	41	-9%	242%	-1.4
Possn Stn Goods		5	5	2	2	3	-40%	50%	-0.7
Fraud		19	11	5	11	12	-37%	9%	-1.4
Arson		0	0	0	0	0	N/A	N/A	0.0
Mischief - Damage To Property		0	0	4	11	10	N/A	-9%	3.1
Mischief - Other		26	17	11	12	6	-77%	-50%	-4.5
<b>TOTAL PROPERTY</b>		<b>101</b>	<b>55</b>	<b>45</b>	<b>52</b>	<b>85</b>	<b>-16%</b>	<b>63%</b>	<b>-3.5</b>
Offensive Weapons		1	0	0	0	1	0%	N/A	0.0
Disturbing the peace		12	22	11	17	14	17%	-18%	-0.1
Fail to Comply & Breaches		11	13	1	20	9	-18%	-55%	0.3
<b>OTHER CRIMINAL CODE</b>		<b>5</b>	<b>2</b>	<b>5</b>	<b>2</b>	<b>4</b>	<b>-20%</b>	<b>100%</b>	<b>-0.2</b>
<b>TOTAL OTHER CRIMINAL CODE</b>		<b>29</b>	<b>37</b>	<b>17</b>	<b>39</b>	<b>28</b>	<b>-3%</b>	<b>-28%</b>	<b>0.0</b>
<b>TOTAL CRIMINAL CODE</b>		<b>146</b>	<b>109</b>	<b>84</b>	<b>119</b>	<b>129</b>	<b>-12%</b>	<b>8%</b>	<b>-2.4</b>



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

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

June 6, 2022

CATEGORY	Trend	2018	2019	2020	2021	2022	% Change 2018 - 2022	% Change 2021 - 2022	Avg File +/- per Year
Drug Enforcement - Production		0	0	0	0	0	N/A	N/A	0.0
Drug Enforcement - Possession		5	0	0	1	0	-100%	-100%	-0.9
Drug Enforcement - Trafficking		4	2	1	2	0	-100%	-100%	-0.8
Drug Enforcement - Other		0	0	0	0	0	N/A	N/A	0.0
<b>Total Drugs</b>		<b>9</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>	<b>-1.7</b>
Cannabis Enforcement		0	0	0	0	0	N/A	N/A	0.0
Federal - General		1	1	1	1	0	-100%	-100%	-0.2
<b>TOTAL FEDERAL</b>		<b>10</b>	<b>3</b>	<b>2</b>	<b>4</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>	<b>-1.9</b>
Liquor Act		17	25	10	6	1	-94%	-83%	-5.1
Cannabis Act		0	1	1	2	1	N/A	-50%	0.3
Mental Health Act		10	15	14	13	16	60%	23%	1.0
Other Provincial Stats		7	11	32	36	23	229%	-36%	5.7
<b>Total Provincial Stats</b>		<b>34</b>	<b>52</b>	<b>57</b>	<b>57</b>	<b>41</b>	<b>21%</b>	<b>-28%</b>	<b>1.9</b>
Municipal By-laws Traffic		2	1	0	3	2	0%	-33%	0.2
Municipal By-laws		61	31	32	28	20	-67%	-29%	-8.5
<b>Total Municipal</b>		<b>63</b>	<b>32</b>	<b>32</b>	<b>31</b>	<b>22</b>	<b>-65%</b>	<b>-29%</b>	<b>-8.3</b>
Fatals		0	0	0	0	1	N/A	N/A	0.2
Injury MVC		1	1	1	1	1	0%	0%	0.0
Property Damage MVC (Reportable)		18	23	15	14	18	0%	29%	-0.9
Property Damage MVC (Non Reportable)		4	6	0	2	2	-50%	0%	-0.8
<b>TOTAL MVC</b>		<b>23</b>	<b>30</b>	<b>16</b>	<b>17</b>	<b>22</b>	<b>-4%</b>	<b>29%</b>	<b>-1.5</b>
Roadside Suspension - Alcohol (Prov)		N/A	N/A	N/A	N/A	1	N/A	N/A	N/A
Roadside Suspension - Drugs (Prov)		N/A	N/A	N/A	N/A	0	N/A	N/A	N/A
<b>Total Provincial Traffic</b>		<b>487</b>	<b>280</b>	<b>139</b>	<b>224</b>	<b>88</b>	<b>-82%</b>	<b>-61%</b>	<b>-85.4</b>
<b>Other Traffic</b>		<b>2</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>	<b>-0.5</b>
<b>Criminal Code Traffic</b>		<b>6</b>	<b>7</b>	<b>6</b>	<b>2</b>	<b>3</b>	<b>-50%</b>	<b>50%</b>	<b>-1.1</b>
<b>Common Police Activities</b>									
False Alarms		30	6	7	11	3	-90%	-73%	-4.9
False/Abandoned 911 Call and 911 Act		36	17	6	8	11	-69%	38%	-5.9
Suspicious Person/Vehicle/Property		31	14	22	11	28	-10%	155%	-0.9
Persons Reported Missing		0	2	1	1	0	N/A	-100%	-0.1
Search Warrants		0	0	0	0	0	N/A	N/A	0.0
Spousal Abuse - Survey Code (Reported)		14	10	11	7	9	-36%	29%	-1.3
Form 10 (MHA) (Reported)		0	0	2	5	2	N/A	-60%	0.9



## Canmore Municipal Detachment Crime Statistics (Actual) January to May: 2018 - 2022

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

June 6, 2022

Category	Trend	2018	2019	2020	2021	2022	FLAG
<b>Theft Motor Vehicle (Total)</b>		12	8	12	8	10	Within Norm
Auto		2	0	2	1	0	Within Norm
Truck		3	4	4	2	3	Within Norm
SUV		3	1	3	2	1	Within Norm
Van		2	1	0	0	0	Within Norm
Motorcycle		0	0	0	0	1	Issue
Other		1	2	1	1	4	Issue
Take Auto without Consent		1	0	2	2	1	Within Norm
<b>Break and Enter (Total)*</b>		11	16	17	10	8	Within Norm
Business		4	6	10	4	5	Within Norm
Residence		6	4	7	2	0	Within Norm
Cottage or Seasonal Residence		0	1	0	0	0	Within Norm
Other		0	2	0	4	1	Within Norm
<b>Theft Over &amp; Under \$5,000 (Total)</b>		119	78	82	53	116	Issue
Theft from a motor vehicle		52	31	22	16	33	Within Norm
Shoplifting		14	8	12	13	16	Issue
Mail Theft (includes all Mail offences)		0	0	2	1	2	Issue
Theft of bicycle		8	7	15	8	16	Issue
Other Theft		45	32	32	15	49	Issue

Mischief To Property		84	63	79	88	108	Issue
Suspicious Person/ Vehicle/ Property		81	96	103	72	71	Within Norm
Fail to Comply/Breach		63	55	35	69	42	Within Norm
Wellbeing Check		35	53	66	47	52	Within Norm
Mental Health Act		51	48	68	46	70	Issue
False Alarms		134	44	36	43	43	Within Norm

Traffic	Trend	2018	2019	2020	2021	2022	FLAG
Roadside Suspensions - alcohol related - No grounds to charge*		11	12	10	3	1	Within Norm
Occupant Restraint/Seatbelt Violations*		3	23	12	3	3	Within Norm
Speeding Violations*		163	646	201	405	160	Within Norm
Intersection Related Violations*		25	57	10	16	16	Within Norm
Other Non-Moving Violation*		129	244	130	145	133	Within Norm
Pursuits**		0	1	1	1	0	Within Norm
Other CC Traffic**		1	3	0	0	2	Within Norm

\*\*Actual" \*\*\*Reported"

Categories flagged with "Issue" only indicate that the current number of offences are higher the statistical norm based on previous years.



## Canmore Municipal Detachment - Break and Enters (includes unlawfully in a dwelling place)

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

June 6, 2022

2021												
Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Actuals	1	1	5	3	0	2	2	4	3	6	7	5
Running Total	1	2	7	10	10	12	14	18	21	27	34	39
Quarter	7			5			9			18		
2022												
Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Actuals	1	0	4	3	0							
Running Total	1	1	5	8	8							
Quarter	5			TBD			TBD			TBD		
Year over Year % Change	0%	-50%	-29%	-20%	-20%							

## Canmore Municipal Detachment - Theft of Motor Vehicles (includes taking without consent)

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

June 6, 2022

2021												
Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Actuals	1	2	0	1	4	2	3	5	1	2	4	3
Running Total	1	3	3	4	8	10	13	18	19	21	25	28
Quarter	3			7			9			9		
2022												
Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Actuals	4	0	0	1	5							
Running Total	4	4	4	5	10							
Quarter	4			TBD			TBD			TBD		
Year over Year % Change	300%	33%	33%	25%	25%							



## Canmore Municipal Detachment - Theft Under \$5,000

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

June 6, 2022

2021												
Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Actuals	8	5	12	14	12	12	18	23	27	9	10	19
Running Total	8	13	25	39	51	63	81	104	131	140	150	169
Quarter	25			38			68			38		
2022												
Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Actuals	15	14	20	13	41							
Running Total	15	29	49	62	103							
Quarter	49			TBD			TBD			TBD		
Year over Year % Change	88%	123%	96%	59%	102%							

## Canmore Municipal Detachment - Theft from Motor Vehicles

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

June 6, 2022

2021												
Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Actuals	0	0	2	7	7	4	2	6	10	1	4	5
Running Total	0	0	2	9	16	20	22	28	38	39	43	48
Quarter	2			18			18			10		
2022												
Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Actuals	3	9	3	5	13							
Running Total	3	12	15	20	33							
Quarter	15			TBD			TBD			TBD		
Year over Year % Change			650%	122%	106%							



**Council Resolution Action List**

**G1**

Motion #	Agenda Item	Resolution	Council Mtg Date	Service Area	Action Status	Last Update	Date Complete
99-2021	<b>MOU with Stoney Nakoda</b>	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	<b>Advancing Truth and Reconciliation with the Stoney Nakoda Nation</b>	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 lands.	7-Sep-21	CST	Work is ongoing. The next step for this items rests with the Stoney Nakoda Nation.	24-Jan-22	
219-2021	<b>Lower Silvertip Wildlife Corridor</b>	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	<b>Land Use Bylaw Amendment Omnibus</b>	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	<b>2022 Budget</b>	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	
49-2022	<b>Community Grant Policy Amendment</b>	That Council direct administration to return with a recommendation for a Major Event Grant program.	1-Mar-22	Ec Dev	A draft policy is being reviewed internally and feedback is being collected from external stakeholders. The policy is expected to be presented to Council at the Regular Business Meeting in July.	10-May-22	
79-2022	<b>Procedural Bylaw Amendment 2022-04 Omnibus</b>	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	<b>Food Truck Pilot Project</b>	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	
94-2022	<b>Downtown Canmore Business Improvement Area (BIA)</b>	That Council postpone the request from the Downtown Canmore Business Improvement Area (BIA) to grant 25% of net monies from paid parking in the Town Centre to the BIA on an annual basis until the November 2022 regular meeting of Council, at which time administration will provide the statistics of the current net revenue derived from paid parking in the Town Centre from its inception until the end of September 2022.	3-May-22	Finance		3-May-22	
111-2022	<b>Property Tax Bylaw 2022-12</b>	That Council direct administration to bring back the Property Tax Policy FIN-005 with amendments to reflect a change with respect to tourist homes non-personal use so they are calculated in parity with the non-residential class mill rates.	3-May-22	Finance		3-May-22	

115-2022	<b>Paid Parking Monthly Passes</b>	That Council direct administration to bring a report with recommendations to the June 2022 regular meeting of Council with respect to paid parking monthly passes for non-resident employees of the Town Centre.	3-May-22	Protective		3-May-22	
125-2022	<b>Bylaws 2022-09 and 2022-10 800 3rd Avenue Municipal Development Plan and Land Use Bylaw Amendments</b>	That Council direct administration to work with the Applicant to prepare a recommendation and/or wording for a potential amendment with respect to Bylaws 2022-09 and 2022-10 ("the Bylaws") regarding each of the following topics and provide the said recommendation and/or wording to Council prior to the 2nd reading of the Bylaws.	24-May-22	Planning			
126-2022	<b>Bylaws 2022-09 and 2022-10 800 3rd Avenue Municipal Development Plan and Land Use Bylaw Amendments</b>	That Council direct administration to work with the Applicant to prepare a recommendation and/or wording for a potential amendment with respect to Bylaws 2022-09 and 2022-10 ("the Bylaws") regarding limiting house sizes and provide the said recommendation and/or wording to Council prior to the 2nd reading of the Bylaws.	24-May-22	Planning			
127-2022	<b>Bylaws 2022-09 and 2022-10 800 3rd Avenue Municipal Development Plan and Land Use Bylaw Amendments</b>	That Council direct administration to work with the Applicant to prepare a recommendation and/or wording for a potential amendment with respect to Bylaws 2022-09 and 2022-10 ("the Bylaws") regarding a legal instrument upon all parcels of the subject lands, which will include the following elements: (i) if a palliative care facility is not constructed in Area A then Area A will revert to the owner and the land in Area A will remain in a natural state; (ii) there is to be no trail or road connection between the Spring Creek development and 3rd Avenue through the subject lands; and (iii) the lands shall be protected in perpetuity from any further development except as described in the application and provide the said recommendation and/or wording to Council prior to the 2nd reading of the Bylaws.	24-May-22	Planning			
128-2022	<b>Bylaws 2022-09 and 2022-10 800 3rd Avenue Municipal Development Plan and Land Use Bylaw Amendments</b>	That Council direct administration to work with the Applicant to prepare a recommendation and/or wording for a potential amendment with respect to Bylaws 2022-09 and 2022-10 ("the Bylaws") regarding minimizing the distance between the buildings in Area B and 3rd Avenue in order to minimize the disruption to the undeveloped areas of the lands and provide the said recommendation and/or wording to Council prior to the 2nd reading of the Bylaws.	24-May-22	Planning			
129-2022	<b>Bylaws 2022-09 and 2022-10 800 3rd Avenue Municipal Development Plan and Land Use Bylaw Amendments</b>	That Council direct administration to work with the Applicant to prepare a recommendation and/or wording for a potential amendment with respect to Bylaws 2022-09 and 2022-10 ("the Bylaws") regarding removing the buildings in Area C, subject to an agreement between the Spring Creek development and the Applicant whereby the Spring Creek development provides at its own cost water servicing to the palliative care facility (if such is determined to be needed) and provides at its own cost fill, landscaping, and a trail for Area C to become a park and provide the said recommendation and/or wording to Council prior to the 2nd reading of the Bylaws.	24-May-22	Planning			

130-2022	<b>Bylaws 2022-09 and 2022-10 800 3rd Avenue Municipal Development Plan and Land Use Bylaw Amendments</b>	That Council direct administration to work with the Applicant to prepare a recommendation and/or wording for a potential amendment with respect to Bylaws 2022-09 and 2022-10 ("the Bylaws") regarding limiting maximum building height and provide the said recommendation and/or wording to Council prior to the 2nd reading of the Bylaws.	24-May-22	Planning			
143-2022	<b>Council Strategic Plan 2023-2026</b>	That Council direct administration to return to Council in the Fall of 2022 at the time of 2023 budget preparation and deliberation with ideas for bold initiatives that address livability and environment in Canmore, including, but not limited to, increasing income appropriate housing and affordability.	7-Jun-22	CST			
144-2022	<b>Council Strategic Plan 2023-2026</b>	That Council direct administration to convene a Council workshop by the end of June 2022 for the purpose of identifying and exploring options for how the Town can (i) protect existing residential inventory in the community; and (ii) create, incentivize, encourage or otherwise support additional income appropriate housing in the community, including employee housing, various forms of non-market or Canmore Community Housing residential products, and market housing.	7-Jun-22	CST			
150-2022	<b>Land and Property Rights Tribunal - Next Steps</b>	That Council direct administration to apply for permission to appeal Land and Property Rights Tribunal decisions LPRT2022/MG0671 and LPRT2022/MG0673 to the Alberta Court of Appeal.	7-Jun-22	CST			



# Correspondence

**DATE OF MEETING:**

June 21, 2022

**Agenda #: H**

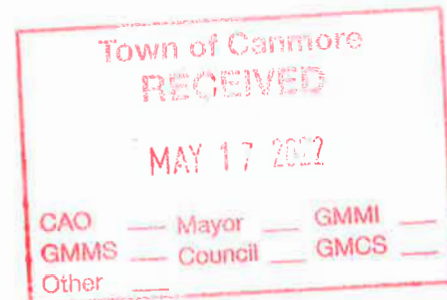
1. Letter from MP Richards Re. Budget 2022
2. Marigold Library
3. Municipal Sustainability Initiative (MSI) 2022 Funding Letter
4. Letter from Minister of Public Safety Re. Retroactive RCMP Costs
5. Letter from Minister Schulz re Family Resource Network (FRN) Funding

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**E-mail:** blake@blakerichards.ca

***Blake Richards, M.P.***  
**Banff–Airdrie**



OTTAWA  
 May 9, 2022

Mayor Sean Krausert  
 Town Hall Canmore  
 902 – 7 Avenue  
 Canmore, Alberta  
 T1W 3K1

Dear Mayor Krausert,

I am writing to update you regarding the items that could potentially have an impact on municipalities from the Government of Canada's Budget 2022.

