

TOWN OF CANMORE

AGENDA

Committee of the Whole

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

Tuesday, March 19, 2024 at 1:00 p.m.

- 1:00 – 1:05 **A. CALL TO ORDER AND APPROVAL OF AGENDA**
1. Land Acknowledgement
 2. Agenda for the March 19, 2024 Committee of the Whole Meeting
- 1:05 – 1:20 **B. DELEGATIONS**
1. Canmore Young Adult Network Program and Project Update
- 1:20 **C. MINUTES**
1. Minutes of the January 23, 2024 Committee of the Whole Meeting
- 1:20 – 1:50 **D. STAFF REPORTS**
1. **Status of the Bow Valley Non-Profit Sector**
Purpose: To provide an update on the Bow Valley non-profit sector's status and highlight current collaborative work between the Town of Canmore and the Town of Banff Family and Community Support Services (FCSS).
 2. **Code of Conduct Bylaw Review**
Purpose: To review the Code of Conduct for Elected Officials Bylaw 2018-02 and provide direction to administration on preparing updates to the Code.
- 1:50 – 2:20 **Meeting Break**
- 2:20 – 2:35 **Meeting Break**
- 2:35 – 3:05 **3. Service Level Inventory**
Purpose: To introduce Council to the consultant working on the Service Level Inventory and to provide an overview of the project.
- 3:05 – 3:35 **4. Railway Avenue Central Project Update (verbal report)**
- 3:35 – 3:50 **Meeting Break**
- 3:50 – 4:00 **E. COUNCILLOR UPDATES**
1. February 2024 Councillor Updates
 2. March 2024 Councillor Updates
- 4:00 – 4:20 **F. ADMINISTRATIVE UPDATE**
1. February 2024 Administrative Update
 2. March 2024 Administrative Update
- 4:20 – 4:25 **G. COUNCIL RESOLUTION ACTION LIST**
1. Council Resolution Action List as of March 13, 2024

4:25

H. CORRESPONDENCE

1. From RCMP re Deputy Commissioner Retirement
2. From Minister of Forestry and Parks re Bow Valley Wildfire and Vegetation Management Plan
3. From Minister of Environment and Protected Areas re Water Management Plan
4. From Alberta Construction and Maintenance re Highway 1 Bow River to Banff East Gate Wildlife Exclusion Fencing Project
5. From Minister of Municipal Affairs re Local Government Fiscal Framework
6. Update from the Lieutenant Governor of Alberta

I. IN CAMERA – none

4:25

J. ADJOURNMENT

March 2024 - The Canmore Young Adult Network COW Presentations Overview

Topics

1. Who is CYAN?

- The history - why does CYAN exist?

2. The Need for CYAN

- 2023/24 Annual Survey Results review

3. The People of CYAN

- The people behind CYAN (board of directors, employees, and our supporters of Friends of CYAN)
- The network following behind CYAN

4. The Programs of CYAN

- 2023 Events & Stats
- 2024 Upcoming

5. The Community

- CYAN in the community

6. The funding of CYAN

- 2023 vs. 2024
- Sources of Funding

7. 2024 Big Picture Goals

- Where is CYAN going?
- Sustainability of CYAN
- Long-term Goals/Big Picture Goals - where do we want CYAN to be in 5 years?

8. Closing Remarks/Questions



CANMORE

young adult network

AGENDA



Who is CYAN?

The Need

The People

The Network

Programming

Community Connections

The Backbone

Funding CYAN 2024

Where is CYAN going?

who is
CYAN



The idea of CYAN was born in 2017 from the question “What is it young adults really need, in addition to the obvious responses of higher wages and cheaper rents?” with a response of “They needed a reliable network through which young adults could connect with each other, organize safe events, be directed to available resources, make a contribution to the Town and have their voices heard.”

THE
need



2023 SURVEY



66
RESPONDENTS

82%

18-35 YEARS OLD



52%
CANADIAN CITIZENS

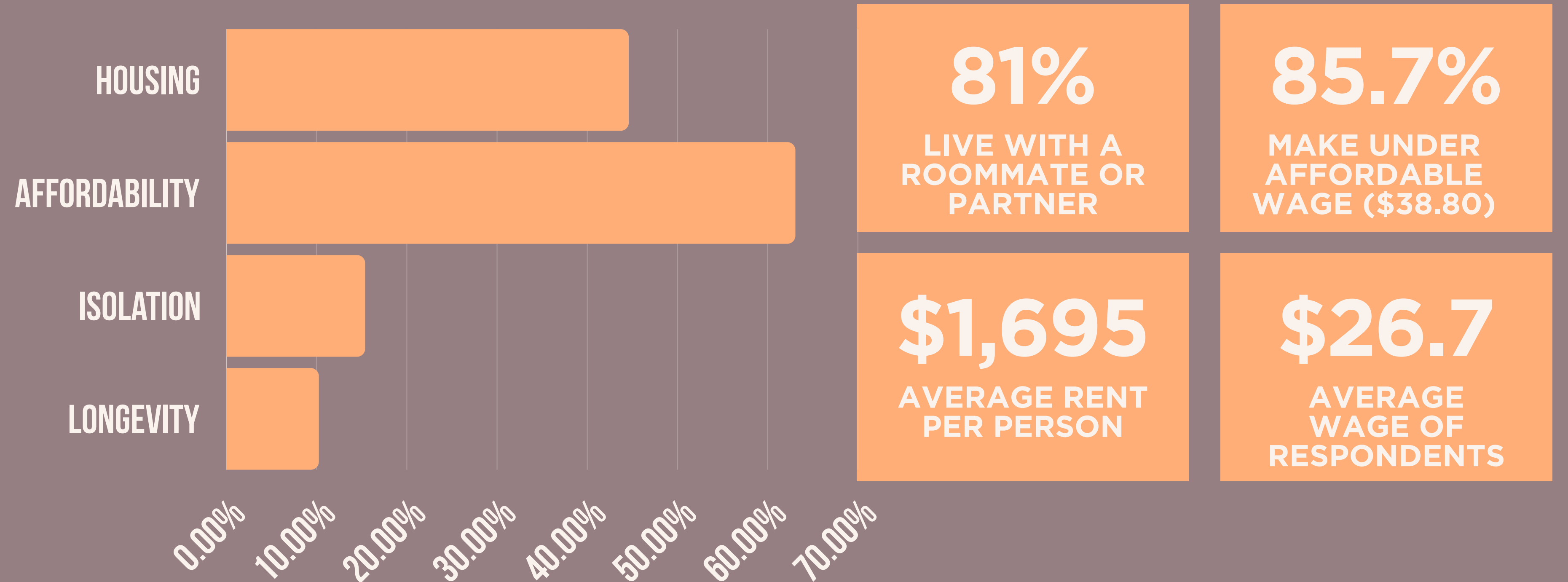
53%

LIVED IN CANMORE
FOR < 3 YEARS



48%
ARE FROM ANOTHER
COUNTRY

LET'S TALK CHALLENGES FOR YOUNG ADULTS



RESPONDENTS ENGAGED WITH CYAN FOR

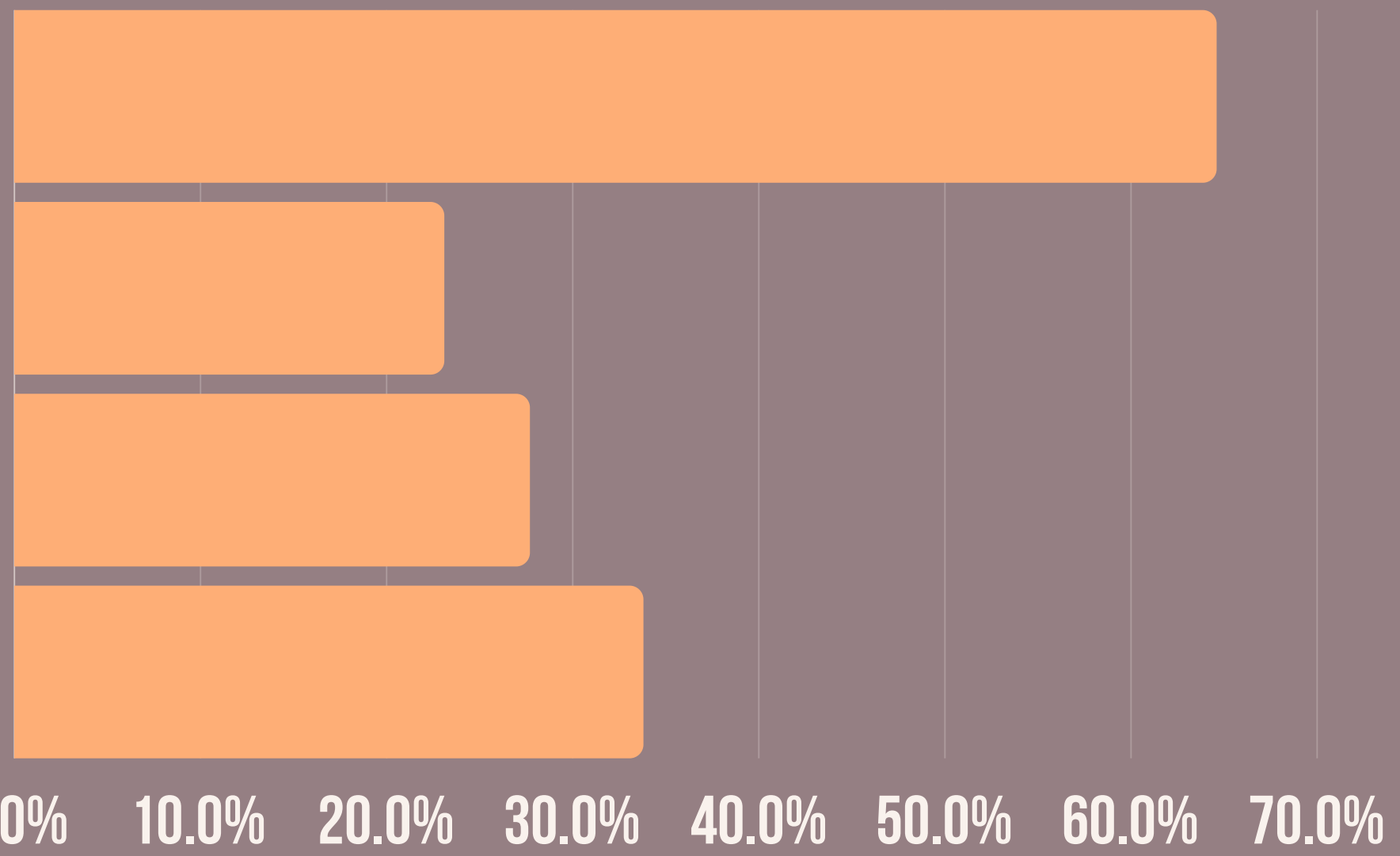


MEETING NEW PEOPLE

SENSE OF COMMUNITY

AFFORDABLE EVENTS

MENTAL HEALTH



CYAN PROVIDES RESOURCES AND EVENTS FOR THOSE LIVING WITH CHALLENGES IN THE BOW VALLEY

25%
LEARNED A SKILL OR RESOURCE THROUGH CYAN

REQUESTED EVENTS & WORKSHOPS

COMMUNICATION SKILLS RELATIONSHIPS MORTGAGES EMOTIONAL REGULATION
BANKING NUTRITION CAR MAINTENANCE SURVIVAL SKILLS SOCIAL SKILLS
INVESTING COOKING BUDGETING FOOD WASTE MENTAL HEALTH
SEXUAL CONSENT FINANCIAL LITERACY SEWING RECYCLING
FITNESS MEDITATION PROFESSIONAL DEVELOPMENT TAXES CAREER
MENTORING SPEED DATING MENTAL HEALTH WORKSHOPS SOCIAL CONNECTIONS
LEARN TO GROW FOOD VOLUNTEER NETWORKING CROCHET
ROOMMATE MIXER POTTERY CONCERTS ICE CLIMBING TEAM SPORTS
ARTISTIC EVENTS LANGUAGE CLASSES

THE
people



THE BOARD & STAFF



- **12 team members - 9 different nationalities**
- **Over 62 years of time living and experiencing the Valley combined**
- **100% of paid staff have 2 or more jobs**
- **50% of board members have 2 or more jobs**

IN 2023 - 2024 WE...

- **increased our operations from 2 paid casual employees to 6 paid**
- **increased from 120 working hours per month to 160 hours per month - 33.3% increase in capacity/operations**

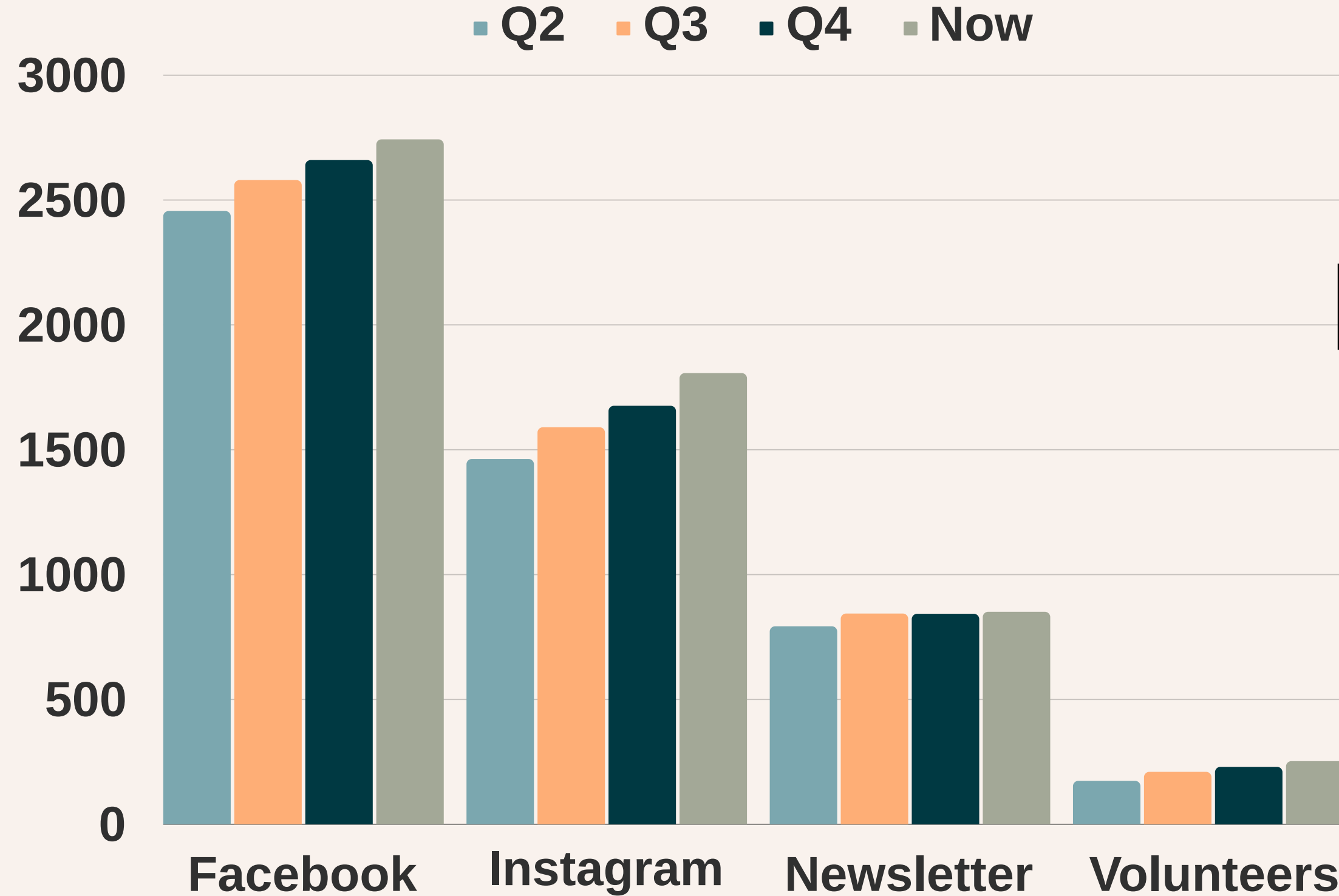


THE NETWORK



- **Volunteer base of 237 young adults**
- **Newsletter following of 850 community members and young adults**
- **Facebook following of 2743**
- **Instagram Following of 1807**

IN 2023 - 2024 WE...



HAD A 16% INCREASE IN FOLLOWING OVER 10 MONTHS

THE
programs



CYAN PROGRAMMING

**Mental
Well-Being**



**Social
Well-Being**



**Physical
Well-Being**



Other Events

IN 2023 WE...



- **hosted 100+ events**
- **we had 1600+ young adults participants**

IN 2024 WE WILL...



- **host over 130+ events**
- **host over 2200+ young adult participants - 40.6% increase**
- **introduce 3 new programs; Life Skills Learning, Spilling the Tea Talks with the Mayor & Environmental Giveback Volunteer**

THE
community



COMMUNITY CONNECTIONS



- **CYAN hosted 8 community booths - a 100% increase from 2023**
- **hosted 3 community presentations in 2023**
- **became active members of 7 organizations and initiatives**

BRIDGING THE COMMUNITY WITH YOUNG ADULTS



- **YOUNG ADULT VOICES/FEEDBACK**
- **COMMUNITY INVOLVEMENT/VOLUNTEER OPPORTUNITIES**
- **COMMUNITY RESOURCES/EVENTS**
- **COLLABORATIONS WITH ORGANIZATIONS**
- **SUPPORTING LOCAL**

THE
backbone



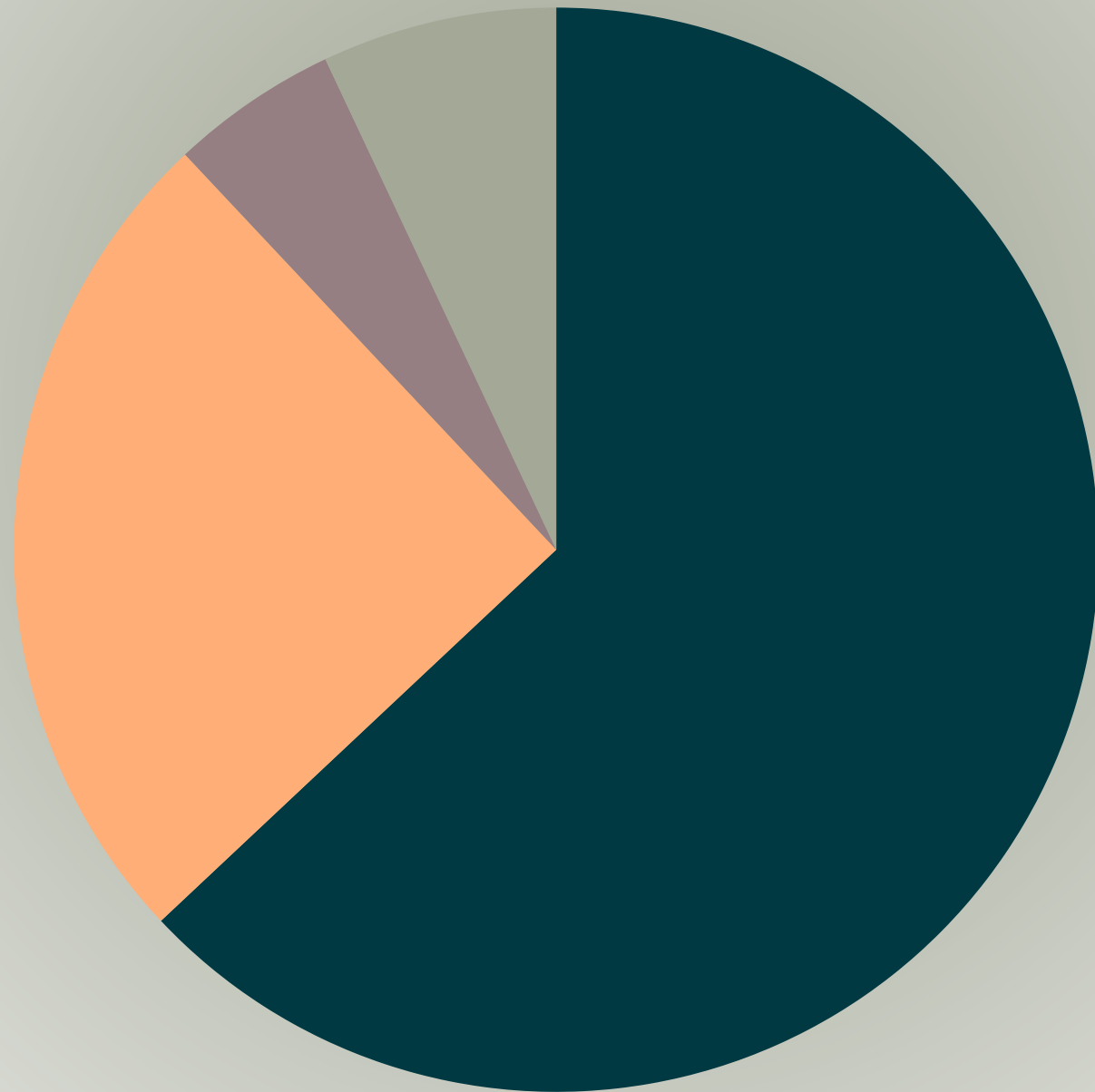
Funding CYAN 2023



- **\$35,000 approved in grants for 2023**
- **\$30,000 approved for deposit 2024**
- **\$55,653.68 total income in 2023**

Funding CYAN 2023

- Grant Income
- Event Income
- Fundraising Income
- Congregation



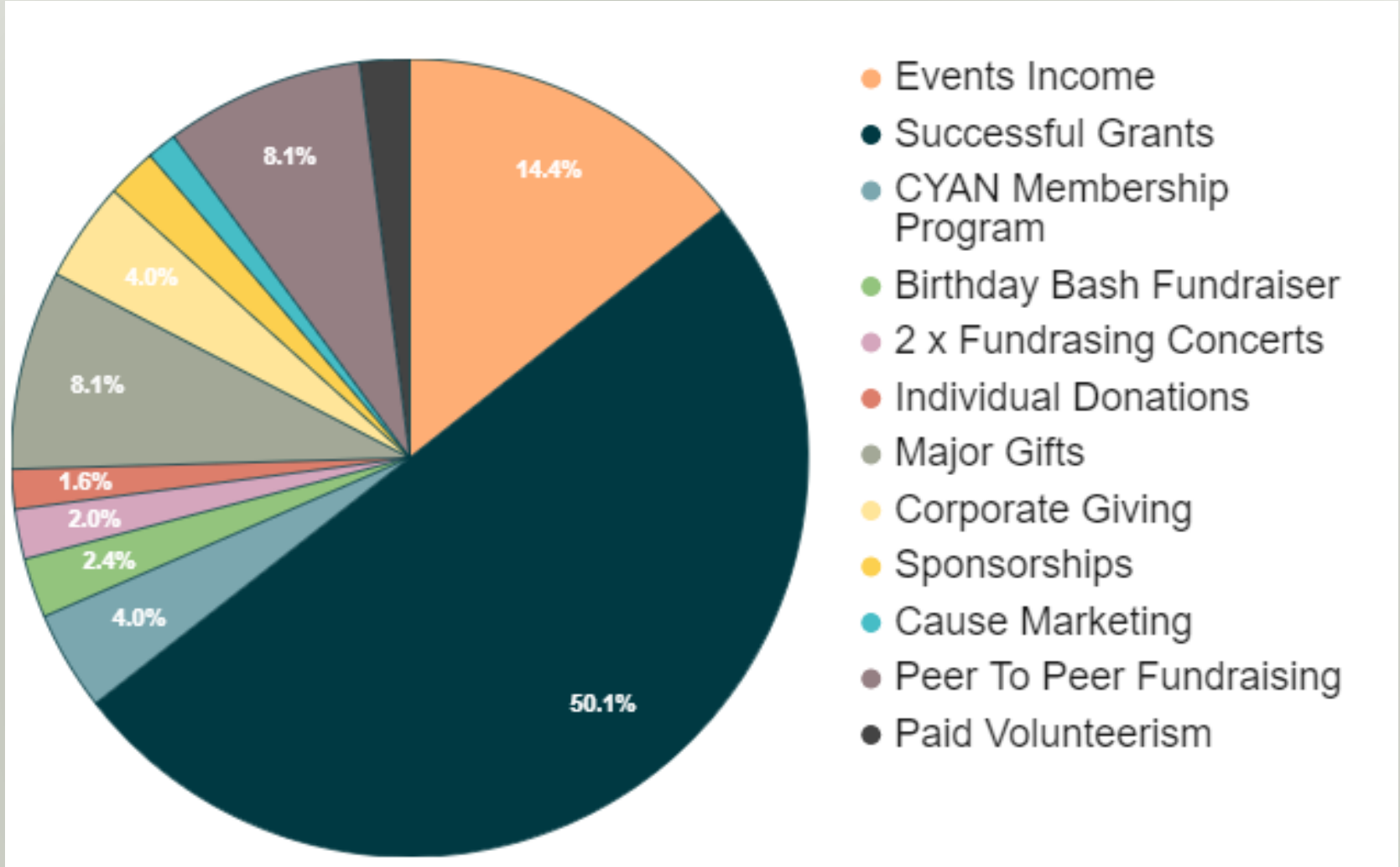
Grant Name	Total Approved
Rotary Club of Canmore	\$5,000
BCF - Community Grant	\$5,000
Red Cross - BCF	\$20,000
Wim & Nancy Pauw Foundation	\$30,000
Alberta Health Services	\$5,000

Funding CYAN 2024



- **applying for additional \$186,000 in grant funding**
- **39% forecasted increase in event income**
- **implementation of 8 new funding sources**

Funding CYAN 2024



Funding Source	2024 Expectation	2023 Actual
Events Income	\$17,762.10	\$13,851.59
Grants	\$186,000	\$53,000
Fundraisers	\$8,000	\$3,026.09
In-kind Donations	\$10,000	\$1,000
Corporate Giving	\$5,000	\$0
Sponsorships	\$2,500	\$0
Cause Marketing	\$1,500	\$0
Individual Donations	\$2,000	\$0
Peer-to-Peer Fundraising	\$10,000	\$0
Total	\$242,762.10	\$70, 877.68

2024 GRANT APPLICATIONS

Grant Name	TOTAL
Banff Canmore Foundation	\$15,000
Town of Canmore Community Fund	\$5,000
Rotary Club of Canmore	\$5,000
Calgary Foundation (fall)	\$75,000
Other Grants	\$53,500
Approved Grants; Wim & Nancy Pauw Foundation and AHS Prevention	\$30,000
Total	\$153,500

THE

goals



GOALS	RESULTS
Expansion of Operations	resulting in keeping up with demand of programming & community involvement
Expansion & Diversifying Programming	resulting in connections with more young adults with supportive and informative programming
Expansion of Outreach	resulting of a expanded network of young adults as well as connecting more young adults with various resources/community organizations etc.
Diversifying & Growing Funding	resulting in a more sustainable income and future for CYAN to meet its need of growth due to demand for programming/services
Creating a Sustainable CYAN	resulting in a further meaning of CYAN to the community and young adults and guaranteeing the future and feasibility of CYAN.

OPEN

floor





TOWN OF CANMORE
MINUTES
 Committee of the Whole
 Council Chambers at the Civic Centre, 902 – 7 Avenue
Tuesday, January 23, 2024 at 1:00 p.m.

COUNCIL MEMBERS PRESENT

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

COUNCIL MEMBERS ABSENT

None

ADMINISTRATION PRESENT

Sally Caudill	Chief Administrative Officer
Johanna Sauve	Acting General Manager of Corporate Services/Manager of Human Resources
Scott McKay	General Manager of Municipal Services
Cheryl Hyde	Manager, Municipal Clerk's Office (recorder)
Caitlin Miller	Manager of Protective Services
Tara Gilcrest	Supervisor of Family and Community Support Services
Adam Driedzic	Town Solicitor

Mayor Krausert called the January 23, 2024 Committee of the Whole meeting to order at 1:00 p.m.

A. CALL TO ORDER AND APPROVAL OF AGENDA

1. **Land Acknowledgement**
2. **Agenda for the January 23, 2024 Committee of the Whole Meeting**

1-2024COW

Moved by Mayor Krausert that the Committee of the Whole approve the agenda for the January 23, 2024 meeting as presented.

CARRIED UNANIMOUSLY

B. DELEGATIONS

1. **Canmore Library – Updated Strategic Plan and Bylaw Amendment**
 Michelle Preston, Library Director, Canmore Public Library, spoke to a written report providing the Committee with the 2024 Strategic Plan and notifying them of an amendment made to the library bylaw to eliminate fees for late returns.

C. MINUTES

2-2024COW

1. Minutes of the December 19, 2023 Committee of the Whole Meeting

Moved by Mayor Krausert that the Committee of the Whole approve the minutes of the December 19, 2023 meeting as presented.

CARRIED UNANIMOUSLY

D. STAFF REPORTS

1. Extreme Weather Response Plan

Administration spoke to a written report informing the Committee of the extreme weather response plans for extreme cold.

2. Affordable Services Program Update

Administration spoke to a written report providing the Committee with an update on the Affordable Services Program (ASP) enhancements that launched in May 2023 and with data and results related to the overall program.

E. COUNCILLOR UPDATES

1. January 2024 Councillor Updates

Written report, received as information.

F. ADMINISTRATIVE UPDATE

1. January 2024 Administrative Update

Written report, received as information.

G. COUNCIL RESOLUTION ACTION LIST

1. Council Resolution Action List as of January 17, 2024

Written report, received as information.

H. CORRESPONDENCE

- 1. From Alberta Municipal Affairs re LGFF Program Launch**
- 2. From Town of Hinton to Minister of Forestry and Parks re Wildfire Risk**
- 3. To Town of Banff from Alberta Municipal Affairs re Alberta Community Partnership Grant**
- 4. From Alberta Municipal Affairs re Oil and Gas Property Tax Incentives**

I. IN CAMERA

3-2024COW

1. Personnel Matter

Moved by Mayor Krausert that Council take the meeting in camera at 2:21 p.m. to prevent disclosure of personal information in accordance with section 17(4)(g) of the Freedom of Information and Protection of Privacy Act.

CARRIED UNANIMOUSLY

Meeting break 2:21 – 2:31

Administration present at the closed session: Sally Caudill and Adam Driedzic.

4-2024COW

Moved by Mayor Krausert that Council return to the public meeting at 3:26 p.m.

CARRIED UNANIMOUSLY

Minutes approved by: _____

J. ADJOURNMENT

5-2024COW

Moved by Mayor Krausert that the Committee of the Whole adjourn the January 23, 2024 committee of the whole meeting at 3:27 p.m.

CARRIED UNANIMOUSLY

Sean Krausert, Mayor

Cheryl Hyde
Manager, Municipal Clerk's Office

Minutes approved by: _____



Briefing

DATE OF MEETING: March 19, 2024 **Agenda #:** D-1

To: Committee of the Whole

SUBJECT: Status of the Bow Valley Non-Profit Sector

SUBMITTED BY: Laura Wellmann, FCSS Family and Community Worker

PURPOSE: To provide an update on the Bow Valley non-profit sector's status and highlight current collaborative work between the Town of Canmore and the Town of Banff Family and Community Support Services (FCSS).

EXECUTIVE SUMMARY

The Town of Canmore and the Town of Banff Family and Community Support Services (FCSS) delivered a survey to Bow Valley non-profits in the fall of 2023. This survey was conducted to better understand the challenges, needs, and strengths of our non-profit sector. The data from the survey provides direction for the ongoing collaborative work between the Town of Canmore and the Town of Banff's FCSS departments to support the capacity and resilience of our non-profit sector.

BACKGROUND/HISTORY

128-2020 – June 2, 2020, Council approved:

Capital funding to provide social supports for those community members most impacted by the COVID-19 pandemic for a total of \$397,000 from two sources:

- a) \$355,000 from tax stabilization reserve
- b) \$42,000 from grants

April 20, 2021, at the Committee of the Whole, Administration provided a non-profit support update on the COVID-19 social support funding that went to increase capacity of the non-profit sector.

The FCSS program promotes and enhances the well-being of Albertans, families, and communities. Locally, there is a collaborative history between Canmore and Banff FCSS wherein resources are pooled to support capacity-building efforts for non-profits in the Bow Valley.

Every three to five years, Canmore and Banff FCSS survey the non-profit community to learn current challenges, needs, and strengths to maximize the impact of FCSS resources provided to support the non-profit sector. Non-profit surveys were conducted in 2015, and in 2020, a COVID-19 pandemic survey was administered to examine how non-profit and community organizations were being impacted. Most recently, a survey was administered in August 2023.

DISCUSSION

Local non-profits and community groups are vital to building resilient communities. Bow Valley non-profits work to meet mutually beneficial community outcomes including those related to the livability, environment, and relationship goals outlined in Council's 2023-2026 Strategic Plan. The non-profit sector is reporting a trend towards increased connection to municipalities, primarily as funders, advocates, capacity builders, partners, and collaborators. These relationships are considered effective and efficient ways to further the quality of life and increase support for the community.

In the fall of 2023, a non-profit sector survey was conducted to determine the unique needs facing the sector. The survey was distributed to 167 non-profits and community groups in the Bow Valley, and 85 respondents completed the survey (51% response rate).

Following survey completion, the Town of Canmore and the Town of Banff FCSS hosted two Bow Valley Collective Events, one in Banff and one in Canmore. There were 32 participants in total. The event served as an opportunity to hear the survey results and provide feedback on how they aligned with their lived experience. Participants had an opportunity to network and participate in structured tabletop conversations that uncovered two prominent themes: the need for access to ongoing unrestricted operational funding and opportunities for shared platforms to build capacity across the non-profit sector. Additional findings from the 2023 survey and tabletop conversations at the Bow Valley Non-Profit Collective events included:

- Human resources are a challenge for non-profits – only 29% of the 85 respondents reported that their current human resources (paid staff, volunteers, contractors) were sufficient and sustainable to meet organizational and growth needs.
- Space and facilities are neither sufficient nor sustainable to meet organizational and growth needs for many non-profits – 49% of respondents reported that their facility/space is insufficient and unsustainable to do their organization's work.
- 60% of respondents reported that their organization was financially stable – for the current fiscal year only. The data highlighted the need for unrestricted funds to support ongoing operational costs. Participants shared that there is a heavy reliance on donations and project-based, short-term grants to meet increasing demands, which creates financial instability for many Bow Valley non-profits.
- The qualitative and quantitative data demonstrated existing, yet untapped knowledge, experience, and skills within the Bow Valley non-profit sector due to capacity limitations.

The municipalities of Canmore and Banff currently provide support to the non-profit sector in a variety of ways. Supports offered by the Town of Canmore include:

- Grant Support – access to Canadian Grants Database subscription, Town of Canmore Community Grants Program, and community grants monthly coordination meetings.
- Board and Organization Development – FCSS staff facilitate learning opportunities, assist with strategic planning, supporting society/charity status applications, and create opportunities for groups to come together to share skills and resources.
- Facility Rentals - Not-for-profit rates are offered to eligible organizations who rent Town of Canmore space. Additionally, event support services are provided by various Town departments.
- Website Management/Maintenance – The Town of Canmore and Town of Banff administer and update www.bowvalleynonprofits.ca on an ongoing basis.

Next Steps:

The survey data indicated that there are areas of support that would benefit from maintenance, expansion, as well as the addition of new supports. The key recommendations for the Town of Canmore FCSS and the Town of Banff FCSS departments for implementation in 2024 include:

- Increase training workshops and website resources related to the priority areas identified: fundraising, succession planning, board recruitment, and grant writing.
- Future opportunities to conduct asset mapping and needs mapping, such as types of space and equipment required by non-profits.
- Investigate the potential for the Bow Valley Non-Profits website's capacity to host shared platforms such as available space, skills, and recruitment banks.
- Create additional opportunities for non-profits and community groups to connect, share information, generate ideas, and find solutions to relevant issues.
- Host opportunities for non-profits to explore the themes identified in the survey to collectively problem solve, share resources, and build capacity across the sector.
- Increase Bow Valley municipalities' awareness of non-profit needs and create supports that align with mutually beneficial outcomes.

As the Town of Canmore and the Town of Banff FCSS departments carry on their collaborative work to support the non-profit sector, they will use the 2023 survey data and associated recommendations to adjust existing programs and supports while continuing to monitor sector needs.

FINANCIAL IMPACTS

There is no anticipated financial impact beyond the approved 2024 FCSS operating budget.

STAKEHOLDER ENGAGEMENT

Non-profit and community groups in the Bow Valley were surveyed and two subsequent Bow Valley Non-Profit Collective Events were developed and facilitated wherein the survey data was presented and tabletop conversations ensued based on identified themes from the survey data.

