

**TOWN OF CANMORE**  
**RECORD OF WRITTEN SUBMISSIONS**  
**Public Hearing**

Council Chamber at the Canmore Civic Centre, 902 – 7 Avenue  
Tuesday, October 3, 2023 at 9:00 a.m.

This document contains the written submissions received in response to the notice of public hearing for the following bylaw:

**Palliser Area Structure Plan Bylaw 2023-22**

Submissions are sorted in alphabetical order. If you are viewing the electronic version, please use the bookmarks feature to scroll through the document.

This record of written submissions was compiled by Cheryl Hyde, Manager of the Municipal Clerk's Office, on October 4, 2023.

Your Worship and Council

RE: Palliser ASP – Bylaw 2023-22 - BOWDA – Housing Action Committee Feedback

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We offer key themes for consideration and expansion on during the October 3rd public hearing:

1. **ASP language** – flexibility is key to success - in general, language is rather restrictive and can limit choice and responsiveness to changing market conditions. The use of ‘shall’ and ‘must’ should be reduced to mitigate downstream issues and amendments. Given the duration of the anticipated development of the area, there needs to be some mechanism to adjust to new technologies and processes without always going back to Council. These can lead to unnecessary delays and costs.
2. **Density/heights** – while optimistic with initial total unit counts, considering the present ‘housing crisis’, why create self-imposed limits? Options should be provided at this juncture given the potential of the various sites.
3. **Due diligence** – Experienced planners and developers have raised concerns regarding the efficacy of this plan. While aspirational, it may be difficult for builders and developers to deliver what is contemplated at a reasonable cost and ROI.
4. **Real world costing** – There is a lack of information over whether any preliminary costing has been undertaken to assist in determining the economic viability of what the ASP contemplates. This is an essential step prior to finalization of the ASP to ensure risk protection to CCHC, the Town and taxpayers.
5. **Operations and maintenance** – It is important that an analysis of the long-term operation and maintenance costs associated with the new projects and the associated municipal infrastructure is completed to understand the impact on CCHC, the Town and taxpayers. See point 4.
6. **Document review** - Has administration completed a comprehensive review of conflicts, overlaps, duplication and repetition between this ASP and other statutory documents. Consistency and clarity are critical to minimize future issues. We suspect that this work has been completed in due process, but given the pace of this ASP, would like confirmation prior to adoption.

7. **Clear and defined roles** – As we move forward, our members would like clarification on roles and responsibilities within this ASP and future parcels, subdivision and master planning and development strategy; what role the Town plays, who the developer(s) are and how the regulatory authority ensures checks and balances from Town led developments.
8. **Sustainability** – Environmental goals and sustainability should be encouraged, but not made mandatory for either CCHC or privately developed portions. Environmental requirements superseding provincial codes may preclude logical/potential partners from considering this opportunity. Incentivization for sustainability goals should be considered and included.

Finally, industry is here to help support this bold ASP, but it must be a beneficial development for the entire community and not punitive by way of additional burden to taxpayers. We would encourage council to ask questions and be inquisitive about the various topics above.

Thank you for your consideration and all the best with this important community project.

Sincerely,

Ian O'Donnell  
Executive Director, BOWDA

Jessica Karpat  
Housing Action Committee Chair

September 28, 2023



**Submission by Bow Valley Climate Action Society to the  
Public Hearing on the Palliser Trail Area Structure Plan Bylaw 2023-22**

Bow Valley Climate Action Society (BVCA) welcomes the opportunity to submit the following comments with respect to the proposed Palliser Trail Area Structure Plan Bylaw 2023-22.

BVCA is a group of Bow Valley residents who are deeply concerned about climate change. We are a volunteer organization and a registered non-profit society. We seek to promote civil citizen dialogue that spurs individual and collective action to reduce greenhouse gas emissions. One of our primary areas of focus is supporting the Towns of Canmore and Banff to fully implement their respective climate action plans.

BVCA **supports** the proposed Palliser Trail Area Structure Plan Bylaw 2023-22. We are particularly supportive, and appreciative, of the measures outlined in section 4.3 *Green Development*. We **commend** Town of Canmore staff for responding to the need for climate action and for showing exemplary leadership. The measures contained in the ASP represent a step change in aligning public development with the exigencies of the climate crisis. We **strongly encourage** Town council to join in the excellent work and leadership of Town staff by **adopting the provisions of section 4.3 as presented**.

