

TOWN OF CANMORE
AGENDA
Regular Meeting of Council
Council Chambers at the Civic Centre, 902 – 7 Avenue
Tuesday, January 9, 2024 at 9:00 a.m.

Times are estimates only.

- 9:00 – 9:05 **A. CALL TO ORDER AND APPROVAL OF AGENDA**
 1. Land Acknowledgement
 2. Agenda for the January 9, 2024 Regular Meeting of Council
- B. PUBLIC HEARINGS – None**
- C. DELEGATIONS – None**
- 9:05 **D. APPROVAL OF MINUTES**
 1. Minutes of the December 5, 2023 Regular Meeting of Council
- E. BUSINESS ARISING FROM THE MINUTES – None**
- F. UNFINISHED BUSINESS – None**
- 9:05 – 9:15 **G. BYLAW APPROVAL**
 1. Recyclables and Waste Bylaw Amendment Commercial Premises
 Recommendations:
 (1) That Council give first reading to the Recyclables and Waste Disposal
 Bylaw Amending Bylaw 2024-02 – Definitions.
 (2) That Council give second reading to the Recyclables and Waste
 Disposal Bylaw Amending Bylaw 2024-02 – Definitions.
 (3) That Council give leave for third reading of the Recyclables and Waste
 Disposal Bylaw Amending Bylaw 2024-02 – Definitions.
 (4) That Council give third reading to the Recyclables and Waste Disposal
 Bylaw Amending Bylaw 2024-02 – Definitions.
- 9:15 – 9:25 **2. 2024 Borrowing Bylaws**
 Recommendations:
 (1) That Council give second reading to Borrowing Bylaw 2023-41
 Wastewater Treatment Plant – Odour Control – Construction.
 (2) That Council give third reading to Borrowing Bylaw 2023-41
 Wastewater Treatment Plant – Odour Control – Construction.

 (3) That Council give second reading to Borrowing Bylaw Amendment
 2023-42 Water Treatment Plant 2 – Replacement and Capacity Upgrade
 – Construction – Borrowing Increase.
 (4) That Council give third reading to Borrowing Bylaw Amendment 2023-
 42 Water Treatment Plant 2 – Replacement and Capacity Upgrade –
 Construction – Borrowing Increase.

 (5) That Council give second reading to Borrowing Bylaw Amendment
 2023-43 Railway Avenue Wastewater Upgrade – Borrowing Decrease.

Agenda prepared by: Cheryl Hyde, Manager of the Municipal Clerk's Office
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- (6) That Council give third reading to Borrowing Bylaw Amendment 2023–43 Railway Avenue Wastewater Upgrade – Borrowing Decrease.
- (7) That Council give second reading to Borrowing Bylaw Repeal 2023-44 Bow Valley Trail Wastewater Upgrade Phase 3.
- (8) That Council give third reading to Borrowing Bylaw Repeal 2023-44 Bow Valley Trail Wastewater Upgrade Phase 3.

H. NEW BUSINESS

9:25 – 9:55

1. Protective Services Building Space Allocation from External Expressions of Interest

Recommendation: That Council approve the allocation of the unallocated space in the Protective Services Building located at 1021 Railway Avenue to the Bow Valley Regional Transit Services Commission.

9:55 – 10:55

2. Livability Task Force Update

Recommendation: That Council accept the Livability Task Force’s recommendations for information as presented and direct administration to develop an implementation plan.

Meeting break 10:55 – 11:10

I. REPORTS FROM ADMINISTRATION

11:10 – 11:25

1. 2023 Report to the Community

Purpose: To provide Council with a year-end report on their 2023-2026 strategic plan goals, summarizing what was accomplished.

J. NOTICES OF MOTION – None

K. IN CAMERA

11:25 – 12:05

1. Three Sisters Mountain Village Approval Process Legal Advice (verbal)

Recommendation: that Council take the meeting in camera to prevent disclosure of advice, proposals, recommendations, analyses, or policy options developed for the public body, in accordance with section 24(1)(a) of the Freedom of Information and Protection of Privacy Act.

12:05

L. ADJOURNMENT

**TOWN OF CANMORE
MINUTES**

Regular Meeting of Council
Council Chambers at the Civic Centre, 902 – 7 Avenue
Tuesday, December 5, 2023 at 9:00 a.m.

COUNCIL MEMBERS PRESENT

Sean Krausert	Mayor
Karen Marra	Deputy Mayor
Tanya Foubert	Councillor
Wade Graham	Councillor
Jeff Hilstad	Councillor
Jeff Mah	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
Scott McKay	General Manager of Municipal Services
Cheryl Hyde	Manager, Municipal Clerk's Office (recorder)
Adam Driedzic	Town Solicitor
Andreas Comeau	Manager of Public Works
Simon Robins	Supervisor of Solid Waste Services
Palki Biswas	Manager of Finance
Nathan Grivell	Development Planner
Adam Robertson	Manager of Communications

Mayor Krausert called the December 5, 2023 regular meeting to order at 9:00 a.m.

A. CALL TO ORDER AND APPROVAL OF AGENDA

1. Land Acknowledgement

2. Agenda for the December 5, 2023 Regular Meeting of Council

289-2023

Moved by Mayor Krausert that Council approve the agenda for the December 5, 2023 regular meeting as presented, with the following notes:

- reminder that items G2 through G4 will be tabled to follow item H5,
- make a typographical correction to item K1: strike out "Tow" and substitute "Town".

CARRIED UNANIMOUSLY

B. PUBLIC HEARINGS – None

C. DELEGATIONS – None

D. APPROVAL OF MINUTES

1. Minutes of the November 7, 2023 Regular Meeting of Council

290-2023 Moved by Mayor Krausert that Council approve the minutes of the November 7, 2023 meeting as presented.

CARRIED UNANIMOUSLY

E. BUSINESS ARISING FROM THE MINUTES – None

F. UNFINISHED BUSINESS – None

G. BYLAW APPROVAL

1. Three Sisters Village Area Structure Plan and Smith Creek Area Structure Plan Revising Bylaws

291-2023 Moved by Mayor Krausert that Council give first reading to Three Sisters Village Area Structure Plan Revising Bylaw 2023-37.

291A-2021 Moved by Mayor Krausert that Council amend motion 291-2023 by adding: with the drafter's note showing change #1 on page 43 of the redline version of the TSV ASP attached as schedule A to Bylaw 2023-37 pointing to both the Hotel and Spa District and the Innovation District to give effect to Council Resolution 98B-2021(f).

CARRIED UNANIMOUSLY

291-2023 The vote followed on motion 291-2023: that Council give first reading to Three Sisters Village Area Structure Plan Revising Bylaw 2023-37 with the drafter's note showing change #1 on page 43 of the redline version of the TSV ASP attached as schedule A to Bylaw 2023-37 pointing to both the Hotel and Spa District and the Innovation District to give effect to Council Resolution 98B-2021(f).

CARRIED UNANIMOUSLY

292-2023 Moved by Mayor Krausert that Council give second reading to Three Sisters Village Area Structure Plan Revising Bylaw 2023-37.

CARRIED UNANIMOUSLY

293-2023 Moved by Mayor Krausert that Council give leave to go to third reading of Three Sisters Village Area Structure Plan Revising Bylaw 2023-37.

CARRIED UNANIMOUSLY

294-2023 Moved by Mayor Krausert that Council give third reading to Three Sisters Village Area Structure Plan Revising Bylaw 2023-37.

CARRIED UNANIMOUSLY

Minutes approved by: _____

295-2023 Moved by Mayor Krausert that Council give first reading to Smith Creek Area Structure Plan Revising Bylaw 2023-38.
CARRIED UNANIMOUSLY

296-2023 Moved by Mayor Krausert that Council give second reading to Smith Creek Area Structure Plan Revising Bylaw 2023-38.
CARRIED UNANIMOUSLY

297-2023 Moved by Mayor Krausert that Council give leave to go to third reading of Smith Creek Area Structure Plan Revising Bylaw 2023-38.
CARRIED UNANIMOUSLY

298-2023 Moved by Mayor Krausert that Council give third reading to Smith Creek Area Structure Plan Revising Bylaw 2023-38.
CARRIED UNANIMOUSLY

299-2023 Moved by Mayor Krausert that Council table items G2, G3, and G4 until after item H4.
CARRIED UNANIMOUSLY

H. NEW BUSINESS

1. 2023 Capital Budget Amendments and Project Cancellations

300-2023 Moved by Mayor Krausert that Council cancel the following 2022/2023 projects:

- (a) 7285 Asset Management Software Needs Assessment
- (b) 7226 Long Range Facility Needs Report
- (c) 7236 Passenger Rail Station and Impact Study
- (d) 7311 Heliport Landing Pad Surface Replacement

CARRIED UNANIMOUSLY

301-2023 Moved by Mayor Krausert that Council approve the following amendments to the 2022/2023 capital projects:

- (a) Increase the budget for 7190 EP Rock Wall Refurbishment from \$100,000 to \$285,000 with the additional \$185,000 funded by Asset Replacement/Rehabilitation Reserve.
- (b) Increase the budget for 7244 Cemetery Final Design and New Columbarium – Phase 1 from \$365,000 to \$615,000 with the additional \$250,000 funded by General Capital Reserve.
- (c) Close-out 7307 Jumping Platform – Quarry Lake.

CARRIED UNANIMOUSLY

2. 2023 Capital Budget Amendment - Water Treatment Plant 2 Replacement and Capacity Upgrade - Construction

302-2023 Moved by Mayor Krausert that Council approve the revised budget for Water Treatment Plant 2 – Replacement and Capacity Upgrade – Construction capital project #7322 from \$20,000,000 to \$26,000,000, with the increase of \$6,000,000 to be funded by debenture.

CARRIED UNANIMOUSLY

Minutes approved by: _____

3. 2024-2028 Capital Budget and Plan Amendments

303-2023 Moved by Mayor Krausert that Council approve the 2024 Amended Capital Budget of \$21,284,000 and adopt the 2025-2028 Capital Plans as presented.
CARRIED UNANIMOUSLY

304-2023 Moved by Mayor Krausert Council cancel the following 2024 approved projects and defer them to future years:
(a) 7343 IT Strategic Improvements \$15,000 to 2025,
(b) 7344 Asset Management Software Implementation \$150,000 to 2026,
(c) 7345 Recreation Systems Enhancements \$10,000 to 2025,
(d) 7346 Finance System Migration Needs Assessment \$30,000 to 2025,
(e) 7352 Hazard Mitigation Three Sisters Creek Construction \$4,225,000 to 2026,
and
(f) 7353 Hazard Mitigation Stone Creek \$500,000 to 2026.
CARRIED UNANIMOUSLY

305-2023 Moved by Mayor Krausert that Council cancel the following 2024 Unfunded projects and defer them to 2025:
(a) Salt Shed – Rooftop Solar Installation \$550,000, and
(b) Noise Abatement Study \$50,000.
CARRIED UNANIMOUSLY

306-2023 Moved by Mayor Krausert that the Finance Committee recommend to Council to add the following projects to 2024:
(a) Long Term Financial Strategy Update \$100,000 funded from Operating,
(b) EP – Waterslide Area Repairs \$200,000 funded from Asset Replacement/Rehabilitation Reserve,
(c) Recreation Facility Feasibility Study \$200,000 funded from Operating and General Capital Reserve,
(d) Parking Management Implementation \$140,000 funded from Integrated Parking Management (Paid Parking) Reserve,
(e) WWTP Upgrade – Conceptual Design \$600,000 funded from Wastewater Utility Reserve,
(f) Railway Avenue Water Line Replacement – Construction Phase 1 (South) \$1,800,000 funded from Water Utility Reserve, and
(g) Teepee Town Water Line Upgrade \$440,000 funded from Water Utility Reserve.
CARRIED UNANIMOUSLY

307-2023 Moved by Mayor Krausert that the Finance Committee recommend to Council to amend the following 2024 approved projects:
(a) Change the budget and scope for 7359 Complete Street Improvements Railway to Main from \$5,000,000 to \$6,000,000 funded from Grants (MSI, CCBF) and Reserves (Asset Replacement/Rehabilitation Reserve and Offsite Reserve),
(b) Increase the budget for 7357 Street and Drainage Rehabilitation from \$500,000 to \$1,650,000 funded from grant (CCBF) and Asset Replacement/Rehabilitation Reserve,
(c) Increase the budget for 7358 Pathway Network Connectivity from \$250,000 to \$865,000 funded from Operating, Developer and Grants (MSI, ICIP), and

Minutes approved by: _____

- (d) Decrease the budget for 7371 Railway Avenue Wastewater Upgrade from \$2,400,000 to \$1,750,000 funded from Deventure and Wastewater Reserve.

CARRIED UNANIMOUSLY

308-2023 Moved by Mayor Krausert that Council approve the following amendments to the 2023 capital projects budget:

- (a) Change the funding source for \$8,300,000 CAP 1562 Cougar Creek Long-Term Mitigation from

(i) \$5,300,000 – Asset Replacement/Rehabilitation Reserve

(ii) \$2,000,000 – General Capital Reserve

(iii) \$1,000,000 – Flood Mitigation Structure Maintenance Reserve

to

(i) \$7,100,000 - Asset Replacement/Rehabilitation Reserve

(ii) \$1,200,000 – MSI Grant; and

- (b) Change the budget and scope for CAP 7299 Bow Valley Trail Pathway Improvements South from \$900,000 to \$540,000 to be funded by Asset Replacement/Rehabilitation Reserve.

CARRIED UNANIMOUSLY

4. 2024-2026 Operating Budget and Plan Amendments

309-2023 Moved by Mayor Krausert that Council approve the 2024 Operating Budget (Tax-Supported and Utility-Supported) of \$77,000,537 and the 2025-2026 Operating Plan Amendments as presented.

CARRIED UNANIMOUSLY

310-2023 Moved by Mayor Krausert that Council discontinue funding the Bow River Basin Council.

CARRIED UNANIMOUSLY

311-2023 Moved by Mayor Krausert that Council approve the Master Fee Schedule as presented, amended by removing the 6-month renewal option in item 11.97.

CARRIED UNANIMOUSLY

Meeting break 10:02 - 10:15 a.m.

312-2023 Moved by Mayor Krausert that Council approve the Paid Parking Revenue Allocation Model (PPRAM) as presented.

CARRIED UNANIMOUSLY

313-2023 Moved by Mayor Krausert that Council approve the revised Reserves Policy (FIN-007) as presented.

CARRIED UNANIMOUSLY

314-2023 Moved by Councillor Graham that Council reconsider motion 309-2023 – approval of the 2024 Operating Budget and 2025-2026 Operating Plan Amendments.

DEFEATED (2/3 majority required to reconsider)

In favour: Graham, Mah, Foubert, Marra

Opposed: Krausert, McCallum, Hilstad

Meeting break 10:23 – 10:38

Minutes approved by: _____

G. BYLAW APPROVAL continued

2. 2024 Recyclables and Waste Disposal Rate Bylaw Amendment 2023-35

- 315-2023 Moved by Mayor Krausert that Council give first reading to Recyclables and Waste Disposal Rate Bylaw Amendment 2023-35.
CARRIED UNANIMOUSLY
- 316-2023 Moved by Mayor Krausert that Council give second reading to Recyclables and Waste Disposal Rate Bylaw Amendment 2023-35.
CARRIED UNANIMOUSLY
- 317-2023 Moved by Mayor Krausert that Council give leave to go to third reading of Recyclables and Waste Disposal Rate Bylaw Amendment 2023-35.
CARRIED UNANIMOUSLY
- 318-2023 Moved by Mayor Krausert that Council give third reading to Recyclables and Waste Disposal Rate Bylaw Amendment 2023-35.
CARRIED UNANIMOUSLY
- 3. 2024 Utility Bylaw Amendments - Rates**
- 319-2023 Moved by Mayor Krausert that Council give first reading to Water Bylaw Amendment 2023-39.
CARRIED UNANIMOUSLY
- 320-2023 Moved by Mayor Krausert that Council give second reading to Water Bylaw Amendment 2023-39.
CARRIED UNANIMOUSLY
- 321-2023 Moved by Mayor Krausert that Council give leave to go to third reading of Water Bylaw Amendment 2023-39.
CARRIED UNANIMOUSLY
- 322-2023 Moved by Mayor Krausert that Council give third reading to Water Bylaw Amendment 2023-39.
CARRIED UNANIMOUSLY
- 323-2023 Moved by Mayor Krausert that Council give first reading to Sewer Bylaw Amendment 2023-40.
CARRIED UNANIMOUSLY
- 324-2023 Moved by Mayor Krausert that Council give second reading to Sewer Bylaw Amendment 2023-40.
CARRIED UNANIMOUSLY
- 325-2023 Moved by Mayor Krausert that Council give leave to go to third reading of Sewer Bylaw Amendment 2023-40.
CARRIED UNANIMOUSLY

Minutes approved by: _____

326-2023 Moved by Mayor Krausert that Council give third reading to Sewer Bylaw Amendment 2023-40.
CARRIED UNANIMOUSLY

4. 2024 Borrowing Bylaws

327-2023 Moved by Mayor Krausert that Council give first reading to Borrowing Bylaw 2023-41 Wastewater Treatment Plant – Odour Control – Construction.
CARRIED UNANIMOUSLY

328-2023 Moved by Mayor Krausert that Council give first reading to Borrowing Bylaw Amendment 2023-42 Water Treatment Plant 2 – Replacement and Capacity Upgrade – Construction – Borrowing Increase.
CARRIED UNANIMOUSLY

329-2023 Moved by Mayor Krausert that Council give first reading to Borrowing Bylaw Amendment 2023 – 43 Railway Avenue Wastewater Upgrade – Borrowing Decrease.
CARRIED UNANIMOUSLY

330-2023 Moved by Mayor Krausert that Council give first reading to Borrowing Bylaw Repeal 2023-44 Bow Valley Trail Wastewater Upgrade Phase 3.
CARRIED UNANIMOUSLY

H. NEW BUSINESS continued

5. Development Permit at 1800 8th Avenue – 2nd Floor Building Addition at Canmore Collegiate High School

331-2023 Moved by Mayor Krausert that Council approve PL20230239, subject to the following conditions of approval:

Approved Variances

1. None

Standard Conditions

1. All construction associated with the approval of this Development Permit shall comply with the regulations of the Land Use Bylaw (LUB) 2018-22, unless otherwise stated under the approved variances section of this document.
2. All construction associated with the approval of this Development Permit shall comply with the Town of Canmore Engineering requirements outlined in the Engineering Design and Construction Guidelines (EDCG).
3. All construction associated with the approval of this Development Permit shall comply with the Tree Protection Bylaw and ensure all tree protection measures are appropriately put in place prior to development of the site, where determined necessary by the Town of Canmore Parks Department.
4. All construction, landscaping and exterior finishing materials are to be as shown on the approved plans and other supporting material submitted with the application.
5. Any trees, shrubs or other plant material installed as part of the landscaping plan which may die or are blown over, shall be replaced on an ongoing

Minutes approved by: _____

basis, prior to receipt by the developer of a Development Completion Certificate.

6. Any roof top mechanical apparatus, including chimneys and vents, shall be screened to the satisfaction of the Development Authority.
7. Access to the site for emergency vehicles shall be to the satisfaction of the Fire Chief.
8. All signs shall require a separate development permit.
9. No occupancy shall be permitted until an Occupancy Certificate has been issued by the Town of Canmore.

Specific Conditions

1. Prior to the completion of the development, the applicant shall jointly develop with the Town of Canmore a parking study for the subject site and surrounding area (8th Avenue) to the satisfaction of the Manager of Engineering. The study is to include an implementation plan identifying responsible parties to the satisfaction of the Manager of Engineering.

Advisory Contents

1. None

CARRIED UNANIMOUSLY

6. Appointment to Marigold Library Board

332-2023

Moved by Mayor Krausert that Council appoint Norah Bonsteel as the Town of Canmore Library Board representative to the Marigold Library Board for a term ending at the 2026 annual organizational meeting and Doreen Saunderson as the alternate for a term ending at the October 2025 annual organizational meeting.

CARRIED UNANIMOUSLY

I. REPORTS FROM ADMINISTRATION – none

J. NOTICES OF MOTION – none

K. IN CAMERA

1. Land Matter (verbal report)

333-2023

Moved by Mayor Krausert that Council take the meeting in camera at 11 a.m. to prevent disclosure of information that could reasonably be expected to interfere with contractual or other negotiations of the Town, in accordance with section 25(1)(c)(iii) of the Freedom of Information and Protection of Privacy Act.

CARRIED UNANIMOUSLY

334-2023

Administration present at the closed session: Sally Caudill, Whitney Smithers, Therese Rogers, Scott McKay, Cheryl Hyde, Adam Robertson, Adam Driedzic, and Palki Biswas.

335-2023

Moved by Mayor Krausert that Council return to the public meeting at 11:33 a.m.

CARRIED UNANIMOUSLY

Minutes approved by: _____

336-2023 Moved by Mayor Krausert that Council approve a new capital project “Town Land Acquisition” in the amount of \$1.5M, funded through the General Capital Reserve, to further short- and long-term housing goals.

CARRIED UNANIMOUSLY

2. Personnel Matter (verbal report)

337-2023 Moved by Mayor Krausert that Council take the meeting in camera at 11:34 a.m. to prevent disclosure of personal information in accordance with section 17(4)(f) of the Freedom of Information and Protection of Privacy Act.

CARRIED UNANIMOUSLY

Shari-Anne Doolaege and Kari Hass, Sage Analytics, were present at the closed session.

Administration present: Sally Caudill and Adam Driedzic.

338-2023 Moved by Mayor Krausert that Council return to the public meeting at 12:27 p.m.

CARRIED UNANIMOUSLY

L. ADJOURNMENT

339-2023 Moved by Mayor Krausert that Council adjourn the December 5, 2023 regular meeting at 12:27 p.m.

CARRIED UNANIMOUSLY

Sean Krausert, Mayor

Cheryl Hyde,
Manager, Municipal Clerk’s Office

Minutes approved by: _____



Request for Decision

DATE OF MEETING: January 9, 2024 **Agenda #:** G-1

TO: Council

SUBJECT: Recyclables and Waste Disposal Bylaw Amending Bylaw 2024-02 – Definitions

SUBMITTED BY: Caitlin Miller, Manager of Protective Services

RECOMMENDATION: That Council give first reading to the Recyclables and Waste Disposal Bylaw Amending Bylaw 2024-02 – Definitions.

That Council give second reading to the Recyclables and Waste Disposal Bylaw Amending Bylaw 2024-02 – Definitions.

That Council give leave for third reading of the Recyclables and Waste Disposal Bylaw Amending Bylaw 2024-02 – Definitions.

That Council give third reading to the Recyclables and Waste Disposal Bylaw Amending Bylaw 2024-02 – Definitions.

EXECUTIVE SUMMARY

This bylaw amendment is to update the definitions of “commercial premises”, “owner” and “occupier” in the *Recyclables and Waste Disposal Bylaw* to add clarity that will assist in enforcement of infractions related to commercial waste disposal.

RELEVANT COUNCIL DIRECTION, POLICY, OR BYLAWS

Recyclables and Waste Disposal Bylaw 2016-11

DISCUSSION

Since the enactment of the amended Recyclables and Waste Bylaw, Community Peace Officers have addressed several properties that have not complied with ensuring their waste containers are adequately animal-proofed and maintained. As expected, due to the increased fine amounts, many of these files have resulted in violation tickets being brought to court for legal proceedings. The current definitions of “commercial premises”, “owner”, and “occupier” have been raised as potential concerns when enforcing commercial waste at mixed-use buildings that have both commercial and tourist home use or at buildings that are designated for tourist home use. For greater clarity and certainty when enforcing commercial waste, including food waste and recyclables, the following amendments to the definitions of “commercial premises”, “owner” and “occupier” in the Recyclables and Waste Disposal Bylaw are recommended:

Original

“**commercial premises**” includes any building, structure or premises which is not used for residential purposes, and for greater certainty, but not to be restricted to the generality of the foregoing, any building, structure or premises which is used by any Business or non-profit-organization, or for any professional, institution, industrial, commercial, retail, restaurant or worship purpose;

Revised

“**commercial premises**” includes any building, structure or premises which is not exclusively used for residential purposes. This includes all buildings, structures or premises, where any partial use of said building, structure or premise, is not for residential purposes. For greater certainty, this includes, but is not necessarily limited to (and not to be restricted to the generality of the foregoing):

any building, structure, premises or unit therein, which is used:

- i. by any business, non-profit-organization, not for profit organization or private club; or
- ii. for any professional, institution, industrial, commercial, retail, restaurant, industrial, merchandising or worship purpose, activity, or undertaking; or
- iii. for an activity providing goods or services; or

any building, structure, premises or unit therein, which is designated as a Tourist Home under the Town of Canmore’s Land-Use Bylaw or has been assigned the Tourist Home Tax Code in the Town of Canmore’s Tax Assessment Roll;

any building, structure, or premises, which provides a combination of commercial and residential activities or uses,

any building, structure, premises or unit therein, which has any licence or permit issued to it under the Town of Canmore Business Registry License, as amended from time to time.

any building, structure, or premises, that is residential in nature including a dwelling unit, which has a business being operated therein.

Original

“**owner**” means

in the case of land registered under the Land Titles Act, the owner of a fee simple estate or registered leasehold interest in a parcel of land, or

a person residing in or in possession or control of the premises, and

in the case of personal property, the registered owner, and

in the case of unregistered personal property, any person with lawful possession and control over the property;

Revised

“owner” means:

in the case of land registered under the Land Titles Act, the owner of a fee simple estate or registered leasehold interest in a parcel of land or a condominium corporation owning or operating on a parcel of land, or

a person residing in or in possession or control of the premises, or in the case of personal property, the registered owner, or

in the case of unregistered personal property, any person with lawful possession and control over the property;

Original

“occupier” means the person residing in or in apparent possession or control of the premises, which may but not necessarily include the owner, a renter, a tenant, or a lessee of the premises;

Revised

“occupier” means the person residing in or in apparent possession or control of the premises, which may but not necessarily include the owner, a renter, a tenant, lessee, or a condominium corporation operating at the premises;

ANALYSIS OF ALTERNATIVES

No alternatives were considered.

FINANCIAL IMPACTS

These proposed amendments will provide greater clarity and certainty when enforcing commercial waste infractions and will assist in ensuring fine revenue for these infractions is collected.

STAKEHOLDER ENGAGEMENT

The Town Solicitor, Manager of Public Works, the Supervisor of Solid Waste Services, and the Manager of Planning were all consulted on this change of definition.

Advice from the legal team that represents the Town of Canmore on bylaw litigation matters has informed the proposed amendments.

ATTACHMENTS

- 1) Recyclables and Waste Disposal Bylaw Amending Bylaw 2024-02 – Definitions

AUTHORIZATION

Submitted by: Caitlin Miller
Manager of Protective Services Date: December 5, 2023

Approved by: Lauren Miller, RPP, MCIP, AICP
Manager of Planning and Development Date: December 8, 2023

Approved by: Scott McKay
General Manager of Municipal Services Date: December 15, 2023

Approved by: Sally Caudill
Chief Administrative Officer Date: January 2, 2024

BYLAW 2024-02

**A BYLAW OF THE TOWN OF CANMORE, IN THE PROVINCE OF ALBERTA, TO
AMEND RECYCLABLES AND WASTE DISPOSAL BYLAW 2016-11**

The Council of the Town of Canmore, in the Province of Alberta, duly assembled, enacts as follows:

TITLE

- 1 This bylaw shall be known as Recyclables and Waste Disposal Bylaw Amendment – Definitions.

PROVISIONS

- 2 Bylaw 2016-11 is amended by this bylaw.

- 3 Section 3.2 is amended

- a) in “commercial premises” by striking out “includes any building, structure or premises which is not used for residential purposes, and for greater certainty, but not to be restricted to the generality of the foregoing, any building, structure or premises which is used by any Business or non-profit-organization, or for any professional, institution, industrial, commercial, retail, restaurant or worship purpose;” and substituting the following:

“commercial premises” includes any building, structure or premises which is not exclusively used for residential purposes. This includes all buildings, structures, or premises, where any partial use of said building, structure, or premise, is not for residential purposes. For greater certainty, this includes, but is not necessarily limited to (and not to be restricted to the generality of the foregoing):

any building, structure, premises, or unit therein, which is used:

- i. by any business, non-profit-organization, not for profit organization or private club;
or
- ii. for any professional, institution, industrial, commercial, retail, restaurant, industrial, merchandising or worship purpose, activity, or undertaking; or
- iii. for an activity providing goods or services; or

any building, structure, premises, or unit therein, which is designated as a Tourist Home under the Town of Canmore’s Land-Use Bylaw or has been assigned the Tourist Home Tax Code in the Town of Canmore’s Tax Assessment Roll;

any building, structure, or premises, which provides a combination of commercial and residential activities or uses,

any building, structure, premises, or unit therein, which has any licence or permit issued to it under the Town of Canmore Business Registry License, as amended from time to time.

any building, structure, or premises, that is residential in nature including a dwelling unit, which has a business being operated therein.”

- b) in “owner” by inserting “or a condominium corporation owning or operating on a parcel of land” between “parcel of land” and “, or” and by adding “or” after “a person residing in or in possession or control of the premises” and “in the case of personal property, the registered owner,
- c) in “occupier” by striking out “, or a” between “tenant” and “lessee”, deleting “the final “of”, and inserting “, or a condominium corporation operating at” between “lessee” and “the premises”.

ENACTMENT/TRANSITION

- 4 If any clause in this bylaw is found to be invalid, it shall be severed from the remainder of the bylaw and shall not invalidate the whole bylaw.
- 5 This bylaw comes into force on the date it is passed.