ATTACHMENTS

- 1) 2023 Bow Valley Non-Profit Survey Report

AUTHORIZATION

Submitted by: Laura Wellmann
FCSS Family and Community Worker Date: February 21, 2024

Approved by: Jill Jamieson
Manager of Community Social Development Date: February 21, 2024

Approved by: Scott McKay
General Manager of Municipal Services Date: March 1, 2024

Approved by: Whitney Smithers
Acting Chief Administrative Officer Date: March 13, 2024



**Bow Valley
Non-Profits**

**Snapshot of Bow
Valley Non-profits and
Community Groups:
2023 Survey Report**

Overview

In August of 2023, Town of Canmore and Town of Banff-Family and Community Support Services (FCSS) invited 167 non-profit and community groups to complete an electronic survey. The intent of this survey was to increase our understanding of supports and resources that may be required as well as gaining a “snapshot in time” of the overall health of our local non-profits and community groups in terms of current human, financial and operational resources. The importance of this information cannot be underestimated as it is the Bow Valley non-profits and community groups that provide essential supports, services, and programs in our communities.

With a 51% response rate or 85 completed surveys we believe the details gathered on the health and vitality of Bow Valley non-profit and community groups is valid and useful in understanding what the current landscape is and possible areas for support. The findings from the survey indicate a relatively robust non-profit environment in the Bow Valley with 88% of respondents indicating that in the last 12 months their membership/participation/registration had increased (55%) or stayed the same (33%). Of the 55% who reported increased engagement, 74% noted this was due to increased demand and 39% noted this change was due to increased partnerships and collaboration.

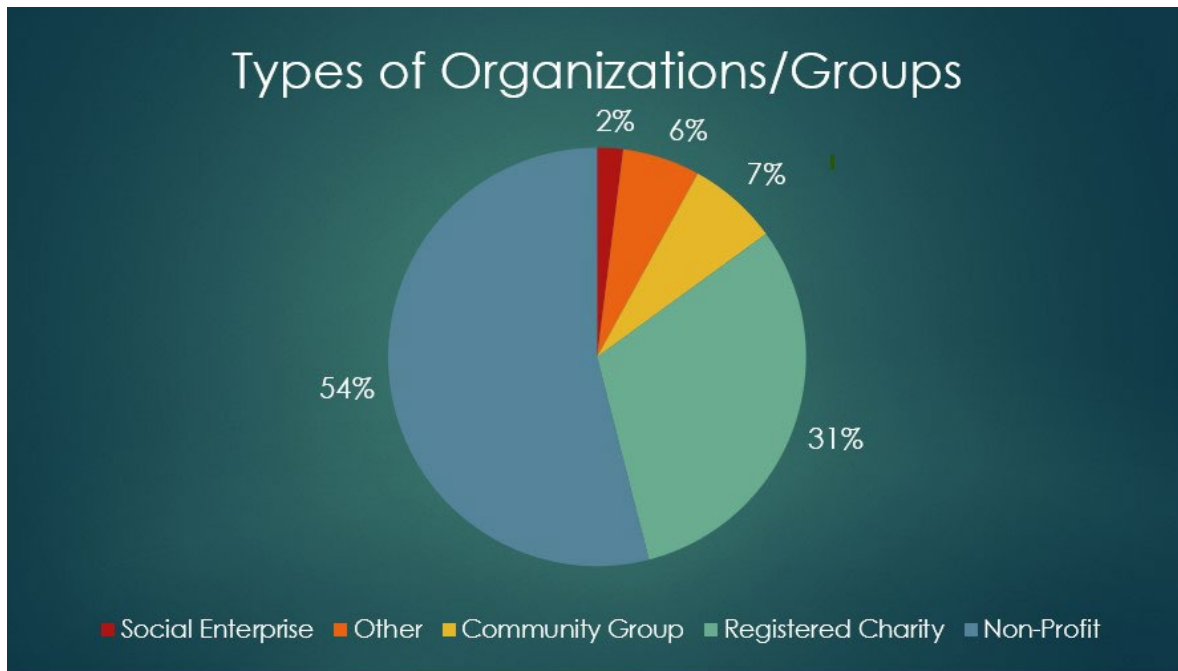
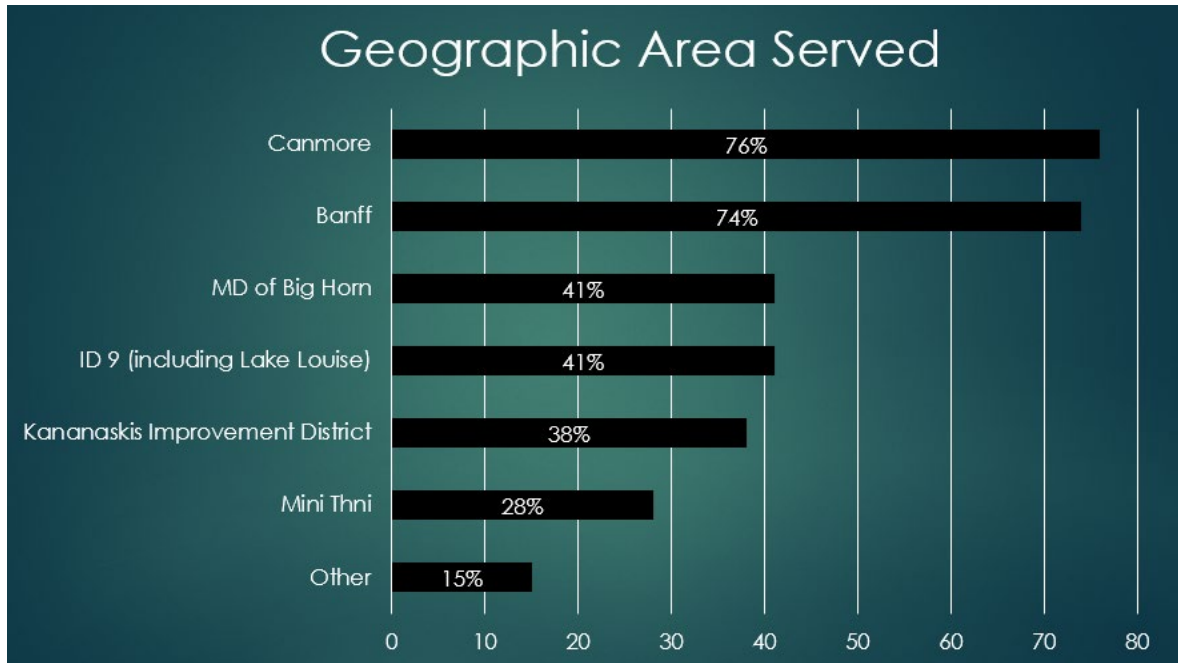
Additionally, when non-profits were asked about their financial stability, 60% of participants noted that their organization is financially stable; 30% described their organization as somewhat financially stable and 10% reported that their organization is not financially stable. Some key financial stability themes emerged from the data, namely, that participants noted being financially stable for this fiscal year but uncertainty for next; the need for un-restricted funding for ongoing operations is not readily accessible; heavy reliance on donations and grants to meet increasing demands; less government and non-government granting opportunities and a desire to keep membership fees low which requires subsidy from grants/donations.

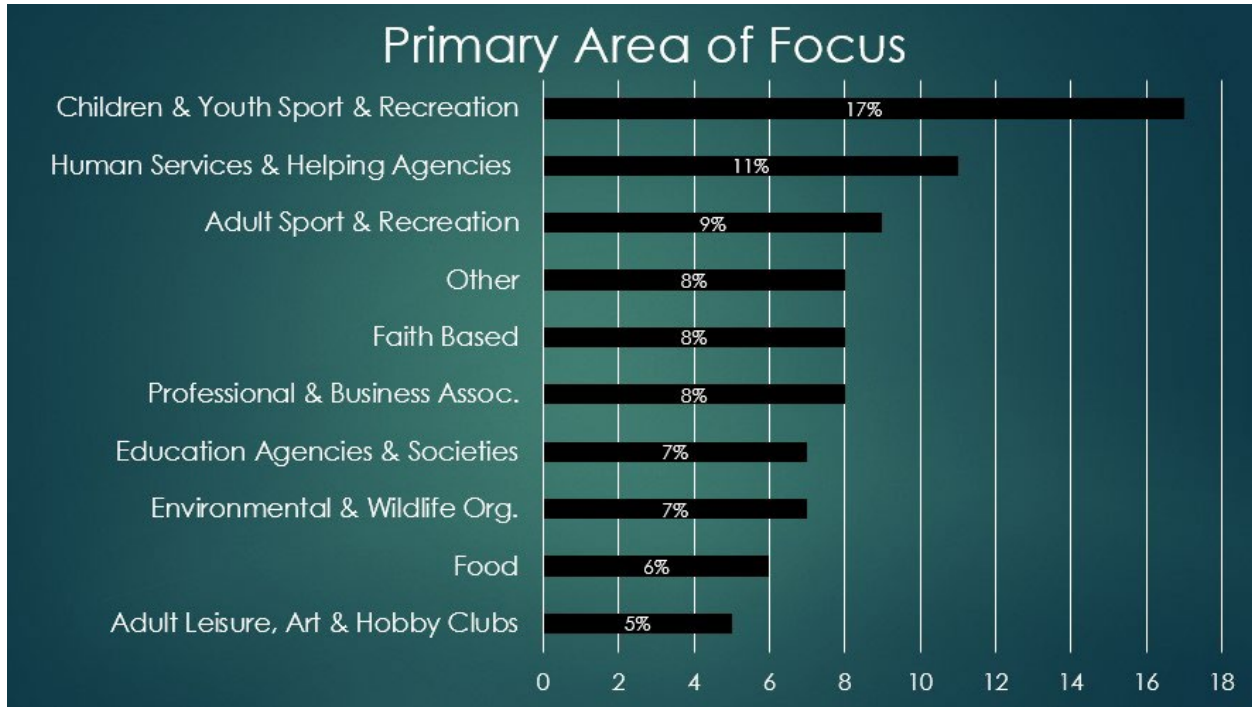
Bow Valley non-profits appear to be challenged the most with issues related to human resources. 85 participants were asked if the human resources their organization currently has (staff, volunteers and contractors) were sufficient and sustainable, only 29 % reported they were, followed by 38% noting somewhat and 33% reporting insufficient and unsustainable. The two key human resource themes that emerged from respondents are:

- ‘precarious resources’- namely that the loss of one granting source could rapidly destabilize the organization and most funding is restricted (primarily for one year and attached to specific projects); and
- more macro-market challenges including cost of living, such as inability to pay wages that keep people in the Valley; delays and challenges to hiring due to high cost of living which impacts ability for people to volunteer and challenges in filling leadership vacancies on boards with increasing financial demands on people to work multiple jobs leaving less time resource to volunteer.

Respondents

The survey responses were distributed across geographic region, type of organization, and primary focus. The data indicates a good cross-section of the number and type of non-profits and community groups active within the Bow Valley.





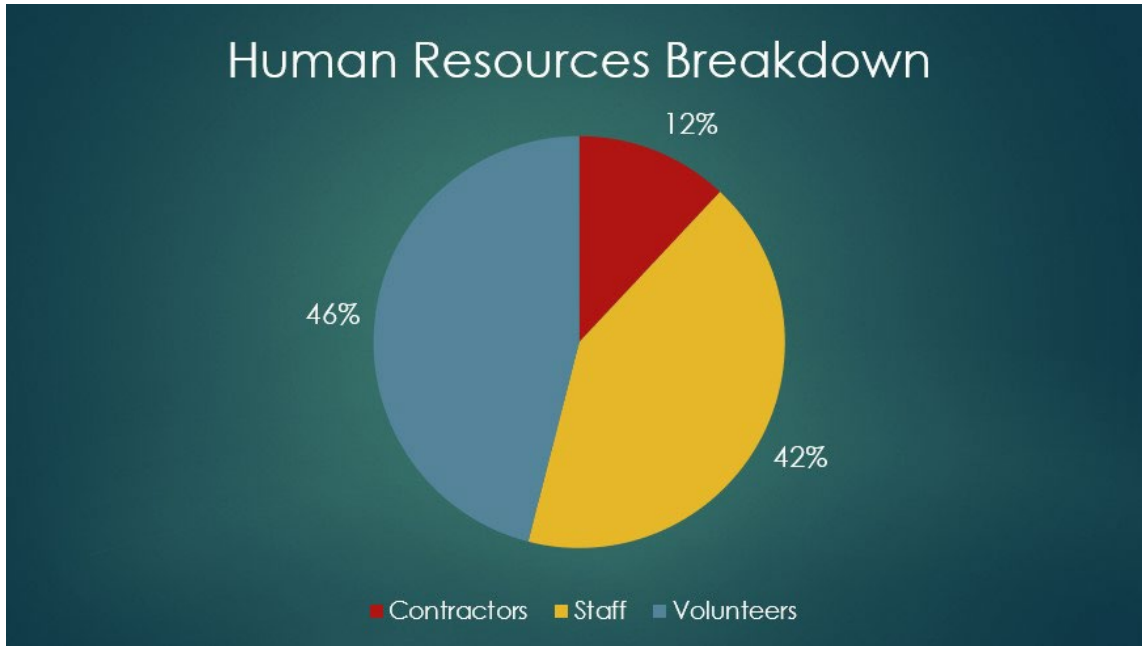
Membership

53% of respondents indicated that membership or participation in their organization had increased, 33% stayed the same, and 12% decreased over the last year. Some of the key reasons identified for a decrease in participation levels were less volunteer engagement (40%); staffing challenges such as less staff have been hired or hours have decreased (30%) and 40% reported “other” which included variables such as affordability and families being stretched for funds or inability to remain in the Bow Valley.

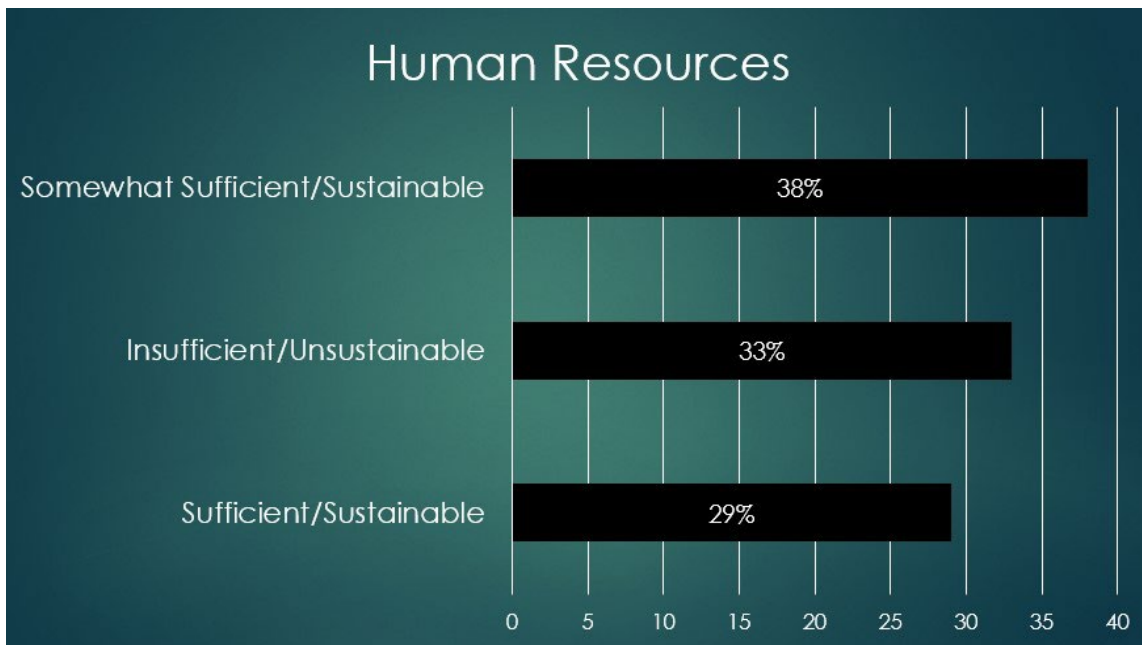
Staff/Volunteers

Of the 85 organizations that responded to the survey, 42% reported their work being completed by paid staff while 46% rely on volunteers and 12% of respondents indicated that they use contracted services to complete the work of their organization. Comparison with the 2015 Bow Valley Non-Profit and Community Group Survey Report highlights a significant change, noting that in 2015, 72% of participants reported their work being completed by paid staff while only 28% relied on volunteers.

The results highlight an identified need for increased volunteer and staff support by numerous organizations. The greater number of volunteers required is indicative of the number of organizations that rely solely or heavily on volunteers.



There were a multitude of reasons listed as to why groups lacked enough human resources; most frequently cited were insufficient/precarious financial resources (loss of one granting source can destabilize the entire organization) and abundance of restricted funding (primarily one year and attached to specific projects) to hire or create a strong volunteer program; volunteer burnout due to market forces creating need to work multiple jobs; inability to pay wages to keep people in the Bow Valley, lack of time available and an administrative burden preventing staff and volunteers from focusing on the operations of the organization.

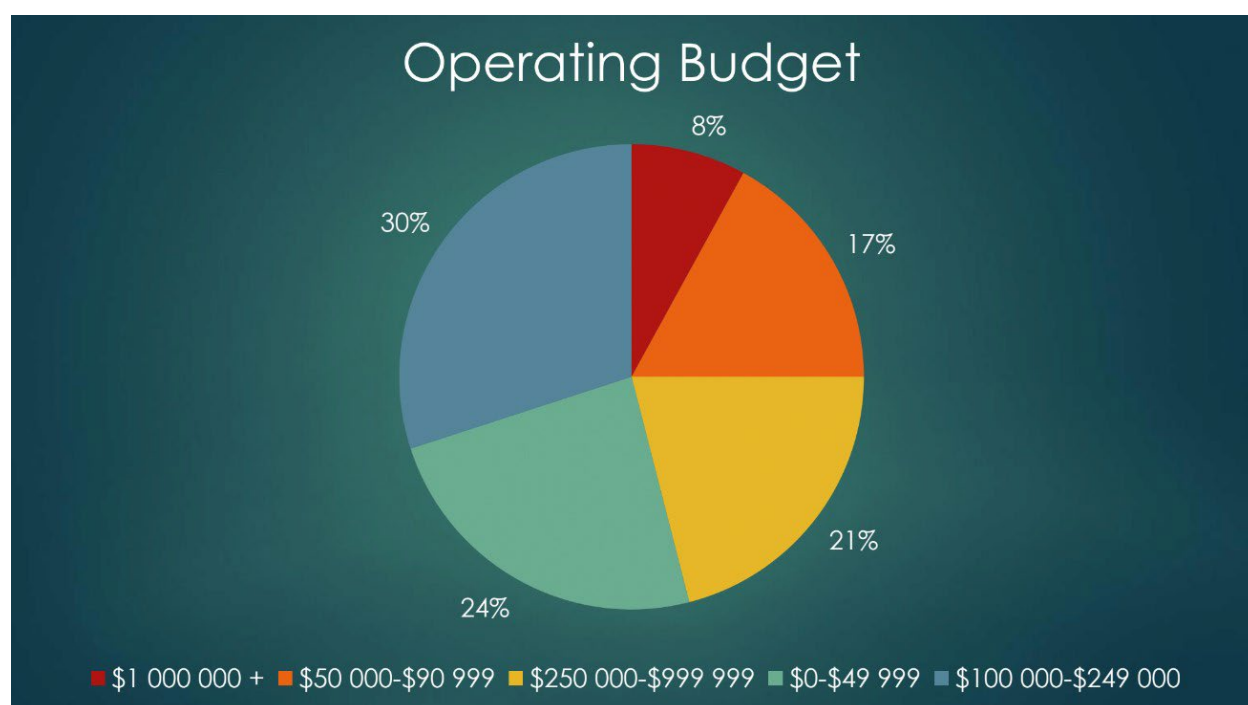


Finances

60% of respondents felt their organization was financially stable while another 30% felt they were somewhat stable (was 55% and 35% respectively in 2015). The 10% of organizations that reported financial instability indicated that reliance on fundraising, donations and project-based government grants were contributing factors to their instability. Some additional themes included:

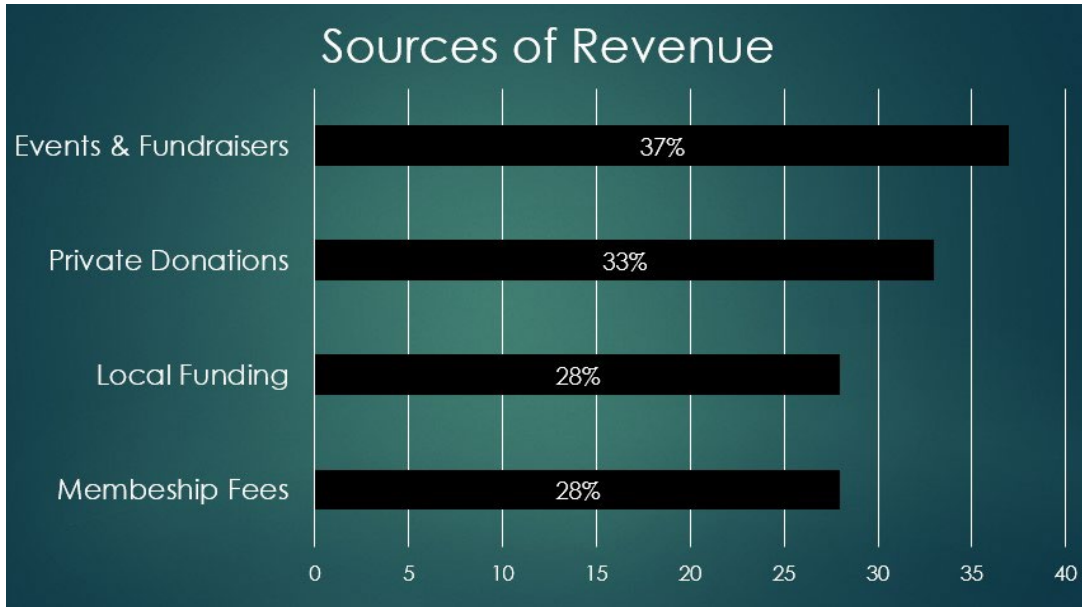
- organizations being financially stable for this fiscal year but uncertainty for next
- need for unrestricted funding for ongoing operations is not readily available and a desire to keep user fees low which requires subsidy from grants/donations

Total operating budgets for survey participants are outlined in the chart below.



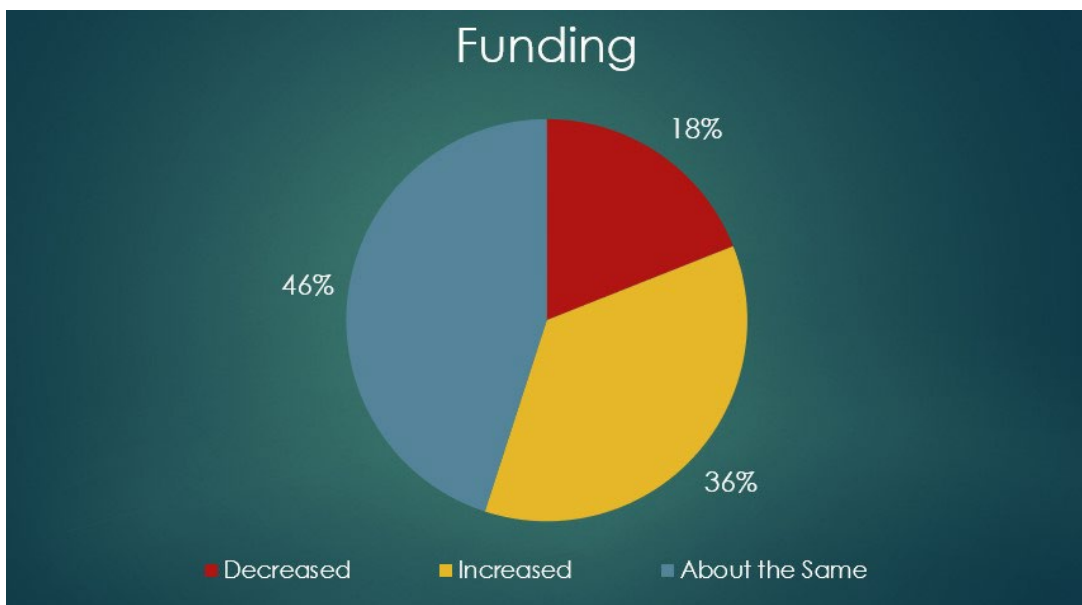
The top three expenses identified by respondents were: staffing costs at 64%, programming costs at 52% and facility costs at 40%. Other key expenses included equipment, supplies, and insurance.

Organizations were also asked to share their top three revenue sources which are outlined in the table below. Local funding includes Banff Canmore Foundation, Rotary, Town of Banff and Town of Canmore Community Grants and the Wim and Nancy Pauw Foundation.



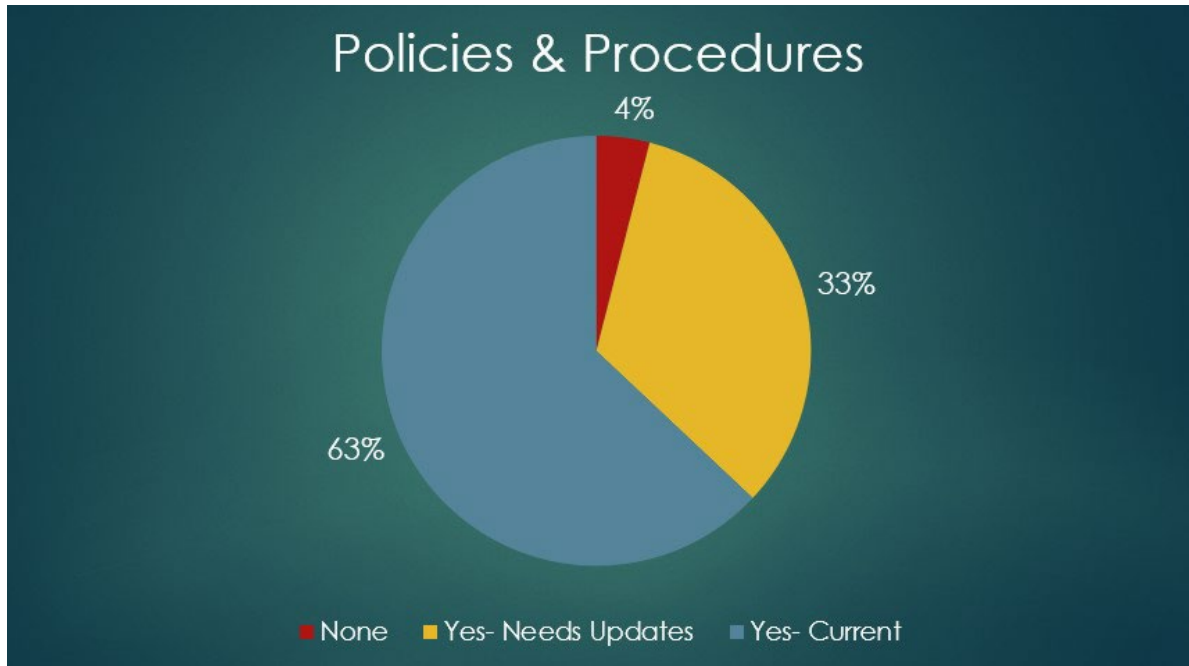
In addition to the top three: 22% reported provincial funding; 21% member donations; 21% sponsorship and 21% reported registration fees.

When comparing respondents' current funding to last year's funding, 82% reported that their funding had either increased or stayed the same (was 90% in 2015). Of the 18% that reported a decrease, the following reasons were reported: limited capacity to fundraise, increased competition/demand to receive grant funding and general decreased opportunities for funding. Some of the reasons provided for an increase in funding were rollover Covid funding, increased programming capacity and membership fees to offset increasing costs, access to Casino fundraisers post COVID and for some organizations it was noted that although funding on paper has increased slightly, it is matching rates of inflation and increasing costs- therefore no benefit is realized.



Policies and Procedures

Many organizations have well-developed (current) or fairly well developed (requires some update) policies and procedures as indicated in the graph below.



Resources

Space is reportedly a challenge for close to half of Bow Valley non-profits. 49% of respondents reported that their facility/space is insufficient and unsustainable (29% reporting somewhat insufficient and unsustainable and 20% reporting insufficient and unsustainable) to do the work of their organization. Of the 49% who reported challenges with access to sufficient facilities, some of the challenges include high dependence on volunteers using their own homes to complete the work of the organization, limited growth opportunities and inability to meet increasing demands due to space constraints and high costs for some available spaces.

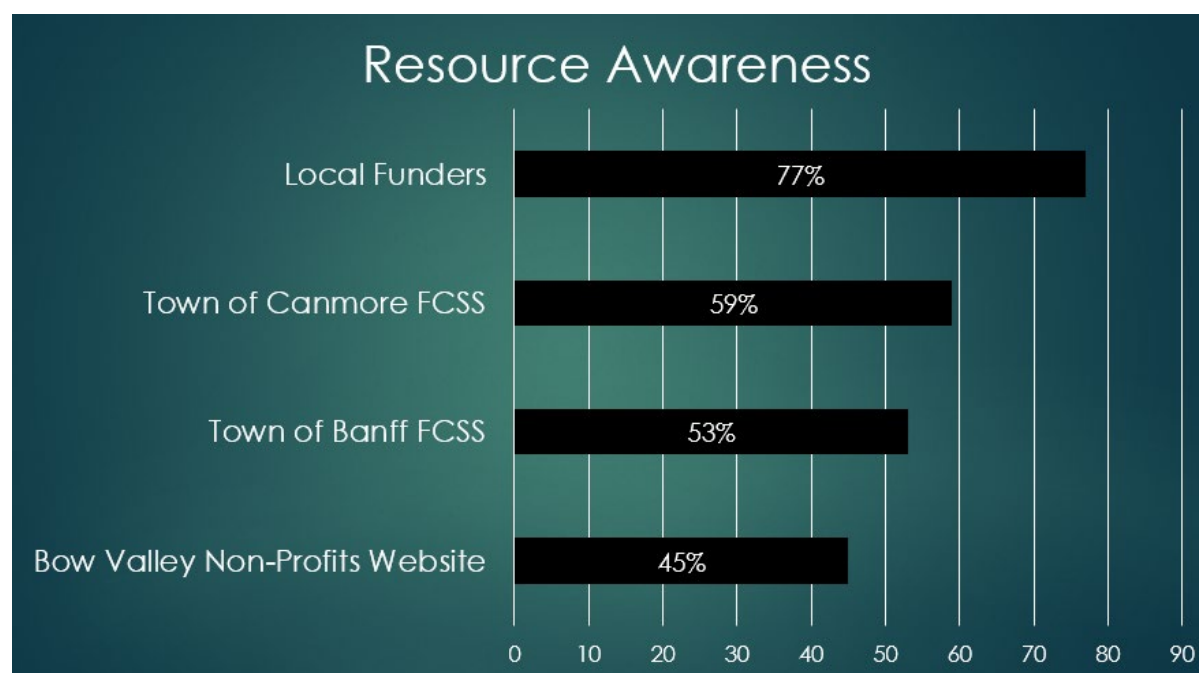
In terms of sufficient work tools (training resources, software, internet access, computers, equipment) 71% of respondents indicated that they had what they needed to be effective with 16% feeling that they have some tools to do their work. Of the 13% that indicated that they did not have what they needed, many noted that they were using their own personal resources and equipment to do the work of their organization. Participants were asked where they go to for support (ex. funding, recruitment, coaching, planning, etc.), the main places that organizations look to when they are in need of support were their membership/participants/registrants (59%), the community (59%), granting bodies (48%) and other non-profits and provincial government (46%).

A menu of possible topics related to non-profit and community group development were provided in the survey to determine interest, and the top desired learning opportunities were fundraising, succession planning, board recruitment and grant writing.

Participants were asked what their top 3 preferred ways of receiving information are and the responses were E-letters/newsletters, in-person/online workshops and networking events.

Respondents were asked what the top 3 needs were for their organization to be more successful & resilient. Flexible/sustainable funding, multi-year general operations funding (unrestricted) and marketing/promotion supports were indicated most often.

Additionally, participants were asked about their level of awareness of the resources available to them in the Bow Valley. The results are highlighted in the below graph.



The final portion of the survey was intended to ask organizations to dream big. Imagine if your organization was granted one wish, what would it be and how would it impact the ability to achieve your organization's mission? A significant number of responses to this question were related to the development or re-development of facility/space, increased engagement (member/stakeholder/volunteer), access to unrestricted funding (flexible funding for operations/social enterprise/hiring of staff) and access to centralized resources and assets (volunteers, admin support, grant writing, standardized policies, economies of scale that help relieve volunteer members from having to take on the work of small businesses).

Recommendations

Based on the data collected and the themes identified through the survey, key recommendations include:

- Increase training workshops and website resources related to priority areas identified: fundraising, succession planning, board recruitment and grant writing.
- Create online and “guide type” resources related to topics of interest.
- Investigate options for the sharing of centralized resources and assets and research to further understand the specific types of space and equipment required by non-profits and community groups.
- Create opportunities and vehicles for nonprofits and community groups to connect for information sharing purposes and ideas generation on collective opportunities to advance relevant issues.
- Given the large percentage of organizations dependent upon fundraising for their operations, identify key supports including sharing of fundraising ideas, access to upcoming grant information and other funding opportunities and models.
- Host opportunities to dig deeper into the themes identified in the survey.

Need More Information?

If you have any questions about this survey or the data provided please feel free to contact Laura Wellmann, Family and Community Worker- Town of Canmore FCSS- laura.wellmann@canmore.ca or Jessica Labonte, Community Development Coordinator- Town of Banff- jessica.labonte@banff.ca



Briefing

DATE OF MEETING: March 19, 2024 **Agenda #:** D-2

To: Committee of the Whole

SUBJECT: Code of Conduct Bylaw Review

SUBMITTED BY: Adam Driedzic, Town Solicitor

PURPOSE: To review the Code of Conduct for Elected Officials Bylaw 2018-02 and provide direction to administration on preparing updates to the Code.

EXECUTIVE SUMMARY

The MGA requires Council to make a bylaw governing the conduct of members of council. The Town’s bylaw is the Code of Conduct for Elected Officials [Bylaw 2018-02] (the “Code”). Regulations under the MGA require Council to review and update the Code and any related bylaws at least once every 4 years. The Code is due for its first review. This briefing proposes several updates to the Code for consideration by the Committee of the Whole (COW) before administration drafts specific amendments to the Code. The proposed updates are to the complaint system as this is where codes of conduct are most likely to be tested.

BACKGROUND/HISTORY

Legislative framework: Sections 146.1(1) through (5) of the MGA requires Council to make a bylaw to establish a code governing the conduct of all members of council. It also provides that council may establish a code governing the conduct of other members of committees and other bodies established by council. Under the MGA, the *Code of Conduct Regulation for Elected Officials Regulation* (the “Regulation”) prescribes the minimum topics to include in a code of conduct but stays silent on the direction to take on these topics. All of these topics are covered in the Code, which provides the current direction of Council on this topic. There is a non-exhaustive list of sanctions that can be included in the Code, but members of council cannot be disqualified or removed from office for breach of the Code.

Legislative compliance: Administration’s review found that the current Code meets the requirements of the MGA and Regulation.

Best practices: Several provisions of the Code reflect good practices beyond the minimum requirements of the MGA and Regulation. Examples of these beyond-baseline practices include:

- The use of an independent Investigator that cannot be a Town employee or close relative to a member of council;
- deadlines for filing and processing complaints;
- suspension of investigations during municipal elections, rejection of complaints made before elections;
- use of mediation as an alternative to investigations; and

- dismissing complaints that are either outside the Investigator's authority to investigate, provide insufficient grounds for investigation, or are frivolous, vexatious or not in good faith.

The Town of Canmore is also fortunate to see very few complaints for breach of the Code and even fewer that proceed to investigation.

Based on the above, Council could leave the Code as-is and still go beyond the baseline MGA requirements; however, Council must still review the Code and administration has flagged potential updates.

DISCUSSION

Self-regulation: It is important for the current Council to directly review and take ownership over the Code at each periodic review. If a complaint is filed and proceeds to investigation, then having Council accept the Code as its own will be more important than the specific words of the Code. This is a main reason why administration is proposing potential updates to the Code at COW before drafting any specific wording of amendments.

Applicability: The Code does not apply to non-members of council serving on boards and committees established by Council, although this is enabled by the MGA. Council has already dealt with this matter through motion 254-23 directing administration to develop a separate code applicable to board and committee members.

Sanctions: The Code currently only allows the specific sanctions listed in the MGA, even though the MGA allows a Code to include further sanctions. COW should consider if the list of sanctions in the MGA is sufficient, or if it wants administration to research examples of other acceptable sanctions. If COW finds the sanctions in the MGA are sufficient then no motion is required. If COW prefers Council to consider further sanctions, then the proposed motion is:

- That administration research examples of acceptable sanctions from other municipalities beyond the sanctions listed in the MGA.

Disclosure of complaints: The Code restricts the Investigator's reporting to Council to cases where complaints are found to be substantiated and the Investigator is making recommendations. This means that members of Council may have no knowledge of a complaint having been filed, settled, or withdrawn, yet alone the nature of the complaint. This protects the respondent from the circulation of frivolous complaints among their colleagues, but it allows unequal access to information among members of Council. Administration proposes the following motion:

- That Council consider requiring the Investigator inform Council if a complaint is filed and to provide a copy of the complaint to all members of Council if the complainant is a member of Council.