We also wish to **thank** the Town for an excellent engagement process and for seriously incorporating the feedback of ourselves and others. In March, we participated in that engagement, and we expressed serious concern about the limited climate measures presented at that time. As we submitted at that time, **“the Palliser Trail Area Structure Plan Update presents a unique opportunity for the Town of Canmore to demonstrate real, effective leadership consistent with its Climate Action Plan and its declaration of a climate emergency.”** We are wholeheartedly grateful to see the Town recognize and embrace this opportunity. And we are appreciative to the Town for hearing and acting upon our concerns.

This ASP sets a foundation for future development in our community. It is an **exciting step forward** for our linked goals of housing affordability, climate adaptation, and climate change mitigation.

BVCA **urges council to adopt** Palliser Trail Area Structure Plan Bylaw 2023-22 as proposed.

Oct 3, 2023

Re: Palliser Trail ASP

Dear Town Council

Bow Valley Engage is a local community group that advocates for responsible development in the Bow Valley. As such, we support the Palliser Trail ASP and its emphasis on affordable housing, mixed used, walkability, and aspiration to respect nature, particularly the lower Silvertip wildlife corridor. This is the type of development our community needs.

With respect to the nearby lower Silvertip wildlife corridor, we believe a wildlife permeable fence (i.e. rails to hip-high height) with gates that people have to physically open to access designated trails in the corridor, along with clear signage, will go a long way to achieving compliance. Most people support good stewardship of designated wildlife corridors in and around our town but are unaware of where they exist.

Sincerely,



Karsten Heuer

President, Bow Valley Engage

Dear Canmore Council,

On behalf of the Board of Directors for Canmore Community Housing (CCH), I am writing this submission in support of Bylaw 2023-22 – Palliser Trail Area Structure Plan.

Canmore is in the middle of a critical affordability and housing crisis. Over the years CCH has undertaken a number of non-market homeownership and rental projects, and while they've successfully allowed hundreds of individuals and families who work in our community to live here this has only made a small dent in the growing shortage of housing that's affordable to even those with professional-level wages. One of the greatest challenges to getting more non-market units built has been the lack of available land. The relatively large land base in the Palliser area represents what may be our town's best opportunity, now and into the future, to make a significant impact on our housing crisis. Designating 75% of residential units as non-market affordable housing would allow us to double, or even close to triple, the amount of units we've been able to build in the entire 23 years CCH has existed for this purpose.

While the number of potential non-market units is the most exciting part of the ASP, there are other aspects that deserve to be highlighted. The focus on near net-zero and other green building standards has the potential to allow Canmore to showcase our commitment to the Climate Action Plan and be a model to other municipalities across the province and country. The mixed-use aspects, along with improvements around accessibility and mobility, will enhance the community for those already living in the area alongside new residents and provide greater connections to the rest of town.

Every person or family who moves away from Canmore due to our increasing lack of affordability is a piece of this community we're losing. The Palliser ASP is one of the first steps in a process that will result in a sharp decline in this community erosion. CCH is excited to work alongside the Town of Canmore to turn this dream into reality.