FIRST READING:

SECOND READING:

THIRD READING:

Approved on behalf of the Town of Canmore:

 Sean Krausert
 Mayor

Date

 Cheryl Hyde
 Municipal Clerk

Date



Request for Decision

DATE OF MEETING: January 9, 2024 **Agenda #:** G-2

TO: Council

SUBJECT: 2024 Borrowing Bylaws

SUBMITTED BY: Palki Biswas, Manager of Finance

RECOMMENDATIONS:

That Council give second reading to Borrowing Bylaw 2023-41 Wastewater Treatment Plant – Odour Control – Construction.
That Council give third reading to Borrowing Bylaw 2023-41 Wastewater Treatment Plant – Odour Control – Construction.

That Council give second reading to Borrowing Bylaw Amendment 2023-42 Water Treatment Plant 2 – Replacement and Capacity Upgrade – Construction – Borrowing Increase.
That Council give third reading to Borrowing Bylaw Amendment 2023-42 Water Treatment Plant 2 – Replacement and Capacity Upgrade – Construction – Borrowing Increase.

That Council give second reading to Borrowing Bylaw Amendment 2023–43 Railway Avenue Wastewater Upgrade – Borrowing Decrease.
That Council give third reading to Borrowing Bylaw Amendment 2023–43 Railway Avenue Wastewater Upgrade – Borrowing Decrease.

That Council give second reading to Borrowing Bylaw Repeal 2023-44 Bow Valley Trail Wastewater Upgrade Phase 3.
That Council give third reading to Borrowing Bylaw Repeal 2023-44 Bow Valley Trail Wastewater Upgrade Phase 3.

EXECUTIVE SUMMARY

On December 5, 2023, Council gave first reading to the Borrowing Bylaws 2023-41, 2023-42, 2023-43 and 2023-44. These borrowing bylaws were based on 2023 and 2024 budget amendment approval.

As per the Municipal Government Act's (MGA) borrowing requirements, the proposed bylaws were advertised in Rocky Mountain Outlook on December 7 and December 14, 2023. No petition or comments have been received; the deadline to provide either of these was December 29, 2023. Pursuant to the MGA, Council may now give second and third readings to these 2024 Borrowing Bylaws.

RELEVANT COUNCIL DIRECTION, POLICY, OR BYLAWS

104-2023: On May 16, Special Meeting, Council approved the cancellation of the 2024 approved capital project: 7369 BVT Wastewater Upgrade – Phase 3.

On December 5, 2023, Regular Meeting, Council gave approval to the 2023 and 2024 capital budget amendments.

December 5, 2023: Council gave first reading to the following bylaws:

Motion 328-2023 - Borrowing Bylaw 2023-41 Wastewater Treatment Plant – Odour Control – Construction.

Motion 329-2023 - Borrowing Bylaw Amendment 2023-42 Water Treatment Plant 2 – Replacement and Capacity Upgrade – Construction – Borrowing Increase.

Motion 330-2023 - Borrowing Bylaw Amendment 2023–43 Railway Avenue Wastewater Upgrade – Borrowing Decrease.

Motion 331-2023 - Borrowing Bylaw Repeal 2023-44 Bow Valley Trail Wastewater Upgrade Phase 3.

DISCUSSION**New Borrowing Bylaw**

Wastewater Treatment Plant-Odour Control-Construction project was approved by Council in the amount of \$2,000,000 with **\$1,600,000** being debenture and \$400,000 wastewater utility reserve funded. The project is to construct the odour control technology at the Wastewater Treatment Plant identified in 2023. The plant has three main sources of odour: clarifiers, BAF cells and digestors/holding tanks. When the weather is hot, and winds are easterly it pushes odours into the South Canmore area and across the river into the Prospect area. A revised scope for this project was approved by Council on November 7, 2023 (motion 283-2023) to include implementation of an Iron Salt Dosing System within the Headworks of the Wastewater Treatment Plant and continue to monitor for H₂S and odours to ensure compliance with Alberta Ambient Air Quality Objectives concentration limits.

Amending Borrowing Bylaws

Water Treatment Plant 2-Replacement and Capacity Upgrade-Construction project was approved by Council in the amount of \$20,000,000 with **\$14,132,830** debenture, \$3,687,170 grant, \$680,000 offsite levy reserve and \$1,500,000 water utility reserve funded. The project is to replace the pumphouse 2 and decommission the current facility. The new facility will have three direct filtration trains with a total capacity of 170 l/s installed. Auxiliary systems will include raw water intake upgrades, chemical injection system, backwash pumps and blowers, electrical and control systems. At the December 5, 2023 meeting, Council approved a budget increase for this project for an additional **\$6,000,000** (total of \$20,132,830) to be funded from debt.

Railway Avenue Wastewater Upgrade project was approved by Council in the amount of \$2,400,000 with **\$1,200,000** being debenture and \$1,200,000 wastewater utility reserve funded. The project is to upsize the wastewater main along Railway Avenue between the edge of the TIP20 work (by the CPR railway line) and finish 100m north of 10th Street. As part of the 2024 capital budget amendments, Council approved a budget decrease for this project from \$2,400,000 to \$1,750,000 with **\$875,000** funded from debenture and remaining \$875,000 funded from wastewater utility reserve.

Cancel (Repeal) Borrowing Bylaw

Bow Valley Trail Wastewater Upgrade-Phase 3 project was approved by Council in the amount of \$600,000 with \$342,000 being debenture and \$258,000 wastewater utility reserve funded. The project was cancelled as part of the budget amendments approved by Council on May 16, 2023 (motion 104-2023).

When a borrowing bylaw is approved, it ensures compliance with the Municipal Government Act and the Government of Alberta’s lending policy, thus allowing the debenture borrowing to proceed. For the projects to start Administration must bring the bylaw to Council. The debenture is not drawn until actual expenditures warrant the need for debt funding. Depending on the timing of projects, the actual debenture could be drawn in a subsequent year.

ANALYSIS OF ALTERNATIVES

Council could choose not to give second and third reading to the borrowing bylaws. If borrowing bylaws are not approved, Council would need to provide Administration with direction to amend the related projects, as they have already been approved in the budget, and provide a recommendation for an alternate funding source.

FINANCIAL IMPACTS

The Government of Alberta provides eligible local authorities with financing for capital projects and the loan terms allow for 3 – 30-year amortization, depending on asset life. While the asset useful life of these utility projects is expected to be longer, Administration does not recommend borrowing to the maximum allowable term and in instead recommended a term of 15 years for all projects except for the Water Treatment Plant 2- Replacement and Capacity Upgrade-Construction project. Administration recommended the borrowing term of 20 years for this project.

The 15-year Loan to Local Authorities Indicative Interest Rate as at November 15, 2023 was 5.42% and that of a 20-year term was 5.50%, which will change depending on market rates at the time of the actual debenture draw.

STAKEHOLDER ENGAGEMENT

1. Council approval of 2023 and 2024 Budget Amendments
2. Government of Alberta Loan to Local Authorities Debenture Approval Process
3. Advertising in the Rocky Mountain Outlook and on the Town’s website

ATTACHMENTS

- 1) 2024 Borrowing Bylaws RFD and Attachments from December 5, 2023 Council Meeting.

AUTHORIZATION

Submitted by:	Palki Biswas Manager of Finance	Date: <u>December 6, 2023</u>
Approved by:	Therese Rogers General Manager of Corporate Services	Date: <u>December 7, 2023</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date: <u>January 2, 2024</u>



Request for Decision

DATE OF MEETING: December 5, 2023 **Agenda #:** G-4

TO: Council

SUBJECT: 2024 Borrowing Bylaws

SUBMITTED BY: Palki Biswas, Manager of Finance

RECOMMENDATIONS: That Council give first reading to Borrowing Bylaw 2023-41 Wastewater Treatment Plant – Odour Control – Construction.

That Council give first reading to Borrowing Bylaw Amendment 2023-42 Water Treatment Plant 2 – Replacement and Capacity Upgrade – Construction – Borrowing Increase.

That Council give first reading to Borrowing Bylaw Amendment 2023–43 Railway Avenue Wastewater Upgrade – Borrowing Decrease.

That Council give first reading to Borrowing Bylaw Repeal 2023-44 Bow Valley Trail Wastewater Upgrade Phase 3.

EXECUTIVE SUMMARY

As part of the 2023 and 2024 budget, Council approved a number of utility projects that have debt financing as a source of funding. The borrowing bylaws for following projects were approved by Council on February 7, 2023.

2023

Water Treatment Plant 2-Replacement and Capacity Upgrade-Construction

Bow Valley Trail Wastewater Upgrade-Phase 2

Bow Valley Trail Water Upgrade-Phase 2

2024

Bow Valley Trail Wastewater Upgrade-Phase 3

Wastewater Treatment Plant-Odour Control-Construction

Railway Avenue Wastewater Upgrade

Wastewater Treatment Plant-Influent Screen Capacity Upgrade

Based on 2023 and 2024 budget amendment approval that have now occurred, some of the borrowing bylaws need to be approved, amended, and cancelled.

RELEVANT COUNCIL DIRECTION, POLICY, OR BYLAWS

104-2023: On May 16, Special Meeting, Council approved the cancellation of the 2024 approved capital project: 7369 BVT Wastewater Upgrade – Phase 3.

On December 5, 2023 Regular Meeting, Council gave approval to the 2023 and 2024 capital budget amendments.

DISCUSSION

New Borrowing Bylaw

Wastewater Treatment Plant-Odour Control-Construction project was approved by Council in the amount of \$2,000,000 with **\$1,600,000** being debenture and \$400,000 wastewater utility reserve funded. The project is to construct the odour control technology at the Wastewater Treatment Plant identified in 2023. The plant has three main sources of odour: clarifiers, BAF cells and digestors/holding tanks. When the weather is hot, and winds are easterly it pushes odours into the South Canmore area and across the river into the Prospect area. A revised scope for this project was approved by Council on November 7, 2023 (motion 283-2023) to include implementation of an Iron Salt Dosing System within the Headworks of the Wastewater Treatment Plant and continue to monitor for H₂S and odours to ensure compliance with Alberta Ambient Air Quality Objectives concentration limits.

Amending Borrowing Bylaws

Water Treatment Plant 2-Replacement and Capacity Upgrade-Construction project was approved by Council in the amount of \$20,000,000 with **\$14,132,830** debenture, \$3,687,170 grant, \$680,000 offsite levy reserve and \$1,500,000 water utility reserve funded. The project is to replace the pumphouse 2 and decommission the current facility. The new facility will have three direct filtration trains with a total capacity of 170 l/s installed. Auxiliary systems will include raw water intake upgrades, chemical injection system, backwash pumps and blowers, electrical and control systems. At the December 5, 2023 meeting, Council approved a budget increase for this project for an additional **\$6,000,000** (total of \$20,132,830) to be funded from debt.

Railway Avenue Wastewater Upgrade project was approved by Council in the amount of \$2,400,000 with **\$1,200,000** being debenture and \$1,200,000 wastewater utility reserve funded. The project is to upsize the wastewater main along Railway Avenue between the edge of the TIP20 work (by the CPR railway line) and finish 100m north of 10th Street. As part of the 2024 capital budget amendments, Council approved a budget decrease for this project from \$2,400,000 to \$1,750,000 with **\$875,000** funded from debenture and remaining \$875,000 funded from wastewater utility reserve.

Cancel (Repeal) Borrowing Bylaw

Bow Valley Trail Wastewater Upgrade-Phase 3 project was approved by Council in the amount of \$600,000 with \$342,000 being debenture and \$258,000 wastewater utility reserve funded. The project was cancelled as part of the budget amendments approved by Council on May 16, 2023 (motion 104-2023).

When a borrowing bylaw is approved, it ensures compliance with the Municipal Government Act and the Government of Alberta's lending policy, thus allowing the debenture borrowing to proceed. For the projects to start Administration must bring the bylaw to Council. The debenture is not drawn until actual expenditures warrant the need for debt funding. Depending on the timing of projects, the actual debenture could be drawn in a subsequent year.

The debenture bylaw approval process has set timelines. To ensure a valid borrowing bylaw, the following process is being followed.

- **December 5th – Bylaw First Reading**
- December 7th - Advertised (week 1)
- December 14th - Advertised (week 2)
- December 29th - 15-day petition period deadline
- January 9th – Bylaw Second and Third Readings
- February 9th - Valid bylaw (if no application is made to Court of King's Bench)

ANALYSIS OF ALTERNATIVES

Rather than fund a portion of the project through debt financing, Council could direct Administration to fund the work through another funding source, such as reserve balances. This is not recommended as the costs of servicing the debt are matched with the use of that facility, and a portion of some of these projects is attributable to growth and corresponding off-site levies.

FINANCIAL IMPACTS

The Government of Alberta provides eligible local authorities with financing for capital projects and the loan terms allow for 3 – 30-year amortization, depending on asset life. While the asset useful life of these utility projects is expected to be longer, Administration does not recommend borrowing to the maximum allowable term and instead recommended a term of 15 years for all projects with the exception of the Water Treatment Plant 2-Replacement and Capacity Upgrade-Construction project. Administration recommended the borrowing term of 20 years for this project.

The 15-year Loan to Local Authorities Indicative Interest Rate as at November 15, 2023 was 5.42% and that of a 20-year term was 5.50%, which will change depending on market rates at the time of the actual debenture draw.

STAKEHOLDER ENGAGEMENT

1. Council approval of 2023 and 2024 Budget Amendments
2. Government of Alberta Loan to Local Authorities Debenture Approval Process

ATTACHMENTS

- 1) Borrowing Bylaw 2023-41 Wastewater Treatment Plant – Odour Control – Construction
- 2) Borrowing Bylaw 2023-03 Water Treatment Plant 2 – Replacement and Capacity Upgrade – Construction REDLINE
- 3) Borrowing Bylaw Amendment 2023-42 Water Treatment Plant 2 – Replacement and Capacity Upgrade – Construction – Borrowing Increase
- 4) Borrowing Bylaw 2023-08 Railway Avenue Wastewater Upgrade REDLINE
- 5) Borrowing Bylaw Amendment 2023-43 Railway Avenue Wastewater Upgrade – Borrowing Decrease
- 6) Borrowing Bylaw Repeal 2023-44 Bow Valley Trail Wastewater Upgrade Phase 3

7) Borrowing Bylaw 2023-05 Bow Valley Trail Wastewater Upgrade Phase 3

AUTHORIZATION

Submitted by: Palki Biswas
Manager of Finance Date: November 16, 2023

Approved by: Therese Rogers
General Manager of Corporate Services Date: November 16, 2023

Approved by: Sally Caudill
Chief Administrative Officer Date: November 28, 2023

Submitted Dec 5, 2023

**BYLAW 2023-41**

**A BYLAW OF THE TOWN OF CANMORE, IN THE PROVINCE OF ALBERTA, TO
INCUR INDEBTEDNESS BY THE ISSUANCE OF DEBENTURE(S) IN THE
AMOUNT OF UP TO \$1,600,000 FOR THE PURPOSE OF FINANCING
WASTEWATER TREATMENT PLANT - ODOUR CONTROL - CONSTRUCTION**

WHEREAS the Council of the Town of Canmore has decided to issue a bylaw pursuant to the *Municipal Government Act* to authorize the financing, undertaking and completion of the capital project – Wastewater Treatment Plant – Odour Control - Construction; and

WHEREAS plans and project details have been prepared and the total budget of the project is \$2,000,000; and

WHEREAS the project will be funded through a combination of debentures and reserve. The Town of Canmore estimates the following contributions will be applied to the project:

Debentures	\$1,600,000
Wastewater Utility Reserve	<u>400,000</u>
Total Cost	\$2,000,000

and

WHEREAS in order to complete the project, it will be necessary for the Town of Canmore to borrow the sum of one million six hundred thousand (\$1,600,000) dollars for a period not to exceed fifteen (15) years, from the Government of Alberta, or another authorized financial institution by the issuance of debentures and on the terms and conditions referred to in this bylaw; and

WHEREAS the estimated lifetime of the project financed under this bylaw is equal to or in excess of the fifteen (15) years; and

WHEREAS the principal amount of the outstanding debt of the Town of Canmore on December 31, 2022, is \$36,764,371 and no part of the principal or interest is in arrears; and

WHEREAS all required approvals for the project have been obtained and the project is in compliance with all Acts and Regulations of the Government of Alberta;

NOW THEREFORE the Council of the Town of Canmore, duly assembled, enacts as follows:

TITLE

- 1 This bylaw shall be known as Borrowing Bylaw 2023-41 Wastewater Treatment Plant – Odour Control - Construction.

PROVISIONS

- 2 That for the purpose of construction the Wastewater Treatment Plant – Odour Control, the sum of one million six hundred thousand (\$1,600,000) dollars be borrowed from the Government of Alberta or another authorized financial institution by way of debenture on the credit and security of the Town of Canmore at large, of which amount the full sum of \$1,600,000 is to be paid by the Town of Canmore at large.
- 3 The proper officers of the Town of Canmore are hereby authorized to issue debenture on behalf of the Town of Canmore for the amount and purpose as authorized by this bylaw, namely the Wastewater Treatment Plant – Odour Control - Construction.
- 4 The Town of Canmore shall repay the indebtedness according to the repayment structure in effect, namely semi-annual or annual equal payments of combined principal and interest installments not to exceed fifteen (15) years calculated at a rate not exceeding the interest rate fixed by the Government of Alberta or another authorized financial institution on the date of borrowing and not to exceed ten (10.0) percent.
- 5 The Town of Canmore shall levy and raise municipal taxes, user fees and/or utility rates sufficiently to pay the indebtedness.
- 6 The indebtedness shall be contracted on the credit and security of the Town of Canmore.
- 7 The net amount borrowed under the bylaw shall be applied only to the project specified by this bylaw.

ENACTMENT/TRANSITION

- 8 If any clause in this bylaw is found to be invalid, it shall be severed from the remainder of the bylaw and shall not invalidate the whole bylaw.
- 9 This bylaw comes into force on the date it is passed.

FIRST READING:

SECOND READING:

THIRD READING:

Approved on behalf of the Town of Canmore:

Sean Krausert
Mayor

Date

Cheryl Hyde
Municipal Clerk

Date

Bylaw approved by: _____

BYLAW 2023-03

**A BYLAW OF THE TOWN OF CANMORE, IN THE PROVINCE OF ALBERTA, TO
 INCUR INDEBTEDNESS BY THE ISSUANCE OF DEBENTURE(S) IN THE
 AMOUNT OF UP TO ~~\$14,132,830~~ \$20,132,830 FOR THE PURPOSE OF FINANCING
 WATER TREATMENT PLANT 2 - REPLACEMENT AND CAPACITY UPGRADE -
 CONSTRUCTION**

WHEREAS

The Council of the Town of Canmore has decided to issue a bylaw pursuant to the *Municipal Government Act* to authorize the financing, undertaking and completion of the capital project - Water Treatment Plant 2 – Replacement and Capacity Upgrade – Construction;

Plans and project details have been prepared and the total revised budget of the project is ~~\$20,000,000~~ \$26,000,000. The project will be funded through a combination of debentures, grant, and reserves. The Town of Canmore estimates the following contributions will be applied to the project:

Debentures	\$14,132,830 <u>\$20,132,830</u>
Grant	3,687,170
Offsite Levy Reserve	680,000
Water Utility Reserve	1,500,000
 Total Cost	 \$20,000,000 <u>\$26,000,000</u>

In order to complete the project, it will be necessary for the Town of Canmore to borrow the sum of ~~fourteen-twenty~~ million one hundred thirty-two thousand eight hundred thirty ~~(\$14,132,830)~~ (20,132,830) dollars for a period not to exceed twenty (20) years, from the Government of Alberta, or another authorized financial institution by the issuance of debentures and on the terms and conditions referred to in this bylaw;

The estimated lifetime of the project financed under this bylaw is equal to or in excess of the twenty (20) years;

The principal amount of the outstanding debt (~~unaudited~~) of the Town of Canmore on December 31, 2022, is \$36,764,371 and no part of the principal or interest is in arrears;

All required approvals for the project have been obtained and the project is in compliance with all Acts and Regulations of the Government of Alberta;

NOW THEREFORE the Council of the Town of Canmore, duly assembled, enacts as follows:

TITLE This bylaw shall be known as “Borrowing Bylaw 2023-03 Water Treatment Plant 2 – Replacement and Capacity Upgrade – Construction.”

PROVISIONS

- 1 That for the purpose of construction the Water Treatment Plant 2 – Replacement and Capacity Upgrade, the sum of ~~fourteen-twenty~~ million one hundred thirty-two thousand eight hundred thirty ~~(\$14,132,830)~~(\$20,132,830) dollars be borrowed from the Government of Alberta or another authorized financial institution by way of debenture on the credit and security of the Town of Canmore at large, of which amount the full sum of ~~\$14,132,830~~\$20,132,830 is to be paid by the Town of Canmore at large.
- 2 The proper officers of the Town of Canmore are hereby authorized to issue debenture on behalf of the Town of Canmore for the amount and purpose as authorized by this bylaw, namely the Water Treatment Plant 2 – Replacement and Capacity Upgrade – Construction.
- 3 The Town of Canmore shall repay the indebtedness according to the repayment structure in effect, namely semi-annual or annual equal payments of combined principal and interest installments not to exceed twenty (20) years calculated at a rate not exceeding the interest rate fixed by the Government of Alberta or another authorized financial institution on the date of borrowing and not to exceed ten (10.0) percent.
- 4 The Town of Canmore shall levy and raise municipal taxes, user fees and/or utility rates sufficiently to pay the indebtedness.
- 5 The indebtedness shall be contracted on the credit and security of the Town of Canmore.
- 6 The net amount borrowed under the bylaw shall be applied only to the project specified by this bylaw.

ENACTMENT/TRANSITION

- 7 If any clause in this bylaw is found to be invalid, it shall be severed from the remainder of the bylaw and shall not invalidate the whole bylaw.
- 8 This bylaw comes into force on the date it is passed.

FIRST READING: January 10, 2023

SECOND READING: February 7, 2023

THIRD READING: February 7, 2023

Approved on behalf of the Town of Canmore:

Sean Krausert
Mayor

Date

Cheryl Hyde
Municipal Clerk

Date

BYLAW 2023-42

**A BYLAW OF THE TOWN OF CANMORE, IN THE PROVINCE OF ALBERTA, TO
AMEND BORROWING BYLAW 2023-03 WATER TREATMENT PLANT 2 –
REPLACEMENT AND CAPACITY UPGRADE – CONSTRUCTION**

The Council of the Town of Canmore, in the Province of Alberta, duly assembled, enacts as follows:

TITLE

- 1 This bylaw shall be known as Borrowing Bylaw Amendment Water Treatment Plant 2 – Replacement and Capacity Upgrade – Construction – Borrowing Increase.

PROVISIONS

- 2 Bylaw 2023-03 is amended by this bylaw.
- 3 The bylaw header is amended by striking out “\$14,132,830” and substituting “\$20,132,830”.
- 4 The second “Whereas” clause is amended by
 - a) inserting “revised” between “total” and “budget”,
 - b) striking out both occurrences of “20,000,000” and substituting “\$26,000,000”, and
 - c) striking out “\$14,132,830” and substituting “\$20,132,830”.
- 5 The third “Whereas” clause is amended by striking out “fourteen” and substituting “twenty” and by striking out “\$14,132,830” and substituting “\$20,132,830”.
- 6 The fifth “Whereas” clause is amended by striking out “(unaudited)”.
- 7 Section 1 is amended by striking out “fourteen” and substituting “twenty” and by striking out both occurrences of “\$14,132,830” and substituting “\$20,132,830”.

ENACTMENT/TRANSITION

- 8 If any clause in this bylaw is found to be invalid, it shall be severed from the remainder of the bylaw and shall not invalidate the whole bylaw.
- 9 This bylaw comes into force on the date it is passed.

FIRST READING:

SECOND READING:

THIRD READING:

Approved on behalf of the Town of Canmore:

Sean Krausert
Mayor

Date

Cheryl Hyde
Municipal Clerk

Date

Submitted Dec 5, 2023

Bylaw approved by: _____

BYLAW 2023-08

**A BYLAW OF THE TOWN OF CANMORE, IN THE PROVINCE OF ALBERTA, TO
INCUR INDEBTEDNESS BY THE ISSUANCE OF DEBENTURE(S) IN THE
AMOUNT OF UP TO ~~\$1,200,000~~\$875,000 FOR THE PURPOSE OF FINANCING
RAILWAY AVENUE WASTEWATER UPGRADE**

WHEREAS

The Council of the Town of Canmore has decided to issue a bylaw pursuant to the *Municipal Government Act* to authorize the financing, undertaking and completion of the capital project – Railway Avenue Wastewater Upgrade;

Plans and project details have been prepared and the total revised budget of the project is ~~\$2,400,000~~1,750,000. The project will be funded through a combination of debentures and reserve. The Town of Canmore estimates the following contributions will be applied to the project:

Debentures	\$1,200,000 <u>\$ 875,000</u>
Wastewater Utility Reserve	\$1,200,000 <u>\$875,000</u>
Total Cost	\$2,400,000 <u>\$1,750,000</u>

In order to complete the project, it will be necessary for the Town of Canmore to borrow the sum of ~~one million two hundred thousand~~eight hundred seventy-five thousand (~~\$1,200,000~~\$875,000) dollars for a period not to exceed fifteen (15) years, from the Government of Alberta, or another authorized financial institution by the issuance of debentures and on the terms and conditions referred to in this bylaw;

The estimated lifetime of the project financed under this bylaw is equal to or in excess of the fifteen (15) years;

The principal amount of the outstanding debt (~~unaudited~~) of the Town of Canmore on December 31, 2022, is \$36,764,371 and no part of the principal or interest is in arrears;

All required approvals for the project have been obtained and the project is in compliance with all Acts and Regulations of the Government of Alberta;

NOW THEREFORE the Council of the Town of Canmore, duly assembled, enacts as follows:

TITLE This bylaw shall be known as “Borrowing Bylaw 2023-08 Railway Avenue Wastewater Upgrade.”

PROVISIONS

- 1 That for the purpose of construction the Railway Avenue Wastewater Upgrade, the sum of ~~one million two hundred thousand~~eight hundred seventy-five thousand (~~\$1,200,000~~\$875,000) dollars be borrowed from the Government of Alberta or another authorized financial institution by way of

REDLINE for December 5, 2023 Council Agenda

debenture on the credit and security of the Town of Canmore at large, of which amount the full sum of ~~\$1,200,000~~\$1,200,000 is to be paid by the Town of Canmore at large.

- 2 The proper officers of the Town of Canmore are hereby authorized to issue debenture on behalf of the Town of Canmore for the amount and purpose as authorized by this bylaw, namely the Railway Avenue Wastewater Upgrade.
- 3 The Town of Canmore shall repay the indebtedness according to the repayment structure in effect, namely semi-annual or annual equal payments of combined principal and interest installments not to exceed fifteen (15) years calculated at a rate not exceeding the interest rate fixed by the Government of Alberta or another authorized financial institution on the date of borrowing and not to exceed ten (10.0) percent.
- 4 The Town of Canmore shall levy and raise municipal taxes, user fees and/or utility rates sufficiently to pay the indebtedness.
- 5 The indebtedness shall be contracted on the credit and security of the Town of Canmore.
- 6 The net amount borrowed under the bylaw shall be applied only to the project specified by this bylaw.

ENACTMENT/TRANSITION

- 7 If any clause in this bylaw is found to be invalid, it shall be severed from the remainder of the bylaw and shall not invalidate the whole bylaw.
- 8 This bylaw comes into force on the date it is passed.

FIRST READING: January 10, 2023

SECOND READING: February 7, 2023

THIRD READING: February 7, 2023

Approved on behalf of the Town of Canmore:

Sean Krausert
Mayor

Date

Cheryl Hyde
Municipal Clerk

Date

BYLAW 2023-43

**A BYLAW OF THE TOWN OF CANMORE, IN THE PROVINCE OF ALBERTA, TO
AMEND BORROWING BYLAW 2023-08 RAILWAY AVENUE WASTEWATER
UPGRADE**

The Council of the Town of Canmore, in the Province of Alberta, duly assembled, enacts as follows:

TITLE

- 1 This bylaw shall be known as the Borrowing Bylaw Amendment Railway Avenue Wastewater Upgrade – Borrowing Decrease.

PROVISIONS

- 2 Bylaw 2023-08 is amended by this bylaw.
- 3 The bylaw header is amended by striking out “\$1,200,000” and substituting “\$875,000”.
- 4 The second “Whereas” clause is amended by
 - a) inserting “revised” between “total” and “budget”,
 - b) striking out both occurrences of “\$2,400,000” and substituting “\$1,750,000”, and
 - c) striking out two instances of “\$1,200,000” and substituting “\$875,000”.
- 5 The third “Whereas” clause is amended by striking out “one million two hundred thousand” and substituting “eight hundred seventy five thousand” and by striking out “\$1,200,000” and substituting “\$875,000”.
- 6 The fifth “Whereas” clause is amended by striking out “(unaudited)”.
- 7 Section 1 is amended by striking out “one million two hundred thousand” and substituting “eight hundred seventy five thousand” and by striking out both occurrences of “\$1,200,000” and substituting “\$875,000”.

ENACTMENT/TRANSITION

- 8 If any clause in this bylaw is found to be invalid, it shall be severed from the remainder of the bylaw and shall not invalidate the whole bylaw.
- 9 This bylaw comes into force on the date it is passed.

FIRST READING:

SECOND READING:

THIRD READING:

Approved on behalf of the Town of Canmore:

Sean Krausert
Mayor

Date

Cheryl Hyde
Municipal Clerk

Date

Submitted Dec 5, 2023

Bylaw approved by: _____



BYLAW 2023-44

**A BYLAW OF THE TOWN OF CANMORE, IN THE PROVINCE OF ALBERTA, TO
REPEAL BORROWING BYLAW 2023-05 BOW VALLEY TRAIL WASTEWATER
UPGRADE PHASE 3**

The Council of the Town of Canmore, in the Province of Alberta, duly assembled, enacts as follows:

TITLE

- 1 This bylaw shall be known as the Borrowing Bylaw Repeal Bow Valley Trail Wastewater Upgrade Phase 3.

