

TOWN OF CANMORE

AGENDA

Committee of the Whole

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

Tuesday, April 16, 2024 at 1:00 p.m.

Times are estimates only.

- 1:00 – 1:05 **A. CALL TO ORDER AND APPROVAL OF AGENDA**
- 1. Land Acknowledgement
 - 2. Agenda for the April 16, 2024 Committee of the Whole Meeting
- 1:05 – 1:20 **B. DELEGATIONS**
- 1. Bow Valley SPCA 2024 Town Council Presentation
- 1:20 – 1:40 2. EPCOR 2024 Town Council Presentation
- 1:40 **C. MINUTES**
- 1. Minutes of the March 19, 2024 Committee of the Whole Meeting
- 1:40 – 2:10 **D. STAFF REPORTS**
- 1. Drought Response Plan
Purpose: To present the Town’s Drought Response Plan.
- 2:10 – 2:25 Meeting Break
- 2:25 – 2:45 2. Preliminary 2024 Property Tax Rates
Purpose: To provide preliminary 2024 property tax rates for discussion prior to bringing the Property Tax Rate Bylaw to Council for approval on May 7, 2024.
- 2:45 – 3:15 3. Canmore Local Transit Service Review
Purpose: To provide an overview of the recently completed Canmore Local Transit Service Review.
- 3:15 – 3:25 **E. COUNCILLOR UPDATES**
- 1. April 2024 Councillor Updates
- 3:25 – 3:35 **F. ADMINISTRATIVE UPDATE**
- 1. April 2024 Administrative Update
- 3:35 – 3:40 **G. COUNCIL RESOLUTION ACTION LIST**
- 1. Council Resolution Action List as of April 10, 2024

3:40

H. CORRESPONDENCE

1. From RCMP re Canmore Detachment
2. To Minister of Forestry and Parks re Alberta NDP MLA, Banff-Kananaskis, Human-Wildlife Coexistence Roundtable and Working Group
3. From Minister of Forestry and Parks re Alberta NDP MLA, Banff-Kananaskis, Human-Wildlife Coexistence Roundtable and Working Group
4. From Minister of Forestry and Parks re Alberta Wildfire Season

I. CLOSED SESSION – none

3:40

J. ADJOURNMENT



Briefing Note - Town of Canmore Committee of the Whole 2024

Vision: Make a Difference. Change Lives. Adopt. Love.

Mission: Provide our community with an Adoption Centre following a no-kill, no-cage philosophy to shelter, care for, and re-home stray, abandoned, and surrendered dogs and cats, and promote humane attitudes and responsible pet companionship through educational programs and community leadership.

Since opening its doors 16 years ago, the Bow Valley SPCA (“BVSPCA”) has rescued 1,634 cats and 731 dogs. Our vision is to make a positive difference in the lives of the dogs and cats we shelter *and* the families that adopt them. Our presentation will highlight the current operations of the BVSPCA, successes and challenges from 2023, stories that highlight our philosophies, along with trends and plans for the remainder of 2024.

Carla Cumming Sojonky Adoption Centre Operations

Our no-cage, no-kill animal shelter has the capacity to shelter approximately 20 to 30 cats (varies depending on behavioural and health conditions of cats) and 6 to 7 dogs, in addition to 3 isolation rooms for new animals or animals on medical/behavioural quarantine. We do not accept any other types of animals besides dogs and cats.

We provide shelter and care for stray, abandoned, and surrendered dogs and cats, and find them a responsible and caring ‘forever home’ based on a best-fit policy. Same-day adoptions are the exception not the norm, as we carefully review, approve, and match families and pets for the best outcome. We are proud to be able to give our animals one-on-one individualized medical and behavioural care from both our staff and volunteers, to best prepare them for their adoptive homes and set them up for long-term success. As a result of these strategies, our return rate is only around 6% within the first year of adoption.

In 2023 we:

- Adopted 89 cats and 43 dogs into the Bow Valley and surrounding areas (compared to 127 cats and 39 dogs in 2022).
- Accepted 36 surrendered dogs and cats (compared to 34 surrendered in 2022).

From January 1st -March 1st 2024 we:

- Adopted 1 dog and 7 cats into the Bow Valley and surrounding areas (compared to 14 cats and 11 dogs by March 1st of 2023).

The trends:

- We saw a decrease in cat adoptions in 2023 compared to 2022, resulting in a lower intake of new cats into the Adoption Centre.

- In 2023 and continuing into 2024, we have seen an increase in long-term resident animals with significant behavioural challenges. This also limits new intakes if we have one animal occupying a room for a year or longer.
- Adoption rates from January 1st to March 1st are lower in 2024 compared to this same timeframe in 2023, with half the number of cats being adopted, and only 1 dog adopted (compared to 11 by this time last year).
- Not unique to the Bow Valley, animal shelters across Canada have been operating at or above capacity for most of 2023 and continuing into 2024, with many more requests for surrenders – particularly dogs – than people adopting. This is speculated to be a result of the pandemic, with animals adopted during the pandemic having developed significant behavioural concerns, or their owners having undergone drastic lifestyle changes. We have maintained a consistent and ongoing waitlist for dog surrenders, which unfortunately has not moved quickly due to slower-than-average adoption rates.
 - Due to our more rigorous adoption protocol (no same-day adoptions, and strict screening processes) we have not seen many returns of our own resident animals post-pandemic but are inundated with requests from animals obtained from other shelters/rescues or through other means.
- In open admission shelters and many rescues, the sad reality is that to intake and adopt out more dogs within the current crisis, dogs with any behavioural or medical conditions of any kind are being euthanized or declined to make space for only the most highly adoptable animals. This is one way in which we differ. We will still accept, rehabilitate, and adopt out dogs with treatable behavioural or medical conditions, which magnifies the demand on us to intake surrenders which are rejected or slated for euthanasia elsewhere. Although it may result in slower adoptions, it is more important to us to remain true to our mission as a no-kill facility and give animals a chance that wouldn't be given that same chance elsewhere. It is so rewarding to see these animals rehabilitated and we believe every animal deserves a chance.

Our day-to-day operations at the Carla Cumming Sojonky Adoption Centre (“Adoption Centre”) have been carried out by a small staff consisting of a full-time Adoption Centre Manager, a full-time Administrator, and a team of approximately 10 part-time Animal Care Attendants (ACAs). When the Adoption Centre is closed to the public, the BVSPCA has two acres of land leased from the province for our dogs to roam, and all animals are cared for by the ACAs.

We work with Western-Canada organizations to re-home cats and dogs into the Bow Valley and across Alberta. While we always priority local intakes and surrenders, space permitting, we accept transfers from other shelters and rescue organizations. We do not transfer animals out to other organizations due to our unique no-kill policy. Below is a list of organizations that the BVSPCA has worked with in 2023-24:

- Cochrane and Area Humane Society
- Calgary Humane Society
- Anna Garcia Rescue (Cochrane)
- Last Chance Cat Ranch (Lethbridge)
- CATSask (Saskatchewan)
- Canada Spay and Neuter Task Force

Community Outreach

The BVSPCA is committed to community involvement. We invite all Bow Valley residents and visitors, including children, youth, and seniors to visit our Adoption Centre. Through information, presentations, and workshops, we provide education on compassionate animal care and responsible pet ownership. We also provide hands-on, force-free, dog training/activity classes to dog owners to help develop good canine citizens in our local community.

Through the efforts of our volunteers and staff we:

- Present to Canmore elementary schools (9 school visits completed in 2023).
- Host local school-age groups, including the Family Connection Centre's Girls Connect group, and local Girl Guides, at the Adoption Centre for tours and informational sessions.
- Have expanded our Therapy Dog Program from 4 dogs and handlers to 15 dogs and handlers in 2023, with more currently going through our evaluation process. Our Therapy Dog Program allows volunteers and their dogs to visit patients in hospitals, long-term care, and senior's residences on a regular basis. Our Pet Therapy Teams can also be found in schools, libraries, and at community events. Individuals benefit both physically and emotionally from the unconditional love provided by dogs. We are focused on continued growth of this program in 2024 to give back to our community.
- Provide low-cost, education-based programs to the local community, including:
 - Puppy socialization classes and Essential Life Skills adult dog training classes, subject to trainer availability.
 - Agility classes, which support enrichment and mental stimulation.
 - Open Paws, a force-free training program for shelter dog volunteers.
 - A force-free training program for shelter cat volunteers, launching in 2024.
- Provide the Bow Valley community with our "Shed Shop" which serves as a community thrift shop for surplus pet items donated to the Centre. This provides an affordable option for pet owners while helping to reduce waste and encourage residents to reuse and recycle, with the full proceeds going back to the Centre operations.

Spay Neuter Assistance Program (SNAP)

In collaboration with the three vet clinics in Canmore, the BVSPCA provides residents of the Bow Valley with a Spay Neuter Assistance Program (SNAP). Through SNAP we provide eligible families access to an affordable, subsidized cost spay or neuter for their dog or cat at a local Canmore veterinary clinic. We follow the Town of Canmore's requirements for their Affordable Services Program to determine eligibility. In 2023 we were able to help 16 pet owners to spay or neuter their pet through this program.

