



CANMORE'S 2022 LIVING WAGE REPORT

Canmore's 2022 Living Wage is:

\$32.75

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

Prepared by:
Lisa Brown, Manager of Community Social Development

Town of
CANMORE

TABLE OF CONTENTS

EXECUTIVE SUMMARY.....	1
A BRIEF HISTORY OF THE LIVING WAGE PROGRAM.....	2
METHODOLOGY.....	2
CANMORE’S LIVING WAGE.....	4
ALBERTA’S DIVERSE ECONOMIC LANDSCAPE.....	7
WHY IS CANMORE’S LIVING WAGE SO HIGH?	9
MAKING CANMORE MORE AFFORDABLE.....	13
SUMMARY.....	20

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



EXECUTIVE SUMMARY

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

Canmore's 2022 Living Wage: \$32.75

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

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

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

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

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

A BRIEF HISTORY OF THE LIVING WAGE PROGRAM

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

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

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

METHODOLOGY

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

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

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

The below chart outlines the Living Wage equation:

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

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

Employment income = Gross income from employment

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

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

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

CANMORE'S LIVING WAGE

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

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

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

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

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

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

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

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

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

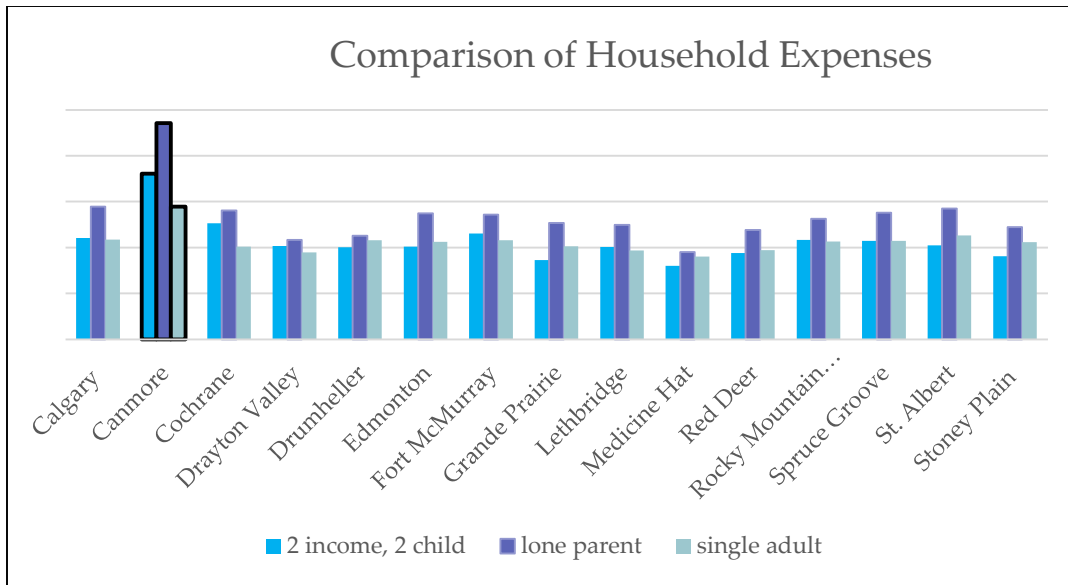
hour/per adult (as opposed to \$37.40 per hour/per adult in 2021 for the same reference family).

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

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

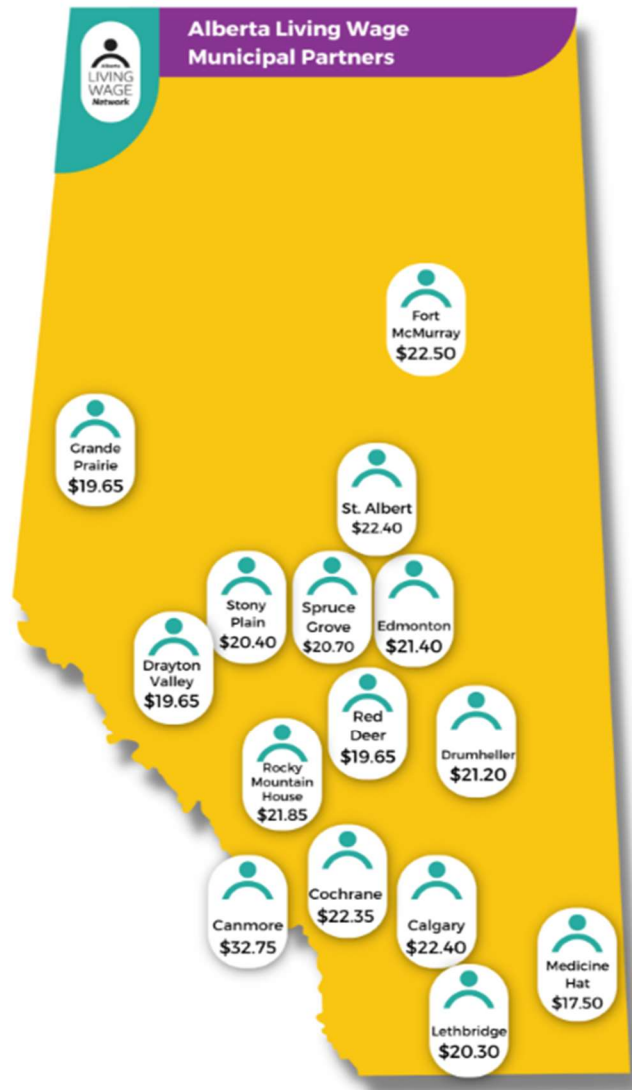
For the lone-parent family, affordability is particularly difficult as the wage calculated for this family structure equates to an annual employment income of over \$85,800 per year. Affordability challenges are further compounded since this calculated wage, in Canmore, is higher than the eligibility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