While Budget 2022 has not allocated any new dollars towards municipalities for infrastructure funding, there will be an extended timeline for some existing programs such as the Investing in Canada Infrastructure Program. This proposal will extend construction deadlines from October 2027 to October 2033, with no new money attached.

With respect to Canada's affordable housing crisis, although many of the measures announced related to future promises are without details at this point, they will include \$4 billion in funding over five years for a new Housing Accelerator Fund for municipalities across Canada to build 100,000 new homes. Alberta's share of this fund remains to be seen, as does the parameters, eligibility criteria, and timeline to apply.



In Budget 2021 the Government of Canada announced funding for the Universal Broadband Fund (UBF) to improve high-speed Internet access and support economic development in rural and remote areas of Canada. Budget 2022 will continue with this plan and add an additional \$1 billion in funding for a total of \$2.75 billion under the UBF program. As a municipality, you can apply for funding from the UBF through ISED Canada for broadband infrastructure projects in areas that experience internet speeds of less than 50/10 Mbps.

Finally, community-based projects that are led by seniors or directed at providing support for seniors can continue to apply for funding under the existing New Horizons for Seniors Program. Projects will be eligible for up to \$25,000 in funding, with application criteria expected to remain as it was in the past.

I hope you will find this information useful. If you have any questions regarding Budget 2022 or municipal funding programs please do not hesitate to reach out to me or my office.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Blake Richards', written in a cursive style.

Blake Richards, M.P.  
Banff-Airdrie

# MARIGOLD REPORT

To Councils and  
Special Areas Board

## MARIGOLD BOARD MEETING HIGHLIGHTS:

### April 30, 2022

Marigold Library System Board held its Annual General Meeting (AGM) and regular Board Meeting in-person in the Marigold/WID Community Room at Marigold's new headquarters building; 30 Board members were in attendance.

### Board Chair Lynda Lyster recognized new Board members:

Emmanuelle (Manuela) Olibera-Dorn  
Town of Banff  
Alexandra Janecke—I.D. No.9  
Manon Miller — Kananaskis I.D.

## BOARD MEETING

### FINANCIAL

**Unaudited financial statements to March 31, 2022** were accepted as presented.

Marigold services and support for municipal residents and member libraries continued throughout 2021.

### AUDIT

**2020 Audited Financial Statements** were prepared by auditors Gregory, Harriman & Associates. It was a clean audit.

**Revenues** increased by \$34,901 mostly due to reimbursements.

**Operating Surplus** of \$272,169, due to carefully managed and redirected expenditures during another pandemic year.

Marigold remains in a healthy financial position even with the construction of our

## ELECTIONS AND COMMITTEE APPOINTMENTS

Lynda Lyster resigned her position as Chair, and John Getz was appointed Chair by the Board during the AGM. Maxine Booker was appointed as Vice Chair and Nicole Kiefuik was reappointed as Treasurer by the Executive Committee.

### EXECUTIVE COMMITTEE 2022 - 2023

John Getz – Village of Standard, Board Chair  
Maxine Booker – MD of Acadia, Vice Chair  
Nicole Kiefuik—Town of Okotoks, Treasurer  
Kristen Anderson – Village of Hussar  
Melissa Langmaid – Town of Strathmore  
Lil Morrison – Starland County  
Susan Roper – Town of Cochrane  
Margaret Nielsen – Town of Drumheller  
Natasha Roberts— City of Airdrie  
Nicholas Wiebe—Rocky View County

### STANDING COMMITTEES 2022-2023

#### Advocacy

Lil Morrison  
(Chair)  
Lynda Lyster  
Helen Veno  
Denise Peterson  
Jordan Elliott  
Teresa Cameron  
Melanie Jensen

#### Human Resources (HR)

Susan Roper  
(Chair)  
Maxine Booker  
Teresa Cameron  
Lynda Lyster  
Sandra Murphy  
John Getz

#### Finance

Nicole Kiefuik (Chair)  
John Getz  
Melissa Langmaid  
Melody Christopherson

#### Governance

Kristen Anderson (Chair)  
John Getz  
Eleanor Chinnick  
Jan Dyck  
Margaret Nielsen

#### Standards & Services

Maxine Booker (Chair)  
Elaine Michaels  
Jo Tennant  
Faye McGhee  
John Getz  
Natasha Roberts

new headquarters building and the continuation of COVID pandemic health measures.

Audited Financials are available at:  
[www.marigold.ab.ca/About-Us/Financial](http://www.marigold.ab.ca/About-Us/Financial)

## MARIGOLD AGREEMENT AND SCHEDULE C

Marigold sent out the Marigold Agreement and Schedule C to be signed by member municipalities before September 30. Marigold needs signatures from 60% of municipalities, representing 60% of the population, for the Marigold Agreement and Schedule C to be approved.

## LANGDON LIBRARY

The Rocky View County Recreation Governance Committee agreed to proceed with a hybrid youth centre and temporary library in partnership with the Langdon Library Society and the Langdon Communication Association. Marigold helped the Langdon Library Society with their Business Case, prepared a draft operating budget, advised them on fundraising, policies and practices, staffing and offered support and guidance.

## ROCKY VIEW ONLINE SCHOOL PROJECT

The Rocky View Online High School approached Marigold about forming a partnership to provide access to digital subscriptions for 200 students living in RVC. Marigold signed the Memorandum of Agreement with Rocky View Online High School to launch this initiative.

## IMPORTANT DATES

- Saturday, August 27, 2022 9:30 am—  
Marigold/WID Community Room
- Saturday, November 26, 2022 9:30 a.m.  
—Zoom



# REPORTS

## MARIGOLD ANNUAL REPORT:

**Getting to a better future.** The Board approved the Annual Report for distribution to stakeholders. Read more about Marigold's achievements and milestones at: [www.marigold.ab.ca/About-us/publications](http://www.marigold.ab.ca/About-us/publications)

**In 2021, much of our focus was spent on the construction of Marigold's new headquarters building. Staff moved into the facility in the Fall of 2021. The project took much collaboration, deliberation, research, careful spending and budgeting. In addition, Marigold's departments thrived throughout yet another pandemic year.**

- Usage of eResources spiked—some digital platforms as much as 69%
- Marigold's delivery volume doubled. Despite facing continued COVID pandemic health measures, delivery vans still logged over 230,000 km—more than the previous year
- Marigold organized and delivered a first-rate virtual Member Library Conference by shifting to an online platform. The conference was attended by over 500 registrants from across Canada and beyond
- The Marigold IT Department completed over 1,300 tickets and more than 900 remote support sessions. They also ensured that Marigold's systems remained safe and secure against cyber attacks while also making sure the transition of IT services and infrastructure to the new facility went off without a hitch
- Marigold provided advice to the Cereal Library Board and coordinated a plan to dispose of assets and prepare for a book deposit following the dissolution announcement of the hamlet. Marigold also advised the Hamlet of Langdon on their Business Case to open a public library
- The Bragg Creek Library Lending Lockers were operational starting in April 2021
- For a more detailed report take a look at our **Annual Report**

## MARIGOLD HQ BUILDING:

Marigold has been operating out of the new headquarters facility since October 2021. The building's design provides improved workflow, efficient operations, enhanced service delivery and has increased capacity for future expansion.

- The formation of a Condo Corporation is in progress
- Remaining landscaping will be completed by the end of May 2022
- Building costs are 10% under budget

Marigold has accepted a conditional offer for the sale of the former headquarters building.

**VALUE OF YOUR INVESTMENT** reports show the value of services provided annually by Marigold. Libraries and municipalities benefit directly through the pooling of revenues so that all residents have access to public library resources and services.

**POWER OF YOUR LIBRARY CARD** reports highlight services provided annually by Marigold that are of value to residents living in Counties, Improvement Districts, Special Areas and MDs. Members are encouraged to share these reports with their local boards and councils.

Please contact Deputy CEO Laura Taylor for more information about the Value of Your Investment [laura@marigold.ab.ca](mailto:laura@marigold.ab.ca)



## BOARD AND STAFF RECOGNITION

### Trustees—Long Service:

Michael Beier—5 years  
Ed Hogan—5 years  
Daniel Leronowich—10 years

### Staff—Long Service:

Devon Hall—5 years  
Rose Reid—5 years  
Bradley Hoffman—15 years

### Retirements and departures over 10 years:

Lynda Lyster, Board Chair —17 years of service  
Susan Roper, Board member—11 years of service  
Michelle Toombs, Marigold CEO —13 years of service



Marigold CEO Michelle Toombs welcomed the WID's Board Chair Dan Shute and Board Member Ray Kettenbach to the AGM and presented them with two books: *Grain Elevators: Beacon of the Prairies* and *Ranching under the Arch: Stories from the Southern Alberta Rangelands*.

June 21 2022 Committee of the Whole Meeting 9:00 a.m.

# ANNUAL REPORT

# 2021



**Back Row:** Lynne Price, Wendy Rezanoff, Bradley Hoffman, Jaspreet Singh, Steven Copland, Dave McCaig and Ian John. **Second Row:** Lynn Blain, Jennifer Muckle, Kim Visser, Kristine Den Boon, Alida Pituka, Barb Froese and Bruce Paschal. **Third Row:** Mike Froese, Jenn Laskosky, Nora Ott, Michelle Toombs, Laura Taylor and Nancy Smith. **Front Row:** Glenn Russell and Devon Hall.

Absent: Richard Kenig, Jessie Bach, Miriam Thompson, Misty Haugen, Clara Cao, Rob Cielen and Rose Reid.

## Getting to a better future



# OUR ORGANIZATION

Marigold remembers a historic year settling into a new headquarters building, embracing another COVID year and playing to its strengths of bringing library services to Albertans.

As Marigold faced another pandemic year riddled with many more waves of COVID, public health restrictions and gathering uncertainties, the dedication and support to our residents and member libraries never wavered.

When COVID-19 reared its head in 2020, we adjusted our processes to ensure safe working conditions and equip and connect staff working from home. By doing so, Marigold was able to continue to serve our member libraries and thousands of Albertans without hesitation and to our full abilities in 2021. In fact, patrons continued to rely on our digital resources with some digital database and Alberta curriculum support use spiking between 6% to 69%. Our delivery volume doubled resulting in our drivers logging more than 230,000 km last year, and our staff organized and delivered a first-rate virtual Member Library Conference—shifting to an online platform where it had previously been in-person.

Along with keeping our operations running smoothly, Marigold had its sights set on the new headquarters building construction and relocation that dictated much time, resources

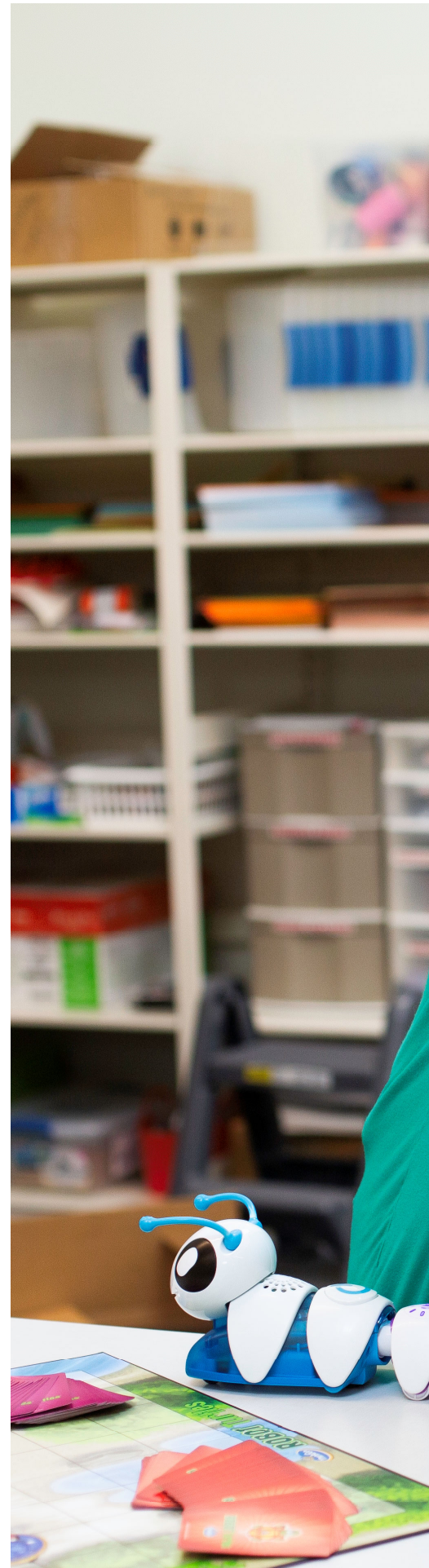
and collaboration. Staff worked tirelessly to turn what was once just an idea into a bold vision and now a reality.

Staff moved into the new facility at the end of September. Since then, staff have enjoyed larger spaces to organize kits and games, IT equipment and multiple bays for our delivery vehicles.

Above all Marigold now houses a state-of-the-art automated sortation system that can sort over 2 million items a year and makes the process more efficient.

2021 also proved to be a crucial year in bringing library services to more communities. We were part of making sure Library Lending Lockers were installed in Bragg Creek, supported the Langdon Library Society in their efforts to bring a library to their community and made sure Cereal still has access to materials through a book deposit after their hamlet dissolved.

Unmistakably, 2021 was a year of many positive changes for our organization that will prepare and propel us forward into the future.







# INTRODUCTION



# MESSAGE FROM THE MARIGOLD BOARD CHAIR



Lynda Lyster, Board Chair

The theme “Stronger Together” from the TAL, Yellowhead, Peace and Parkland Conference in May of 2021 became very noticeable at Marigold. We forged a much stronger relationship working with our partner Western Irrigation District (WID) as we built our beautiful new headquarters building in Strathmore. Two seemingly unlikely organizations, one that focuses on the flow of water and irrigation (WID) and another that focuses on the flow of knowledge and information (Marigold), realized that we had shared values and goals. We appreciate how important community is for both of us. We both strive to unlock potential. WID focuses on the environment symbolized by the preservation of the wetlands and catchment basin on our new property. Marigold uses the river of rocks at the headquarters’ front door to

symbolize the flow of knowledge and personal passions through the Library Services that Marigold provides. In 2021, Marigold staff did an amazing job of working from home as the COVID pandemic raged around us. It opened new ways of how we do our work, allowing our staff choices that we hope will continue. Marigold was always a leader in communication with our use of Video Conferencing but that was quickly replaced with the arrival of Zoom! Doing meetings through the Internet saved Marigold time and money, but many people longed for the opportunity to have face-to-face meetings again. The completion of our new headquarters building will give us the opportunity to come together again and celebrate our wonderful library family, Marigold.

## PARTICIPATING MUNICIPALITIES AND BOARD MEMBERS

(as of April 2022)

Acadia M.D. #34  
 Village of Acme  
 City of Airdrie  
 Town of Banff  
 Village of Beiseker  
 Bighorn M.D. #8  
 Town of Black Diamond  
 Town of Canmore  
 Village of Carbon  
 City of Chestermere  
 Town of Cochrane  
 Village of Consort  
 Town of Crossfield  
 Village of Delia  
 Town of Drumheller  
 Village of Empress  
 Foothills County  
 Ghost Lake Summer Village  
 Town of Hanna  
 Town of High River  
 Village of Hussar  
 ID 9 (Banff)  
 Town of Irricana  
 Kananaskis ID

Maxine Booker \*  
 Daniel Leronowich  
 Natasha Roberts \*  
 Manuela Olibera-Dorn  
 Sharon King  
 Lynda Lyster \* (Chair)  
 Ian Huffman  
 Jennifer MacAulay  
 Michelle Lomond  
 Daina Barbary  
 Susan Roper \*  
 Michael Beier  
 Luke Brennan  
 Melody Christopherson  
 Margaret Nielsen\*  
 Nora Sunderland  
 Eleanor Chinnick  
 Donna Bauer  
 Sandra Murphy  
 Lynne Thornton  
 Kristen Anderson \*  
 Alexandra Janecke  
 Teresa Cameron  
 Darren Enns

Kneehill County  
 Village of Linden  
 Village of Longview  
 Village of Morrin  
 Village of Munson  
 Town of Okotoks  
 Town of Oyen  
 Village of Rockyford  
 Rocky View County  
 Special Areas Board:  
 - Area #2  
 - Area #3  
 - Area #4  
 Village of Standard  
 Starland County  
 Town of Strathmore  
 Town of Three Hills  
 Town of Trochu  
 Town of Turner Valley  
 Waiparous Summer Village  
 Wheatland County  
 Village of Youngstown

Faye McGhee  
 Cynthia Klassen  
 Jan Dyck  
 Alenda Gridley  
 Vacant  
 Nicole Kiefuik\* (Treasurer)  
 Ed Hogan  
 Tyler Henke  
 Nicholas Wiebe\*  
  
 Helen Veno  
 Elaine Michaels  
 Jodi Kurek  
 John Getz \* (Vice Chair)  
 Lil Morrison \*  
 Melissa Langmaid  
 Carol Best  
 Jenny Lyver  
 Ian Huffman  
 Janine Jevne  
 Amber Link  
 Renee Laughlin

\* Member of Executive Committee

Marigold thanks the following members for serving on the Board in 2021: Anne Metikosh, Bonnie Munro, Brigitte Hopkins, Dalia Cheshire, Denise Peterson, Dimitri Dimopoulos, Glen Keiver, Jean-Marc Stelter, Jennifer Isherwood, Jo Tennant, Jordan Elliot, Leon Cygman, Marilyn Sept and Melanie Jensen.  
 June 21 2022 Committee of the Whole Meeting 9:00 a.m. Page 96 of 149



Lynda Lyster, Chair  
Bighorn M.D.