With rising costs, we have seen an upwards trend for the demand of this program toward the end of 2023 and moving into 2024. From 2022 to 2023 we saw a 60% increase in the number of pet owners accessing the SNAP program. This community program is critical in promoting responsible pet ownership and moving toward a solution to the current pet overpopulation crisis.

Volunteer Engagement

We are an organization built on and fueled by local volunteers. The tremendous contribution of our volunteers was recognized with the Mayor's Award for Volunteer Excellence (Not for Profit) in 2023.

We have volunteer roles for every skillset and interest, and we pride ourselves on being an inclusive organization that appeals to a wide demographic of volunteers, resulting in a diverse team. Our roster of over 150 active volunteers range in age from 18-80 years old. Our volunteers donate approximately 5000 hours of time each year, not including foster home volunteers. It is this volunteer base which has allowed us to provide an exceptional quality of life and customized care for our resident animals, and assist with fundraising, events, and day-to-day operations. Volunteers are the hands and hearts of our organization, and we feel so grateful to be able to offer a rewarding environment to give back to homeless dogs and cats. It truly is a win-win for the people and the animals alike.

Because of our volunteers, we can accept dogs and cats that need more one-on-one attention. The individual attention and force-free training provided to staff and volunteers, along with our no-kill philosophy, means that we keep all our animals in an enriched environment until we find their 'forever families.'

Municipal Enforcement Support

We have a long-standing relationship with the Town of Canmore Municipal Enforcement department. We provide temporary shelter to at-large cats and dogs retrieved within the Town of Canmore, and as deemed necessary by Community Peace Officers. To do this, we must maintain a dedicated space in our facility so that there is always an available room. The animal remains in the custody of the Municipal Enforcement department for 72 hours while being cared for by our staff at our facility, and if after such time the animal isn't retrieved by an owner, the animal is surrendered into our care for vetting and eventual adoption (unless determined to be a danger to humans or other animals).

In 2023 we housed 12 dogs and cats for the Canmore Municipal Enforcement department. Of animals not retrieved by their owners, we are seeing an increase in clearly abandoned cats and dogs in town. We expect this trend to continue with shelters, ourselves included, operating above capacity and unable to take on emergency surrenders due to capacity restrictions. We have been having proactive discussions with the Canmore Municipal Enforcement department to brainstorm solutions to manage an increased number of abandoned pets in town.

The Bottom Line

Fiscal responsibility is of the highest importance to us. We have a limited budget and adhere to strict standards of financial responsibility.

The bottom line is that being a nonprofit organization, we rely on donations to keep our doors open. On the expense side, roughly 72% of our costs are related to animal care, 25% to building operations, and 3% to programs and fundraising.

Our adoption and surrender fees only cover about 12-15% of our expenses, which leaves the remaining 70% reliant on community support, grants, and donations. On the revenue side, 70% of our funding comes from individual and business donations, who support us tremendously and for which we are so grateful. Municipal grants and our own events and programming generate an additional 15% of revenues.

In the past couple years, we have shifted our focus to sustainable funding and planning for our future so we can continue to Make a Difference and Change Lives forever. In 2020 we established an endowment fund, the Bow Valley SPCA Fund as a secure source of operational income in perpetuity. We have set an ambitious goal to raise \$1 million in the Fund over the next 10 years, to ultimately provide us with \$50,000 (25% of our current operating budget) of sustainable operating revenue annually. We plan to continue to focus on building other sustainable streams of income in 2024.



Make a Difference - Change Lives
Adopt - Love



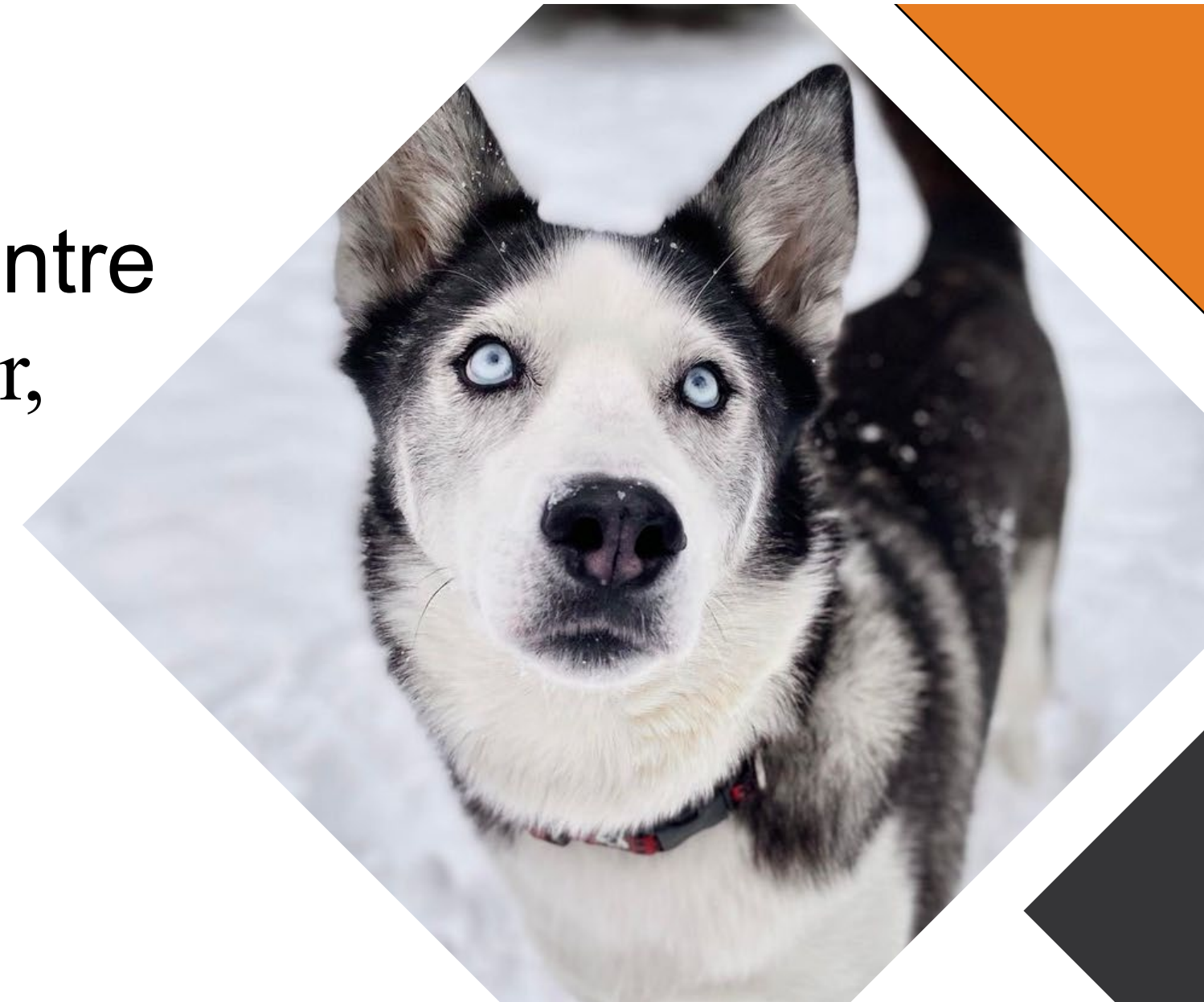


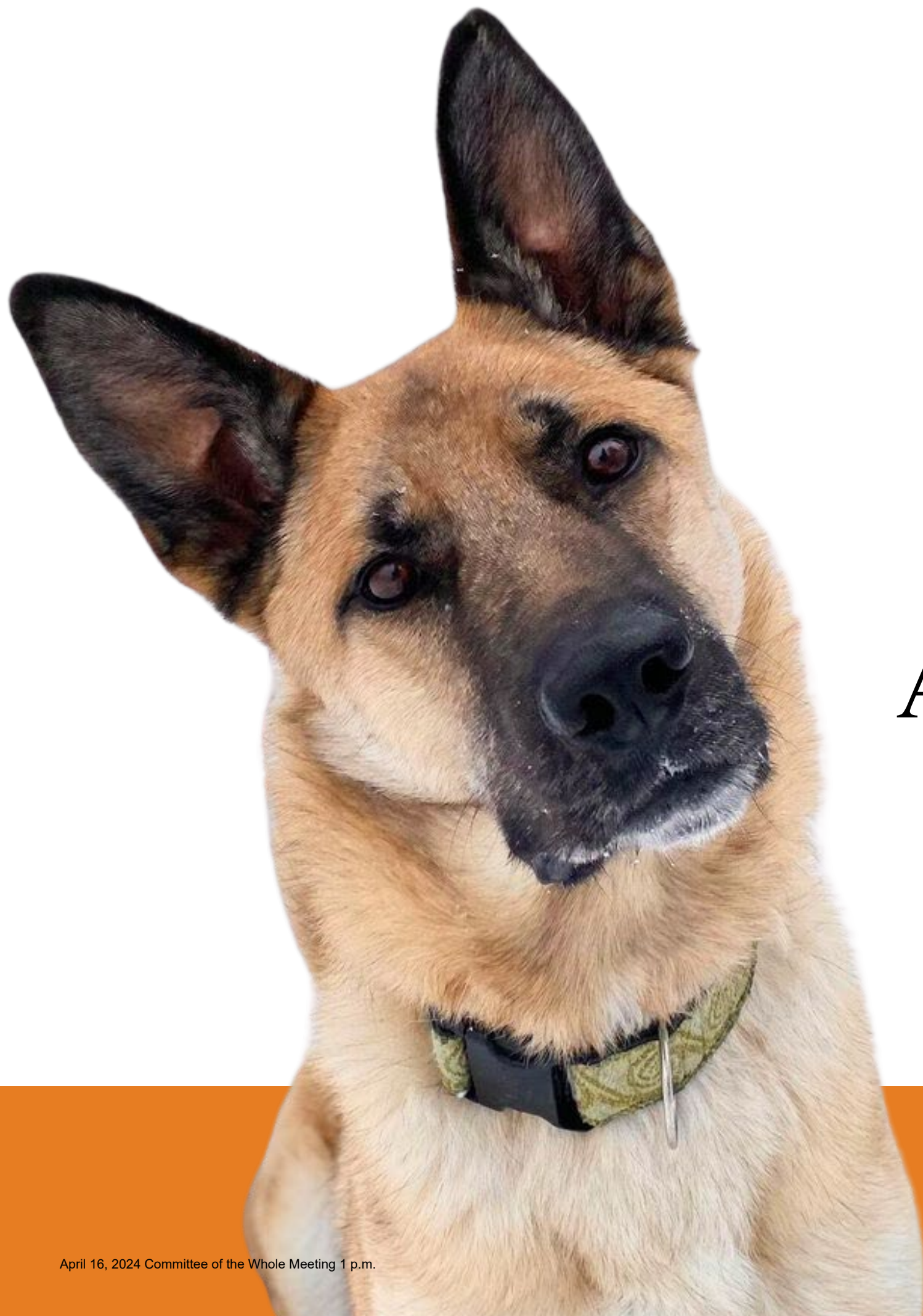
The Bow Valley SPCA is a
nonprofit, donor-
supported humane society
serving the animals and
people of the Bow Valley.