Sincerely,

Rob Murray

Chair – CCH Board of Directors

## Palliser Trail Area Structure Plan Bylaw 2023-22

Submission by Lawrence Hill to Public Hearing October 3<sup>rd</sup>, 2023

- I am very happy to be here addressing you about the first major progress to be made by the Town in the Palliser area since I was on the CCHC Board 20 years ago, and Classic Homes from Medicine Hat was building the apartment condo with their attainable housing program, and more importantly, the townhome rental project for CCHC. Joey my wife and I are definitely in favour of amending the Palliser ASP so that the Town and CCH can get on with building non-market and market housing.
- It is reassuring to witness Town Council initiate some real momentum to address the affordable housing issue: firstly by appointing Michelle Oullette, a local with lots of applicable experience to lead CCH; secondly by re-zoning the Three Sisters site; and thirdly now providing a framework for how Palliser can be developed.
- CCH is picking up on that energy and wasting no time by issuing an RFP for a Construction Manager for the Three Sisters project, and an RFP for a consultant to provide master planning concepts for these Palliser lands.
- Hopefully Town Council continues to act promptly to make Palliser a reality sooner than later by re-zoning Palliser, funding and implementing the Stoneworks Creek flood mitigation work, and finally pressing the Province for funding to build a highway over or underpass. Without these three critical steps, CCH will be hobbled in its efforts to expedite Palliser homes for residents that are desirable, located in an appealing neighbourhood, and with safe access to all that the town has to offer on the other side of the highway. I know you know these aspects, but I wanted to underline their importance.
- Now for some specific comments related to policies referenced in the Draft ASP document. Housing Policy 4.2 – I think it will be difficult to expect ADU's to practically be included with any built forms other than row townhomes, where they might be situated on the ground floor, maybe behind single garages.
- Green Policy 4.3 – While it's good to have some flexibility when achieving Near Net Zero, green roofs are nice-to-haves in theory, but if the buildings are to be Near Net Zero, then virtually all horizontal roof surfaces will be covered with solar panels, that should be connected, just like the EV charging stations, and not just 'ready' for connection.

- Transportation 5.1 - The only surface parking I can envision would be on driveways of row townhomes, and visitor parking for stacked towns, apartments and commercial. Underground or under building parking is certainly more expensive than surface parking, but land is the most precious commodity, so it's to be used wisely. Visitor parking underground in residential-only buildings is not ideal, because building security is then compromised.
- Shared parking requirements between sites is possible in this type of planned community.
- Implementation 6.1 - Notwithstanding there are other lands on which CCH will build at the same time, the Town's aspirational goal should be 100-150 units annually, thus build-out in 12-15 years, otherwise 20 years could become 30 years.
- Phasing 6.2 - There are no Market units proposed until Phase 2. Unless the Town/CCH plans to carry the completed but unfeasible commercial space on the main floor in Site #7 for many years, they should plan for the first commercial to go (with daycare no doubt) on Site #5, and allow Sites # 1 & 2 to be serviced at least to the start of the internal road for Site #1. The extra infrastructure installation cost for water, sanitary and the road, when all done at the same time, would not be that significant in the grand scheme of things. The result would provide more residents to allow the commercial operators economic viability sooner, and an opportunity for the Town/CCH to call for proposals for market projects, with shared costs for the internal infrastructure.



**From:** [Sean Krausert](#)  
**To:** [Florian Jungen](#); [Council](#)  
**Cc:** [Shared.MunicipalClerk](#)  
**Subject:** RE: Palliser ASP  
**Date:** September 28, 2023 1:37:27 PM

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Hello Florian,

On behalf of Council, I confirm receipt of your input with respect to the Palliser Trail ASP. With this email, I am copying the Municipal Clerk so that your correspondence forms part of the written feedback regarding the public hearing process.

Thank-you,

**Mayor Sean Krausert (he/him)**

Town of Canmore

403.678.1517 office

403.609.1762 cell

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



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**From:** Florian Jungen [REDACTED]  
**Sent:** Wednesday, September 27, 2023 12:13 PM  
**To:** Council <council@canmore.ca>  
**Subject:** Palliser ASP

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Dear Mayor Krausert and members of Council,

Thank you for your work to date on the Palliser ASP.

Some of you know me as a long term member of Canmore Planning Commission and the owner of a private architectural practice in the community.

I would like to share with you a detailed case study of a neighbourhood-scaled, environmentally sustainable social housing development in Montreal's West End that has many parallels to what is being proposed for the Palliser area, including an emphasis on green building and a district energy system in the form of a green energy coop:

<https://www.holcimfoundation.org/publications/benny-farm-and-rosemont-community->

[inspired-housing-in-canada](#)

This is a project that I was lucky enough to work on at my first job after graduating from architecture school. Twenty years ago some of these ideas were on the “bleeding edge” of change and fortunately for us, those who lead the way can offer lessons learned that we can apply to our own community.

“In these pages, we share insight into the complexities of new green technologies, subsidy programs, nonprofit utility co-ops, working with co-ops and government agencies, managing the challenges of building affordable green social housing, “future proofing,” provoking change in legislation and in the construction industry, and breaking away from standard procedures. Architects, co-ops, developers, builders, engineers, and government agencies can benefit from what we share in this book. The stories of these two projects will hopefully inspire many other such projects, even better ones, across North America and throughout the world.”