John Getz, Vice Chair  
Village of Standard



Nicholas Wiebe  
Rocky View County



Maxine Booker  
Acadia M.D.



Natasha Roberts  
City of Airdrie



Susan Roper  
Town of Cochrane



Margaret Nielsen  
Town of Drumheller



Kristen Anderson  
Village of Hussar



Nicole Kiefuik,  
Treasurer  
Town of Okotoks



Lil Morrison  
Starland County

## EXECUTIVE COMMITTEE



**Four Marigold Board meetings** took place in 2021; January, April, August and November. Meetings were held via Zoom



**Twenty-six Board members** volunteered to sit on one or more of Marigold's 9 active committees



There were **28** Board, committee and special meetings; mostly via Zoom Teleconference

## STANDING COMMITTEES

Marigold's committees review and make recommendations to the Board based on research presented by management staff regarding plans for service, technology, governance, programs, and advocacy. Standing committees are catalysts for: growing new ideas; reviewing policies on a regular basis; making sure member communities are represented and members priorities are heard; ensuring financial and governance practices are sustainable, ethical, transparent, and accountable; and taking advantage of diverse meetings and training opportunities.

### EXECUTIVE COMMITTEE

The Executive Committee ensures that the organization has the necessary resources to respond to new opportunities, leadership transitions, financial and environmental trends. All policies are presented to the Executive Committee for approval before being presented to the Board.

### STANDARDS AND SERVICES COMMITTEE

This committee vets resource distribution through Board policies and schedules, and directs the work of Marigold in the area of programs and services to the member municipalities.

### GOVERNANCE COMMITTEE

The Governance Committee ensures that governance of Marigold is practical, efficient, and functional. Policies and agreements for Marigold and for community libraries originate with this committee.

### HR COMMITTEE

The HR Committee reviews and revises HR policies for Marigold employees to support sound HR business practices that comply with employment standards and health and safety legislation. A safe workplace is a priority.

### BUILDING COMMITTEE

Marigold's Building Committee recommends upgrades and repairs that are essential to maintain a safe working environment for staff. This committee was fundamental in the planning of Marigold's new headquarters building.

### FINANCE COMMITTEE

This committee monitors policy statements in the areas of finance and gives direction on banking, investments, and other financial practices.

### ADVOCACY COMMITTEE

Advocating for Marigold to the communities, governments, partners, and other agencies is crucial to advancing Marigold's mission. This committee plays a role in assisting the Marigold community to inform and influence decision makers and stakeholders, and guides our corporate brand, image, and use of branding.

# MESSAGE FROM MARIGOLD CEO



Michelle Toombs, CEO

even more remarkable because this was the second year that we faced COVID pandemic gathering restrictions.

Four years ago, when we first envisioned building in partnership with Western Irrigation District, we had no idea how many steps, details and time would be needed to make this colossal project a reality. What a time it has been for accelerated learning! The detailed planning work that went into the design has paid off; staff are elated with their new workspaces. The careful attention to budgeting, tracking expenditures and carefully choosing what to compromise on (or not), has resulted in a functional and pleasing space that will serve Marigold for many decades to come.

Many thanks to our building partner, Western Irrigation District. Marigold benefitted from WID Staff and Board expertise, vision, cost-sharing and collaboration. We nurtured a productive relationship with BRZ Partnership, Lear Construction and the many trades, consultants and service providers. We are grateful for the whole-hearted support from the Town of Strathmore Councillors, Administrative and Planning teams, and from Wheatland County who had our backs, financially speaking. Many thanks to Lynne Price, Project Lead, and all the Marigold staff who worked tirelessly to ensure that the preparation and transition to the new HQ was smooth and uneventful

2021 will go down in Marigold's record books as an extraordinary year of achievements and challenges. This was the year that construction on our new headquarters building was completed and Marigold staff moved in. The achievement was

and that we have furnishings, equipment and décor that will stand the test of time. We are also grateful to our Chair, Lynda Lyster, Executive and Board members who believed in us, shared our vision and supported us through thick and thin. Personally, I do a happy dance every time I see the intricate automated sortation system that has made our operations so much more efficient and manageable. This equipment is symbolic of having a vision, taking a risk, reimagining workflows, and implementing a future-forward outcome.

Marigold's operations did not cease during the COVID lockdowns. Staff carefully observed COVID-safe precautions while providing the background services that member municipalities count on. These included services for our member libraries: collection provision; IT equipment and support; resources sharing and deliveries; consultation; communication and administrative services. Direct services for municipal residents were also sustained: L2U mail service, support for Library Lending Lockers and volunteer-run book deposit support and website access to digital resources and virtual services. Again in 2021, as in 2020, patron use of virtual and website services, digital resources and eBook collections, and training resources increased, and we were moved by the public's need for these services.

Other noteworthy achievements in 2021 included the launch of the satellite library in Bragg Creek with state-of-the-art Library Lending Lockers. We provided IT and consultation support for Okotoks Public Library to move into its amazing new facility and for Delia Public Library's move into a new school. Marigold continued to work closely with Rocky View County and with Langdon Library Society to make a case for a first-time public library in the Hamlet of Langdon with its youthful population of 6,000 residents. Marigold supported operations at the Cereal Library for another five months in 2021 after the Village of Cereal dissolved, and we facilitated the relocation of the Cereal Library collection and furnishings for the Langdon Library when it opens. Marigold's investment in IT equipment, infrastructure and cyber security did not skip a beat either. Marigold has a bright outlook with much more to accomplish in the future.



**MISSION:**

Marigold cultivates a collaborative and inclusive library community to support a range of responsive, quality library services

**340,550** SERVICE POPULATION OF MARIGOLD

**VISION:**

Leaders in library service and innovation

**VALUES:**

- Leadership
- Respect
- Responsiveness
- Communication
- Integrity
- Inclusiveness
- Accountability

**STRATEGIC PLAN, VISION 2022**

The Marigold Board approved the mission, vision, values and goals for Marigold’s Plan of Service (Strategic Plan) for 2021 and 2022 on August 29, 2020. Vision 2022 is a roadmap for Marigold to manage the smooth transition of operations in a new headquarters facility, and allow Marigold to streamline operations, expand its presence in the community and implement new service delivery options. Strategic planning will begin again the Fall of 2022.



Marigold will invest in its operational assets and capacity to allow for service expansion.



Marigold will increase its services to member libraries, as space at headquarters and staff time permit.



Marigold is committed to efficient operations and sustainable fiscal stewardship to provide member municipalities with library services that are recognized as good value.



Marigold will capitalize upon and nurture the knowledge, skills, and abilities of its community.

# LONG-STANDING MEMBERS



Marigold’s Accounting Administrator Alida Pituka, Deputy CEO Laura Taylor and Board Chair Lynda Lyster.

## MY LIFE WITH MARIGOLD

**Lynda Lyster—Board Chair (2008-2022)**

In the fall of 2006, I became the Marigold Representative for the M.D. of Bighorn. My first meeting was in the library in High River. I brought along a huge orange binder that was beautifully color-coded and a complete mystery to me.

My strongest memory of that first meeting was watching Director Rowena Lunn and Assistant Director Karen Lubuik lead a discussion about Banff withdrawing from Marigold. Not a good start to a new organization!

In 2008, Sheila Macklin decided to retire as chair and asked me if I would replace her. My gracious reply was “I was really hoping that as the vice president, Carole Anne would take on the role of chair. She has had a great deal more experience than I have.” Nevertheless, Sheila passed my name on to Elaine Michaels who was on the Nominating Committee, and still is all these years later! Thanks, Elaine!

Elaine asked me if I would take the position and cleverly wrote: “At this point, we are looking at just a one-year term, although of course that could be extended.” When I consulted with Sheila she said, “I know you can handle the position, so the question is, are you willing to devote the time to it?”

Yes! I was willing to devote the time to it! In 2007 there were four Standing Committees, now we have 11. I feel the added number of committees have helped to build the strong relationships we have with our member libraries.

There have been so many highlights over the years. Piloting RISE Videoconferencing, welcoming new libraries to the Marigold family, and choosing a great new logo to represent Marigold Libraries. There must be something special about people who love libraries because they are the most congenial people to work with in an organization. The ALTA Library Conferences in Jasper were a wonderful combination of networking, new learnings, and the best food at a conference.

Another highlight for me has been working with Michelle Toombs, CEO, and the staff at Marigold. Michelle has been an incredible leader. I admire her people skills and how wise she is. She has hired and nurtured a very talented and accomplished staff. Together, they have made Marigold a leader in Alberta.

The biggest accomplishment for me was our completion of a beautiful new headquarters building in Strathmore. We had talked about this for years, and although I didn’t get my suggestion of a roof top patio, we have left a wonderful legacy for the future of libraries. Chair of Marigold has been the best volunteer job I’ve ever had!

June 21 2022 Committee of the Whole Meeting 9:00 a.m.

## BOARD CHANGES AND RECOGNITION

The Municipal Election took place on October 18. There have been nine official changes to Marigold’s appointed Trustees because of election results and Council appointments. We sincerely thank these individuals for their contributions to Marigold over the years.

### 3 YEARS

Jordan Elliott—Village of Delia

### 4 YEARS

Bonnie Munro—Town of Trochu  
Melanie Jensen—Town of Hanna

### 6 YEARS

Dimitri Dimopoulos—Rocky View County

### 8 YEARS

Jo Tennant—Town of Crossfield  
Denise Peterson—Town of Strathmore

### 14 YEARS

Glen Keiver—Kneehill County

## MARIGOLD—BEST JOB EVER!

Michelle Toombs—CEO (2009-2022)

As I prepare for retirement at the end of June, I think about my 13 years as CEO at Marigold and how I have been super lucky to have had the opportunity to work for the Marigold Library Board. Pat Cavill, Marigold's first Director, phoned to suggest that I apply in 2009 and I was quite amazed to be offered the job. Working with and for Lynda Lyster and the Marigold Executive has been a dream come true. Lynda has been my mentor and champion – I cannot thank Lynda enough.

Marigold Library System is a good place to work. We are surrounded and embraced by good people – good people who volunteer to be on library boards and share their expertise and commitment; good people who are talented and work in libraries because they love the work; good people who are community-minded ambassadors for public library service in Alberta; good people who embrace the ideals of an institution that welcomes everyone and does not require people to open their wallets for service; and good people who see firsthand how their work and advocacy makes a difference in their communities.

During my 13 years at Marigold and 46 years as a professional librarian, I have witnessed many changes, including a shift in priorities from preserving physical book collections to engaging the public through appealing collections in many formats, programming, gatherings, interactive activities, access to virtual services and

collections, digital literacy, art exhibits, makerspaces, and much more. Libraries are people places and it has been an honour to serve the libraries and library boards that deliver these vital services that are now deemed essential to daily living.

Because I am rather fond of making lists, I compiled a list of what I am most proud of at Marigold. No surprise that the list is quite long, and I certainly could not have done any of it without the support of Marigold staff, Board members and my Library System Director colleagues. If I were to mention everyone's names, the music would come on just like at the Oscars!

I have witnessed a transformation in the service philosophy of Marigold with open communication, accountability, operational efficiencies, expansion of services, Board engagement and positive relationship-building with Marigold members. Five strategic plans in 13 years have endorsed Marigold's mission and purpose. Marigold has raised public library visibility, use and support through community building and partnerships.

I am also proud that Banff and Crossfield joined Marigold; that we have three locations in Marigold where Library Lending Lockers extend access to public library collections that are shared across the province; that Langdon will be getting a library soon with Cereal's collection and furnishings; that we kept everyone employed during the COVID pandemic;

that our IT services have been innovative and responsive; and that we supported RISE videoconferencing for many years before Zoom came along. I am proud that Marigold has an impressive team of talented, capable, and committed staff members.

When I first started in September 2009, I was told there would be a new building in two years. Twelve years later and with lots of persuasion, careful facility planning and responsible financial arrangements in place, our new headquarters facility is a well-designed building that is greatly appreciated by staff and that we share in partnership with Western Irrigation District. The automated sortation equipment is practical and a thing of beauty. This is a career achievement that positions Marigold to move forward into the future with a new CEO and a new vision.

And one last thought. As long as I can remember as a child, I wanted to become a librarian, in part because my home community did not have a library. That came later, but I always felt that communities with libraries are better places to live and thrive. Everyone in Alberta deserves to have access to a public library, large and small, urban and rural.

A heartfelt thanks to everyone in Marigold's awesome Community. I will miss you all!

## BOARD AND STAFF LONG-SERVICE RECOGNITION

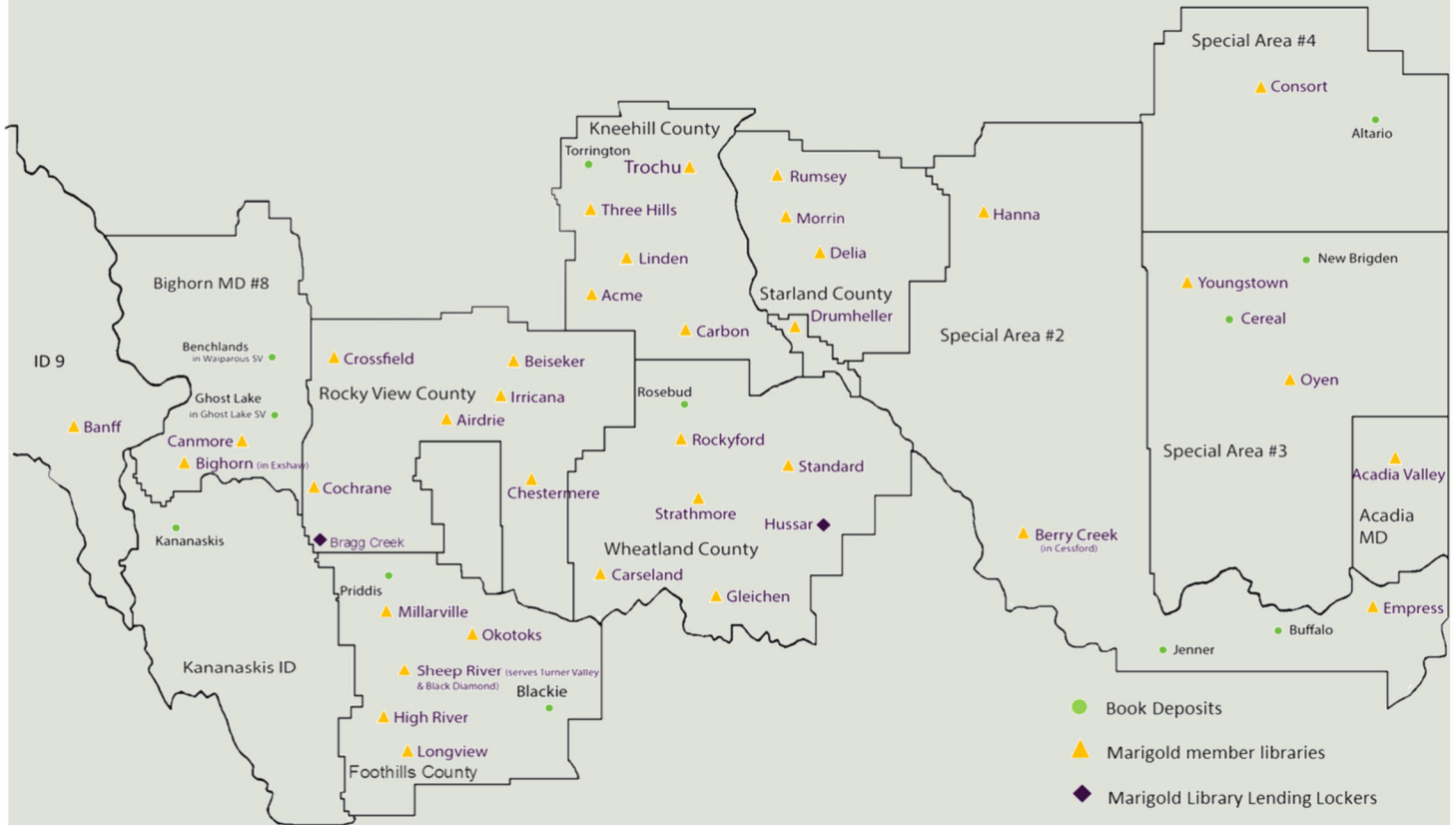
### MARIGOLD TRUSTEE

<b>5 Years</b>	Janine Jevne, Summer Village of Waiparous
<b>10 Years</b>	Jan Dyck, Village of Longview Susan Roper, Town of Cochrane
<b>15 Years</b>	John Getz, Village of Standard
<b>20 Years</b>	Lil Morrison, Starland County Helen Veno, Special Areas #2
<b>25 Years</b>	Kristen Anderson, Village of Hussar

### MARIGOLD STAFF


<b>5 Years</b>	Misty Haugen, Bibliographic Services Technician
<b>10 Years</b>	Nora Ott, Administrative Assistant and HR Coordinator
<b>15 Years</b>	Laura Taylor, Deputy CEO

### MARIGOLD LIBRARIES, BOOK DEPOSITS AND LIBRARY LENDING LOCKERS



# OPERATIONS

# OUR OPERATIONS

TOTAL  
KMs  
  
265,145KM

IT  
SESSIONS  
  
842  
HOURS

 64  
IN-PERSON  
& REMOTE  
CONSULTATION SESSIONS

## DIRECT SERVICES

### LIBRARY TO YOU (L2U)

Marigold loans books and DVDs by mail. L2U patrons also have remote access to library materials such as downloadable eBooks, music, and digital subscriptions.