Our Mission

Provide our community with an Adoption Centre following a **no-kill, no-cage** philosophy to shelter, care for and re-home stray, abandoned and surrendered dogs and cats.

To promote humane attitudes and responsible pet companionship through **education** and **community leadership**.





Resident Spotlight: Bedard

3-year-old Shepherd Mix
Arrival Date: March 19, 2023

Available for Adoption

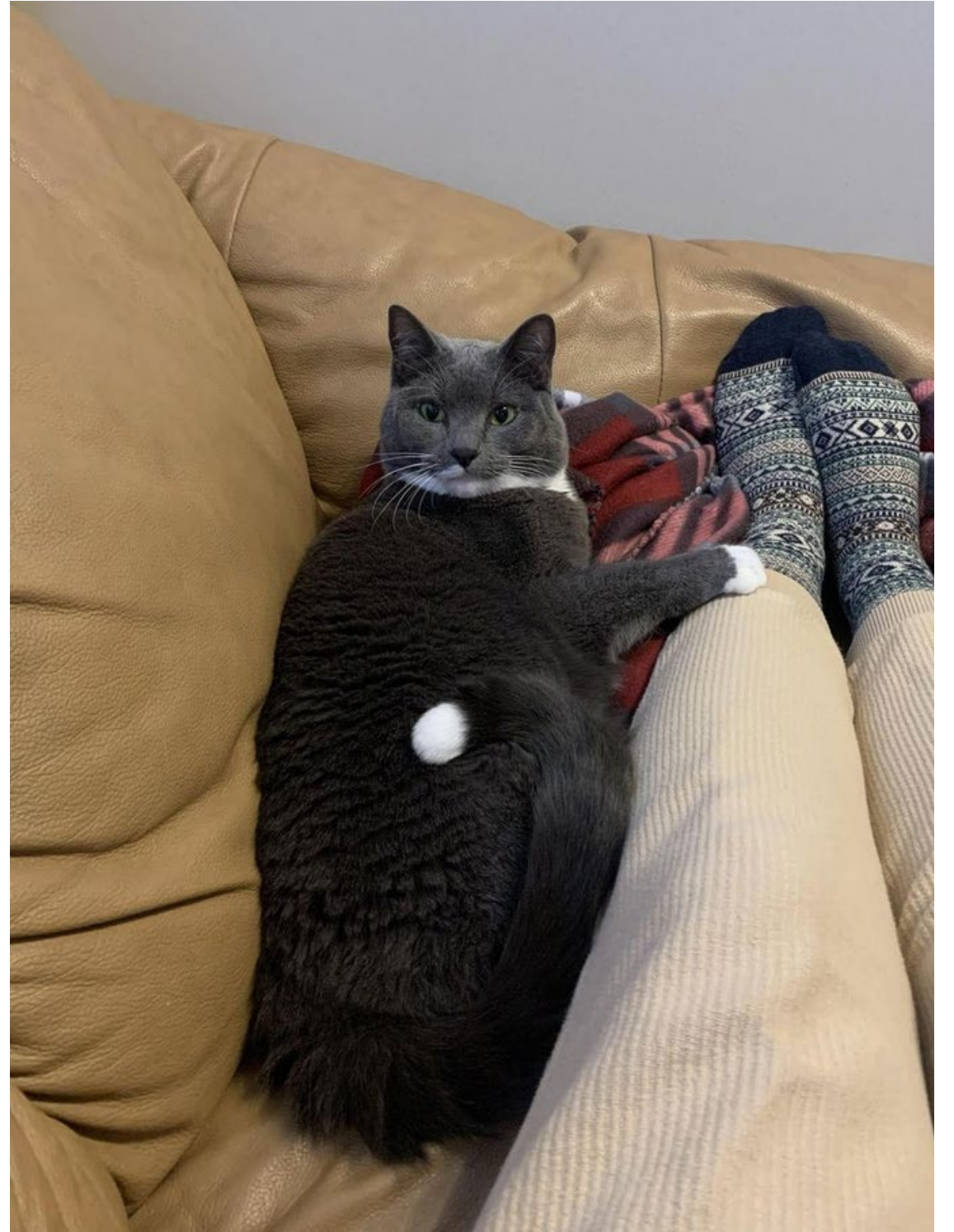




Resident Spotlight: Inara

10-year-old DSH
Arrival Date: June 9, 2023

Adopted March 5, 2024





In 2023 ...

We **adopted** out 89 cats and 43 dogs

(compared to 127 cats and 39 dogs in 2022)

We took in 36 **owner surrenders**

(compared to 34 surrenders in 2022)

We housed 12 dogs and cats for **Canmore
Municipal Enforcement**

(compared to 13 housed in 2022)

The Trends

- Fewer than average cat adoptions
- Increased **long-term animals** with medical/behavioural challenges
- **Slow adoption rates** to start 2024...
- Ongoing waitlist for dog surrenders within the Bow Valley and beyond, not seen in previous years; this is a **Canada-wide crisis!**





2023 was a great year for
community outreach and
volunteerism!

In the Classroom...

We provide educational presentations on animal welfare and the human-animal bond. Centre tours can also be booked for larger groups and hands-on experience!

"We spent quite a while sharing stories and asking more questions after the presentation. Students had a good understanding about needs of animals and also what empathy means and how important it is."

- Our Lady of the Snows Grade 2 class from October 25, 2023



Our Therapy Dogs...

Bring much **comfort**, **joy** and **companionship** to members of our community who are ill, lonely, or in crisis. Our amazing team of dogs and their handlers also attend special events.

In 2023, we **grew** our Therapy Dog Program from 4 dogs and handlers, to 15.



Our Shed Shop ...

Is a lesser-known gem that serves as a **thrift shop** for pet items while helping to reduce waste and encouraging residents to reuse and recycle. It provides an **affordable** option for pet owners, while supporting the **care** of the resident dogs and cats at the BVSPCA.

As the popularity of our Shed Shop has grown, we are looking into securing funding for a refreshed look for our Shed Shop



Affordable Services

SNAP Program

We provide residents of the Bow Valley with access to our **Spay Neuter Assistance Program** (SNAP). Eligible families can access a **subsidized** cost spay/neuter surgery.

At the end of 2023 and continuing into 2024, we saw an increase in the demand for this program. In 2023, 16 pet owners used the SNAP program



Working With Municipal Enforcement

We work with **Canmore Municipal Enforcement** to temporarily house at-large dogs and cats found within town limits.

After 72 hours, unretrieved animals are **surrendered** into our care for adoption



The Hands and Hearts of the BVPSCA

Over **150 volunteers** generously donate their time and energy to our mission for over **5000 hours of volunteerism** in 2023!

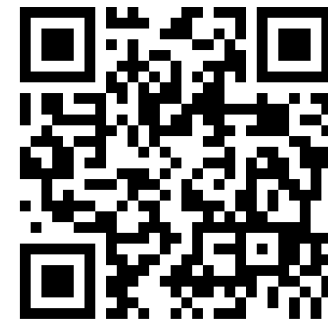
We pride ourselves on being an **inclusive** organization that appeals to a wide demographic



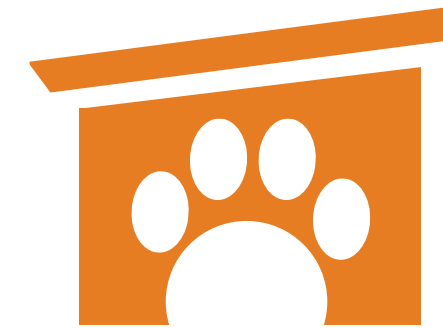


Questions?