Secondly, I would like to suggest that the Town consider a design competition for housing projects that will be developed on municipal lands. The Town of Banff recently opened a new Rec Pavilion, which was awarded via an RFP and narrowed down to an invited design competition. The result is the most energy efficient building in Banff National Park. While I understand the urgency in getting “shovels in the ground”, the housing in the Palliser area will leave a lasting legacy and I believe that thoughtful and creative planning could amplify the benefits to our community.

Here is just one example of a creative housing development that leverages a fairly typical medium density multi-family development in Calgary to create inclusive opportunities for gardening and gathering. The architects for the project have previously done work in Canmore (Tin Box redevelopment). Design competitions can bring out the best creative ideas we have and sometimes allow young, ambitious designers to challenge established firms and the status quo. I think there is potential for the Palliser area to have more exciting projects than we currently see there.

<https://moda.ca/grow-2022-prairie-design-award-of-merit-2022-mayors-urban-design-award-2018-az-award-of-merit-2017-architizer-a-award-special-mention-2017-american-architecture-prize-2017-mud/>

Lastly, I encourage you to hold steady on the proposed densities and heights in the Palliser ASP. As you are aware, there are precedents for multi story housing on Kananaskis Way and there are social, environmental and economic benefits to the greater community in densifying the remaining developable land we have.

Again, thank you for the work you have done so far on this project.

sincerely,  
Florian Jungen

Florian Jungen  
Architect AAA, LEED AP



[www.habitatdesign.ca](http://www.habitatdesign.ca)  
[@florianjungenarchitect](https://www.instagram.com/florianjungenarchitect)

**From:** [Sean Krausert](#)  
**To:** [jeff laidlaw](#); [Shared.MunicipalClerk](#)  
**Cc:** [Council](#); [Sally Caudill](#); [Planning](#)  
**Subject:** RE: BY-LAW 2023-22 Palliser Trail ASP ... Oct 3rd, 2023  
**Date:** Thursday, September 7, 2023 1:29:37 PM

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Hi Jeff:

With this email I am providing your email to the Municipal Clerk as written feedback on the Palliser ASP as part of the public hearing process.

Best regards,

**Mayor Sean Krausert (he/him)**

Town of Canmore

403.678.1517 office

403.609.1762 cell

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



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**From:** jeff laidlaw [REDACTED]  
**Sent:** Thursday, September 7, 2023 11:47 AM  
**To:** Council <council@canmore.ca>; Sally Caudill <scaudill@canmore.ca>; Planning <planning@canmore.ca>  
**Subject:** BY-LAW 2023-22 Palliser Trail ASP ... Oct 3rd, 2023

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Council

In advance of the public meeting of October 3rd, 2023 with respect to the Palliser Trail ASP, can we please define "AFFORDABLE" ?

The plan is largely predicated and theoretically necessitated by a "housing crisis"; and this ASP in broad terms suggests it will supply up to 1300 units, 75% of which will be "affordable".

Without an OBJECTIVE definition of affordable all this plan really does is approve significant new development with the Town of Canmore being the proponent.

It is no longer meaningful or any sort of community benefit to discuss notions like 20% below market as either a target rent per unit OR price point for sale of homes in the vastly inflated real estate

market that is characteristic of Canmore (and most Canadian urban centers).

In the absence of an appropriate definition of affordable, I cannot and do not support the passage of this ASP/ By-law.

Thank you

Jeff Laidlaw

September 29, 2023

Re: Updated Palliser Area Structure Plan

Dear Mayor and members of council:

I am writing today on behalf of Tourism Canmore Kananaskis to provide input on the Palliser Area Structure Plan as passed in first reading by Town of Canmore Council on September 5, 2023.

As Tourism Canmore Kananaskis was not directly engaged to provide input on the updated Palliser Area Structure Plan, we want to ensure further discussions about the plans considers a holistic approach and that all angles are considered. As the official DMO, we were disappointed that there was no direct engagement with Tourism Canmore Kananaskis on the updates considering that the current ASP encourages, "High quality visitor orientated uses intended to serve the traveling public" [...] along with complementary cultural, business, residential and open space components."<sup>1</sup>

I would like to draw your attention to the fact that both the Canmore Kananaskis Tourism Strategic Plan and the associated Tourism Bridging Document have received council approval. Notably, Initiative 2.1.1 "Ensure organizational transparency between groups involved in implementing the strategy" the bridging document explains: "Include TCK stakeholder engagement around projects that impact them"<sup>2</sup>. We strongly assert that the modifications proposed in the Palliser ASP certainly fall within the purview of their impact on tourism in Canmore. Consequently, we hope we will be consulted on these matters as we move forward.