PROVISIONS

- 2 Borrowing Bylaw 2023-05 Bow Valley Trail Wastewater Upgrade Phase 3 is repealed by this bylaw.

ENACTMENT/TRANSITION

- 3 If any clause in this bylaw is found to be invalid, it shall be severed from the remainder of the bylaw and shall not invalidate the whole bylaw.
- 4 This bylaw comes into force on the date it is passed.

FIRST READING:

SECOND READING:

THIRD READING:

Approved on behalf of the Town of Canmore:

Sean Krausert
Mayor

Date

Cheryl Hyde
Municipal Clerk

Date

BYLAW 2023-05

A BYLAW OF THE TOWN OF CANMORE, IN THE PROVINCE OF ALBERTA, TO INCUR INDEBTEDNESS BY THE ISSUANCE OF DEBENTURE(S) IN THE AMOUNT OF UP TO \$342,000 FOR THE PURPOSE OF FINANCING BOW VALLEY TRAIL WASTEWATER UPGRADE - PHASE 3

WHEREAS

The Council of the Town of Canmore has decided to issue a bylaw pursuant to the *Municipal Government Act* to authorize the financing, undertaking and completion of the capital project – Bow Valley Trail Wastewater Upgrade – Phase 3;

Plans and project details have been prepared and the total budget of the project is \$600,000. The project will be funded through a combination of debentures and reserve. The Town of Canmore estimates the following contributions will be applied to the project:

Debentures	\$342,000
Wastewater Utility Reserve	258,000
 Total Cost	 \$600,000

In order to complete the project, it will be necessary for the Town of Canmore to borrow the sum of three hundred forty-two thousand (\$342,000) dollars for a period not to exceed fifteen (15) years, from the Government of Alberta, or another authorized financial institution by the issuance of debentures and on the terms and conditions referred to in this bylaw.

The estimated lifetime of the project financed under this bylaw is equal to or in excess of the fifteen (15) years;

The principal amount of the outstanding debt (unaudited) of the Town of Canmore on December 31, 2022, is \$36,764,371 and no part of the principal or interest is in arrears;

All required approvals for the project have been obtained and the project is in compliance with all Acts and Regulations of the Government of Alberta;

NOW THEREFORE the Council of the Town of Canmore, duly assembled, enacts as follows:

TITLE This bylaw shall be known as “Borrowing Bylaw 2023-05 Bow Valley Trail Wastewater Upgrade – Phase 3.”

PROVISIONS

- 1 That for the purpose of construction the Bow Valley Trail Wastewater Upgrade – Phase 3, the sum of three hundred forty-two thousand (\$342,000) dollars be borrowed from the Government of Alberta or another authorized financial institution by way of debenture on the credit and security of

the Town of Canmore at large, of which amount the full sum of \$342,000 is to be paid by the Town of Canmore at large.

- 2 The proper officers of the Town of Canmore are hereby authorized to issue debenture on behalf of the Town of Canmore for the amount and purpose as authorized by this bylaw, namely the Bow Valley Trail Wastewater Upgrade – Phase 3.
- 3 The Town of Canmore shall repay the indebtedness according to the repayment structure in effect, namely semi-annual or annual equal payments of combined principal and interest installments not to exceed fifteen (15) years calculated at a rate not exceeding the interest rate fixed by the Government of Alberta or another authorized financial institution on the date of borrowing and not to exceed ten (10.0) percent.
- 4 The Town of Canmore shall levy and raise municipal taxes, user fees and/or utility rates sufficiently to pay the indebtedness.
- 5 The indebtedness shall be contracted on the credit and security of the Town of Canmore.
- 6 The net amount borrowed under the bylaw shall be applied only to the project specified by this bylaw.

ENACTMENT/TRANSITION

- 7 If any clause in this bylaw is found to be invalid, it shall be severed from the remainder of the bylaw and shall not invalidate the whole bylaw.
- 8 This bylaw comes into force on the date it is passed.

FIRST READING: January 10, 2023

SECOND READING: February 7, 2023

THIRD READING: February 7, 2023

Approved on behalf of the Town of Canmore:

Sean Krausert
Mayor

Date

Cheryl Hyde
Municipal Clerk

Date



Request for Decision

DATE OF MEETING: January 9, 2024 **Agenda #:** H-1

TO: Council

SUBJECT: Protective Services Building Space Allocation from External Expressions of Interest

SUBMITTED BY: Stephen Hanus, Manager of Facilities

RECOMMENDATION: That Council approve the allocation of the unallocated space in the Protective Services Building located at 1021 Railway Avenue to the Bow Valley Regional Transit Services Commission.

EXECUTIVE SUMMARY

An Expression of Interest (EOI) process was implemented by administration to determine if there is any interest from external organizations for the approximately 21% of unallocated space in the Protective Services Building, located at 1021 Railway Avenue. Administration used the facility use framework to evaluate EOI submissions. Only one submission was received, which was from the Bow Valley Regional Transit Services Commission (BVRTSC), and it met the requirements of the space allocation framework.

RELEVANT COUNCIL DIRECTION, POLICY, OR BYLAWS

Motion: 191-2023 – On August 15, 2023, Council directed administration to:

- 1) Allocate available space at the Fire Hall located at 1021 Railway Avenue to the Protective Services, Facilities, and Public Works departments.
- 2) Amend the 2023 approved capital project Re-purpose of Fire Hall - Design (#7290) to include a construction phase in the scope of work.
- 3) Issue a Request for Expressions of Interest for third party interest in the remaining unused spaces in the building and report back to Council for a decision.

DISCUSSION

Fire Rescue Services will be moving into the new Canmore Fire Station in early 2024, creating a vacancy in an important and prominent municipal facility. Most of the vacated space has been allocated to the Protective Services department, with small allocations also assigned to Facilities and Public Works departments. However, approximately 21% of the building remains unallocated. This created an opportunity to seek interest from external organizations for allocating this space.

An EOI process was developed and released to the public in November of 2023. One submission from BVRTSC was received which was evaluated using a scoring matrix based on the process developed in Facility Use Evaluation Framework. This submission met all requirements and is an appropriate use of the available space.

BVRTSC Background

- Government agency owned by the Town of Banff, Town of Canmore, and Improvement District No.9.
- Mission statement: is to “Operate, enhance and grow our regional transit system through innovative transportation solutions, to ensure that residents and visitors are able to live, work and play in the Bow Valley without the use of a private vehicle.”
- Operated 11 routes in 2023 including Canmore-Banff regional and two Canmore local routes.
- Will operate 12 routes in 2024 - the new route to Grassi Lakes, operating from Canmore and funded by the Town of Canmore and the Province.
- Currently have 31 buses; 28 of these are stored in Banff at the Transit storage building, and the three buses used to service Canmore routes are stored at the Town of Canmore’s Boulder Maintenance Facility located at 115 Boulder Crescent.
- BVRTSC provide services in alignment with all three of Council’s strategic goals of livability, environment, and relationships.

BVRTSC Space Request and Suitability:

- All available bay storage and former dorm spaces are well suited for the uses proposed.
- Two buses will be stored in the maintenance bays.
- Both former dorm rooms will be used for open offices that can accommodate six staff.
- Shared spaces (i.e., washrooms, showers, meeting room, and kitchen) will be suitable.
- Available on-site parking will be suitable.
- Minimal public access required.
- Central downtown location is ideal.

BVRTSC Space Criticality:

- 2023 has been the highest ridership year on record, with over 2.5 million riders projected by year end, and upward trends projected in future years.
- Infrastructure is needed to support the existing and future growth.
- In 2024, Canmore transit routes will need five buses, however there is only room for three at the Boulder Maintenance Facility.
- All buses are ideally stored indoors to extend their useful life, create operational efficiencies, and improve rider experience at the start of winter mornings. Electric buses particularly benefit from indoor storage.
- Budget for four additional staff has been approved; however, the space available in the Banff transit facility is at capacity. Having some staff based out of Canmore will create operational efficiencies for local routes.

Tenant Improvements:

- Minimal tenant improvements are required, and relate to office lighting improvements, painting, and window coverings that BVRTSC would fund.

ANALYSIS OF ALTERNATIVES

Given that only one submission was received, no other options were considered.

FINANCIAL IMPACTS

The base rent for the space available for exclusive use (includes office space, storage, and bays) is valued at approximately \$57,030/year per year, which represents approximately 21% of the overall space in the Protective Services Building. Based on the BVRTSC bylaws, the Town of Canmore will be responsible and requisitioned for all rent costs associated with providing Canmore’s local transit route, which includes the bays. Assuming the tenants occupying this space also use the shared spaces (e.g., training room, kitchen, washrooms/showers etc.), then 21% is applied to the potential rent associated with these spaces as well, which is valued at approximately \$7,200/year for a total base rent potential of \$64,230 annually.

In addition to the base rent are the common area costs (i.e., electricity, natural gas, insurance, general maintenance, snow and ice maintenance, custodial services, supplies etc.). This is valued at approximately \$19,000/year for the exclusive use space and \$2,340/year for the shared spaces for a total of \$21,340/year. The combined total for base rent and common area costs is valued at approximately **\$85,570/year**. BVRTSC recovers its costs by requisitioning its three partners (i.e., Town of Banff, Town of Canmore, and Improvement District No.9 as shown in the table below). Apart from the bays (which are 100% costs to Canmore), the remaining offices, storage and shared spaces in the building will be requisitioned to all the three partners equally (i.e., 33% each).

	Rent Cost Detail	BVRTSC Expense Requisition		
		Canmore Portion	Town of Banff & Improvement District No. 9 Portion	Total
Base Rent Per Year	Exclusive space used by Tenant (incl. offices, storage & bays)	\$42,250	\$14,780	\$57,030 (\$30.00/sqft)
	Shared space used by Tenant	\$2,400	\$4,800	\$7,200 (\$6.18/sqft)
	Subtotal	\$44,650	\$19,580	\$64,230
Common Area Costs Per Year	Exclusive space used by Tenant (incl. offices, storage & bays)	\$14,000	\$5,000	\$19,000 (\$9.76/sqft)
	Shared space used by Tenant	\$780	\$1,560	\$2,340 (\$2.01/sqft)
	Subtotal	\$14,780	\$6,560	\$21,340
	Total	\$59,430	\$26,140	\$85,570

As shown in the table above, the Town of Canmore can expect to be requisitioned for approximately **\$59,430/year** to use the Protective Services Building for providing local transit services. The Town of Banff and ID 9 will be invoiced for their share at approximately **\$26,140** per year resulting in total rent expenses to BVRTSC of **\$85,570**.

Another important financial factor for consideration in addition to the revenue potential of allocating the available space to the BVRTSC is how this allocation will reduce operating costs for the organization and thus the Town of Canmore. It tends to be more cost effective for BVRTSC to operate out of Town of Canmore facilities. Private sector options will be more costly to rent in addition may create operational inefficiencies depending on location, amenities, and other factors. So, while revenues to the Town will not be high from allocating space to the BVRTSC, their costs incurred will be lower which in turn reduces requisitions to the Town of Canmore.

STAKEHOLDER ENGAGEMENT

An EOI process was released to the public for four weeks from October 31, 2023 to November 28, 2023. The EOI was made available on the Town of Canmore website and posted on the Town of Canmore Facebook page. Two site visits were scheduled as part of the EOI process to any interested organizations.

The Manager of Protective Services also participated in the EOI process.

ATTACHMENTS

None.

AUTHORIZATION

Submitted by:	Stephen Hanus Manager of Facilities	Date:	<u>December 6, 2023</u>
Approved by:	Palki Biswas Manager of Finance	Date:	<u>December 8, 2023</u>
Approved by:	Whitney Smithers GM, Infrastructure Services	Date:	<u>December 13, 2023</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date:	<u>January 2, 2024</u>



Request for Decision

DATE OF MEETING: December 5, 2023 **Agenda #:** H-2

TO: Council

SUBJECT: Livability Task Force Recommendations

SUBMITTED BY: Therese Rogers, GM, Corporate Services

RECOMMENDATION: That Council accept the Livability Task Force’s recommendations for planning purposes as presented and direct administration to develop an implementation plan.

EXECUTIVE SUMMARY

The Livability Task Force struck by Council to address tax policy opportunities to support affordable housing has now concluded its meetings. Recommendations are being provided to Council for information. Administration will need to take the recommendations Council wishes to advance and complete the work required to implement these recommendations.

RELEVANT COUNCIL DIRECTION, POLICY, OR BYLAWS

On September 19, 2023 the following public members were appointed:

- a) Rachel Ludwig representing Tourism Canmore Kananaskis,
- b) Frank Kernick representing a local developer of tourist/visitor properties,
- c) Dan Sparks representing the Canmore real estate industry,
- d) Darren Potter representing a Canmore residential property management company, and
- e) Lisa de Soto representing Canmore Community Housing

On September 5, 2023 Council approved the Terms of Reference for the Livability Task Force and appointed Mayor Krausert, Councillor McCallum and Councillor Graham to the Task Force.

On June 6, 2023, Council approved the Town’s Housing Accelerator Fund Action Plan (motion 119-2023) and a capital project for consulting and legal fees to support bylaw and policy initiatives designed to positively impact housing affordability (motion 123-2023).

Council directed administration to:

explore proposed amendments to the Land Use Bylaw and policy amendments that phase out “Tourist Home” as a use and report back to Council with findings and options (motion 120-2023), and

return to Council with a report on property tax policy options to incentivise purpose-built rentals and full-time/long-term occupancy of residential units (motion 120-2023).

Direction was also given to explore land use changes to facilitate the provision of additional housing supply and to report back on options and funding for adding a comprehensive planning process to establish parameters and

consider infill or missing middle housing opportunities in established neighbourhoods and explore options for eliminating single detached dwellings. Updates to Council on these items will occur in the future.

DISCUSSION

Council directed administration to advance four new initiatives from the Town's Housing Accelerator Fund application aimed at addressing the housing crisis in Canmore. Administration has been working with a consultant to advance the Tourist Home designation and tax policy options. A "Livability Task Force" was struck to engage community stakeholders in this work.

According to the 2021 census, Canmore has the highest wealth inequality level in the country. Due to its location within the same valley as the entrance to Banff National Park, there is extremely high cost for housing - driven by high demand and low availability. The development footprint of the Canmore community is further limited by the location in the Bow Valley, nestled amongst the Rocky Mountains. Responsibility for stewardship of this special place also demands that growth is restricted to not jeopardize vital environmentally sensitive areas. Taken as a whole, Canmore has a restricted footprint, highly sought-after housing, and prices that rival Toronto and Vancouver for rental and ownership opportunities.

To quantify the above, key factors impacting Canmore include:

- A growing proportion of non-owner-occupied dwellings – substantially higher than provincial average. Statistics Canada data indicates 8% of homes in Alberta are non-owner occupied compared to 26% of homes in Canmore being non-owner occupied.
- An increased proportion of households renting versus owning from 29% in 2011 to 34% in 2021.
- An increased proportion of households spending more than 30% of income on shelter costs.
- Monthly shelter costs have increased by 65% since 2006 and are 37% higher than the Alberta average. Shelter costs for owners include mortgage payments, property tax, and utilities and, for renters, include rent and utilities.
- Average property values have increased by 80% since 2006 and are twice as high as the Alberta average.

Council has committed to some bold actions to address their livability, environment, and relationship goals and supported administration's suggestion to engage stakeholders to develop recommendations to advance these council priorities. The Task Force met on October 10, 2023, October 30, 2023, November 3, 2023, and November 27, 2023 and had three primary objectives:

- 1: Develop a Plan to Phase Out the Tourist Home Designation
- 2: Investigate tax options to incentivise long-term occupancy of residential units, and
- 3: Investigate tax options to incentivise purpose-built rental accommodation.

1. **Develop a plan to phase out the Tourist Home Designation:**

Background:

Although tourist homes have been permitted in certain residential areas of Canmore, their use as short-term rentals erodes the community's inventory of housing stock that might otherwise be available for long-term residential purposes. Existing tourist homes would become legally non-conforming – meaning they could continue to operate as a Tourist Home, unless the use as a Tourist Home ceased for six consecutive months, at which point they would revert in perpetuity to a residential use.

Task Force Recommendations:

- **Maintain existing tourist homes as a use**
 - Tax all tourist homes at the commercial tax rate.
 - Eliminate the “personal use” statutory declaration option for tourist homeowners.
 - Enable tourist homeowners to request to have their tourist home reclassified as residential on a permanent basis.
- **Establish a date in the Land Use Bylaw (LUB) after which new tourist homes will not be approved**
 - Ensure there is a reasonable period of transition time prior to the effective date for property owners to plan and adjust.
 - As per the guidance in the MGA, honor all development permits issued prior to changes in the LUB coming into force.
 - Follow due process for the amendment of the relevant statutory plans to enable these changes (such as the LUB, MDP or ASP’s) as set out in the MGA including:
 - Notifying any members of the public who may be affected and provide a means for suggestions and representations to be made (MGA 636) and
 - Holding a public hearing before giving second reading to a proposed bylaw to adopt a statutory plan or amendment.
 - The Area Structure Plans in Three Sisters will be separate from all other areas of Town and subject to discussions with the developer.
- **Require all tourist homeowners that rent their properties short term to display a business license**
 - The license number must be posted in any online advertising of the unit, and there must be a license number posted for each unit.
 - Currently tourist homes are required to have a business license but not required to display it.

2. Investigate tax structures to incentivise full-time/long-term occupancy of residential units:**Background:**

Canmore has some of the highest housing costs in Canada. Increasing property values are contributing to rental housing demand as fewer full-time households can afford to purchase a home and turn to the rental market. Empty homes and homes that are infrequently occupied further contribute to the housing crisis by removing market opportunities for residents. Incentives to occupy housing units long-term rather than keep them vacant can help with our housing crisis directly by encouraging full-time occupancy. A property tax structure that would create an additional tax for vacant or underoccupied properties has been recommended. Such a program would support provision of housing as the additional taxes levied on those who choose to keep their homes vacant or under-occupied would be directed to the provision of affordable/attainable housing for long-term occupancy.

These types of programs have been successful in other municipalities facing similar housing challenges to Canmore. The recently published “Empty Homes Tax Annual Report” for the City of Vancouver indicates that for the sixth year in a row, their Empty Homes Tax is having a positive impact on housing availability in Vancouver. Since the program’s inception the tax has been allocated to support affordable housing initiatives. The City has also seen the number of vacant homes drop by 54% since the programs launch in 2017.

Task Force Recommendations:

- **Implement a “primary residence rebate” program**
- **Administer as a new “primary residence” property tax subclass:**
 - Property owners would need to elect to be classified in the “primary residence rebate” subclass annually, which would exempt them for the higher tax associated with the default residential class.
- **Properties would be classified in the “primary residence” subclass if:**
 - It is the principal residence of the owner and/or at least one occupant, or
 - A legal accessory building or dwelling unit or secondary suite on the property is occupied as a principal residence.
 - A primary residence could be defined as “the residence in which an individual resides for a longer period of time in a calendar year than any other place.: (BC STR Accommodations Act).
 - Does not apply to tourist homes.
- **Explore streamlining this designation with other resident focused benefits (e.g., parking permits) to create a user-friendly process.**
- **Explore creating an education program for owners seeking to rent out their properties as a primary residence.**
- **Higher taxes for those who do not qualify for the primary residence subclass should be meaningful**
 - Intent is to generate additional revenues for the Town to “improve affordability” in a manner consistent with other jurisdictions.
 - Informed by a strategy with a specific budget, goals, targets and expenditure areas.
 - While there is uncertainty regarding the specific revenue that could be generated, if the Town desired to increase revenues by ~ \$2.5 million annually, based on 26% of properties being non-principal residences, this would lead to a residential property tax increase of approximately 50% (i.e., \$850 per multi-unit or \$1,500 per single detached).
- **Potential revenue uses could include but are not limited to:**
 - Purchase of property for non-market housing.
 - Funding affordability programs in the community.
 - Incentivise development of accessory buildings or dwelling units.
 - Incentivise purpose-built rental development.
 - Increasing non-market housing supply.
- **Budgeting Considerations:**
 - Need to develop a program budget.
 - Need to budget for incremental administrative costs.
 - Need to account for this change in the Town’s tax share policy so as not to inadvertently impact residential and non-residential tax share calculations.

3. Investigate a tax structure to incentivise purpose-built rental accommodation:**Background:**

To help address the lack of long-term rental stock in the community, tax policy to incentivise landowners to build purpose-built rentals is recommended. While under provincial regulation the municipal land use framework generally prohibits regulation of user (i.e., form of tenure) versus the use

itself, the tax policy framework does allow the Town to take the approach of incentivizing certain forms of tenure. Tax incentives can be linked to tenure – in this case, long term rentals – and if a building were to convert to ownership, tax incentives would cease to apply.

Task Force Recommendations:

- **Develop an overarching policy to incentivise rental housing, which would include a breadth of tools – including tax incentives, development, and land supply policies.**
- **Similar to incentives for full time occupancy, establish clear policy goals and targets to grow purpose built rental supply.**
- **Through the tax relief or grant authority, adopt a policy that exempts new purpose-built rental properties from 75% of the municipal portion of residential property taxes for up to 10 years.**
 - Program can be designed similar to Council’s recent decision in support of 900 Railway Avenue, which included the following conditions:
 - The property remains a long-term residential rental property with a minimum 12-month lease and at least 95% of the units rented to residents of Canmore;
 - Council will be provided an annual report on residency of tenants; and
 - If the property is ever converted from a long-term residential rental property, then the exempted taxes will become immediately due.
- **The policy would apply to new buildings that are not subdivided and include a minimum of rentable units that is yet to be determined but intended to be associated with apartment-style built form as well as smaller densification projects in established neighbourhoods.**

Through its discussion on the three objectives identified by Council the Task Force offered some considerations that were out of scope and that it wished to share:

Zoning, Land use and Approval Policy Guidance:

- **The Task Force explored zoning and land use policies in its discussions and offers the following for consideration as part of administration’s approach:**
 - Limiting subdivision of properties and/or use of restrictive covenants on land titles to prevent condominimization of purpose-built rental properties.
 - A grant or incentive to convert homes to multi-unit rentals.
 - Minimize land use requirements that reduce unit counts, including parking requirements, setbacks, sight coverage and height restrictions.
 - Fast track approvals for rental properties, including the prospect of additional resources.
 - Development of pre-approved standard rental variance packages, pre-approved standard housing designs and/or pre-approved additional dwelling unit designs.

Land Supply Recommendations:

- **The Town strategically assess the potential rental land supply in the community and create an inventory of underutilized municipal land that could be used for rental development (e.g., surface parking, vacant land etc.).**
- **The Town develop a land supply strategy to guide development:**

- Develop criteria for inventorying and ranking parcels for rental development (e.g., size, location, complexity, probability of proceeding, ownership, etc.).
- Balance rental supply with other uses, including commercial, industrial, and other residential, and set criteria for each.
- **Consider the following tools to support purpose built rental development:**
 - Purchasing private land using funds from the non-primary residence additional taxation.
 - Negotiating prospective land parcels with the province/ other governments.
 - Outreach to landowners to explore their willingness to develop rental supply – especially in light of the other incentives.

Employee Housing:

- **The Task Force explored a wide range of issues and noted that there may be merit for a future Task Force to review and explore changes to the Town of Canmore’s requirements for businesses to provide or contribute to employee housing.**

Next steps:

Now that the Livability Task Force has concluded its work and provided its recommendations to Council, administration needs some time to develop implementation plans for the various items. Some policy and bylaw updates will be required, programs need to be set up, and legal reviews of the proposed approaches advanced.

ANALYSIS OF ALTERNATIVES

Council may choose not to advance a particular Task Force recommendation. If this is the case, Council should accept the Task Force’s recommendations for information and then address in a separate motion the item(s) it wishes not to pursue.

FINANCIAL IMPACTS

On June 6, 2023, Council approved a new capital project (motion 123-2023) for \$200,000 for consulting and legal fees to support bylaw and policy initiatives to positively impact housing affordability and supply, to be funded \$50,000 from the General Capital Reserve and \$150,000 from the Development Application Reserve. Costs associated with the task force will be covered by this approved budget.

STAKEHOLDER ENGAGEMENT

A public information session is being planned for late January or early February. A short presentation of the task force’s recommendations will be provided followed by an opportunity for the public to engage with task force members to ask questions and share feedback on items administration should consider in advancing the recommendations.

ATTACHMENTS

- 1) Canmore Livability Task Force: Final Recommendations
- 2) Canmore Livability Task Force: Final Report and Recommendations
- 3) Livability Task Force Terms of Reference
- 4) Housing Action Plan

AUTHORIZATION

Submitted by: Therese Rogers
GM, Corporate Services Date: December 13, 2023

Approved by: Sally Caudill
Chief Administrative Officer Date: January 2, 2024

Canmore Livability Task Force: Final Recommendations

Prepared by Ben Brunnen, Principal and Founder, Verum Consulting

December 12, 2023

www.verumconsulting.ca

Verum Consulting 

Livability Task Force: Mandate

On June 6, 2023, Canmore Council approved its Housing Action Plan, which seeks to encourage long-term occupancy of existing housing stock, encourage an increase in rental supply, and create a sustainable source of funding to support affordable housing.

On September 5, 2023 Council approved the creation of the Livability Task Force.

The intent is to engage stakeholders in advancing the following objectives of the Housing Action Plan, as approved by Council, in three phases:

1. Develop a plan to phase out the Tourist Home Designation
2. Investigate tax options to incentivize full-time/long-term occupancy of residential units
3. Investigate tax options to incentivize purpose-built rental accommodation

Objective 1:

Develop a Plan to
Phase out the Tourist
Home Designation

Task Force Recommendations

Tourist Home Recommendations

- Maintain existing tourist homes as a use.
 - Tax all tourist homes at the commercial tax rate.
 - Eliminate the personal use statutory declaration option for tourist home owners.
 - Enable tourist home owners to request to have their tourist home reclassified as residential on a permanent basis.
- Establish a date in the Land Use Bylaw (LUB) after which new tourist homes will not be approved.
 - Ensure there is a reasonable period of transition time prior to the effective date for property owners to plan and adjust.
 - As per the guidance in the MGA, honor all development permits issued prior to changes in the LUB coming into force.
 - Follow due process for the amendment of the relevant statutory plans to enable these changes (such as the LUB, MDP or ASPs) as set out in the MGA, including:
 - Notifying any members of the public who may be affected and provide a means for suggestions and representations to be made (MGA 636) and
 - Holding a public meeting before giving second reading to a proposed bylaw to adopt a statutory plan or amendment
 - The Area Structure Plans in Three Sisters will be separate from all other areas of Town and subject to discussions with the developer.
- Require all tourist home owners that rent their properties short term to display a business license.
 - The license number must be posted in any online advertising of the unit, and there must be a license number posted for each unit.
 - Currently tourist homes are required to have a business license, but not required to display it.

Visitor Accommodation and Tourist Homes Discussion

- The Task Force explored whether whether the 30 day residency limitation should be removed from visitor accommodation, which would lead to two very similar property types.
 - This may increase residential housing stock, but may also create challenges resulting from mixing of short term and long term accommodation uses in the same building, including inconsistency in the quality of the visitor experience in these buildings and the quality of life of residents.
 - In the event the Town wishes to proceed with this approach, it will create two very similar property types, which likely need to be assessed and taxed similarly (i.e. both commercially or residentially assessed, and taxed at the same rate) for equity and legal resiliency purposes.
- The Task Force is not supportive of introducing changes to visitor accommodation.
- Recommend the Town reach out to hotel owners to raise awareness of their existing ability to use visitor accommodation for employee housing.

Objective 2:

Incentives for full
time/ long term
occupancy

Task Force Recommendations

Incentives for full time/ long term occupancy Recommendations

- Implement a “primary residence rebate” program.
- Administered as a new “primary residence” property tax subclass.
 - Property owners would need to elect to be classed in the “primary residence rebate” sub-class annually, which would exempt them from the higher tax associated with the default residential class.
- Properties would be classified in the “primary residence” subclass if:
 - It is the primary residence of the owner and/or at least one occupant or
 - A legal accessory building or dwelling unit or secondary suite on the property is occupied as a primary residence.
 - A primary residence could be defined as “the residence in which an individual resides for a longer period of time in a calendar year than any other place.” (BC STR Accommodations Act)
 - Does not apply to tourist homes.
- Explore streamlining this designation with other resident focused benefits (e.g. parking permits) to create a user friendly process.
- Explore creating an education program for owners seeking to rent out their properties as a primary residence.

Incentives for full time/ long term occupancy Recommendations

- Higher taxes for those who do not qualify for the primary residence sub-class should be meaningful.
 - Intent is to generate additional revenues for the Town to “improve affordability” in the community in a manner consistent with other jurisdictions.
 - Informed by a strategy with a specific budget, goals, targets and expenditure areas.
 - While there is uncertainty regarding the specific revenue that could be generated, if the Town desired to increase revenues by ~2.5 million annually, based on 26% of properties being non-primary residences, this would lead to a residential property tax rate increase of approx. 50%. (i.e. \$850 per multi-unit or \$1,500 per single detached).
- Potential revenue uses could include but are not limited to:
 - Purchase of property for non-market housing.
 - Funding affordability programs in the community.
 - Incentivize development of accessory buildings or dwelling units.
 - Incentivize purpose built rental development.
 - Increasing non-market housing supply.
- Budgeting considerations:
 - Need to develop a program budget.
 - Need to budget for incremental administrative costs.
 - Need to account for this change in the Town’s tax share policy so as to not inadvertently impact residential and non-residential tax share calculations.

Objective 3:

Tax Incentives to
incentivize purpose-
built rental
accommodation

Task Force Recommendations

Incentives for Purpose Built Rental Accommodation: Council Policy

- Develop an overarching policy to incent rental housing, which would include a breadth of tools – including tax incentives, development and land supply policies.
- Similar to incentives for full time occupancy, establish clear policy goals and targets to grow purpose built rental supply.