Instagram:
[@bvspca](https://www.instagram.com/bvspca)



Website:
www.bowvalleyspca.org





2024 Council Presentation
April 16, 2024

Town of Cannmore

CANMORE STRATEGY

OPERATIONAL EXCELLENCE THROUGH SAFE WORK, CONTINUOUS IMPROVEMENT AND DIGITAL TRANSFORMATION



OPERATIONAL EXCELLENCE

Sustain EPCOR's reputation as Town of Canmore's trusted advisor, innovate to meet the needs of the future, and target industry-leading environmental performance.



CONTINUOUS IMPROVEMENT

Increase service efficiencies and minimize non-productive time.



DIGITAL TRANSFORMATION

Optimizing the processes and improving KPI by digitalizing the workflows

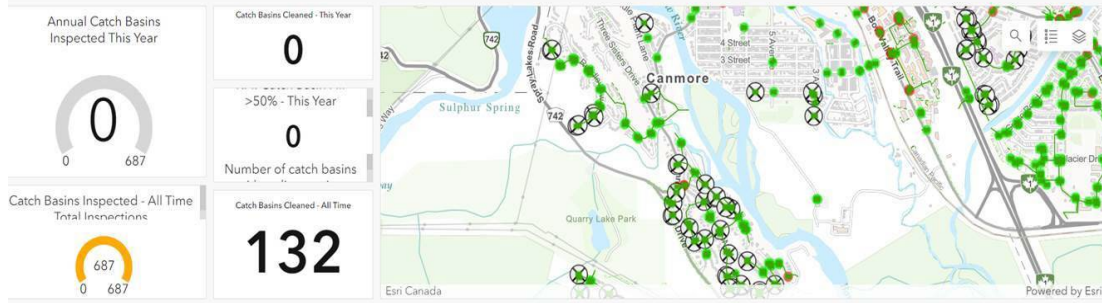


HSE / PEOPLE & TALENT

Attract and retain the best employees, create a zero injury culture, achieve top employee engagement, and build a workforce reflective of the communities we serve.

2023 Operational Excellence

Annual Catch Basin Inspection Summary

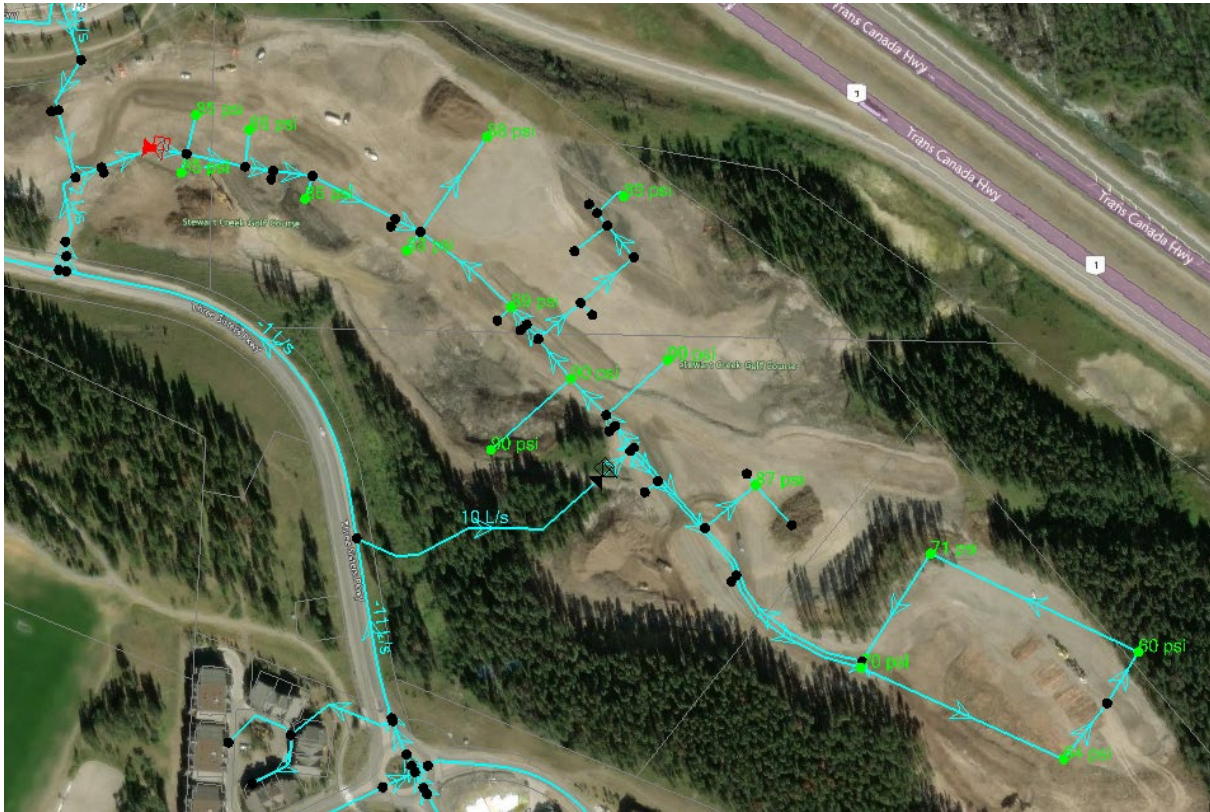


Annual Dry Well Inspection Summary



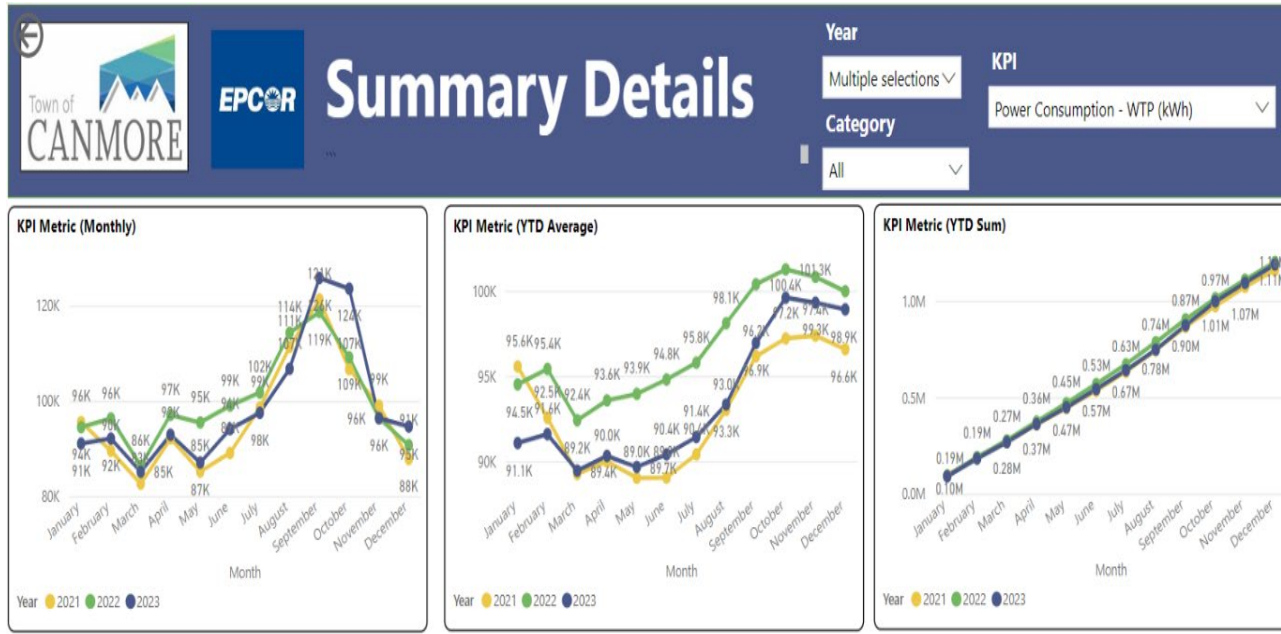
- No Lost time injuries for 2 years
- Met or exceeded most of KPIs
- Repaired all water main breaks and re-established water service <24hrs
- Sustained uninterrupted operations during cold snaps of winters 2023-2024
- Responded to all frozen line services on Town and private side
- Four administrative contraventions
- 8 water main break repairs, 7 of them planned > 287K m3 of water saved

2023 Operational Excellence –Asset management



- Sustained uninterrupted operations both for water and waste-water during peak demand periods
- 3.8km of new linear assets added
- 18 new hydrants, >30 manholes
- PH1/PH2 misbalance investigation completed.
 - ✓ all PRVs inspected
 - ✓ 5 leaks repaired
 - ✓ Recommendations given to Public Works on infrastructure upgrade
- Collaborated with ToC Engineering and developers to optimize new infrastructure guidelines