Taking a comprehensive view of ASPs and ARPs, Tourism Canmore Kananaskis applies a triple bottom line approach that encompasses economic prosperity, community wellbeing and environmental stewardship. When discussing the option to allow accommodation above industrial lands, this Council felt strongly about protecting scarce commercial and industrial spaces. Consequently, we want to ensure the same scrutiny is applied to this proposal.

Some members of Council might not be aware that the Palliser Lands were previously identified as a potential location for a conference center, as indicated in a 2015 PKF/Deloitte study. Furthermore, the Canmore Economic Development Strategy, approved by council in 2020, discusses a potential conference center as a "tactic to facilitate opportunities in tourism".<sup>3</sup> A conference center has strong potential to diversify Canmore's tourism offerings and generate shoulder season business that would employ staff year-round, thereby contributing to enhanced affordability and addressing seasonal fluctuations. It is worth noting that Goal 5 in the Canmore Kananaskis Community Tourism Strategic Plan is to "improve the physical infrastructure of Canmore and Kananaskis to enhance visitor experience, prepare for growth and improve quality of life for residents"; it is identified to "revisit the feasibility of developing a large conference center facility in Canmore"<sup>4</sup> and the Tourism

<sup>1</sup> Palliser Area Structure Plan, 3.1: Land Use Concept, page 6

<sup>2</sup> Tourism Bridging Document, page 5

<sup>3</sup> Canmore Economic Development Strategy, page 12

<sup>4</sup> Canmore Kananaskis Community Tourism Strategic Plan, page 109

Bridging Document states that the Town should, “identify desire from Council to update research and data around this, and the Town’s ability to deliver on, and support development of a conference center.”<sup>5</sup>

As mentioned, our hope is for council to look at this revised Area Structure Plan from all angles. Therefore, I would be remiss not to mention that Goal 5, in the Canmore Kananaskis Community Tourism Strategic Plan also identifies to, “continue with further development of affordable housing initiatives currently underway and encourage the development of employee housing”<sup>6</sup>, which we understand is a priority and will be achieved with this revised proposal.

As you are all aware, our communities need for housing is the biggest hurdle to economic sustainability. With that as a priority I therefore express our organization's support for the changes to the ASP.

We eagerly anticipate opportunities for further engagement around both housing as well as business diversification.

Best regards,



Rachel Ludwig | she/her  
Tourism Canmore Kananaskis

<sup>5</sup> Tourism Bridging Document, page 14

<sup>6</sup> Canmore Kananaskis Community Tourism Strategic Plan, page 109

**From:** [Sean Krausert](#)  
**To:** [Shared.MunicipalClerk](#)  
**Cc:** [Ebony Rempel](#)  
**Subject:** FW: YWCA Banff's Higher Ground Update  
**Date:** September 28, 2023 1:35:06 PM  
**Attachments:** [image001.png](#)  
[image002.png](#)  
[image003.png](#)  
[image004.png](#)  
[Higher Ground Report for ToC Aug 2023.pdf](#)

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Hello Cheryl,

Please see the email below and attachment, which I have confirmed with Ebony Rempel can be included in written submissions for the Palliser Trail ASP.

Thanks,

**Mayor Sean Krausert (he/him)**

Town of Canmore

403.678.1517 office

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



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**From:** Ebony Rempel <Ebony@ywcabanff.ca>  
**Sent:** Wednesday, August 30, 2023 5:14 PM  
**To:** Council <council@canmore.ca>  
**Subject:** YWCA Banff's Higher Ground Update

Some people who received this message don't often get email from [ebony@ywcabanff.ca](mailto:ebony@ywcabanff.ca). [Learn why this is important](#)

**CAUTION:** This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hello Mayor and Council,

It was lovely to see some of you at the housing event last night and the engagement. We have met with Josh Cairns and listened to the Council meeting where the ASP for the Palliser Lands was shared and are excited for our community and the additional housing this land can bring for us all. I am writing to you all today to share a short report on our Higher Ground vision as it relates to the Town of Canmore goals and the ASP. We would be happy to share more details or answer any question you have.