Role of complainants: The Code says little on the role of complainants and the extent to which an investigation should be complainant-driven. At one extreme, complainants could resemble parties to a legal action where they control whether the investigation proceeds and they propose the remedies. At the other extreme, complainants could resemble witnesses whose main function is to provide information.

Administration proposes a middle ground where the complainant can fully participate in the investigation process, but cannot direct how the Investigator proceeds and what remedies they recommend. No motion is required if Council accepts administration's recommendation for a middle ground as the Code provides the requisite flexibility and discretion.

Dispute resolution: The Code allows the Investigator to attempt mediation, but if mediation by the Investigator is unsuccessful then the only other option is to proceed with the investigation. Administration proposes that the Code contemplate a broader range of alternative dispute resolution methods. If COW is satisfied with mediation as the one alternative to investigation then no motion is required. If COW wants to consider other dispute resolution processes then the proposed motion is:

- That administration research examples of specific alternative dispute resolution processes from other municipalities to be added to the Code.

Investigator's findings: The Code currently requires the Investigator to provide the findings and any recommendations, in writing, to the complainant and the respondent. This means that a complainant who is not a member of Council could receive a copy of an investigation report before it is disclosed to all members of Council. Administration recommends that the investigation report be provided to all members of Council and that the complainant be informed of the investigation outcome. The proposed motion is:

- That Council consider having the Investigator provide the investigation report to all members of Council; and
- That Council consider having the Investigator inform the complainant of the outcome of the investigation.

Response to Investigator's findings: If the Investigator finds a complaint to be substantiated, then the Code allows the respondent member of council to provide a response to the Investigator's findings and recommendations. This seems cyclical, as the respondent will have already responded to the complaint through participating in the investigation. The Code should provide a clear point where the Investigator's work ends with their report and Council takes over as the decision-maker to consider the investigator's report and any response from the respondent. The recommended motion is:

- That Council consider having the respondent's response to the Investigator's report be made to Council instead of to the Investigator.

Council discussions and decisions: There is a gap in the Code on what happens procedurally after Council receives an Investigators' reports. This process needs to provide procedural fairness to the respondent and other affected persons, allow members of Council to freely deliberate on quasi-judicial decisions, and serve public interests including Code compliance and the efficient use of public resources.

To meet these competing needs, administration proposes the following process:

- The Investigator provides the respondent with an opportunity to respond to allegations during the investigation process.

- The Investigator briefs Council on their findings and recommendations in-camera during a regular meeting of Council. This is to align with the intent of section 13.16(b) of the Code that findings and/or recommendations are reported within 2 regularly scheduled business meetings. This will be a briefing with no discussion or decision of Council. The respondent will be included in this briefing.
- Council meets a second time in-camera to discuss the Investigator's findings and recommendations, and any response from the respondent. This discussion will not involve a decision of Council. The respondent will be included in this discussion and provided an opportunity to be heard on any recommended sanctions. This discussion should be held at a Council meeting as a first choice; however the Code should allow this discussion to occur at Committee of the Whole or another venue if there are reasons why the respondent should not participate at a regular Council meeting or if warranted to expedite the conclusion of the Code process.
- Council minus the respondent meets a third time to deliberate and decide on sanctions. This should be done at a regular meeting of Council to enable a vote on the sanctions. Council can have the discussion on sanctions in-camera but must make any resolution on sanctions through a vote in public.

The above-recommended process considers how self-regulating professions often follow investigations with disciplinary hearings. The respondent will participate fully in the investigation, hear the findings against them if any, and have a right to be heard on the topic of sanctions; however, they would not be part of the panel that deliberates and votes on the outcome of their own case. It also fits with other municipal tribunals under the MGA where the parties participate in the hearing, but the panel goes in-camera to deliberate its decision. It further addresses the potential that a respondent member of Council could have to recuse from the decision meeting on sanctions due to a pecuniary interest under the MGA.

The recommended motion is:

- That Council consider adding the decision-making process proposed in administration's March 19, 2024 briefing to COW to the Code.

FINANCIAL IMPACTS

The main cost of administering the Code is the Investigator, which is a valuable and necessary part of the system. Several provisions of the Code already help reduce investigation costs, including provisions for dismissal of groundless complaints, attempting mediation, and limited reporting on unsubstantiated complaints. The main opportunity to mitigate the risk of additional costs by amending the Code is to increase the clarity for the decision-making process after the Investigator reports to Council.

STAKEHOLDER ENGAGEMENT

The Town Solicitor attended a session on best practices for Code of Conduct Bylaws at the annual conference of the Alberta Municipal Legal Advisors and exchanged information with other municipal solicitors regarding frequency of complaints and practices for retaining investigators. The Town also obtained recommendations for updating the Code from the investigators appointed by Council. The Town Solicitor, Municipal Clerk and General Manager of Corporate Services conducted the administrative review of the Code.

ATTACHMENTS

1) Code of Conduct for Elected Officials Bylaw 2018-02

AUTHORIZATION

Submitted by: Adam Driedzic
Town Solicitor Date: February 27, 2024

Reviewed by: Cheryl Hyde
Municipal Clerk Date: February 27, 2024

Approved by: Therese Rogers
General Manager of Corporate Services Date: February 29, 2024

Approved by: Whitney Smithers
Acting Chief Administrative Officer Date: March 13, 2024



BYLAW 2018-02

A BYLAW OF THE TOWN OF CANMORE, IN THE PROVINCE OF ALBERTA, TO ESTABLISH A CODE OF CONDUCT FOR ELECTED OFFICIALS

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

1: TITLE

1.1. This bylaw shall be known as the “Council Code of Conduct Bylaw.”

2: SCOPE

2.1. The Council Code of Conduct Bylaw is intended to address matters of conduct not already addressed in the Municipal Government Act or the Local Authorities Election Act.

2.2. In the event of a conflict between this bylaw and provincial legislation, the provincial legislation takes precedence.

3: REPRESENTING THE MUNICIPALITY

3.1. In addition to the responsibilities established in the Municipal Government Act, the distinct charge of council is to work collaboratively, with the benefit of individual knowledge, experience, and community connections, to make balanced decisions to sustain and uphold community values for the betterment of the Town of Canmore.

3.2. Council members must not attempt to disguise or mislead as to their identity or status as an elected representative of the Town.

4: COMMUNICATING ON BEHALF OF THE MUNICIPALITY

4.1. Unless Council directs otherwise, the mayor is Council’s official spokesperson.

4.2. Council members must not purport to speak on behalf of Council unless authorized by Council to do so.

4.3. Council’s official spokesperson must ensure their comments accurately reflect the official position of Council as a whole, even when the official spokesperson disagrees with that position.

4.4. Council members must not publish anything that is intentionally dishonest, untrue, unsubstantiated, or misleading in any way.

5: RESPECT FOR THE DECISION-MAKING PROCESS

5.1. Council members must not purport to bind Council, either by publicly expressing their personal views on behalf of Council when not authorized to do so or by giving direction to employees, agents, contractors, consultants, or other service providers of the Town.

5.2. Council members shall accept and accurately communicate the decisions of Council even when they disagree with Council's decision.

6: ADHERENCE TO POLICIES, PROCEDURES, AND BYLAWS

6.1. Council members shall read, understand, and comply with all policies, procedures, and bylaws that apply to their duties as elected officials.

7: RESPECTFUL INTERACTIONS

7.1. Council members shall demonstrate respect for process, each other, and members of the public.

7.2. Council members must not maliciously or falsely injure the professional or ethical reputation of any Town employee.

7.3. Council members shall read, understand, and comply with Respectful Workplace Policy HR-009.

8: CONFIDENTIAL INFORMATION

8.1. Confidential information means information that a council member has a legal duty not to disclose.

8.2. Council members will collect, use, retain, and disclose information only for purposes consistent with the use for which it was collected.

8.3. Council members must not disclose confidential information, including to Town employees and members of the public, except as authorized by Council or a Town employee authorized to approve disclosure.

8.4. Council members must protect confidential information from inadvertent disclosure, and take reasonable care to prevent examination of confidential information by unauthorized persons.

8.5. Council members must not use confidential information with the intent to cause harm or detriment to Council, the Town, or any other person or body.

8.6. Council members must not take personal advantage of, or use for their own benefit, corporate or financial opportunities learned about through access to confidential information.

9: CONFLICTS OF INTEREST

9.1. A council member must abstain from voting on a matter before council if the member has a conflict of interest that is a pecuniary interest as set out in the Municipal Government Act.

9.2. A council member is not permitted to abstain from voting on a matter before council if they have a conflict of interest that is not pecuniary; this would be where a member believes a non-pecuniary personal or private interest may influence their vote, or where a member believes another person may perceive that a member's non-pecuniary personal or private interest may influence their vote.

9.3. In the event a council member believes they have a conflict of interest that is not pecuniary, or where they believe another person may perceive them to have a conflict of interest that is not pecuniary, the council member may declare the interest before they vote on the matter, and that

Bylaw approved by: CA JB

declared interest will be recorded in the minutes of the meeting.

9.4. Council members will not accept or provide any gift, benefit, or favour in exchange for special consideration or influence, or where it may be perceived by a reasonable person to be in exchange for special consideration or influence.

9.5. Council members may accept a token or gift that is:

- a) Part of the normal exchange of hospitality among persons doing business such as a lunch or event ticket;
- b) A small holiday gift showing appreciation (e.g., cards, cookies, chocolates);
- c) Advertising material (e.g., calendars, note pads, pens, caps);
- d) A corporate discount available to all Town employees;
- e) A protocol item (e.g., symbolic or ceremonial gifts);
- f) A conference door prize.

9.6. Council members may not accept cash or gift cards/certificates that have a monetary value, with the exception of donations made to support a charitable cause.

10: IMPROPER USE OF INFLUENCE

10.1. Council members must not use the influence of their office for any purpose other than for the exercise of their official duties.

10.2. Council members must not use, or attempt to use, their authority or influence for the purpose of directing the work of any Town employee.

10.3. Council members must not act as a paid agent to advocate on behalf of any individual, organization, or corporate entity before Council, a committee of Council, or any other body established by Council.

10.4. Council members shall not attempt to influence members of any adjudicative body regarding any matter before it relating to the Town.

10.5. Council members must not ask any Town employee to undertake personal or private work on their behalf, or accept such work from a Town employee.

11: USE OF MUNICIPAL ASSETS AND SERVICES

11.1. Council members are required to care for Town assets, which includes all property, equipment, software, and information.

11.2. Council members must not use, or permit the use of, Town land, facilities, equipment, supplies, services, employees or other resources for activities other than Town business, subject to the following exceptions:

- a) Municipal property, equipment, service, supplies, and staff resources that are available to the general public may be used by Council members for personal use under the same terms and conditions as apply to the general public, including booking and payment of fees or charges;
- b) Electronic communication devices supplied to Council members by the Town, including but not limited to desktop computers, laptops, tablets and smartphones, may be used by Council members for personal use, with the caveat that the devices and all information contained on them remain the property of the Town.

11.3. Council members must not use any facilities, equipment, supplies, services, municipal logo, or any other resources of the Town for any election campaign or campaign-related activity.

12: ORIENTATION AND OTHER TRAINING ATTENDANCE

12.1. Unless excused by Council, Council members must attend:

- a) Orientation training offered by the municipality in accordance with the Municipal Government Act; and
- b) Any training organized at the direction of Council or mandated by the Province of Alberta.

13: COMPLAINTS

13.1. Any person who has witnessed or experienced conduct by a council member which they believe to be in contravention of this bylaw may address the contravention by submitting a complaint to the Investigator in accordance with this bylaw.

13.2. Complaints submitted to the Investigator must:

- a) Be made in writing and include the date and the name and signature of an identifiable individual;
- b) Be addressed to the Town of Canmore Investigator; and
- c) Set out reasonable and probable grounds for the complaint.

13.3. A complaint is considered received when the Investigator personally receives it.

13.4. Upon receipt of a complaint, the Investigator shall determine whether the conduct described is within the Investigator's authority to consider and whether the information given in the complaint provides reasonable grounds for believing that a violation of this bylaw may have occurred.

Bylaw approved by: CT JB

13.5. The Investigator may request further information from the person who submitted the complaint before determining whether or not there are reasonable grounds for believing a violation of this bylaw may have occurred.

13.6. If the Investigator, on receipt of the complaint or at any time thereafter, is of the opinion that:

- a) The matter is not within the Investigator's authority to investigate, or
- b) There are no grounds or insufficient grounds for conducting an investigation, or
- c) The complaint is frivolous, vexatious, or not made in good faith,

The Investigator shall not conduct an investigation, or shall terminate an investigation that has already started, shall advise the person who submitted the complaint in writing, setting out the reasons, and shall close the file.

13.7. If a complaint is dismissed pursuant to section 13.6, the fact of the complaint shall not be reported to council, other than in the form of statistics.

13.8. If a complaint is not dismissed pursuant to section 13.6, the Investigator shall:

- a) Within 10 days of receiving the complaint, notify the council member who is the subject of the complaint, either personally or by email, that an investigation has been initiated and provide the council member with:
 - i) The written complaint and
 - ii) The name of the person who submitted the complaint; and
- b) Take such steps as the Investigator considers appropriate to investigate the complaint.

13.9. Notwithstanding section 13.8 (ii), the Investigator will not disclose the name of the person who submitted the complaint if the Investigator determines such disclosure could reasonably be expected to threaten anyone else's safety or mental or physical health, or interfere with public safety.

13.10. In the course of an investigation, the Investigator is authorized to speak to anyone, access and examine any records in the custody and control of the Town, and enter any Town work location relevant to the complaint.

13.11. When the Investigator is of the opinion there are reasonable grounds to believe a violation of this bylaw has occurred, the Investigator may attempt to resolve the complaint through mediation with the person who submitted the complaint and the council member who is the subject of the complaint.

13.12. If a complaint is resolved through mediation, the Investigator shall:

- a) Terminate the investigation,
- b) Provide written notice of the termination of the investigation to the person who submitted the complaint and the council member who is the subject of the complaint, and
- c) Close the file.

13.13. If a complaint is resolved through mediation, the fact of the complaint shall not be reported to council, other than in the form of statistics.

13.14. When a complaint cannot be resolved through mediation, the Investigator shall proceed with the investigation and shall provide the findings along with any recommendations, in writing, to the person who submitted the complaint and the council member who is the subject of the complaint no later than 90 days after receiving the complaint.

13.15. Where the Investigator finds no violation of this bylaw has occurred, the fact of the investigation shall not be reported to Council, other than in the form of statistics.

13.16. Where the Investigator finds a complaint to be substantiated, in whole or in part, the Investigator shall:

- a) Allow the council member who is the subject of the complaint fourteen days from the date the notice under section 13.14 was provided to submit a response, either in person or in writing, on the proposed finding and recommended sanction, if any, and
- b) Report the findings, the council member's response, and any recommendations to Council within the two regularly scheduled business meetings following the deadline for the council member's response.

13.17. A report made under section 13.16(b) shall include the name of the person who made the complaint unless determined otherwise by the Investigator.

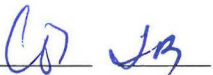
13.18. If the Investigator finds a complaint to be substantiated, in whole or in part, but finds the Council member took all reasonable steps to prevent the contravention, or that it was trivial or committed through inadvertence or genuine error of judgment, the Investigator shall recommend that no sanction be imposed.

13.19. Upon receipt of a report made under section 13.16(b), council shall determine which, if any, sanctions will be imposed.

14: SANCTIONS

14.1. If the Investigator finds that a Council member has failed to adhere to this bylaw, Council may impose one or more of the following sanctions:

- a) A letter of reprimand addressed to the Council member;

Bylaw approved by: 

- b) A request that the Council member issue a letter of apology;
- c) Publication of a letter of reprimand or request for apology and the Council member's response;
- d) A requirement to attend training;
- e) Suspension or removal of the appointment of a Council member as the deputy chief elected official under section 152 of the Municipal Government Act;
- f) Suspension or removal of the chief elected official's presiding duties under section 154 of the Municipal Government Act,
- g) Suspension or removal from some or all council committee and bodies to which council has the right to appoint members;
- h) Reduction or suspension of remuneration as defined in section 275.1 of the Municipal Government Act corresponding to a reduction in duties, excluding allowances for attendance at council meetings.

15: COMPLAINT PARAMETERS

15.1. In the period ninety days prior to the date of a municipal election, the Investigator may suspend any investigation underway or decline to commence an investigation.

15.2. The Investigator may reject any complaint received:

- a) More than 180 days after the date of the alleged bylaw contravention; or
- b) More than 180 days after the person submitting the complaint became aware of the alleged bylaw contravention; or
- c) After the date of a municipal election which intervenes between the alleged bylaw contravention and the date the Investigator receives the complaint.

16: INVESTIGATOR

16.1. Council shall appoint a person to act as the Investigator.

16.2. The following persons are not eligible to act as the Investigator:

- a) a council member, a council member's spouse or adult interdependent partner, a council member's children or the children's spouse or interdependent partner, the parents of a council member, and the parents of a council member's spouse or interdependent partner;
- b) a Town employee.

16.3. The records in the custody and control of the Investigator are considered property of the Town and so are subject to the Freedom of Information and Protection of Privacy Act and Town information governance policies.

17: ENACTMENT/TRANSITION

17.1. Council shall review this bylaw, at a minimum, once every four years or when relevant legislation is amended.

17.2. 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.

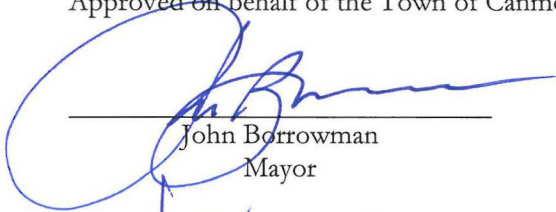
17.3. This bylaw comes into force on the day it is passed.

FIRST READING: April 3, 2018

SECOND READING: April 3, 2018

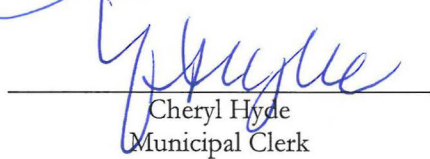
THIRD READING: April 3, 2018

Approved on behalf of the Town of Canmore:



John Borrowman
Mayor

April 5, 2018
Date



Cheryl Hyde
Municipal Clerk

April 4, 2018
Date

Bylaw approved by: CH JB



Briefing

DATE OF MEETING: March 19, 2024 **Agenda #:** D-3

To: Committee of the Whole

SUBJECT: Service Level Inventory

SUBMITTED BY: Sally Caudill, Chief Administrative Officer

PURPOSE: To introduce Council the consultant working on the Service Level Inventory and to provide an overview of the project.

EXECUTIVE SUMMARY

Administration has been working on a Service Level Review project that created an initial assessment and identified a lack of a cohesive approach to determining, defining, and measuring service levels across the organization. A workshop was held with Council in November of 2023 to review examples of the types of Service Level Inventories from other municipalities and to determine a path forward. Hello Courage has been hired to turn the initial current state review in to an introductory Service Level Inventory for the Town of Canmore.

BACKGROUND/HISTORY

A Service Level Inventory was identified as a gap at the Town of Canmore as part of the 2018 Organizational Review. A plan was created to advance a Service Level project that would identify what services we deliver and the level to which we deliver them. The original objectives were to:

- Connect day to day work with Council's Strategic Plan,
- Align corporate goals and priorities with work of administration and operations, and
- Have staff see themselves in the plan.

The project was launched with managers in 2019 and was part of the workplan for the Corporate Strategic Team (CST) in 2020. Then, a global pandemic occurred, and the project was cancelled. It was put back in the budget in 2022 and 2023 for phases 1 and 2. As we came out of the pandemic, several things changed at the Town including:

- a Council election,
- a CAO retirement, and
- a new approach to Council strategic planning that was values based instead of task based.

With the change in Council's strategic plan, the original objectives of the service level project were largely met. Additionally, with the new approach to the strategic plan, Council also asked Administration to provide not only a status quo budget (reflecting economic conditions post-pandemic), but also a listing of options for advancing Council's strategic plan. To do this, Administration implemented a new Priority Based Business

Planning approach to budget preparations which created an opportunity to learn more about Priority Based Budgeting and the role of Service Level plans in this work.

DISCUSSION

Defining service levels, through a review or an inventory, has become a trend in municipalities recently. They accomplish much more than our original objectives in 2019. They are a strong part of business transformation and support organizational professionalization and sophistication. Administration has done research into municipal service levels and identified the following seven benefits:

1. Evidence based decision-making - Understanding municipal service levels allows for evidence-based decision making by providing a clear and systematic approach with data and metrics. They are used to help prioritize resources, plan for future, and continually evaluate and communicate tradeoffs and choices.
2. Community sustainability and resiliency - Community sustainability and resiliency can be advanced when service levels are understood because they support the stewardship of infrastructure and resources.
3. Transparency - Service levels provide a level of transparency through clear, consistent communication about services provided and costs.
4. Continuous improvement – When regularly reviewed, service levels can then be evaluated, leading to improved services, service levels, service delivery, and resource allocation.
5. Trust building and accountability – A solid inventory provides clarity and accountability for agreed upon services and levels which builds trust internally, with Council, and with community.
6. Aligning the organization – Clear service levels can allow Council and admin to be “on same page” and work as one team and structure and resource the organization to best deliver services.
7. Leadership development and succession planning – A strong service level program develops competencies for understanding the organization which can be leveraged to support leadership development and succession within the organization.

Despite becoming more common in municipalities, few are published and publicly available. Many are created by consultants who create proprietary agreements with municipalities and those full inventories are not published. Service levels are also used quite differently in the municipalities that have implemented them, so there is no consistent approach, making it difficult to learn from those who have done them before us. Administration’s primary interest in a service level was for priority-based budgeting use. We imagined we would be able to tell Council and the community what a specific program or service costs so that we could have resource conversations at budget time and be able to shift resources based on Council and community priorities. What has become clear in the last 1.5 years, is that for a service level inventory to be effectively used as a budgeting tool, both new software and a fundamental shift in financial systems are required. This would be a huge task. Currently the Town of Canmore, and most municipalities, budget by department meaning we cannot provide true cost accounting because any supports or services from other departments (for example, but not exclusively, HR, IT, Facilities, Communication, Municipal Clerk, Finance, and the Executive Office), or asset management and capital costs are not accounted for as part of the delivery of a program or service.

In our conversations with other municipalities and consultants who do service level work, we have found that small to mid-sized municipalities tend to lack:

- Internal resources required to both develop and manage or maintain appropriate service level inventories,
- Expertise in service level inventories and associated work,
- Detailed and continuously up to date data and metrics,
- Consistent approach to KPIs and measures across departments,
- Consistent approach to measuring “intangibles,” and
- Capacity to support big service level shifts.

These things are all true for the Town of Canmore. To overcome these challenges, some municipalities and consultants recommend taking a staged approach by beginning with an introductory service level project and working over five+ years towards one that is more advanced. This is the approach that will be taken with Hello Courage.

An introductory service level inventory is simplified by using available information rather than collecting data and metrics, which makes the project more accessible in terms of cost, timing, and complexity. It moves forward by building capacity one department at a time instead of trying to tackle the whole organization all at once. This provides some positive momentum rather than overwhelm, excessive detail, and frustration due to lack of success, which is what has occurred with this project to date.

Once the introductory inventory is created, there can be movement towards an advanced inventory that focuses on data and metrics which allows for ongoing tracking and monitoring. It is then possible to consider if a municipality wants to change systems to account for complete costs. These will all be questions for down the road.

FINANCIAL IMPACTS

The capital budget contains \$100k in 2022 for Phase 1 and \$100k in 2023 for Phase 2. Both have been WIP's into 2024. This project will be funded partially from Phase 1 to close out that capital project with the remainder funded from Phase 2.

STAKEHOLDER ENGAGEMENT

All managers and some supervisors participated in the process to develop the inventories. Discussions with CAOs from various municipalities and consultants who do service level work have been had throughout the past year. Council was engaged in a workshop in November of 2023 before engaging Hello Courage to complete an introductory inventory.

ATTACHMENTS

N/A

AUTHORIZATION

Submitted by: Sally Caudill
Chief Administrative Officer

Date: February 12, 2024



www.stockaerialphotos.com

Municipal Service Level Inventory

TOWN OF CANMORE

What is a Municipal Service Level Inventory?

An inventory that outlines services that a municipality provides externally to the community and internally as support services.

Internationally recognized methodology used by many municipalities in Alberta and around the globe.

MSLIs are foundational to municipal planning, budgeting, risk management, and community engagement.

What Does a Municipal Service Level Inventory Include?

An introductory MSLI outlines a clear, consistent, and collective understanding about:

- The services that the municipality provides;
- Why you are providing those services;
- The level of service being delivered currently (your current performance).

The level of service is a measure of the quality, quantity, and/or reliability of the municipal service from the perspective of residents, businesses, and citizens.



Town of Canmore photo www.canmore.ca

What are the Benefits of Creating an Inventory?



Evidence-based decision-making



Community sustainability & resiliency



Transparency with the public



Continuous improvement



Trust-building & accountability



Aligning the organization



Leadership development & succession planning

Introductory Municipal Service Level Inventory (MSLI)

For small to mid-sized municipalities, there are several challenges in developing their first inventory.

Therefore, we recommend small to mid-sized municipalities start with an introductory MSLI.

An introductory MSLI is simplified by using available information on service levels rather than collecting complicated data and metrics.

Starting with an introductory MSLI is a wise approach because it is more accessible in terms of cost, time, and complexity which provides positive momentum.

Introductory MSLI can be used as a solid foundation toward: organizational/department reviews, costing of municipal activities, performance metrics, asset management system, and more.

MSLI Process

1. Conduct research to gather available information and municipal plans. Meet with Managers and Supervisors and learn about their Department's services.
2. Document the services, their descriptions, and available information about the service levels.
3. Review and refine the draft MSLI with staff, leadership, and Council for further clarity and understanding.
4. Approve the MSLI and use it as a foundation for future improvements and continued sophistication each iteration.



Questions & Discussion



Councillor Updates

DATE OF MEETING: February 20, 2024

Agenda #: E-1

1. Mayor Krausert

- a) Bow Valley Regional Transit Services Commission
 - Nothing new to report.
- b) Tourism Canmore Kananaskis
 - Nothing new to report.
- c) Rocky Mountain Heritage Foundation
 - Nothing new to report.
- d) Emergency Management Committee
 - Nothing new to report.
- e) Human Wildlife Co-existence Roundtable
 - Nothing new to report.
- f) Town of Canmore – MD of Bighorn Inter-Municipal Committee
 - Nothing new to report.
- g) Canmore Tourism Roundtable
 - Nothing new to report.
- h) Mid-Sized Cities Mayors' Caucus (MCMC)
 - The MCMC Executive met to debrief the recent Summit in Canmore. Reviews and feedback received to date is that the gathering was a glowing success, and future Summits will be held. A Request for Interest regarding a hired resource for MCMC was also reviewed and approved for publication.
- i) Advocacy on Behalf of the Town of Canmore (in addition to MCMC activities)
 - Nothing new to report.
- j) Events
 - Nothing to report.
- k) Other points of interest
 - My scheduled January 25, 2024, appearance on Mountain FM with Rob Murray was rescheduled to February 1, 2024.

- On January 18, 2024, I attended an Alberta Municipalities webinar on the new Local Government Fiscal Framework funding formula.

2. Councillor Foubert

a) Bow Valley Regional Transit Services Commission

- Roam is looking at purchasing one or two training buses to free up more buses for its routes while also training new drivers.
- Roam saw more than 2.5 million riders in 2023!
- On-It service was provided over Christmas.
- BVRTSC will undertake strategic planning in Q2.
- Roam is considering options to increase capacity on routes 1, 2 and 8X for the summer of 2024.
- The commission board will finalize financing options for a new staff accommodation unit it purchased in Canmore that will be ready for occupancy in 2024. While the board discussed financing options when it approved the purchase, Banff and ID9 want to use reserve funds to cover their portion of the purchase price. Canmore does not currently have enough reserves with Roam to cover its share currently, but after year-end there may be a surplus that could cover that amount. Canmore has the option to move forward with the intention to use reserves, and if there is a shortfall, it would be invoiced the remaining amount. Or Canmore can use debt to finance its portion (\$256,919). The decision is expected at the next meeting.

b) Community Grants Selection Committee

- The committee does not begin to meet until April.

c) Canmore Museum Society

- A brand new exhibit will launch in the next week in the museum gallery - Soil Superheroes!
- Our new executive director Brandy Dahrouge has officially started her role with the museum.

d) Downtown Canmore Business Improvement Area

- The BIA's work with the UofC continues with the goal to use the results to help inform the downtown ARP process.
- Gradey McMahon is the new executive director for the BIA and the board is excited to work with him into the future.

e) Subdivision and Development Appeal Board

- Attended training on Jan. 19.

f) Other points of interest

- Currently taking Munis 101 course with the Elected Official Education Program.

3. Councillor Graham

- a) Bow Valley Wildsmart
 - No Meetings
- b) Canmore Community Housing
 - Defer to Councillor Hilstad
- c) Canmore Mountain Arts Foundation
 - Focus on Downtown ARP and potential expansion of ArtsPlace
 - Recruiting new board members

4. Councillor Hilstad

- a) Canmore Community Housing
 - Nothing new to report.
- b) Canmore Planning Commission
 - I defer to Councillor McCallum's report.
- c) CAO Performance Review Committee
 - Nothing new to report.
- d) Municipal Emergency Advisory Committee
 - I defer to Mayor Krausert's report.
- e) Enforcement Appeal Review Committee
 - Nothing new to report.
- f) Heliport Monitoring Committee
 - Nothing new to report.

2. Councillor Mah

- a) Bow Valley Waste Management Commission
 - I defer to Councillor Marra's report.
- b) Biosphere Institute of the Bow Valley
 - nothing to report.
- c) CAO Performance Review Committee
 - nothing to report.
- d) Canmore Community Housing
 - I defer to Councillor Hilstad's report.
- e) Cultural Advisory Committee

- was part of the committee to decide winner of Lamphouse Bursary.
- f) Municipal Emergency Advisory Committee
 - I defer to Mayor Krausert's report.
- g) Other points of interest
 - nothing to report.

3. Councillor Marra

- a) Assessment Review Board
 - Nothing new to report.
- b) Bow Valley Regional Housing
 - Attached newsletter and waitlist.
 - Review of the 2024 Budgets were presented and approved by the Board.
 - Minister Nixon (Ministry of Seniors, Community and Social Services) recently announced a Seniors Lodge Program Review. The GOA reviews the lodge program periodically. The 2024 review will explore ways to improve the lodge system's efficiency and sustainability into the future.
- c) Bow Valley Waste Management Commission
 - 2023 Financial audit was initiated.
- d) Canmore/MD of Bighorn Intermunicipal Committee
 - Next meeting is February 1/24.
- e) Canmore Public Library
 - On January 23 at the Committee of the Whole Meeting, the Library Director gave an update to all the things that are happening at our Library. To view the presentation, you can find it at <https://www.youtube.com/@canmorevideos348/featured>.
- f) Southern Alberta Energy from Waste Association
 - The Board continues to move forward on all what is needed to get the facility started.
- g) Subdivision and Development Appeal Board
 - On January 19th the board members had an orientation and Board meeting to elect a Chair and 2 Vice-Chairs.
 - New Chair is Andre Giannandrea. Vice-Chairs are John McClure and Peter Morland-Giraldeau.

4. Councillor McCallum

- a) Assessment Review Board
 - Nothing new to report.
- b) Bow Valley Regional Housing
 - I defer to Councillor Marra's report.
- c) Canmore Planning Commission
 - The Commission went through orientation on January 17th.
- d) Canmore Community Housing
 - I defer to Councillor Hilstad.
- e) Other points of interest
 - I have nothing to report.

Monthly Bulletin

January 2024



NEWS, INITIATIVES, AND EVENTS

Open Houses at our Seniors Lodges!

Despite the freezing cold we held a successful Open House in Canmore on January 14. We estimate that around a fifth of our target audience in the region (those interested in, or appropriate for lodge living) attended and received the information they were looking for. If you missed it, don't worry, you can contact us at (403) 678-5922 or wait for our next event in the new year.



Please stay tuned for information about future events!

You or someone you care about can age in comfort and dignity in the community at our affordable, and caring seniors' lodges. Our lodges serve independent seniors, where we do the cooking and cleaning, allowing our residents to focus on living well. Residents can arrange to receive Home Care services in the lodges, but otherwise we do not offer healthcare programming except in our DSL wing.

Designated Supportive Living (DSL) Operations

The new program delivers public DSL care to the region and helps keep seniors close to their loved ones and supports in the community longer. The first floor, which will be operated as a secure dementia wing, has yet to open pending hiring. We are working with SE Health on recruitment strategies, including a collaboration on employee housing, and expect to welcome the first residents in the coming months.

BVRH Employee Housing

We started to offer a small amount of housing to staff over the last few years and are excited to announce that we will expand the program in 2024 with housing on the Bow River Lodge site and a future house purchase off site. The very tight labour market, along with high costs of housing faced by our employees and the fact that we must maintain critical staffing levels to serve our vulnerable residents requires us to remain able to compete for qualified workers. At the same time, our vision statement and one of strategic goals seek to improve supports, including some housing options, for our employees, because we are an employer of excellence!

PROGRAM OCCUPANCY RATES

Bow River Lodge - NSL	95%
Bow River Lodge – DSL	47%
Cascade House	79%
Bow River Homes	100%
Mount Edith House	100%
Community Housing	100%
Rent Supplement	100%

SPECIAL PROJECTS

This is Home (Phase 3+)

Considering stubborn uncertainty in the interest rate markets, rising construction costs and challenges aligning GOA and CMHC funding, we will submit our project proposal to Alberta Seniors, Community, and Social Supports in 2024. This will allow us to develop greater certainty toward future capital and operational sustainability.

These projects, if approved, will refresh much of our Community and Seniors' Independent Housing stock while adding different types and affordability levels of housing to the region in Canmore and perhaps

elsewhere. We hope that the GOA will appreciate and be able to approve the opportunity here and that we will be able to collaborate with them, the Town of Canmore, and ideally other Housing Agencies to address some of the housing crisis in the Bow Valley.

RESOURCES

- If you or someone you know is in immediate danger, please call **911**.
- For 24/7 nurse advice and general health information for Albertans information on diseases, treatments, staying well, and healthcare services dial **811**.
- For 24/7 community program & service information, including affordability programming in the Bow Valley dial **211**.
- If you or someone you know is thinking about suicide, call or text **988**.

ABOUT BOW VALLEY REGIONAL HOUSING

Bow Valley Regional Housing (BVRH) is a Housing Management Body (HMB) serving the Government of Alberta and the Bow Valley Region. HMB operational funding sources vary. Tenants pay accommodation fees. Those fees are subject to affordability limits, which prevent them from fully covering the costs of operations. Provincial grants and municipal ratepayer requisitions subsidize seniors lodge deficits, while the province also subsidizes deficits in independent seniors and community housing.

As the HMB for the Bow Valley region, BVRH is responsible for social housing, as well as affordable supportive living accommodation for seniors throughout Kananaskis Country, the

Bow Corridor, the MD of Bighorn, and all of Banff National Park, an area covering about 13,500 square kilometers.

All told, we currently house, or help to house approximately 500 residents of the Bow Valley in eight permanent housing projects encompassing 33 separate buildings.



More information is available on our website at www.bvrh.ca

DATE OF MEETING: March 19, 2024

Agenda #: E-2

1. Mayor Krausert

- a) Bow Valley Regional Transit Services Commission
 - I defer to Councillor Foubert's report.

- b) Tourism Canmore Kananaskis
 - Work has been advanced towards developing a Regenerative Tourism Action Plan. A taskforce pulled together by TCK comprised of various stakeholders had a kick-off workshop was held on January 30, 2024. The Regenerative Tourism Framework was used to condense it to action items over the next 3 – 5 years. The plan is expected to be finished in April 2024.

- c) Rocky Mountain Heritage Foundation
 - Nothing new to report.

- d) Municipal Emergency Advisory Committee
 - On January 31, 2024, the committee met to be briefed on work to update the Regional Emergency Management Plan, updates to the Municipal Emergency Management Plan, receive an update on the number signed up to VoyentAlert! and a debrief on the issues with the ice jam alerts, as well as updates on South Central Emergency Mutual Aid.
 - With respect to the VoyentAlert! issues for the recent ice jam alerts – there were some mistaken messages sent out that were rectified quickly and, given the learnings for the Town arising from such, it is not expected that the same problems will happen for future events.

- e) Human Wildlife Conflict Roundtable
 - The next meeting of the roundtable is set for March 21, 2024.