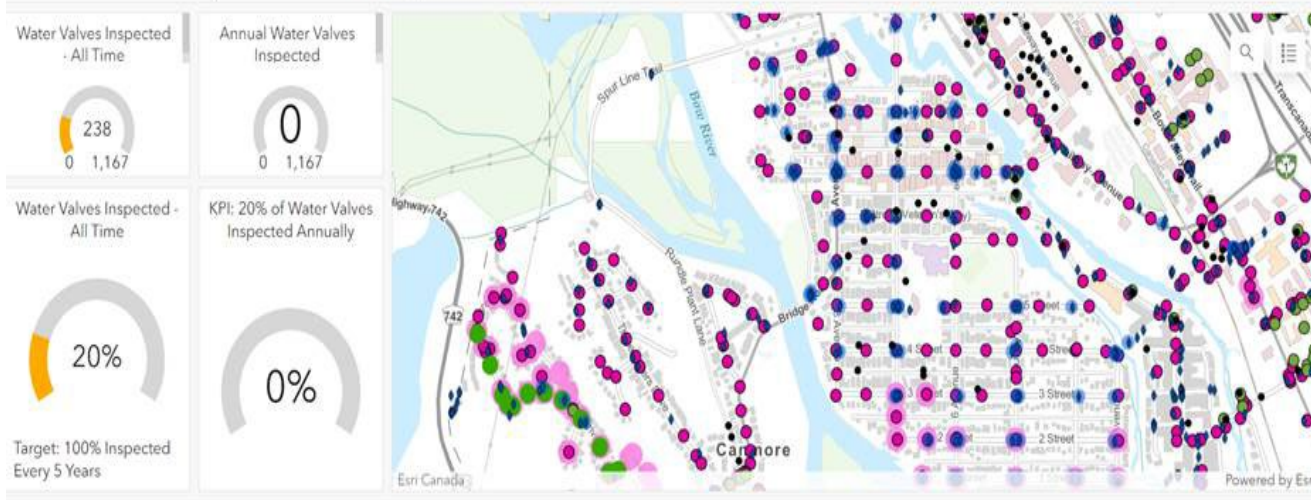
Digital Transformation



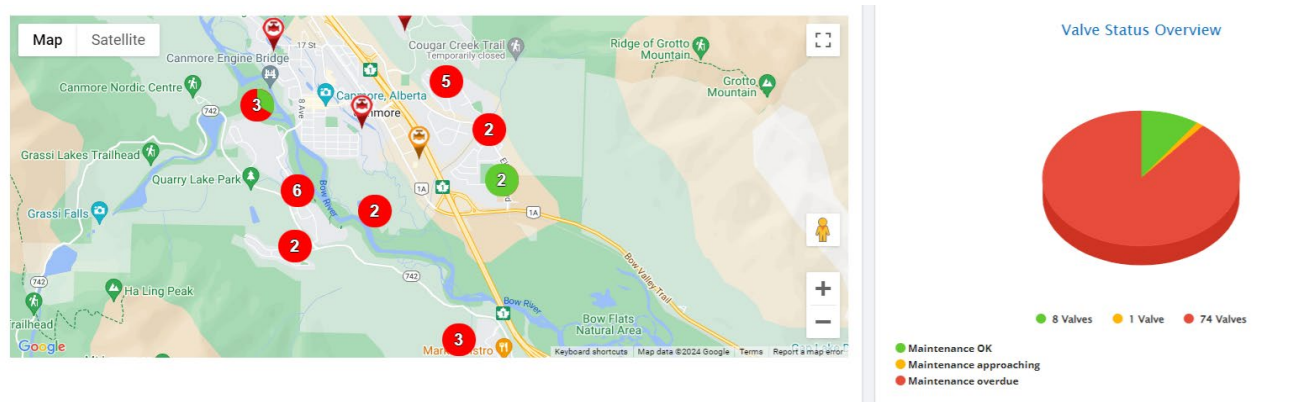
- Migrated to digitized KPI Tracking Dashboard utilizing Microsoft Power BI
- 100% adoption of field and lab checklists thru HACH/Rio software

Digital Transformation

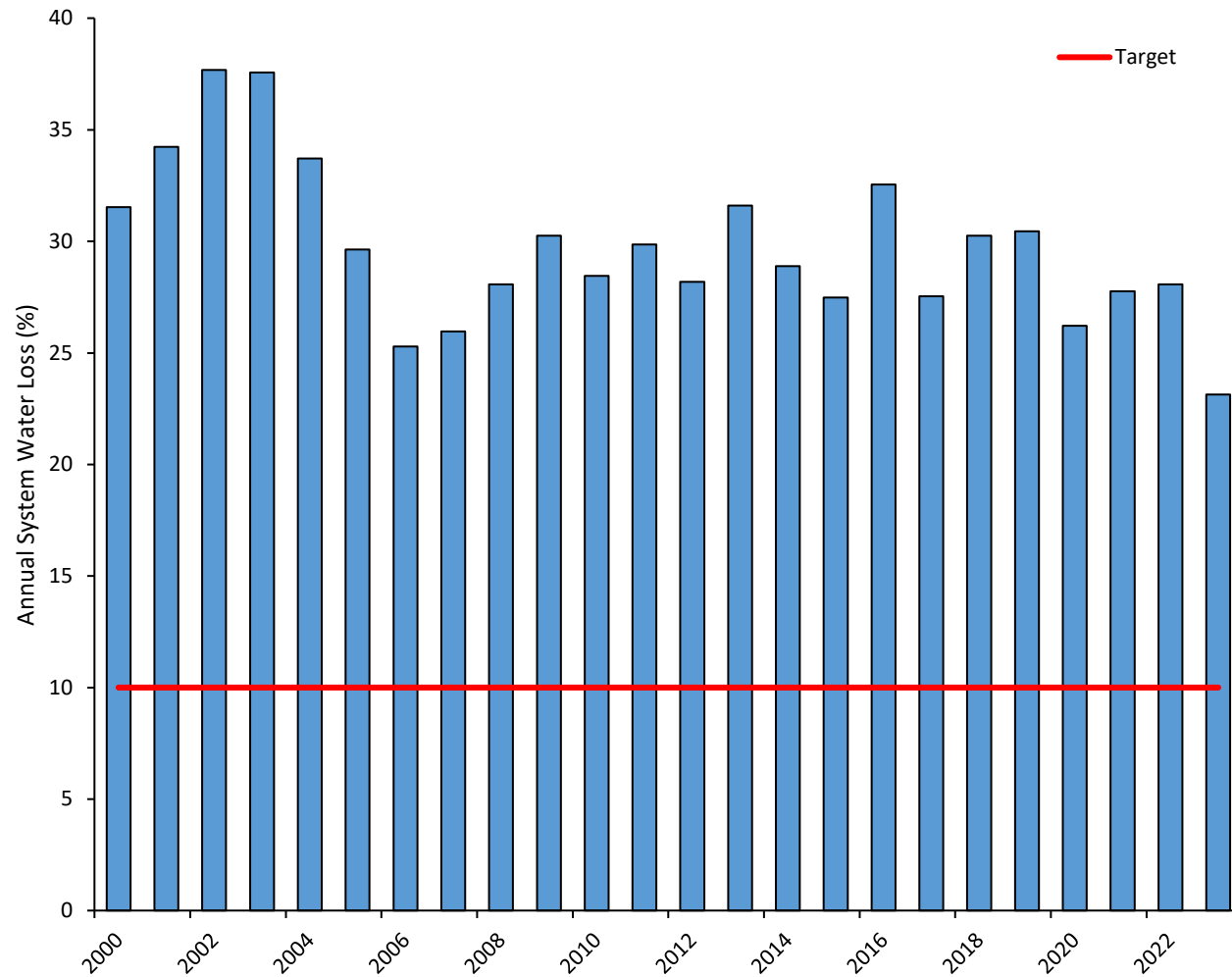
Water Valve Inspection Summary



- Implemented 3rd party Valve Digital Dashboard
- Optimized computerized asset and fleet management systems for most efficient capital utilization and maintenance traceability
- Full digital reporting to AEPA on behalf of the Town