### INTERLIBRARY LOAN & DELIVERY

Marigold staff fill the Library Lending Lockers in Hussar and Bragg Creek so borrowed collection items go directly into the hands of patrons. Marigold expedites Interlibrary loan access to patron-requested materials from academic and public libraries throughout Alberta, Canada and beyond. Marigold pays for Interlibrary Loan costs to borrow items from institutions outside Alberta.

### BOOK DEPOSITS

Book deposits are located in 12 communities within Marigold, where residents can borrow materials on an honour system. Marigold provides books for the deposits, supports local volunteers and signs up people for library cards.

## VEHICLES & DELIVERY SERVICES

Using our fleet of seven vehicles, Marigold drivers make it possible to support resource-sharing and connect member libraries with Marigold headquarters and libraries across Alberta. The vans transport interlibrary loans, new materials, supplies, correspondence, kits and games, and promotional materials to 35 Marigold libraries with a minimum of one delivery per week. Our vehicles are also used for IT installation and repair trips, collection deselection and inventory, consultations, Board visits, and much more.

- **234,206** total km driven in 2021
- **265,145 km** driven by all HQ staff including IT trips

## TRAINING

With the growing use of digital and other library services, Marigold offers training on interlibrary loans, programming, statistics and reports, use of digital subscriptions, Board development, management and leadership, and communications and marketing. For library and headquarters staff and patrons:

- **34 Webinar training** sessions
- **23,589 promotional materials** were printed by Marigold headquarters staff on behalf of member libraries

## CONSULTATION

Professional librarians do research and provide management information and advice during frequent communications with member library staff and local library Board members.

- **64 consultation visits** at member libraries and by videoconference

## DESELECTION AND COLLECTION INVENTORIES

Marigold staff provided leadership and hands-on assistance for deselection (weeding) and collection inventory projects at member libraries.

## STAFF AND STUDENTS

### NEW STAFF MEMBERS

Marigold had one staff recruitment in 2021, a Digital Experience Consultant. Job descriptions for most of Marigold positions were updated.

### SUMMER STUDENTS

The summer student who was hired for 16 weeks:

- Delivered 20 virtual and in-person programs to 128 participants
- Created YouTube craft and Storytime videos which had 383 views by December 2021



## IT & NETWORK SUPPORT SERVICES

Marigold headquarters is the central hub for the delivery of computerized public library services to Marigold member libraries. By following the direction outlined in the Technology Plan and the Information Technology Policy, Marigold continues to expand its technology culture to further support problem solving, collaboration, innovation, and exceptional customer service.

### CYBER SECURITY

**Marigold continues to educate staff and strengthen its cyber security.**

- Confirmed Cyber Liability Insurance
- Migrated email threat protection and anti-spam service to a new cloud platform
- Conducted a Cyber Security Assessment with ACSI
- Strengthened the Cyber Security Response Plan
- Implemented Sophos cyber security training sessions for staff and member library staff with Marigold email addresses

IT staff completed **1,375 tickets** and conducted **961 remote support sessions** for a total of **842 hours**. Marigold's Zoom subscription was used **300 times** for member library board meetings and virtual programs. Each member library received a spending credit of **\$1,000** through the IT Capacity Fund to acquire computer

equipment. Marigold spent **\$121,149.85** on member libraries in 2021 for IT equipment, including the IT Capacity Fund.

### IT OPERATIONS

**In 2021, Marigold IT staff was tasked with the smooth transition of IT services and infrastructure to the new Marigold headquarters building.**

- Learned new networking hardware and engineered a new configuration for the new building
- Investigated and acquired new equipment
- Implemented new phone system
- Completed hybrid environmental set-up with Microsoft; transitioned all users to cloud emails without interruptions of service
- Integrated eCommerce with TRACpac patron accounts at several libraries

### WEBSITE DEVELOPMENT

Marigold continues to work together with MUGO programmers to improve and enhance the Marigold and member library websites. Improved 'Events' function on the website.



Marigold's IT staff now have a staging area to operate with more ease and efficiency.



## BIBLIOGRAPHIC SERVICE ENHANCEMENTS

- Implemented new bibliographic workflows and equipment in the new building with minimal disruption to library service
- Provided quality cataloguing services to increase visibility of library materials
- Staff participated in SQL training and used this new expertise to create and implement a workflow solution that saved the Shipping and Receiving department time and money. It also allowed Marigold to make the most efficient use of the new Automated Sortation System.
- Designed and delivered unique reports to help member libraries manage collections and inventory
- Collaborated with Marigold Consultants to expedite material selection for member libraries

## PURCHASING PROGRAM

Member libraries received savings of **\$12,165.47** and Marigold HQ saved **\$7,411.48**. Staff sourced, ordered and delivered supplies from preferred vendors. Twenty-nine member libraries participated in this reimbursement program last year with 773 supply orders filled. Benefits include:

- Convenience, cost savings and no shipping costs on many items
- Marigold has preferred pricing because of long-time vendor relationship and membership in Calgary and Area Public Purchasing Group (PPG)

## SERVICES & PROGRAM SUPPORT

Marigold provides and supports year-round programming, pays for eResources, and takes part in outreach initiatives to issue library cards and promote library services.

- Arranged **Story Walks** so that libraries could post outdoor venues to promote reading and literacy
- Coordinated with vendors to assist Chestermere Library in purchasing Parenting to Go and Inclusivity Collection items
- Relaunched ILL support for member libraries and patrons, including a manual and training webinar for member libraries

## SHIPPING & RECEIVING, DELIVERIES

- Purchased, installed, programmed and arranged for the training of a Lyngsoe Automated Sortation System
- Coordinated, implemented and presented results of the GIS Spatial Analysis by the University of Southern Illinois. Rewards include immediate and long-term cost savings in van delivery services
- Revamped delivery routes to accommodate greater volume and more delivery stops; ie. Bragg Creek

# LIBRARY USE STATISTICS

2021 library use statistics gathered from TRAC, demonstrate the continued usage and importance of public libraries in Marigold

**Marigold library cards** (people/family) **110,331 (-1.85%)**

**Items loaned** **1,685,492 (+17.54%)**  
Items loaned to Marigold cardholders

**Library items** **1,184,272 (+35.08%)**  
Items loaned and borrowed between libraries

**eBooks borrowed** **328,565 (+3.8%)**  
OverDrive & Cloud Library

**TRACpac online catalogue** **3.2 Million**  
Items available in the TRACpac online catalogue

**TRACpac online activity** **13 Million**  
Page views of TRACpac online catalogue

# eRESOURCE STATISTICS

Marigold patrons have access to a wide variety of digital content, including online books, magazines, music and videos



**eBooks & eAudio Books 332,399**

OverDrive & Cloud Library: 328,565 borrowed  
Tumblebooks: 3,834 accessed

**Music Downloads & Streaming 157,236**

Freegal: 24,362 downloads  
Freegal: 132,874 streamed

**eNewspapers 93,925**

PressReader: 93,925 online views

**eMagazines 17,882**

RBDigital: 14,399 downloads  
Flipster: 2,397 downloads  
Flipster: 1,086 views

**Movies, TV Shows, Music, eBooks/eAudio, Comics Streaming Service 25,566**

Hoopla: 25,566 items downloaded and streamed

**Curriculum Support 17,961**

Solaro: 17,961 uses (content, quizzes and tests)

**Tutorials 15,457**

Niche Academy: 14,997 views  
LinkedIn Learning: 460 views  
LinkedIn Learning: 520 courses completed

**Online Records 72,711**

Ancestry: 72,711 searches, citation images and text accessed



**PROJECT  
LAUNCH**

Marigold's Automated Sortation System

## EXTENDING LIBRARY SERVICE

### **BRAGG CREEK LIBRARY LENDING LOCKERS**

Marigold played a significant role in bringing library lending lockers to the Bragg Creek area—a collaboration between Marigold Library System, The Cochrane Public Library, Rocky View County and the Bragg Creek Community Centre. Over the past year, Marigold staff participated in vendor negotiations, assisted with installation and resolved technical issues, managed lockers to assign holds, registered new users, created a website forum for membership applications, assisted with the set-up and preparation of signage and participated in the launch party at Bragg Creek Community Centre. The 29 lockers have been in operation since April 2021 and are well used. The Community Centre also houses a 'Take One, Leave One' collection supplied with donations from the Cochrane Public Library.



### **LANGDON**

Last year, Marigold supported the Langdon Library Society in their vision of bringing a community library to Langdon. Marigold contributed to the Business Case and prepared a draft operating budget, provided support and advice for the Langdon Library Society on fundraising, SuperNet, Community Library policies and practices, staffing and more. In addition, Marigold staff attended meetings with the Rocky View County Council and the Administration staff to explain library services, and assisted

with the set-up of the library society. In March 2022, Rocky View County's Recreation Governance Committee approved a hybrid youth Centre and temporary library solution.

### **CEREAL, DELIA AND OKOTOKS**

After the municipality of Cereal dissolved on January 1, 2021, Marigold provided supervision and support to keep the Cereal Library open until the end of May. This included an arrangement with PLSB to provide SuperNet for five months, preparation for the library's closure, and arrangement to transfer Cereal Library assets to storage in Langdon. Cereal now has a book deposit in the local bank. Marigold staff worked together with Delia and Okotoks public library staff for a smooth transition of public library services during their move to their new facilities last year.

### **AUTOMATED SORTATION SYSTEM & GIS SPATIAL ANALYSIS**

Marigold staff is excited about the installation of the Lyngsoe Automated Sortation System. This state-of-the-art machine helps sort over 2.2 million items per year and has already improved ergonomics and workflow for our shipping and receiving staff. Items are now sorted at a much faster rate. (See image above)

Last year Marigold participated in a GIS Spatial Analysis with the University of Southern Illinois. Improved logistics resulted in immediate and long-term cost savings in our van delivery services.

## Marigold Library System Service Video



In 2021, Marigold began working with Focus Communications to create a two-minute video to explain Marigold's purpose, what we do and our service philosophy. The video acts as a promotional tool when presenting to Councillors, Municipal Administration staff, Marigold Board and local board members, member library staff, partners and vendors. The video was completed in early 2022. To view the video, visit this link <https://youtu.be/FC0VNG9xpbQ>.

# NEW HEADQUARTERS BUILDING

After more than a decade of careful planning, attention to budgeting and strong collaborations, Marigold turned their vision of a much-needed, modern, state-of-the-art office facility into a reality.

## NEW HEADQUARTERS BUILDING

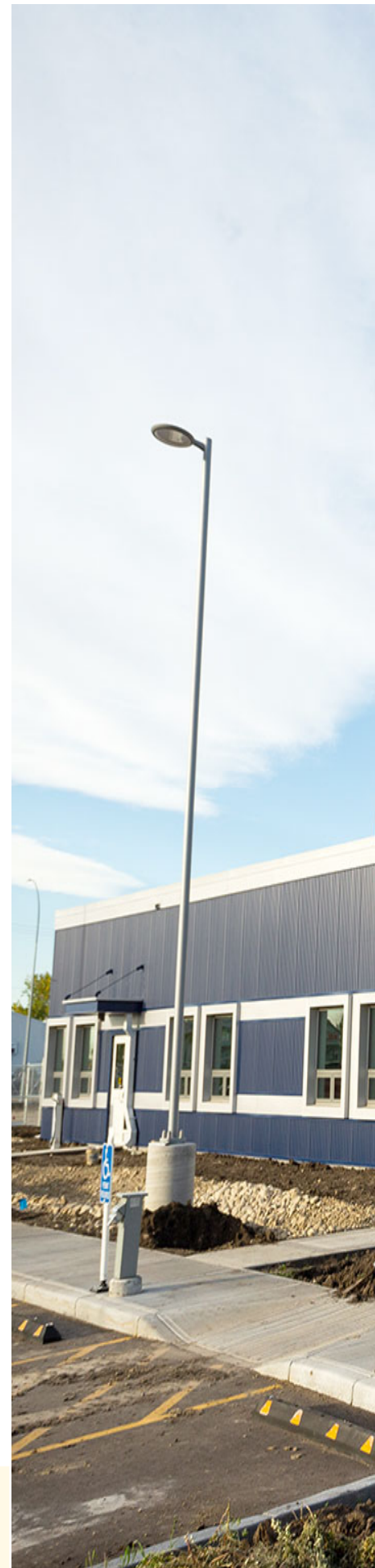
2021 was a historical year for Marigold as construction on the new headquarters building was completed and our staff moved into the new facility. Over the past year we:

- Attended biweekly meetings, coordinated joint decisions and purchases with WID, while communicating with Board members, HQ staff, the Joint Facility Committee, BRZ Partnership Architecture and Lear Construction staff
- Co-ordinated investigation of furnishing and equipment
- Successfully relocated IT servers and network equipment and moved IT SuperNet and IT equipment and network with only a couple hours of downtime
- Launched a “New HQ Transition Committee to engage and collaborate with staff and transition to the New HQ. This included onboarding, orientation and new workflows
- Participated in utilities training
- Prepared and listed the old HQ building and property for sale
- Sourced and prepared artwork and a large map of Marigold’s service area in our entry way
- Staff moved into their offices and workspaces in late September 2021
- Started hosting tours for local, provincial and federal politicians as well as former staff members and new Board members.

The new facility’s open concepts allows our staff to continue working together while practicing safe distancing; the new automated sortation system and ergonomic furniture means we can work more efficiently and safely; raised access floor in the open workspace makes it easy to access wires and cables without presenting a tripping hazard; staff have large, bright modern workspaces; the IT department now has enough room to store and stage IT equipment; a large yard and delivery bays make it easy for our drivers and shipping and receiving staff to load and unload thousands of items; and a beautiful shared common area means Marigold can now host large meetings and events.

Marigold maintained an excellent working relationship with WID that benefited us with shared staff and Board expertise and cost-sharing. We received solid support from the Town of Strathmore Councillors, Administrative and Planning departments and Wheatland County. Throughout construction, Marigold worked collaboratively with our construction company, Lear Construction Management Ltd., as well as many trades, consultants and service providers. Most importantly, our Executive and Board members never wavered in their support and belief in turning our shared vision into a reality.