- f) Town of Canmore – MD of Bighorn Inter-Municipal Committee
 - On February 1, 2024, CAO Caudill, Councillor Marra, and I travelled to Exshaw to meet with CAO Tutt, Reeve Rosvold and Councillor Steve Fitzmorris (newly appointed to the committee) representing the MD of Bighorn. We discussed developing a covenant of how we will work together, reviewed the intermunicipal agreements to confirm the timeline as to when each is due for renewal, and had a round table discussion.

- g) Canmore Tourism Roundtable
 - As TCK has initiated a taskforce and work is underway to develop a Regenerative Tourism Action Plan, this item will not be reported on as a separate item going forward.

- h) Mid-Sized Cities Mayors' Caucus
- A Request for Interest (RFI) for the administrator position with MCMC was issued, and now the applications are in the process of being reviewed.
- i) Advocacy on Behalf of the Town of Canmore
- On January 29, 2024, discussion continued between Canmore, Banff, Jasper, Sylvan Lake, and Drumheller as we prepare to approach the province with respect to support for Tourism-Based Communities.
 - I sent a meeting request to Minister McIvor on February 3, 2024, and I'm hoping to receive a date for the meeting soon. Items for discussion include municipal debt limit exception for non-market housing.
 - On February 20, 2024, Council members had an informal discussion with MLA Elmeligi regarding issues facing Canmore as she prepared for the new sitting of legislature.
- j) Events
- On January 31, 2024, I attended and provided the introduction to the Livability Task Force Public Information Session held at the Civic Centre.
 - On February 13, 2024, I attended and brought remarks to the FIS Cross Country World Cup Volunteer Appreciation Event.
 - February 24, 2024, I brought remarks to an Ukrainian remembrance gathering marking the 2nd anniversary of the armed aggression by Russia.
 - February 24, 2024, I brought remarks to the 3rd annual Polar Plunge/Splash lead by the RCMP, Canmore Protective Services, and Canmore Fire & Rescue in support of Bow Valley Special Olympics athletes and coaches.
 - February 24, 2024, I brought remarks to the Coldest Night of the Year walk benefitting the Homelessness Society of the Bow Valley.
- k) Other points of interest
- I continued with my regular appearance on Mountain FM with Rob Murray.
 - On January 30, 2024, Council and senior administration met for a Council Strategic Planning Day during which progress was reviewed and priorities were confirmed regarding Council's Strategic Plan 2023-2026.
 - On February 1, 2024, the CAO and I attended a meeting of the Bow Valley Municipal Leaders Caucus along with representatives from ID#9, Banff, MD of Bighorn, and the Kananaskis Improvement District.
 - I conducted various media interviews, including: Rocky Mountain Outlook re LGFF, municipal debt limits, and the Livability Task Force recommendations; Global re housing; Calgary Herald re housing; and CBC re housing.

2. Councillor Foubert

- a) Bow Valley Regional Transit Services Commission
 - The BVRTSC is working to learn the full impact of the Proterra bankruptcy and purchase by Phoenix Motorcar Company on Jan. 11. The situation affects the commission's current contracts with Proterra and warranties to replace batteries in our buses in seven years. The situation also affects the ability to source parts to repair our buses.
 - The commission board approved supporting an increase to the On-It fees from Calgary to Canmore/Banff from \$10 to \$12.50 this year and endorsed the expansion of the schedule to include a direct service between Calgary and Lake Louise
 - The board approved an additional \$1 million in cyber insurance for \$17,000
 - 2024 had a strong start for local and regional transit with a 34.78 per cent increase from January 2023 to January 2024 for Route 5 (Canmore Local) and 10.91 per cent increase for Route 3 (Banff/Canmore Regional)
- b) Community Grants Selection Committee
 - Meeting in April
- c) Canmore Museum Society
 - A brand new exhibit opened in February in the gallery – Soil Superheroes
 - The new executive director is currently focused on completing grant reporting and applying for grant funding opportunities; preparing a 2024 budget and reconciling 2023's financials; implementing recommendations from a digital strategy
- d) Downtown Canmore Business Improvement Area
 - Follow up workshop with U of C's Urban Labs will be rescheduled (date TBD)
- e) Subdivision and Development Appeal Board
 - Meeting scheduled for March 14
- f) Other points of interest
 - Completed EOEP Munis 101 course online
 - Attended BOWDA lunch in February

3. Councillor Graham

- a) Bow Valley Wildsmart
 - Thankful for Wildlife Fence Announcement. Concerns about wildlife and human crossing structures.
 - ED on Vacation for next 4 weeks.
- b) Canmore Community Housing
 - I defer to Councillor Hilstad's report

- c) Canmore Mountain Arts Foundation
 - Continuing discussions around Expanding Reach and active involvement in the Downtown ARP process.
 - Successful participation in the Downtown ARP Warm Up event put on in collaboration with the Town of Canmore and Canmore Folk Festival
- d) Other points of interest
 - Strategic Planning Session ToC
 - Met with Economic Dev. Informal Catchup.
 - Livability Taskforce Open House – BOWDA Luncheon announcement
 - Emcee for Warm Up – Artsplace
 - Fantastic event. Lots of participation and engagement. Highly successful.
 - Met with MLA Elmeligi regarding upcoming Provincial Budget

4. Councillor Hilstad

- a) Canmore Community Housing
 - See the new and improved CCH Operations Report attached below.
 - CCH's 2024 Business Plan was approved by the board at the February 8th, 2024 board meeting and is attached below.
- b) Canmore Planning Commission
 - I defer to Councillor McCallum's report.
- c) CAO Performance Review Committee
 - Nothing new to report.
- d) Municipal Emergency Advisory Committee
 - I defer to Mayor Krausert's report.
- e) Enforcement Appeal Review Committee
 - Nothing new to report.
- f) Heliport Monitoring Committee
 - Nothing new to report.
- g) Other points of interest
 - I brought greetings on behalf of the Town to the FIS Cross-Country Ski World Cup Opening Ceremony.

5. Councillor Mah

- a) Bow Valley Waste Management Commission
 - The Commission met on Feb 15th, 2024. The Commission is on firm financial footing.

- Funding was approved for a new sorting line and baler at the West Regional Transfer Station in Banff.
- b) Biosphere Institute of the Bow Valley
- BIBV met on Feb 12th, 2024. The Institute is on steady financial footing through successful grant applications
 - We are planning a strategic planning session over the next few months.
- c) Canmore Community Housing
- I defer to Councillor Hilstad's report
 - As part of the Executive Director Review Committee, a 360 performance was done to mark the initial 6 months of Michelle Ouellette's time in the role.
- d) Cultural Advisory Committee
- CAC is moving forward with a strategic planning session on March 21st, 2024 to clarify direction.
- e) Municipal Emergency Advisory Committee
- I defer to Mayor Krausert's report
- f) CAO Performance Review Committee
- Nothing to report
- g) Other points of interest
- Met with Madame LeClair's Grade 6 Class at Notre-dame des Mots. Discussed local government
 - Hosted the Communita Stage as part of the Connect Downtown event on Friday Feb 9th, 2024.
 - Attended Livability Task Force Public Information Session on Jan 31, 2024.

6. Councillor Marra

- a) Assessment Review Board
- Nothing new to report. (appeals)
 - Property assessments were mailed out February 13, 2024.
 - Property owners have until to April 22,2024 to ask questions or appeal their assessment.
 - To learn more about property assessment and taxation at: www.canmore.ca/assessments
- b) Bow Valley Regional Housing
- See attached newsletter and waitlists
- c) Bow Valley Waste Management Commission
- I defer to Councillor Mah
- d) Canmore/MD of Bighorn Intermunicipal Committee

- I defer to Mayor Krausert
- e) Canmore Public Library
- The Canmore Public Library is now fine free! To learn more about why we've gone fine free, visit our website to view a list of fine free FAQ's.
 - Final preparations for the yearly audit are underway.
 - An open house was held on February 22, for anyone that was interested in our 3-D printer.
 - On February 13th we launched our new Fireside Chats with Local Authors program, the first of three author panels being held at the library this year. A fireside chat is an interview-style conversation between a moderator and guest speakers. It gives the speakers a platform to share their expertise as a writer/author. The next Fireside Chat will be on April 30th.
 - February marks the one-year anniversary of our collaboration with the Biosphere Institute on the Earth Talk series.
- f) Southern Alberta Energy from Waste Association
- Nothing new to report.
- g) Subdivision and Development Appeal Board
- Nothing new to report.
- h) Other points of interest
- I attended the Livability Task Force Public Information session held at the Civic Center. The event was well attended.
 - I attended the Connect Downtown event, I was host at the Civic Center, but was able to have a quick tour of the other 4 venues. The event was well attended!!!
 - I attended an informal meeting with myself and other members of Council with NDP MLA Sara Elmeligi.

7. Councillor McCallum

- a) Assessment Review Board
- Nothing to report
- b) Bow Valley Regional Housing
- I defer to Councillor Marra's report.
- c) Canmore Planning Commission
- I defer to Councillor Hilstad's report
- d) Canmore Community Housing
- I defer to Councillor Hilstad's report
- e) Other points of interest
- January 31st, 2024 - I attended the Livability Task Force Public Information Session and co-hosted the Purpose-Built Rental Incentive topic station with Sally Caudill and Scott McKay. There was interest in learning about large scale as well as small scale incentives for this type of housing.

- February 9th, 2024 – I attended the Connect Downtown – Warm Up event downtown. It was the most unique town event I have attended. The live music and venues were fantastic and the public engagement robust with over 500 people coming through to provide input on the Downtown ARP. I don't think I was prepared to see a furniture store transformed into a nightclub. Apparently when you smooch arts and culture with community engagement, you get an amazing turnout. Many thanks to all of those who made this a success.
- February 20th, 2024 – Along with my colleagues, had the opportunity to meet with our MLA Sarah Elmeligi to discuss Town priorities and synergies.

Housing Operations

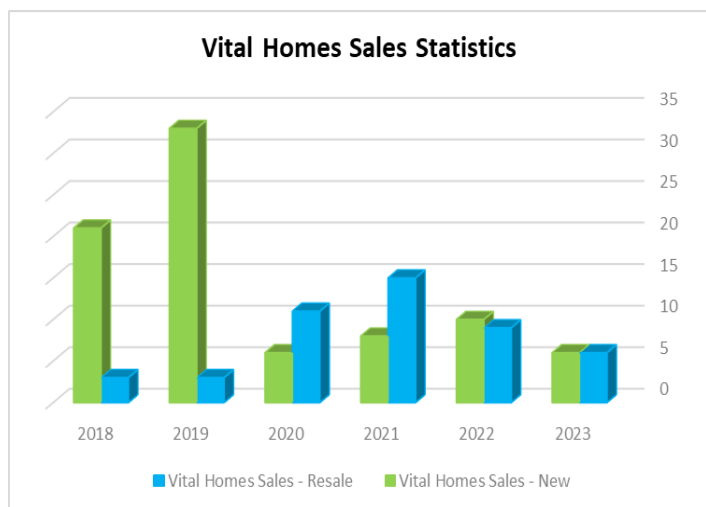
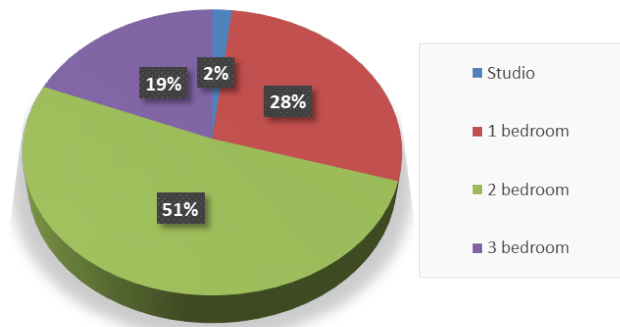
The Ownership and Rental program waitlists continue to expand, with the Ownership applications slightly outpacing Rental applications in the first month of the year. Interest in the Stewart Creek project is increasing with the placement of new signage at the site, and there have been some inquiries about the projected timelines for the Palliser rental project as well.

CCH OPERATIONS REPORT January 2024											
	OWN Program			RENT Program							
Wait List:	259	+14 over last month		219			+19 over last month				
Applications YTD:	15	+5 over last month -1 over same time last year		13			-1 over last month -7 less than same time last year				
Applications Received/Processed 2023:	130			149							
Inquiries YTD:	33	+8 over last month +3 over same time last year		17			+ 11 over last month -7 over same time last year				
Inquiries 2023:	312 Total			238 Total							
Current Occupancy:				100%	Hector	100%	McArthur	100%	Wolf Willow	100%	NLCC
Total Vital Home Units:	172	3 active listings; 2 conditional sales		60		48		3		1	
Turnover YTD:	1%	1		0%	0	0%	0	33%	1	0%	0
Turnover 2023:	11%	19 sales (19/172)		18%	11 Units (11/60)	31%	15 units (15/48)	30%	3 Units (3/9)	0%	0
↑ Above numbers updated as of January 31, 2024 ↑											

Vital Homes Ownership Program

The overall ownership waitlist currently stands at 259 households, with two- and three-bedroom units continuing to be the most desired style of unit from our applicants. Most of the CCH-owned Wolf Willow condominium units have been sold or are conditionally sold at this point, with only 2 remaining units with tenants in place that we aim to re-house within our Vital Homes Rental portfolio as soon as we are able.

Vital Homes Ownership Unit Demand

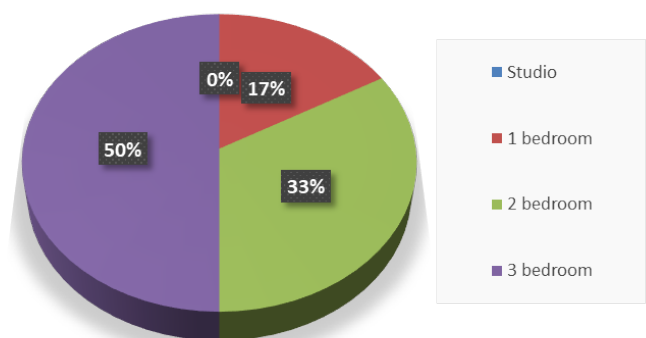


Ownership program sales were flat in 2023 as we are developing new ownership units that are not yet in the inventory and resale opportunities were limited in comparison to 2018 & 2019, when the Hawks Bend project was completed. In 2023 we acquired new ownership inventory through our agreement with Spring Creek, and conversion of rental units at Wolf Willow into the ownership program.

Vital Homes Rental Program

In the CCH Rental Program, our waitlist now sits at 219 households, with most applicants seeking a 1-bedroom unit. Wait times for units are currently between 9-21 months depending on the size of unit desired, but with occupancy at 100% and little turnover in the past few months, we would expect to see these times continue to grow as new applications are received.

Vital Homes Rental Unit Demand



Asset Management

Canmore Community Housing has identified asset management repair projects to be undertaken in 2024 at our Hector and McArthur properties. Residents will receive notices from PEKA as this work progresses. These projects will ensure that the integrity of our rental assets and occupant comfort are maintained. Projects such as exterior staining, exterior concrete, site drainage repairs, and pathway and lighting improvements are all planned for this year.

Canmore Rental Statistics for 2023

		Q1	Q2	Q3	Q4	Annual	2022 Annual
		Averages	Averages	Averages	Averages	Average	Average
Shared 1Bdrm	Average	\$ 1,176.18	\$ 1,217.62	\$ 1,038.67	\$ -	\$ 1,157.34	\$ 934.17
	Median	\$ 1,150.00	\$ 1,200.00	\$ 960.00	\$ -	\$ 1,175.00	\$ 900.00
	Available	3	5	4	0	4	5
Studio	Average	\$ -	\$ 900.00	\$ -	\$ 1,350.00	\$ 1,125.00	\$ 1,230.56
	Median	\$ -	\$ 900.00	\$ -	\$ 1,350.00	\$ 1,125.00	\$ 1,300.00
	Available	0	0	0	1	0	1
1 Bedroom	Average	\$ 2,428.39	\$ 2,206.76	\$ 2,435.00	\$ 2,787.13	\$ 2,464.32	\$ 1,931.43
	Median	\$ 2,100.00	\$ 2,200.00	\$ 2,300.00	\$ 2,700.00	\$ 2,350.00	\$ 1,873.75
	Available	5	10	13	4	8	9
2 Bedroom	Average	\$ 3,008.41	\$ 2,818.35	\$ 3,241.07	\$ 3,164.23	\$ 3,058.01	\$ 2,735.26
	Median	\$ 2,900.00	\$ 2,800.00	\$ 2,612.50	\$ 2,975.00	\$ 2,835.00	\$ 2,648.75
	Available	11	17	23	21	18	23
3 Bedroom	Average	\$ 4,552.11	\$ 4,368.50	\$ 4,494.06	\$ 4,466.03	\$ 4,470.18	\$ 3,960.82
	Median	\$ 4,450.00	\$ 4,000.00	\$ 3,800.00	\$ 4,050.00	\$ 4,025.00	\$ 3,500.00
	Available	9	17	22	9	14	14
4+Bedroom	Average	\$ 5,415.75	\$ 6,575.00	\$ 5,379.17	\$ 4,566.67	\$ 5,484.15	\$ 5,099.44
	Median	\$ 4,995.00	\$ 5,700.00	\$ 5,875.00	\$ 5,000.00	\$ 5,000.00	\$ 4,525.00
	Available	5	3	5	2	4	4
Summary Total Studio-4 Bedroom		88	143	188	109	528	597

While we do note some fluctuation between quarters, year over year the rental rates in Canmore have continued to increase at significant rates, with the change from 2022 to 2023 alone being anywhere from 11 – 13% (see above). Within the current portfolio of rental units through CCH programs we are currently able to achieve a reduction of approximately 50-60% against market rates, depending on number of bedrooms, as we have maintained well below market rental rate increases.

Housing Development

Since last fall, CCH has been actively pursuing the development of new housing inventory for the CCH ownership and rental programs. This is an involved, multi-stage process and includes preparing applications with technical studies and design development, to gain approvals with the Town for land use bylaw amendments, approval for Development and Building permits and securing funding and a variety of grants.

Stewart Creek Rise



CCH is currently in the Development Permit stage of the Stewart Creek Project which will see construction starting in the spring for 18 Vital Homes ownership units consisting of 10 three-bedroom row houses and 8 two-bedroom stacked townhouses. The homes will range from approximately 815 sq ft - 1,500 sq ft.

The CCH Development team is working with Ashton Construction Services and Montane Architecture in an integrated framework to expedite the project.

100 Palliser Lane Purpose Built Rental

CCH is pursuing the development of approximately 164 purpose built rental homes on Palliser Lane. This project will fill a significant demand in the rental housing program. This project generally will include two buildings, one 6 storeys and the other 4 storeys. Underground and surface parking will be provided along with on-site amenity areas and landscaping.

Conceptual Planning was completed last fall in alignment with the recently approved Palliser Area Structure Plan. This project is currently in detailed design development and CCH is working with our Prime Architectural Consultant GGA Architecture.

The next steps in this project include achieving a land use bylaw amendment designating this site as a Direct Control District to accommodate the two residential buildings. A public hearing will be held during this process prior to Council consideration. The project team is also working on the Development Permit and Building Permit packages as these approvals will be required prior to construction starting late this year.

The RFP for Pre-Construction and Construction Management Services closed on February 14 and will ensure that the proposed design is efficient and cost effective while achieving the goals of CCH and the policies in the Palliser ASP.

Palliser Master Plan



CCH has developed three scenarios for development of the remainder 17 acres which CCH owns in Palliser (Areas 1 & 2). Over the coming months these will be reviewed, and one scenario selected by the CCH Board to move forward with. More to come on this initiative.



2024 Business Plan



2024 Business Plan

General Overview

Canmore Community Housing (CCH) is a non-profit municipal corporation established in 2000 by the Town of Canmore (ToC) to provide housing solutions for a healthy and balanced community.

CCH operates under its own mandate as an independent organization from the ToC. Three (3) CCH shares have been issued, two (2) to the ToC which are represented by Council, and one (1) to the chief administrative officer (CAO) of the ToC. The shareholders appoint a Board of Directors (Board) who govern the administration of CCH. The Board is comprised of (5) five public members and four (4) Council member representatives, a senior ToC administrative liaison appointed by ToC administration (non-voting) also attends meetings. Council appointments are one-year terms. Public member board terms are revolving and offset with two-year terms (3-member/2-member rotation).

CCH has six administrative personnel, an Executive Director, Finance and Human Resources Coordinator, Development Manager, Development Coordinator, Housing Programs Manager, and Housing Programs Administrator. CCH retained contracted Communications Advisor services in 2023 which will continue in 2024.

CCH VISION

Canmore has a strong and diverse housing market that supports its economic and social well-being and sustainability.

CCH MISSION

To bridge the gap in Canmore between social housing and market housing through long-term housing options for Canmore's resident workers.

CCH MANDATE

1. **Planning and Development:** CCH plans for, acquires and develops below market housing to expand the inventory for its housing programs.
2. **Housing Programs:** CCH develops and administers programs to manage the inventory, sale, and rental of below market housing.
3. **Research and Advice:** CCH provides research and advice to stakeholders on housing planning, programs, policy, and needs.

CCH Vital Homes Program (VHP)

The limited supply and rising costs of housing in Canmore is a community-wide issue. CCH and the ToC recognize that a permanent, year-round population plays an important role in the social and economic health of the community. The availability and affordability of housing plays a critical role in determining whether members of the workforce can establish themselves in the community on a permanent basis.

The Vital Homes Program (VHP) is a type of rental or owned housing that is price restricted to ensure that prices remain below market over time. The intent of the VHP is to provide housing to Canmore

residents along the housing continuum between market housing and affordable housing. VHP is not low-income or social housing.

The basic principle of this program is that CCH, ToC, residents of Canmore, the development industry and the business community all have a vested interest in finding solutions that will address the shortage and rising costs of housing and keep Canmore economically and socially sustainable into the future.

CCH Program Descriptions

Rental Program: CCH currently has one-hundred and thirteen (113) rental units within its VHP portfolio:

McArthur Place on Dyrkas Lane in Three Sisters (48 units)

- 24 one-bedroom units
- 18 two-bedroom units
- 6 three-bedroom units

Hector Building on Palliser Trail (60 units):

- 8 studio units
- 28 one-bedroom units
- 20 two-bedroom units
- 4 three-bedroom units

Wolf Willow Condominium Corporation (4 units/ December 31, 2023):

- 1 one-bedroom unit
- 2 two-bedroom units
- 1 three-bedroom units

1850 Palliser Trail (1 unit):

- 1 one-bedroom unit

CCH completes all applicant approvals internally, property management for the rental portfolio is outsourced to a professional property management firm.

VHP rental rates are designed to be a minimum of 10% below rental rates of equivalent market units.

Homeownership Program: CCH currently has one-hundred and sixty (160) units in its VHP homeownership program. Most of these units are acquired by purchasers under a leasehold tenure (139), the leasehold interest defines the interests, roles, and responsibilities of all parties, and binds the future resale of the property to 110% of CPI, compounded annually from the original purchase price. Through the leasehold tenure there is a landlord or owner of the land (CCH), and a tenant or leaseholder of the building and its improvements (VHP homeowner).

The balance of the units (27) was acquired from private developers and are bound by restrictive covenant and option agreements in CCH's favour. These legal instruments are registered with the VHP homeowner's agreement as a condition of purchase. They extend CCH the rights as outlined in the Agreements, namely: that the properties remain the owner's primary residence; the future resale of the property is price restricted at 110% of national CPI, compounded annually, from the original purchase price; and that CCH has an option to purchase the property when the owner wishes to sell.

CCH VHP Portfolio

Rental Property	Number of Units	2023 Assessed Value	2023 Property Tax Levied to CCH
Hector	60	\$9,953,000	\$45,527
McArthur Place	48	\$8,973,000	\$40,355
Wolf Willow ¹	9	\$2,490,000	\$10,688
1850 Palliser ²	1	\$1,945,400	\$1,145
Total	118	\$21,937,400	\$91,488

¹ Indicates Number of Units owned by CCH at time of June 30, 2023, tax assessments

² 1850 Palliser Trail pays property tax against the assessed value of the building only.

Homeownership Properties	Number of Units	2023 Cumulative Assessed Value	2023 Property Tax Levied to CCH Homeowners
Homeownership Portfolio	160	\$63,398,395	\$277,244

Wolf Willow Condominium Corp (WWCC) (formerly Mountain Haven Cooperative Homes (MHCH))

In November 2018, CCH acquired seventeen (17) units of inventory in the forty-four-unit WWCC development. Four (4) units remain within the CCH rental portfolio, with two of these four anticipated to be sold to the current tenants early in 2024 and the remaining units will be available for sale by June 30, 2024, once the current tenants have been housed at other locations (one of whom should be placed before year end). Two (2) other units have recently had tenancies end and are anticipated to be ready for sale in the coming weeks, with the final four-bedroom unit sale process to be determined through Board decision.

The Peaks

The Peaks is a one hundred and forty- eight (148) unit purpose built rental building owned and managed by a 3rd party. There are up to forty (40) units available to VHP eligible applicants at a rental rate of a minimum of ten percent (10%) below rates for a comparable market unit. There is a twenty (20) year commitment to providing these VHP units per a condition imposed by the Town of Canmore as for the initial sale of the lands to Northview REIT. The commitment ends in 2038.

2024 CCH Goals and Strategies

GOAL A. INCREASE THE SUPPLY OF VITAL HOMES PROGRAM HOUSING

1. Stewart Creek Rise

- Secure Financing Q2 2024
- Permitting Q1 2024
- Construction Q2 2024

- Occupancy Q4 2025
2. **Palliser Lane Purpose Built Rental**
 - Land Use Bylaw amendment approval Q2 2024
 - Pre-construction Q1 Q2 2024
 - Financing and grants established Q1 Q2 2024
 - Development permit Q2 2024
 - Construction Q3 2024
 - Substantial completion Q4 2025
 3. **Palliser Block 6 (ASP Areas 1 and 2) Master Plan**
 - Preferred development scenario and master plan with proforma Q1 2024
 - Determine development partners and implementation opportunities/program Q2-Q3 2024
 - Pre-development activities in 2024 include conceptual scheme, land use bylaw application, tentative plan of subdivision and applications with Town of Canmore.
 4. **Future Projects**
 - Work with Town administration and other government partners to identify land and housing inventory available for future housing projects, potential transfer land holdings from ToC and apply for land use (LUB amendments) Q3-Q4 2024.
 5. **Partnership Opportunities**
 - Investigate opportunities to work in partnership with the private and public sector to create VHP housing opportunities for residents of Canmore.
 - Vital Homes at Black Swift (SCMV)
 - Vital Homes at Mountain Lynx Lodge (SCMV)
 - Vital Homes sites and units through implementation of TSMV ASP
 - Collaborate with ToC and BOWDA on build and price guidelines for CCH Vital Homes acquisition
 - Review and collaborate on LUB amendments related to Vital Homes density bonusing and acquisition
 - Engage, monitor, and implement Town of Canmore land transfer agreement with CRPS as development progresses (annual meetings in agreement)

GOAL B. DELIVER VITAL HOMES PROGRAM THAT MEETS THE NEEDS OF CANMORE RESIDENTS

1. **Wolf Willow Unit Transition**
 - Continue gradually transitioning the remaining 4 rental units held by CCH into the VHP homeownership program through 2024. It is anticipated that the remaining units will be sold by June 31, 2024.
2. **Vital Homes Programs - Criteria**
 - Review both the Homeownership and Rental program criteria including a review of options to incent homeowners to keep their units maintained and updated and recommend any proposed updates/changes.

3. CCH Housing Action Plan

- Work with Town of Canmore to implement recommendations in the Housing Action Plan approved at the June 6, 2023, Council meeting, and associated activities related to Housing Accelerator Fund, including reviving the Accessory Dwelling Grant Program complete with a comprehensive marketing and promotion campaign.

4. Maintain Capacity of Vital Homes Ownership and Rental Programs

- Receive clients and respond to inquiries about CCH programs
- Process CCH rental and homeownership applications
- Survey CCH clients with respect to the services CCH is offering
- Provide financial administration of the VHP resale list and VHP sales

5. Manage Assets of Vital Homes Rental Program

- Review contract management of the property management agreement
- Increase involvement and oversight for asset management and maintenance of Vital Homes rental program
- Review revenue and capital expenses for Hector and McArthur buildings
- Undertake maintenance and repair work for Hector and McArthur buildings

GOAL C. COMMUNICATIONS

1. CCH Social Media

- Retain social media advisor in 2024 to maintain CCH public messaging
 - Increase the public knowledge of CCH programs
 - Increase knowledge of CCH benefits and the people benefiting from CCH housing
 - Enhance the understanding of CCH activities such as projects, the waitlist size and movement, sales/turnover

GOAL D. RESEARCH AND ADVOCACY

1. Monitor market need for homeownership and/or rental gaps, current rates and unit types, and work with the Town of Canmore to identify where opportunities may exist, or gaps need to be filled, on an on-going basis
2. Integrate near net zero energy tools and technologies into new developments to align with the Town of Canmore guiding documents
3. Work to establish grant funding for projects through Alberta Housing Partnership Program, Federation of Municipalities and CMHC
4. Research and recommend resident restricted housing policy and tools available for implementation

GOAL E. STRATEGIC PLANNING

1. Evaluate 2022-2025 Strategic Plan
2. Prepare for and recommend CCH revised zero based budget to align with 2025-2026 Town of Canmore budget and business planning cycle for operating and capital

CCH 2022 -2024 Operating Budget (2024 Adjustment)

Motion September 7, 2023 (3. d)

	2024 Budget	2024 Budget Amendment
OPERATING BUDGET		
GENERAL ADMINISTRATION		
General Revenues		
Town of Canmore transfer	450,000	700,000
Transfer from CCHC Reserves	44,000	44,000
Town of Canmore rent in kind (non cash)	25,620	0
Interest Income Operating Account + Operating Reserve	6,000	6,000
Interest Income Hector Operating	1,200	1,200
Interest Income McArthur Place Operating	750	750
Interest Income BMO Account	<u>3,000</u>	<u>3,000</u>
General Revenues	<u>530,570</u>	<u>754,950</u>
General Expenses		
Human Resources		
Salaries and Benefits	-425,000	-625,000
Contract Labour - Administration	-6,556	-6,556
Professional Development	-4,400	-6,000
Human Resource Expenditures	<u>-435,956</u>	<u>-637,556</u>
Administration		
Advertising & Marketing	-2,000	-2,000
Bank Charges	-300	-300
Board Administration	-1,800	-1,800
Insurance	-3,374	-3,374
Meals and Entertainment	-1,500	-1,500
Office Services	-7,000	-7,000
Office Rental	-31,500	-50,000
Office Supplies	-3,000	-3,000
Professional Fees	-23,000	-23,000
Telephone, Fax, Net	-2,652	-2,652
Travel, Conferences	-3,000	-3,000
Computer Software	-2,500	-2,500
Computer Equipment	-3,183	-5,000
Furniture and Fixtures/Leasehold Improvements	-1,500	-3,000
Administration Expenditures	<u>-86,310</u>	<u>-108,127</u>
Total Administration and HR expenditures	<u>-522,266</u>	<u>-745,683</u>
SURPLUS/(DEFICIT) AFTER GENERAL EXPENSES	8,304	9,267
<hr/>		
OTHER PROGRAMS		
Sale Revenues	37,500	37,500
Sale Expenditures	-5,600	-5,600
Other Project/Program Expenditures	-20,000	-20,000
Property Expenditures		
TSMV 201 & 205 Stewart Creek Rise	-1,000	-1,000
Palliser Lot 7	<u>-4,244</u>	<u>-4,244</u>
Palliser Block 6		
PAH Property Expenditures	<u>-30,844</u>	<u>-30,844</u>
SURPLUS/(DEFICIT) OTHER PROGRAMS	6,656	6,656
OPERATING SURPLUS/(DEFICIT)		
GENERAL ADMINISTRATION	8,304	8,304
OTHER PROGRAMS	6,656	6,656
THE HECTOR RENT PROGRAM	3,927	3,927
MCARTHUR PLACE RENT PROGRAM	89,372	89,372
1850 PALLISER TRAIL	<u>5,131</u>	<u>5,131</u>
Projected Cash Surplus/(Deficit)	113,390	113,390
Surplus Transfer to operating revenue	<u>-44,000</u>	<u>-44,000</u>
Net Cash Surplus/(Deficit)	<u>69,390</u>	<u>69,390</u>



Regular Board Meeting Minutes
Thursday, December 21, 2024, 10:00 a.m.
Bow River Seniors Lodge, Canmore AB

PRESENT: Lisa Rosvold (Chair), Karen Marra, Joanna McCallum, Don Beaulieu (virtual), Ted Christensen and Chip Olver (virtual)

ALSO PRESENT: Ian Wilson (CAO), Greg Hutchings (Operations Manager)

REGRETS: None

1. CALL TO ORDER

Chairperson L. Rosvold called the meeting to order at 10:12 a.m.

2. ADOPTION OF AGENDA

Motion 23-072: K. Marra to approve the agenda with amendments to items 9. (c) to say November 2024 BVRH Bulletin and 11. (a) to say January 25, 2024. Carried unanimously.

3. APPROVAL OF MINUTES

a. Regular Meeting of the Board:

Motion 23-073: K. Marra to approve the minutes of November 23, 2024, the regular meeting of the board as presented. Carried unanimously.

4. CAO REPORT

- a. **'This is Home' Redevelopment:** verbal update provided and discussed.
- b. **2024 Supportive Living Operating Budgets Development:** report provided and discussed.
- c. **2024 Capital and Reserve Budget Development:** report provided and discussed.
- d. **Q4 2024 Strategic Plan Progress Report:** report provided and discussed.
Motion 23-074: K. Marra to accept the report as information. Carried unanimously.
- e. **Permanent Supportive Housing:** verbal update provided and discussed.
- f. **Lodge Open Houses:** verbal update provided and discussed.
- g. **Meetings with residents:** verbal update provided and discussed.

5. CORRESPONDENCE AND INFORMATION

- a. **December 2024 BVRH Bulletin:** presented and reviewed.
Motion 23-075: J. McCallum to accept the report as information. Carried unanimously.
- b. **November 2024 Occupancy and Waitlist Report:** provided as information.

6. DATE AND LOCATION OF NEXT MEETING(S)

- a. **Next Regular Meeting of the Board:**
January 25, 2024, starting at 10:00 a.m. in Bow River Lodge, Canmore.
Regrets: J. McCallum

7. ADJOURNMENT

Motion 23-076: D. Beaulieu that the meeting adjourn at 11:25 a.m. Carried unanimously.



Lisa Rosvold, Chairperson



Ian Wilson, CAO

MINUTES PREPARED BY: Ian Wilson, CAO



Regular Board Meeting Minutes
Thursday, January 25, 2024, 10:00 a.m.
Bow River Seniors Lodge, Canmore AB

PRESENT: Karen Marra (Vice Chair), Lisa Rosvold, Ted Christensen, and Don Beaulieu.

ALSO PRESENT: Melanie Gnyp (Chair of KID Council), Ian Wilson (CAO), Greg Hutchings (Operations Manager), and Jennifer Comighod (Client Services Manager).

REGRETS: Joanna McCallum and Chip Olver.

1. CALL TO ORDER

Vice Chairperson K. Marra called the meeting to order at 10:06 a.m.

2. ADOPTION OF AGENDA

Motion 24-001: D. Beaulieu to approve the agenda with correction to item 3. (a) to say Minutes of December 21, 2023, Regular Meeting of the Board. Carried unanimously.

3. APPROVAL OF MINUTES

a. Regular Meeting of the Board:

Motion 24-002: T. Christensen to approve the minutes of the December 21, 2023, regular meeting of the board as presented. Carried unanimously.

4. COMMITTEE REPORTS

a. Personnel Committee:

See item 8. (a).

b. Policy Committee: the Chair led a verbal update and discussion.

5. CAO REPORT

a. 'This is Home' Redevelopment: verbal update provided and discussed.

b. Lodge Open Houses: verbal update provided and discussed.

c. Vacant Board Position: M. Gnyp provided verbal update.

d. Interim Review of Strategic Plan: verbal update provided and discussed.

6. NEW BUSINESS

a. 2024 Supportive Living Operating Budget: draft presented and discussed.

Motion 24-003: L. Rosvold to approve the 2024 Supportive Living Operating Budget as presented. Carried unanimously.

b. 2024 Capital and Reserve Budget: draft presented and discussed.

Motion 24-004: T. Christensen to approve the 2024 Capital and Reserve Budget as presented. Carried unanimously.

c. Employee Housing Project Funding: request for decision presented and discussed.

Motion 24-005: D. Beaulieu to approve borrowing up to \$1.5 million to finance Capital Project #24-003, which involves acquiring property for employee housing. Cascade House, a building wholly owned by Bow Valley Regional House (BVRH) will be used as collateral for the debt. Furthermore, BVRH will ensure that no encumbrance will be placed on assets owned by Alberta Social Housing Corporation that are managed by BVRH. Additionally, it is clarified that neither the Government of Alberta nor any GOA housing programs administered by BVRH on behalf of the province will bear any responsibility for the debt. Carried unanimously.

d. 2024 ASCHA Conference and Tradeshow: verbal update provided and discussed.