On behalf of all of us at the YWCA, we look forward to supporting the ASP and would love to help



move some of this work forward,

Thank you,  
Ebony

**Ebony Rempel, PhD(c) | Chief Executive Officer**

she/her [Why do I include this?](#)

**YWCA Banff**

Main: 403-762-3560 | Direct: 403-760-3207 | Cell: 403-497-6785



*Shaping a safe and inclusive Bow Valley that empowers women and their families for a better future*

Writing to you from Treaty 7 Territory of Southern Alberta, shared by the Stoney Nakoda Nations of Wesley, Chiniki and Bears paw; the Blackfoot Confederacy of the Pikani, Kainai, and Siksika; and the Tsuu T'ina of the Dene people. Treaty 7 territory is also shared with the Métis Nation of Alberta, Region III. [Why do I include this?](#)

# Higher Ground Canmore: Alignment with the vision for the Palliser Trail Area

## Background and Overview of Higher Ground Project

YWCA Banff (YWCA), a registered charity, is dedicated to creating a secure and inclusive environment across the Bow Valley, providing services to community members in Lake Louise, Banff, Harvie Heights, the Town of Canmore, Dead Man's Flats, and Kananaskis. As the primary provider of sexual and domestic violence prevention programs and the leading provider of managed, affordable housing, operating 130+ units in Banff, the YWCA contributes significantly to empowering women and advancing community wellbeing.

Population growth across the Bow Valley has been remarkable, particularly in the Town of Canmore, where the population increased by 30% between 2011 and 2021<sup>1</sup>. This growth has spurred demand for community services and intensified the existing housing crisis. In response to this growing need, the YWCA began work in 2016 on Higher Ground, a facility in the Town of Canmore that could encompass services like emergency shelter, affordable housing, counselling services, programs for children, and violence prevention programs.

A considerable amount of work has been invested into the development of Higher Ground to-date; with [a needs assessment completed in 2016](#) and [a comprehensive literature review carried out in 2018](#). As a result of the pandemic, progress on the project has slowed; however, in recent months, the YWCA has reignited efforts to move the project forward. A timeline illustrating work completed to date is presented below.



Figure 1. Higher Ground Timeline 2016-2023

The Town of Canmore's current update to the Palliser Trail Area Structure Plan (ASP) presents a unique and well-timed opportunity to align the renewed efforts of Higher Ground with the emerging vision presented in the draft Palliser Trail ASP, which, when adopted, will provide an overarching framework to guide future change and growth in the Palliser Trail area, a 23 ha (57 acres) site located in the northern portion of the Town of Canmore.

The vision and objectives of Higher Ground are in strong alignment with the objectives and goals outlined in the draft Palliser Trail ASP. This strategic alignment well positions the YWCA to support the Town of Canmore in providing urgently needed affordable housing, diverse mixed-use commercial opportunities, and vital community services.

1 Statistics Canada (2021, 2016, 2011)

## Higher Ground Vision and Service Objectives

To guide Higher Ground, the following vision and a set of service goals and objectives have been developed. These will act as a guiding compass, shaping efforts to provide affordable housing, violence prevention programs, and vibrant community services within the Town of Canmore.

### Vision

- **A Community Hub:** Higher Ground will be a community hub that will co-locate essential services such as housing, shelter, and counselling alongside mixed-uses, to create an activated space which could include cafes, restaurants, markets, tourism related businesses, offices, childcare, leisure, wellness, or other commercial uses. This will provide residents with a thriving, walkable community that creates a true sense of place.
- **Services for all People:** Higher Ground will provide inclusive services for those in crisis, serving all members of the Bow Valley community, regardless of gender. The vision is to offer comprehensive support and adaptable solutions within a safe and empowering environment, ensuring that those seeking assistance can find the support they need.
- **Flexible and Adaptable:** Higher Ground will be grounded in flexible purpose-built infrastructure. This approach builds upon the YWCA's established track record of addressing the evolving needs of the community, ensuring that programming remains relevant and effective. Overtime, service delivery will grow and adapt, guided by insights derived from changing community needs and ongoing data collection efforts.
- **Destigmatizing Service Provision:** Higher Ground's community hub model will destigmatize the act of seeking assistance. Having multiple services co-located will create an environment where it is not immediately apparent why an individual is on-site, thus promoting inclusivity and reducing potential judgment or stigma.