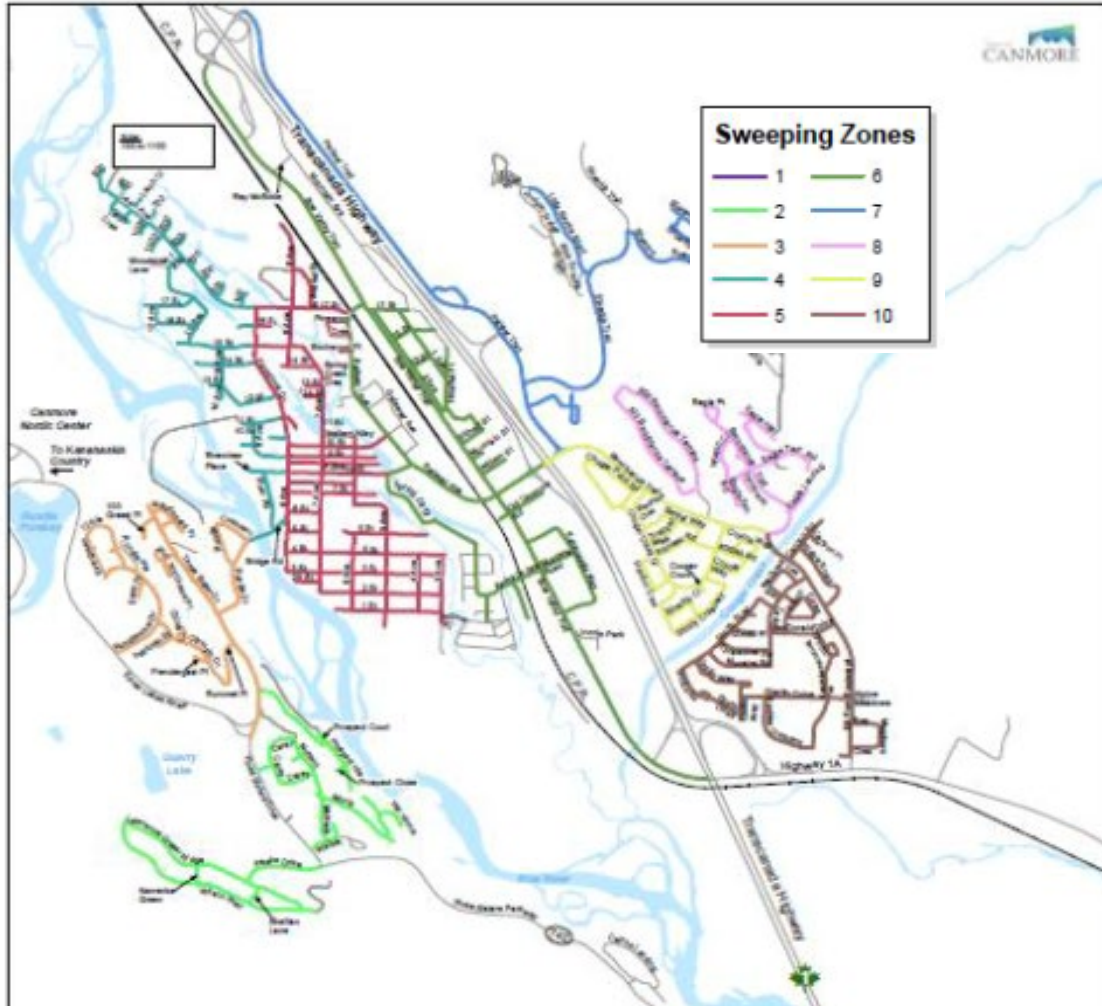


Continuous Improvement - System Water Loss



- Excellent non-revenue water loss reduction from 28 to 23% in 2023
- Correlated to 5% increase in water revenue for the Town
- Contribution:
 - ✓ enhanced leak detection;
 - ✓ fire fighting training and hydrant purging;
 - ✓ Additional control on construction sites and prevention of unauthorized water use

Continuous Improvement – Enhanced Leak Detection Method



- Implemented in 2023 for sweeping zones 4 & 5 – 7 leaks located
- Can be done “in house”, trained local operators
- All repairs done without depressurization and service interruption
- Over ~287,500 m³ of water saved
- Continue with the program in 2024, proposed zones 6 & 9

Talent and Community



- Diversity and Inclusion
- Community sponsorship and volunteering
- Fire Fighters and Advanced First Aiders in our Canmore Team
- School student tours
- Summer Student Programs
- 82% of Employees are local to Canmore
- Staff Accommodation in Canmore

TOWN OF CANMORE
MINUTES
Committee of the Whole
Council Chambers at the Civic Centre, 902 – 7 Avenue
Tuesday, March 19, 2024 at 1:00 p.m.

COUNCIL MEMBERS PRESENT

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

COUNCIL MEMBERS ABSENT

Joanna McCallum left the meeting at 3:45 p.m.

ADMINISTRATION PRESENT

Sally Caudill	Chief Administrative Officer
Therese Rogers	General Manager of Corporate Services
Whitney Smithers	General Manager of Municipal Infrastructure
Scott McKay	General Manager of Municipal Services
Cheryl Hyde	Manager, Municipal Clerk's Office
Ben Stiver	Municipal Clerk (recorder)
Jill Jamieson	Manager of Community Social Development
Laura Wellmann	FCSS Family and Community Worker
Tara Gilchrist	FCSS Supervisor
Adam Driedzic	Town Solicitor
Andy Esarte	Manager of Engineering
Caitlin Miller	Manager of Protective Services
Jack Wrobel	Canmore RCMP Sergeant Acting Detachment Commander

Mayor Krausert called the March 19, 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 March 19, 2024 Committee of the Whole Meeting**

6-2024COW

Moved by Mayor Krausert that the Committee of the Whole approve the agenda for the March 19, 2024 meeting as circulated.

CARRIED UNANIMOUSLY

B. DELEGATIONS

1. Canmore Young Adult Network Program and Project Update

Nicole Eplett, Executive Director for the Canmore Young Adult Network (CYAN), spoke to a written presentation updating the Committee of the Whole on the progress and impact of CYAN's mental, physical, and community well-being programs and projects.

C. MINUTES

1. Minutes of the January 23, 2024 Committee of the Whole Meeting

7-2024COW

Moved by Mayor Krausert that the Committee of the Whole approve the minutes of the January 23, 2024 meeting as circulated.

CARRIED UNANIMOUSLY

D. STAFF REPORTS

1. Status of the Bow Valley Non-Profit Sector

Administration spoke to a written report providing the Committee with 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

Administration spoke to a written report reviewing the Code of Conduct for Elected Officials Bylaw 2018-02 with the Committee and providing direction to administration on preparing updates to the Code.

8-2024COW

Moved by Mayor Krausert that the Committee of the Whole recommend that administration research examples of acceptable sanctions from other municipalities beyond the sanctions listed in the Municipal Government Act.

CARRIED UNANIMOUSLY

9-2024COW

Moved by Mayor Krausert that the Committee of the Whole recommend that Council consider requiring the Investigator to provide a copy of the complaint to all members of Council if the complainant is a member of Council.

CARRIED UNANIMOUSLY

10-2024COW

Moved by Mayor Krausert that the Committee of the Whole recommend that administration research examples of specific alternative dispute resolution processes from other municipalities to be added to the Code.

CARRIED UNANIMOUSLY

11-2024COW

Moved by Mayor Krausert that the Committee of the Whole recommend that Council consider having the Investigator provide the investigation report to all members of Council.

CARRIED UNANIMOUSLY

12-2024COW

Moved by Mayor Krausert that the Committee of the Whole recommend that Council direct administration to research and recommend practices for reporting investigation outcomes to the complainant.

CARRIED UNANIMOUSLY

Minutes approved by: _____

Meeting Break from 2:40 p.m. – 2:50 p.m.

13-2024COW

Moved by Mayor Krausert that the Committee of the Whole recommend that Council consider having the Investigator provide a preliminary report to the respondent and complainant for their response within a limited time, before the final report being provided to Council.

CARRIED UNANIMOUSLY

14-2024COW

Moved by Mayor Krausert that the Committee of the Whole recommend that Council consider adding the decision-making process proposed in administration's March 19, 2024 briefing to the Committee of the Whole to the Code.

CARRIED UNANIMOUSLY

3. Service Level Inventory

Administration introduced the Committee to the consultant working on the Service Level Inventory, Trina McCarroll, Executive Advisor and Facilitator at Hello Courage, who spoke to a written report providing an overview of the project.

4. Railway Avenue Central Project Update

Administration provided an update to the Railway Avenue Central Project and highlighted key design progression milestones and next steps.

E. COUNCILLOR UPDATES

1. February 2024 Councillor Updates

Written report, received as information.

2. March 2024 Councillor Updates

Written report, received as information.

F. ADMINISTRATIVE UPDATE

1. February 2024 Administrative Update

Written report, received as information.

2. March 2024 Administrative Update

Written report, received as information.

G. COUNCIL RESOLUTION ACTION LIST

1. Council Resolution Action List as of March 13, 2024

Written report, received as information.

Minutes approved by: _____

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. CLOSED SESSION – none

J. ADJOURNMENT

15-2024COW

Moved by Mayor Krausert that the Committee of the Whole adjourn the March 19, 2024 Committee of the Whole meeting at 4:25 p.m.

CARRIED UNANIMOUSLY

Sean Krausert
Mayor

Ben Stiver
Municipal Clerk

Minutes approved by: _____



Briefing

DATE OF MEETING: April 16, 2024 **Agenda #: D 1**

TO: Committee of the Whole

SUBJECT: Drought Response Plan

SUBMITTED BY: Andreas Comeau, Manager of Public Works

PURPOSE: To present the Town’s Drought Response Plan.

EXECUTIVE SUMMARY

The Province has notified water license holders across Alberta of the projected drought conditions for the summer of 2024, indicating it to be notably dry with potentially worsening drought conditions. Efforts are underway to collaborate with large license holders to initiate discussions on water-sharing opportunities. Additionally, smaller license holders are urged to undertake a series of precautionary measures.

BACKGROUND/HISTORY

Due to a low snowpack, Alberta is anticipated to face drought conditions this summer, likely reaching a severity not witnessed since 2001. Concerns have emerged regarding the availability of water to meet all water licenses, particularly in the southern regions of the province. Additionally, there is an elevated risk to wildlife and vegetation as projected temperatures and precipitation patterns jeopardize water levels and escalate the threat of wildfires.

DISCUSSION

The Province has issued notifications to all 25,000 water license holders, informing them of the projected drought-like conditions, current status, and outlining actions being undertaken by the province, as well as expectations from license holders (Attachments 1, 2). Alberta water licenses are administered under a “first-in-time, first-in-right” system in which licenses issued earlier in time have a higher priority during water shortages. In the event of a water shortage, a “priority call” is made, ensuring older licenses receive their water allocation before newer licenses.