7. CORRESPONDENCE AND INFORMATION

a. Alberta Seniors Lodge Program Review: report provided and discussed.

b. Government of Alberta Housing Announcement: report provided and discussed.

- c. **January 2024 BVRH Bulletin:** provided and discussed.
- d. **January 2024 Occupancy and Waitlist Report:** provided and discussed.

Motion 24-006: L. Rosvold to accept the January 2024 BVRH Bulletin and Occupancy and Waitlist Report as information. Carried unanimously.

8. IN-CAMERA

a. Personnel Committee:

Motion 24-007: T. Christensen to take the meeting in camera. Carried unanimously. M. Gnyp, I. Wilson, J. Comighod and G. Hutchings left the meeting.

Motion 24-008: L. Rosvold to take the meeting out of camera. Carried unanimously. I. Wilson and J. Comighod returned to the meeting.

Motion 24-009: L. Rosvold to accept the 2023 CAO Development and Performance Review as discussed. Carried unanimously.

9. DATE AND LOCATION OF NEXT MEETING(S)

a. Next Regular Meeting of the Board:


February 22, 2024, starting at 10:00 a.m. in Bow River Lodge, Canmore.

10. ADJOURNMENT

Motion 24-010: K. Marra that the meeting adjourn at 11:50 a.m. Carried unanimously.



Karen Marra, Vice Chairperson



Ian Wilson, CAO

MINUTES PREPARED BY: Ian Wilson, CAO

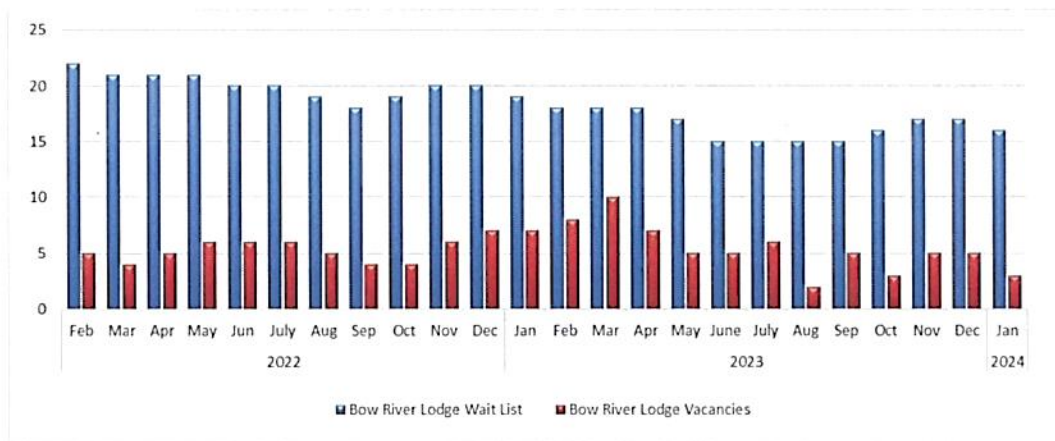
January 2024 Occupancy & Waitlist Report



Bow River Seniors Lodge in Canmore

Occupancy and waitlist as of January 18, 2024:

- The lodge has sixty-three residential suites.
- Of those suites, fifty-five are occupied or available for occupancy.
- The other suites are not available for occupancy. They are not captured in the chart below but include the following:
 - Five are utilized as storage or amenity space.
 - Two are being rehabilitated (one was a former office)
- 95% of the habitable suites are occupied or awarded pending move-in.
- Sixteen candidate households are wait-listed, and most are not ready to move in.



Bow River Seniors Lodge – DSL Wing in Canmore

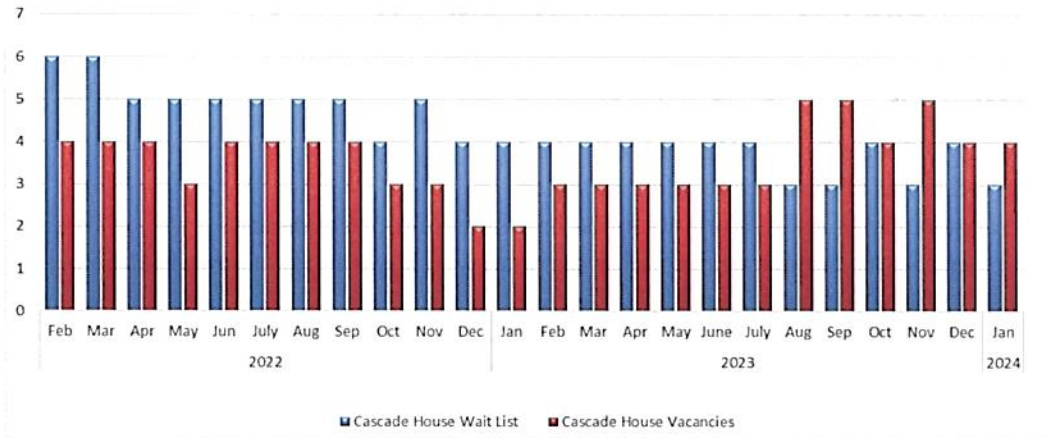
Occupancy as of January 18, 2024:

- There are thirty units in Designated Supportive Living 4 (DSL4).
- First floor – dementia unit - not yet operational, pending staffing.
- Second floor – care unit at 93% occupancy
- AHS controls the admissions process; we are not privy to waitlist information.

Cascade House (Seniors Lodge) in Banff

Occupancy and waitlist as of January 18, 2024:

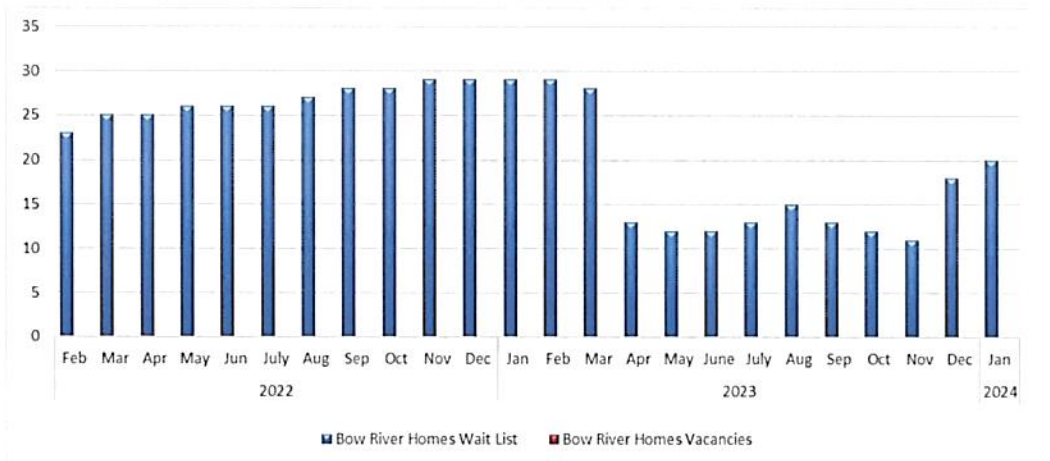
- The lodge has twenty-two residential suites.
- Of those suites, nineteen are occupied or available for occupancy.
- The other suite is not available for occupancy. They are not captured in the chart below but include the following:
 - Three are being rehabilitated.
- 79% of the habitable suites are occupied or awarded pending move-in.
- Three candidate households are wait-listed, and all of them are not yet ready to move in.



Bow River Homes (Seniors Self-Contained) in Canmore

Occupancy and waitlist as of January 18, 2024:

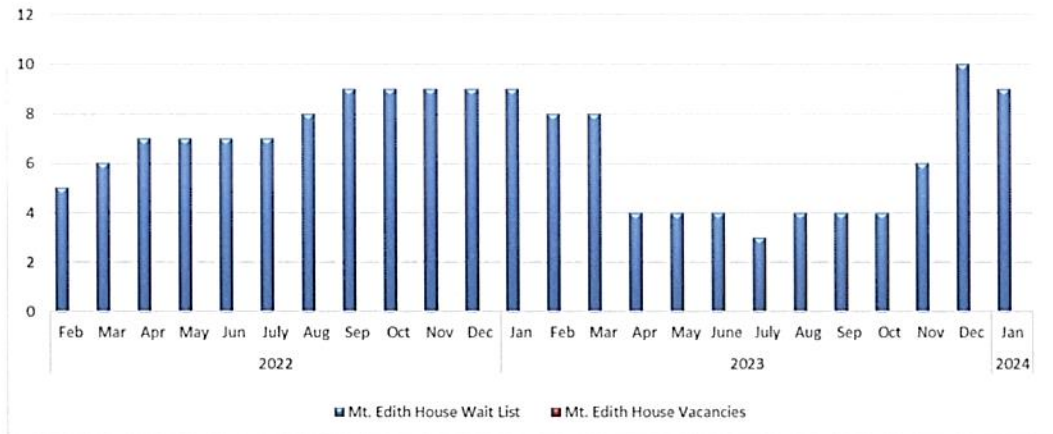
- The project has twenty-eight self-contained residential suites.
- Of those suites, twenty-six are occupied or available for occupancy.
- The other suite is not available for occupancy. They are not captured in the chart below but include the following:
 - Two that are being rehabilitated.
- 100% of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



Mount Edith House (Seniors Self-Contained) in Banff

Occupancy and waitlist as of January 18, 2024:

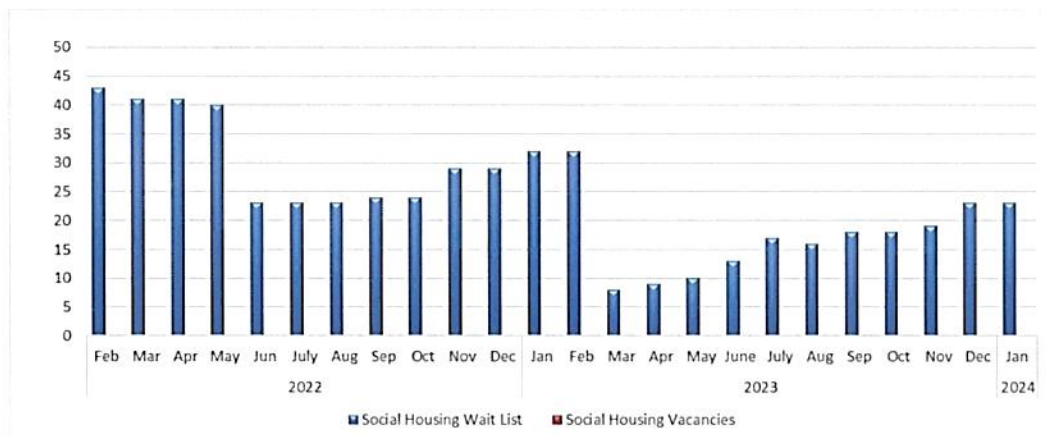
- The building has thirty-four self-contained residential suites.
- Of those suites, thirty-two are occupied or available for occupancy.
- The other suite is not available for occupancy. They are not captured in the chart below but include the following:
 - Two that are being rehabilitated.
- 100% of the habitable suites are occupied or awarded pending move-in.
- Nine candidate households are wait-listed.



Community Housing Projects in Canmore

Occupancy and waitlist as of January 18, 2024:

- The portfolio has fifty-eight individual residential units.
- Of those fifty-eight units, fifty-five are occupied or available for occupancy.
- The other suites are not available for occupancy. They are not captured in the chart below but include the following:
 - Three are being rehabilitated.
- 100% of the habitable suites are occupied.
- Twenty-three candidate households are wait-listed.



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

Occupancy and waitlist as of January 18, 2024:

- A monthly budget of \$27,690.00.
- Providing financial subsidies to fifty-two active client households.
- Sixteen candidate households are wait-listed.
- The monthly subsidy totalled \$27,382.00, averaging \$526.00 per client household.
- Of our active RS client households:
 - 42 live in Canmore
 - 7 live in Banff
 - 1 live in Deadman's Flat
 - 2 live in Exshaw

Monthly Bulletin

February 2024



NEWS, INITIATIVES, AND EVENTS

Designated Supportive Living (DSL) Operations

We are celebrating our 1st anniversary of DSL operations!! The program houses and cares for thirty of the region's most vulnerable people. We are proud of the achievements and maturing operations borne of our partnership with SE Health. Unfortunately, our celebration is tempered by the ongoing challenges that are delaying the opening of the secure unit in the still-new wing.

The facility delivers publicly funded DSL care to the region and helps keep seniors close to their loved ones and supports in the community longer. The first floor will be operated as a secure dementia wing, once our partners are able to stabilize their staffing model, which is difficult due to the very tight labour and housing markets here in the Bow Valley region. We continue to work with SE Health on recruitment and retention strategies, including a collaboration on employee housing that officially opens to staff on March 1, 2024!

BVRH Employee Housing

We started to offer a small amount of housing to staff over the last few years and are excited to announce that we will expand the program in 2024 with housing on the Bow River Lodge site and a future house purchase off site. The very tight labour market, along with high costs of housing faced by our employees and the fact that we must maintain critical staffing levels to serve our vulnerable residents requires us to remain able to compete for qualified workers. At the same time, our vision statement and one of strategic goals seek to improve supports, including some housing options, for our employees, because we are an employer of excellence!

PROGRAM OCCUPANCY RATES

Bow River Lodge - NSL	93%
Bow River Lodge – DSL	45%
Cascade House	79%
Bow River Homes	100%
Mount Edith House	100%
Community Housing	100%
Rent Supplement	100%

SPECIAL PROJECTS

This is Home (Phase 3+)

Considering stubborn uncertainty in the interest rate markets, rising construction costs and challenges aligning GOA and CMHC funding, we will submit our project proposal to Alberta Seniors, Community, and Social Supports in 2024. This will allow us to develop greater certainty toward future capital and operational sustainability.

These projects, if approved, will refresh much of our Community and Seniors' Independent Housing stock while adding different types and affordability levels of housing to the region in Canmore and perhaps elsewhere. We hope that the GOA will appreciate and be able to approve the opportunity here and that we

will be able to collaborate with them, the Town of Canmore, and ideally other Housing Agencies to address some of the housing crisis in the Bow Valley.

BOW VALLEY REGIONAL HOUSING

Alberta's HMBs were created by the Government of Alberta (GOA) to operate and administer provincially-owned social housing facilities and programming. The province holds an extensive portfolio of these facilities through the Alberta Social Housing Corporation (ASHC), serving many needy and vulnerable Albertans. Each HMB is a not-for-profit self-governing corporation under the Alberta Housing Act that manages ASHC assets in their respective region. HMBs may operate various housing programs and own facilities. HMBs function as property managers for the province, often working to address relevant housing needs in their region.

Every municipality in Alberta is a contributing member of their regional HMB and, as such, must have at least one appointee serving on the governing board. HMB board members are responsible for acting in the best interests of the body and the entire region.

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

As the HMB for the Bow Valley region, BVRH is responsible for social housing and affordable supportive living accommodation for seniors throughout Kananaskis Country, the Bow Corridor, the MD of Bighorn, and all of Banff National Park. The region covers an area of 13,500 square kilometers that has two towns and seven hamlets that contain approximately 28,000 people. Our five contributing municipalities are Kananaskis ID, MD of Bighorn, Banff, Canmore, and Improvement District No9. Residents of the region can access our programs, subject to eligibility requirements.

We are an independent body that collaborates with two provincial ministries, five municipal governments, numerous agencies in our region, and provincial organizations to provide and promote safe and appropriate housing. Please see www.bvrh.ca for contact information.

OUR MISSION STATEMENT

Bow Valley Regional Housing provides accommodation services, including seniors' supportive living for Bow Valley region residents who struggle to secure and maintain income-appropriate housing.

We provide housing-related programs to approximately 400 residents in the Bow Valley region, delivered through our four programs. These programs are housed across seven properties in Banff and Canmore that contain thirty-four separate buildings, twenty of which are stand-alone houses.

Our projects include the following:

- Seniors' lodges in Canmore and Banff provide room and board to the 150 residents.
 - The DSL wing at Bow River Lodge in Canmore delivers designated supportive living to the region through sixty 24-hour care suites that provide appropriate care and accommodation to our vulnerable seniors.
- Seniors' self-contained independent housing buildings in Canmore and Banff that include a total of 62 one-bedroom apartments.
- Family housing residences in Canmore include 38 townhouses and 20 houses.

- Rent Supplement Programs currently provide financial assistance to approximately 60 households in the Bow Valley.
- Planning is underway to convert a 15-suite lodge wing into housing.
- Planning is underway for re-profiling a part of the Bow River Lodge site to increase the number of seniors' self-contained suites while adding other affordable housing options.

OUR VISION STATEMENT

Bow Valley Regional Housing collaborates with relevant agencies, ensuring that suitable programming mitigates the housing needs of our client base.

- We make decisions and recommendations using relevant and valid community trends and housing needs data.
- We obtain funding to develop infrastructure that meets identified needs in social and supportive income-appropriate housing programs.
- We embrace principles that incorporate innovation, service excellence, best practices, and energy efficiency.
- We attract, retain, and support highly qualified and caring staff.

The BVRH team includes approximately fifty employees based at Bow River Seniors Lodge in Canmore and Cascade House in Banff. Our Central Administration and Maintenance Teams are based in Canmore and serve all our projects. We have dedicated Housekeeping and Food Services Teams at both lodges.

OUR VALUES



More information is available on our website at www.bvrh.ca

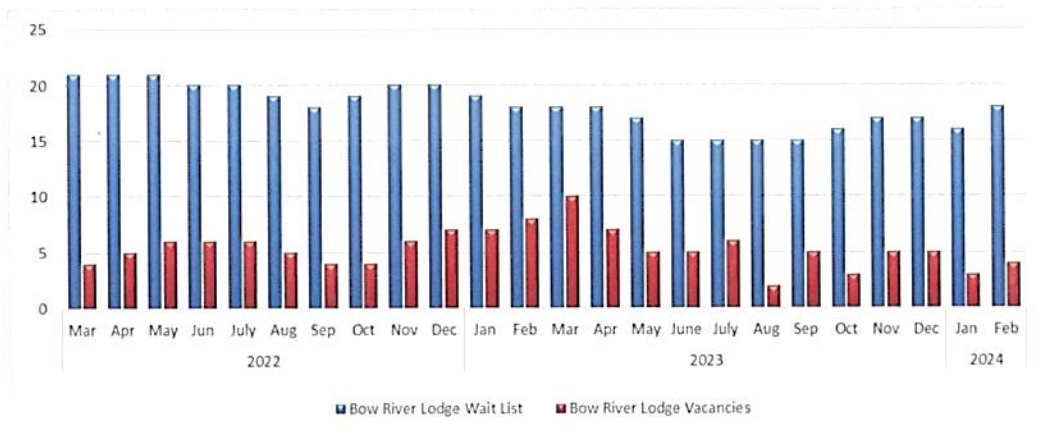
February 2024 Occupancy & Waitlist Report



Bow River Seniors Lodge in Canmore

Occupancy and waitlist as of February 15, 2024:

- The lodge has sixty-three residential suites.
- Of those suites, fifty-six are occupied or available for occupancy.
- The other suites are not available for occupancy. They are not captured in the chart below but include the following:
 - Five are utilized as storage or amenity space.
 - Two are being rehabilitated (one was a former office)
- 93% of the habitable suites are occupied or awarded pending move-in.
- Eighteen candidate households are wait-listed, and most are not ready to move in.



Bow River Seniors Lodge – DSL Wing in Canmore

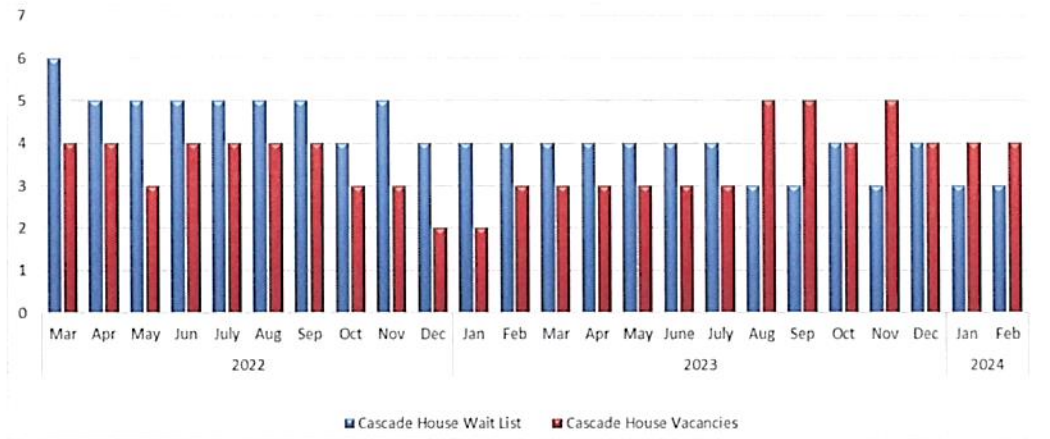
Occupancy as of February 15, 2024:

- There are thirty units in Designated Supportive Living 4 (DSL4).
- First floor – dementia unit - not yet operational, pending staffing.
- Second floor – care unit at 90% occupancy
- AHS controls the admissions process; we are not privy to waitlist information.

Cascade House (Seniors Lodge) in Banff

Occupancy and waitlist as of February 15, 2024:

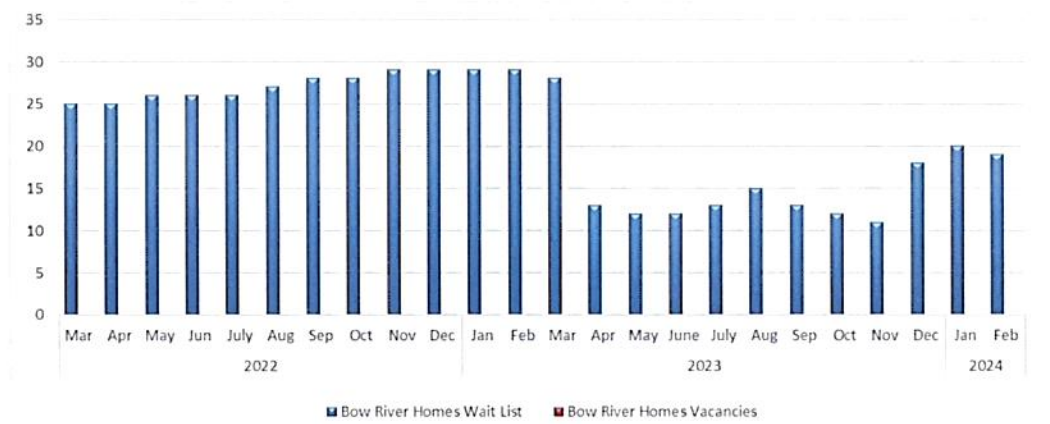
- The lodge has twenty-two residential suites.
- Of those suites, nineteen are occupied or available for occupancy.
- The other suite is not available for occupancy. They are not captured in the chart below but include the following:
 - Three are being rehabilitated.
- 79% of the habitable suites are occupied or awarded pending move-in.
- Three candidate households are wait-listed, and all of them are not yet ready to move in.



Bow River Homes (Seniors Self-Contained) in Canmore

Occupancy and waitlist as of February 15, 2024:

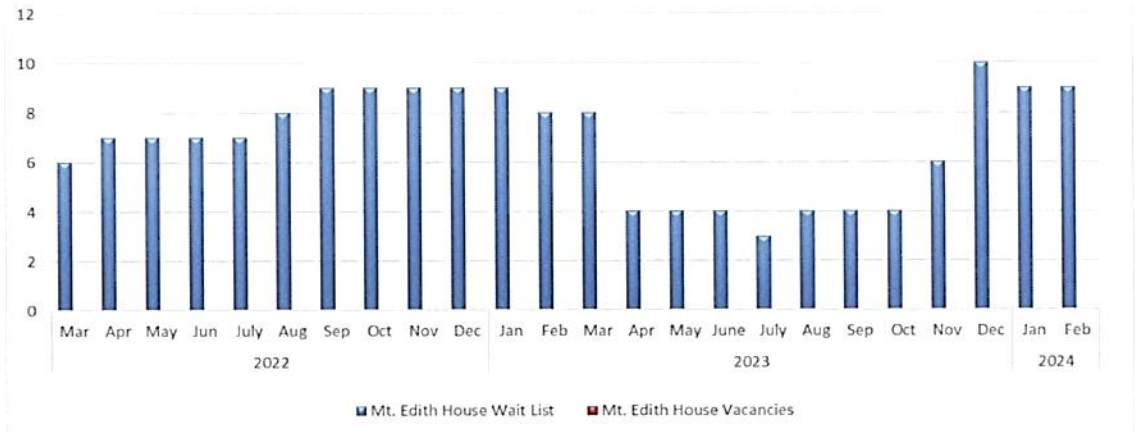
- The project has twenty-eight self-contained residential suites.
- Of those suites, twenty-seven are occupied or available for occupancy.
- The other suite is not available for occupancy. They are not captured in the chart below but include the following:
 - One that are being rehabilitated.
- 100%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



Mount Edith House (Seniors Self-Contained) in Banff

Occupancy and waitlist as of February 15, 2024:

- The building has thirty-four self-contained residential suites.
- Of those suites, thirty-two are occupied or available for occupancy.
- The other suite is not available for occupancy. They are not captured in the chart below but include the following:
 - Two that are being rehabilitated.
- 100% of the habitable suites are occupied or awarded pending move-in.
- Nine candidate households are wait-listed.



Community Housing Projects in Canmore

Occupancy and waitlist as of February 15, 2024:

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



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

Occupancy and waitlist as of February 15, 2024:

- A monthly budget of \$27,690.00.
- Providing financial subsidies to fifty-one active client households.
- Nineteen candidate households are wait-listed.
- The monthly subsidy totalled \$26,630.00, averaging \$522.00 per client household.
- Of our active RS client households:
 - 42 live in Canmore
 - 7 live in Banff
 - 1 live in Deadman’s Flat
 - 1 live in Exshaw

DATE OF MEETING:

February 20, 2024

Agenda #: F-1

A. Corporate Strategic Team

1. CAO

- a) Invited key partners who are working on housing to meet and provide each other with updates and ensure we are working together where appropriate and not duplicating efforts. Attendees were Canmore Community Housing, Banff Canmore Foundation, Bow Valley Regional Housing Authority, and the YWCA.
- b) Attended the Mid-Sized Cities Mayors Caucus winter summit at the Malcolm Hotel and participated in the CAO breakout session which was highly valuable.
- c) With members of the Corporate Strategic Team (CST) facilitated a strategic plan check in day with Council.
- d) Attended meetings and workshops with Alberta Municipalities around the impact of the new Local Government Fiscal Framework (LGFF) funding model.
- e) Held a Health & Safety workshop with all leaders in the organization to discuss the 2023 audit results and work on creating our 2024 action plan.
- f) The internal Reconciliation, Equity, Diversity, and Inclusion steering committee is working on hiring a part time, term position to advance our organizational review report, which was presented to Council on July 4, 2023.
- g) Invited members of Bow Valley Regional Transit Services Commission to a meeting to discuss opportunities to improve communication and collaboration between the commission and Town administration.

2. General Manager of Municipal Services

- a) Attended a Government of Alberta information and feedback session regarding the development of detailed regulations that will support the Police Amendment Act (2022). The discussion focused on the structure and role of regional and municipal policing committees.

3. General Manager of Corporate Services

- a) Consultant Ben Brunnen presented at the February 8, 2024 BOWDA luncheon to share the Livability Task Force's recommendations with the BOWDA membership.
- b) 75 people attended the Livability Task Force information night on January 31, 2024.

4. Legal

- a) Legal work on the implementation of the Livability Task Force recommendations is underway.
- b) Multiple municipal land transactions aimed at housing needs are underway.
- c) Administration through outsourced legal counsel is responding to the judicial review application filed by Stoney Nakoda First Nations against the adoption of the Smith Creek and Three Sisters Village ASPs. Three Sisters Mountain Village Properties Ltd. (TSMVPL) has applied to the Court to be added as a respondent or alternatively an intervenor.

B. MUNICIPAL SERVICES

1. Community Social Development

- a) The Community Volunteer Income Tax Program (CVITP) begins scheduling appointments with low-income community members for simple tax returns on March 1. One FCSS Program Coordinator and eight trained volunteers work to complete all returns by the April 30 tax deadline.
- b) The Community Conversation collaborative working group is partnering with the Youth Council to host the March community conversation about societal expectations of young people/teenagers. The plan is to include both teen and adult participants to share their perspectives.
- c) The FCC youth and family support worker partnered with the Canadian Rockies Public School to support a youth wellbeing parent series for parents of teens in grades 7-12. To date, presentation topics have included: teen brain development and emotions, boundaries and communication, and substance use: facts for parents. In the next few months, the series will address harm reduction, vaping, tobacco use, and gender and sexual diversity.

2. Recreation Services

- a) The annual multi-visit pass promotion in 2023 resulted in the sale of 5,400 admissions, comprising 324 twelve packs and 63 twenty-four packs.
- b) In collaboration with the Alberta Climbing Association, Elevation Place conducted a successful climbing competition on January 13th that saw 188 athletes compete from Alberta, Saskatchewan and British Columbia.
- c) Recreation supported the Canadian Rockies Grade 9 Career Exploration Program during the week of January 22-26. A student rotated through the different program areas of Recreation, shadowing and working alongside TOC staff members.

3. Protective Services

- a) The Municipal Enforcement department is focusing proactive efforts on the clearing of sidewalks and distracted driving during the month of February.
- b) The Alberta South Central Emergency Mutual Aid group met on January 23rd to discuss the mutual aid agreement, learnings from the 2023 wildfire response, and the upcoming spring/summer hazard season.
- c) The Manager of Protective Services attended the February 8, 2024 CAO/Manager session hosted by the Alberta Association of Community Peace Officers. Speakers at the session included leadership from the Ministry of Public Safety & Emergency Services as well as the RCMP K Division who shared their insights and answered questions regarding projects and the vision of the Community Peace Officer program in Alberta.

4. Economic Development

- a) Active Business Registry Numbers for 2023 are:

License Year	2018	2019	2020	2021	2022	2023
Bed & Breakfast	34	38	37	35	37	36

Busking	0	0	0	3	12	10
Home Occupation - Class 1	716	738	732	769	758	790
Home Occupation - Class 2	76	68	57	61	48	46
Non-Resident (Annual)	296	309	328	393	418	477
Non-Resident (Temporary)*	213	232	148	245	300	286
Regional	38	45	47	58	70	71
Resident Commercial	636	647	636	651	636	647
Special Event	9	11	4	10	15	22
Vendor	10	7	2	10	23	7
Parking	0	0	0	0	1	1
Total	2028	2095	1991	2235	2318	2393

Of these, 547 are new business licenses (this includes new owners of existing businesses).

Business License Cancellations are down in 2023, as noted in the overview below.

When asked why a business license was cancelled for Town-based businesses, the primary reason given by 44% of the respondents was that they moved out of the community; of those, 55% indicated affordability as the key reason. 14% indicated a lack of space for their business to operate, and 11% a lack of demand for their product/services. 19.5% indicated retirement as the primary reason. 11% moved their business out of the community, often tied to the affordability of the community and business space. Only two indicated the lasting effects of the pandemic as a reason for their business license cancellation.

License Cancellations	2018	2019	2020	2021	2022	2023
B&B	2	1	6	3	0	1
Home Occupations - Class 1 + 2	110	51	152	119	113	103
Resident	57	20	53	61	54	39
Regional	5	3	8	6	8	8
Non-Resident (Annual)	44	14	79	66	71	58
Total	218	89	298	255	246	209

- b) In 2023, Economic Development issued 149 film permits, 23 tied to motion filming and 6 drone permits (may include ground filming or photography). Most crew sizes were 1-6 people; one crew was between 31-99 people (not indicative of the crew on set at the time of filming). This was down from 2022, when 169 permits were issued.
- c) **Arts and Events:**
 - The Lamphouse Endowment for the Arts Fund: Emerging Artist Bursary is given annually to Canmore resident(s) who identifies as an emerging artist and plans to use the bursary award to pursue their artistic practice further (i.e. through education, supplies, residencies, etc.) Award recipients of the Lamphouse Emerging Artist Bursary were notified the first

week of February 2024. This year, a main, youth, and special jury prize was awarded – a total of \$3,500.00 of endowments.

- Three Sisters Gallery: Located on the second floor of Elevation Place, the Three Sisters Gallery is a public gallery established in 2013 by the Town of Canmore Public Art Committee. The Spring/ Summer Three Sisters Gallery Shows include:
 - February 1 – March 11, 2024, “Friends in Focus”: part of Exposure 2024- Alberta’s Photography Festival
 - March 14 - May 24, 2024, TBD
 - May 30 – Aug 26, 2024, “Indigenous Perspectives”: an exhibit featuring the work of Indigenous artists.
 - August 29 - Nov 4, 2024, “Circles and Spheres”: celebrating the interconnection of diversity, equity, and inclusion within the Canmore community.
 - Nov 7 - Jan 27, 2024, “Imagine”: exploring nature through the lens of the microcosm.
- Main Street Pedestrian Zone Temporary Public Art: Two calls have gone out for temporary installations in the pedestrian zone. One is for a 3D/Sculpture in the 8th and 7th Avenue intersection. The second will focus on functional street art, such as murals and or graffiti, to increase vibrancy and engagement within the pedestrian area.
- Event Call: We received 35 complete event applications for events proposed between May 1 and October 31, 2024. The Community Events Committee will review these for permitting.

C. CORPORATE SERVICES

1. Human Resources

- a) The Council Remuneration Review Committee continues to meet regularly with its engaged and knowledgeable committee members. The administrative team is assisting with resources, data, and information to support the committee in fulfilling its mandate on time.
- b) The HR department continues to forward facilitated training in support of the strategic priorities around Reconciliation, Equity, Diversity and Inclusion, and mental health/resiliency. Scheduled training for February includes:
 - February 7 – Foundations of DEI facility by Harmony@Work
 - February 15 – Indigenous Cultural Awareness 1.0 facilitated by SevGen
 Members of Council are welcome to attend these training sessions and can contact Human Resources to register.
- c) The CAO facilitated an all-leaders workshop in January to review the results of our most recent health & safety audit and to have leaders engage in the development of key items for the post-audit Action plan.

2. Communication

- a) Engagement for Connect Downtown has started. The signature event, The Warm Up, took place on February 9. Opportunities to provide input continue at mycanmore.ca/connectdowntown
- b) We used our updated Public Information Officer guide for the Ice Jam event that occurred in mid-January. We had some learnings about Voyent Alert and are working to incorporate these

into the guide for use in our next event. We saw subscribers to Voyent climb by approximately 250 during and after the event.

3. Municipal Clerk

- a) In 2023, the Municipal Clerk’s Office responded to eleven requests for access to information under the Freedom of Information and Protection of Privacy (FOIP) Act. This is an increase from the average of 4 requests we have processed annually in years prior. Eight of the eleven required five hours of staff time or less to complete and were easily incorporated within department deliverables and completed within the 30-day time limit set out in the Act.

We experienced challenges with resourcing the remaining three requests and responding within the time limit due to large numbers of responsive records, third party notification requirements, and/or complexities encountered applying exceptions to disclosure authorized by the Act. One request required 30 hours, one required 80 hours, and the final request required 145 hours. The last two in this list were received on the same day and processed concurrently while the Clerk’s Office continued to provide all other normal services. Comparatively, between 2009 and 2022 we received two large requests, one in 2016 and one in 2021. If 2023 is the start of a trend rather than an anomaly, we will need to consider options for effectively resourcing this important public service.

D. MUNICIPAL INFRASTRUCTURE

1. Planning & Development

- a) Connect Downtown’s first phase of work, “Visioning”, focuses on broad community engagement and research to understand what people value downtown and what opportunities there are for improvement. This information will support the creation of a community vision for the future of downtown that will guide subsequent phases of the planning project.

Community engagement for the Visioning phase kicked off on February 1, 2024 and was anchored by The Warm Up—a free micro music festival on the evening of Friday, February 9. The Warm Up featured local artist performances in intimate venues within the study area, such as Stonewaters and Communita, to draw residents downtown and spark imagination about the future of the Town Centre.

At the heart of the event was a Warm Up Hub at the Civic Centre Plaza with a lighting installation, fire pits, live music, and hot drinks paired with indoor engagement where participants shared their experiences and aspirations for downtown. The festivities continued the next day with The Cool Down—a day of free cultural programming in Rotary Friendship Park with the Civic Centre doors open once again for in-person engagement on Connect Downtown.