Tax Incentives Supporting Purpose Built Rental Housing: Recommendations

Through the tax relief or grant authority, adopt a policy that exempts new purpose built rental properties from 75% of the municipal portion of residential property taxes for up to 10 years.

Program can be designed similar to Council's recent decision in support of 900 Railway Avenue, which included the following conditions:

- The property remains a long-term residential rental property with a minimum 12-month lease and at least 95% of the units rented to residents of Canmore;
 - Council will be provided an annual report on residency of tenants; and
 - If the property is ever converted from a long-term residential rental property then the exempted taxes will become immediately due.
- The policy would apply to new buildings that are not subdivided, and include a minimum number of rentable units that is yet to be determined, but intended to be associated with apartment-style built form as well as smaller densification projects in established neighbourhoods.

Zoning, Land Use and Approval Policy Guidance

- The Task Force explored zoning and land use policies in its discussions and offers the following for consideration as part of administration's approach:
 - Limiting subdivision of properties and/or use of restrictive covenants on land titles to prevent condominimization of purpose built rental properties.
 - A grant or incentive to convert homes to multi-unit rentals.
 - Minimize land use requirements that reduce unit counts, including parking requirements, setbacks, sight coverage and height restrictions.
 - Fast track approvals for rental properties, including the prospect of additional resources.
 - Development of pre-approved standard rental variance packages, pre-approved standard housing designs and/or pre-approved additional dwelling unit designs.

Land Supply Recommendations

- The Town strategically assess the potential rental land supply in the community, and create an inventory of underutilized municipal land that could be used for rental development (e.g. surface parking, vacant land etc.).
- The Town develop a land supply strategy to guide development:
 - Develop criteria for inventorying and ranking parcels for rental development (e.g. size, location, complexity, probability of proceeding, ownership, etc.).
 - Balance rental supply with other uses, including commercial, industrial, and other residential, and set criteria for each.
- Consider the following tools to support purpose built rental development:
 - Purchasing private land using funds from the non-primary residence additional taxation.
 - Negotiating prospective land parcels with the province/ other governments.
 - Outreach to landowners to explore their willingness to develop rental supply – especially in light of the other incentives.

Further Considerations

- The Task Force explored a wide range of issues, and noted that there may be merit for a future Task Force to review and explore changes to the Town of Canmore's requirements for businesses to provide or contribute to employee housing.

Canmore Livability Task Force: Final Report and Recommendations

Prepared by Ben Brunnen, Principal and Founder, Verum Consulting

December 12, 2023

www.verumconsulting.ca

Verum Consulting 

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1. Task force mandate, membership and guiding principles.
2. Develop a plan to phase out the Tourist Home Designation .
3. Investigate tax options to incentivize full-time/long-term occupancy of residential units.
4. Investigate tax options to incentivize purpose-built rental accommodation.

Livability Task Force: Mandate

On June 6, 2023, Canmore Council approved its Housing Action Plan, which seeks to encourage long-term occupancy of existing housing stock, encourage an increase in rental supply, and create a sustainable source of funding to support affordable housing.

On September 5, 2023 Council approved the creation of the Livability Task Force.

The intent is to engage stakeholders in advancing the following objectives of the Housing Action Plan, as approved by Council, in three phases:

1. Develop a plan to phase out the Tourist Home Designation.
2. Investigate tax options to incentivize full-time/long-term occupancy of residential units.
3. Investigate tax options to incentivize purpose-built rental accommodation.

Livability Task Force: Members

- **3 members of Council.**
 - Mayor Krausert (Sean)
 - Councillor Graham (Wade)
 - Councillor McCallum (Joanna)
- **1 representative from Tourism Canmore-Kananaskis (TCK).**
 - Rachel Ludwig, TCK CEO
- **1 representative from a local developer of tourist/visitor properties.**
 - Frank Kernick, Spring Creek Developments
- **1 representative from the Canmore real estate industry.**
 - Dan Sparks, Century 21
- **1 representative from Canmore rental/ property management company**
 - Darren Potter, Asset West
- **1 representative from Canmore Community Housing**
 - Lisa de Soto, CCH board member

Livability Task Force: Meeting Schedule

Date	Topics	Time
10-Oct	<ul style="list-style-type: none"> Intro, roles, schedule, Policy discussion on tourist homes 	10am-1pm
30-Oct	<ul style="list-style-type: none"> Options and recommendations on tourist homes Policy discussion on vacant property incentives 	10am-2pm
3-Nov	<ul style="list-style-type: none"> Options and recommendations on vacant property incentives Policy discussion on rental market tools 	10am-2 pm
27-Nov	<ul style="list-style-type: none"> Options and recommendations on rental market tools 	11am-3pm

Tax Policy Principles to Guide Discussion

Principle	What it means
Benefit equity (fairness)	The tax burden is distributed in relation to benefits received (e.g. user pay). Tax policy changes are implemented fairly (e.g. respect previous investment decisions and/or allow time to adjust to manage the incremental burden).
Horizontal equity	Tax payers in similar positions (and/or with similar types of properties) should be treated equally (e.g. same rates applied to all properties in the class/ sub-class, same types of businesses classed the same)
Vertical equity	Tax according to ability to pay (e.g. charge more taxes to those who can afford it). Market value property assessment system has implied vertical equity built in (i.e. higher value property, more taxes paid on same tax rate)
Tax incidence	<p>The extent to which businesses and residents absorb taxes depends on the elasticity of demand and supply.</p> <ul style="list-style-type: none"> • Residential taxes tend to be borne by residential property owners and tenants (e.g. localized benefits, immobile property). • Non-residential taxes can be absorbed by the business or property owner, or can be passed onto consumers through higher prices, depending on their product and market.
Efficiency/ neutrality	Minimize economic distortions and disincentives in the economy
Simplicity and ease of administration	Taxes are easy and cost-effective to calculate and understand. Not too complex to collect and enforce.
Accountability	Public revenue expenditure decisions should be accountable and responsive to taxpayer demand, through direct (voting) and/or indirect (stakeholder engagement) mechanisms
Stability and predictability	Stable and predictable taxes are important for ratepayers in planning their finances, and for municipalities in planning their revenues and budgets. Phasing in changes to give people and businesses time to adjust
External considerations	The monitoring of relevant economic drivers/ trends and policies impacting the community is key in understanding tax incidence, ability to pay and economic competitiveness.

Canmore
Livability Task
Force

Objective 1:

Develop a Plan to Phase out the
Tourist Home Designation

Livability Task Force: Tourist Home Approach

Objective: Develop a Plan to Phase Out the Tourist Home Designation

- Review the definition of a tourist home, the impetus for its creation, its evolution over time and its differentiation from visitor accommodation.
- Confirm the rationale for phasing out tourist homes, including:
 - Displacement of full-time residents/renters.
 - Decreasing the availability and affordability of housing.
 - Nuisance concerns from adjacent neighbours.
 - Sourced from the Tourist Home Enforcement Guidelines.
- Consider the market for tourist homes (supply and demand), explore trends over time relative to the hotel, visitor accommodation and residential subsectors.
- Review experiences and approaches to tourist homes and visitor accommodation in other Canadian jurisdictions.
- Prepare policy options, recommendations and implications of phasing out tourist homes, with consideration for:
 - Council and administration direction, previous research and recommendations.
 - Impacts on housing availability, visitor accommodation market, tax base, planned development, demand for/ turnover in tourism home ownership, legal implications, administrative/ enforcement burden, equity/fairness.

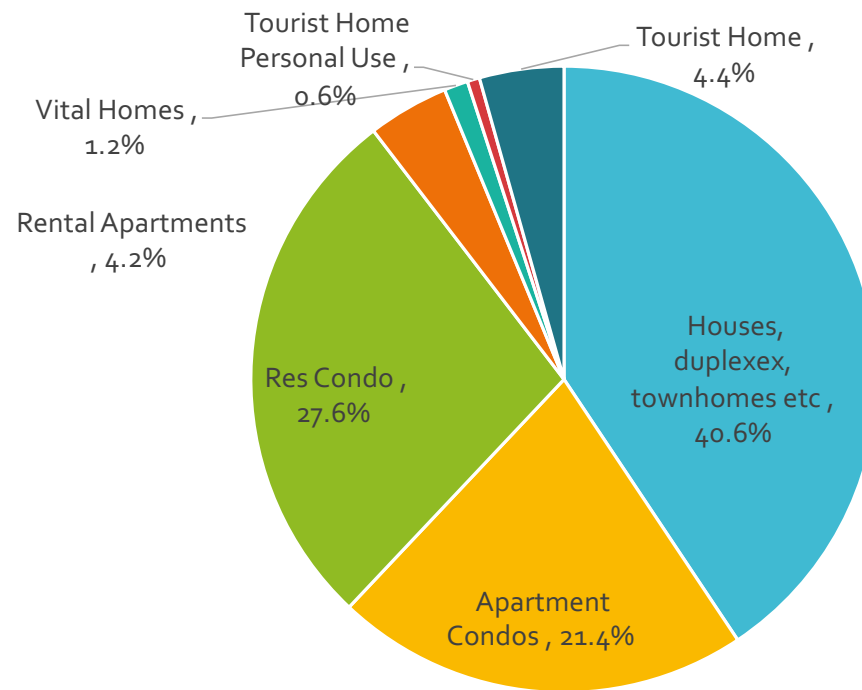
Tourist Homes Background and Trends

Tourist Home History

Source: Town of Canmore
request for decision – Sept 7,
2021

- 2004 - Council added Tourist Homes as a permitted use in some new residential neighbourhoods and created a separate sub-class of residential property for assessment and taxation.
- 2007 - Council permitted owners of Tourist Homes who are permanent residents to sign a statutory declaration indicating that they are using their property as their primary residence. In doing so, their property would be assessed at the residential property tax rate rather than the higher tourist home tax rate.
- 2013 - The statutory declaration was expanded to allow non-permanent residents (as well as permanent residents) to declare a “Tourist Home Personal Use” option. This allowed non-permanent residents to also benefit from a lower tax rate.
- 2022 - Council decision in to increase the tourist home class mill rate to equal the non-residential class mill rate.
- 2023 Tourist home and non-residential tax rate: 6.72 mills.
- 2023 Residential and tourist home personal use tax rate: 2.05 mills.

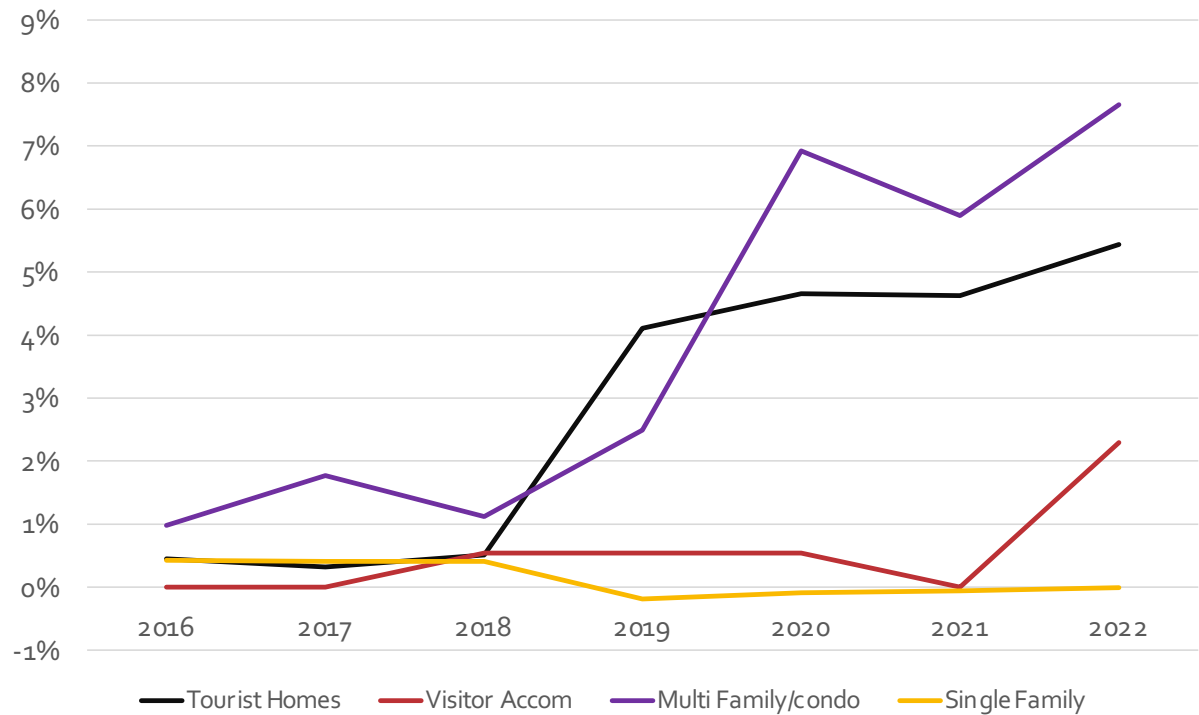
2022 Residential Housing Mix (14,005 units)



- Tourist homes represent 4.4% (611 units) of the housing stock.— greater than rental apartments (4.2%, or 587).
- Tourist homes for personal use represent .6% or 89 units.

Trends in the Canmore Property Market

Per Cent Change in Units by Property Class (3 Year Moving Average)



Source: Town of Canmore

- Tourist homes and multi family/ condos have experienced the most growth of any housing type in Canmore since 2016.

Trends in the Canmore Property Market

Change in Housing Mix by Type			
	2013	2022	% Change
Hotel Buildings	33	30	-9.1%
Tourist Homes	515	685	33.0%
Visitor Accom	1,244	1,351	8.6%
Multi Family/ Condo	3,949	5,418	37.2%
Single Family	2,980	3,000	0.7%
Total	8,721	10,484	20.2%

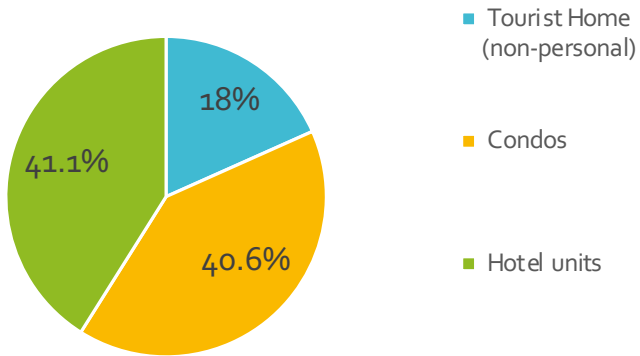
Source: Town of Canmore

- Tourist homes increased by 33% since 2013, second only to condos. Visitor Accommodation increased 9%.
- Hotel buildings decreased 9%.

Tourist homes within the short term accommodation mix

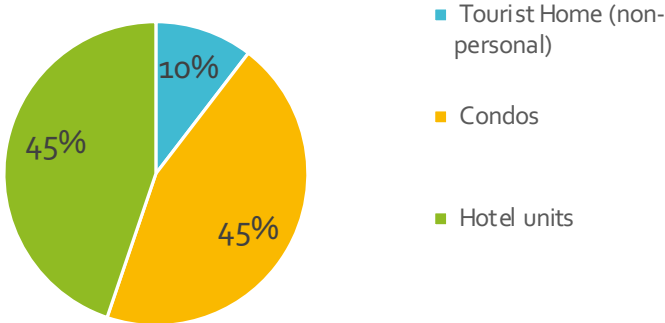
- Tourist homes comprise a higher proportion of short term accommodation mix since 2014, but remain a small proportion of market share (18%).

Short Term Accommodation 2022
3,334 Units



Source: Town of Canmore Assessment

Short Term Accommodation 2014
2,668 Total Units



Source: Rollo Reurbanist 2015

Tourist Homes in Comparable Municipalities

Source: Rollo Reurbanist, 2015 accommodation study prepared for the Town of Canmore

	Bed & Breakfast	%	Condo Hotel Multiple Ownership	%	Single Ownership Hotel	%	Hostels	%	*Rental of Private Dwellings	%	Total
Canmore	50	2%	1,190	43%	1,190	43%	10	0.4%	351	13%	2,791
Osoyoos	38	3%	567	42%	673	50%			73	5%	1,351
Whistler	159	2%	5,287	60%	2,059	23%	136	2%	1,193	14%	8,834
Mont Tremblant	130	3%	1,328	31%	2,156	50%	42	1%	640	15%	4,296
Aspen	259	8%	1,392	40%	885	26%			911	26%	3,447
Sylvan Lake			61	19%	251	79%			4	1%	316
Banff	128	3%	469	10%	3,831	83%	91	2%	72	2%	4,591

- “Condo Hotel and Single Owner Hotel are the dominant accommodation supply categories found in all inventoried communities, including Canmore. These two categories account for the majority of supply within all surveyed accommodation communities.”
- “Rental of Private Dwellings, across all communities, are a minor source of accommodation supply in comparison to the Condo Hotel Hotel categories.”

Tourist Homes in Comparable Municipalities

Source: Rollo Reurbanist, 2015 accommodation study prepared for the Town of Canmore

	Definition	Tax Status
Canmore Visitor Accom	Visitor Accommodation means a building or group of buildings not intended for residential use where sleeping facilities are provided for persons for periods of up to 30 days and which may also contain a variety of services and amenities for the benefit of guests	Non-Res
Canmore Tourist Home	Tourist home means a dwelling unit operated as a temporary place to stay, with or without compensation, and includes all vacation rentals of a dwelling unit.	Non-Res Equivalent
Sylvan Lake	Tourist Home is a commercial use wherein a dwelling unit is offered for rent to guests for a period of 7 days or more, to a maximum of 28 days	Non-Res
Whistler	Temporary Tourist Accommodation means a building containing 1 or more habitable rooms or dwelling units that are used primarily for temporary (a total of less than 4 consecutive weeks) lodging by visitors	TBD
Grand Lake CO	Nightly Rental – A structure, dwelling or dwelling unit that is rented for periods of time of less than 30 consecutive days . The term "Nightly rental" shall not include hotel, motel, or bed and breakfast establishments.	TBD
Mountain Village CO	Accommodation Unit. Means any separately owned property with 1 or more sleeping units which are not defined as a lodging establishment and which is rented for a period of less than 1 month increments .	TBD
Steamboat Springs	Vacation Home Rental (VHR) shall mean the rental of a single-family home or duplex to a single party of related persons or un-related persons known to one another, without the Owner residing in the single family home or duplex, for periods of time not to exceed 29 consecutive days .	TBD
Blue Mountain Ont	Short Term Accommodation (STA) is the "use of a building or structure or any part thereof that operates or offers a place of temporary residence, lodging or occupancy by way of concession, permit, lease, license, rental agreement or similar commercial arrangement for any period less than 30 consecutive calendar days , throughout all or any part of a year.	Non-Res

- Canmore is unique in that no other comparable municipality has two classes of tourist homes/ visitor accommodation.
- All comparable municipalities have a limit on tourism home occupancy at approx. 4 weeks.

Economic Impact and Contribution of Residents and Visitors

Visitor Spending in Canmore

2022 Visitor Expenditures	
Total Visitor Spend	\$763 Million
Total Visitor Spend excluding Accommodation	\$322.75 Million
Percentage of overnight visitors	48%
Visitor Spend attributed to overnight stays*	\$161.38 Million
Total non-traditional hotels (per ToC)	2,036
Total Hotel Rooms (TCK Data)	2,133
Total units:	4,169
Visitor Spend per accommodation unit ¹	\$38,709.52
Total Visitor Spend for 685 tourist homes	\$26,516 Million

Canmore Retail Spending Profile

- Canmore’s trade area population is 34,551, with the majority of customers living in the Bow Valley.
- Top spending categories include:
 - Grocery & Specialty Foods (\$167.5 million),
 - Auto/RV/Motorsports Dealerships (\$144 million),
 - Home Improvement & Gardening (\$62 million),
 - Fashion & Accessories (\$45.6 million), and
 - Full Service Restaurants & Pubs (\$44 million).
- Full time residents account for the majority of retail spending when compared to seasonal resident households.

2022 Canmore Retail Spending	
Residential Households (12,973)	\$821 million or 71%
Visitors	\$256 million or 22%
Seasonal Resident Households (2,370)	\$25 million or 2%
Total	\$1.17 billion

Economic Contribution Summary

- Full time residents, visitors and non-permanent residents all contribute to the local economy.
- TCK estimates total visitor spending associated with tourist homes at \$26million in 2022.
- Deloitte estimates retail spending for permanent households at \$821 million, compared to \$256 million for visitors and \$25 million for seasonal resident households.
- Clearly each segment contributes to the economic viability and prosperity of the community/ region, and it is important that the Task Force consider these contributions in its deliberations.

Considerations for Existing Tourist Homes

Existing Tourist Homes

- Consensus amongst Task Force members to respect this use for existing tourist homes.
- Explore options for phase out should it not be used for this purpose.
- Potential Options include:
 - Eliminate the statutory declaration process, thereby removing the option for owners to declare personal use and benefit from residential tax rate.
 - Establish a time period after which tourist home owners would lose the tourist home use, if it is not being used as tourist home.

MGA Legislative Guidance

MGA 643: Non-Conforming Use and Buildings

- (1) If a development permit has been issued on or before the day on which a land use bylaw or a land use amendment bylaw comes into force in a municipality and the bylaw would make the development in respect of which the permit was issued a non-conforming use or non-conforming building, the development permit continues in effect in spite of the coming into force of the bylaw.
- (2) A non-conforming use of land or a building may be continued but if that use is discontinued for a period of 6 consecutive months or more, any future use of the land or building must conform with the land use bylaw then in effect.
- (7) The land use or the use of a building is not affected by a change of ownership or tenancy of the land or building.

Interpretation:

- Council must respect existing non-conforming use and approved development permits for that use prior to when a LUB change affecting the use comes into force.
- If a non-conforming use is discontinued for 6 consecutive months or more, any future use **must** conform to the LUB.
- The use is not affected by a change in ownership or tenancy.

Discussion

Existing Tourist Homes

- Task Force guidance on respecting existing use is consistent with section 643.

Statutory Declaration

- Removing the option for tourist home owners to access the non-residential tax rate through the declaration would improve horizontal equity in that all tourist home owners would be treated fairly in relation to the benefits associated with owning a tourist home.
- Removing the statutory declaration would reduce administrative burden for the town. Could provide the option for tourist home owners to elect to be classified as residential on a permanent basis.

Aligning Visitor Accommodation and Tourist Homes

- Removing the max 30 day residency restriction for the Town's 1,351 visitor accommodation properties improves horizontal equity with tourist homes, increases long term rental supply, and streamlines the classification/ definition of these properties for tax and zoning purposes.
- However, there is the potential loss of visitor accommodation units, and/or the potential increase in tourist homes.
- There is also the prospect of residential properties increasingly being mixed in with visitor accommodation in the same building.
- This is contrary to the recommendations of the 2015 "Rollo" report, and subsequently administration, which recommended that Council direct administration to amend the LUB to remove the ability for future mixing of tourist homes, visitor accommodation and residential uses within a single building.

Phase out of Existing Tourist Homes

- Under section 643, if a use is discontinued for 6 consecutive months or more, "any future use of the land or building must conform with the land use bylaw then in effect."¹
- This clause indicates that the use must conform with the LUB in effect after this time.

Considerations for Future Tourist Homes

Future Tourist Homes

	Potential Development (units)		
	Tourist homes	Visitor Accom/ Hotels	Residential
Three Sisters ASP	900-1,300	450-800	2,100-3,700
Silver Tip ASP	TBD	1,290	398
Spring Creek ASP	40	250	956

Source: Town of Canmore and Developer Area Structure Plans

- Tourist homes are a planned component of future development in these three approved area structure plans.
- These plans can be amended, but must follow due process and legal constraints.
- The Three Sisters development will be subject to a different discussion.

MGA Legislative Guidance

- An Area Structure Plan (ASP) sets out the guidance/ framework for the development of an area of land under the broader Municipal Development Plan (MDP) (633). A municipality is required to adopt a MDP (632), which sets out the overarching plan for the development of the municipality.
- The ASP describes sequencing of development, uses, density, and transportation corridors, among other things in the area. The ASP must be consistent with the Municipal Development Plan (MGA 638), which is the senior document (637).
- Every municipality must pass a land use bylaw (LUB) (640). The LUB may prohibit or regulate and control the use and development of land and buildings in a municipality.
- In the development or amendment of a statutory plan (such as an ASP, MDP or LUB), the municipality must notify any members of the public who may be affected and provide a means for suggestions and representations to be made (MGA 636).
- Before giving second reading to a proposed bylaw to adopt a statutory plan (or amendment), Council must hold a public hearing.
- The adoption by a council of a statutory plan does not require the municipality to undertake any of the projects referred to in it (637).

Future Tourist Homes Discussion

- While council is not bound to undertake the projects contained within a statutory plan (such as the approved ASPs), as per section 637 of the MGA, it does need to adhere to the appropriate legal and process requirements outlined in the MGA.
- Guidance from section 643 (non-conforming use), indicates that provided a development permit has been issued on or before the day on which a land use bylaw or a land use amendment bylaw comes into force, the development permit continues in effect in spite of the coming into force of the bylaw.
- Guidance from the MGA planning sections indicate the process council would need to follow to affect the necessary changes to the area (e.g. notification, public hearing etc.).
- It is anticipated that council would need to amend the LUB and the relevant ASPs to implement changes to future tourist home development and use.

Objective 1:

Develop a Plan to
Phase out the Tourist
Home Designation

Task Force Recommendations

Tourist Home Recommendations

- Maintain existing tourist homes as a use.
 - Tax all tourist homes at the commercial tax rate.
 - Eliminate the personal use statutory declaration option for tourist home owners.
 - Enable tourist home owners to request to have their tourist home reclassified as residential on a permanent basis.
- Establish a date in the Land Use Bylaw (LUB) after which new tourist homes will not be approved.
 - Ensure there is a reasonable period of transition time prior to the effective date for property owners to plan and adjust.
 - As per the guidance in the MGA, honor all development permits issued prior to changes in the LUB coming into force.
 - Follow due process for the amendment of the relevant statutory plans to enable these changes (such as the LUB, MDP or ASPs) as set out in the MGA, including:
 - Notifying any members of the public who may be affected and provide a means for suggestions and representations to be made (MGA 636) and
 - Holding a public meeting before giving second reading to a proposed bylaw to adopt a statutory plan or amendment
 - The Area Structure Plans in Three Sisters will be separate from all other areas of Town and subject to discussions with the developer.
- Require all tourist home owners that rent their properties short term display a business license.
 - The license number must be posted in any online advertising of the unit, and there must be a license number for each unit.
 - Currently tourist homes are required to have a business license, but not required to display it.

Tourist Home Personal Use – Example of potential revenues associated with reclassifying all tourist homes as commercial

2022 Assessment and Tax Rates					
	# Units	Assessed Value	Tax Rate	Current Budget	Tourist Home Personal Use Incremental Revenue
Tourist Home Personal	90	\$ 63,715,158	2.05063	\$ 130,656	\$ 428,202
Tourist Home	595	\$ 421,227,992	6.72057	\$ 2,830,892	
Multi Unit/condo	5,418	\$ 4,438,386,300	2.05063	\$ 9,101,488	
Single Unit	3,000	\$ 4,355,074,400	2.05063	\$ 8,930,646	
Single Unit Vacant Land	87	\$ 76,504,000	2.05063	\$ 156,881	
Multi Unit Vacant Land	34	\$ 29,522,000	2.05063	\$ 60,539	
Total				\$ 21,211,103	\$ 428,202

Visitor Accommodation and Tourist Homes Discussion

- The Task Force explored whether whether the 30 day residency limitation should be removed from visitor accommodation, which would lead to two very similar property types.
 - This may increase residential housing stock, but may also create challenges resulting from mixing of short term and long term accommodation uses in the same building, including inconsistency in the quality of the visitor experience in these buildings and the quality of life of residents.
 - In the event the Town wishes to proceed with this approach, it will create two very similar property types, which likely need to be assessed and taxed similarly (i.e. both commercially or residentially assessed, and taxed at the same rate) for equity and legal resiliency purposes.
- The Task Force is not supportive of introducing changes to visitor accommodation.
- Recommend the Town reach out to hotel owners to raise awareness of their existing ability to use visitor accommodation for employee housing.