**The New HQ publication** detailed our construction process. The reports can be found on our website: [www.marigold.ab.ca](http://www.marigold.ab.ca)



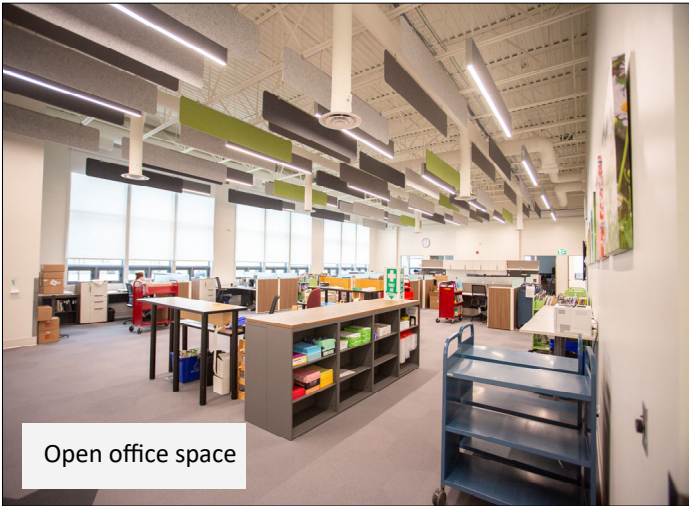




# NEW HQ BUILDING



# NEW HQ FACILITY



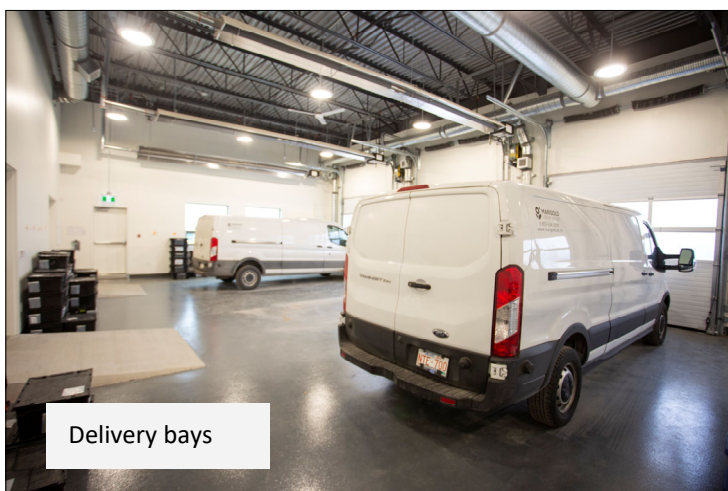
Open office space



Direct Services and Kits and Games



IT Staging area



Delivery bays



Entry space





Automated Sortation System



Automated Sortation System



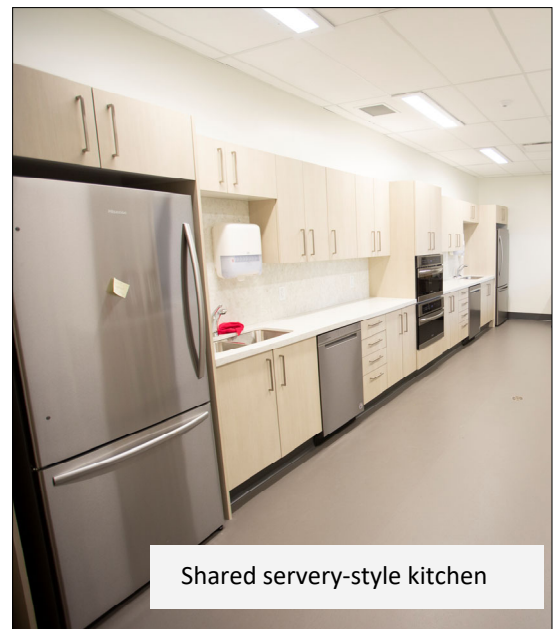
Meeting room



IT Bay



Shared Common area



Shared servery-style kitchen



## MARIGOLD LIBRARY SYSTEM CONFERENCE

Winners were announced at the first virtual Marigold Library System Conference on May 12, 2021. A total of **537** registrants from across Canada and beyond were in attendance.



## RECOGNIZING OUR LIBRARIES

Photo: Participants of the Delia Municipal Library's **Family Reading Challenge Book & Pizza**. The Delia Municipal Library was the winner of the Making a Difference Award in the small library category. One library won for each category: Large, medium and small. Marigold also awarded three libraries with honourable mentions.

*Photo Submission: Delia Municipal Library*





# MAKING A DIFFERENCE AWARD

Marigold’s **Making a Difference Award** recognizes and celebrates excellence and innovation in library service. The award acknowledges member libraries that have displayed excellence in programming, outreach, advocacy and public relations, and partnerships. A winner and honourable mention from a small, medium, and large library were chosen by the Marigold Advocacy Committee.

## WINNERS

## HONOURABLE MENTION

LARGE  
BASED ON POPULATION

### Canmore Public Library

The Canmore Public Library took their motto, ‘Books and Beyond’ to a new meaning with their **Appreciation Convoy**, by organizing a parade that brought cheer and appreciation to their local health care workers, seniors and the community. Police, Town Bylaw and the Fire Department were all part of the initiative. The library was able to connect with their patrons and community partners and found a creative way to thank first responders and health care workers.

### Cochrane Public Library

**Zoom for Seniors**—a program organized by the Cochrane Public Library—helped seniors affected by isolation, lockdown and social distancing by identifying technology barriers and offering a program to teach digital literacy and computer skills. The program helped mitigate the social isolation individuals experienced during the pandemic and taught them valuable skills.

MEDIUM  
BASED ON POPULATION

### Irricana & Rural Municipal Library

The Irricana & Rural Municipal Library’s **Virtual Alberta Culture Days Celebration**, utilized social media to highlight the wide-ranging talents of 66 community members through a virtual showcase talent show. The feedback afterwards proved how important the connection amongst community members was during the pandemic.

### Town of Oyen Library

The Town of Oyen Library partnered with the Alberta Health Services Mental Health Capacity to create **Family Grab & Go Packs**. The themed and customized packs contained library books for all ages, a craft and mental health activity sheets. The initiative inspired a love for literacy and garnered a lot of attention from the community.

SMALL  
BASED ON POPULATION

### Delia Municipal Library

Delia Municipal Library jumped into action with their **Pivoting Programs During the Pandemic** initiative, to provide virtual programs to their community. The library partnered with other community organizations to provide online and outdoor spaces for their community to gather and engage in the library. Some programs included To-Go Craft, in-person Scholastic Book Fair for students, a virtual fair for parents and family reading challenges.

### Millarville Community Library

The **Safe Outdoor Summer Program** at the Millarville Community Library provided a safe place within the community during the pandemic. The library provided a space for children to move, create, learn and safely interact socially by partnering with other community organizations and offering crafts, science experiments, story times and theatre productions.

# INDIGENOUS RELATIONS



With money from Alberta Government's Grant for Public Library Service to Indigenous Communities, Marigold is able to provide essential public library services to two First Nations reserves—Stoney Nakoda and Siksika Nation.

Because of COVID-19 gathering restrictions that continued for much of 2021, Marigold faced challenges in providing many in-person programming and outreach opportunities for the Siksika and Stoney Nakoda First Nations Reserves last year. The Nations minimized guests and visitors to ensure the safety of their residents and to control the number of COVID cases.

## OUTREACH EFFORTS

Marigold's Indigenous Outreach Specialist Rose Reid continued to cultivate and strengthen relationships with community members, Elders and institutions on the Stoney Nakoda Nation. Rose made efforts to be onsite at the Three Bands Reading Room—similar to a Marigold Book Deposit— to interact with residents, advocate library services and issue or renew cards. She also participated regularly in the virtual Stoney Nakoda Language classes provided by Edmonton Public Library in partnership with the Canadian Native Friendship centre. Discussions have also taken place with the Rotary Club of Canmore Indigenous Action Group to pay and install a Story Walk at the Nakoda Elementary School.

Following the discovery of the remains of former residential school students in Kamloops, Rose was asked to join Stoney Nakoda Nation residents in creating a memorial for the 215 children. Participants placed teddy bears along the fences bordering the Stoney Nakoda Nation off of Highway 1.

Marigold regularly promotes eResources to a variety of groups on the Stoney Nakoda Nation and at Old Sun College and some of the schools on the Siksika Nation. The Stoney Nakoda Library News Facebook site continues to be viewed by hundreds of people and now has more than 230 members, some who have started to share their own original content to the page. Rose also wrote a number of articles for the Marigold eNewsletter to raise awareness of Truth and Reconciliation Calls to Action and other related Indigenous topics.

Rose Reid and Marigold Library Services Consultant Kim Visser participated in the provincial Voices of the Land Steering Committee. Voices of the Land is a digital space to share learning, understanding and celebration of Indigenous Peoples.

Marigold continued to connect and build relationships with Siksika Nation. Work began to create an MOU between the Marigold Library Board and the Town of Strathmore Library Board for the Strathmore Municipal Library to play a bigger role in the relationship development and delivery of programming to the Nation. Marigold has also connected with the Town of Strathmore Indigenous Liaison, Astokomii Smith.



Photo Submitted: Taylor Crowspreadshiswings and her daughter Heavenly are Indigenous dancers from Stoney Nakoda Nation and were featured in one of Rose Reid's articles for the Marigold eNewsletter.

# STONEY NAKODA & SIKSIKA NATIONS

# FINANCIAL OVERVIEW

The Annual Report provides information regarding Marigold’s financial situation for the purpose of providing quality services and ongoing operations.

## EXPENSES 2021: \$5,635,061

### Salaries & Benefits

Marigold employs 29 staff (26.40FTE) who organize and deliver direct services to member libraries and residents. This category includes salaries, employee benefits, payroll expenses, and training & development

**40%**

### Materials & Delivery

Books & AV, World Language, paperbacks & shared collections, professional collection & subscriptions, large print, Audiobooks, electronic resources, delivery, processing for shelf-ready content

**23%**

### Transfer Payments

Cash payments to help with resource sharing expenses at member libraries; funding comes from Rural Library Services Grant and from Marigold operating revenues

**13%**

### TRAC

Library Management System licenses and support (Polaris), eBook purchases (per capita costs based on population)

**4%**

### Computers

Computer network & license applications, equipment and maintenance agreements

**4%**

### Building

Caretaking, insurance, maintenance, landscaping, utilities, furniture and equipment

**3%**

### Other Expenses

Professional fees, travel and meetings, supplies, programs, amortization, memberships, marketing, postage, freight, Board expenses

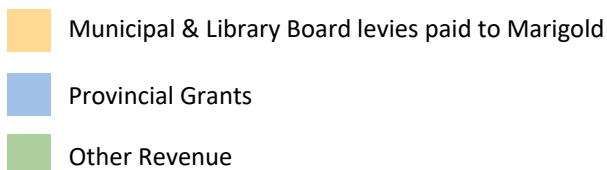
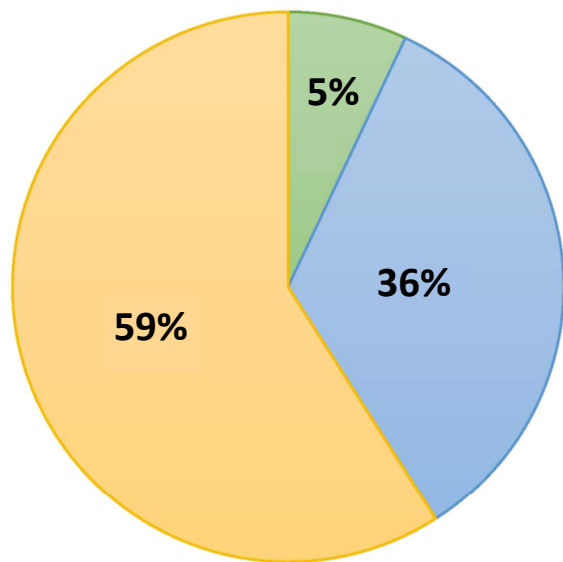
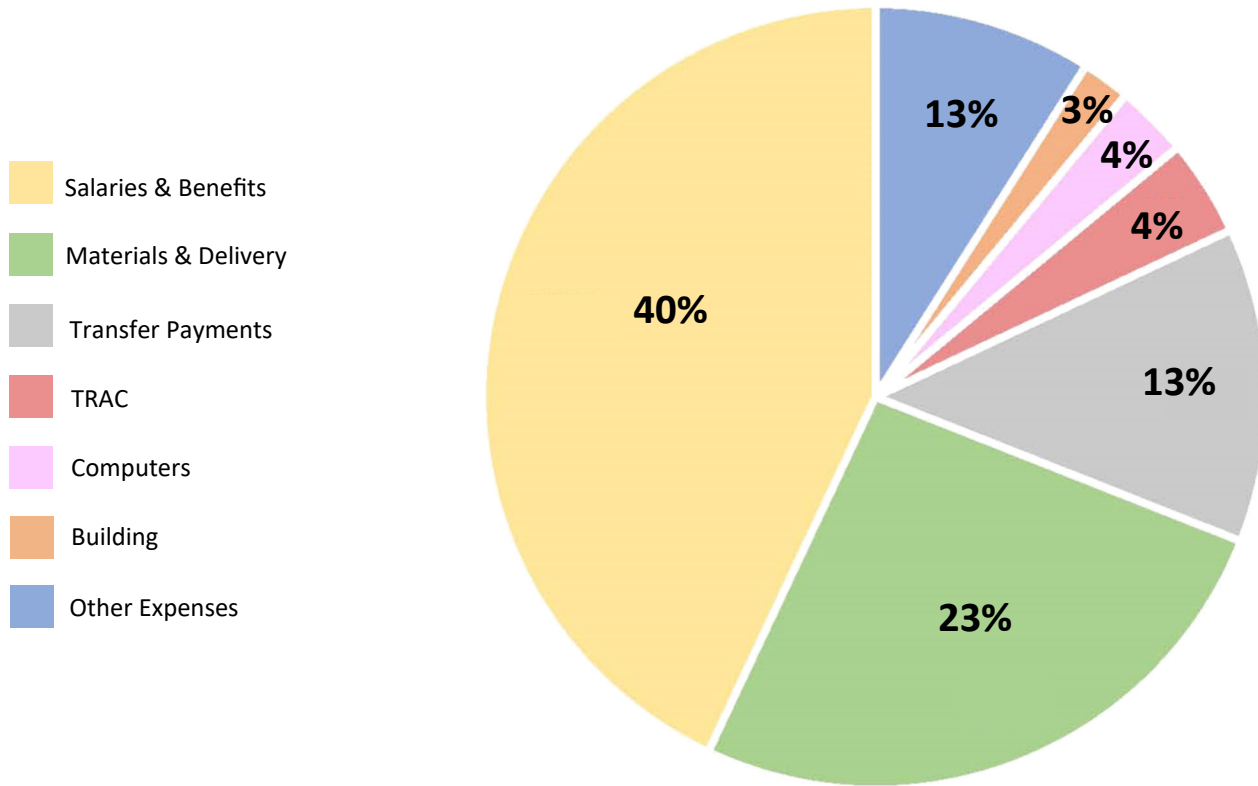
**13%**

**Complete Financial Statements are available upon request.**

Access Marigold’s 2021 Audited Financial Statements at [marigold.ab.ca/About-Us/financial](http://marigold.ab.ca/About-Us/financial)

# FINANCE





## REVENUE 2021: \$5,745,127

### Municipal and Library Board levies paid to Marigold

- **\$6.24 per capita** — Municipalities with library boards
- **\$10.74 per capita** — Municipalities without library board
- **\$4.50 per capita** — Library Board

59%

\*all based on 2021 official population from the Alberta Government (Treasury)

### Provincial Grants

- **\$4.70 per capita** — **Library System Board Operating Grant** to run System & provide services (based on 2016 official population)
- **\$5.55 per capita Rural Library Services Grant** — for population in rural municipalities without library boards where Marigold is the governing board (based on 2016 official population) and redistributed to Marigold Libraries as Services Grants
- **\$10.25 per resident** — **Indigenous Project Grant** (Stoney Nakoda & Siksika Nations) based on 2016 population reserves

36%

### Other Revenue

Interest, Donations, Contracts and Sales, Grants

5%

# ADVOCACY & COMMUNICATIONS

Advocacy is a priority at Marigold to keep our member municipal councils and local library boards informed about our purpose, services, library use trends and new facility plans.

## TRUSTEE ORIENTATION

- Six **Marigold Board orientations** with CEO Michelle Toombs and Deputy CEO Laura Taylor; Cochrane, Trochu, Three Hills, Banff, Canmore and Okotoks

## NEW BUILDING TOURS

- Five newly elected and appointed Trustees toured and received an orientation at the new Marigold headquarters facility
- Michelle Toombs, Laura Taylor, Marigold Library Board Chair Lynda Lyster and Marigold Library Board Vice Chair John Getz provided Bow River MP Martin Shields and his staff with a tour of Marigold’s new building on October 28
- In 2021, Marigold welcomed back former staff to see the new facility. The visit included Norma Hutchinson, Margaret Newton, Sandy Watson and Nicole Dunnewold

## SAIT LIBRARY INFORMATION TECHNOLOGY PROGRAM

Marigold CEO Michelle Toombs and Marketing and Communications Specialist Miriam Thompson provided

SAIT students with a video tour of the Marigold building followed by an online discussion.

## STAFF PRESENTATIONS

- Bibliographic Services Manager Jessie Bach described the inner workings of the bibliographic services department to the Marigold Library Board in November
- Marigold Library Services Consultants Kristine Den Boon and Kim Visser told the Board all about the work that goes into their job at the August meeting

## SPREADING THE WORD

**2021 Alberta Municipal Election:** Michelle Toombs and Miriam Thompson created a Tool Kit to send to member libraries for the municipal elections last year. The Advocacy Committee provided input and direction.

**Marigold Promotion:** Marigold regularly shares photos, videos and documents with our Board and stakeholders. Our website is maintained on an ongoing basis and we cultivate relationships with local media through interviews, providing content, press releases and photographs.

# HEALTH AND SAFETY

- No major safety incidents and no traffic accidents
- Workplace Health and Safety Committee met three times
- Continuous advocacy and training for a highly effective health and safety culture at Marigold
- Information and consultation on COVID precautions, mental health training, office ergonomics and working from home health precautions
- Arranged for all HQ staff to participate in First Aid training
- Updated the Emergency Response Manual
- OHS training video prepared and shared with member library staff
- Marigold Administrative Assistant & HR Coordinator Nora Ott assisted member libraries with OH&S materials, information, and standards advice.