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



ALBERTA'S DIVERSE ECONOMIC LANDSCAPE

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



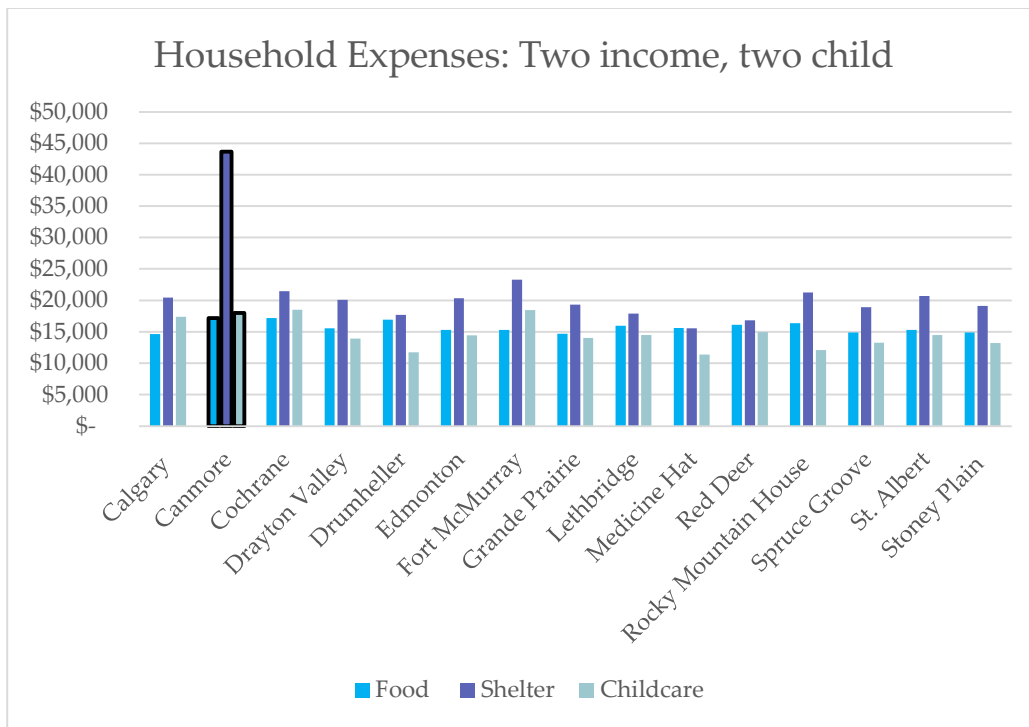
Compared to other Alberta network members, Canmore has the highest Living Wage in Alberta. In fact, when Canmore's Living Wage is compared to Ontario municipalities, which follows a similar methodology process, Canmore's Living wage would still be considered an outlier. The below is an overview of regional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