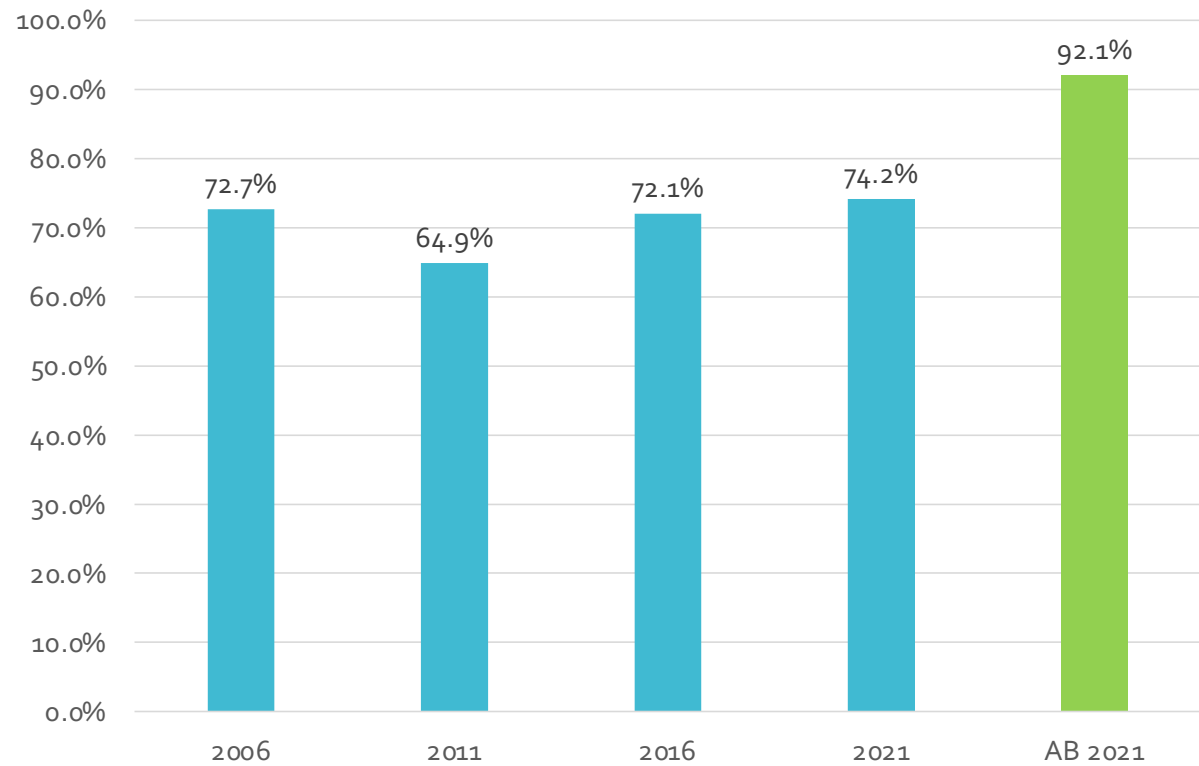
Livability Task Force

Objective 2:

Investigate tax options to incentivize full-time/long-term occupancy of residential units

Trends in the Canmore Property Market

Per Cent of Private Dwellings Occupied by Usual Residents



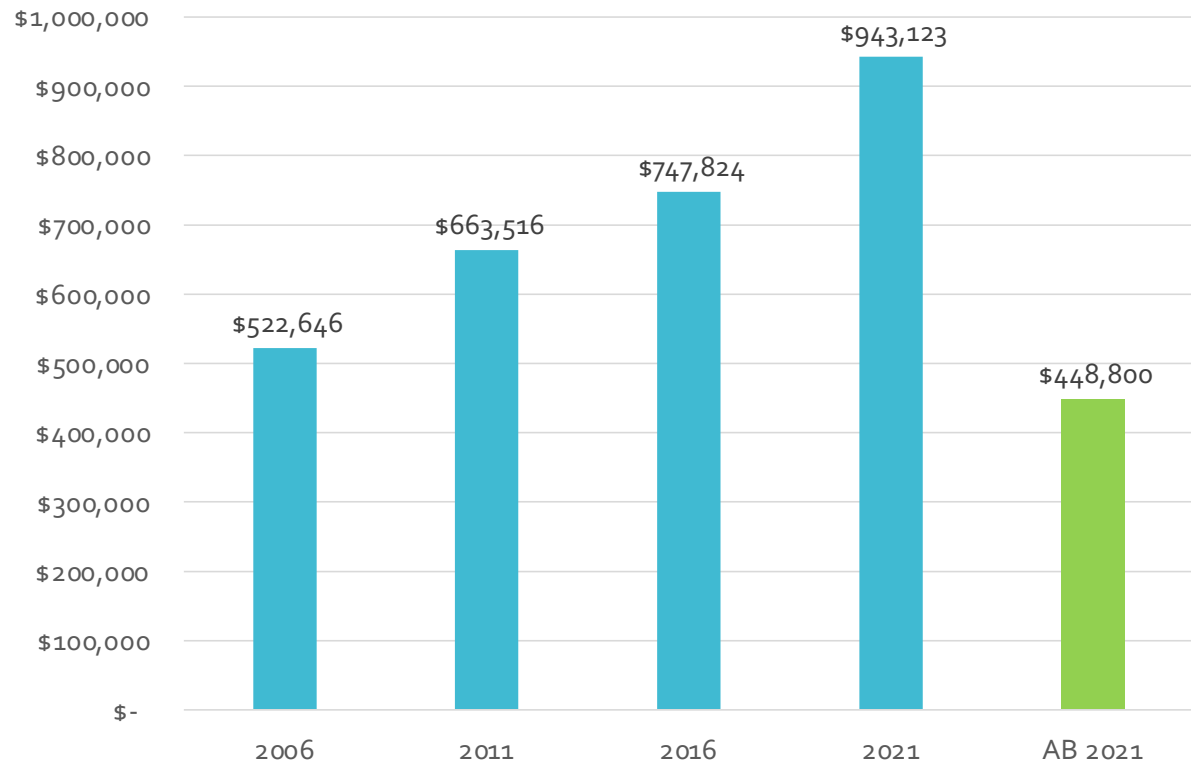
At parity with Alberta, Canmore would have an additional 1,635 dwellings for residents.

Source: Statistics Canada Census

Trends in the Canmore Property Market



Canmore Average Value of Owner-Occupied Dwellings



Average property values in Canmore are more than double the provincial average.

Source: Statistics Canada Census

Non-Primary Residence Taxes

- Non-primary residence taxes are increasingly being applied to reduce the prevalence of underutilized properties.
- Other jurisdictions have applied differential approaches to differentiate properties in the residential base.
 - [City of Vancouver](#) (3%), [City of Toronto](#) (1%), [Province of BC](#) (2%) have all introduced these taxes.
 - All involve property owner declarations.
 - All include 6 month continuous occupancy minimum for exemption.
 - All have a number of exclusions (e.g. renovations, medical, use for work etc.).
 - In some cases revenues earmarked for affordable housing.
 - All phased in over time.
- In the City of Vancouver vacant properties fell by 20 per cent in 2020-2021 and again in 2021-2022.

MGA Tax Authorities

- Council has the authority to establish subclasses of residential property on any basis it considers appropriate.
 - Each subclass can have a different tax rate, provided that the lowest residential rate is not less than 20 per cent of the highest non-residential rate, and each sub-class tax rate must be greater than zero.
 - It is likely within the this authority for the Town to create a primary residence sub-class.
- Council has the authority to regulate property and businesses differently, applying differential rules to differential classes of each, and to charge fees for licenses, permits and approvals that are effectively a tax for the purpose of raising revenue.
 - This is an effective authority for enforcing rules pertaining to non-permitted tourism homes. Also potentially useful for charging differential fees on different properties – effectively serving as an incremental tax.

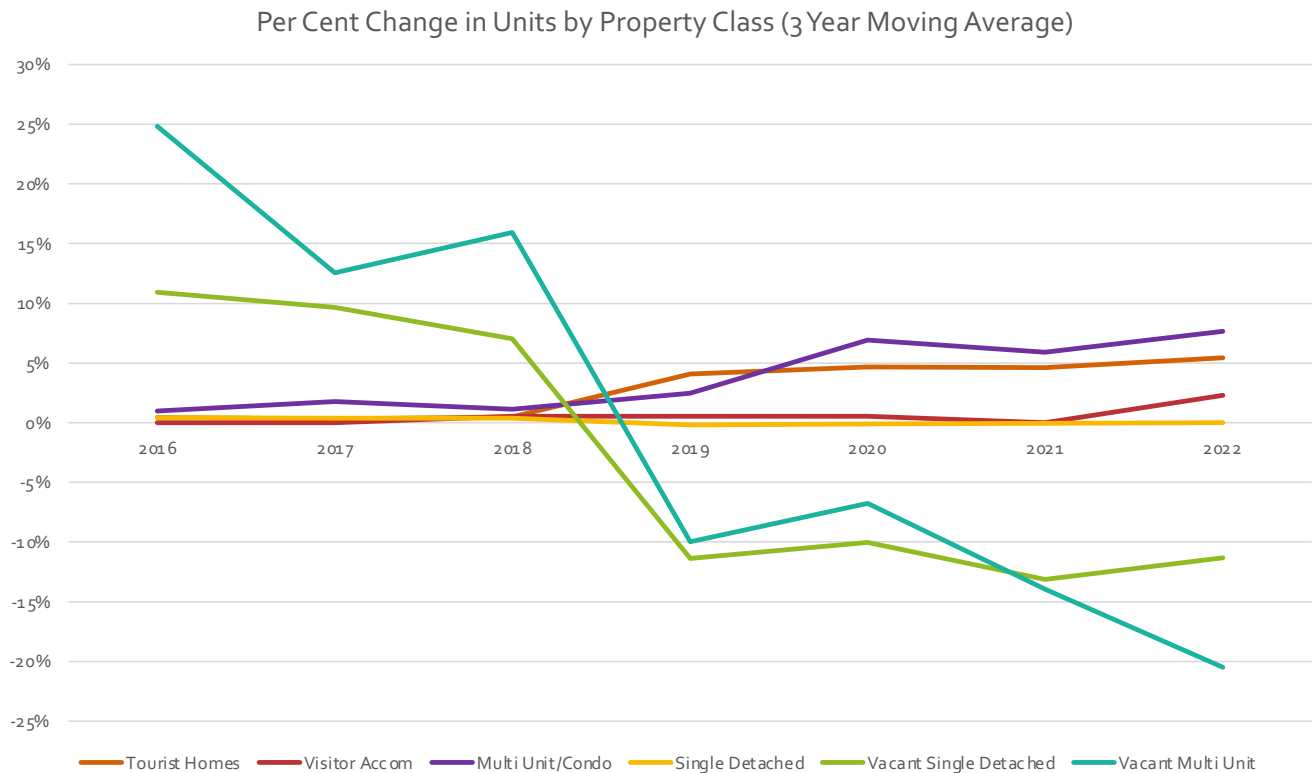
Design Considerations

- The sub-class authority is the most administratively efficient from a cost, compliance and enforcement perspective.
- Council could create a "non-primary residence" sub-class use under a new definition in the LUB.
 - A differential property tax could be imposed that could generate incremental revenues earmarked for affordable housing.
 - The value of incremental tax would need to be thoughtfully considered. Would want to start low and observe the results/ effects.
 - Would need to be phased in to enable time for secondary home owners to adjust .
 - Would need to exclude residential rental properties (e.g. defined as being continuously occupied for 6 months or more).
 - Require a declaration of all residential properties in the community.
- This would generate incremental revenue, reduce demand for second homes in Canmore and encourage second home owners to offer more rental options.

Vacant Land Tax

- Council has the authority and has introduced a vacant land subclass, with a differential property tax.
- An incremental tax on vacant property would likely serve as a disincentive to hold onto the property.
- However, the availability of vacant land is in short supply in the Town.
- While there may be merit to this approach, it would likely need to be combined with ways to increase the supply of vacant, developable land in the Town, and finding ways to bring new supply to market quickly.

Trends in the Canmore Property Market



- General growth in multi-unit and tourist homes.
- No growth in single detached, limited growth in visitor accommodation.
- Significant decline in vacant single and multi-unit land.

Source: Town of Canmore

Objective 2:

Incentives for full
time/ long term
occupancy

Task Force Recommendations

Incentives for full time/ long term occupancy Recommendations

- Implement a “primary residence rebate” program.
- Administered as a new “primary residence” property tax subclass.
 - Property owners would need to elect to be classed in the “primary residence rebate” sub-class annually, which would exempt them from the higher tax associated with the default residential class.
- Properties would be classified in the “primary residence” subclass if:
 - It is the primary residence of the owner and/or at least one occupant or
 - A legal accessory building or dwelling unit or secondary suite on the property is occupied as a primary residence.
 - A primary residence could be defined as “the residence in which an individual resides for a longer period of time in a calendar year than any other place.” (BC STR Accommodations Act)
 - Does not apply to tourist homes.
- Explore streamlining this designation with other resident focused benefits (e.g. parking permits) to create a user friendly process.
- Explore creating an education program for owners seeking to rent out their properties as a primary residence.

Incentives for full time/ long term occupancy Recommendations

- Higher taxes for those who do not qualify for the primary residence sub-class should be meaningful.
 - Intent is to generate additional revenues for the Town to “improve affordability” in the community in a manner consistent with other jurisdictions.
 - Informed by a strategy with a specific budget, goals, targets and expenditure areas.
 - While there is uncertainty regarding the specific revenue that could be generated, if the Town desired to increase revenues by ~2.5 million annually, based on 26% of properties being non-primary residences, this would lead to a residential property tax rate increase of approx. 50%. (i.e. \$850 per multi-unit or \$1,500 per single detached).
- Potential revenue uses could include but are not limited to:
 - Purchase of property for non-market housing.
 - Funding affordability programs in the community.
 - Incentivize development of accessory buildings or dwelling units.
 - Incentivize purpose built rental development.
 - Increasing non-market housing supply.
- Budgeting considerations:
 - Need to develop a program budget.
 - Need to budget for incremental administrative costs.
 - Need to account for this change in the Town’s tax share policy so as to not inadvertently impact residential and non-residential tax share calculations.

Non-Principal Residence Affordability Surcharge Incremental Revenues

Estimated Surcharge Revenues Based on 2022 Assessment and Tax Rates
For Illustrative Purposes Only.

	Potential Vacant Units*	Assessed Value	25% Mill Rate Increase		50% Mill Rate Increase		Commercial Rate Increment	
			Incremental revenue	Per Unit Increase	Incremental revenue	per unit increase	Incremental revenue	per unit increase
Multi Unit/condo	1,399	\$ 1,146,248,462	\$587,633	\$420	\$1,175,266	\$840	\$5,352,912	\$3,826
Single Unit	775	\$ 1,124,732,503	\$576,603	\$744	\$1,153,205	\$1,488	\$5,252,433	\$6,779
Single Unit Vacant Land	87	\$76,504,000	\$39,220	\$451	\$ 78,441	\$902	\$357,269	\$4,107
Multi Unit Vacant Land	34	\$29,522,000	\$15,135	\$445	\$30,269	\$890	\$137,866	\$4,055
Total			\$1,218,590		\$2,437,181		\$11,100,480	

While there is uncertainty regarding the specific revenue that could be generated, if the town desired to increase revenues by ~2.5 million annually, based on 26% of properties being non-primary households, this would lead to municipal property tax rate increase of approx. 50% - \$850 per multi-unit or \$1,500 per single detached.

* Based on 26% of total dwellings, all vacant land, as per the 2021 Census

Livability Task Force

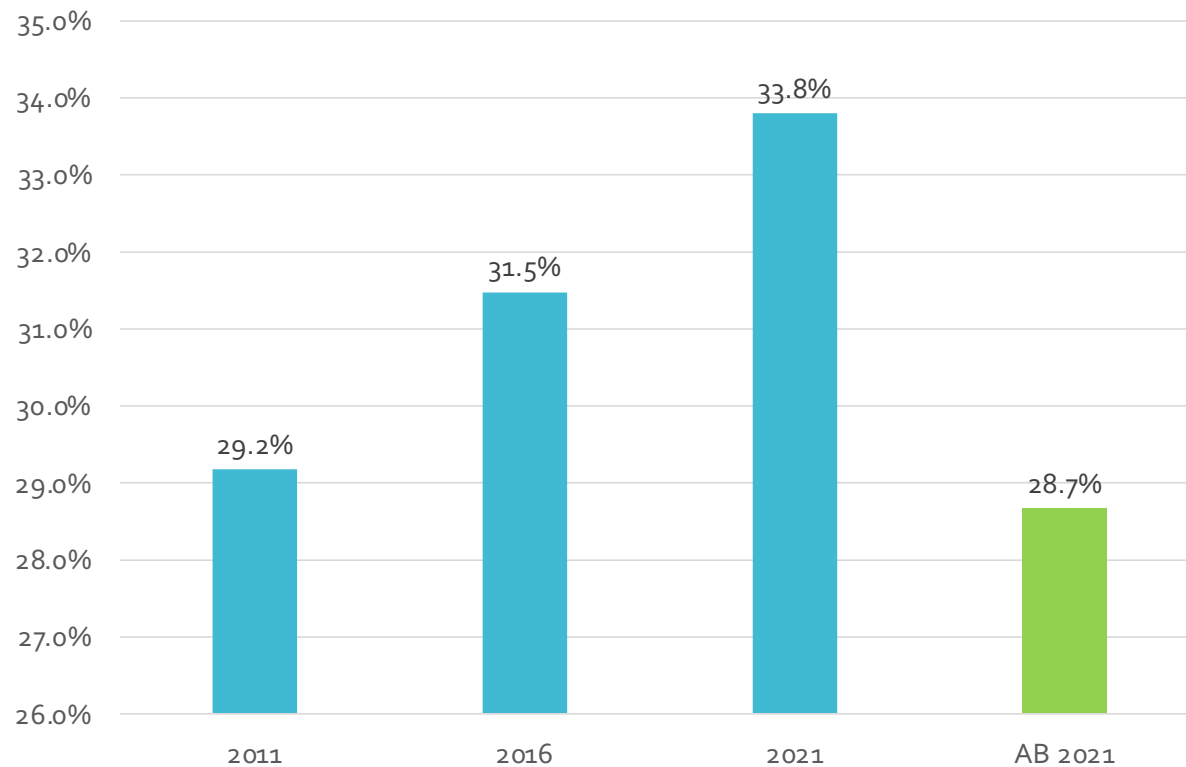
Objective 3:

Investigate tax options to
incentivize purpose-built rental
accommodation

Trends in the Canmore Property Market



Canmore - Per Cent of Households Renting

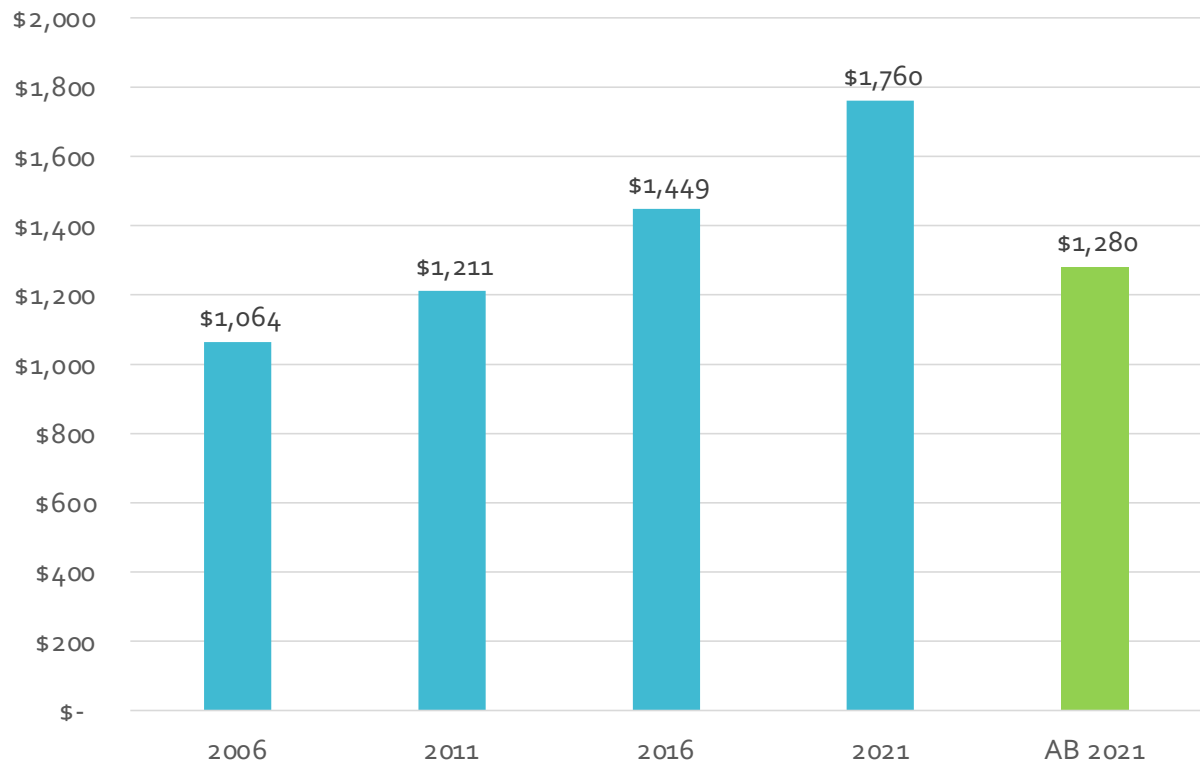


At parity with Alberta, Canmore would have an additional 349 owner households.

Source: Statistics Canada Census

Trends in the Canmore Property Market

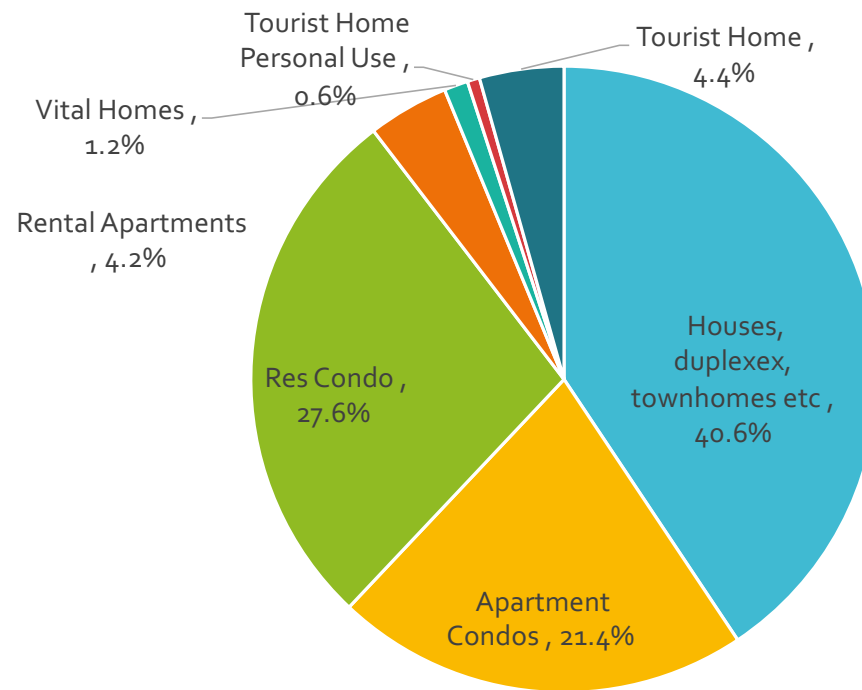
Median Monthly Shelter Costs for Rented Dwellings



At parity with Alberta, Canmore renters would save \$480/month off their shelter costs.

Source: Statistics Canada Census

2022 Residential Housing Mix (14,005 units)



- Rental apartments represent 4.2%, or 587 units of the residential housing mix.

Verum Dwelling Forecast

Canmore Dwelling Forecast												
	2016	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total Increase
Population	13,992	15,990	16,447	16,918	17,402	17,899	18,411	18,938	19,479	20,036	20,609	4,619
Dwellings occupied by usual residents	5,740	6,805	7,151	7,356	7,566	7,782	8,005	8,234	8,469	8,711	8,961	2,156
Total dwellings	7,963	9,173	9,435	9,705	9,983	10,268	10,562	10,864	11,175	11,494	11,823	2,650

- 2,156 total units needed by 2030 for full time residents.
 - 34% of these dwellings will need to be rental dwellings (**733 units required**).
 - 45% will be semi/row/townhouse.
 - 45% will be apt/condo.
 - 10% will be single detached.
- 2,650 total units needed by 2030 including dwellings for non-usual residents.

Property changes and assessment by type

Unit Changes by Type of Property				
	2013	2022	Per cent Change	Count Change
Tourist Homes	515	685	33.0%	170
Multi Unit/ Condo	3,949	5,418	37.2%	1,469
Single Unit	2,980	3,000	0.7%	20
Total	7,444	9,103	22.3%	1,659

Canmore Rental Properties	
Name	Units
Vue (2018)	159
Rundle House (2018)	89
Peaks (2018)	148
Total	396
% of Total Change Since 2013	22%

2022 Average Assessed Value per unit	
Vue	\$183,189
Peaks	\$149,284
Rundle House	\$188,584
Multi Unit/condo	\$819,193
Tourist Home	\$707,946
Single Unit	\$ 1,451,691

Since 2013:

- Total multi-unit condos increased by 37%,
- Rental units increased by approx. 22% (likely under estimated).

Purpose built rental properties are much less valuable than condos in Canmore.

The market for rental properties

- The Federal government eliminated the GST on purpose built rental properties to incent investment.
- The purpose built rental market is expected to be strong in 2023
 - Purpose built rental units represented approx. 50% of all multiunit starts (Altus).
 - Saw the highest increase in purpose built rental since 2013 (CMHC)
 - Canadian real estate capital market activity was strong 2022 and is expected to yield another year of solid investment volumes in 2023 (CBRE).
- However, purpose built rental properties are challenged to advance in Canmore due to:
 - Comparatively poorer economics relative to condo developments.
 - Scarcity of land supply.

Purpose Built Rental Incentives

Canmore has three tools to incent purpose built rental properties:

- Tax incentives.
- Development and building approval processes.
- Land supply.

Municipal Government Act (MGA) Relevant Tax Incentives

Council has the ability to incent/ encourage specific types of development to encourage specific types of housing:

- Section 297(1), Council can create a “rental sub-class” use to charge a differential tax rate on these properties.*
 - A lower property tax rate can be material to purpose-built rental economics.
- Cancellation, reduction, refund or deferral of taxes (section 347).
- Section 364.2 enables Council to establish tax deferrals or exemptions to encourage development or revitalization of non-residential properties for up to 15 years.
 - Can potentially be used in concert with a sub-class to incent development in a particular area of the community.
- Section 381.1 to 381.5 enables Council to earmark revenues from the incremental assessed value of property in a community revitalization levy area to be used toward the payment of infrastructure and other costs associated with the redevelopment of property in the community revitalization levy area.
 - This option is attractive when wanting to avoid tax breaks, but still incent development in a targeted area.

Council can choose a combination of these three options to incent rental property development.

*Each subclass can have a different tax rate. Provided that the lowest residential rate is not less than 20 per cent of the highest non-residential rate, and the sub-class tax rate is not zero

Tax incentives Supporting Purpose Built Rental Housing

There are two primary financial tools for Council to incent the development of purpose built rental housing:

- Create a **rental sub-class** of property and charge a lower property tax rate,* or
- Offer **grants or tax relief** to incent specific rental property development.

The subclass approach has breadth in applicability – creating a broad-based incentive to increase supply, and is equitable for all rental properties. However, it will be more expensive than the grant approach, and may be difficult to administer as a class, depending on the desired conditions.

The grant/ relief approach allows for the targeted use of funds to specific properties, but is limited in its applicability to other properties.

*Each subclass can have a different tax rate. Provided that the lowest residential rate is not less than 20 per cent of the highest non-residential rate

*Each sub-class tax rate cannot be zero

Tax Incentives Supporting Purpose Built Rental Housing – Comparison

Sub-Class

- Designed similar to primary residence rebate, whereby proponents would need to apply to be classified in the purpose-built rental sub-class.
- Would likely need to be available to all comparable properties (e.g. Vue, Rundle House, Peaks, as well as new properties).
- Would need to be defined so as to exclude secondary suites, accessory buildings etc. (e.g. via minimum unit count).
- Would reduce existing property tax base (~\$105K for Vue, Rundle and Peaks), as well as the future tax base.
- Potential to alleviate rental rate pressure in the community.
- Consider dynamics with non-primary residence owners who may want to get the lower tax rate if they rent their properties.

Grant/Tax Relief

- Targeted to new purpose built rental.
- Would only impact future tax base (or targeted properties), thereby it could be more affordable for the Town.
- Could define it broadly to incent all types of rental (e.g. low or no minimum unit count).
- Consider dynamics with respect to current rental property owners and non-primary residence owners who may want to get the lower tax rate.
- Criteria will need to be very clear for defensibility of tax cancellation.

Tax Incentives Supporting Purpose Built Rental Housing – Applied Example

At its November meeting council directed administration to “exempt 900 Railway Avenue from 75% of the municipal portion of residential property taxes for 10 years,” provided that:

- 900 Railway Avenue remains a long-term residential rental property with a minimum 12-month lease and at least 95% of the units rented to residents of Canmore; and
- In support of this exemption, administration is directed to enter into an agreement with 900 Railway Avenue principals, including terms that:
 - (i) Council will be provided an annual report on residency of tenants, and
 - (ii) if the property is ever converted from a long-term residential rental property then the exempted taxes will become immediately due.

Zoning, Land Use and Approval Policies

- A municipality's approach to the development of purpose built rental supply can be a powerful incentive to attract investment.
- Development and building approval processes can be lengthy and time consuming.
 - Extended timelines can act as a deterrent to development, particularly where proponents have optionality to invest in other jurisdictions.
 - Extended timelines can be the result of delays on the part of the municipality or the developer.
 - The Town's approach to amenity requirements, easements, variances and density are also tools that can be deployed to incent purpose built rental property development.
- The municipality can adopt a policy and approach whereby it prioritizes purpose built rental property applications, and seeks to work collaboratively with proponents to advance these projects as expeditiously as possible, with a goal to maximizing the number of units, while continuing to adhere to the intended form and character of the Town.

Zoning, Land Use and Approval Policies

- At the June 6, 2023 regular meeting, Council directed administration to:
 - Investigate and report back on changes to residential districts in the Land Use Bylaw that can facilitate provision of additional housing supply.
 - This work is anticipated to commence in alignment with upcoming Land Use Bylaw amendments required after the Palliser ASP is approved.
 - Report back on options and funding required for adding a comprehensive planning process to establish parameters to consider infill, or "missing middle" housing opportunities in established neighbourhoods and explore options for eliminating single detached dwellings.
 - Administration intends to commence this work in 2024.
- As such, the Task Force will not make recommendations on zoning and land use matters.

Land Supply Policy

- The Town of Canmore has seen a decrease in available vacant residential land since 2016.
- This is a significant risk to the community from a long term affordability perspective, and is likely a factor impacting current housing prices and challenges facing the community today.
- The Canmore MDP recognizes that:
 - “The limited land base in Canmore gives rise to tensions between the need to expand the supply of housing, the need to protect valuable natural areas, and the desire to manage the impact of change on existing neighbourhoods from redevelopment activities.”
- While new housing development is a challenging and sometimes contentious issue in the community, the town could consider elevating the prioritization of residential development in its community planning approach to better meet current and future resident housing needs while maintaining overall housing affordability.
- Developing a more active and deliberate policy relating to medium to long-term land supply planning as part of the MDP will help ensure sustained housing affordability in the community through thoughtful and staged planning of all types of development.
 - The City of Calgary, for example, has a target to maintain a minimum 30-year land supply within Calgary as part of its Municipal Development Plan. This growth as increasingly been targeted to existing communities over time.
 - Need to balance with industrial and commercial land supply needs, as identified in the Retail Gap Analysis.