**Canadian Occupational Health and Safety legislation requires employers to have a health and safety program in their workplace.**



# CONSORTIA PARTNERS

## BEHIND THE SCENES WITH OUR CONSORTIA PARTNERS



### The Regional Automation Consortium

TRAC is a society in good standing that finances and supports a shared catalogue, integrated library system, shared eResources, and online customer conveniences. The four regional library systems (Peace Library System, Northern Lights Library System, Yellowhead Regional Library, and Marigold Library System) are members of TRAC, with 180 libraries across Alberta. Members collaborate to develop new online library services, as well as the TRACpac online catalogue and TRACpac app.

#### Advisory Council

- Meets once per year with representatives from up to three member libraries from each of the four partner library systems, as well as directors and staff. There was no meeting in 2021

PSG met via videoconference to:

- Ensured procedures are in place for effective daily operations and circulation activities of member libraries
- Encouraged discussion and development of customer-centered projects that positively affect library services
- Formed working groups for collaborative training and eContent selection

TRAC Advisory Council

TRAC Directors

#### TRAC Directors

Met by videoconference:

- Approved budget, TRAC levy
- Met with Innovative Interfaces Inc (Polaris software provider)
- Negotiated with Overdrive (eBooks and eAudio books) and Parkland Regional Library System to share digital collections
- Created a TRAC policy to be prepared for a member library withdrawal

# ACCESS

Nearly 13 million page views for the TRACpac catalogue and TRACpac app

tracpac.ab.ca  
mobile friendly  
access to 3.25 million items

... search for, order and renew library materials  
... see bestsellers and other lists to find great books and audiovisual materials  
... access downloadable eBooks and Audiobooks  
... search through a wide variety of eResources

Bibliographic Services Group (BSG)

BSG met by videoconference to:

- Reviewed workflows in key areas of cataloguing and acquisitions to create the most efficient use of ILS (Polaris)
- Enhanced discoverability with 'patron first' cataloguing practices in library catalogue
- Collaborated on decolonizing subject headings and catalogue descriptions

Systems Administrators Group (SAG)

#### SAG

Met via videoconference or teleconference:

- Reviewed library services workflows in system administration to create the most efficient use of all technology in TRAC
- Shared technology innovations and experiences to extend and/or enhance library service
- Ensured best practices have been developed and are being followed by end users

Public Services Group (PSG)

# BEYOND OUR ORGANIZATION

**Our staff take an active role with other boards and organizations throughout Alberta.**

**TRAC**—Marigold CEO Michelle Toombs continued her role as president of The Regional Automation Consortium (TRAC). Marigold staff members that were a part of TRAC working group leaders: Jessie Bach, Kristine den Boon and Richard Kenig.

**TAL**— Deputy CEO Laura Taylor was the Chair of The Alberta Library Licensing Committee. The committee was disbanded in October 2021.

**Polaris Idea Lab**— Lynne Price and Jessie Bach are moderators, and library management software functionality reviewers and enhancement promoters.

**PCP**— Accounting Administrator Alida Pituka maintained her Payroll Compliance Practitioner (PCP) designation with the Canadian Payroll Association.

**LISAA**—Kristine Den Boon served as the Administrative Officer for the Library and Information Studies Alumni Association Executive (LISAA).

**Provincial Decolonizing Description Working Group**—Jessie Bach contributed to PLSB initiative to update language in online catalogues, especially for Indigenous People.

**Voices of the Land Steering Committee**— Indigenous Outreach Specialist Rose Reid and Library Services Consultant Kim Visser participate in this digital platform to understand and celebrate Indigenous Peoples.

## RELATIONSHIPS & COLLABORATIONS

### Enhancing collaborations within and outside of Alberta

#### Partnerships inspire innovative services

- Calgary & Area Public Purchasing Group (PPG)
- The Alberta Library (TAL)
- The Regional Automation Consortium (TRAC) - Marigold, Peace and Yellowhead library systems
- Town of Strathmore and Wheatland County
- Western Irrigation District (WID)
- Innovative Interfaces

#### National and international connections

- American Library Association (ALA)
- Innovative Users Group (IUG)
- Library Association of Alberta (LAA)
- Alberta Trustee Association (ALTA)
- Foothills Library Association (FLA)
- Alberta Association of Library Technicians (AALT)
- Alberta Public Library Administrator’s Council (APLAC)
- Canadian Federation of Library Associations (CFLA)
- Library Association of Alberta (LAA)
- Alberta Municipalities (AM, formerly AUMA)
- Rural Municipalities of Alberta (RMA)

# Canmore Public Library

**This report shows the value of services provided annually by Marigold Library System. Canmore Public Library benefits directly through the pooling of revenues so that all Marigold residents have access to all library system resources.**

### Levy Payments

Based on 2019 Municipal Affairs population of 13,992 and Schedule C of the Marigold Agreement for 2021.

	per capita levy	population	contribution
MUNICIPALITY	\$6.24	13,992	\$87,310.08
LIBRARY BOARD	\$4.50	13,992	\$62,964.00

**Total Levy Payments     \$150,274.08**

**Total value of services provided by Marigold     \$252,101.39**

**Note:** Where precise costs per library are known, those dollar amounts are used. Otherwise, totals are divided by members to extrapolate value.

### Services Grant

A Services Grant is paid in three installments to the library board. The amount of the grant is set in the Marigold Board's Transfer Payment Policy and is largely intended to support the sharing of resources within Marigold and TRAC. The amount is reviewed by the Marigold Board each year.

**\$34,980.00**

### IT Capacity Fund

Each member library receives a spending account with Marigold to make IT hardware purchases. This account is established through the IT Capacity Fund Policy and is reviewed by the Marigold Board each year.

**\$1,000.00**

### IT and Network Support

IT support includes HelpDesk assistance, virtual meeting and webinar support, troubleshooting, installations, upgrades and maintenance. Network support includes SuperNet/Internet connectivity, email hosting and cloud-based file storage, file sharing and centralized backup. Wireless software, software licensing and a toll-free telephone system are provided. Polaris library software enables customer service, maintenance of patron accounts, reporting, ordering, circulation of library materials and the online catalogue.

**Note:** Marigold's 2021 annual investment for IT and Network Support is \$299,000. This is the central hub for the delivery of computerized public library service for Marigold member libraries.

IT SITE VISITS - valued at \$250/hour with a 3 hour minimum		\$4,750.00
IT HELPDESK, TROUBLESHOOTING & CONSULTATION	\$	8,318.12
IT EQUIPMENT, SOFTWARE & LICENSING PURCHASES, WIRELESS & MAINTENANCE - \$50,000 replacement cost		\$12,444.01
SUPERNET/INTERNET CONNECTION		\$280.55
POLARIS LIBRARY SOFTWARE - \$950,000+ to replace Polaris		\$2,402.84

**\$28,195.52**



## Materials and Digital Content

The collection distribution schedule in the Collection Management Policy and is reviewed by the Marigold Board each year. Marigold also provides a monthly bestsellers program and an AV supplementary collection beyond the collection distribution total. Because of bulk purchasing, Marigold has access to vendor discounts and discounted freight charges. Patrons have access to over 3.2 million items in TRACpac online catalogue because of Marigold's partnership with three other library systems. Your residents also have access to digital collections including eBooks & eAudiobooks, eMagazines, music, newspapers, early literacy resources, training videos, school curriculum support, and much more.

**Note: Marigold's annual investment of \$1,256,793 for collection materials benefits all residents of Marigold Library System.**

<b>Physical Materials -</b>	
BOOKS - average cost @ \$18.00/item	\$37,980.00
BESTSELLER PROGRAM	\$900.00
SHARED COLLECTIONS & BESTSELLER PROGRAM -@ \$7.50/item	\$2,925.00
AUDIOVISUAL - average cost @ \$30.00/item	\$12,420.00
WORLD LANGUAGES, LARGE PRINT & PROFESSIONAL COLLECTIONS	\$608.30
AV SUPPLEMENTARY COLLECTION	\$857.70
	<hr/>
<b>Digital Content -</b>	
DIGITAL SUBSCRIPTION ACCESS	\$8,150.52
	<b>(\$320,000/year)</b>
eBOOK/eAUDIO PLATFORMS - OverDrive and Cloud Library	\$1,872.09
	<hr/>
	<b>\$65,713.61</b>

Municipal Affairs Department through PLSB (Public Library Services Branch) funds online content for library patrons, including a language learning software (Pronunciator), PressReader (access to 7,000 newspapers from 120+ countries in 60+ languages) and Alberta published eBooks.

## Collection Services

Centralized workflow at headquarters ensures the selection of balanced collections and the quick distribution of materials to member libraries. Professional cataloguing makes it possible for patrons to locate and request print, AV and digital titles in the online catalogue. Physical materials are processed and delivered shelf-ready to member libraries. Processing includes barcoding, plastic covers, repackaging AV materials into durable cases and labeling.

**Note: Marigold invests \$60,000 annually in bibliographic tools and resources to aid in the creation of cataloguing records.**

**\$42,095.28**

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## Professional Consultation

Marigold provides in-person, videoconference, email and telephone consultation for member library staff and board members by Marigold's professional librarians. Visits include: preparation; travel or videoconferencing connection, and follow-up based on each library's unique needs. Major projects completed for libraries include weeding and inventory of library collections. Consultation is valued at \$250/hour with a 3 hour minimum, and often involves more than one staff member.

**\$17,489.15**

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## Insurance

Marigold pays for the insurance on the materials collections housed at member libraries. This amount also includes a portion of the insurance costs of the Marigold Headquarters building.

**Note: Marigold invests over \$48,000 annually for insurance coverage.**

**\$2,149.27**

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## Training for Members

Marigold provides training opportunities for member libraries and patron presentations on topics such as eBooks for Mobile Devices; programming; statistics and reports; use of digital subscriptions; board development; management and leadership; and communications and marketing. Value includes training preparation, travel and follow-up by headquarters staff based on each library's unique needs. In 2021, Marigold staff provided many virtual training opportunities for library staff and trustees including the Marigold Library System Conference.

TRAINING SUPPORT	\$1,668.86
TRAINING SESSIONS & BOARD DEVELOPMENT - valued at \$200/session	\$400.00
MARIGOLD LIBRARY SYSTEM CONFERENCE	\$410.88

**\$2,479.74**

## Delivery Service and Supplies

Van delivery supports resource sharing and connects your library with Marigold headquarters and libraries across Alberta. Three vans and drivers transport interlibrary loans, new materials, supplies, correspondence, kits and games, promotional materials and book recycling. Marigold pays for interlibrary loan costs to borrow items from institutions outside Alberta. Marigold provides supplies to member libraries to support resource sharing (e.g. paper allocation, bins, scotch tape, bubble wrap). Each library receives a minimum of one delivery a week, and 11 libraries receive deliveries twice a week or more.

**Note: Marigold's annual investment of \$63,000 for Delivery Service and Supplies benefit all residents of Marigold Library System. Over 2.2 million items were delivered to member libraries in 2021.**

**\$23,397.64**

## Administrative Costs

Staffing, facility and resources are in place to support member libraries: human resources and financial management; Board training and professional development; building occupancy costs; and memberships to professional organizations. Marigold Board provides governance and direction to the Marigold Library System and acts as the Governing Board for municipalities which do not have library boards.

**\$29,383.20**

## Purchasing Program

Through Marigold's long-standing vendor accounts and participation in the Public Purchasing Group (PPG), Marigold is able to provide bulk discounts on collection items, office supplies, IT equipment, furniture and processing supplies required for the daily operation of your library. Marigold purchases items at request of library staff, receives and delivers the items to the library, and then invoices the library. A total value of \$136,901.73 was purchased on behalf of member libraries.

## Communication and Marketing Support

Marigold provides professional quality publications, displays and marketing software to promote resources, events and services available at the library, and to communicate news to library staff and boards. Marigold also prints custom promotional materials at Marigold on behalf of your library.

**\$3,019.45**

## Services and Programs

- Materials, prizes and support for STEAM programming and the national TD Summer Reading Program including administrative support by Consultants and the summer student. In 2021, 20 virtual and in-person programs were delivered to 128 participants. Several craft and storytime videos were created and made available on Marigold's YouTube channel.
- Marigold develops and implements programming for children, teens and families through the marigoldprograms.ca website.
- Marigold organizes and pays for programming to benefit both the staff and the public. In 2021, several webinars and tutorials were made available to staff, including Keep it Fun! Engage Youth in Your Community with Book Clubs.
- Marigold administers, schedules and delivers kits and equipment to support programs. Libraries may borrow resources such as craft and makerspace kits, travelling book displays, karaoke machine with cds, gaming consoles with games, life size games including Jenga and Kerplunk, board games, and objects like prize wheels and puppet theatres.

\$1,386.64

\$811.89

\$2,198.53

**TOTAL value of services provided by Marigold**

**\$252,101.39**

**TOTAL levy payments from municipality with library board**

**\$150,274.08**

## Marigold Libraries are Thriving. In 2021:

**7,928 People/families from Canmore have library cards registered at Marigold Member Libraries or as L2U patrons**



### ***Your Marigold Trustee...***

Attended **4** of **4** Marigold Board meetings

### ***Across Marigold...***

**110,331** people/families have a library card

**328,565** eBooks borrowed

**1,685,492** items loaned to Marigold cardholders

**4,727** programs with **88,760** participants

**1,184,272** items loaned and borrowed between libraries

**3.2+ million** items available in TRACpac online catalogue

**12+ million** visits to the online library catalogue

GHA

GREGORY  
HARRIMAN  
& ASSOCIATES LLP  
CHARTERED PROFESSIONAL ACCOUNTANTS

**MARIGOLD LIBRARY SYSTEM**

**FINANCIAL STATEMENTS**

**DECEMBER 31, 2021**

**MARIGOLD LIBRARY SYSTEM**

**DECEMBER 31, 2021**

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## INDEPENDENT AUDITORS' REPORT

### To the Board of Marigold Library System:

#### *Opinion*

We have audited the financial statements of Marigold Library System (the System), which comprise the statement of financial position as at December 31, 2021, and the statement of operations and changes in fund balances and cash flows for the years then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Marigold Library System as at December 31, 2021, the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

#### *Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the System in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### *Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements*

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the System's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the System's financial reporting process.

#### *Auditors' Responsibility for the Audit of the Consolidated Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omission, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the System's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the System's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditors' report. However, future events or conditions may cause the System to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

*Gregory, Harriman & Associates LLP*

Strathmore, Alberta  
April 30, 2022

Gregory, Harriman & Associates LLP  
Chartered Professional Accountants

**MARIGOLD LIBRARY SYSTEM  
STATEMENT OF FINANCIAL POSITION  
AS AT DECEMBER 31, 2021**

	OPERATING FUND	CAPITAL FUND	TOTAL
	2021	2021	2020
<b>CURRENT ASSETS</b>			
Cash and Cash Equivalents (Note 4)	\$ 1,669,792	\$ 313,000	\$ 1,982,792
Accounts Receivable	17,242	-	17,242
Goods and Services Tax Receivable	4,521	-	4,521
Prepaid Expenses (Note 5)	165,492	-	165,492
	<u>1,857,047</u>	<u>313,000</u>	<u>2,170,047</u>
<b>TANGIBLE CAPITAL ASSETS, Net (Note 6)</b>	<u>-</u>	<u>7,421,214</u>	<u>7,421,214</u>
<b>INTANGIBLE CAPITAL ASSETS, Net (Note 7)</b>	<u>-</u>	<u>61,606</u>	<u>61,606</u>
<b>TOTAL ASSETS</b>	<u>\$ 1,857,047</u>	<u>\$ 7,795,820</u>	<u>\$ 9,652,867</u>
<b>CURRENT LIABILITIES</b>			
Accounts Payable and Accrued Liabilities (Note 8)	\$ 239,217	\$ 102,544	\$ 341,761
Deferred Revenue (Note 9)	437,061	-	437,061
Current Portion of Capital Lease (Note 10)	-	10,593	10,593
	<u>676,278</u>	<u>113,137</u>	<u>789,415</u>
<b>LONG TERM DEBT</b>			
Obligations under Capital Lease (Note 10)	-	19,729	19,729
Unamortized External Contributions (Note 11)	-	2,460,468	2,460,468
	<u>-</u>	<u>2,480,197</u>	<u>2,480,197</u>
<b>TOTAL LIABILITIES</b>	<u>676,278</u>	<u>2,593,334</u>	<u>3,269,612</u>
<b>FUND BALANCES</b>			
Invested in Capital Assets (Note 12)	-	4,889,486	4,889,486
Internally Restricted (Notes 3, 13)	1,001,467	313,000	1,314,467
Unrestricted	179,302	-	179,302
	<u>1,180,769</u>	<u>5,202,486</u>	<u>6,383,255</u>
<b>TOTAL LIABILITIES AND FUND BALANCES</b>	<u>\$ 1,857,047</u>	<u>\$ 7,795,820</u>	<u>\$ 9,652,867</u>
<b>ECONOMIC DEPENDENCE (Note 2)</b>			
<b>SUBSEQUENT EVENTS (Note 17)</b>			