A variety of engagement initiatives are taking place this month to encourage diverse community engagement, including:

- **Underway or completed:**
 - **Feb 1 to Mar 1:** Online engagement (survey, big ideas, asset mapping)
 - **Feb 6:** Pop-up engagement with CYAN (in-person)

- **Feb 9:** The Warm Up event (in-person)
- **Feb 10:** The Cool Down event (in-person)

- **Upcoming:**
 - **Feb 21:** Public workshop (virtual)
 - **Feb 27 to Mar 8:** Stakeholder survey (virtual)
 - **Feb 27:** Stakeholder workshop #1 (virtual)
 - **Feb 28:** Stakeholder workshop #2 (virtual)

2. Engineering Services

- a) Cougar Creek Long-term Mitigation – Construction targets for the fall were met, with successful completion of lift #5, and the spillway floor. Work stopped for winter break the week of December 20th. The workplan has been updated to shorten the winter break and advance work in January, rather than wait until end of March to resume. This approach serves to de-risk the project and to improve chances of completing embankment fills ahead of freshet through continuation blasting work for the spillway chute – the last major area of geotechnical risk on the project. Blasted material will be stockpiled upstream of the structure, and embankment fills will resume afterwards, when weather permits. The first blasts took place on January 25th.



Spillway Chute, January, 2024 – Blast 1 Complete, Material Handling Underway

3. Facilities

- a) Operations: Municipal facilities were tested during the January extreme cold event. For the most part, facilities performed well, but some follow-up maintenance was required due to several mechanical failures and freezing water lines.

- b) Scout Hall R&M (7290): This project is now substantially complete. Work included shingle replacement, exterior window replacement, exterior door replacement, and interior flooring replacement on main floor.
- c) Administration received a letter from the Royal Canadian Mounted Police (RCMP) on January 25, 2024. The letter acknowledged that the existing RCMP facility is approaching the end of its 40-year life expectancy. A request has been made to meet with administration to assess the infrastructure and begin a discussion on the construction of a new facility. The Town of Canmore will be responsible for the construction of this facility. Administration anticipated the submission of this formal request, and plans to meet with the RCMP and other potential partners to discuss facility needs that will support these essential services as the community and surrounding area grows. The outcomes from these initial meetings will set parameters, principles, and processes of the RCMP facility project, and will inform the off-site levy.

4. Public Works

- a) Parks
 - Seasonal Staff posting: The posting for Parks Seasonal staff positions will be live on January 25th and will remain open until the week of February 25th. We anticipate conducting interviews as early as mid-February to ensure a timely and efficient hiring process.
 - Mountain Pine Beetle Program: Our Mountain Pine Beetle program has successfully concluded without any reported issues or complaints from the public. The Provincial program is also now complete.
 - Increased Skating Rink usage: We have seen a notable rise in the use of all skating rinks across the town. This surge could potentially be linked to the unavailability of the Downtown Pond rink for this season. We are actively monitoring the rinks for hazards to ensure they are safe for play and taking necessary measures to address the increased demand.
 - Spring and summer forecasting and planning: We have initiated the forecasting and planning process for the upcoming spring and summer seasons. This includes coordinating with our contractors and making necessary preparations for the seasonal staff to commence their duties in April and May.
- b) Streets and Roads
 - Fleet Usage:

2023 - TOC Administrative Fleet Vehicle Usage

Unit	Vehicle	Type	Period	Days in period	Trips in period	Average trips/day	KMS Driven	Average Kms/trip	Predominant user
F-055	2011 Mercedes Smart Car	ICE	01-Jan - 31-Dec - 2023	365	367	1.01	1,139	3	PW
F-059	2011 Chev Cruz	ICE	01-Jan - 31-Dec - 2023	365	782	2.14	11,835	15	Paid Parking
F-100	2018 Ford Transit	ICE	01-Jan - 31-Dec - 2023	365	786	2.15	8,383	11	Admin (Civic Centre)
F-130	2021 Ford Escape	ICE	01-Jan - 31-Dec - 2023	365	590	1.62	3,438	6	Engineering
F-132	2023 Chevy Bolt	EV	01-Jan - 31-Dec - 2023	365	554	1.52	3,329	6	Admin (CRC)
F-144	2023 Hyundai Kona	EV	15-Feb - 31-Dec - 2023	289	351	1.21	6,376	18	Admin (Civic Centre)
F-145	2023 Hyundai Kona	EV	15-Apr - 31-Dec - 2023	260	438	1.68	3,724	9	Admin (Civic Centre)

- The above table describes usage of the Administrative Fleet in 2023. In general:
 - The term “trip” is tied to the vehicle being put in park and is subjective
 - Administrative fleet vehicles are getting used approximately once per day
 - The Paid Parking Vehicle and the Ford Transit (both ICE vehicles) are used the most

- There were few mechanical concerns throughout the year. Battery problems (both ICE and EV) were the most commonly occurring issue. Cold weather contributes to this and is a common theme across fleet operations in general.

c) Solid Waste Services

Extended Producer Responsibility: The Town has registered as a community, a processor and a producer. Each of these are a distinct roles within the EPR framework. For the community role, there have been discussions with Circular Materials (the Producer Responsibility Organization that is coordinating the implementation on behalf of producers). These discussions have been to provide information about Canmore's collection system and what might be the best way for Circular Materials to support. Over the coming months there will be more discussions and eventually a service contract will be presented. Alberta Municipalities will be providing a grant to assist in a legal review of the service contract once it is received.

The two other roles (processor and producer) have yet to be discussed. The Town will most likely be exempted from contributing as a producer due the minimal volume of recyclables that we distribute.

d) Utilities

- Regulatory: No contraventions to report
- Drought Preparedness: The Province has issued a letter to Elected Municipal Leaders regarding critical drought conditions, with a request for municipalities to begin planning for using less water in 2024, and specifically to address the following:
 - Initiate efforts to monitor water supply infrastructure proactively, paying close attention to water intake relative to water levels.
 - Begin a review of the terms of your municipalities' water licenses, specifically any conditions which may limit the ability to withdraw water during a drought.
 - Alert municipal water managers to prepare to be engaged with officials from the Drought Command Team should those conditions need to be triggered.
 - Develop a water shortage plan (Water Restrictions) to be prepared if availability decreases.

The Town and EPCOR are working to develop a drought preparedness plan and will share the details with Council by mid-2024.

- Bylaw Enforcement:
 - Frozen Meters: Four residential meters over two locations froze (improperly heated/insulated). The owner was charged \$450 under the Water Bylaw, plus the cost of replacement meters, as owners are responsible for ensuring installation of water meters once delivered.
 - Water Theft: A contractor developing a new multifamily building was using water without a water meter and charged \$500 through the Town's Water Bylaw. They had received a new water meter, but it was not installed while the building was under construction and using water.
- Service Interruptions / Improvements:
 - December 18th: A 12m section of collapsed sewer main was identified and repaired along 3rd Street.

- December 21st: EPCOR responded to a suspected sewer block in the Town's Low Pressure Sewer system along 2nd Street. EPCOR determined the system was functioning properly, and the issue was on private property - new piping for the home's septic tank/grinder pump system was not affixed/glued (leaking).
 - December 21st: EPCOR responded to a sewer back up along 8th Street. The line was flushed to address grease build up, likely from the nearby restaurants.
 - January 11th-15th (Cold Weather Event):
 - (i) No water pressure: Four residences indicated no water however the issue was deemed to be on private property.
 - (ii) Four frozen water meters (described above)
- e) Sustainability
- The Clean Energy Improvement Program (CEIP) has entered into its second year. There are currently 13 retrofit projects either completed or underway, which is in line with projected uptake. Advertising for CEIP will take place this month, aligned with the solar incentive program.



Administrative Update

DATE OF MEETING:

March 19, 2024

Agenda #: F-2

A. Corporate Strategic Team

1. CAO

- a) Attended an Intermunicipal Committee meeting of the M.D. of Bighorn with Mayor Krausert and Councillor Marra. Administrations between the two communities will be renegotiating the Fire Services Agreement and Intermunicipal Collaboration Framework this spring.
- b) With Mayor Krausert attended the Bow Valley Leaders Caucus, made up of ID9, Town of Banff, Town of Canmore, M.D. of Bighorn, and Kananaskis Improvement District.

2. Legal

- a) The hearing of the judicial review brought by Stoney Nakoda First Nations against the adoption of the Three Sisters Village and Smith Creek Area Structure Plans has been adjourned to no set date to accommodate an application by Three Sisters Mountain Village Properties Ltd to be added as a party or alternatively an intervenor.

B. MUNICIPAL SERVICES

1. Community Social Development

- a) On March 1, FCSS launched the Community Volunteer Income Tax Program (CVITP), where volunteers complete tax returns for people with a modest income and a simple tax situation. Referrals can be made to the FCSS office for intake and eligibility screening.

2. Recreation Services

- a) Recreation spring/summer programs will be visible online as of Monday, March 4. Registration begins March 18, with Big Fun summer camp registration starting a week earlier on March 11.

3. Fire-Rescue

- a) Alberta Health Services has provided the Town of Canmore two separate grants for the Canmore Fire-Rescue medical first response program (MFR):
 - MFR Direct Financial Support, in the amount of \$19,207 for 2023-2024
 - MFR Training & Equipment Fund, in the amount of \$13,950 for 2023-2024
 - See attached letters detailing the above
- b) Vegetation Management, part of FireSmart grant, has begun in the Larch neighborhood and is expected to be complete by the end of April 2024.

4. Protective Services

- a) Wildfire season in Alberta officially commenced on February 20, 2024, ahead of the scheduled March 1, 2024 date. The Fire Chief attended the Calgary Forest Area's 2024 Spring Mutual Aid meeting hosted by Alberta Wildfire in Okotoks on March 6, 2024. This meeting connects resources in the Calgary Forest Area by sharing information and discussing new processes,

technologies, and practices being used within the region to increase preparedness for the wildfire season.

- b) The Director of Emergency Management attended a South Central Emergency Management meeting in Airdrie on March 13. This meeting connects Directors of Emergency Management in the South Central region to discuss mutual aid, interoperability, training, and share information and ideas to improve municipal emergency management plans.
- c) The way hazards are monitored and communicated is in the process of changing. This year, high water level, wildfire risk, and drought/water management data will be consolidated and regular weekly meetings with key members of administration will be held to discuss these risks and provide updates publicly as required.
- d) Work is underway to provide more information regarding evacuation planning to the public. Once complete, this information will be presented to Council at an upcoming meeting along with a high-level overview of Canmore's wildfire response plans.
- e) The RCMP hosted the Polar Plunge in support of Special Olympics on February 24 at Millenium Field. This event was attended by RCMP Members, Canmore Fire-Rescue, and members from the Municipal Enforcement and Protective Services departments.
- f) For March, the Municipal Enforcement department is focusing proactive efforts on educating and enforcing animals at large and seatbelt compliance.
- g) Due to the warmer weather, the Municipal Enforcement department noticed a decrease in compliance with the open-door section of the Community Standards Bylaw. Reminders were sent out to businesses via the Economic Development newsletter and directly to the Downtown Canmore BIA Executive Director on how to remain compliant with the Community Standards Bylaw. At the same time, a reminder was sent out regarding mobile signs (including "A" frame, "T" frame and other types of non-permanent signage) to gain greater compliance with the Land Use Bylaw.
- h) See attachments for RCMP Q3 Community Letter, Q3 Municipal Crime Statistics, and Q3 Canmore Community Report.
- i) See attachments for Municipal Enforcement's annual report and the Paid Parking annual report.
- j) See attachment for the Automated Traffic Enforcement annual report.

5. Economic Development

- a) In partnership with the RCMP, Protective Services, and the Downtown BIA, a Retail Safety session was held for interested business owners/operators on March 13th.
- b) In March, the Main Street Pedestrian Zone Permitting and Patio Permitting process will go live for applications to ensure businesses are ready for summer patio season in a timely manner.
- c) Arts and Events is working with the Cultural Advisory Committee to review progress made to date on the Cultural Master Plan and develop an implementation plan based on approved budgets. A report back to the Council will follow this work.
- d) The Community Events Committee granted conditional approval to 25 summer season special event applications with an additional ten events expected to receive approval pending receipt of additional information. Along with many returning favourites, the coming summer event season will see a celebration of World Laughter Day, (May 5), two new fun runs and a "Repair Fair" that will celebrate Canmore's circular economy.

C. CORPORATE SERVICES

1. Human Resources

- a) The Council Remuneration Review Committee (CRRC) continues its work on establishing recommendations for future council compensation.
- b) The HR department maintains facilitated training in support of the strategic priorities around Reconciliation, Equity, Diversity and Inclusion, and mental health/resiliency. Key training in February included:
 - Feb 7 – Foundations of DEI facilitated by Harmony@Work
 - Feb 14 - Cultural (Indigenous) Awareness Training 1.0 facilitated by SevGen
 Scheduled training for March includes:
 - Mar 6 – Transformative Conversations facilitated by Harmony@Work
 - Mar 18 – The Working Mind, Employee Session facilitated by the Mental Health Commission of Canada
 Members of Council are welcome to attend these training sessions and can contact Human Resources to register.
- c) Hiring, turnover, and exit interview data was presented to the Senior Leaders Team in February in order to highlight the trending increase in the volume recruitment, the impact of turnover on our organization and services, and to initiate leader conversations and ideas around the primary drivers of employee retention.
- d) HR wishes to acknowledge the ongoing pursuit of process improvements in support of business transformation and the desire to increase service capacity within our current departmental resources. Some completed initiatives include; further adjustments to our candidate screening process, more helpful automatic responses for our HR Inbox, candidate scoring templates, and improvements to the job requisition review and approval process that reduce downstream delays in HRMS configuration and position description updates. Other improvements from 2023/2024 include being the first Canadian company to integrate Backcheck (for candidate due diligence) and Ceridian Dayforce for a smoother and faster process with automatic updates to hiring supervisors, a new and efficient process for allocating Healthcare Spending/Wellness Spending Account credits, implementation of a new template for Return Service Agreements for employees undertaking significant training initiatives, creating new workflow notifications to IT for new and departing employees that reduces duplication of work for leaders, corporate training tracking and reporting to assist with measuring OKRs, Single Sign On in Ceridian Dayforce for enhanced cyber security, working with CST to implement a new Health & Safety Directive and Health & Safety Committee structure and Terms of Reference, tracking and reporting for disability management, implementation of a new EI Premium Rate Reduction program, and creation of a new Townsquare job requisition site for seasonal positions that makes it more efficient to track and manage the plethora of candidate documents and certificates. We look forward to further process improvements as the year progresses.

2. Finance

- a) Assessment notices were mailed on February 13, 2024, and the deadline for assessment complaints is April 22, 2024.

3. Communication

- a) Engagement for the Visioning Phase of **Connect Downtown: Planning for a Vibrant Town Centre** wrapped up in February. We took an innovative approach to engagement aimed at broadening participation in the planning process. Our tactics included our flagship event, the Warm Up, in collaboration with the Canmore Folk Music Festival, presence at the family-friendly Cool Down event, a pop-up engagement session with the Canmore Youth Action Network, online workshops for both the public and key stakeholders, vibrant signage throughout the study area, and a suite of digital tools. Additionally, we conducted an asset mapping activity with grade 7 and 8 classrooms this fall. Overall, our efforts reached over 3,000 people. We will release the What We Heard Report alongside the Visioning Document this spring in the lead up to the next phase of project this summer where we will seek public input on potential policy options for downtown.

D. MUNICIPAL INFRASTRUCTURE

1. Planning & Development

- a) The Town of Canmore received an application for a Conceptual Scheme and Land Use amendment related to the approved Three Sisters Village Area Structure Plan (ASP). The Conceptual Scheme represents one phase of the larger Three Sisters Village ASP. After formal review, these applications are expected to come before Council for approval on April 9, 2024. According to Section 619 of the Municipal Government Act, municipalities must adopt Land Use Bylaw amendments and statutory plans that are consistent with the 1992 NRCB Decision. The requirement to hold public hearings for typical Land Use amendments do not apply to these applications. In this specific situation, it is important to note that there will not be a public hearing. There is no requirement for a public hearing on a Conceptual Scheme.

2. Engineering Services

- a) Cougar Creek Long-term Mitigation (1545)
- Work is progressing well on the spillway chute. Embankment construction will resume in March with a targeted end of May completion. Overall project completion on track for end of 2024 with final site restoration and landscaping in 2025.



- b) Bow Valley Trail and Teepee Town Rehab and Utilities (7297, 7323, 7324)
- Major upgrades are coming to water, sewer and stormwater systems on Bow Valley Trail and into Teepee Town. The project boundary extends from Williams Street to the south up to and including the intersection at Hospital Place. The project includes new walk and cycle facilities on the east side of Bow Valley Trail to coincide with the underground work.
 - Work started end of February with the construction of a dewatering pit along the Trans Canada highway, followed by deep utility work starting at William Street, and surface works will begin when frost is out of the ground and weather permits. Work is expected to continue into the Fall. Landscaping work will be substantially completed next season, in 2025.
 - The work requires deep excavations and full reconstruction of the area and will be impactful to adjacent properties. Two lanes of traffic will be maintained throughout, except where short periods of alternating traffic may be required. The travelling public can expect delays in the construction zone. Traffic management plans will aim to minimize disruptions to the travelling public and adjacent residents and businesses. Direct communication and engagement with directly impacted stakeholders is underway and will continue throughout.
- c) Railway Avenue Central Rehab Design and Construction (7239, 7359, 7323 (Waste Water), 7324 (Water))
- As designs for deep utilities and roadworks near completion the project team is reviewing the schedule for construction. The conditions are not in place for a spring 2024 construction start and the schedule is under review. A project update will be presented verbally to Council at the March COW.
- d) Provincial Wildlife Fence Through Canmore

- Administration, represented by Engineering and Environment & Sustainability, met with the Province and their consultant for an engagement session on the wildlife fence. The Province is aiming to complete the design in 2024 and begin construction in 2025. While the alignment is largely set, and almost entirely in highway right-of-way, Administration has been asked to provide input that will help finalize details, maximize the benefits of the project in reducing wildlife collisions, and minimize impacts on the community. An internal team will continue to work with the Province, and Communications will assist with sharing formal public communications from the Province with Council and the community as the work advances.
- e) On-it Regional Transit Service
- The On-it service is provided by Southland to the Bow Valley Regional Services Commission. The service is partially subsidized through member contributions, with the remainder of the funding provided through fares. The fares have been constant since the service launched several years ago. Increasing ridership has funded expanding the service with flat funding from BVRTSC. With buses now consistently full, the operator has recommended, and the commission has approved, increases to rates that will allow for continued incremental increases to service should ridership remain strong. The fare was previously \$10 each way per rider and will now be structured as follows:

Calgary to Banff / Banff to Calgary	Adult	\$12.50 each way
Calgary to Banff / Banff to Calgary	Child (5-16)	\$10 each way
Calgary to Banff / Banff to Calgary	Senior (+65)	\$10 each way
Calgary to Lake Louise / Moraine Lake	Adult	\$17.50 each way
Calgary to Lake Louise / Moraine Lake	Child (5-16)	\$12.50 each way
Calgary to Lake Louise / Moraine Lake	Senior (+65)	\$12.50 each way

3. Facilities

- a) Protective Services Building (Formerly Known as the Fire Hall) Redevelopment (7290):
- Considerable progress has been made since the week of January 8 when Fire and Rescue Services moved out.
 - Efforts have focused on interior painting, bay floor remediation, IT infrastructure, flooring and lighting replacement on the kitchen side of the building, and exterior signage replacement.
 - Protective Services are expected to move in March or April.
 - Bow Valley Regional Transit Service Commission have been doing the upgrades as needed to accommodate their staff, and have benefitted from using trades Administration already had in place to expedite their scope of work. They plan to move in before the end of May or sooner if possible.

4. Public Works

- a) Parks
- Alberta Forestry and Parks filed a non-compliance letter to the Town regarding a reclamation plan and site clean-up that is required for the space southeast of Millenium sports field. See aerial below. Parks has proposed a two-stage project to address this matter

-The first stage involves using Public Works department resources to clean the space of debris. Additionally, we plan to engage a consultant who will develop a comprehensive remediation plan for the project. This plan will outline the scope of work and establish a capital budget plan. We anticipate completing this stage in 2024.

-The second stage of the project will involve commencing the remediation scope of work in 2025, subject to receiving budget approval.



- Despite the unusual weather conditions we have experienced this year, our team has been working diligently to ensure the reopening of outdoor rinks for public use. All rinks, with the exception of the Pond, will be open for public use during Reading Week. We understand the importance of these facilities to our community and have made every effort to ensure their availability.
- Parks Seasonal Worker recruitment is underway. The application deadline for the posting was extended by one week, now closing on March 3rd. As of February 29th, we have received 88% of the total number of applications received last year.

b) Streets & Roads

- The Town’s new Fleet Coordinator started in the role on February 26. Their primary tasks will include managing day to day workflow for the heavy-duty mechanics, improving overall safety and compliance related to the fleet, and supporting the management of the Town’s 200+ fleet assets.
- Representatives from Streets & Roads and Engineering attended the [2024 Winter Cycling Congress](#) in Edmonton on February 21-23. The Town participated in a presentation and Q&A session focused on how Canmore’s value-based decision making, and winter trail maintenance, are contributing to the Town’s growing Active Transportation Network and mode-shift goals.

c) Solid Waste Services

- Tree-cycling – 11,000 kg of Christmas trees were chipped and composted. This is the same amount that was collected last year.

d) Utilities

- Regulatory: No contraventions to report.
- Notable Service Work:
 - January 17th: There was a watermain break on Mallard Alley in the evening, with water surfacing onto the roadway. EPCOR responded and reduced the water pressure to reduce overland flooding. The leak was between a hydrant and the isolation valve. The hydrant was shut off to stop the leak and the repair is scheduled to be completed in the spring. The Streets & Roads team applied sand to address the slippery conditions.
 - Pooling near the Canmore Collegiate High School: During the warm weather, EPCOR proactively managed the overland flooding along 17th Street and therefore did not receive a public complaint.
 - February 3rd to 5th: The sewer main along 3rd Street was inspected with a CCTV camera that revealed a significant collapse of the pipe. A 50 meter section of the pipe was replaced over a two day period.
 - February 12th: EPCOR received a call from a plumber regarding a Low Pressure Septic System (LPSS) tank overflowing onto the front yard of a home along 3rd Avenue. The investigation determined the issue was related to a broken check valve in the private septic tank, and therefore the responsibility for the repair is the homeowners.

e) Sustainability

- The Town's new Climate Action Incentive Programs launched on February 13. As of February 29, 2024 Administration received the following number of applicants:
 - Affordable Services Program E-Bike Discount – 51 applicants
 - Affordable Services Program Retrofit Pilot – 9 applicants
 - Residential Solar Incentive – 18 applicants
 - Commercial Solar Incentive – 0 applicants
 - EV Pilot Program – 0 applicants
- Expressions of interest in the Fruit Tree Incentive Program have started to come in, with 3 submissions submitted as of February 29th.
- Canmore's Clean Energy Improvement Program (CEIP) is now in its second year. CEIP provides low interest financing for energy efficient home upgrades paid back via property taxes. As of the end of February, two CEIP projects have been completed and ten are in progress. Through funding from the Federation of Canadian Municipalities, the Town can finance 14-18 projects per year. Additional promotion of the program in the Rocky Mountain Outlook and Town website and social media took place in February and March.
- The Town of Canmore is part of the Calgary Region Airshed Zone (CRAZ). The CRAZ organization develops strategies to monitor and manage air quality issues within the airshed zone. On March 11, they hosted a half day Wildfire Smoke and Your Health Workshop at the Canmore Recreation Centre for health and emergency management practitioners, government staff, non-profit organizations, and local residents and businesses. The workshop included a presentation from the Director of Emergency Management on "Preparing for a Changing Climate: Implementing Emergency Response Plans for Extreme Heat and Wildfire Smoke in Canmore". Other workshop topics included information on

prescribed burns, protecting homes and health from wildfire and smoke, using purple air sensors for citizen science, and how residents can build Do-It-Yourself air filters.

- The Biosphere Institute of the Bow Valley partnered with the COOP FIS Cross-Country World Cup Canmore to implement a Towards Zero Waste management plan for their internationally attended event in February of 2024. With a team of 20 volunteers, six resource recovery centres were set up that educated 20,000 attendees, athletes, and staff on sorting their waste to recycling, repurpose and compost streams. This event is part of a broader effort towards a coordinated approach towards zero waste at large events across the Bow Valley.
- The Biosphere is hosting two community events this Spring as part of their ongoing work to empower Bow Valley residents and businesses to take climate action. The first is the Clean Commute Expo - The Bow Valleys' Sustainable Transportation Showcase on Saturday, May 4 at Elevation Place. This builds on their 2022 Electric Vehicle Expo event, expanding to a broader focus on all forms of zero-emission transportation. The second is the 2024 Green Buildings Open House on Saturday, June 1. This self-guided tour of Bow Valley's high-performance and sustainable buildings has inspired a number of energy efficient upgrades in properties in previous years as property owners take the lead in showcasing their renewable energy projects, renovations and retrofits.

Automated Traffic Enforcement

Annual Report

2023

The Canmore Automated Traffic Enforcement (ATE) program plays an active role in supporting traffic safety for residents and visitors of the Town of Canmore. ATE is used in combination with conventional traffic enforcement conducted by the Canmore RCMP and the Municipal Enforcement department.

ATE Locations

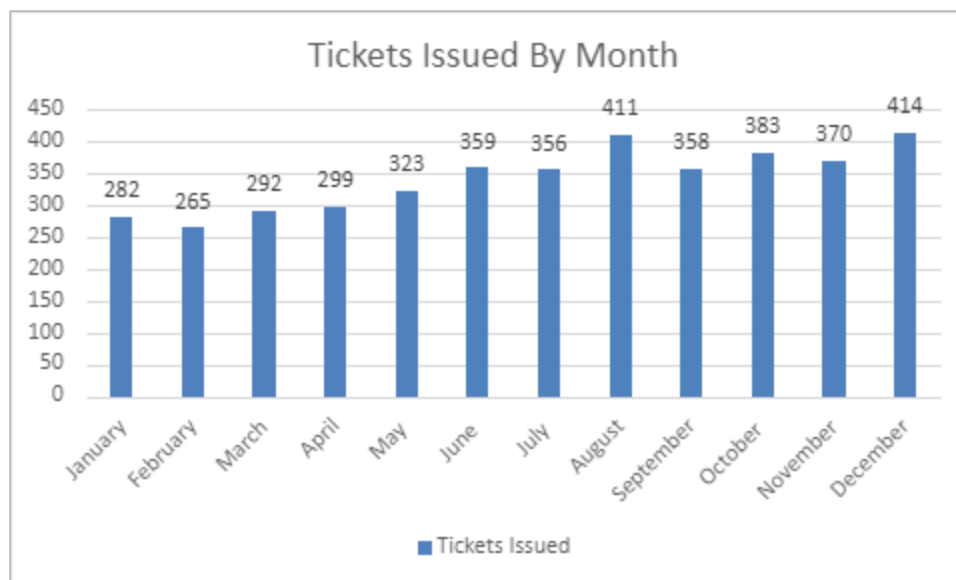
All locations where speed is monitored by ATE are approved by the Detachment Commander of the Canmore RCMP and the Manager of Protective Services. There are no Intersection Safety Devices, also known as red light cameras, in Canmore. ATE supports initiatives contained within the RCMP Canmore traffic safety plan and has a positive impact on reducing speeding offences in the community.

All locations align with the criteria as set by the provincial ATE Technology Guidelines, most recently updated in 2023. For each location, a “site justification” is completed and is posted on the Town’s website located at canmore.ca/photo-radar. The number of ATE zones currently approved is 33.

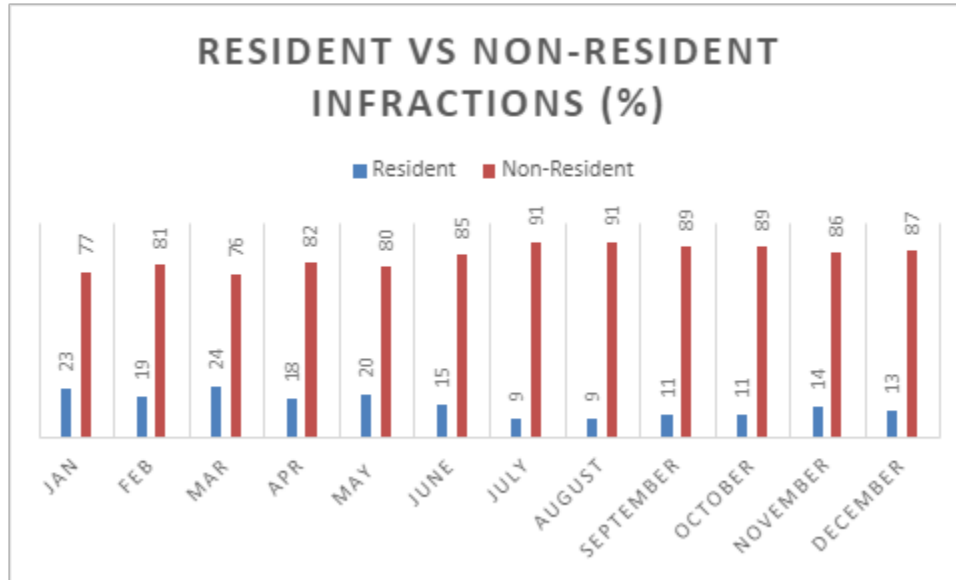
Enforcement Summary

In 2023, the ATE operations were deployed for 1,301 hours and the operator spent 40% of their time in playground/school zones. The other 60% of the time was spent in other speed zones.

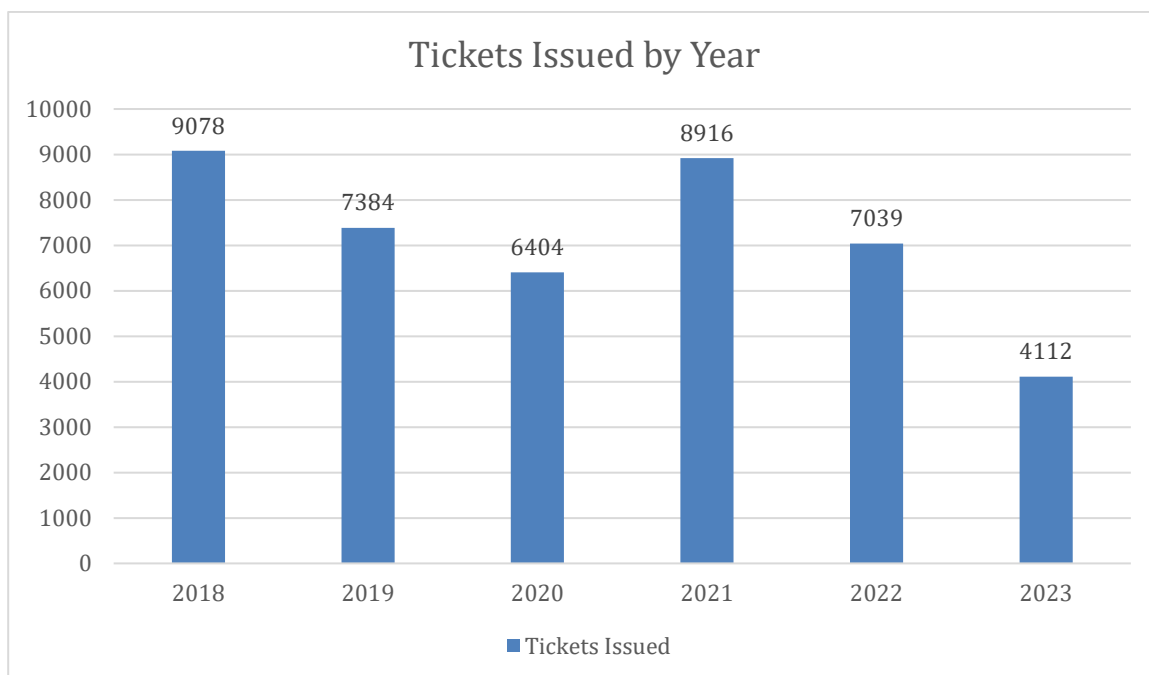
There were 6,617 speed violations observed in 2023, of which there were 4,112 violation tickets issued.



84.5% of all violations in 2023 were committed by non-residents. Residents made up 15.5% of violations committed. “Residents” are defined as those vehicles with registrations that have a Canmore postal code.



It is clear the new provincial guidelines have affected the total number of tickets issued in 2023 as the trend has demonstrated a steep decline in the number of tickets issued since the new guidelines came into effect in December 2022. While other initiatives to reduce vehicle in speeds have been introduced, the most effective speed reduction tool in ATE zones is the introduction of the Drive Safe signs posted on the operator’s vehicle.



Collision Data

The province now shares collision data directly to municipalities to assist with the justification and oversight of the ATE program. Collision data is updated monthly and the number of collisions in zones are subject to change depending on when investigations are completed, and final details are provided to the province. Quarterly reports are submitted to the provincial Law Enforcement Standards and Audits Program area.

In 2023, there were ten collisions in ATE zones, nine of which were property damage collisions and one collision resulted in an injury. Nine of the collisions were in 50 km/hr zones where there is a higher frequency of speeding and one occurred in a playground/school zone. A total of 45 collisions in ATE zones between 2019-2023 were reported, ten of which were injury-related accidents. Three of those nine injury-related collisions involved pedestrians. There were no reported fatalities in ATE zones between 2019-2023.

Collisions	2019	2020	2021	2022	2023
Property Damage	9	4	8	5	9
Injury	2	3	4	0	1
Fatality	0	0	0	0	0
Total	11	7	12	5	10

The zones along Bow Valley Trail and Benchlands Trail have the highest number of collisions out of all the ATE zones. There have been 14 collisions reported along Bow Valley Trail at or near Ray McBride and 13 along Benchlands Trail at or near Cougar Creek Drive since 2019. These two zones account for 27/45 collisions in all ATE zones (60%). In 2023, there was a total of 2,645 speed violation tickets issued in these areas, which accounts for 64% of all speed violation tickets issued. There are few reported traffic collisions in playground or school zones. Collision data continues to inform traffic calming and road design capital projects.

ATE Revenues

In 2023, the total revenues generated by ATE violations was \$301,680. Net revenues from ATE fines were \$155,977 which helps fund expenses related to policing or traffic safety initiatives and community safety initiatives and programs.

In 2023 fine revenues funded:

- Contract costs for 1.5 RCMP Members
- 41 new driver rebates (\$250 each) were issued to new drivers that successfully completed a new driver training program
- Active transportation projects, including:
 - Speed studies and implementation of 30 km/hr speed limits in residential zones town-wide
 - Two additional Vehicle Actuated Traffic Control speed signs
 - Pathway and trail etiquette signage
 - Pre-cast traffic calming islands to be deployed in 2024

The Town of Canmore Municipal Enforcement Department serves the community to enhance the quality of life by engaging with residents and visitors to contribute to a safe and livable community. The department strives to provide a high level of customer service and responsiveness, while being highly visible and approachable during proactive patrols, and by participating in community engagement opportunities.

2023 Highlights

- After completing training and procuring equipment, Peace Officers began actively conducting moving traffic enforcement in the fall of 2023. The primary focus of the enforcement was on vehicles passing school buses, failing to obey traffic control devices, and any egregious offences observed while on patrol.
- Peace Officers conducted several community engagement activities including:
 - Special Olympics Polar Plunge
 - Reading to children and talking to parents during a drop-in program at the Family Connection Centre
 - Attended “Coffee with a Cop” with the RCMP at McDonald’s
 - Handing out candy to trick-or-treaters on Halloween, and attending the Trunk or Treat event
 - Quarry Lake clean-up
 - Meeting with retired park wardens to talk and learn about the history of human/wildlife enforcement in the Bow Valley
 - Royal LePage Christmas food drive
 - Impromptu sessions where children had an opportunity to sit in a patrol unit
 - Having a cone with seniors on ice cream day
 - Participated in McHappy and Dairy Queen Miracle Treat days
 - Having a warm drink with seniors at Quarry Lake
- The department focused on advancing Right Relations with the Stoney Nakoda Nation and members of Treaty 7 and Métis District 4 by:
 - Attending the Eagle Feather blessing and smudging at the Canmore RCMP detachment
 - All staff completed Levels 1 and 2 Indigenous Cultural Awareness Training
 - One Peace Officer participated on the Town of Canmore’s internal Reconciliation, Equity, Diversity and Inclusion committee
 - Including a standing agenda item for reconciliation that is discussed monthly during operations meetings
 - Attending the National Day for Truth and Reconciliation Dinner and Round Dance at the Canmore Recreation Centre

Listed below are some comments from the team with positive stories or interactions they had in 2023.

“In November, I attended a drop-in program at the Family Connection Centre where I met families and young children in the community. This was a great opportunity for me to build authentic relationships with families and represent the Municipal Enforcement department in a positive light. While at the drop-in program I answered questions and shared with families some of the ways the Municipal Enforcement department is helping to keep Canmore and its residents safe. At the end of the drop-in program, I led story time and left the participants with smiles on their faces.”



“Some of the most positive interactions I’ve ever had in my career took place this past year in Canmore. Attending Trunk-or-Treat and getting to chat with kids and parents alike was a definite highlight!”

“When a parent pointed out to their young daughters that women can be cops or Peace Officers.”