Objective 3:

Tax Incentives to
incentivize purpose-
built rental
accommodation

Task Force Recommendations

Incentives for Purpose Built Rental Accommodation: Council Policy

- Develop an overarching policy to incent rental housing, which would include a breadth of tools – including tax incentives, development and land supply policies.
- Similar to incentives for full time occupancy, establish clear policy goals and targets to grow purpose built rental supply.

Tax Incentives Supporting Purpose Built Rental Housing: Recommendations

Through the tax relief or grant authority, adopt a policy that exempts new purpose built rental properties from 75% of the municipal portion of residential property taxes for up to 10 years.

Program can be designed similar to Council's recent decision in support of 900 Railway Avenue, which included the following conditions:

- The property remains a long-term residential rental property with a minimum 12-month lease and at least 95% of the units rented to residents of Canmore;
 - Council will be provided an annual report on residency of tenants; and
 - If the property is ever converted from a long-term residential rental property then the exempted taxes will become immediately due.
- The policy would apply to new buildings that are not subdivided, and include a minimum number of rentable units that is yet to be determined, but intended to be associated with apartment-style built form as well as smaller densification projects in established neighbourhoods.

Zoning, Land Use and Approval Policy Guidance

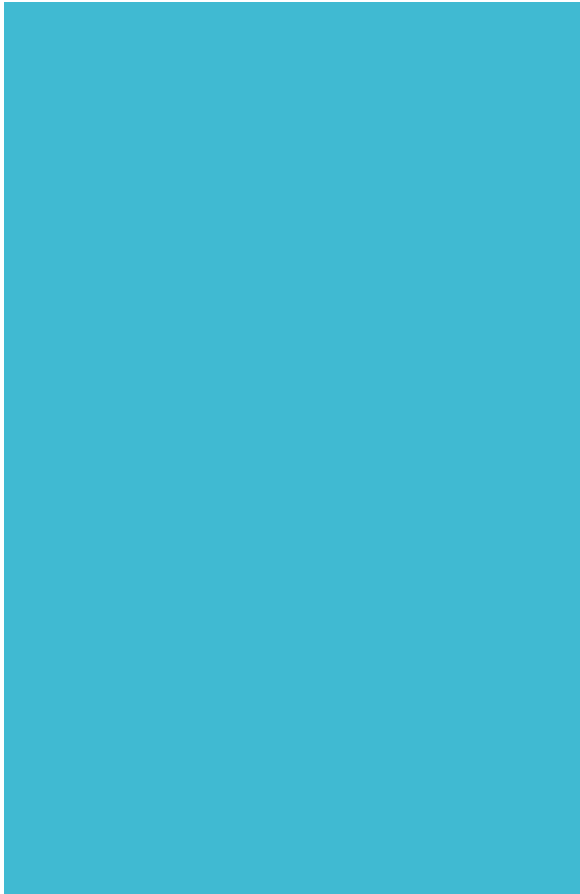
- The Task Force explored zoning and land use policies in its discussions and offers the following for consideration as part of administration's approach:
 - Limiting subdivision of properties and/or use of restrictive covenants on land titles to prevent condominimization of purpose built rental properties.
 - A grant or incentive to convert homes to multi-unit rentals.
 - Minimize land use requirements that reduce unit counts, including parking requirements, setbacks, sight coverage and height restrictions.
 - Fast track approvals for rental properties, including the prospect of additional resources.
 - Development of pre-approved standard rental variance packages, pre-approved standard housing designs and/or pre-approved additional dwelling unit designs.

Land Supply Recommendations

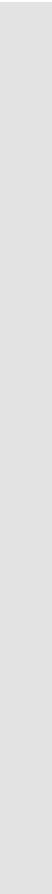
- The Town strategically assess the potential rental land supply in the community, and create an inventory of underutilized municipal land that could be used for rental development (e.g. surface parking, vacant land etc.).
- The Town develop a land supply strategy to guide development:
 - Develop criteria for inventorying and ranking parcels for rental development (e.g. size, location, complexity, probability of proceeding, ownership, etc.).
 - Balance rental supply with other uses, including commercial, industrial, and other residential, and set criteria for each.
- Consider the following tools to support purpose built rental development:
 - Purchasing private land using funds from the non-primary residence additional taxation.
 - Negotiating prospective land parcels with the province/ other governments.
 - Outreach to landowners to explore their willingness to develop rental supply – especially in light of the other incentives.

Further Considerations

- The Task Force explored a wide range of issues, and noted that there may be merit for a future Task Force to review and explore changes to the Town of Canmore's requirements for businesses to provide or contribute to employee housing.



Appendix



Tourist Home Background

Summary of Property Market Trends

- Growing proportion of non-owner occupied dwellings. Substantially higher than provincial average (26% vs 8%).
- Increased proportion of households renting versus owning (from 29% to 34%).
- Increased proportion of households spending more than 30% of income on shelter costs.
- Monthly shelter costs have increased by 65% since 2006 and are 37% higher than the Alberta average.
- Average property values have increased by 80% since 2006, and are twice as high as the Alberta average.
- 2,156 total units needed by 2030 for full time residents
 - 32% of these dwellings will need to be rental dwellings
 - 45% will be semi/row/townhouse
 - 45% will be apt/condo
 - 10% will be single family
- 2,650 total units needed by 2030 including dwellings for non-usual residents
- Tourist homes can provided approx. 600-700 of these
- Between 2016-2021, 1,210 units were built (total of 9,173).
 - 19% increase in permanent resident units (1,065)
 - 7 per cent increase for non-permanent resident units (145)

Dwelling Unit

REVISED LAND USE BYLAW
2018-22: SCHEDULE A

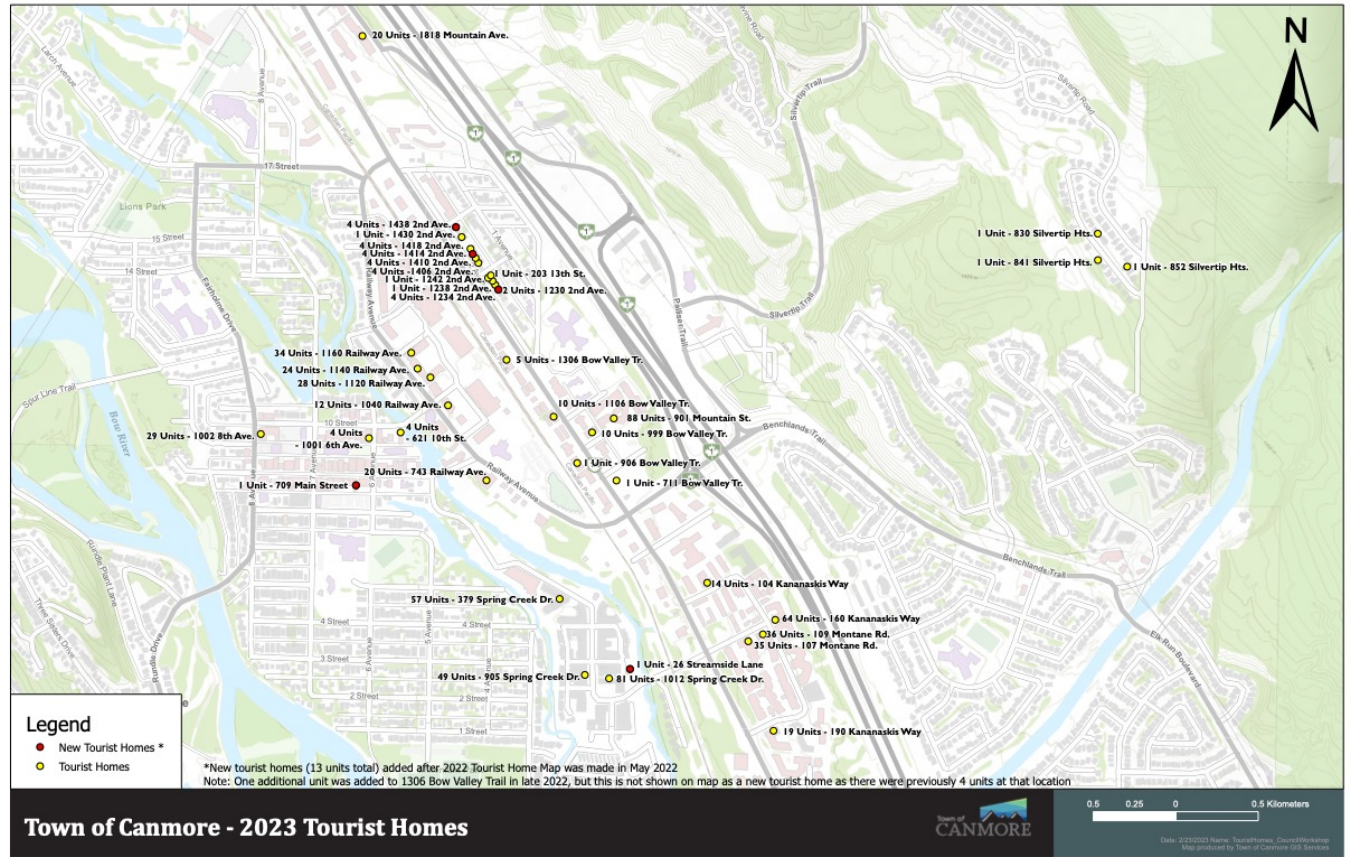
- **Dwelling Unit** means a self-contained room or suite of rooms not available for public use, which normally provide sleeping, washing, sanitary and kitchen facilities, and which is intended for residential use, as opposed to vacation use. A Dwelling Unit shall not include more than one room which, due to its design, plumbing, equipment, and furnishings is or may be used primarily as a kitchen. examples of this include upper cupboards, a full size fridge, a stove using 220V, and other aspects that may define a kitchen.
- **A Dwelling Unit** is characterized as a place in which a person or persons may reside as their primary or secondary residence, with the intent and ability to arrive and leave at their discretion, with the intent to remain for an undetermined or indefinite period (except in accordance with a tenancy agreement under the Residential tenancies Act or the Mobile Home sites tenancies Act) and with the intent to return to the Dwelling Unit following absences for such reasons as vacations.
- A Dwelling Unit does not include a shared ownership Accommodation.

Tourist Home Definition

REVISED LAND USE BYLAW
2018-22: SCHEDULE A

- **Tourist home** means a dwelling unit operated as a temporary place to stay, with or without compensation, and includes all vacation rentals of a dwelling unit. **The characteristics that distinguish a tourist home from a dwelling unit used as a residence may include any of the following:**
 - the intent of the occupant to stay for short term vacation purposes rather than use the property as a residence; and/or
 - the commercial nature of a tourist home; and/or
 - the management or advertising of the dwelling unit as a tourist home or “vacation property”; and/or
 - the use of a system of reservations, deposits, confirmations, credit cards or other forms of electronic payment.
- These examples do not represent an exhaustive list of operating practices that may constitute a tourist home.
- **Visitor Accommodation** means a building or group of buildings not intended for residential use where sleeping facilities are provided for persons for periods of up to 30 days and which may also contain a variety of services and amenities for the benefit of guests.

Tourist Home Locations



MGA 643: Non- Confirming Use and Buildings

- 643(1) If a development permit has been issued on or before the day on which a land use bylaw or a land use amendment bylaw comes into force in a municipality and the bylaw would make the development in respect of which the permit was issued a non-conforming use or non-conforming building, the development permit continues in effect in spite of the coming into force of the bylaw.
- (2) A non-conforming use of land or a building may be continued but **if that use is discontinued for a period of 6 consecutive months or more**, any future use of the land or building must conform with the land use bylaw then in effect.
- (3) A non-conforming use of part of a building may be extended throughout the building but the building, whether or not it is a non-conforming building, may not be enlarged or added to and no structural alterations may be made to it or in it.
- (4) A non-conforming use of part of a lot may not be extended or transferred in whole or in part to any other part of the lot and no additional buildings may be constructed on the lot while the non-conforming use continues.
- (5) A non-conforming building may continue to be used but the building may not be enlarged, added to, rebuilt or structurally altered except
 - A) to make it a conforming building,
 - B) for routine maintenance of the building, if the development authority considers it necessary, or
 - C) in accordance with a land use bylaw that provides minor variance powers to the development authority for the purposes of this section.
- (6) If a non-conforming building is damaged or destroyed to the extent of more than 75% of the value of the building above its foundation, the building may not be repaired or rebuilt except in accordance with the land use bylaw.
- (7) The land use or the use of a building is not affected by a change of ownership or tenancy of the land or building.

Gowlings Reference

- The right to rebuild a demolished or destroyed legally nonconforming/ noncomplying structure is not subject to a strict time limit, so long as the owner evidences an intention to continue the use. Any planning instrument that imposes a strict time limit (particularly a short one) is *ultra vires*;
- See Gowlings (2021) for a useful reference of Supreme Court jurisprudence:
 - <https://gowlings.com/en/insights-resources/articles/2021/legal-nonconforming-rights-trilogy-in-ontario/>

MGA Legislative Guidance: Plan Development

Statutory plan preparation

636(1) While preparing a statutory plan, a municipality must notify the following and provide a means for suggestions and representations to be made:

- (a) any members of the public who may be affected by the plan;
- (b) the school boards with jurisdiction in the area to which the plan preparation applies;
- (c) in the case of a municipal development plan,
 - (i) any adjacent municipalities,
 - (ii) the Indian band of any adjacent Indian reserve, and
 - (iii) any adjacent Metis settlement;
- (d) in the case of an area structure plan,
 - (i) where the land that is the subject of the plan is adjacent to another municipality, that municipality,
 - (ii) where the land that is the subject of the plan is within 1.6 kilometres of a provincial highway, the Minister responsible for the Highways Development and Protection Act, and
 - (iii) where the land that is the subject of the plan is adjacent to an Indian reserve or Metis settlement, the Indian band or Metis settlement.

Effect of Plans

Effect of plans

637 The adoption by a council of a statutory plan does not require the municipality to undertake any of the projects referred to in it.

638(1) A municipal development plan must be consistent with any intermunicipal development plan in respect of land that is identified in both the municipal development plan and the intermunicipal development plan.

(2) An area structure plan and an area redevelopment plan must be consistent with

- (a) any intermunicipal development plan in respect of land that is identified in both the area structure plan or area redevelopment plan, as applicable, and the intermunicipal development plan, and
- (b) any municipal development plan.

(4) A municipal development plan prevails to the extent of any conflict or inconsistency between

- (a) an area structure plan or an area redevelopment plan, and
- (b) the municipal development plan

Municipal Development Plan Legislative Guidance

MDP

632(1) Every council of a municipality must by bylaw adopt a municipal development plan.

(3) A municipal development plan (a) must address

- (i) the future land use within the municipality,
- (ii) the manner of and the proposals for future development in the municipality,
- (iii) the co-ordination of land use, future growth patterns and other infrastructure with adjacent municipalities if there is no intermunicipal development plan with respect to those matters in those municipalities,
- (iv) the provision of the required transportation systems either generally or specifically within the municipality and in relation to adjacent municipalities, and
- (v) the provision of municipal services and facilities either generally or specifically,
 - (d) must contain policies compatible with the subdivision and development regulations to provide guidance on the type and location of land uses adjacent to sour gas facilities,
 - (e) must contain policies respecting the provision of municipal, school or municipal and school reserves, including but not limited to the need for, amount of and allocation of those reserves and the identification of school requirements in consultation with affected school boards,

MGA Legislative Guidance

Area Structure Plan

633(1) For the purpose of providing a framework for subsequent subdivision and development of an area of land, a council may by bylaw adopt an area structure plan.

(2) An area structure plan

(a) must describe

- (i) the sequence of development proposed for the area,
- (ii) the land uses proposed for the area, either generally or with respect to specific parts of the area,
- (iii) the density of population proposed for the area either generally or with respect to specific parts of the area, and
- (iv) the general location of major transportation routes and public utilities, and

(b) may contain any other matters, including matters relating to reserves, as the council considers necessary.

Land Use Bylaw

Land Use Bylaw

640(1) Every municipality must pass a land use bylaw.

(1.1) A land use bylaw may prohibit or regulate and control the use and development of land and buildings in a municipality, including, without limitation, by

- (a) imposing design standards,
- (b) determining population density,
- (c) regulating the development of buildings,
- (d) providing for the protection of agricultural land, and
- (e) providing for any other matter council considers necessary to regulate land use within the municipality.

MGA Planning Process Bylaws

MGA 692

- (1) Before giving second reading to
 - (a) a proposed bylaw to adopt an intermunicipal development plan,
 - (b) a proposed bylaw to adopt a municipal development plan,
 - (c) a proposed bylaw to adopt an area structure plan,
 - (d) a proposed bylaw to adopt an area redevelopment plan,
 - (e) a proposed land use bylaw, or
 - (f) a proposed bylaw amending a statutory plan or land use bylaw referred to in clauses (a) to (e),

a council must hold a public hearing with respect to the proposed bylaw in accordance with section 216.4 after giving notice of it in accordance with section 606.

- (2) Despite subsection (1), if a proposed development relates to more than one proposed bylaw referred to in subsection (1), the council may hold a single public hearing.

Sylvan Lake Example

- Short-Term Accommodation Rentals (STARs) are businesses that offer a home, or a portion of the home, to a guest for a stay of 28 days or less. The Town of Sylvan Lake values our STAR businesses because they create jobs and stimulate tourism.
- The new STAR Bylaw replaces Tourist Home Regulations in the Land Use Bylaw and Business Licensing Bylaw. The STAR bylaw was created to:
 - Address lodging shortages and contribute to the local economy
 - Make sure all STARs meet safety and quality standards
 - Help and guide STARs business owners
 - Make the application process easier
 - Allow secondary suites and garage suites as STARs
 - Clarify regulations
 - Safeguard adjacent property owners
 - Set STARs owners up for success
 - Shorten the application time from 8 - 12 weeks to 1 - 2 weeks
- <https://www.sylvanlake.ca/en/business-development/short-term-accommodation-rentals.aspx>

Occupancy Incentives Background

MGA Authorities: Residential Sub-Classing

MGA Authorities

- 297(1) When preparing an assessment of property, the assessor must assign one or more of the following assessment classes to the property:
 - (a) class 1 - residential;
 - (b) class 2 - non-residential;
 - (c) class 3 - farm land;
 - (d) class 4 - machinery and equipment.
- 297(2) **A council may by bylaw divide class 1 into sub-classes on any basis it considers appropriate**, and if the council does so, the assessor may assign one or more sub-classes to property in class 1.
- 354(3) The tax rate may be different for each assessment class or sub-class referred to in section 297.

Limitation on subclass authority

- Tax rate for residential property
357.1 The tax rate to be imposed by a municipality on residential property or on any sub-class of residential property must be greater than zero.
- 358.1 (2) No municipality other than a non-conforming municipality shall in any year have a tax ratio greater than 5:1.
- “tax ratio”, means the ratio of the highest non-residential tax rate to the lowest residential tax rate.

Tax Cancellation/ Relief

Cancellation, reduction, refund or deferral of taxes

- 347(1) If a council considers it equitable to do so, it may,
- generally or with respect to a particular taxable property or business or a class of taxable property or business, do one or more of the following, with or without conditions:
 - (a) cancel or reduce tax arrears;
 - (b) cancel or refund all or part of a tax;
 - (c) defer the collection of a tax.
- (2) A council may phase in a tax increase or decrease resulting from the preparation of any new assessment.

MGA Authorities: Regulation and Fees

7 A council may pass bylaws for municipal purposes respecting the following matters:

- (a) the safety, health and welfare of people and the protection of people and property;
- (b) people, activities and things in, on or near a public place or place that is open to the public;
- (c) nuisances, including unsightly property;
- (d) transport and transportation systems;
- (e) businesses, business activities and persons engaged in business;
- (f) services provided by or on behalf of the municipality;
- (g) public utilities;
- (h) wild and domestic animals and activities in relation to them;

MGA Authorities: Regulation and Fees

- 8(1) Subject to section 7.1, without restricting section 7, a council may in a bylaw passed under this Division
- a) regulate or prohibit;
- **(b) deal with any development, activity, industry, business or thing in different ways, divide each of them into classes and deal with each class in different ways;**
- (c) provide for a system of licences, permits or approvals, including any or all of the following:
 - (i) establishing fees for licences, permits and approvals, including fees for licences, permits and approvals **that may be in the nature of a reasonable tax for the activity authorized or for the purpose of raising revenue;**
 - (iii) prohibiting any development, activity, industry, business or thing until a licence, permit or approval has been granted;
 - (iv) providing that terms and conditions may be imposed on any licence, permit or approval, the nature of the terms and conditions and who may impose them;
 - (v) setting out the conditions that must be met before a licence, permit or approval is granted or renewed, the nature of the conditions and who may impose them;

Reference Excerpts from BC Bill 35

(Short Term Rental Accommodation Act)

"principal residence" means the residence in which an individual resides for a longer period of time in a calendar year than any other place;

"accessory dwelling unit" means a building, or part of a building, that

- (a) is a self-contained residential accommodation unit,
- (b) has cooking, sleeping and bathroom facilities, and
- (c) is secondary to a primary dwelling unit located on the same property;

"secondary suite" means an accessory dwelling unit that is located in and forms part of a primary dwelling unit;

Principal residence requirement

- 14 (1) Subject to the regulations, if short-term rental accommodation services are provided outside the exempt land in respect of a short-term rental offer, the short-term rental accommodation services must not be provided except in one or both of the following:
 - (a) in the property host's principal residence;
 - (b) in not more than one secondary suite or other accessory dwelling unit that is in a prescribed location in relation to the property host's principal residence.

CRA Definition Reference

- CRA definition is not ideal, as it is focused on ownership for tax purposes:
 - Principal residence - the taxpayer (owner) has “ordinarily inhabited” the property if he/she (or the taxpayer's spouse or common-law partner, ex-spouse or common-law partner, or the taxpayer's children) lived in the property.

Reference Excerpts from BC Bill 35

(Short Term Rental Accommodation Act)

- Short-term rental offer requirements
 - 13 A short-term rental offer must include the following information:
 - (a) if a business licence requirement applies, the valid business licence number;
 - (b) the valid registration number;
 - (c) any prescribed information.
- Platform service provider requirements
- 17 (1) Subject to the regulations, a platform service provider must do the following:
 - (a) have a platform representative;
 - (b) in respect of each platform offer,
 - (i) enable the posting on the platform of the following:
 - (A) a business licence number;
 - (B) the registration number;
 - (C) any prescribed information, and
 - (ii) confirm the validity of the registration number posted in respect of the platform offer by the supplier host on the platform;
 - (c) record, maintain and disclose to the minister records of the following:
 - (i) any short-term rental information provided to the platform service provider;
 - (ii) any other prescribed information.
- (2) Subject to the regulations, a platform service provider must not provide platform services in respect of a platform offer in the following circumstances:
 - (a) the platform offer is not posted with a valid registration number;
 - (b) the platform service provider has not disclosed records in respect of the platform offer to the minister in accordance with subsection (1) (c).

Purpose Built Rental Background

Canmore Housing Housing Needs Forecast

- BVR housing needs assessment:
 - Forecasts Canmore population grows from 14,074 to 18,095 at 2.9% per year
 - Forecasts 1,204 units needed between 2018-2027
 - Works out to 3.4 people per dwelling
- Census
 - Canmore census indicates 1,210 units were built in Canmore between 2016 and 2021 (1,056 were for permanent residents)
 - Growth of 1,998 residents
 - 1.74 People per total dwellings.
 - For permanent resident dwellings, 2.3 people per dwelling.
- Verum forecast
 - Assume annual population growth of 2.86% (Census)
 - Assume 2.3 people per permanent dwelling
 - Assume same building mix as BVR (45% semi-detached/row, 45% multi-unit, 10% single detached)
 - Assume 34% needed for rental, as per Census

Forecast Reference Material

Bow Valley Regional Housing Needs Forecast

		2018-22	2023-27	Total	Share
Canmore	Single-detached	46	75	120	10.0%
	Semi/Row/Town	206	336	542	45.0%
	Apartment/Condo	206	336	542	45.0%
	Total	459	746	1,204	

Canmore Census Dwelling Changes 2006-2021				
	Total private dwellings	Change	Private dwellings occupied by usual residents	Change
2006	6,575		4,778	
2011	7,973	1,398	5,176	398
2016	7,963	- 10	5,738	562
2021	9,173	1,210	6,804	1,066

Revitalization Tax Exemption

- 364.2(2) A council may, by bylaw, for the purpose of encouraging the development or revitalization of properties in an assessment class specified in section 297(1)(b) or (d) for the general benefit of the municipality, provide for
 - (a) full or partial exemptions from taxation under this Division for property in one or both of those assessment classes, or
 - (b) deferrals of the collection of tax under this Division on property referred to in clause (a).
- (3) A bylaw under subsection (2)
 - (a) must set criteria to be met for property to qualify for an exemption or deferral,
 - (b) must establish a process for the submission and consideration of applications for an exemption or deferral,
 - (c) must not provide for an exemption or deferral to have effect in respect of a property for more than 15 consecutive taxation years, but may, if the council considers it appropriate, provide for subsequent exemptions or deferrals of 15 consecutive taxation years or less to be applied for and granted in respect of the property, and
 - (d) if the bylaw provides for any person other than the council, including a designated officer, to refuse to grant an exemption or deferral or to cancel an exemption or deferral, must establish a process for applications to the council for the review of those decisions and must specify the period of time within which the application must be made.

Community Revitalization Levy

381.1 In this Division,

- (a) “incremental assessed value” means the increase in the assessed value of property located in a community revitalization levy area after the date the community revitalization levy bylaw is approved by the Minister under section 381.2(3);
- (b) “levy” means a community revitalization levy imposed under section 381.2(2).
- 2005 c14 s14;2022 c16 s9(66)
- Community revitalization levy bylaw
- 381.2(1) Each council may pass a community revitalization levy bylaw.
- (2) A community revitalization levy bylaw authorizes the council to impose a levy in respect of the incremental assessed value of property in a community revitalization levy area to raise revenue to be used toward the payment of infrastructure and other costs associated with the redevelopment of property in the community revitalization levy area.
- (3) A community revitalization levy bylaw, or any amendment to it, has no effect unless it is approved by the Minister.
- (4) The Minister may approve a community revitalization levy bylaw in whole or in part or with variations and subject to conditions.

Community Revitalization Exemption Examples

The revitalization tax exemptions and community revitalization levies are not applicable in meeting Canmore's affordability objectives at this time.

Community Revitalization Exemption examples (5 total in Alberta)

- Edmonton (3)
 - <https://pub-edmonton.escribemeetings.com/filestream.ashx?DocumentId=130861>
 - Capital City Downtown, The Quarters Downtown and Belvedere
- Cochrane
 - <https://www.cochrane.ca/226/Community-Revitalization>
 - Downtown
- Calgary
 - <https://www.calgary.ca/property-owners/taxes/rivers-district-revitalization-levy.html>
 - The rivers

Revitalization tax exemption examples

- Wood buffalo
 - <https://www.rmwb.ca/en/permits-and-development/resources/Documents/Program-Guidelines-for-the-Downtown-Tax-Exemption-Program.pdf>
 - Downtown revitalization

BC Guide:

- https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/local-governments/finance/community_charter_revital_tax_exemptions.pdf
- Much more enabling. Can be applied to any classes in any different ways. Can be an exemption or a CRL
- Municipalities may want to advocate to the province for reforms to make their tools more enabling as in BC.

Need to Reside Reference: Parks Canada

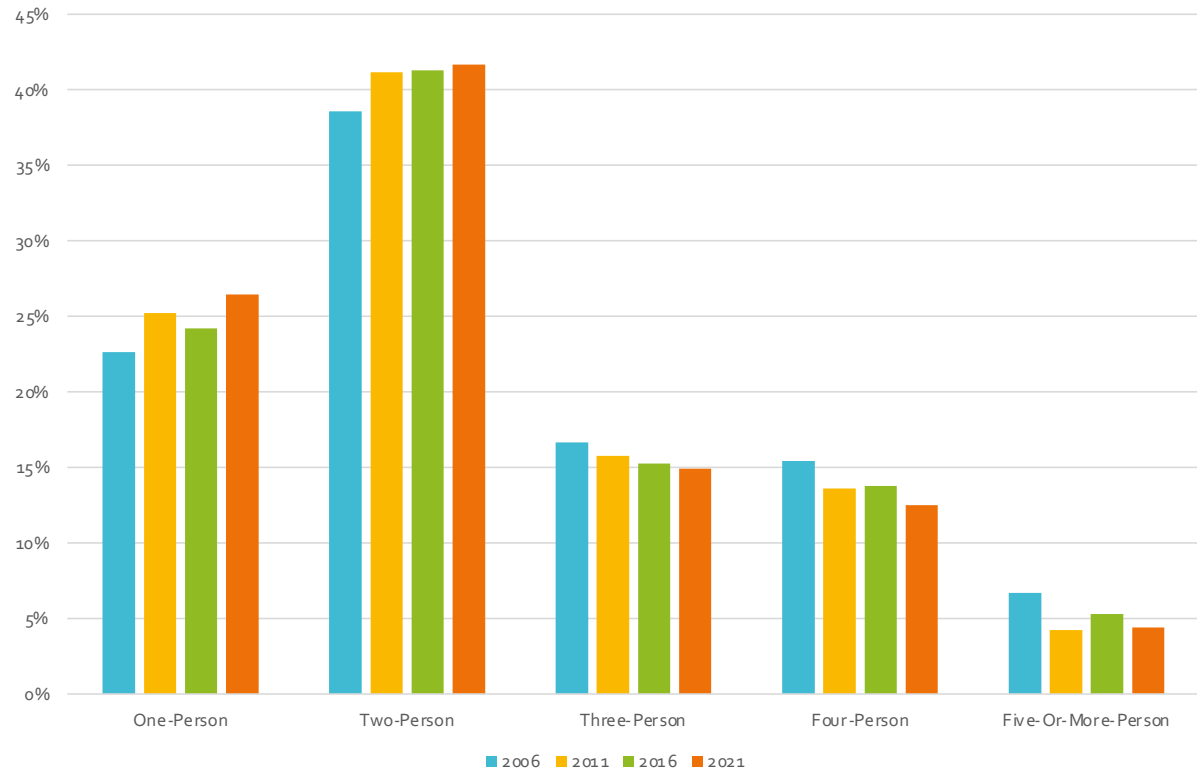
According to the National Parks Lease and License of Occupation Regulations, an eligible resident is defined as:

- (a) an individual whose primary employment is in the park,
- (b) an individual who operates a business in the park and whose presence at the place of business is necessary for the day-to-day operation of the business,
- (c) a retired individual who resides in the park and who, for five consecutive years immediately prior to retirement,
 - (i) was employed primarily in that park, or
 - (ii) operated a business in that park and whose presence at the place of business was necessary for the day-to-day operation of the business,
- (d) a retired individual who resided in the park at the time of the individual's retirement and who resided in that park on July 30, 1981,
- (e) an individual who is a student in full-time attendance at an educational institution that is located within the park and registered under the Income Tax Act or applicable provincial legislation relating to education,
- (f) an individual who is a lessee of public lands in the park and who
 - (i) was the lessee of those public lands prior to May 19, 1911, or
 - (ii) is a descendant, by blood or adoption, of an individual who was the lessee of those public lands prior to May 19, 1911, or
- (g) the spouse or common-law partner or a dependent of an individual referred to in any of paragraphs (a) to (f).