Approved by: M.S. Kretznic Director J. D. Syster Director Chair

The accompanying notes form an integral part of these financial statements.  
Gregory, Harriman & Associates LLP

**MARIGOLD LIBRARY SYSTEM**  
**STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES**  
**FOR THE YEAR ENDED DECEMBER 31, 2021**

	2021	2021	2021	2021	2020
	OPERATING FUND	CAPITAL FUND	INTERNALLY RESTRICTED	TOTAL	TOTAL
<b>REVENUE</b> (Schedule 1)	\$ 5,573,885	\$ 171,242	\$ -	\$ 5,745,127	\$ 5,710,226
<b>EXPENSES</b> (Schedule 2)	5,301,716	333,345	-	5,635,061	5,315,853
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES</b>	272,169	(162,103)	-	110,066	394,373
Direct Increase in Capital Fund (Note 11)	-	571,556	(571,556)	-	-
Transfers (from) to Reserves (Note 13)	70,000	3,446,333	(3,516,333)	-	-
Interfund Transfers (Note 15)	(339,671)	339,671	-	-	-
	2,498	4,195,457	(3,516,333)	681,622	394,373
Fund Balances, beginning of year	176,804	694,029	4,830,800	5,701,633	5,307,260
<b>FUND BALANCES, END OF YEAR</b>	<b>\$ 179,302</b>	<b>\$ 4,889,486</b>	<b>\$ 1,314,467</b>	<b>\$ 6,383,255</b>	<b>\$ 5,701,633</b>

**MARIGOLD LIBRARY SYSTEM**  
**STATEMENT OF CHANGES IN FUND BALANCES**  
**FOR THE YEAR ENDED DECEMBER 31, 2021**

	<u>2021</u>	<u>2021</u>	<u>2021</u>	<u>2021</u>	<u>2021</u>	<u>2020</u>
	Total	Capital Internally Restricted	Operating Internally Restricted	Operating Unrestricted	Total	Total
FUND BALANCES, beginning of year	\$ 694,029	\$ 3,759,333	\$ 1,071,467	\$ 176,804	\$ 5,701,633	\$ 5,307,260
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES	(162,103)	-	-	272,169	110,066	394,373
DIRECT INCREASE IN CAPITAL FUND (Note 11)	571,556				571,556	
INTERFUND TRANSFERS (Note 15)	3,786,004	(3,446,333)	(70,000)	(269,671)	-	-
FUND BALANCES, end of year	<u>\$ 4,889,486</u>	<u>\$ 313,000</u>	<u>\$ 1,001,467</u>	<u>\$ 179,302</u>	<u>\$ 6,383,255</u>	<u>\$ 5,701,633</u>



**MARIGOLD LIBRARY SYSTEM  
STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED DECEMBER 31, 2021**

	OPERATING ACTIVITIES		FINANCING & INVESTING		TOTAL	
	Operating Fund	2021	Capital Fund	2021	2021	2020
<b>SOURCES OF CASH AND CASH EQUIVALENTS</b>						
Municipal Levies	\$	3,403,388	-	\$	3,403,388	3,403,388
Grants		1,953,636	-		1,953,636	1,919,047
Other Contributions		2,272	-		2,272	90,675
Reimbursements		234,738	-		234,738	147,158
Investment Income		29,712	-		29,712	76,677
		<u>5,623,746</u>	<u>-</u>		<u>5,623,746</u>	<u>5,636,945</u>
<b>USES OF CASH AND CASH EQUIVALENTS</b>						
Purchases and Salaries		(5,238,914)	170,576		(5,068,338)	(5,194,791)
Purchase of Capital Lease		-	-		-	43,328.00
Purchase of Tangible Capital Assets		-	(3,946,456)		(3,946,456)	(2,404,578)
Repayment of Obligations under Capital Lease		-	(10,124)		(10,124)	(2,884)
		<u>(5,238,914)</u>	<u>(3,786,004)</u>		<u>(9,024,918)</u>	<u>(7,558,925)</u>
<b>NET CASH AND CASH EQUIVALENTS INCREASE (DECREASE)</b>		<u>384,832</u>	<u>(3,786,004)</u>		<u>(3,401,172)</u>	<u>(1,921,980)</u>
Cash and Cash Equivalents, Opening		1,624,631	3,759,333		5,383,964	7,305,944
Interfund Adjustments		(339,671)	339,671		-	-
<b>CASH AND CASH EQUIVALENT CLOSING</b>	\$	<u>1,669,792</u>	<u>313,000</u>	\$	<u>1,982,792</u>	<u>5,383,964</u>
<b>CASH AND CASH EQUIVALENTS REPRESENTED BY:</b>						
Cash (Note 4)		1,669,792	313,000		1,982,792	3,725,093
Redeemable Deposits (Note 4)		-	-		-	1,658,871
<b>TOTAL CASH AND CASH EQUIVALENTS</b>	\$	<u>1,669,792</u>	<u>313,000</u>	\$	<u>1,982,792</u>	<u>5,383,964</u>

The accompanying notes form an integral part of these financial statements.  
Gregory, Harriman & Associates LLP

**MARIGOLD LIBRARY SYSTEM  
SCHEDULE 1 - REVENUE  
FOR THE YEAR ENDED DECEMBER 31, 2021**

	OPERATING FUND		CAPITAL FUND		TOTAL	
	2021	2020	2021	2020	2021	2020
<b>REVENUE</b>						
Municipal Levies	\$ 3,403,388	\$ 3,403,388	\$ -	\$ -	\$ 3,403,388	\$ 3,403,388
Provincial Grants	1,851,329	1,850,585	169,254	-	2,020,583	1,850,585
Indigenous Grant	93,624	93,624	-	-	93,624	93,624
Adjustment for Deferral - Indigenous Grant	(24,642)	(10,634)	-	-	(24,642)	(10,634)
Reimbursements	203,020	175,344	-	-	203,020	175,344
Interest	29,712	67,904	-	-	29,712	67,904
Special Grants	8,682	34,225	1,988	985	10,670	35,210
Other Revenue	8,772	8,428	-	-	8,772	8,428
Member Fees	-	82,181	-	4,196	-	86,377
<b>TOTAL REVENUE</b>	<b>\$ 5,573,885</b>	<b>\$ 5,705,045</b>	<b>\$ 171,242</b>	<b>\$ 5,181</b>	<b>\$ 5,745,127</b>	<b>\$ 5,710,226</b>

The accompanying notes form an integral part of these financial statements.  
Gregory, Harriman & Associates LLP

**MARIGOLD LIBRARY SYSTEM**  
**SCHEDULE 2 - EXPENSES**  
**FOR THE YEAR ENDED DECEMBER 31, 2021**

	OPERATING FUND		CAPITAL FUND		TOTAL	
	2021	2020	2021	2020	2021	2020
<b>EXPENSES</b>						
Salaries and Wages	\$ 1,986,003	\$ 2,056,396	\$ -	\$ -	\$ 1,986,003	\$ 2,056,396
Materials	1,310,144	1,293,263	-	-	1,310,144	1,293,263
Transfer Payments	669,390	672,490	-	-	669,390	672,490
Employee Benefits and Payroll Expenses	308,038	292,459	-	-	308,038	292,459
The Regional Automation Consortium Funding (Note 14)	206,760	194,330	-	-	206,760	194,330
Reimbursed Purchases and Expenses	203,020	175,339	-	-	203,020	175,339
Equipment	156,356	122,116	-	-	156,356	122,116
Building	139,441	76,008	-	-	139,441	76,008
Network	71,488	68,681	-	-	71,488	68,681
Delivery	58,670	50,773	-	-	58,670	50,773
Supplies	45,860	75,059	-	-	45,860	75,059
Travel and Meetings	29,643	27,563	-	-	29,643	27,563
Professional Fees	26,915	27,059	-	-	26,915	27,059
Programs	23,526	43,095	-	-	23,526	43,095
Training and Development	20,766	8,051	-	-	20,766	8,051
Marketing	16,078	14,666	-	-	16,078	14,666
Memberships	14,618	14,879	-	-	14,618	14,879
Miscellaneous	9,235	-	-	-	9,235	-
Bank Charges	3,924	2,429	-	-	3,924	2,429
Postage and Freight	1,841	1,609	-	-	1,841	1,609
Amortization	-	-	330,271	82,294	330,271	82,294
Loss on Disposal of Capital	-	-	3,074	17,294	3,074	17,294
<b>TOTAL EXPENSES</b>	<b>\$ 5,301,716</b>	<b>\$ 5,216,265</b>	<b>\$ 333,345</b>	<b>\$ 99,588</b>	<b>\$ 5,635,061</b>	<b>\$ 5,315,853</b>

**MARIGOLD LIBRARY SYSTEM**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**DECEMBER 31, 2021**

**1) Purpose of the Organization**

Marigold Library System ("System") is a library resource and information centre established for all participating residents of the System. The Board of Management of the Marigold Library System is established by virtue of the Alberta Libraries Act.

**2) Economic Dependence**

The System is dependent on contributions from the Province of Alberta in order to continue operations.

**3) Significant Accounting Policies and Reporting Practices**

*Basis of Presentation*

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNFPPO).

*Basis of Accounting*

Marigold Library System follows the restricted fund method of accounting for contributions.

The Operating Fund accounts for revenue and expenses relating to the organization's program delivery and administrative activities.

The Capital Fund reports the assets, liabilities, revenue and expenses related to the organization's capital assets.

*Revenue Recognition*

Restricted contributions related to general operations are recognized as revenue of the Operating Fund in the year in which the related expenses are incurred. All other restricted contributions are recognized as revenue of the Capital Fund.

Unrestricted contributions are recognized as revenue of the Operating Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Externally restricted non-capital contributions are deferred and recognized as revenue in the year when the related expenses are incurred.

Externally restricted capital contributions are recorded as deferred capital contributions until the amount is invested in capital assets. Amounts invested representing externally funded capital assets are then transferred to unamortized external capital contributions. Unamortized external capital contributions are recognized in the periods in which the related amortization expense of the funded capital asset is recorded.

*Internally Restricted Assets*

The Internally Restricted balance is not available for other purposes without the approval of the Board of Directors.

*Cash and Cash Equivalents*

Cash includes cash and cash equivalents. Cash equivalents are investments in GICs and are valued at cost plus accrued interest. The carrying amounts approximate fair value because they have maturities at the date of purchase of less than 90 days.

*continues...*

**MARIGOLD LIBRARY SYSTEM  
NOTES TO THE FINANCIAL STATEMENTS  
DECEMBER 31, 2021**

**3) Significant Accounting Policies and Reporting Practices (continued)**

*Tangible Capital Assets*

Purchased tangible capital assets are recorded at cost. Contributed tangible capital assets are recorded at fair market value at the date of contribution. Additions to the organization's tangible capital assets are recognized for expenditures in excess of \$2,000 with a useful life beyond two years.

All tangible capital assets are amortized at fixed rates applied to diminishing balances. The rates can be summarized as follows:

Buildings	4%
Computer Equipment	55% and 100%
Data Network Infrastructure Equipment	30%
Under Capital Lease	20%
Furniture and Equipment	20%
Automotive Equipment	30%

Amortization expense is reported within the Capital Fund.

The half year rule is in effect in the year of acquisition. No amortization is taken in the year of disposition or if the asset is not ready for use.

*Intangible Capital Assets*

Intangible capital assets are recognized at cost and amortized on the basis of their useful life using the straight-line method. The rates are summarized as follows:

Website	10 years
---------	----------

Amortization expense is reported within the Capital Fund.

The half year rule is in effect in the year of acquisition. No amortization is taken in the year of disposition or if the asset is not ready for use.

*Capitalized Leases*

A lease that transfers substantially all of the benefits and risks of ownership is classified as a capital lease. At the inception of a capital lease, an asset and a payment obligation are recorded at an amount equal to the lesser of the present value of the minimum lease payments and the property's fair market value. All other leases are accounted for as operating leases and rental payments are expensed as incurred.

*Contributed Materials and Services*

An undeterminable amount of materials and volunteer services are contributed in order to assist the System in carrying out its library services. Because of the difficulty in determining their fair value, contributed materials and services are not recognized in the financial statements.

*Income Taxes*

As a registered not-for-profit organization, the organization is exempt from paying income taxes under Section 149(1)(f) of the Income Tax Act (Canada).

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**MARIGOLD LIBRARY SYSTEM  
NOTES TO THE FINANCIAL STATEMENTS  
DECEMBER 31, 2021**

**3) Significant Accounting Policies and Reporting Practices (continued)**

*Government Assistance*

Funding to finance operating expenses is provided by Municipal Levies, First Nations Grant and Province of Alberta Library Service Grant. This funding is recorded as revenue when earned in the Statement of Operations.

*Foreign Currency Translation*

All assets and liabilities of operations denominated in currencies other than Canadian dollars have been translated into Canadian dollars at the rate of exchange in effect at the balance sheet date. Gains and losses resulting from the translation of assets and liabilities are reflected in net income.

Revenue and expense accounts are translated at the average rates of exchange prevailing during the period.

*Library Books and Periodicals*

All books and periodicals purchased as library stock are expensed in the year of acquisition. Management believes that this accounting policy best matches the services potential of these acquisitions to the period of substantial benefit.

*Financial Instruments*

The organization initially measures its financial assets and financial liabilities at fair value, except for certain non-arm's length transactions. The organization subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments in equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in net income.

**4) Cash and Cash Equivalents**

	<u>2021</u>	<u>2020</u>
<b>Operating</b>		
Bank	\$ 1,669,592	\$ 1,624,431
Petty Cash	200	200
	<u>\$ 1,669,792</u>	<u>\$ 1,624,631</u>
<b>Capital</b>		
Bank	\$ 313,000	\$ 2,100,462
Deposit Accounts	-	1,658,871
	<u>\$ 313,000</u>	<u>\$ 3,759,333</u>
<b>Total</b>	<u>\$ 1,982,792</u>	<u>\$ 5,383,964</u>

**5) Prepaid Expenses**

	<u>2021</u>	<u>2020</u>
<b>Operating</b>		
Electronic Resources and Telecommunication	\$ 130,402	\$ 137,548
Other	35,090	53,562
	<u>\$ 165,492</u>	<u>\$ 191,110</u>
<b>Capital</b>		
Prepaid Capital	\$ -	\$ 363,745
<b>Total</b>	<u>\$ 165,492</u>	<u>\$ 554,855</u>

**MARIGOLD LIBRARY SYSTEM  
NOTES TO THE FINANCIAL STATEMENTS  
DECEMBER 31, 2021**

**6) Tangible Capital Assets**

			<b>2021</b>	<b>2020</b>
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
<b><i>Tangible Assets</i></b>				
Buildings	\$ 7,275,441	\$ 994,184	\$ 6,281,257	\$ 2,643,630
Computer Equipment	44,817	44,597	220	589
Data Network Infrastructure Equipment	-	-	-	1,988
Under Capital Lease	43,328	12,132	31,196	38,995
Furniture and Equipment	554,410	104,152	450,258	418,810
Automotive Equipment	278,991	192,264	86,727	123,896
Land	571,556	-	571,556	571,556
<b>Total</b>	<b>\$ 8,768,543</b>	<b>\$ 1,347,329</b>	<b>\$ 7,421,214</b>	<b>\$ 3,799,464</b>

**7) Intangible Capital Assets**

			<b>2021</b>	<b>2020</b>
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
<b><i>Intangible Assets</i></b>				
Website	\$ 86,375	\$ 24,769	\$ 61,606	\$ 70,244
<b>Total</b>	<b>\$ 86,375</b>	<b>\$ 24,769</b>	<b>\$ 61,606</b>	<b>\$ 70,244</b>

**8) Accounts Payable and Accrued Liabilities**

	<b>2021</b>	<b>2020</b>
<b><i>Operating</i></b>		
Trade Payables	\$ 79,582	\$ 101,382
Vacation Payable	57,741	50,669
Wages Payable	42,203	41,721
Credit Card Payable	23,988	19,213
Accrued Liabilities	18,475	18,475
Payroll Remittances Payable	17,228	17,739
	<b>\$ 239,217</b>	<b>\$ 249,199</b>
<b><i>Capital</i></b>		
Trade Payables	\$ 102,544	\$ 295,714
<b>Total</b>	<b>\$ 341,761</b>	<b>\$ 544,913</b>

**9) Deferred Revenue**

	<b>2021</b>	<b>2020</b>
<b><i>Operating</i></b>		
Establishment Grants	\$ 389,293	\$ 389,293
Indigenous Project Funding	47,768	23,126
<b>Total</b>	<b>\$ 437,061</b>	<b>\$ 412,419</b>

Amounts represent unspent contributions received for future projects.