“I felt incredibly lucky to have been a part of the Eagle Feather smudging ceremony held by the RCMP and conducted by Elder Wesley Jackson”

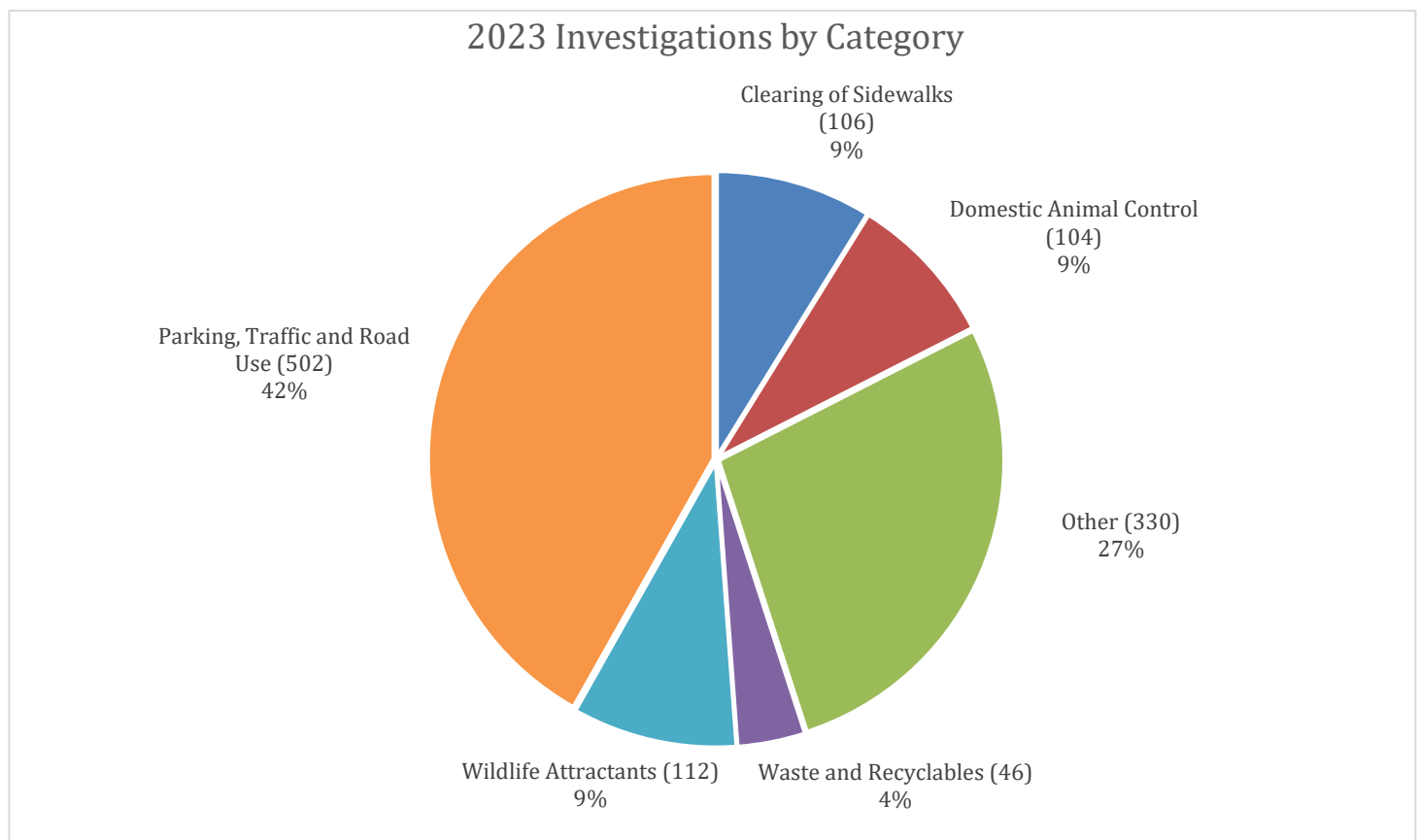
- The department spent a significant amount of time focusing on reducing human/wildlife encounters by:
 - Inventorying and mapping compliant and non-compliant commercial waste, recycling, food waste, and grease bins.
 - Identifying commercial waste bin violations and following up with education and enforcement (8 warnings and 10 tickets).
 - A community Peace Officer and the supervisor of Municipal Enforcement are members of the Human Wildlife Co-Existence Technical Working Group meetings.
 - Collaborating with Fish and Wildlife and Conservation Officers on wildlife attractant calls.
 - Proactively identifying fruit trees on residential properties and educating property owners about the fruit tree replacement program and wildlife attractant sections of the Community Standards Bylaw.
 - Provided feedback to the consultant that developed the Human Wildlife Co-Existence Implementation and Action Plan.
 - Conducted several focused patrols for off-leash dogs. 50 warnings and 147 tickets were issued for off-leash dogs in 2023.

- Community Peace Officers collaborated with streets and roads operators to focus on having vehicles removed from streets before street sweepers came through in the spring, supporting a safe multi-modal shift in transportation. 35 dedicated patrols from April 24 to May 19 were conducted totaling 58 hours of patrol time. These resulted in several positive phone and face-to-face interactions with residents; there were 70 warnings and 161 tickets issued, and no vehicles were towed.

Investigations

Investigations are opened when community concerns or complaints are reported to the Municipal Enforcement department by phone, through the website, through email submission, or by in-person reports to a community Peace Officer. The total number of investigations in 2023 was 1285 (compared to 1234 in 2022 and 1018 in 2021). Peace Officers also conduct proactive investigations (concerns before the public reports them) with a focus on identifying infractions during their day-to-day duties. 75% of the investigations (964) were reactive and 25% (321) were proactive.

The total



- “Other” investigations include assisting other agencies and the following bylaw investigations: business registry, cannabis, camping, community standards, fire, hunting, taxis, trapping, and noise reports.
- In addition to the investigations highlighted above, the department handled 246 lost and found calls for service.

Warnings and Tickets

2023 Warning and Tickets

Bylaw/Provincial Statute	Tickets	Warnings
Animal Control Bylaw	165	75
Business Registry Bylaw	11	17
Camping Bylaw	77	51
Community Standards Bylaw	38	99
Fire Bylaw	2	1
Gaming, Liquor and Cannabis Act	14	6
Hunting & Trapping	0	3
Land Use Bylaw	9	0
Parks Bylaw	3	5
Petty Trespass Act	0	1
Taxi Bylaw	0	0
Traffic and Road Use Bylaw	1091	247
Traffic Safety Act	71	34
Tree Protection Bylaw	0	5
Recyclables & Waste Bylaw	11	19
Total	1492	563

- The total number of tickets and warnings issued by community Peace Officers in 2023 was 2,055 compared to 1,462 in 2022.
- Of the 1091 tickets issued under the Traffic and Road Use Bylaw, the top three that were issued were for “Stop or park where prohibited” (500), “Park within 5m of fire hydrant” (100), and “Improper parallel parking” (89).
- Of the 137 warnings and tickets issued under the Community Standards Bylaw. The top three issued were for “Fail to remove snow and ice from sidewalk” (36), “Permit wildlife attractants to be placed or remain accessible to wildlife” (28), and “Owner/occupant allow noise to emanate from premise which disturbs the peace of another person” (20).
- Peace Officers focused a significant amount of time during the summer months conducting early morning camping patrols. An emphasis was placed on providing information about the Safe Park Program to potentially eligible individuals.
- All of the tickets issued (9) under the Land Use Bylaw were for operate a tourist home without a permit.

Canada Day 2023



2023 was the first full calendar year of operations for Canmore's paid parking program at both Quarry Lake and the Town Centre.

2023 Highlights

- July was the highest grossing month, with \$321,575 in gross revenue.
- In January 2023, Parking Ambassadors received a title change to Municipal Enforcement Officers. While their job duties did not change, the title change is reflective of their appointment as Municipal Bylaw Enforcement Officers, and their membership to the Municipal Enforcement team.
- Non-resident employee monthly passes became available to Town Centre employees on November 1, 2023.
- Municipal enforcement officers had upwards of 7,000 interactions with the public between March and December 2023.
- Three additional machines were installed in the Town Centre zone to increase accessibility to physical payment methods, for those who do not wish to pay-by-phone.



Town Centre

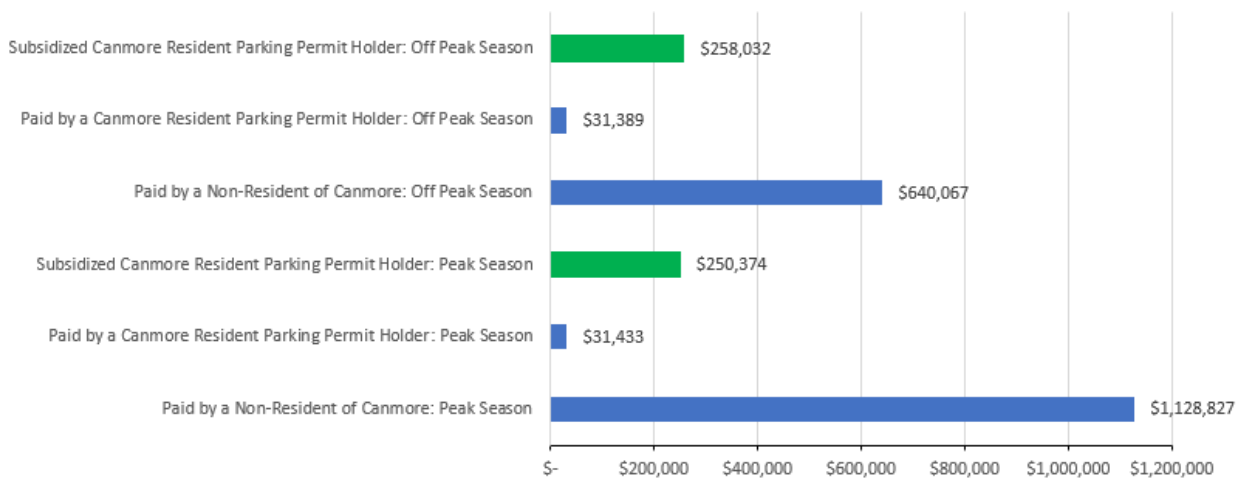
Paid parking in the Town Centre aims to encourage vehicle turnover and share the high cost of parking infrastructure with those visiting Town. The vast majority of parking hours are paid for by non-residents of Canmore, as shown in the chart below.

Those who hold a Canmore resident parking permit are credited with three free hours of parking per day. Permit holders activated \$250,374 worth of free parking in the Town Centre during the peak season (May 15th – October 14th), and \$258,032 in the off-peak season (October 15th – May 14th). This is equivalent to 83,458 hours, and 129,016 hours, respectfully for both the peak and off-peak seasons.

Monthly permits are also available for purchase and allow for parking in any of the Town Centre parking lots for the duration of the permit. A total of 232 resident monthly permits and 8 non-resident employee monthly permits were sold in 2023. The non-resident employee monthly permits were only available in November and December of 2023.

While there are 14 pay machines located throughout the Town Centre, most users opt to use one of our pay-by-phone methods. 78% of transactions used a pay-by-phone method of payment, such as the Blinkay app or QR code link, which is an increase from 2022, where 71% of transactions were started via pay-by-phone.

Amount Spent on Parking Sessions: Town Centre



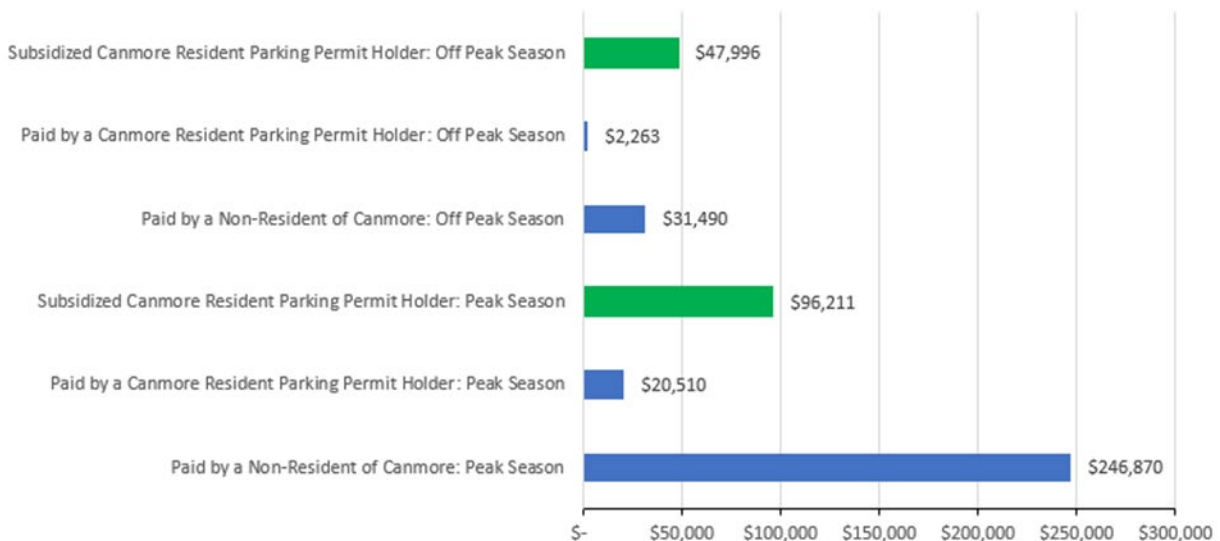
Quarry Lake

Quarry Lake is a popular amenity for both visitors and residents. The parking lot at Quarry Lake services an off-leash dog park, several trails, as well as the lake itself. Paid parking was implemented at the Quarry Lake lot in 2021 to manage the on-site parking.

Canmore resident parking permit holders are able to use the three free hours credited to them at the Quarry Lake parking lot. Permit holders used \$96,211 worth of free parking at Quarry Lake in the peak season (May 15th – October 14th), and \$47,996 in the off-peak season (October 15th – May 14th). This is equivalent to 19,242 hours, and 19,198 hours, respectfully for both the peak and off-peak seasons. Residents were responsible for nearly two-thirds of off-peak parking hours, in contrast to only one-third of peak season parking hours.

Although the peak season accounts for only five months of the year, 68% of all parking hours at Quarry Lake took place between May 15th and October 14th.

Amount Spent on Parking Sessions: Quarry Lake



Resident & Business Parking Permits

The Canmore resident parking permit is available for those who live in Canmore and for vehicles registered to Canmore licensed businesses. Permit holders are provided with three hours of free parking each day, as well as the ability to park within designated Canmore resident parking permit zones. Additionally, those who live within resident parking zones are able to register for up to two guest passes at a time, which allow for guest parking within their designated resident parking zone.

In 2023, a total of 11,288 permits for individual vehicles were approved. Of these, 10,583 belonged to residents, and 705 were allocated to business vehicles. There were 7,736 unique permit portal users, of which 243 were business accounts.

Resident parking permit holders may register for up to five personal vehicles to their account, while businesses are not restricted in the number of permits they can obtain. Most users have one or two permits registered to their account, with only 11% applying for three or more different vehicles in 2023.

Canmore resident parking permits were first released for registration in the end of May 2022. Because of this, the first batch of users who registered had their permits come up for renewal during the same time in 2023, resulting in a large spike of permit applications being received between May and July of 2023.



Enforcement & Engagement

Paid parking is predominantly enforced by a team of Municipal Enforcement Officers (MEO). This team consists of two full-time Municipal Enforcement Officers, and two seasonal Municipal Enforcement Officers, who are onboarded to improve the capacity of the Paid Parking Team during the busiest summer months. This team is trained and led by the Paid Parking Coordinator, who is also appointed as a Community Peace Officer.

This team of Officers takes an education-based approach to enforcement, taking the time to assist parking users whenever possible instead of issuing fines. In addition to conducting enforcement action, the MEOs are ambassadors to the Town of Canmore, answering all kinds of questions that may be posed by those visiting the area.

From March to December of 2023, Municipal Enforcement Officers recorded having 7,046 interactions with the public while on patrol. More than half of these interactions were parking related, but did not include enforcement action, while less than a quarter of all interactions were verbal warnings given to people as part of our education-based approach. Some common parking related interactions included:

- How do I pay for parking?
- I don't have data on my phone, how can I pay for parking?
- Can I move my vehicle once I've paid, or do I have to stay in the same spot?
- I am having trouble with paying via phone, how can I pay for parking?

The remaining quarter of interactions were not related to parking at all, but instead included questions about Canmore and the surrounding areas. In 2023, the Paid Parking Team completed Tourism Canmore-Kananaskis's *Pledge to the Peaks* training, to enhance their ability to provide visitors with answers to non-parking related questions, such as:

- Where is a good place to eat?
- Can you point me to a public restroom?
- What is there to do in Canmore?
- Are there any playgrounds nearby?
- Where can I get groceries/essentials?

The paid parking team issued 7,929 tickets for stopping or parking without registering or making payment, and 640 for stopping or parking in a paid parking zone for longer than a payment was made for. An additional 658 tickets were issued to vehicles parked in a resident parking zone without a valid permit. 91% of those who were ticketed in 2023 only received one ticket, making for a low re-offence rate. However, the 9% of remaining individuals who received two or more tickets were responsible for nearly a quarter of all tickets issued.

Next Steps

- Implement paid parking at Riverside Park and the Boat Launch, as approved by council in 2023. Paid parking is anticipated to begin in these locations in late Spring 2024.
- Work with the vendor to spread out annual parking permit renewal times and implement a one-click renewal process for residents whose information is still current. This change will create a smoother annual renewal process for resident parking permit holders.
- Monitor and assess changes to parking trends at the Quarry Lake lot before and after the introduction of a new ROAM route providing an additional means of alternative transportation.
- Study future areas to implement the paid parking program to manage congestion, address community concerns, and encourage multi-modal transportation shift.



February 6, 2024

Sergeant Jack Wrobel
Acting Detachment Commander
Canmore, Alberta

Dear Caitlin Miller,

Please find the quarterly Community Policing Report attached that covers the October 1st to December 31st, 2023 reporting period. The attached report serves to provide a quarterly snapshot of the human resources, financial data and crime statistics for the Canmore Detachment.

I would also like to update you on one of our current technological endeavours. Over the last decade, the RCMP has utilized Remotely Piloted Aircraft Systems (RPAS) to support our specialized units, i.e. our Emergency Response Teams – which has been incredibly effective for enhancing police and public safety. Although the advancement of technology benefits industry and recreation, it facilitates greater accessibility for criminals, which requires a strategic response. To remain current in our ever-changing environment, and to be responsive to public reviews that call for better access to air support such as the Nova Scotia Mass Casualty Commission of Inquiry, we are actively researching and testing new technologies in a policing environment to enhance public safety. One such technology is how we might use RPAS for potential new police applications. This includes how we might use RPAS to assist with select calls for service, crime photography, search and rescue, and unfolding critical incidents, i.e. an active shooter. With its potential and capability for wider applications, we are further considering program options for our municipal, rural, and Indigenous communities; scalable depending on community need and interest. While we will always need a helicopter and fixed-wing aircraft for the movement of resources, these larger assets are not always immediately available. RPAS technology is providing an opportunity for our communities to effectively have their own police air support, at a significantly lower cost. As I learn more about further opportunities and challenges, I will be sure to keep you updated and informed.

Your ongoing engagement and the feedback you provide guides our Detachment team, and supports the reinforcement of your policing priorities. I always remain available to discuss your community-identified policing priorities and/or any ideas you may have that will enhance our service delivery to address the priorities that are important to you. As the Chief of Police for your community, I invite you to contact me should you have any questions or concerns.

Sergeant Jack Wrobel
Acting Detachment Commander
Canmore RCMP



Canmore Municipal Detachment Crime Statistics (Actual) Q4: 2019 - 2023

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

January 5, 2024

CATEGORY	Trend	2019	2020	2021	2022	2023	% Change 2019 - 2023	% Change 2022 - 2023	Avg File +/- per Year
Offences Related to Death		1	0	0	0	0	-100%	N/A	-0.2
Robbery		0	0	0	0	0	N/A	N/A	0.0
Sexual Assaults		0	4	2	2	7	N/A	250%	1.2
Other Sexual Offences		0	2	1	2	1	N/A	-50%	0.2
Assault		34	48	27	15	20	-41%	33%	-6.1
Kidnapping/Hostage/Abduction		0	0	0	0	0	N/A	N/A	0.0
Extortion		0	0	1	2	0	N/A	-100%	0.2
Criminal Harassment		13	14	7	11	4	-69%	-64%	-2.1
Uttering Threats		7	9	11	12	8	14%	-33%	0.5
TOTAL PERSONS		55	77	49	44	40	-27%	-9%	-6.3
Break & Enter		5	10	17	7	9	80%	29%	0.5
Theft of Motor Vehicle		7	6	9	5	8	14%	60%	0.1
Theft Over \$5,000		4	2	2	3	2	-50%	-33%	-0.3
Theft Under \$5,000		74	35	37	48	43	-42%	-10%	-4.9
Possn Stn Goods		7	8	2	3	4	-43%	33%	-1.1
Fraud		29	27	22	25	33	14%	32%	0.6
Arson		1	0	0	2	1	0%	-50%	0.2
Mischief - Damage To Property		22	21	15	22	23	5%	5%	0.3
Mischief - Other		21	31	27	38	36	71%	-5%	3.7
TOTAL PROPERTY		170	140	131	153	159	-6%	4%	-0.9
Offensive Weapons		2	1	0	0	1	-50%	N/A	-0.3
Disturbing the peace		38	48	23	62	58	53%	-6%	5.4
Fail to Comply & Breaches		27	42	24	33	23	-15%	-30%	-1.7
OTHER CRIMINAL CODE		5	7	6	4	11	120%	175%	0.9
TOTAL OTHER CRIMINAL CODE		72	98	53	99	93	29%	-6%	4.3
TOTAL CRIMINAL CODE		297	315	233	296	292	-2%	-1%	-2.9



Canmore Municipal Detachment Crime Statistics (Actual) Q4: 2019 - 2023

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

January 5, 2024

CATEGORY	Trend	2019	2020	2021	2022	2023	% Change 2019 - 2023	% Change 2022 - 2023	Avg File +/- per Year
Drug Enforcement - Production		0	0	0	0	0	N/A	N/A	0.0
Drug Enforcement - Possession		2	2	1	0	1	-50%	N/A	-0.4
Drug Enforcement - Trafficking		1	2	1	0	0	-100%	N/A	-0.4
Drug Enforcement - Other		0	0	0	0	0	N/A	N/A	0.0
Total Drugs		3	4	2	0	1	-67%	N/A	-0.8
Cannabis Enforcement		0	1	0	0	1	N/A	N/A	0.1
Federal - General		2	3	0	3	0	-100%	-100%	-0.4
TOTAL FEDERAL		5	8	2	3	2	-60%	-33%	-1.1
Liquor Act		27	22	10	16	11	-59%	-31%	-3.8
Cannabis Act		8	1	1	0	2	-75%	N/A	-1.3
Mental Health Act		26	34	41	56	59	127%	5%	8.8
Other Provincial Stats		52	59	40	50	51	-2%	2%	-1.1
Total Provincial Stats		113	116	92	122	123	9%	1%	2.6
Municipal By-laws Traffic		7	3	4	5	7	0%	40%	0.2
Municipal By-laws		60	55	46	49	32	-47%	-35%	-6.2
Total Municipal		67	58	50	54	39	-42%	-28%	-6.0
Fatals		0	0	0	0	0	N/A	N/A	0.0
Injury MVC		11	0	2	8	4	-64%	-50%	-0.6
Property Damage MVC (Reportable)		77	56	46	61	59	-23%	-3%	-3.1
Property Damage MVC (Non Reportable)		12	17	14	18	9	-25%	-50%	-0.5
TOTAL MVC		100	73	62	87	72	-28%	-17%	-4.2
Roadside Suspension - Alcohol (Prov)		N/A	N/A	N/A	N/A	2	N/A	N/A	N/A
Roadside Suspension - Drugs (Prov)		N/A	N/A	N/A	N/A	0	N/A	N/A	N/A
Total Provincial Traffic		697	569	387	306	172	-75%	-44%	-131.3
Other Traffic		7	2	5	0	2	-71%	N/A	-1.2
Criminal Code Traffic		24	14	15	12	3	-88%	-75%	-4.4
Common Police Activities									
False Alarms		25	23	39	24	27	8%	13%	0.5
False/Abandoned 911 Call and 911 Act		42	32	42	65	35	-17%	-46%	1.9
Suspicious Person/Vehicle/Property		42	37	32	62	55	31%	-11%	5.1
Persons Reported Missing		3	4	5	8	8	167%	0%	1.4
Search Warrants		0	0	0	0	0	N/A	N/A	0.0
Spousal Abuse - Survey Code (Reported)		27	42	24	31	34	26%	10%	0.3
Form 10 (MHA) (Reported)		1	5	1	4	6	500%	50%	0.9



RCMP Municipal Policing Report

Detachment	Canmore
Detachment Commander	Sgt. Jack WROBEL *Acting
Quarter	Q3
FTE Utilization Plan	2023/24
Date of Report	2024-01-29

Community Consultations

Date	2023-10-03
Meeting Type	Community Connection
Topics Discussed	School Patrols
Notes/Comments	Patrols in the school area of OLS

Date	2023-10-05
Meeting Type	Community Connection
Topics Discussed	School Patrols
Notes/Comments	Patrols in the school area of OLS

Date	2023-10-10
Meeting Type	Meeting with Stakeholder(s)
Topics Discussed	TRIG Meeting
Notes/Comments	Cpl. Graff attended a TRIG meeting with town employees, speaking about traffic related issues.



Date	2023-10-10
Meeting Type	Community Connection
Topics Discussed	School Patrols
Notes/Comments	Patrols in the school area of OLS

Date	2023-10-11
Meeting Type	Meeting with Stakeholder(s)
Topics Discussed	Emergency Management Agency Committee Meeting
Notes/Comments	Sgt Wrobel attended the Canmore Emergency Management Agency Committee Meeting. Discussed emergency planning.

Date	2023-10-12
Meeting Type	Community Connection
Topics Discussed	School Patrols
Notes/Comments	Patrols in the school area of OLS

Date	2023-10-12
Meeting Type	Meeting with Stakeholder(s)
Topics Discussed	Tow Truck Company Meeting
Notes/Comments	Tow Truck Companies Meeting held with the Banff and Lake Louise RCMP. Discussed upcoming season. Reporting. Best practices.



Date	2023-10-16
Meeting Type	Community Connection
Topics Discussed	School Patrols
Notes/Comments	Patrols in the school area of OLS

Date	2023-10-17
Meeting Type	Meeting with Stakeholder(s)
Topics Discussed	Global Traffic Enforcement
Notes/Comments	Sgt Wrobel and Sgt Robinson attended a meeting with Global Traffic (ATE) and Town of Canmore DEM Caitlin Miller in regards to photo radar.

Date	2023-10-16
Meeting Type	Community Connection
Topics Discussed	RCMP Recruiting
Notes/Comments	Cst Kirby Erickson with RCMP recruiting attended the Canmore high school and talked to students.

Date	2023-10-17
Meeting Type	Community Connection
Topics Discussed	Cst Rauch and Cst Hawkins attended all the bike shops in Canmore to hand out the bike index cards for stolen bicycles.
Notes/Comments	



Date	2023-10-18
Meeting Type	Community Connection
Topics Discussed	School Patrols
Notes/Comments	Patrols in the school area of OLS

Date	2023-10-25
Meeting Type	Meeting with Stakeholder(s)
Topics Discussed	Canmore Fire Chief
Notes/Comments	Meeting with Canmore Fire Chief Lance BUSHIE, Sgt WROBEL and Sgt ROBINSON met with Canmore Fire Chief Lance BUSHIE in order to maintain ongoing working relationship. No concerns noted from either party

Date	2023-11-01
Meeting Type	Meeting with Stakeholder(s)
Topics Discussed	Kananaskis Mountain Rescue Meeting
Notes/Comments	Sgt ROBINSON and Sgt WROBEL attended Nordic Center for Kananaskis Public Safety Critique

Date	2023-11-06
Meeting Type	Meeting with Stakeholder(s)
Topics Discussed	Protective Services Manager Meeting
Notes/Comments	Breakfast meeting with the DEM Caitlin Miller and discussed various strategies on how to make the working relationship between Municipal Enforcement and the RCMP even better, Brainstormed strategies on how to deal with the TSMV issues.



Date	2023-11-06
Meeting Type	Community Connection
Topics Discussed	School Patrols
Notes/Comments	Patrols in the school area of OLS

Date	2023-11-07
Meeting Type	Community Connection
Topics Discussed	Coffee with a Cop
Notes/Comments	Detachment members participated in the coffee with a cop initiative at McDonalds. Members made numerous contacts with the patrons and answered numerous questions from the community members.

Date	2023-11-14
Meeting Type	Meeting with Stakeholder(s)
Topics Discussed	Meeting with Detachment Commander - Stoney Nakoda Detachment / Kananaskis Mountain Rescue
Notes/Comments	Sgt WROBEL and Sgt ROBINSON met with Det Commander at Stoney Nakoda Detachment and Kananaskis Mountain Rescue to discuss ongoing working relationship and MOU.



Date	2023-11-14
Meeting Type	Meeting with Stakeholder(s)
Topics Discussed	TRIG Meeting
Notes/Comments	Cpl. Graff attended a TRIG meeting with town employees, speaking about traffic related issues.

Date	2023-11-23
Meeting Type	Meeting with Stakeholder(s)
Topics Discussed	Meeting with AGLC Investigator
Notes/Comments	Sgt ROBINSON met with AGLC investigator to speak about Cannabis retail / Contraband tobacco / illegal gaming. AGLC not aware of any issues within Town.

Date	2023-11-29
Meeting Type	Meeting with Stakeholder(s)
Topics Discussed	Harmony Project Committee Meeting at the YWCA In Banff
Notes/Comments	Harmony Project is committee that addresses sexual violence in the Bow Valley by providing support services. Various committee members in attendance. Current trends, community needs, and committee structure were discussed. Next meeting slated for January 2024.



Date	2023-12-05
Meeting Type	Community Connection
Topics Discussed	Coffee with a Cop
Notes/Comments	Detachment members participated in the coffee with a cop initiative at McDonalds. Members made numerous contacts with the patrons and answered numerous questions from the community members.

Date	2023-12-25
Meeting Type	Community Connection
Topics Discussed	Downtown Foot Patrols
Notes/Comments	Members conducted foot patrols downtown during a very busy STAT holiday.

Date	2023-12-26
Meeting Type	Community Connection
Topics Discussed	Downtown Foot Patrols
Notes/Comments	Members conducted foot patrols downtown during a very busy STAT holiday.



Community Priorities

<p>Priority 1</p>	<p>Enhance Road Safety - Other provincial offences</p>
<p>Current Status & Results</p>	<p>Canmore RCMP set up our 2023 fiscal year Enhanced Road Safety initiatives based on the Alberta Safety Calendar and community consultation. During Q3, Canmore RCMP focused on Impaired Driving, Cycling, Construction Zones, Alcohol and Drug Impairment, Aggressive Driving, Motorcycles, Aggressive Driving and Speed. Resource levels continued to be a challenge however, we partnered with Alberta RCMP Traffic and our Enhanced Traffic Program to assist with traffic enforcement and education to increase public safety. Daily proactive patrols were completed in school zones and problematic areas identified through consultation, complaints and our Automated Traffic Enforcement Program. Canmore RCMP hosted a lazer/radar and close contact training session with Municipal Enforcement and the surrounding detachment to increase our availability to conduct traffic operations. Bike Patrols were also completed along with Positive Ticketing to identify and reward safe behaviours.</p>
<p>Priority 2</p>	<p>Communicate effectively</p>
<p>Current Status & Results</p>	<p>Canmore RCMP has continued to prioritize community engagement and consultation to build and maintain positive relationships within our policing jurisdiction. The Canmore RCMP has a strong relationship with our partner agencies within Canmore Fire Rescue, Municipal Enforcement, Kananaskis Mountain Rescue, Alberta Parks and the MD of Bighorn with weekly communication. During this assessment period, Canmore RCMP delivered numerous presentations to the schools and community groups. We also conducted a series of presentation for businesses, associations and groups concerned with personal safety and recent social trends. Canmore RCMP had the opportunity to be a part of the coffee with a cop initiative on monthly basis and additional training opportunities within Emergency Management Training with the Town of Canmore.</p>
<p>Priority 3</p>	<p>Crime Reduction</p>
<p>Current Status & Results</p>	<p>The Canmore RCMP like many organization has been hit hard with resource challenges and this has continued into this assessment period with 6 of 23 ODS non operational an almost 30% vacancy pattern. As a result, Canmore RCMP continued to second resources from our GIS Units to backfill front line operational members to ensure core operations could be maintained with 24 hour policing. Despite these challenges, Canmore RCMP were able to perform curfew checks and proactive patrols resulting in stolen vehicles being recovered. Additional crime prevention projects are being completed to proactively educate businesses on crime trends, preventative tools, risk assessments and formal presentation to assist business and home owners through the Chamber of Commerce and Business Improvement Association. Canmore RCMP is actively working with SCAN and AHS to combat crime in problematic residences in order to increase community safety.</p>



Crime Statistics¹

The following table provides policing statistics on actual offences within the periods listed. Please see Appendix for additional information and a five-year comparison.

Category	October – December			January – December		
	2022	2023	% Change Year-over-Year	2022	2023	% Change Year-over-Year
Total Criminal Code	296	292	-1%	1,510	1,306	-14%
<i>Persons Crime</i>	44	40	-9%	203	217	7%
<i>Property Crime</i>	153	159	4%	764	674	-12%
<i>Other Criminal Code</i>	99	93	-6%	543	415	-24%
Traffic Offences						
<i>Criminal Code Traffic</i>	12	3	-75%	38	30	-21%
<i>Provincial Code Traffic</i>	306	172	-44%	1,292	1,066	-17%
<i>Other Traffic</i>	0	2	N/A	2	6	200%
CDSA Offences	0	1	N/A	8	13	63%
Other Federal Acts	3	2	-33%	15	22	47%
Other Provincial Acts	122	123	1%	465	455	-2%
Municipal By-Laws	54	39	-28%	340	251	-26%
Motor Vehicle Collisions	87	72	-17%	272	316	16%

1. Data extracted from a live database (PROS) and is subject to change over time.

Trends/Points of Interest



Municipal Overview: Human Resources²

Staffing Category	Established Positions	Working	Special Leave ³	Hard Vacancies ⁴	Revised Plan at Q3	2023/24 FTE Utilization Plan
Police Officers	19	14	5	2	15.75	18.0
Detachment Support						

2. Data extracted on December 31, 2023 and is subject to change.

3. Once members are placed on "Special Leave" (eg. Maternity/paternity, medical >30 days, leave without pay, graduated return to work) they are not included in the FTE count and their pay is not charged directly to each location. However, any salary expenditures associated with these employees while on leave is included as an "indirect cost" and billed within the Divisional Administration rate, charged to all contracts.

4. Hard vacancies reflect positions that do not have an employee attached and need to be filled.

Comments

Police Officers: Of the 19 established positions, 14 officers are currently working with five on special leave (two Graduated Return to Work, two medical and one mat leave). There are two hard vacancies. The annual plan for Canmore was based on 18 working officers, but has been revised to 15.75 working officers as of Q3 to better align with realized resourcing levels.



Municipal Overview: Financial/O&M

Municipal Overview	Year to Date Expenditures ⁵	Revised Plan at Q3	2023/24 Financial Plan
Direct Costs			
Pay	1,288,299	2,000,000	2,258,000
Extra Duty Pay	95,645	145,000	166,000
Equipment	6,355	190,095	243,369
Training	1,450	46,000	72,899
Unit Operations and Maintenance	99,525	161,000	161,000
Commissionnaire (guarding)	55,857	65,000	65,000
Other	58,889	150,000	150,000
Total Direct Costs at 100%	1,606,020	2,757,095	3,116,268
Indirect Costs			
Total Indirect Costs at 100%	864,575	1,276,997	1,398,047
Total Costs Prior to Final Adjustments at 100%	2,470,595	4,034,092	4,514,315
Total Costs After Final Adjustments (at applicable cost share)	2,298,535	3,730,682	4,162,883

5. Includes expenditures up to December 31, 2023.

Comments

As indicated in the recent Period 8 reporting, your financial Forecast for 2023/24 was adjusted to better align with realized expenditures and FTE utilization. The financial figures as identified above include the original and revised forecast totals.

Quarter 3 invoicing will be distributed no later than January 19, 2024. For communities that requested or confirmed adjustments to invoicing amounts, please note that those changes will be reflected in the invoice. The potential for additional changes at Quarter 4 will be reviewed towards the end of the fiscal year.

RCMP will continue to provide your community with monthly enhanced reporting to support ongoing forecast adjustments and potential invoice revisions, to ensure projections are as accurate as possible. This increased reporting will support ongoing management of policing budgets, while also enhancing transparency and engagement with our partners.