Demographic Statistics

Key Issues and Trends in the Canmore Property Market

Canmore Household Size

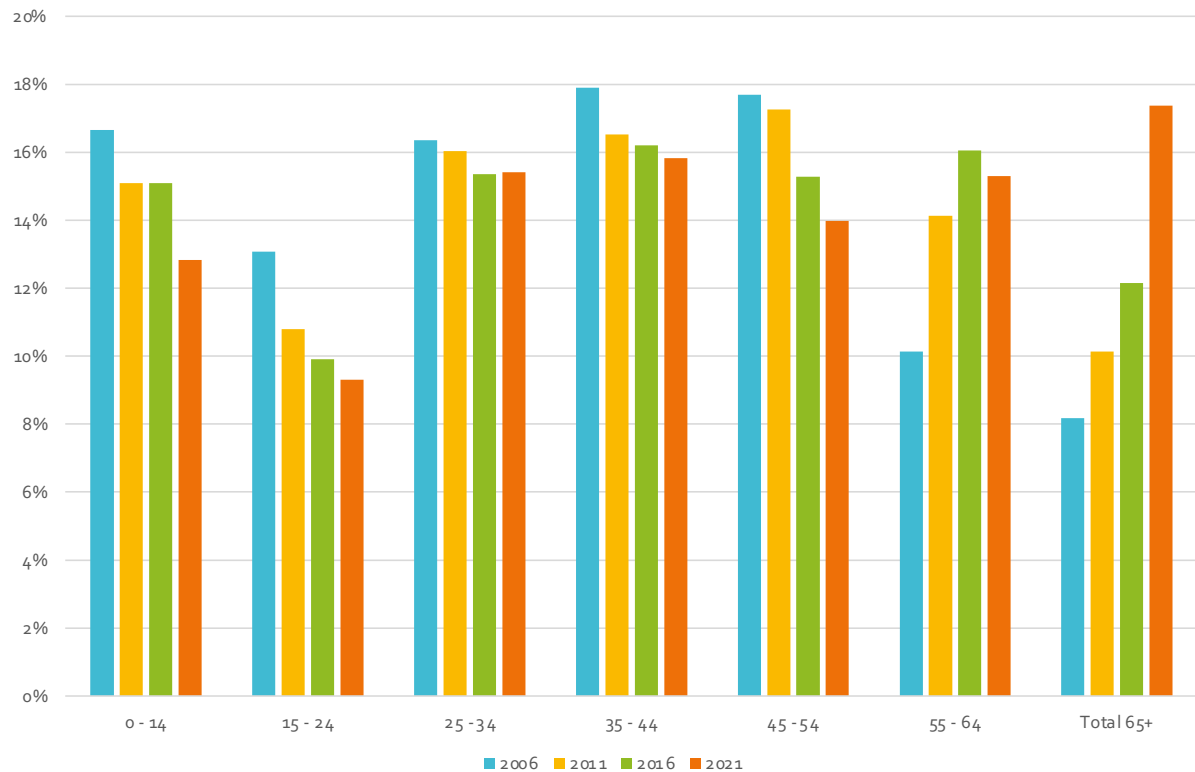


Household size in Canmore has been declining. 2021 average household size is 2.3. Alberta is 2.6

Source: Statistics Canada Census

Key Issues and Trends in the Canmore Property Market

Canmore Age Distribution



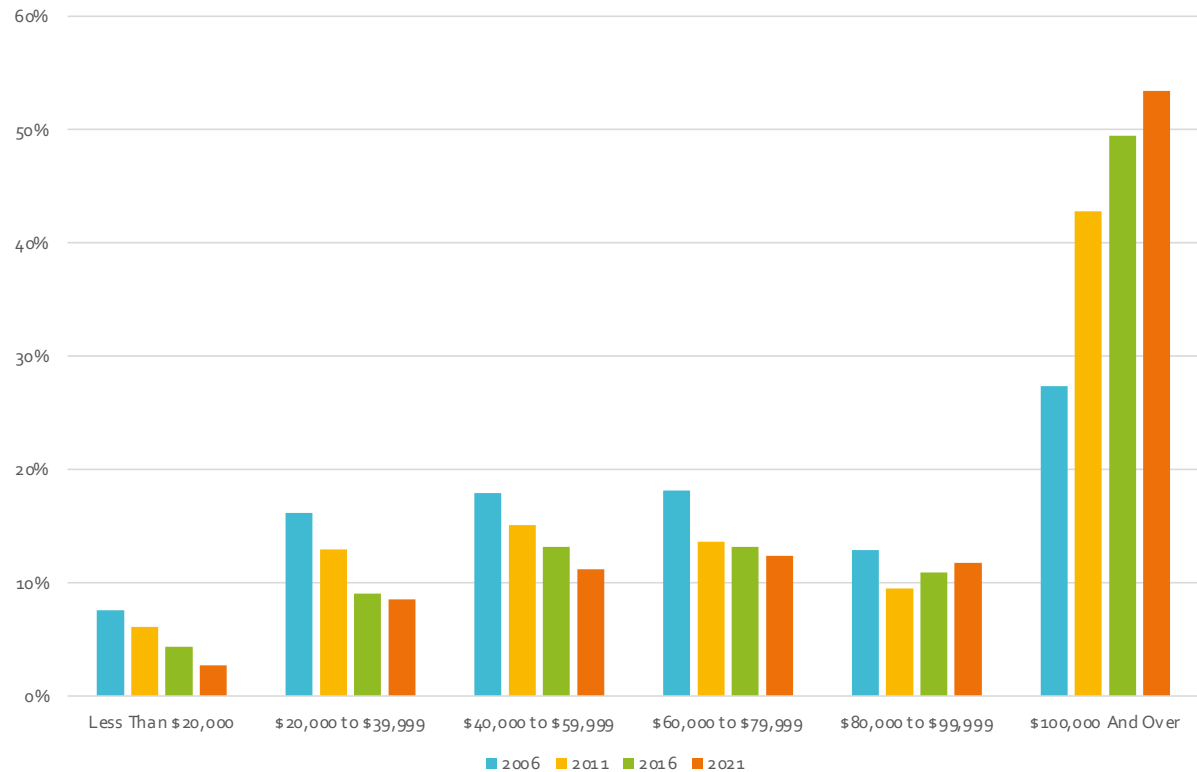
Canmore population is aging. In 2021 Canmore median age was 42.8. Alberta was 38.4

Source: Statistics Canada Census

Key Issues and Trends in the Canmore Property Market



Canmore Historical Household Income Before Tax



Canmore incomes are increasing. 2021 Median individual pre-tax income is \$50,400. AB is \$44,800

Source: Statistics Canada Census

**Town of Canmore Livability Task Force
Terms of Reference**

PURPOSE

To engage stakeholders in advancing the following objectives of the Housing Action Plan, as approved by Council, in three phases:

- Develop a plan to phase out the Tourist Home Designation
- Investigate tax options to incentivize full-time/long-term occupancy of residential units
- Investigate a tax options to incentivize purpose-built rental accommodation

OBJECTIVES

Phase 1: Develop a Plan to Phase Out the Tourist Home Designation

1. Review the definition of a tourist home, the impetus for its creation, its evolution over time and its differentiation from visitor accommodation.
2. Confirm the rationale for phasing out tourist homes, potentially including:
 - Displacement of full-time residents/renters
 - Decreasing the availability and affordability of housing
 - Fairness to visitor accommodation providers who pay commercial tax rate
 - Nuisance concerns from adjacent neighbours
3. Consider the market for tourist homes (supply and demand), explore trends over time relative to the hotel, visitor accommodation and residential subsectors.
4. Review experiences and approaches to tourist homes and visitor accommodation in other Canadian jurisdictions.
5. Prepare policy options, recommendations and implications of phasing out tourist homes, with consideration for:
 - Council and administration direction, previous research and recommendations
 - Impacts on housing availability, visitor accommodation market, tax base, planned development, demand for/ turnover in tourism home ownership, legal implications, administrative/ enforcement burden, equity/fairness.

Phase 2: Investigate tax options to incentivize long-term occupancy of residential units

1. Investigate options that would create a surcharge for vacant or underoccupied properties.
 - Summarize legislative authorities under the Municipal Government Act (MGA)
 - Review policy options and experiences applied in comparable Canadian jurisdictions.
2. Prepare policy options, recommendations and implications, including:
 - Tax rate, definition of vacant/ under-occupied property, tax base/ exemptions, tax equity/ fairness, potential revenue, impact on rental market (and housing market more generally), administrative burden, enforcement, phase-in.

Phase 3: Investigate tax options to incentivize purpose-built rental accommodation

1. Summarize MGA authorities available to the Town of Canmore to incentivize purpose built rental accommodation.
2. Explore the use of these and comparable authorities in Canadian jurisdictions and how they can be applied in Canmore.

- Research other municipalities and developers/ builders with experience building the desired product to understand best practices.
3. Assess land supply/inventory of potential areas for the application of these tools, and necessary land use changes to enable their use.
 4. Prepare policy options, recommendations and implications for use of these tools.

DELIVERABLES

1. Exploration of policy options and considerations to advance the Task Force objectives.
2. Preparation of a final report, with recommendations and implications for Council prior to the end of 2023.

TIMELINE

1. Task Force formation to occur at the Regular Council Meeting on September 5, 2023
2. Initial Task Force meeting – September/October 2023
3. Meetings as required September – December 2023
4. Preparation of report and recommendations to Council by the end of 2023.

STRUCTURE

1. The Task Force will be made up of the following members, with committee composition to be approved September 5, 2023 Regular Meeting of Council:
 - 3 members of Council
 - 1 representative from Tourism Canmore Kananaskis (TCK) or the TCK Board.
 - 1 representative from a local developer of tourist/visitor properties.
 - 1 representative from the Canmore real estate industry with experience selling tourist homes and visitor accommodation properties, and access to timely and relevant market statistics.
 - 1 representative from a Canmore rental/property management company managing both short and long term rentals
 - 1 representative from Canmore Community Housing
2. Administrative support for the Task Force shall be provided from the Chief Administrative Officer, the General Manager of Corporate Services, the General Manager of Infrastructure, and other staff as needed. Ben Brunnen at Verum Consulting has been contracted to conduct the necessary research and analysis and develop policy options for Task Force consideration.
3. The Task Force shall have the ability to hear from experts in related fields as needed.
4. The Task Force shall appoint a Chairperson at their first meeting.
5. The Task Force will seek to make its decisions by consensus. Where consensus is not attainable, decisions will be made by simple majority, with dissenting positions noted.
6. The chairperson will engage the Task Force members at their initial meeting to determine and refine its governance model in relation to its decision-making process, appropriate meeting structure and other Task Force details.

Action Plan		
Current Initiatives		HAF Objective Alignment
C-1	<p>Palliser Trail Area Structure Plan (ASP) The Palliser Trail Area Structure Plan will provide the vision and policy direction for the future development of 9 hectares of Provincially and Town owned land into a diverse, affordable, and attainable community. The plan outlines the creation of a complete, mixed-use neighborhoods with opportunities for local-serving retail, services, pedestrian connections, and enhanced parks and public spaces where residents can gather. The plan also identifies ways to improve transportation and multi-modal connections to the rest of Canmore, including a pedestrian crossing across the Trans-Canada Highway. The plan area will accommodate a projected 1,200 residential units, with a significant portion of these being affordable.</p>	<ul style="list-style-type: none"> • Development of complete communities • Development of affordable, inclusive, equitable and diverse communities • Development of low-carbon and climate-resilient communities
C-2	<p>Development of recently acquired provincial lands in the Palliser area In February 2023, the Town of Canmore requested the Province of Alberta advance the use of a 2.3 hectare parcel of provincially owned land for affordable and other non-market housing needs. The province has, through a reservation letter, consented to a transfer of the land to the Town for uses the support community livability and affordability. The agreement with Alberta Seniors, Community, and Social Services gives the Town three years to prepare an affordable housing project proposal that aligns with the community’s affordable housing needs assessment; ensure provision of services that support complete communities; pursue adequate funding commitments for construction; and secure required permits and approvals. Once the Palliser ASP is approved, Administration will begin working on next steps for these lands.</p>	<ul style="list-style-type: none"> • Get more homes built faster • Development of complete communities • Development of affordable, inclusive, equitable and diverse communities • Development of low-carbon and climate-resilient communities
C-3	<p>Improving e-permitting with dynamic portal The Town will be launching an online application portal for all building and development permits. This portal will support a completely digital application process, where applications are uploaded and paid for by applicants online, and subsequent reviewed by staff, all within the same system. Applicants will have user accounts that will allow them to obtain up to the minute status updates on their applications. The improved system will also track review times more accurately, by capturing staff time and applicant resubmission time. The portal will streamline application submissions by only allowing complete applications to be submitted, which allow staff to focus their efforts on applications that are ready for review, which will support timelier review and decision timelines.</p>	<ul style="list-style-type: none"> • Get more homes built faster • Speed up approvals and building processes

<p>C-4</p>	<p>Updating the Engineering Design and Construction Guidelines (EDCG) The 2023 EDCG update eliminated security requirements and construction completion process for on-site infrastructure; introduced a Lot Grading Certificate to eliminate inspections and approvals; and supports low-carbon community goals for travel by foot, bicycle, and transit by incorporating new design standards for complete streets to make travel safer, more affordable, and to reduce travel emissions. The EDCG update includes new Low Impact Development details for reduced stormwater runoff, air purification, and reduction of heat-island effect; new requirements for the use of tactile plates, and raised intersections and crossings improve inclusivity, accessibility and comfort for all road and pathway users.</p>	<ul style="list-style-type: none"> • Get more homes built faster • Speed up approvals and building processes • Development of complete communities • Development of affordable, inclusive, equitable and diverse communities • Development of low-carbon and climate-resilient communities
<p>C-5</p>	<p>Reviewing vacant Town land holdings The goal of this project is to study the development potential of selected Town-owned sites within Canmore. Design options will be produced for each site, and analysis of each site will consider massing and form of adjacent development; existing policies; site conditions/developability, and off-site considerations. The study will provide sufficient information to understand the viability and feasibility of development on each site, to support decision making regarding future investments in housing. It will be used to inform decisions on future investments in housing on Town owned land.</p>	<ul style="list-style-type: none"> • Get more homes built faster • Development of complete communities • Development of affordable, inclusive, equitable and diverse communities
<p>C-6</p>	<p>Creating a Canmore Community Housing (CCH) residency program The goal of this program is to create an inventory of non-market housing for purchase and sale to qualified residents of Canmore who occupy the unit as their permanent residence. In so doing we will help to create affordable, secure housing options for Canmore’s resident workforce. Residency programs would be distinguishable from affordable housing programs by the absence of a household income threshold. One pilot program is underway regarding the provision of new units to CCH in exchange for a transfer of Town land to enable an Area Redevelopment Plan. Other options include incentivizing existing homeowners to restrict resales to eligible residents and the involvement of CCH in the monitoring and enforcement of employee housing caveats.</p>	<ul style="list-style-type: none"> • Development of complete communities • Development of affordable, inclusive, equitable and diverse communities
<p>C-7</p>	<p>Development of CCH-owned lands at Stewart Creek and Palliser CCH recently acquired Town owned land in the Stewart Creek subdivision that is adjacent to a CCH owned parcel. The two parcels have now been consolidated into one and CCH is now in the process of seeking rezoning on the property to maximize the affordable housing development potential.</p>	<ul style="list-style-type: none"> • Development of complete communities • Development of affordable, inclusive, equitable and diverse communities

Previously Approved Initiatives		HAF Objective Alignment
P-1	<p>Update the Climate Action Plan</p> <p>The Town currently operates under three environmental governing documents; the Environmental Sustainability Action Plan (developed in 2010), the Climate Change Adaptation Background Report and Resilience Plan (developed in 2016, expired in 2021), and the Climate Action Plan (developed in 2018). This project will bring these three documents into one overarching guiding document entitled the Climate Emergency Action Plan. This project will develop a new and updated mandate that builds on the work of the past 13 years, while taking into consideration the scientific advances in climate change projections and modelling. It will ensure that the Town’s efforts on environment and climate change are inclusive and equitable, and align with and support international, national, and provincial climate change initiatives, targets, or goals. It will define the cost, require resources, and expect outcomes of a set of specific, time-bound actions.</p>	<ul style="list-style-type: none"> • Development of complete communities • Development of affordable, inclusive, equitable and diverse communities • Development of low-carbon and climate-resilient communities
P-2	<p>Downtown Area Redevelopment Plan (ARP)</p> <p>The Downtown Area Redevelopment Plan will investigate the possibility of the pedestrianization of a portion of Main Street; a key thoroughfare in heart of Canmore, and identify the potential impacts this closure could have on land use and public spaces in and around the area. This review of land uses will also include the review of key development standards, such as height and parking minimums, to maximize densification and diversification within the area. The review will also evaluate underutilized sites within the area to explore opportunities for expanded residential opportunities, where feasible.</p>	<ul style="list-style-type: none"> • Development of complete communities • Development of affordable, inclusive, equitable and diverse communities • Development of low-carbon and climate-resilient communities
P-3	<p>Increased requisition to Canmore Community Housing (CCH)</p> <p>CCH is a not-for profit corporation wholly owned by the Town of Canmore. Administration costs are covered through municipal taxes and have not increased over the last three years due to budget constraints related to the Covid-19 pandemic. Access to affordable housing has emerged as the most pressing issue post pandemic, resulting in the Town’s Finance Committee providing direction to “Reassess the Canmore Community Housing requisition in the fall of 2023 for the 2024 budget amendment to ensure alignment with any new programs or priorities.”</p>	<ul style="list-style-type: none"> • Get more homes built faster • Development of complete communities • Development of affordable, inclusive, equitable and diverse communities • Development of low-carbon and climate-resilient communities
P-4	<p>Stoneworks Flood Mitigation Construction</p> <p>Flood mitigation project to sufficiently reduce flood hazards to lands planned for housing. This mitigation is a pre-requisite for development and is in the design stage. Funding has been secured through provincial and federal grant programs, and construction is planned for 2024/2025. Once completed, a large area of lands in the Silvertip and Palliser Area Structure Plan areas can be safely and sustainably developed.</p>	<ul style="list-style-type: none"> • Get more homes built faster • Development of complete communities • Development of affordable, inclusive, equitable and diverse communities • Development of low-carbon and climate-resilient communities

<p>P-5</p>	<p>Refresh Canmore Community Housing (CCH) Accessory Dwelling Unit (ADU) Grant Program In 2022, CCH concluded a 3-year pilot program that provided grants of up to \$20,000 to homeowners for costs to construct an ADU at their property. Upon completion, the unit was required to be rented to CCH eligible renters at a minimum of 10% below market rental rates. An evaluation of the program revealed that the Covid-19 pandemic, homeowner difficulty in navigating the development permit process, and lack of adequate marketing were contributors to the low participation rate. The Town created an information guide to assist homeowners with navigating the process. CCH recently engaged a social media contractor to assist with marketing and brand awareness and will be launching a refresh of the ADU Grant program in 2024.</p>	<ul style="list-style-type: none"> • Get more homes built faster • Development of complete communities • Development of affordable, inclusive, equitable and diverse communities
<p>P-6</p>	<p>Revise the CCH Vital Homes bonusing structure in the Land Use Bylaw The current approach to provision of CCH-managed housing through the bonusing provisions in the Land Use Bylaw does not serve the Town, CCH, or the building industry as well as it could. Administration intends to work with CCH and BOWDA to review the current system with the goal of finding ways to improve it.</p>	<ul style="list-style-type: none"> • Get more homes built faster • Development of complete communities • Development of affordable, inclusive, equitable and diverse communities • Development of low-carbon and climate-resilient communities

<p>New Initiatives – no prior Council approval</p>		<p>HAF Objective Alignment</p>
<p>N-1</p>	<p>Develop a plan to phase out the Tourist Home Designation This project involves exploring the removal of the Tourist Home designation from the Land Use Bylaw, to encourage property owners to rent their properties long-term instead of as short-term rentals. In terms of taxation, Tourist Homes used for non-personal use could retain the tourist home status and their reclassification as commercial properties should be explored. Tourist homes used for personal use would potentially be reclassified as residential uses and lose their tourist home status. This change would be in perpetuity so future owners would not be able to revert to a Tourist Home. No new Tourist Homes would be approved moving forward. This could also improve the Town’s enforcement abilities and could be accompanied by an increase in fines for property owners who choose to rent their units as short-term rentals without the requisite approval.</p>	<ul style="list-style-type: none"> • Get more homes built faster • Development of complete communities • Development of affordable, inclusive, equitable and diverse communities
<p>N-2</p>	<p>Investigate a tax structure to incentivize purpose-built rental accommodation: To help address the lack of long-term rental stock in the community, the investigation of tax policy to incentivize landowners to build purpose-built rentals is being recommended. While under provincial regulation, the municipal land use framework generally prohibits regulation of user (i.e., form of tenure) versus the use itself, the tax policy framework does allow the Town to take the approach of incentivizing certain forms of tenure. Tax incentives can be linked to tenure – in this case, long term rentals – and if a building were to convert to ownership, tax incentives would cease to apply.</p>	<ul style="list-style-type: none"> • Get more homes built faster • Development of complete communities • Development of affordable, inclusive, equitable and diverse communities

<p>N-3</p>	<p>Investigate tax structures to incentivize full-time/long-term occupancy of residential units: Canmore has some of the highest housing costs in Canada. Increasing property values are contributing to rental housing demand as fewer full-time households can afford to purchase a home and turn to the rental market. Empty homes and homes that are infrequently occupied further contribute to the housing crisis by removing market opportunities for local residents. Incentives to occupy housing units long-term rather than keep them vacant can help with our housing crisis directly, by encouraging full-time occupancy. Administration is recommending that property tax structures that would create a surcharge for vacant or underoccupied properties should be investigated. Such a program would support provision of housing as it is recommended that additional taxes levied on those who choose to keep their homes vacant or under-occupied would be directed to the provision of affordable/attainable housing for long-term occupancy. This approach could include incentivizing the development of vacant lots/land.</p>	<ul style="list-style-type: none"> • Get more homes built faster • Development of complete communities • Development of affordable, inclusive, equitable and diverse communities
<p>N-4</p>	<p>Land Use Bylaw changes Land Use Bylaw changes, most notably related to residential building heights and parking requirements, could potentially support the provision of more housing units. This may impact availability of housing for town residents. Administration intends to consider such changes, and potentially pilot them in the land use districts in the Palliser and downtown local area plans.</p>	<ul style="list-style-type: none"> • Development of complete communities • Development of affordable, inclusive, equitable and diverse communities • Development of low-carbon and climate-resilient communities



Briefing

DATE OF MEETING: January 9, 2024 **Agenda #:** I-1

To: Council

SUBJECT: 2023 Report to the Community

SUBMITTED BY: Adam Robertson, Manager of Communications

PURPOSE: To provide Council with a year-end report on their 2023-2026 strategic plan goals, summarizing what was accomplished.

EXECUTIVE SUMMARY

The Report to the Community summarizes what was accomplished towards the success of Council’s 2023-2026 strategic plan goals: Livability, Environment and Relationships.

BACKGROUND/HISTORY

In early 2022, Council created a new four-year (2023-2026 inclusive) strategic plan to guide them in their work for the next four years. The plan articulates three equally important goals to get us closer to the vision of our community:

1. Livability: Canmore is a place where all residents can thrive.
2. Environment: Canmore is a recognized leader in managing human impact on our environment.
3. Relationships: Respectful, authentic relationships are the foundation on which our future success is built.

Each goal in the plan includes four objectives to be accomplished. Administration worked to establish “key results” for each objective, which serve to provide clear results to strive for in each objective. The Report to the Community reflects the objectives, key results and provides updates on actions accomplished to date for each objective.

DISCUSSION

The Report to the Community provides an annual update of accomplishments towards the success of Council’s 2023-2026 strategic plan goals: Livability, Environment and Relationships. Council’s three strategic plan goals get us closer to our community vision:

Canmore is authentic and resilient. Through bold, innovative leadership we will thrive as a vibrant, livable, and diverse mountain community.

Strategic Plan Goal # 1 – Livability: Canmore is a place where all residents can thrive.

Objectives:

- Municipal initiatives and services are designed to increase affordability
- Emergency management communication is effective and adopted across our community

- Municipal programs, facilities, and services help to attract and retain families and support community diversity
- Employment opportunities that provide residents with a dignified and reasonable standard of living are widely available

Our number one affordability issue is housing, as such the report highlights the actions underway to address our housing crisis. A number of big steps were taken in 2023 including the approval of a Housing Action Plan, formation of a Livability Task Force that is working on a number of key housing issues, a submission to the Government of Canada Housing Accelerator Fund, and a new Palliser Area Structure Plan. Local transit improvements and planning for a new route in 2024 are underway, with 2023 ridership at record levels.

Strategic Plan Goal # 2 – Environment: Canmore is a recognized leader in managing human impact on our environment.

Objectives:

- Wildlife encounters within Canmore’s urban footprint are reduced, and unauthorized human use in wildlife corridors is similarly reduced.
- Canmore as a community collaborates to reduce our impact on climate change and prepare for climate adaptation.
- The community is aware of the Town of Canmore’s environmental leadership.
- Safe multi-modal transportation shift is advanced.

Environmental sustainability has been a focus for the past decade; 2023 saw several accomplishments. We are in the middle of developing a new Climate Emergency Action Plan, which will guide our actions for the next ten years. A change to the fruit tree incentive removal program this year, to cover 100% of the costs of removal, saw the program fully subscribed. Work is underway on developing a Canmore specific action plan for recommendations we can take from the human-wildlife co-existence roundtable report, the final report will be brought forward in early 2024. Continued investment in infrastructure is showing its benefit as we are seeing more people choose to use transit, cycle and walking.

Strategic Plan Goal # 3 – Relationships: Respectful, authentic relationships are the foundation on which our future success is built.

Objectives:

- Right Relations with the Stoney Nakoda Nation and members of Treaty 7 and Metis Region 3 are advanced.
- Inter-governmental, business, and not-for-profit relationships result in mutually beneficial outcomes.
- Meaningful, two-way public engagement and communication is civil, supportive, and productive.
- The community understands the value of a strong and healthy Public Service.

A continued focus on providing meaningful opportunities for engagement saw over 2600 people participate in both online and in-person opportunities to provide feedback on several initiatives. We continue to work closely with Treaty 7 Nations when planning and delivering events in Canmore. A round dance was held for National Day for Truth and Reconciliation that was well attended by residents of Mini Thni and Canmore.

A full list of activities accomplished for each goal is available in the attached report, as well as all available metrics for the council approved objectives and key results that are aligned with the strategic plan.

FINANCIAL IMPACTS

N/A

STAKEHOLDER ENGAGEMENT

Mayor Krausert will be delivering the annual Report to the Community throughout January and February to a number of community groups. A virtual version of the presentation will be recorded and made available at canmore.ca in January.

The public can access a copy of the report by visiting the documents webpage at canmore.ca/documents.

ATTACHMENTS

- 1) 2023 Report to the Community

AUTHORIZATION

Submitted by:	Adam Robertson Manager of Communications	Date: <u>December 4, 2023</u>
Approved by:	Therese Rogers General Manager of Corporate Services	Date: <u>December 13, 2023</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date: <u>January 2, 2024</u>



2023 REPORT TO THE COMMUNITY



2023 COUNCIL PRIORITIES

IMPLEMENTING LIVABILITY

Livability - Canmore is a place where all residents can thrive.



Objective: Municipal initiatives and services are designed to increase affordability for residents

Key Results

Update on actions accomplished to date

Average monthly rental rates in Canmore increase by no more than 5% per year

Increase the number of non-market housing units available to residents

Increase Roam transit ridership on local and regional routes

Increase the number of local non-profits and businesses that participate in initiatives to reduce the living wage

The Town of Canmore is focused on addressing the housing crisis. Council approved a comprehensive Housing Action Plan to positively impact the housing crisis in Canmore. The plan looks at encouraging long-term occupancy of existing housing stock, encouraging an increase in rental and ownership supply, and creating a sustainable source of funding to support affordable housing.