### Service Objectives and Goals

- **Individual, Universal Units:** The type of housing and shelter provided will be universal, individual units (as opposed to distinct spaces for shared shelter, transitional, supportive, or affordable housing). With the approach of individual units, clients and residents will remain in the same unit as they progress through the housing continuum while the wrap-around services evolve and adapt. All units will be indistinguishable from market units, ensuring their long-term versatility and flexibility to provide shelter options or long-term affordable housing options. Housing inventory, combined with outreach options will provide the greatest benefit to the greatest number of clients.
- **Security:** The focus at Higher Ground will be to provide a secure base level of service across all units, and, when heightened security is required, the YWCA can customize and scale security measures accordingly. YWCA sees security a manageable aspect that can be adjusted to specific requirements.
- **Social Enterprise Model:** A social enterprise operation, similar to the hotel which YWCA successfully operates in Banff, has the potential to play a significant role in Higher Ground's operations. The Town of Canmore's economy is closely tied with tourism, outdoor recreation, and the hospitality sector, welcoming millions of visitors each year. As there is considerable demand for tourism-related services, operating this type of social enterprise will provide in-demand services, empower Higher Ground to attain heightened financial stability, and employ staff on-site 24/7, enabling the YWCA to provide increased support to their clients.

### **Alignment of Higher Ground and the draft Palliser Trail ASP**

The vision and service objectives of Higher Ground are closely aligned with the goals presented in section 2.4 of the draft Palliser Trail ASP, well positioning the YWCA to assist the Town of Canmore in delivering on the following goals:

- i) To create a complete, compact, and sustainable neighbourhood that provides places for people to live across the housing spectrum;
- ii) To ensure that mixed-use areas will form the heart of the neighbourhood, providing opportunities for social interaction. Cafes, restaurants, markets, offices, and other commercial uses will provide residents with walking access to their daily needs and foster a sense of place; and
- iii) That non-market units will be indistinguishable from market units and will be integrated throughout the Palliser Trail area.

Because of this alignment, YWCA is proposing to partner with the Town of Canmore to deliver on the goals set out in the draft Palliser Trail ASP. In particular, sub-area 7, which has been identified for Phase 1 development of mixed-use up to six stories, presents a strategic opportunity for Higher Ground to situate itself within this dynamic future community. The draft ASP has identified a target of 250-350 non-market affordable housing units for development in sub-area 7, along with 2,000-4,000 m<sup>2</sup> for other mixed-uses. These housing targets form part of a larger goal to deliver between 750-1,300 housing units in the Palliser Trail area, 75% of which will be non-market affordable. **The YWCA is proposing that 50 or more of these units, along with space sufficient to accommodate a 40 unit social enterprise hotel (or other social enterprise operation, which is required to support operations) and mixed-use space to support the hub could be allocated towards Higher Ground.**

This will enable the YWCA to support the Town of Canmore and the vision and goals set out in the Palliser Trail ASP by accelerating the delivery of much needed affordable housing along with a range of comprehensive services that will empower women and families, enhancing community wellbeing in the Town of Canmore. The YWCA's goal is to meet people where they are at and assist them to remain housed.

Further, this proposal has the potential to fill a system-wide gap in the Town of Canmore, as there is an absence of transitional housing programs that provide the same level of housing with supports that the YWCA is offering. This system-gap in services creates negative impacts on health outcomes, unemployment, increased instances of sexual and domestic violence, and increased stresses on municipal services. There is nobody better positioned than us to fill this gap.

While the proposal presented is in its early stages, the YWCA is enthusiastic about the potential it holds to contribute positively to community wellbeing. We look forward to the opportunity to exchange insights, address concerns, and refine our proposal in collaboration with the Town of Canmore. This partnership will enable us to collectively shape a more vibrant, inclusive, and sustainable future for the Palliser Trail area, in alignment with the aspirations of both Higher Ground and the Town of Canmore.

Ebony Rempel, PhD(c)

Chief Executive Officer

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