**MARIGOLD LIBRARY SYSTEM  
NOTES TO THE FINANCIAL STATEMENTS  
DECEMBER 31, 2021**

**10) Obligations under Capital Lease**

	<b>2021</b>	<b>2020</b>
2021 Canon photocopier lease contract, repayable in quarterly payments of \$2,949.16, 4.55% interest.	\$ 30,322	\$ 40,444
	30,322	40,444
Amounts payable within one year	(10,593)	(10,216)
<b>Total</b>	<b>\$ 19,729</b>	<b>\$ 30,228</b>
Capital lease repayment terms are approximately:		
2022	11,797	
2023	11,797	
2024	8,842	
Total minimum lease payments	32,436	
Less: amount representing interest	(2,114)	
Present value of minimum lease payments	<b>\$ 30,322</b>	

**11) Unamortized External Contributions**

	<b>2021</b>	<b>2020</b>
<b>Capital</b>		
Building Grant	\$ 2,460,468	\$ 3,201,278
Establishment Grants	-	1,988
<b>Total</b>	<b>\$ 2,460,468</b>	<b>\$ 3,203,266</b>

The unamortized external capital contributions will be recognized in revenue as the related amortization expense for the capital addition is incurred. An amount of \$742,798 has been recognized in the current year. Of this amount, \$171,242 has been recognized as income for current year amortization on these projects. While \$571,556 represents the addition of land which has been recognized as a direct increase to the Capital Fund.

**12) Invested in Capital Assets**

This balance represents Marigold Library System's net investment in capital assets. It is the original asset cost, less accumulated amortization, unamortized external contributions and debt directly related to the capital assets.

**MARIGOLD LIBRARY SYSTEM  
NOTES TO THE FINANCIAL STATEMENTS  
DECEMBER 31, 2021**

**13) Internally Restricted Funds**

The organization has internally restricted funds for operations and special projects as well as for capital purchases as listed below. The internally restricted funds are not available for unrestricted purposes without approval of the Board of Directors.

	<u>2020</u>	<u>Increases</u>	<u>Decreases</u>	<u>2021</u>
<b><i>Operating Internally Restricted</i></b>				
Operating	\$ 996,467	\$ 555,000	\$ (600,000)	\$ 951,467
Airdrie Collection	75,000	-	(25,000)	50,000
	<u>\$ 1,071,467</u>	<u>\$ 555,000</u>	<u>\$ (625,000)</u>	<u>\$ 1,001,467</u>
<b><i>Capital Internally Restricted</i></b>				
Building, Equipment & Furniture	\$ 3,550,153	\$ 160,000	\$ (3,550,153)	\$ 160,000
Vehicle Replacement	103,000	20,000	-	123,000
Computer - Hardware/Software upgrade	106,180	30,000	(106,180)	30,000
	<u>\$ 3,759,333</u>	<u>\$ 210,000</u>	<u>\$ (3,656,333)</u>	<u>\$ 313,000</u>
<b><i>Total Internally Restricted</i></b>	<u>\$ 4,830,800</u>	<u>\$ 765,000</u>	<u>\$ (4,281,333)</u>	<u>\$ 1,314,467</u>

**14) Related Party Transactions**

During the year Marigold Library System contributed \$206,760 (2020 - \$194,330) towards The Regional Automation Consortium ("TRAC"), shown under Expenditures on the Statement of Operations and Changes in Fund Balances. TRAC is a not-for-profit organization in which Marigold is one of four participating organizations along with Northern Lights Library System, Yellowhead Regional Library System and Peace Library System, which share a centralized computer system for library automation.

This funding was determined based on an equal funding from each member and the members' intent was to provide financial assistance to this organization.

These transactions are in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

**15) Interfund Transfers**

Interfund transfers were required to fund the cash outlays for capital asset acquisitions and loan principal payments. During the year, \$539,671 was transferred from operations, \$3,246,333 was transferred from capital reserves, \$70,000 was transferred from operating reserves and \$3,786,004 was transferred to fund capital purchases.

**16) Financial Instruments**

The organization's financial instruments consist of: cash and cash equivalents, accounts receivable, accounts payable and accrued liabilities and obligations under capital lease. The risks attached to these financial instruments are as follows:

Credit Risk

Credit risk arises from the possibility that the entities to which the organization provides services may experience financial difficulty and be unable to fulfill their obligations. The organization is exposed to financial risk that arises from the credit quality of the entities to which it provides services. As the organization provides products and services to a variety of customers, its credit risk is minimized.

Interest Rate Risk

Interest rate risk arises from the possibility that the value of, or cash flows related to, a financial instrument will fluctuate as a result of changes in market interest rates. The organization is exposed to financial risk from interest rate differentials between market interest rates and the rates used on their financial instruments.

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**MARIGOLD LIBRARY SYSTEM  
NOTES TO THE FINANCIAL STATEMENTS  
DECEMBER 31, 2021**

**16) Financial Instruments (continued)**

Fair Value

The fair values of cash and cash equivalents, accounts receivable and accounts payable and accrued liabilities, correspond closely to their carrying amount because of their short term maturity dates.

Currency Risk

Currency risk is the risk to the entity's earnings that arise from fluctuations of foreign exchange rates and the degree of volatility of these rates. The organization is exposed to foreign currency exchange risk on cash and cash equivalents and accounts payable held in U.S. dollars.

**17) Subsequent Events**

Covid-19

In March 2020, The World Health Organization declared a global pandemic due to the Novel Coronavirus (COVID-19). The situation is constantly evolving, and the measures put in place are having multiple impacts on local, provincial, national and global economies.

The full impact of the COVID-19 outbreak continues to evolve through the world including Canada. Given the daily evolution of the COVID-19 outbreak and the global responses to curb its spread, the impact on Marigold Library System will not be known with certainty for months to come.

Although Marigold Library System cannot estimate the length or the gravity or the impact of the COVID-19 outbreak at this time, if the pandemic continues, it may have a material adverse effect on Marigold Library System's results of future operations, financial position, and liquidity in fiscal year 2022.

Wheatland County Loan

During the year, Marigold Library System applied for a \$500,000 loan from Wheatland County. The System received approval from Wheatland County that they would be receiving the money in January 2022 and received the cash payment February 2022.

Repayment terms will be open to payments throughout the duration of the term and the loan can be repaid at any time by Marigold Library System. Repayments of the loan shall be applied firstly to pay any expenses of Wheatland County which, by the terms of the agreement, are to be paid by Marigold Library System, secondly to repay any interest accrued on the loan and thirdly to repay the principal amount of the loan. Interest will be calculated based on the annual average daily rate that Wheatland County investments yield in accordance with the County's investment policies plus 0.25% and will be calculated on a daily basis. The loan must be repaid in full by December 31, 2038.

**18) Comparative Figures**

Some of the comparative figures have been reclassified to conform to the current year's presentation.

**19) Approval of Financial Statements**

The Board of Directors approved these financial statements.





May 2, 2022

Dear Mayors,

Please find enclosed the Value of Your Investment report from Marigold Library System. Marigold is requesting that this information be put on your council agenda as correspondence.

The Value of Your Investment outlines Marigold-provided library services and benefits that positively impact residents in your community. Imagination and experiences, ideas and inspiration are discovered through public library services and resources. Children can access thousands of picture books to enhance early literacy, residents can learn a new language, skill, craft, or explore their genealogy and newcomers can build confidence and resiliency. Residents of all ages have access to technologies and high-speed Internet that connect them to the community and beyond.

As a member municipality in Marigold, residents in your community receive numerous benefits through Marigold member libraries and other Marigold-supported services.

Below is a summary of those benefits:

1. Access to a TRAC library card that can be used in all Marigold member libraries, along with all the benefits that come with the TRACpac app and online services.
2. Access to collections for browsing and check-out in member libraries. These collections in many formats are continuously refreshed and tailored to community needs and interests.
3. Access to resource sharing that allows cardholders to view and place requests for over 3.2 million items in the TRAC bibliographic database. These requests are delivered to a convenient Marigold library for pick-up and check-out by cardholders.
4. Access to mail services and Library Lending Lockers for TRAC cardholders.
5. Access to digital resources purchased by Marigold and TRAC, as well as those digital resources and collections provided by the Province of Alberta.
6. Access to computers and online services such as Internet access and Wi-Fi in Marigold member libraries.
7. Access to computer software such as MS Word, Excel and PowerPoint.
8. Access to equipment, kits and games that are loaned to member libraries for public programs.
9. Access to modern public library services that are facilitated by the many supports and services that Marigold provides to its member libraries.
10. Access to websites and social media for information about library services and library news.
11. Access to network and IT services to upgrade and maintain computer equipment and technologies in member libraries so that all member libraries and cardholders have access to current technologies.

Access to in-person borrowing at libraries outside of Marigold and TRAC is possible with a current TRAC library card and by registering this library card number with the MELibraries website, which is a service of Alberta's Public Library Network.

Marigold Library System thanks you for your support. Please contact CEO Michelle Toombs or me if you have any questions.



Sincerely,

Laura Taylor  
Deputy CEO

Enclosure



ALBERTA  
MUNICIPAL AFFAIRS

*Office of the Minister  
MLA, Calgary-Hays*

AR108536

May 16, 2022

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

Dear Mayor Krausert:

The Government of Alberta continues to build on its commitment to invest responsibly and sustainably in Alberta's communities and support local infrastructure needs. As part of this commitment, I am pleased to confirm that \$485 million will be allocated to local governments in Municipal Sustainability Initiative (MSI) capital funding and \$30 million in MSI operating funding in 2022. Combined with \$1.196 billion in funding front-loaded in 2021, MSI capital funding over the last three years of the program, from 2021 to 2023, will average \$722 million per year.

In addition, in 2022, Alberta will receive \$255 million in federal funding under the Canada Community-Building Fund (CCBF).

For the Town of Canmore:

- **The 2022 MSI capital allocation is \$2,622,876.**  
This amount is equivalent to 40.6 per cent of your 2021 allocation, a reduction based on year-over-year change in overall program funding from \$1.196 billion to \$485 million.
- **The 2022 MSI operating allocation is \$200,613.**  
Your 2022 operating allocation will be the same as in 2021.
- **The 2022 CCBF allocation is \$838,484.**  
This amount was calculated using the 2019 Municipal Affairs Population List, the most current municipal-level population data available for the purpose of calculating CCBF funding.

MSI and CCBF funding amounts for all municipalities and Metis Settlements are posted on the Government of Alberta website at [open.alberta.ca/publications](https://open.alberta.ca/publications). MSI allocation estimates for 2023, the last year of the MSI, are available on the program website at [www.alberta.ca/municipal-sustainability-initiative.aspx](https://www.alberta.ca/municipal-sustainability-initiative.aspx).

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The new Local Government Fiscal Framework (LGFF) program is scheduled for implementation in 2024. The new funding arrangement will ensure predictable long-term infrastructure funding at sustainable levels tied to growth in provincial revenues. I recognize how important it is for you to have the opportunity to provide input on the design of the LGFF, and value your expertise in the development of the new program.

I am pleased to announce that engagement with our local government stakeholders on the LGFF program has already begun. I had the privilege to initiate the LGFF engagement process by meeting with representatives from Alberta Municipalities, Rural Municipalities of Alberta, the Metis Settlements General Council, and the cities of Calgary and Edmonton. This engagement will include a survey on the LGFF program design, which is being sent out to all local governments. The results of these consultations are anticipated to be shared with you by early 2023.

We have a busy year ahead, and I am looking forward to working with you to develop the LGFF to ensure the program reflects local priorities, while aligning with provincial objectives and respecting our taxpayers.

Sincerely,



Ric McIver  
Minister

cc: Sally Caudill, Chief Administrative Officer, Town of Canmore

Minister  
of Public Safety  
and Emergency Preparedness



Ministre  
de la Sécurité publique  
et de la Protection civile

Ottawa, Canada K1A 0P8

Joanne Vanderheyden  
Federation of Canadian Municipalities  
24 rue Clarence Street  
Ottawa, Ontario K1N 5P3  
**president@fcm.ca**

Dear Ms. Vanderheyden:

Thank you for your correspondences of July 28, 2021, October 8, 2021, January 5, 2022, and January 28, 2022 where two of the letters were addressed to my predecessor, Honourable Bill Blair - Minister of Public Safety and Emergency Preparedness - regarding the collective agreement between the Treasury Board of Canada and the National Police Federation (NPF) for Royal Canadian Mounted Police (RCMP) Regular Members (below the rank of inspector) and Reservists (RM). Please accept my sincerest apologies for the delayed response.

Further to our meeting on May 3, 2022, where we discussed the ongoing retroactive repayment and the Government of Canada's policing agenda, I want to thank you for continuing to advocate for Federation of Canadian Municipalities (FCM) members.

I recognize that all communities are challenged by the growing policing costs and pressures on our officers who keep us safe. I am proud of the day-to-day work by the RCMP to provide policing services across Canada, including much of rural Canada, the Canadian North, many towns and large urban areas. As a result of the collective agreement, RCMP salaries are now consistent with other police services across Canada.

Negotiations between the NPF and the Government of Canada were confidential to ensure that the outcome was not impacted by the untimely release of information on either side. Since 2018, Government of Canada representatives were careful to consult with the Contract Management Committee (CMC), including provincially-designated municipal associate members, while also ensuring the inclusion of potential pay raise estimates in the RCMP's financial documents.

Officials from Public Safety Canada and the RCMP are currently engaging provinces, territorial and municipal governments, where interested, to discuss the implementation of the collective agreement, their individual situations and needs, and the impact of retroactive payments in their



respective jurisdictions. These engagements will allow the Government to better understand contract partners repayment needs and abilities, in advance of billing. The Government will not seek payment until a decision has been reached on the request from contract partners for flexibility on retroactive costs.

Going forward, my officials are committed to continuing to engage and communicate with all our contract partners and their representatives on this issue, and on our shared responsibility and accountability for the overall management and administration of the Police Service Agreements.

I would also like to take this opportunity to acknowledge and thank you for the important contributions the FCM has made in ensuring prompt communication with municipalities on this issue, and I look forward to your continued collaboration with my officials in this role moving forward.

Thank you again for taking the time to write.

Yours sincerely,



The Honourable Marco Mendocino, P.C., M.P.  
Minister of Public Safety

Cc: Brenda Lucki, RCMP Commissioner

Rob Stewart, Deputy Minister, Public Safety and Emergency  
Preparedness Canada

Talal Dakalbab, CMC Co-Chair, Assistant Deputy Minister, Crime  
Prevention Branch, Public Safety and Emergency Preparedness Canada

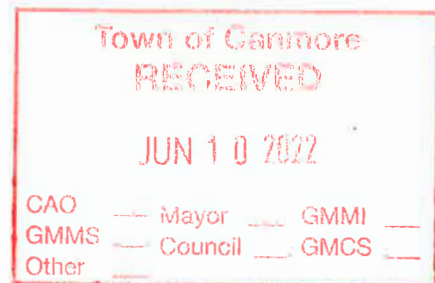
Marlin Degrand, CMC Co-Chair, Assistant Deputy Minister, Public  
Security Division, Ministry of Justice and Solicitor General, Province of  
Alberta

Provincial, Territorial and Municipal Contract Policing Jurisdictions



ALBERTA  
CHILDREN'S SERVICES

*Office of the Minister  
MLA, Calgary-Shaw*



AR 13032

**JUN 06 2022**

His Worship Sean Krausert  
Mayor, Town of Canmore  
Canmore Civic Centre  
902 7 Avenue  
Canmore AB T1W 3K1

Dear Mayor Krausert:

Thank you for letter regarding the Family Resource Network (FRN) program. I appreciate your commitment and patience as my ministry works through the challenges that implementing a new provincial program can present.

The Town of Canmore is a pillar of support in the Bow Valley and surrounding areas. I'm pleased your organization is a part of the FRN program.

Ensuring that children, youth and families have access to supports and services promoting children's safety, well-being and development is a priority for my ministry. By providing prevention and early intervention services that strengthen families and communities, we can reduce the need for more intensive services later on.

I appreciate your recommendations related to the FRN funding agreements and, specifically, on combining program budgets. With the current grant agreements expiring on March 31, 2023, we will take the opportunity to make improvements to the agreements and reduce red tape for community agencies, while maintaining fiscal accountability and ensuring funding is used to support intended service outcomes.

Thank you for highlighting opportunities to improve data collection in ways that reduce administrative burden for FRNs. We continuously strive to support FRNs to provide the highest level of service possible to Alberta families while balancing the need to track activities and outcomes with the time it takes to gather and input that data. I understand the FRN Steering Committee, made up of representatives from FRNs across our province, has worked with staff in my ministry to simplify data collection processes for the upcoming year. I will make sure my ministry looks at this specific feedback as part of this on going work.

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His Worship Sean Krausert  
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Should you or your staff wish to discuss your recommendations in greater detail, I encourage you to contact Dione Kennedy, Executive Director of the Family and Youth Supports Branch. Ms. Kennedy can be reached at 780-638-1266 (toll-free by first dialing 310-0000) or [Dione.Kennedy@gov.ab.ca](mailto:Dione.Kennedy@gov.ab.ca).

Thank you again for your commitment to the FRN program, and best wishes for your continued success.

Sincerely,



Rebecca Schulz  
Minister of Children's Services

cc: Honourable Tanya Fir, Associate Minister of Red Tape Reduction  
Miranda Rosin, MLA, Banff-Kananaskis  
Dione Kennedy, Executive Director of the Family and Youth Supports Branch