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

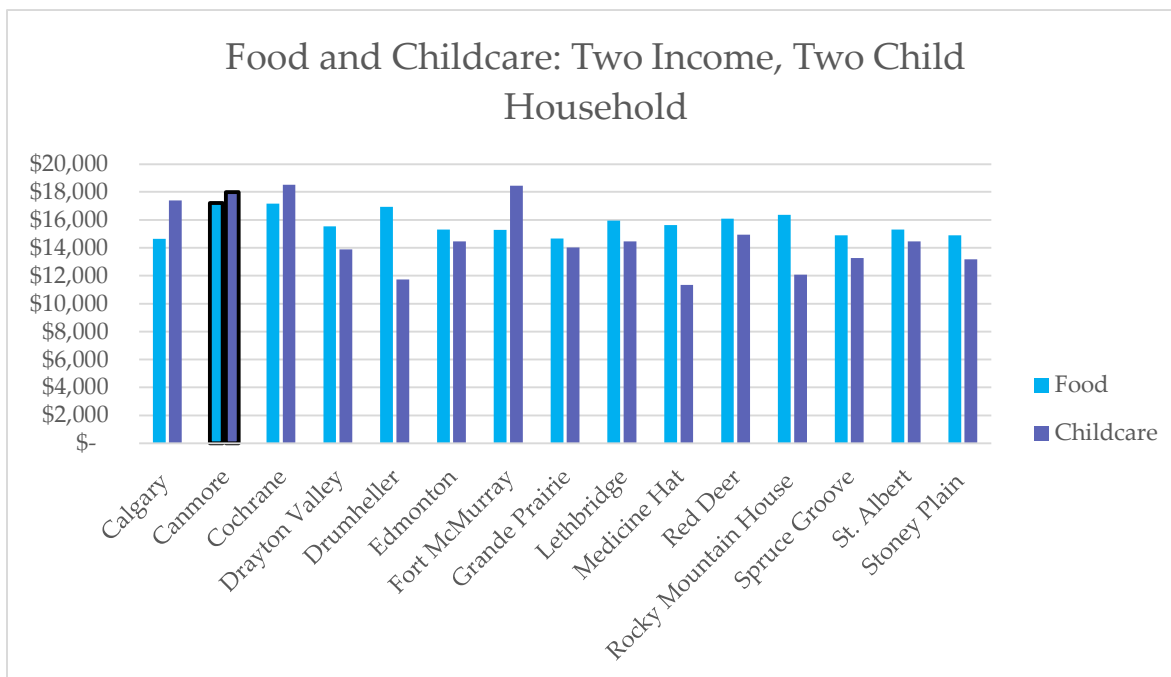
WHY IS CANMORE'S LIVING WAGE SO HIGH?

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

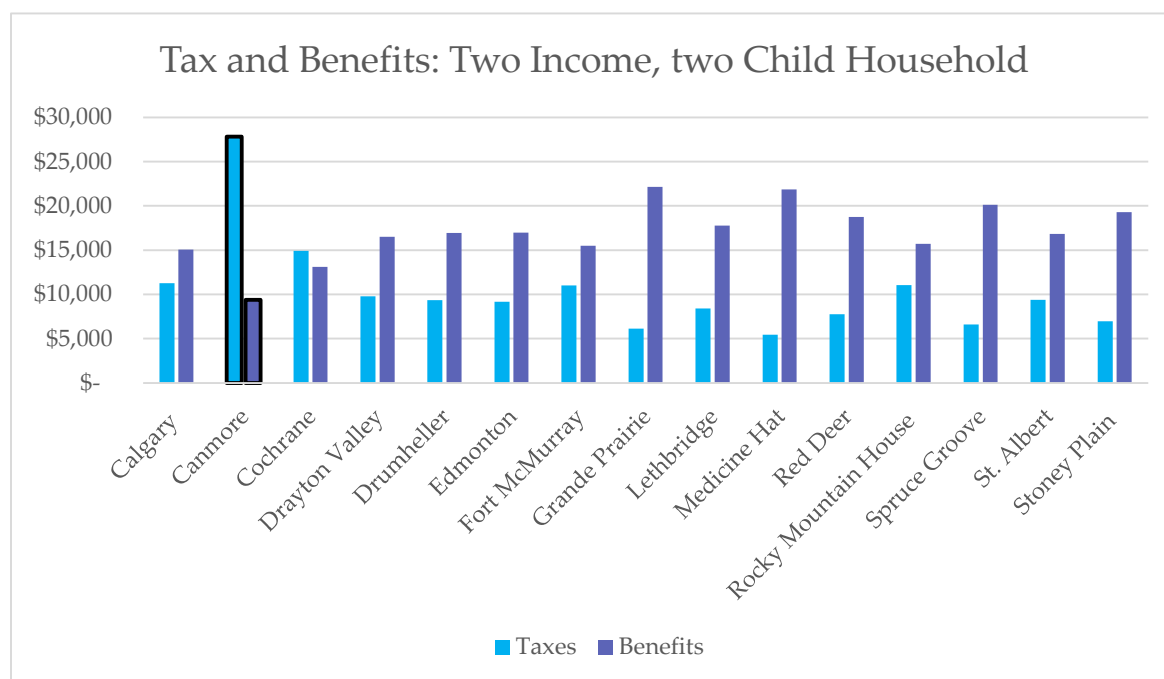
The chart below compares the top three community expenses for all network members. Although the chart only depicts one household experience, this trend can be seen in all Living Wage household scenarios. The below chart confirms that Canmore's shelter costs are substantially higher than the other communities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



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



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



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



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

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

MAKING CANMORE MORE AFFORDABLE

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

How can 'Community' make Canmore affordable?

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

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

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

Vital Homes

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

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

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

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

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

Community Food Programs

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

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

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

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

How can Government make Canmore more affordable?

Childcare

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

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

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

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

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

Living Allowance

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

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

How can Employers/Businesses make Canmore more affordable?

Benefits

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

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

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

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

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

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

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

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

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

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

SUMMARY

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

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

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

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

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