A Drought Command Team has been established to collaborate with large license holders in negotiating water-sharing agreements and encouraging voluntary water conservation measures (Attachment 3). The Town of Canmore is not considered to be a large license holder and has therefore not been part of these negotiations. Furthermore, the Province is conducting water modeling to forecast areas of concern and is in the process of developing a Drought Emergency Plan.

The Province operates under a five-stage water shortage management plan:

- Stage 1 – Monitoring and observation
- Stage 2 – Active management begins
- Stage 3 – Priority call (“first-in-time, first-in-right” water license system)

- Stage 4 – Multiple areas under water management
- Stage 5 – Declare an emergency under the Water Act

The Town of Canmore falls under the category of a small water license holder and possesses four primary water licenses that cater to its potable water system. In 2023, the Town diverted and treated a total of 2,843,464 cubic meters of water, sourced from both groundwater and surface water. With a total withdrawal license of 5,137,594 cubic meters annually, the Town utilized 55% of its licensed water supply.

The province is requesting all water license holders complete the following:

- | | |
|---|---------------|
| 1. Review and understand the conditions of our licenses | (complete) |
| 2. Understand how much water we use and ways to reduce | (complete) |
| 3. Take immediate action in water conservation technologies | (ongoing) |
| 4. Develop drought plans | (in progress) |
| 5. Enter our license to the Digital Regulatory Assurance System | (complete) |
| 6. Monitor water availability (rivers.alberta.ca) | (ongoing) |

Administration has reviewed the request with internal stakeholders. The Town understands its water licenses and use, and already had plans to undertake several improvements over the short and long term to appropriately manage its water use via:

1. Detecting and repairing leaks
2. Installing flow meters in major watermains
3. Replacing aging watermains

Town administration is also in the process of developing a drought plan which could include the following elements:

1. Water Restriction Plan (WRP)
 - a. Webpage for public education and communications
 - b. Internal monitoring to inform/trigger different water restriction phases
 - c. Additional restrictions in the event an emergency is declared under the water act
2. Emergency communications plan

FINANCIAL IMPACTS

There are no financial impacts at this time.

STAKEHOLDER ENGAGEMENT

Engagement included the Director of Emergency Management, Communications, EPCOR Water Services, Sustainability and Public Works.

ATTACHMENTS

- 1) AEPA Letter to Municipal Leaders
- 2) AEPA Letter to License Holders
- 3) AEPA Water Sharing Letter

AUTHORIZATION

Submitted by: Andreas Comeau
Manager of Public Works Date: March 26, 2024

Approved by: Whitney Smithers
GM of Municipal Infrastructure Date: March 27, 2024

Approved by: Sally Caudill
Chief Administrative Officer Date: April 10, 2024



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



Dear Water Licence Holder,

As you know, our province is currently in a drought. Unfortunately, we have received little precipitation so far this winter. These conditions mean there is potential for the drought to worsen this year, and we must be prepared.

Our province is taking action in accordance with Alberta's water shortage management plan. This plan ranges from Stage 1, which is a minor drought, to Stage 5, which can lead to a declaration of an emergency. We are currently in Stage 4.

Alberta has stood up a Drought Command Team, and a first draft of a 2024 Drought Emergency Plan has been completed and is being refined. We have also initiated drought modelling work that will help us predict and maximize the province's water supply.

The province is also bringing together an external advisory panel of leaders from various sectors to provide advice on drought preparations and to advise on how Alberta can make water more available over the long term.

Finally, and most importantly, starting February 1st, 2024, the Drought Command Team will be bringing together major water licence holders to negotiate water sharing agreements.

Water licence holders will be asked to voluntarily take less water in order to ensure that there is water available for as many users as possible. These negotiations will be the largest water-sharing effort that has ever been initiated in Alberta and the first since 2001.

In Alberta, there are 25,000 water licence holders that hold licences for 9.5 billion cubic metres of water. The Drought Command Team will select and prioritize negotiations with Alberta's largest water licence holders in an effort to secure significant and timely reductions in water use.

However, even if you are not identified as a major water licence holder, your support is still needed to help fully prepare Alberta for a severe drought. All Albertans will need to use less water to ensure that water is available to as many users as possible.

That is why I am writing to all water licence holders to ask that the following action be undertaken in the coming months:

1. Review and understand the conditions of your licence(s).
2. Review and understand how much water your business or organization uses and identify ways to reduce your use of water.
3. Take immediate action by investing in water conservation technologies that will help your business or organization reduce water use.
4. Develop drought plans now in case they are needed in the spring or summer.
5. Enter your licence onto Alberta's Digital Regulatory Assurance System (DRAS). DRAS is a secure online platform which will help licence holders compile and view all parts of their licence(s) for greater transparency, completeness, accuracy and timeliness when managing their water licences and water use.
6. Monitoring water availability in your area using rivers.alberta.ca and take action to reduce your water use if your area is under a water shortage advisory.

If you have any questions or require any additional information, please call us toll free at: 310-3773 (in Alberta), or email: epa.drought@gov.ab.ca.

Alberta has successfully navigated droughts before and has a long, proud history of coming together during tough times. I know we can count on you and all of Alberta's other water licence holders to take the actions necessary to get through these challenging times.

Sincerely,

A handwritten signature in black ink that reads "Rebecca Schulz". The signature is written in a cursive, flowing style.

Rebecca Schulz,
Minister of Environment and Protected Areas



ALBERTA

ENVIRONMENT AND PROTECTED AREAS

Office of the Minister

Dear Water Licence Holder,

Thank you for participating in Alberta's water-sharing negotiations over the past two months. By working to develop these water-sharing agreements, you have demonstrated the leadership, dedication and community spirit that makes Alberta great.

Negotiating water-sharing agreements is the most effective tool available to conserve water and reduce the risks posed by drought. Similar agreements struck in 2001 played a critical role in helping communities, irrigators and businesses survive and thrive. This year's discussions were the largest in Alberta's history, with licensees participating who have access of up to 90 per cent of the water that is allocated in the Red Deer, Bow and Old Man River basins.

As a result of this hard work, four draft memorandums of understanding (MOUs) have been developed covering the:

- Bow River Basin
- Red Deer River Basin
- Oldman River Basin
- Upper Tributaries of the Oldman River Basin.

While we were hoping to announce the conclusion of this important work at the end of March, it has become clear that more time will be required for each water licence holder to finalize their approval through your respective governance processes. **I am writing you to ask that you complete this work no later than April 18th, 2024.**

The conclusion of the largest water-sharing negotiations in Alberta's history will be a landmark achievement for all involved and an example to the rest of Canada. Accordingly, this achievement will be shared with the public and the media in a press conference in Calgary on Friday, April 19th. All signatories are invited to participate, please contact EPA.Minister@gov.ab.ca to confirm your attendance.

Thank you again for your generosity, ingenuity and participation. On behalf of Alberta's government, I applaud your leadership and I look forward to working further with you to manage these agreements and maximize Alberta's water supply.

Sincerely,

A handwritten signature in black ink, reading "Rebecca Schulz". The signature is written in a cursive, flowing style.

Rebecca Schulz
Minister of Environment and Protected Areas

CC: All stakeholders.



Briefing

DATE OF MEETING: April 16, 2024 **Agenda #: D 2**

To: Committee of the Whole

SUBJECT: Preliminary 2024 Property Tax Rates

SUBMITTED BY: Chelsey Gibbons, Manager of Finance

PURPOSE: To provide preliminary 2024 property tax rates for discussion prior to bringing the Property Tax Rate Bylaw to Council for approval on May 7, 2024.

EXECUTIVE SUMMARY

Each year administration recommends municipal tax rates for the various residential sub-classes and non-residential class properties based upon assessed property values, the budgeted tax requirement, professional judgment, Council approved Property Tax Policy, and other direction provided by Council. The Property Tax Rate Bylaw must be passed before tax notices can be mailed. This mailing is planned for May 17, 2024, which is consistent with prior years. Ahead of passing the annual Property Tax Rate Bylaw, preliminary tax rates are being provided to Council for discussion.

BACKGROUND/HISTORY

The *Municipal Government Act* (MGA) section 353 requires a Council to pass a Property Tax Rate Bylaw annually. Sections 354, 355 and 356 speak to the tax rates set by the Property Tax Rate Bylaw, how the tax rates are calculated and the amount of taxes that can be imposed. Subsection 203(2) stipulates that a Council may not delegate its power or duty to pass bylaws.

At the December 15, 2015, meeting, Council approved the Property Tax Policy via Resolution 364-2015. At the November 1, 2022, meeting, Council approved an amendment to the Property Tax Policy to increase the tourist home class mill rate to equal the non-residential class mill rate via Resolution 263-2022.

On December 5, 2023, Council approved the 2024 Operating Budget (Tax-Supported and Utility-Supported) of \$77,000,537 and the 2025-2026 Operating Plan Amendments via Resolution 309-2023. The 2024 municipal tax requirement to satisfy this budget is a total of \$34,881,584 in municipal tax revenue which includes \$450,000 budgeted for Vital Homes and \$25,000 budgeted in supplementary property taxes.