Council approved the Terms of Reference for a Livability Task Force. The task force met four times, developing recommendations for phasing out the Tourist Home designation, encouraging long-term occupancy of existing housing stock and incentivizing purpose-built rentals. The recommendations will be presented to Council in Q1 2024.

The Town of Canmore's submission to the Federal Housing Accelerator Fund was submitted, which included 13 initiatives for funding consideration.

Council increased the number of Town Council members on the board for Canmore Community Housing (CCH). CCH has hired a new executive director, who will focus on refreshed priorities to increase capacity and mandate for CCH.

Happipad began operating in Canmore in April to match compatible people who have spare bedrooms with renters who have undergone background checks. The Town of Canmore has funded a three-year subscription for Happipad to operate in Canmore.

Council approved the Palliser Trail Area Structure Plan - a monumental plan led by the Town of Canmore to create a complete, walkable, mixed-use, and sustainable community capable of offering up to 1,000 non-market units that can meet the needs of residents.

The Safe Park program saw 50 vehicle permits provided, supporting 60 unique individuals.

Council increased the number of housing units available to residents when approving the development at Lawrence Grassi Middle School. Five units will be purchased by Canmore Community Housing (CCH) with the Town of Canmore covering the costs until funds are recovered through the sale of the property through CCH's new program. The new program will include some form of future resale price restriction along with the residency requirement. Approximately 120 units are being proposed as part of the development with ~80 units to be sold to the market (five of which can be purchased by CCH for the new pilot residency program), ~20 units to be sold to CCH for Vital Homes, and ~20 units to be used for employee housing.

With the 2023-2024 budget Council approved new services including:

- Local Quarry Lake/Grassi route
- Increase regional transit service
- Increased weekend and weekday local service to match regional service

Some of these changes have been implemented, and ridership numbers on local service have increased.

See page 14 Objectives and Key Results Tracking for updated Affordable Service Program numbers.



Objective: Emergency Management Communication is effective and adopted across our community

Key Results

Town of Canmore communication channels are aligned as a single source of truth within 2 hours of an incident

Increase the number of subscribers to the emergency notification service

The 2025 Citizen perspective survey indicates that resident satisfaction with Emergency Preparedness increases

Update on actions accomplished to date

An update to the Public Information Officer's guide was completed. The update reflects the use of new channels including Voyent Alert, updated Alberta Emergency Alert program and the Town of Canmore's new website.

See page 14 Objectives and Key Results Tracking for updated emergency notification service numbers.

Developed a campaign to increase subscribers to Voyent Alert. The campaign will continue throughout 2024 and includes in-person events.

We have developed emergency response plans for unsheltered individuals and have plans for extreme heat and wildfire smoke.

Objective: Municipal programs, facilities, and services help to attract and retain families and support community diversity

Key Results

Increase proportion of Town of Canmore hosted/permitted events that support community diversity and increase the number of events that highlight the work/culture/activities of traditionally marginalized populations

Increase participation in programs for children/youth

Update on actions accomplished to date

A combined project charter for universal washroom and accessibility studies has been completed. The studies will be completed in 2024 to identify opportunities to make our municipal facilities more accessible for our community. Inclusive signage has been placed on gendered washroom facilities.

An outdoor ice surface in Three Sisters area was installed.

The Family Connection Centre continues to offer a variety of programs for families with children. In 2023, 293 children aged 0-18 years of age registered for 17 child development programs, and 305 children registered for at least one of the 7 weeks of outdoor, summer adventure club programs. In addition, 1323 families drop-in to Family Connection Centre social connection programs.

Recreation continues to deliver programs and services to the community through Elevation Place and the Canmore Recreation Centre. At the beginning of December 2023, Go Beyond and Splash members sit at 3332, a 20.9% increase over 2022. Fitness, Aquatics, and Climbing offered a total of 1321 drop-in programs (CORE classes), which saw 15,318 registered participants. In the summer of 2023, 1042 participants were registered for Big Fun Camps.

In 2023, the maximum household income thresholds were increased for the Affordable Services Program, qualifying a greater number of residents for access to discounts and supports aimed at making Canmore a livable community for all. In addition to the Town of Canmore's services and discounts for qualified applicants, there are 20 local community partners who support the program.



IMPLEMENTING LIVABILITY

Objective: Employment opportunities that provide residents with a dignified and reasonable standard of living are widely available

Key Results

Increase # of Town of Canmore employees who live in Canmore

Increase the proportion of skilled labour jobs in the community

Diversify the economy

Update on actions accomplished to date

Work on developing a Labour Market Strategy is underway. The strategy will identify best practices and look for strategic ways to address labour market constraints within our community. Engagement has been completed, with final research and recommendations expected to be brought forward in Q1 2024.

A Retail Gap Analysis and Light Industrial & Commercial Land Review was completed.



2023 COUNCIL PRIORITIES

IMPLEMENTING ENVIRONMENT

Environment - Canmore is a recognized leader in managing human impact on our environment.



Objective: Wildlife encounters within Canmore’s urban footprint are reduced, and unauthorized human use in wildlife corridors is similarly reduced

Key Results

Decrease violations and use of unsanctioned trails in wildlife corridors and habitat patches

Increase compliance with waste bylaw requiring effective use of bear proof bins

2025 Citizen perspective survey indicates the number of residents who think the Town is doing a good job of addressing the issue of human-wildlife interaction in the Town increases

Update on actions accomplished to date

The Biosphere Institute ran a “Keep Wildlife Alive” Ambassador program through the summer months. Two ambassadors were hired to be out in the community delivering messaging related to the “Keep Wildlife Alive” campaign.

Developing a Bow Valley-wide wildlife coexistence educational messaging campaign as part of the Human-Wildlife Coexistence Technical Working Group. The collaborative campaign is expected to launch in 2024.

A consultant has been hired to develop an action plan for the Town of Canmore to execute on recommendations from the Human-Wildlife coexistence roundtable report. Public engagement took place in Q4 with door-to-door education in collaboration with “Keep Wildlife Alive” Ambassadors, signage in key areas, and an online survey that received over 500 submissions. The report is expected in early 2024.

The fruit tree removal incentive program was revamped to cover 100% of the costs of removal of a fruit tree, up to \$500 per property. The program was fully subscribed in 2023.

The Municipal Enforcement team has been conducting active patrols to educate and enforce on:

- Dogs on leash.
- Removal of fruit from trees.
- The use of animal-proof bins for commercial waste.

The Commercial Waste Bylaw was updated.

Objective: Canmore as a community collaborates to reduce our impact on climate change and prepare for climate adaptation

Key Results

Reduce GHG emissions

Increase in number of annual requests for Firesmart home inventory

Increase number of mock emergency exercises from 1 to 2

Update on actions accomplished to date

An updated, consolidated Climate Emergency Action Plan is underway. This plan will combine current Environment and Sustainability, Climate Action, and Climate Adaptation Plans. Fulsome public engagement was conducted in November 2023 and included a combination of focus groups, webinars, and an online survey. The final report is expected in 2024.

The Closed-Door Bylaw was approved.

See page 16 Objectives and Key Results Tracking for updated Firesmart home numbers.



IMPLEMENTING ENVIRONMENT

Objective: The community is aware of the Town of Canmore’s environmental leadership

Key Results

Increase applications to environmental programs (solar, fruit tree removal, e-bike, etc.)

Decrease the amount of residential waste per capita sent to landfill

2025 Citizen perspective survey indicates an increase in satisfaction with the Town’s efforts to reduce our impact on Climate Change

Update on actions accomplished to date

The Solar Incentive Program and the Clean Energy Improvement Program continue to be fully subscribed. The Fruit Tree Removal Program was revamped to cover 100% of the costs for tree removal, up to \$500 per property and was fully subscribed.

A new Climate Emergency Action Plan is underway. Fulsome public engagement was conducted in November 2023 and included a combination of focus groups, webinars, and an online survey. The final report is expected in 2024.

The Commercial Food Waste Bylaw was passed.

Setting the groundwork to launch a targeted e-bike incentive program for Affordable Services Program Members in early 2024.

Objective: Safe multi-modal transportation shift is advanced

Key Results

Decrease in the number of travel-related collisions and injuries on municipal roadways

Decrease of the number of vehicle registrations per capita basis

Increase the share of pedestrian and bike trips through the BVT/Railway intersection

Update on actions accomplished to date

Local transit frequency was increased on weekdays and weekends. Planning and infrastructure installation for the Quarry/Grassi Lakes route is ongoing, this route is anticipated to start in May 2024.

Residential speed limits were lowered to 30 km/h on local, collector, and activity streets.

Trail etiquette signage and pathway marking decals have been designed and installed.

Winter and summer trail maps have been completed in collaboration with Canmore Community Cruisers. These maps are available at local bike shops and rental companies throughout Canmore.

Work on the West Bow River Pathway is complete and will be maintained year-round as a key connector pathway to increase accessibility.

Public engagement for the second phase of work on Railway Avenue was completed and included many changes, based on feedback from the public. The project was approved and work is anticipated to start in 2024.



2023 COUNCIL PRIORITIES

IMPLEMENTING RELATIONSHIPS

Relationships - Respectful, authentic relationships are the foundation on which our future success is built.



IMPLEMENTING RELATIONSHIPS

Objective: Right Relations with the Stoney Nakoda Nation and members of Treaty 7 and Metis Region 4 are advanced

Key Results

100% of current staff complete Level 2 Indigenous Cultural Awareness Training by the end of 2024 and 100% of new hired complete Level 1 Indigenous Cultural Training within 1 year of being hired

Increase the number of administrative departments who directly work with/ liaise with appropriate counterparts

All 15 Calls to Action identified in the Town's Commitments to Truth and Reconciliation Calls to Action document are updated and advanced (from 2021 update) with input from Stoney Nakoda and other Treaty 7/Metis 4 involvement

Update on actions accomplished to date

See page 18 Objectives and Key Results Tracking for updated training numbers.

We are encouraging developers to work with Indigenous communities to create Indigenous street names in new subdivisions.

We working closely with a number of Treaty 7 nations when planning and delivering major events including National Indigenous Peoples Day, National Day of Truth and Reconciliation and Canada Day.

We support Stoney Nakoda Administration in an Indigenous led area-based conservation project to create an Indigenous protected and conserved area in the Bow Valley.

Mayor and CAO extended lunch invitations to all Treaty 7 Chiefs and CAOS and have met with all from Stoney Nakoda Nations, Siksika Nation, and Tsuut'ina Nation.

CAO invited Stoney Nakoda Nations and Metis District 4 to participate in upcoming Downtown Area Redevelopment Plan development.

Objective: Meaningful, two-way public engagement and communication is civil, substantive, and productive

Key Results

Increase participation in engagement (online, in-person, etc.) activities

Citizen perspective survey indicates that residents have enough opportunities to provide input into decision-making about Town of Canmore projects and services increases

Update on actions accomplished to date

See page 19 Objectives and Key Results Tracking for updated public participation numbers.

An Intentional Plan for the Public to be Heard is being actioned to track public engagement opportunities, highlight public feedback, publish What We Heard reports, update the Public Participation Policy, and other initiatives.

The new website includes a "Report or Request" tool, providing an easy-to-use way to report issues that community members are seeing around town.



IMPLEMENTING RELATIONSHIPS

Objective: Inter-governmental, business, and non-for-profit relationships result in mutually beneficial outcomes

Key Results

Number of Town-supported not for profits with performance agreements, which may also include space allocation, increases

Increase the number of collaborative programs and services undertaken by the Town of Canmore with the Federal or Provincial government, the MD of Bighorn, Town of Banff, or Kananaskis Improvement District

Update on actions accomplished to date

Formalized the Town of Canmore's agreement with Biosphere Institute.

Significant effort has been and continues to be put into advocacy for provincial policy changes and funding for municipalities with visitor-based economies. Traditional municipal revenue sources and provincial grant funding sources do not account for visitor tourism demand on Town of Canmore services. The ability of tourism-based local governments to upgrade existing infrastructure to accommodate visitor demand and/or invest in new infrastructure to support the development of the tourism industry is limited.

Increased inter-municipal collaboration throughout the Bow Valley. For example:

- Regional Emergency Management Grant and bylaw
- Improved relationship with MD of Bighorn
- Bow Valley Municipal Leaders Caucus
- Collaboration on event promotion with Town of Banff
- Developing cohesive wildlife coexistence educational messaging for 2024 across the Bow Valley as part of the Human-Wildlife Coexistence Technical Working Group
- The environmental teams of Town of Canmore, Town of Banff, and the MD of Bighorn started meeting bi-monthly to identify alignment in climate and environmental action

Established mayor's roundtable meetings with community members, organizations, and other levels of government on employee housing and childcare.

The Town of Canmore joined the Mid-sized Cities Mayors Caucus to learn from each other and advocate for common interests.

Objective: The community understands the value of a strong and healthy public service

Key Results

Citizen Perspective Survey indicates an increase satisfaction with Town programs and services

The number of respectful workplace incidents per year decreases

Update on actions accomplished to date

Increased communication about community initiatives and hot topics such as emergency preparedness, dealing with wildfire smoke, pathway etiquette, transportation, and Main Street Pedestrianization are reaching more people than ever before.

Using community-centric messaging to acknowledge public sentiment is one way we are helping the public better understand the work we do. As we use public input to recommend improvements (such as changes to Railway Ave and creating multiple tiers in the Affordable Services Program), we can reinforce the principles in the Intentional Plan for the Public to be Heard and demonstrate what we're doing incorporate feedback.



2023 COUNCIL PRIORITIES

FOUNDATIONAL PILLARS

Foundational Pillars - To achieve goals and results – and ultimately the community vision – a strong organization is needed.

IMPLEMENTING FOUNDATIONAL PILLARS



Pillar #1 / Financial Stewardship: We protect and plan for the long-term interests of residents by managing assets and financial resources equitably and sustainably.

Update on actions accomplished to date

Significant capital investment is needed for the maintenance, rehabilitation, and replacement of existing Town of Canmore assets. An update to the Long-Term Financial Strategy and Asset Management Strategy is being undertaken to improve the organization's finances and overall financial sustainability.

The first phase of a service level review is underway to inventory all services provided by the Town of Canmore, creating a framework for analysis and categorizing the highest priority areas for evaluation. A second phase is planned and will help future decision-making align with Council priorities.

Pillar #2 / Human Resources: People and culture are our strongest assets. We are inclusive and connected.

Update on actions accomplished to date

Staffing is one of the Town of Canmore's greatest assets. To help recruit and retain highly qualified staff to continue to provide services, the cost-of-living allowance in 2023 was 5.9% to account for inflation and high cost of living.

A Reconciliation, Equity, Diversity, and Inclusion organizational audit was completed in Q2 and a plan to implement recommendations is underway.

The HR department is prioritizing leadership development with semi-annual training activities for managers.

An organizational vision for a leadership-driven health and safety culture has been developed and plans are in progress to implement the tools and systems needed to successfully achieve the vision.

Pillar #3 / Community Engagement: We meaningfully engage with citizens for effective decision making.

Update on actions accomplished to date

See page 9 under Relationships for actions accomplished.

The launch of the new **Community Monitoring** web-based tool makes it easier to monitor key community indicators and measure progress on Council Strategic Plan.



2023 COUNCIL PRIORITIES

OBJECTIVES AND KEY RESULTS



GOAL 1: LIVABILITY

Canmore is a place where all residents can thrive

Key Objectives: What objectives will help us reach our goals?

Key Objective 1: Municipal initiatives and services are designed to increase affordability

Key Results: How will we know if we are progressing towards our objectives?

KR1: Average monthly rental rates in Canmore increases by no more than 5% per year

Baseline: Average rent of a one bedroom in 2022 was \$1,971

Actual as of Dec. 2023: \$2,443

Target/Target Quarter: \$2,070 / Q4 2023

Notes: Based on CCH's compilation of average advertised rental listings

KR2: Number of non-market housing units available to residents increases from 275 to 409 by 2026

Baseline: 154 ownership and 121 rental units

Actual as of Dec. 2023: 165 ownership and 116 rental units

Target/Target Quarter: 210 ownership and 199 rental units / Q4 2026

Notes: Through the CCH Vital Homes program

KR3: Increase Roam transit ridership on local and regional routes by 20% per year from 1,277 daily trips in 2022 to 2,488 daily trips in 2026.

Baseline: 1,277 daily trips

Actual as of Dec. 2023: 1,624

Target/Target Quarter: 2,488 daily trips / Q4 2026

Notes: 1,277 increased by 20% would be 1,532

KR4: Number of local non-profits and businesses that participate in initiatives to reduce the living wage increases from 15 to 60 by 2026

Baseline: 15

Actual as of Dec. 2023: 20

Target/Target Quarter: 60 / Q4 2026

Notes: Community Partners with the Affordable Services Program (ASP) include: artsPlace, Canmore Museum & Geoscience Centre, Bow Valley Adult Learning Centre, Pine Tree Players, Nordic Centre, Trail Sports, Kid Sport, Jumpstart, Calgary Flames Sport Bank, Canmore Community Cruisers, Canmore Seniors Association, Canmore Eagles, Eclipse Coffee Roasters, CanMore Together, Sage Bistro, WildHeart Barre and Yoga Studio, Float Canmore, Venice Gifts, The Trident Mediation Counselling and Support Foundation, Crock-A-Doodle, Town of Canmore (dog licensing/EP/Roam Regional Transit)

Key Objective 2: Emergency Management Communication is effective and adopted across our community

Key Results: How will we know if we are progressing towards our objectives?

KR1: Town of Canmore communication channels are aligned as a single source of truth within 2 hours of an incident meeting the MEMP criteria 80% of the time

Baseline: N/A

Actual as of Dec. 2023: To be updated after the next Emergency Coordination Centre activation

Target/Target Quarter: Within 2 hours 80% of the time / Next event

KR3: Citizen perspective survey indicates that resident satisfaction with Emergency Preparedness increases from 89% in 2023 to 95% in the 2025 survey

Baseline: 89%

Actual as of Dec. 2023: To be updated after the next citizen perspective survey

Target/Target Quarter: 95% / Q3 2025

KR2: Sign up of subscribers increases by 10%/month until more than 50% of adult residents are subscribed

Baseline: N/A

Actual as of Dec. 2023: 1,737

Target/Target Quarter: 10% per month / when 50% of adults is reached

Notes: As of Dec. 4, 2023 = 1,737 subscribers



GOAL 1: LIVABILITY

Canmore is a place where all residents can thrive

Key Objectives: What objectives will help us reach our goals?

Key Objective 3: Municipal programs, facilities, and services help to attract and retain families and support community diversity

Key Results: How will we know if we are progressing towards our objectives?

KR1: The proportion of Canmore's permanent population between the ages of 0 to 19 increase from 22% in 2021 to 25% in 2026

Baseline: 22%

Actual as of Dec. 2023: To be updated following the next census

Target/Target Quarter: 25% / Q4 2026

KR2: Increase proportion of Town hosted/permitted events that support community diversity and increase the number of events that highlight the work/culture/activities of traditionally marginalized populations from 12 to 20 by 2026

Baseline: 12 of 40 events in 2023

Actual as of Dec. 2023: 14 of 45 events in 2023

Target/Target Quarter: 20 / Q4 2026

Key Objective 4: Employment opportunities that provide residents with a dignified and reasonable standard of living are widely available

Key Results: How will we know if we are progressing towards our objectives?

KR1: Increase the number of Town of Canmore employees who live in Canmore from 74% to 85% by 2026

Baseline: 74%

Actual as of Dec. 2023: 75%

Target/Target Quarter: 85% / Q4 2026

KR3: No single industry makes up more than 15% of Canmore's economy by 2026

Baseline: 14%

Actual as of Dec. 2023: 14%

Target/Target Quarter: No more than 15% / Q4 2026

KR2: Increase the proportion of skilled labour/high paying jobs in the community from 40% to 45% by 2026

Baseline: 40%

Actual as of Dec. 2023: To be updated following the next census

Target/Target Quarter: 45% / Q4 2026



GOAL 2: ENVIRONMENT

Canmore is a recognized leader in managing human impact on our environment

Key Objectives: What objectives will help us reach our goals?

Key Objective 1: Wildlife encounters within Canmore’s urban footprint are reduced, and unauthorized human use in wildlife corridors is similarly reduced

Key Results: How will we know if we are progressing towards our objectives?

KR1: Zero violations and use of unsanctioned trails in wildlife corridors and habitat patches by 2026

Baseline: N/A

Actual as of Dec. 2023: To be updated once data is received from the Province

Target/Target Quarter: 0% / Q4 2026

Notes: No data available yet

KR3: Citizen perspective survey indicates the number of residents who think the Town is doing a good job of addressing the issue of human-wildlife interaction in the Town increases from 74% in 2023 to 80% in the 2025 survey

Baseline: 74%

Actual as of Dec. 2023: To be updated after the next citizen perspective survey

Target/Target Quarter: 80% / Q3 2025

KR2: 100% compliance with waste bylaw requiring effective use of bear proof bins by 2026

Baseline: N/A

Actual as of Dec. 2023: 19 warnings 11 violations

Target/Target Quarter: 100% / Q4 2026

Notes: 19 Warnings/Education and 11 violation tickets were issued in 2023 in relation to commercial waste not being adequately stored in animal proof containers

Key Objective 2: Canmore as a community collaborates to reduce our impact on climate change and prepare for climate adaptation

Key Results: How will we know if we are progressing towards our objectives?

KR1: GHG inventory reduces by x% for corporate and y% for community by 2026

Baseline: TBD

Actual as of Dec. 2023: Climate modeling still underway – inventory will be complete in early 2024

Target/Target Quarter: TBD / Q4 2026

Notes: Through the update to the ESAP and Climate Action Plan we will update our 2030 and 2050 targets to align with international and federal targets. We will add these targets after Council approval of the new emissions targets in late 2023/early 2024

KR3: Increase number of emergency exercises (mock or real) from 1 to 2 annually

Baseline: 1

Actual as of Dec. 2023: 2

Target/Target Quarter: 2 / Q4 2024

Notes: There have been two mock emergency exercises held in 2023 – one was an extreme heat table top exercise and the other was a functional ESS reception centre exercise

KR2: Increase in number of annual requests for Firesmart home inventory from 10 to 35 by 2026

Baseline: 10

Actual as of Dec. 2023: 33

Target/Target Quarter: 35 / Q4 2026

Notes: 21 residential houses and 12 condo/apt buildings in 2023



GOAL 2: ENVIRONMENT

Canmore is a recognized leader in managing human impact on our environment

Key Objectives: What objectives will help us reach our goals?

Key Objective 3: The community is aware of the Town of Canmore's environmental leadership

Key Results: How will we know if we are progressing towards our objectives?

KR1: Increase the number of incentive programs (i.e. e-bikes, low income retro and commercial solar) from two to five by 2026

Baseline: 2

Actual as of Dec. 2023: 2

Target/Target Quarter: 5 / Q4 2026

KR2: Increase the number of people receiving incentives with the two existing incentive programs (residential solar and fruit tree removal) by 100% by 2026

Baseline: 10 solar in 2022 and 17 tree in 2022

Actual as of Dec. 2023: 10 solar, 30 fruit tree in 2023

Target/Target Quarter: 20 solar and 34 tree / Q4 2026

Notes: 10 = 100% of current solar budget. Tree number indicates individual household incentives given, not total number of trees removed

KR3: Decrease the amount of total waste per capita sent to landfill from 0.59 Tonnes per capita to 0.50 Tonnes per capita by 2026

Baseline: 0.59 Tonnes per capita

Actual as of Dec. 2023: To be updated in Q2 2024

Target/Target Quarter: 0.50 Tonnes per capita / Q4 2026

Notes: Data will be available after year end

KR4: Citizen perspective survey indicates an increase in satisfaction with the Town's efforts to reduce our impact on Climate Change from 75% in 2023 to 80% in the 2025 survey

Baseline: 75%

Actual as of Dec. 2023: N/A

Target/Target Quarter: 80% / Q3 2025

Key Objective 4: Safe multi-modal transportation shift is advanced

Key Results: How will we know if we are progressing towards our objectives?

KR1: The number of travel-related collisions on municipal roadways decrease by 10% annually from 128 in 2022 to 86 in 2026, and the number of associated injuries decrease by 15% annually from 15 in 2022 to 10 in 2026

Baseline: 128 and 15

Actual as of Dec. 2023: Collisions decreased 8% and injuries declined 13% through end of September

Target/Target Quarter: 86 and 10 / Q4 2026

KR2: Decrease of the number of vehicle registrations per capita basis from .75 to .68 by 2026

Baseline: .75

Actual as of Dec. 2023: N/A

Target/Target Quarter: 0.68 / Q4 2026

KR3: Share of ped/bike trips through the BVT/Railway intersection increases from 11% in 2022 to 16% by 2026

Baseline: 11%

Actual as of Dec. 2023: 11%

Target/Target Quarter: 16% / Q4 2026

Notes: Share of pedestrian and cycle trips through the BVT/Railway intersection declined from 2022 (11% of trips) to 2023 (10% of trips). There was an increase in car, cycle, and transit trips and a decrease in walk trips. Three year rolling average used for KPI will be calculated in Q1 once 2023 data is no longer lagging



GOAL 3: RELATIONSHIPS

Respectful authentic relationships are the foundation on which our future success is built.

Key Objectives: What objectives will help us reach our goals?

Key Objective 1: Right Relations with the Stoney Nakoda Nation and members of Treaty 7 and Metis Region 3 are advanced

Key Results: How will we know if we are progressing towards our objectives?

KR1: 100% of current staff complete Level 2 Indigenous Cultural Awareness Training by the end of 2024 and 100% of new hired complete Level 1 Indigenous Cultural Training within 1 year of being hired

Baseline: 100% of current staff have taken Level 1

Actual as of Dec. 2023: 84% Level 1 / 53% Level 2

Target/Target Quarter: 100% / Q4 2024

Notes: As of December 4, 2023, 84% of staff have completed Level 1 training and 53% have completed or registered for Level 2

KR2: In acknowledgement of the tenet of “nothing about us without us”, increase the number of administrative departments who directly work with/liaise with appropriate counterparts, when possible, Stoney Nakoda Administration increases from five (CSD, A&E, EM, Fire, Ex office) to 10 by 2026

Baseline: 5

Actual as of Dec. 2023: 7

Target/Target Quarter: 10 / Q4 2026

KR3: Update/revise the 15 Calls to Action identified in the Town’s Commitments to Truth and Reconciliation Calls to Action document and meaningfully advanced them with Treaty 7/Metis 3 involvement by 2026

Baseline: N/A

Actual as of Dec. 2023: Timeline for an update to be provided after the REDI Steering Committee brings on a contract resource in early 2024

Target/Target Quarter: N/A / Q4 2026

Notes: Work to be undertaken by REDI steering committee and specific OKR created

Key Objective 2: Intergovernmental, business, and not for profit relationships result in mutually beneficial outcomes

Key Results: How will we know if we are progressing towards our objectives?

KR1: Number of Town-supported not for profits with performance agreements, which may also include space allocation, increases from 2 to 5 by 2026 for organizations that support council’s strategic plan aligned with Town priorities

Baseline: 2

Actual as of Dec. 2023: Performance agreements to be created prior to the 2025/2026 budget process

Target/Target Quarter: 5 / Q4 2026

KR2: Increase the number of collaborative programs and services undertaken by the Town of Canmore with the Federal or Provincial government, the MD of Bighorn, Town of Banff, or Kananaskis Improvement District from 15 to 25 by 2026

Baseline: 15

Actual as of Dec. 2023: N/A

Target/Target Quarter: 25 / Q4 2026

Notes: CSD: Family and Community Services Alberta Association (FCSSAA), FCSS provincial cost sharing agreement, Emergency Social Services Network of Alberta (ESSNA), Provincial Family Resource Network, Regional Family Resource Network, Bow Valley Immigration Partnership, Alberta Living Wage Network, Alberta poverty reduction network, Bow Valley Wellness preparedness and Recovery, South Central Emergency Social Services, Rural Development Network. Fire mutual aid agreements

Town of Banff: Compensation and Benefits survey collaboration, Indigenous Cultural Awareness Training, Regional EM, Digital Services Squad, and joint Communication efforts



GOAL 3: RELATIONSHIPS

Respectful authentic relationships are the foundation on which our future success is built.

Key Objectives: What objectives will help us reach our goals?

Key Objective 3: Meaningful, two-way public engagement and communication is civil, substantive, and productive

Key Results: How will we know if we are progressing towards our objectives?

KR1: Participation in engagement (online, in-person, etc.) activities increases from 2,000 engagements to 2,600 by 2026

Baseline: 2,000

Actual as of Dec. 2023: 2,895

Target/Target Quarter: 2,600 / Q4 2026

Notes: Combined online and in-person public participation numbers as of Dec. 4, 2023

We have surpassed our target goal, originally set for 2026. Yearly number may vary, depending on number of projects open for engagement

KR2: Citizen perspective survey indicates that residents have enough opportunities to provide input into decision-making about Town projects and services increases from 62% in 2023 to 70% in the 2025 survey

Baseline: 62%

Actual as of Dec. 2023: To be updated after next citizen perspective survey

Target/Target Quarter: 70% / Q3 2025

Key Objective 4: The community understands the value of a strong and healthy public service

Key Results: How will we know if we are progressing towards our objectives?

KR1: Citizen Perspective Survey indicates an increase satisfaction with town programs and services from 86% in 2021 to 90% in 2025 survey

Baseline: 86%

Actual as of Dec. 2023: To be updated after next citizen perspective survey

Target/Target Quarter: 90% / Q3 2025

KR2: The number of respectful workplace incidents per year have decreased from 21 in 2022 by more than 50% by 2026

Baseline: 21

Actual as of Dec. 2023: 34

Target/Target Quarter: 10 or less / Q4 2026

Notes: We have 5 reported Violence and Harassment as a hazard in the workplace incident reports in Q4 2023 so far, bringing the year-to-date total to 34