Definitions

Municipal Overview: Human Resources

FTE Utilization	A full-time equivalent (FTE) employee is defined by the number of months in a fiscal year that a position is filled. The FTE utilization level refers to the total months filled for all positions within the detachment/unit.
2023/24 FTE Utilization Plan	This reflects the number of working FTEs planned to be in place for the fiscal year.
Revised Plan at Q3	This reflects any adjustments to the planned number of working FTEs, which may vary as hard and soft vacancies fluctuate throughout the year.

Municipal Overview: Financial/O&M

Year-To-Date (YTD) Expenditures	YTD expenditures reflect the actual expenditures within each category, as of the date of the report.
Revised Plan at Q3	This reflects any adjustments to the forecasted spending plan for the relevant category, which may vary as expenditures are realized throughout the year.
2023/24 Financial Plan	This reflects the target spending levels set for each category of expenditure, and the initial financial plan for the current fiscal year.
Pay	Includes salary costs and associated allowances for police officers, civilian support, and Public Service Employee Pay, if applicable.
Extra Duty Pay	Includes direct overtime costs for police officers and (if applicable) Public Service Employees.
Operating and Maintenance	Reflects all unit operating costs, including items such as travel, fuel and vehicle repairs.
Commissionnaire Guarding	Reflects the costs of guarding prisoners within detachments.
Equipment	Includes expenditures for operational and technology equipment, police vehicles and the associated fit-up of those vehicles.
Other	This includes all remaining expenditures such as administration costs, secret expenditures and air services costs if applicable.
Direct Costs	This reflects billable costs for municipalities with populations over 15K that are specific to each detachment. They include unit-controlled costs related to overtime, travel, fuel, etc., as well as divisionally-controlled costs such as member pay, police vehicles, training, and so on.
Indirect Costs	This reflects the indirect costs associated to employees, including benefits, Canada Pension Plan and Employment Insurance rates. Also included within indirect costs are the division administration charges associated to core administration costs, special leaves and health services costs.
Total Costs Prior to Final Adjustments	Reflects total costs of all categories of expenditures prior to any adjustments at 100%
Total Costs After Final Adjustments	Reflects total costs of all categories of expenditures and any cost adjustments at the contract partner share.

Council Resolution Action List

G1

Motion #	Agenda Item	Resolution	Council Mtg Date	Service Area	Action Status	Last Update	Date Complete
99-2021	MOU with Stoney Nakoda	Direct administration to investigate and report back on the scope, process and resources needed to establish a Memorandum of Understanding (MOU) with the Stoney Nakoda Nation.	27-Apr-21	CST	The Stoney Nakoda Nation have indicated that they would like access to lands within the Town of Canmore boundaries for cultural ceremonies. This would help build relationships that will assist with establishing an MOU. Council approved a request to advance this work at the Sept 7, 2021 council meeting. Administration continues to reach out to the Stoney Nakoda Administration to advance this work.	2-Jan-24	
216-2021	Advancing Truth and Reconciliation with the Stoney Nakoda Nation	Direct administration to work with the Stoney Nakoda Nation to identify lands within the Town of Canmore boundaries that would be appropriate for cultural ceremonies and assist with any necessary agreements for the use of these lands.	7-Sep-21	CST	Work is ongoing. The next step for this item rests with the Stoney Nakoda Nation.	2-Jan-24	
219-2021	Lower Silvertip Wildlife Corridor	Direct administration to assemble a working group consisting of key Lower Silvertip Wildlife Corridor landowners to develop principles for and an approach to shared management of the corridor.	7-Sep-21	Public Works Admin	Completed	5-Mar-24	5-Mar-24
79-2022	Procedural Bylaw Amendment 2022-04 Omnibus	Direct administration to investigate the options for video and audio being treated as written submissions and imbedded in the record of public submissions.	5-Apr-22	Clerks	IT and the Municipal Clerk continue to investigate options as part of the capital project to update Council Chambers A/V. This would be part of phase 2 of this project - Agenda Management Software. An RFP was issued January 31, 2024.	5-Feb-24	
122-2023	Housing Accelerator Fund Action Plan	Direct administration to investigate and report back on changes to residential districts in the Land Use Bylaw that can facilitate provision of additional housing supply.	6-Jun-23	CST	Administration intends to commence this work in 2024.	2-Jan-24	
124-2023	Housing Accelerator Fund Action Plan	Direct administration to 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.	6-Jun-23	CST	Administration intends to commence this work in 2024.	2-Jan-24	
193-2023	2023 Capital Budget Amendment Large Item Collection Vehicle	Direct administration to return during the 2025 budget process with a review of the large-item pickup service level and provide recommendations on ways to increase potential circular economy opportunities to expand the reuse and sharing economy for residents.	15-Aug-23	Solid Waste	Work will occur in 2024 as part of the 2025 budget development.	2-Jan-24	
200-2023	Retail Gap Analysis and Light Industrial and Commercial Land Review	Direct administration to return with recommended amendments to the Land Use Bylaw and Municipal Development Plan to discourage the provision of employee housing in industrial districts.	5-Sep-23	Planning	Planning will bring forward recommended amendments in Q2 2024.	6-Mar-24	
208-2023	Land Use Bylaw Amendment 2023-20 – Canmore Planning Commission Authority and Referrals and Subdivision Authority, Development Authority, and Municipal Planning Commission Establishment Bylaw Amendment 2023-28 – Development Authority and Canmore Planning Commission	Direct administration to return by June 2024 with options to remove, where feasible, naming of Council and Canmore Planning Commission as the Development Authority from Direct Control Districts within the Land Use Bylaw and replace it with the Development Officer	5-Sep-23	Planning	The first set of amendments were approved in March 2024. Additional amendments will come forward later in the year.	6-Mar-24	
238-2023	Municipal Election Sign Options	Direct administration to prepare (1) an Election Sign Bylaw that restricts municipal election signage to private property except for four public property locations recommended by administration where a candidate may place one sign, and (2) an amendment to the Town's Land Use Bylaw to remove the political campaign signs section.	3-Oct-23	Municipal Enforcement	Motion repealed and replaced with motion 45-2024.	5-Mar-24	5-Mar-24
254-2023	Committee Appointments	Direct administration to bring a Code of Conduct for Council Appointees to Council for consideration.	24-Oct-23	CST	Administration has reviewed examples from other communities and intends to bring a report to Council in Q2 2024.	2-Jan-24	
48-2023FIN	Follow-Up and Budget Deliberations	Direct administration to advise Council when the \$10,000 fruit tree incentive program is fully subscribed for 2024.	14-Nov-23	Public Works Admin	This will be monitored throughout the year.	2-Jan-24	
17-2024	Livability Task Force Update	Accept the Livability Task Force's recommendations for information as presented and direct administration to develop an implementation plan.	9-Jan-24	CST	Legal review to advance these recommendations has begun. Updates will be provided to Council as they become available. An information session for the public was held on January 31, 2024	1-Feb-24	

45-2024	Municipal Election Sign Options	that Council direct administration to prepare: (1) an Election Sign Bylaw that restricts political campaign signs to private property, and (2) an amendment to the Town's Land Use Bylaw to remove the political campaign signs section.	5-Mar-24	Municipal Enforcement	Municipal Enforcement will bring forward a draft bylaw to Council by the end of Q1 2024 that will also include the necessary amendments to the Land Use Bylaw.	5-Mar-24	
27-2024	Offsite Levy Bylaw Amendment 2024-01	That Council direct administration to review a letter from received from BOWDA dated February 9, 2024 and provide a response to Council prior to second reading, including any proposed amendments to Bylaw 2024-01.	13-Feb-24	Finance	Completed	5-Mar-24	5-Mar-24
30-2024	Further Exploration of Fireworks	That Council direct administration to report back to Council on the following matters by June 4, 2024: (1) Potential alternatives to having fireworks on Canada Day and New Year's Eve that do not pose a wildfire risk and have less potential impact on wildlife, pets, and people, including the estimated costs; (2) Advice on increasing the fines as set out in Fireworks Ban Bylaw 2023-23 from \$5,000 per occurrence to \$10,000 per occurrence; and (3) Options for enhancing awareness and municipal enforcement with respect to illegal fireworks, including the estimated costs.	13-Feb-24	Municipal Services	Municipal Services departments have begun researching firework alternatives and have started a review of existing bylaws (Fire Bylaw and Fireworks Ban Bylaw).	1-Mar-24	



Correspondence

DATE OF MEETING:

March 19, 2024

Agenda #: H

1. From RCMP re Deputy Commissioner Retirement
2. From Minister of Forestry and Parks re Bow Valley Wildfire and Vegetation Management Plan
3. From Minister of Environment and Protected Areas re Water Management Plan
4. From Alberta Construction and Maintenance re Highway 1 Bow River to Banff East Gate Wildlife Exclusion Fencing Project
5. From Minister of Municipal Affairs re Local Government Fiscal Framework
6. Update from the Lieutenant Governor of Alberta

Royal Canadian Mounted Police



Gendarmerie royale du Canada

Commanding Officer
Alberta

Commandant
de l'Alberta

December 27, 2023

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

- Sean -
Dear Mayor Krausert:

You may have already heard, but after a long and fulfilling career with the RCMP, I have decided to retire.

As Commanding Officer, I have been very grateful for the positive and collaborative relationship the Alberta RCMP has enjoyed with your community. Your input has shaped the services we provide and without your feedback, support and participation, our collective goal of public safety could not be achieved. Please accept my heartfelt gratitude for your commitment and partnership in community safety and for the ongoing support you provide the Alberta RCMP and your police officers.

While my career with the RCMP is drawing to a close, I have accepted the position of Assistant Deputy Minister with the Public Security Division of the Ministry of Public Safety and Emergency Services for the Government of Alberta. In this role, I am looking forward to the opportunity to continue working with you to ensure our communities are safe, secure, and confident in their policing services.

Yours truly,

C. M. (Curtis) Zablocki, M.O.M
Deputy Commissioner
Commanding Officer Alberta RCMP

11140 – 109 Street
Edmonton, AB T5G 2T4

Telephone: 780-412-5444
Fax: 780-412-5445

From: FP Minister <FP.Minister@gov.ab.ca>
Sent: Tuesday, January 16, 2024 9:35 AM
To: Sean Krausert <sean.krausert@canmore.ca>
Subject: Bow Valley Wildfire and Vegetation Management Plan

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

Dear Mayor Krausert:

Thank you for your November 22, 2023, letter regarding wildfire management in the areas adjacent to the Town of Canmore. I appreciate the opportunity to respond.

Protecting human lives and communities from the risk of wildfire is a top priority for Alberta's government. As mentioned, the Bow Valley Wildfire and Vegetation Management Strategy is under development and currently in draft phase. This guiding document will address complex wildfire and vegetation management issues in the Bow Valley and will provide practical management strategies at the landscape scale to reduce wildfire risk, restore habitat and species diversity, increase ecosystem resilience, and minimize human-wildlife conflicts. It compiles existing and future activities into one document to provide a cohesive approach for the planning area.

Forestry and Parks is the lead agency for the committee, which represents expertise and interests in the Bow Valley, as well as consultation with First Nations and outreach with local governments, utilities, local organizations, and the public. Current partners include Alberta Parks, Parks Canada, Town of Canmore, Municipal District of Bighorn, Kananaskis Improvement District, City of Calgary and the Stoney Nakoda First Nation. Department staff will continue to develop the plan in coordination with the committee. I have provided direction to department staff that this is a priority to complete the writing of the Bow Valley Wildfire and Vegetation Management Strategy.

Additionally, department staff have developed the Calgary Forest Area Wildfire Prevention Plan with goals and strategies to address the reduction of human caused wildfires within the Forest Protection Area. Initiatives included backcountry vehicle patrolling, public education and outreach (interaction and campaign), fire advisories/restrictions/bans/closures, enforcement written warnings and violations, cost recovery, industry and public digital messaging/communications, mutual aid agreements with municipal districts and communities along with FireSmart program support and field operations.

Forestry and Parks is moving forward with a \$5 million grant to the Forest Resource Improvement Association of Alberta to administer the community fireguard program. Fireguards provide strategically located breaks on the landscape where they provide protection to the community from potential wildfires. I encourage the Town of Canmore and your neighbouring municipality, Municipal District of Bighorn, to consider the opportunities provided by this new grant program and if this program aligns with the objectives of the Bow

Valley Wildfire and Vegetation Management Strategy.

Department staff participated in the multi-day Georgetown Wildfire Exercise in 2022, which provided excellent opportunities for increased understanding of each organization's roles in wildfire management. These learnings will be beneficial should our two organizations need to manage a wildfire on the integrated landscape in the Bow Valley.

I recognize this year has been an extraordinary wildfire season resulting in significant impacts to Alberta communities. Collaboration needs to be an underlying principle to the future state of wildfire management. In the coming month I look forward to working with your community to work towards a stronger, more resilient Alberta.

Sincerely,

Honourable Todd Loewen
Minister
Forestry and Parks



ALBERTA

ENVIRONMENT AND PROTECTED AREAS

Office of the Minister

Dear Elected Municipal Leaders,

Alberta is currently in a significant drought. During summer 2023, several water basins reached critical drought conditions due to low rainfall and high temperatures. The world is also experiencing El Niño, a global phenomenon occurring for the first time in seven years. It's causing less snow and rain, along with higher temperatures, heightening the potential for significant drought into spring and summer 2024, particularly in southern Alberta.

Alberta has five stages in its water management plan. Ranging from Stage 1, which is a minor drought, to Stage 5, which is a province-wide emergency. We are currently in Stage 4. The Government of Alberta is closely monitoring the situation and working to be prepared in case the province faces a similar – or worse – drought next year. Staff from Environment and Protected Areas, along with Agriculture and Irrigation, are working with water licence holders, major water users, and other partners to develop water conservation plans and water-sharing agreements.

Alberta has stood up a Drought Command Team in the event of an emergency and an early first draft of a 2024 Drought Emergency Plan has been completed and is now being refined. We have also initiated drought modelling work that will allow the province to determine how to maximize the province's water supply. Alberta is considering a wide range of tools and approaches to respond to an emergency situation, including both regulatory and non-regulatory tools.

The province will also be striking an advisory panel of leaders to help provide advice in the months ahead. And we are preparing for the future, looking at what long-term infrastructure is needed to help manage water supplies for future generations.

However, municipal action is also needed. In order to be fully prepared for a severe drought, municipal leaders throughout Alberta will need to take action. From my time as the Minister of Municipal Affairs, I have had the pleasure of meeting and working with many of you, and I am confident that Albertans will find their municipal leaders are ready and willing to deal with this challenge head-on.

That's why I am writing to all municipalities to ask that the following be undertaken in the coming months:

- 1.) Initiate efforts to monitor water supply infrastructure proactively, paying particular attention to water intake relative to water levels.
- 2.) Begin a review of the terms of your municipality's water licence so you are aware of any conditions that may limit your ability to withdraw water during a drought.
- 3.) Alert municipal water managers to prepare to be engaged with officials from the Drought Command Team, should conditions within your municipal water licence need to be triggered.
- 4.) Develop a water shortage plan so your municipality is prepared to respond if water availability decreases.

We are asking all water users to start planning now to use less water in 2024. We are committed to providing information and supporting any additional conservation efforts that your municipality may adopt in the future.

Stay up-to-date on precipitation and water levels through the Alberta Rivers app or the Alberta Rivers Basins web page at rivers.alberta.ca. To learn more about the impacts of drought on communities and the principles for sound water management, please visit alberta.ca/drought.

Environment and Protected Area would like to hear from your water management staff on perceived risks of drought in 2024, what impacts it could have on your operations, and how your municipality plans to mitigate risks. To connect with our team, please email epa.drought@gov.ab.ca.

Alberta has navigated many droughts before and has a long, proud history of coming together during tough times. I know we can count on our municipal partners to work together in the face of adversity.

Sincerely,



Rebecca Schulz
Minister of Environment and Protected Areas

cc: Honourable Ric McIver
Minister of Municipal Affairs

Honourable RJ Sigurdson
Minister of Agriculture and Irrigation

Stacey Smythe
Assistant Deputy Minister, Regulatory Assurance
Environment and Protected Areas

January 25, 2024

Subject: Highway 1 Bow River to Banff East Gate Wildlife Exclusion Fencing Project

Alberta Transportation and Economic Corridors (TEC) prioritizes road safety and recognizes the importance of mitigating animal-vehicle collisions on the highway network. To help address this issue, TEC will develop a wildlife exclusion fence along Trans-Canada Highway (Highway 1) between Canmore, Alberta, and Banff National Park East Gate. The installation of a wildlife exclusion fence in the area is expected to reduce animal-vehicle collisions by 80 percent, helping provide a safe and efficient transportation system to support Alberta's economic, social, and environmental vitality.

TEC has retained Dillon Consulting Limited. (Dillon) to manage the design, construction, and post-construction of the wildlife exclusion fence. As a part of the project, TEC and Dillon will engage with project stakeholders and First Nations to share information about the project. Attached to this letter is a project information sheet that outlines additional details about the wildlife exclusion fence project.

An opportunity to learn more about the wildlife exclusion fencing project:

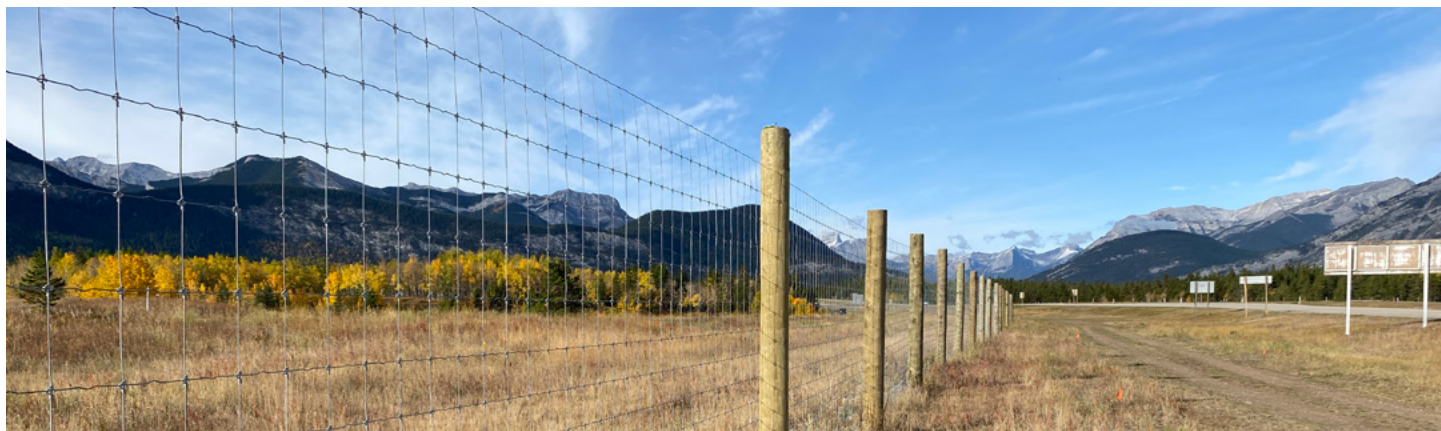
As part of the engagement process, we invite you to meet with the project team to learn more about the wildlife exclusion fence project. This meeting will provide opportunities to interact directly with project team, share your thoughts, and ask any questions about the project. To schedule a meeting with the project team, please contact the project team at: bow2banff-fence@dillon.ca

Contact the Team:

If you have any questions or want more information about the project, please email the project team at bow2banff-fence@dillon.ca

File: 23-6986

Enclosure: Project Information Sheet



Highway 1 Bow River to Banff East Gate Wildlife Exclusion Fencing Project

Alberta Transportation and Economic Corridors (TEC)

Alberta Transportation and Economic Corridors (TEC) is improving public and wildlife safety along the Trans-Canada Highway (Highway 1) corridor between Canmore, Alberta, and the Banff National Park East Gate by installing a wildlife exclusion fence. TEC has retained Dillon Consulting Limited (Dillon) to manage the design, construction, and post-construction of a wildlife exclusion fence in this location.

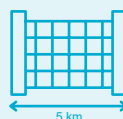
Road safety is a top priority for TEC, and we recognize the importance of mitigating animal-vehicle collisions on the highway network. The Government of Alberta allocated funding over three (3) years in the Budget 2023 Capital Plan to reduce animal-vehicle collisions on provincial highways to improve the safety of the travelling public. This investment includes the engineering work for wildlife exclusion fencing on Highway 1, from the Bow River in Canmore, Alberta, to the Banff National Park East Gate.



Did you know?



Adding wildlife exclusion fencing along major roadways can reduce animal-vehicle collisions by 80%.



Wildlife exclusion fences are most effective when constructed over 5 km long, border both sides of the road, and are located along major highways.



In addition to the cost to human life and the environment, animal-vehicle collisions in the province can cost \$300,000 per day in associated property damage, health care, and highway maintenance costs.

Wildlife exclusion fences are designed to protect both humans and animals. Cutting a hole in a wildlife exclusion fence can increase human-wildlife conflicts, putting people at risk of injury or harm. Additionally, animals may stray into areas where they could pose a danger to themselves or the people driving on the highway.

What is the Highway 1 Bow River to Banff East Gate Wildlife Exclusion Fencing project?

Road safety is a priority for Alberta Transportation and Economic Corridors (TEC). TEC’s mandate is to provide all Albertans with a safe and efficient transportation system. To support this mandate, TEC is planning the development of a wildlife exclusion fence along the Trans–Canada Highway (Highway 1) stretching from the Bow River in Canmore, Alberta, to the Banff National Park East Gate.

With fewer collisions, wildlife populations can be better preserved, and impacts on the surrounding ecosystem can be reduced. Fewer annual animal deaths by vehicle collisions will result in increased biodiversity and fewer disruptions to the food chain, resulting in a healthier ecosystem.



How will the wildlife exclusion fence protect animals and people travelling through this corridor?

Adding a wildlife exclusion fence would enhance driver safety by minimizing unexpected wildlife encounters by up to 80%, reducing the risk of roadway collisions when travelling between the Town of Canmore and the Banff East Gates.

How will animals move through the Bow Valley after the installation of the wildlife exclusion fence?

This project will be guiding wildlife to existing safe crossing opportunities along Highway 1. Over time, this will enhance habitat connectivity for wildlife populations and biodiversity that would otherwise be disconnected by significant roadways.

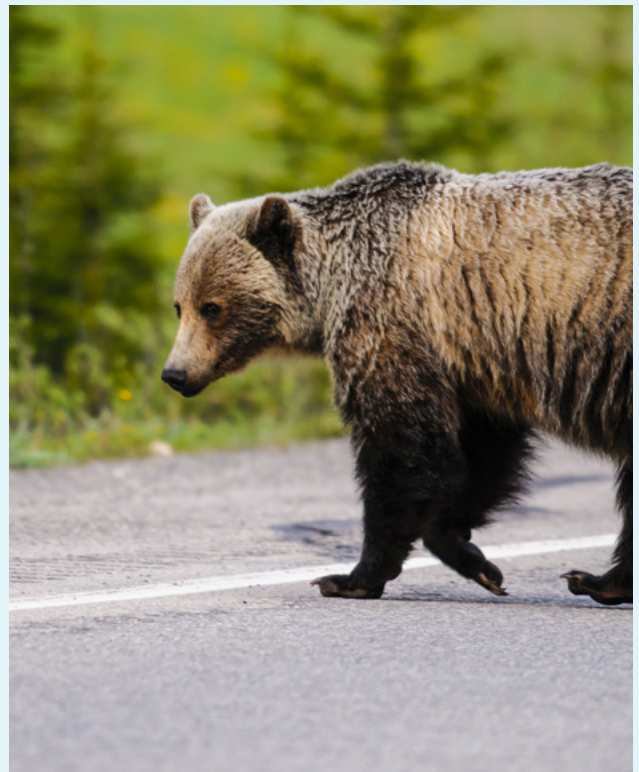
How is the Wildlife Exclusion Fence project being supported?

The Government of Alberta has allocated \$15 million over three (3) years in the Budget 2023 Capital Plan to mitigate animal-vehicle collisions on provincial highways to improve the safety of the travelling public. This investment includes the engineering work for wildlife exclusion fencing on Highway 1, from the Bow River in Canmore, Alberta, to the Banff National Park East Gate.

To address animal-vehicle collisions, the Government of Alberta has implemented the Alberta Wildlife Watch (AWW) Program, which aims to improve driver safety and reduce the impacts of highways on wildlife. AWW was developed in close collaboration with Federal (Parks Canada) and Provincial Governments (Wildlife Stewardship) with input from academia and environmental non-governmental organizations.

How can people stay informed about the Wildlife Exclusion Fence project?

To speak with a project team member about the wildlife exclusion fence project, please email the project team at: bow2banff-fence@dillon.ca





ALBERTA
MUNICIPAL AFFAIRS

*Office of the Minister
MLA, Calgary-Hays*

AR113944

February 29, 2024

Dear Chief Elected Officials:

I am writing to share information with you about *Budget 2024*, which my colleague, the Honourable Nate Horner, President of Treasury Board and Minister of Finance, has tabled in the Alberta Legislature. You will find below some details about *Budget 2024* that are most closely related to Alberta Municipal Affairs.

Budget 2024 is a responsible plan for a growing province that invests more than \$1 billion to build stronger communities across Alberta. Through these important investments, my ministry will continue to support local governments in providing fiscally responsible, collaborative, and accountable services to Albertans.

I am particularly excited about the Local Government Fiscal Framework (LGFF), which will deliver predictable capital infrastructure funding to municipalities and Metis Settlements across Alberta for many years to come. As we are all aware, the LGFF represents years of collaboration between the province and local governments, and the LGFF replaces the Municipal Sustainability Initiative (MSI) with a more sustainable model. We set the initial capital funding baseline for the LGFF at \$722 million to remain consistent with the average amount municipalities have received annually over the last three years of the MSI Capital program.

We now have a true partnership in place through the Revenue Index Factor, which will see municipal funding rise and fall at a one-to-one ratio that is based on changes in provincial revenue from three years prior. Our new framework will deliver the predictability and partnership that municipalities have long been asking for, and I would like to thank you once again for your input to the development of the LGFF to ensure it effectively supports communities and residents provincewide. The MSI Operating program will continue as LGFF Operating funding and will provide \$60 million in 2024/25 to local governments to assist with your operational costs and help to respond to inflationary pressures. More information about the LGFF and the 2024 allocations can be found online.

Additionally, *Budget 2024* includes \$60 million over three years for the Local Growth and Sustainability Grant, a new grant to help relieve some of the pressures facing fast-growing communities. This new grant will help address acute infrastructure priorities and economic development opportunities. More details about the program will be shared with you later this year.

.../2

320 Legislature Building, 10800 - 97 Avenue, Edmonton, Alberta T5K 2B6 Canada Telephone 780-427-3744 Fax 780-422-9550

As with previous years, our budget includes capital support through the federal Canada Community-Building Fund and Investing in Canada Infrastructure Program. We are also pleased to maintain the strong support we have for public libraries with more than \$33 million going towards operating grants for libraries across the province.

Budget 2024 puts Albertans and Alberta families first by investing in strong health care, a modern education system, and supports to keep life affordable. This budget also invests in safe and supportive communities in Alberta by managing our resources wisely.

I look forward to continuing our work together over this next year as we continue to build strong and vibrant communities that contribute to a stronger province and a brighter future for Albertans and their families.

Sincerely,



Ric McIver
Minister



UPDATE FROM THE LIEUTENANT GOVERNOR OF ALBERTA

SEPTEMBER 2023 TO FEBRUARY 2024

MESSAGE FROM LT. GOV. LAKHANI

Each Lieutenant Governor has the opportunity to work with the Chief Herald to create a Coat of Arms that is representative of their beliefs and values. Recently I was honoured to receive mine after this process. I am so very pleased to be able to share with you my long-awaited Coat of Arms, with symbols that represent the many facets of my identity incorporated into the design.

As a nod to my African roots, the colours red, black, and gold, and the grey crowned cranes are reminiscent of the flag of Uganda, where I was born. The birds also symbolize love, fidelity, and longevity. The motto *Ubuntu* is a Bantu expression, meaning "I am because we are," highlighting the values of compassion and humanity which have guided me throughout my life. As a representation of the home I have created here in Alberta with my husband and daughters, you can see mountains, wild roses, and a pronghorn sitting atop the crest with a heart. The pronghorn is native to Alberta and possesses sharp sight and adaptability, while the heart signifies kindness, charity, and my sustained commitment to public service. This Coat of Arms is a melding of the chapters in my life that truly embodies my journey so far.



I hope to, even beyond my time in this role, continue to uphold the values and beliefs represented in this Coat of Arms. Serving as Lieutenant Governor is a genuine privilege, and I feel extremely fortunate to embrace this opportunity. Albertans are an immensely proud and hardworking group of people who so generously and thoughtfully contribute to society. As I continue to grow in my relationships with various communities and deepen my understanding of our province, I look forward to what this upcoming year holds for us all.

Shakhani

The Honourable Salma Lakhani
Lieutenant Governor of Alberta



Their Honours with the group of air and sea cadets who assisted at the New Year's Day Levee.

KICKING OFF 2024 AT THE LEVEE

It can be said that the annual signature event of every Lieutenant Governor across Canada is the New Year's Day Levee. On January 1st, Her Honour welcomed over 500 Albertans to Government House at this free event where guests of all ages went through a receiving line to exchange new year's greetings with Their Honours and the vice-regal escort, enjoyed live music and treats, and took in the wonderful art and architecture of the historical building. Members of the Military and Consular Corps were also invited to take part in this tradition. Her Honour is grateful to have a dedicated team of Aides-de-Camp and volunteers who made each and every guest feel welcome as they visited Alberta's ceremonial home.



EMPHASIZING EDUCATION



One of the Lieutenant Governor's pillars for her term is education, and she is an ardent supporter of learning in all forms, for people of every age.

Her Honour participates in the School at the Legislature (SATL) program, meeting with Grade 6 students as part of their studies on the Canadian system of government. Over the last six months, students from these schools got to meet and ask Her Honour questions: Florence Hallock School, École Frère Antoine (*top*), Holy Family School, St. Gerard, two classes from Soraya Hafez School, & St. Timothy.



On February 15th, Grade 5 & 6 classes from Holy Child School in Edmonton got to celebrate National Flag Day at SATL with Her Honour, complete with a Q&A session and some Canada flag cookies.

Virtual SATL visits are arranged for schools outside the capital region. Students from Kitscoty School, Nose Creek School & Khalsa School (Calgary) and Isabel Campbell School (Grande Prairie) got to meet and chat with Her Honour over video.

Schools that invited Her Honour to stop by in person to learn from students included New Myrnam School (*middle right*), Bishop Greschuk School, Lynnwood School (*middle left*), and Soraya Hafez for Read-in Week.



Teachers interested in arranging a school visit can email the Office at LTgov@gov.ab.ca

Lt. Gov. Lakhani equally enjoys conversing with the teachers who shape the young minds of tomorrow. In November, Her Honour hosted a special banquet at Government House for teachers from across the province who were attending the Alberta Teachers Institute on Parliamentary Democracy (*bottom*).

FULFILLING CONSTITUTIONAL DUTIES

Vice-Regal representatives play an important role in maintaining Canada's constitutional traditions and continuity of government. As part of her ongoing constitutional duties, Her Honour continues to grant Royal Assent to bills brought forward by the Legislative Assembly and signs Orders in Council. She was busy this fall and winter with the Speech from the Throne opening the First Session of the 31st Legislature in October (*left*), attending events hosted by the Speaker - National Indigenous Veterans Day Remembrance Day Ceremony (*middle*), Louis Riel Commemorative Ceremony, & Black History Month Celebration - and also assisting Speaker Cooper with the Legislature Holiday Light-up (*right*) in December.





Her Honour is always thrilled to present awards to deserving citizens of all ages in a wide range of categories. Over the past six months, various award ceremonies took place across the province, including: LG of Alberta Arts Awards in Medicine Hat (*top*), Order of St. John Investiture, Royal Lifesaving Society Investiture of Lifesaving Honours, AB Newcomer Recognition Awards in Calgary, Alberta's Paramedics & Emergency Medical Services Awards in Red Deer, Recreation for Life Awards in Lake Louise (*bottom left*), Immigrant of Distinction Awards in Calgary, John Humphrey Centre for Peace & Human Rights annual awards (*bottom centre*), AB School Boards Association LG Student Awards, Alberta Order of Excellence Investiture, LG's Circle of Mental Health True Awards, and Stars of Alberta volunteer awards in Calgary (*bottom right*).



HONOURING INDIGENOUS PEOPLES

The Lieutenant Governor is dedicated to engaging with and gaining insights from the diverse First Nations communities in Alberta. She consistently holds meetings with Indigenous leaders, groups, and organizations to understand and appreciate the impactful initiatives they are involved in.

From September 2023 to February 2024, Her Honour attended these events and ceremonies: kihcihkaw askî Sacred Site grand opening in Edmonton, the unveiling of the Reconciliation Garden at the Legislature grounds (*centre*), Truth & Reconciliation Day at Bent Arrow, Empowering Spirit event at Creating Hope Society (*left*), grand opening of the Aboriginal Friendship Centre's Elders Lodge in Calgary (*right*), the National Gathering of Elders, and the First Nations Educators Conference in Edmonton.



ENGAGING WITH THE COMMUNITY

The fall and winter are very busy times for Her Honour, attending several festivals, galas, community celebrations, and conferences across Alberta.

Lt. Gov. Lakhani had the pleasure of attending: Alberta Days, Ukrainian-Canadian Heritage Day flag raising, British Days at Spruce Meadows (*top*), Ismaili CIVIC 'Root for Trees' tree planting, Daughter's Day, Sahakarini reception in Camrose, Jewish Seniors Centre luncheon, Wellington Retirement Residence Coronation tea in Medicine Hat, ARNFT Board dinner, Toastmasters 50th anniversary celebration, Love for Humanity's 10th Community Outdoor Food Bank grand opening, Citizenship ceremony to commemorate Remembrance Day, dinner with the Ismaili Council of the Prairies and the MobSquad Holiday reception in Calgary, YWCA Rose Breakfast, serving lunch at Brightview Elementary school, Centenarian Celebration at Colonel Belcher (Calgary), 1000 Women - Inspiring Possibilities at NorQuest College, Governor General's Curling Club annual safari (*centre*), Jr. Achievement AB Business Hall of Fame gala, No Stone Left Alone gala, Lest we Forget...A Musical Tribute (Ft. Saskatchewan), Calgary Homeless Foundation's 25th Anniversary gala, ESO & CPO joint concert 'Alberta in Harmony', Broadway Across Canada's *Hadestown*, Alberta Art Gallery's Holly Ball, Government House's Christmas Tea, Alberta Ballet's *The Nutcracker*, Red Deer Polytechnic's 60th Anniversary Celebration with Chris Hadfield, the Edmonton Burns Club 102nd Anniversary dinner, Edmonton Chamber of Commerce's Chamber Ball, Ethnik Festival's Black History Month event, Black Chamber of Commerce's 2nd Black History Month dinner, and a Lunar New Year celebration hosted by the Calgary Chinese Cultural Centre.

Her Honour was a keynote speaker at: 4th Annual First Responders Suicide Awareness Conference, Women Empowerment Cross-Culture Conference, IPAC (Institute of Public Administration Canada) Edmonton & Calgary Lunch and Learn, Rohit's Baskets of Hope 2023, Ignite Change Global Conference: 75th Anniversary of the UN Universal Declaration of Human Rights, and a luncheon she hosted at Government House for the International Women's Forum.

Military and uniformed services events included: visiting South Alberta Light Horse Regiment in Medicine Hat, Police & Peace Officer Memorial Day, Commemorative Ceremony & Sign Unveiling for Cpl Stephen Gibson in Brooks, 100th Anniversary of the RCN Naval Reserve (Calgary), First Poppy presentation (Calgary), Cadet Coronation Ball (Calgary), No Stone Left Alone ceremony at Beechmount Cemetery, Remembrance Day ceremony (Sherwood Park), tour of Calgary Veterans Food Bank, visiting Military Museums (Calgary), BGen Graham's holiday reception, and Royal Canadian Artillery Band's annual Christmas concert.

Her Honour enjoys taking tours and learning about unique sites across Alberta. The past six months, she visited Dow Chemical (Ft. Saskatchewan), Neubauer Farms and Medalta Pottery Museum in Medicine Hat, the Alberta Old Building Art Exhibit (Kaasa Theatre), Edmonton Food Bank for a donation drop-off (*bottom*), the Red Woman House in Calgary, St. Andrew's Centre, Morning Star Rising Sun Lodge, and Ukraine's Kitchen in Edmonton - the first Ukrainian kitchen in Canada run entirely by newcomers who fled the war in Ukraine.



FOSTERING INTERNATIONAL FRIENDSHIP



Lieutenant Governor Lakhani often welcomes members of the Consular Corps for courtesy calls and also greets international dignitaries as the highest ranking position in the province of Alberta. Recent courtesy calls included meeting the Ambassadors from Qatar, the Philippines (*right*), and Kosovo (*left*), and the Consul General of Vietnam. In November, Her Honour hosted a Consular Corps luncheon in Calgary (*centre*) to get to know those members representing countries all over the world who live and work in Alberta.