DISCUSSION

In accordance with the MGA, the Town is required to pass a tax rate bylaw annually. This bylaw enables a municipal Council to levy property taxes to raise funds for operating the municipality in accordance with the annual approved budget and to meet provincial obligations to collect and remit education tax. Taxes are also collected to support the Bow Valley Regional Housing (BVRH) Seniors' Requisition, and the Designated Industrial Property Requisition from the province. Property taxes paid by the property owners in the Town of Canmore are based upon the tax rates set by bylaw, multiplied by the assessed value of each property. To

calculate taxes, a tax rate is established which reflects the amount of taxes to be paid for every \$1,000 of assessed property value (also known as the mill rate).

The Town of Canmore collects only enough municipal property taxes to satisfy the annual approved budget requirements. This is done by first calculating how much of the total taxes are to be collected from residential property owners and how much from non-residential ones. This is referred to as the tax split, and is currently at 65% residential and 35% non-residential, which is in alignment with neighbouring and competitor municipalities in Alberta and British Columbia and in compliance with the Council approved Property Tax Policy. These amounts are then divided by the total assessed value for each property classification to determine the rate of tax for each \$1,000 of assessed value. This tax rate or mill rate is applied to each property’s assessment to determine the municipal taxes to be charged for that particular property.

Assessment

The Town’s Assessor, Benchmark Assessment Consultants Inc., has provided the assessment values used to calculate the proposed tax rates for 2024. While the Town appoints the designated assessors, the work of the assessors is outside the control of the Town and proceeds in accordance with the assessment process and the related provincial legislation and regulations. An overview of the 2024 assessment data including market changes and growth was provided to Council at the special meeting of Council on February 13, 2024.

The assessment roll has been completed, and the notices were mailed out on February 13 with a final complaint deadline of April 22. Property owners can question their assessments and file a formal assessment appeal until that date. It is important to note that the values used in this report are those that appeared on the assessment notices mailed on February 13 and include adjustments made to April 5, but there will likely be more adjustments made as part of the assessment query and appeal process.

The total taxable assessment base in 2024 is \$11.85 billion, an increase of \$1.17 billion (10.9%) over the previous year: \$9.92 billion residential (83.7%) and \$1.93 billion non-residential (16.3%) broken down as follows:

Real Growth (assessed values of new properties that did not previously exist):
 +\$223.00 million (+\$166.49 million residential, +\$56.51 million non-residential)

Market Inflation (net increase in the assessed values of existing properties):
 +\$944.42 million (+\$731.74 million residential, +\$212.68 million non-residential)

This is net of \$696.31 million (2023: \$640.28 million) in exempt property assessed values. The table below outlines the total year over year assessment increase per property class. An increase in the overall assessment does not automatically mean more taxes are collected, since the total amount of taxes collected is determined by the cost of services, as approved in the annual budget.

Classification	2024	2023	Change in Assessment	2024 Rolls
Residential	\$9,240,959,210	\$8,462,188,820	9.2%	9,196
Tourist Home*	481,313,790	428,620,740	12.3%	638
Tourist Home – Personal Use*	59,394,000	70,915,000	-16.2%	76

Vacant, Serviced	138,718,000	67,718,000	104.8%	129
Non-Residential	1,869,621,270	1,595,420,930	17.2%	2,370
Machinery and Equipment (incl. Linear)	57,080,700	54,806,650	4.1%	22
Total	\$11,847,086,970	\$10,679,670,140	10.9%	12,431

*The difference between the Tourist Home and Tourist Home – Personal Use assessment categories as shown above are determined by filing of the appropriate declaration form for the 2024 year.

Median Assessment Comparison

The preliminary changes in median assessed value from 2023 to 2024 for the residential property types are listed below. It is important to note that those properties with assessment changes above or below the median will see higher or lower taxation increases/decreases.

Classification	Median Assessment		Change in Median Assessment
	2024	2023	
Residential	\$1,043,000	\$969,000	7.6%
Tourist Home	\$686,000	\$670,000	2.4%
Tourist Home – Personal Use	\$687,500	\$686,000	0.2%
Vacant, Serviced	\$1,114,000	\$874,000	27.5%

The residential classifications can also be broken down by property type for more meaningful comparative purposes:

Classification	Median Assessment		Change in Median Assessment
	2024	2023	
Single Detached Units*	\$1,383,000	\$1,211,000	14.2%
Residential Condominiums	\$761,000	\$756,000	0.7%

*Includes non-condo duplex, triplex, and fourplexes

It is much more difficult to state the effect for the average or median non-residential property due to the large discrepancy between property types and values. Also, there are substantially less properties compared to residential. This can greatly affect the average or median value in each category when a large value property is added to the pool.

Tax Splits

Section 6 of the Property Tax policy requires that “indicators of tax rate ratios and residential taxes per capita in neighbouring and comparator municipalities will be monitored on an ongoing basis, with an intention to target a residential/nonresidential tax share split in line with the average of these findings.” Administration provides per dwelling figures rather than per capita, as with Canmore’s non-permanent population and the challenges of determining their numbers, the per capita calculation is difficult and does not result in a clear comparison. Please see Attachment 1 for a summary of this information for 2023.

It is important to note that these ratios and per dwelling amounts fluctuate annually and the Property Tax Task Force report recommended that annual taxes be set with a split in line with the averages and not at the exact averages. Given that the averages are in line with the 65/35 residential/non-residential split used in prior years, the same split was also used to calculate the 2024 rates. Canmore’s 2023 tax per dwelling unit is in line with both competitor and neighbouring communities.

Municipal Tax

Council approved a 7.6% revenue increase with the 2024 budget amendments. As the overall assessment value has increased year over year, the municipal tax rate decreased to bring in that amount of revenue. The median single-family homeowner with a change in assessed value from \$1,211,500 to \$1,383,000 will see an increase in municipal taxes of \$29.16 per month. If a property value has increased or decreased more or less than this, there will be a corresponding effect on taxes. The 2024 municipal tax requirement is a total of \$34,881,584 in revenue which includes \$450,000 for Vital Homes and \$25,000 in supplementary property taxes. A total of \$22.6 million is proposed to be collected from residential properties and \$12.3 million from non-residential ones.

Education Tax

Every year, the province calculates the amount each municipality must contribute towards the public education system based on its total assessment value. Municipalities then collect the education property tax and send it to the province for the Alberta School Foundation Fund (ASFF).

The Town of Canmore's share of the provincial education tax requisition is determined by applying the provincial uniform tax rates to the Town's 2024 equalized assessment value. For 2024-25 the province has maintained the 2023-24 mill rates, which province-wide will result in a 9.2% increase in the tax revenue amount due to provincial property assessment growth. Due to the higher assessment growth in Canmore than the rest of the province, Canmore will experience a 23% increase in the 2024 education requisition, up \$5.6M for a total of \$30,351,778. Per the 2024 Education Property Tax Requisition Comparison Report released by the Province, Canmore had one of the highest year-over-year percentage change increases in the requisition among municipalities. Additionally, there is an adjustment of \$26,740, under collected from prior year (2023), bringing the total education requisition to be collected to \$30,378,518. Each year, the province sends a preliminary education property tax requisition for use when setting the annual tax rates. Later in the year, a final requisition is received that is often different from the preliminary one, resulting in under or over levies that are to be adjusted for in the subsequent year. The 2023 under collections are a result of assessment and school tax requisition adjustments after the 2023 tax rates were set.

Seniors' Requisition (BVRH)

The Seniors' Requisition for 2024 is determined by BVRH who provide affordable housing options to seniors and other residents within the Bow Valley. For the Town of Canmore, the 2024 net requisition (including over levy from prior year) is \$1,604,865 to help fund these services. This is an increase of \$64,471 from the 2023 net requisition, or approximately 4%. As with education taxes, over and under levies of the Seniors Requisition are due to assessment changes made after the tax rates are set and are corrected in the following year.

Designated Industrial Property Requisition

As specified in the MGA, the province assesses Canmore's linear and designated industrial property. As a result, the Town is expected to collect a provincial requisition for these assessment costs from industrial and linear properties. The 2024 provincial uniform tax rate for all designated industrial property assessment is set at \$0.0765 per \$1,000 of the designated industrial property assessment as per ministerial order. The total revenue collected and remitted to the government in 2024 will be \$4,597.

Combined Tax Rates

In compliance with the policy, the 2024 proposed property tax rates are calculated on the following basis:

- the residential/non-residential tax split will be 65/35 respectively; the split used last year and one that is still in line with competitor and neighbouring communities.
- Class 1 property is divided into subclasses for property assessment purposes while visitor accommodation units are classified as non-residential properties. Two class 1 subclasses are “Tourist Home” and “Tourist Home - Personal Use”.
 - A tourist home property will be taxed at a rate equivalent to that of non-residential properties for Municipal and Vital Homes taxes in recognition of the fact that it can be used as a non-residential visitor accommodation unit and can be rented out for short-term and long-term accommodation purposes.
 - A tourist home property shall be placed in the Tourist Home – Personal Use subclass for any given taxation year if all owners registered on title, on or before January 31 of each fiscal year, sign a statutory declaration declaring that the property will be used only for personal purposes, and will not be advertised or operated for short-term or long-term rental during the current taxation year. The tax rate for the Tourist Home - Personal Use subclass shall be the same as the Municipal tax rate for the residential subclass.
- properties classified as “Vacant Land – Residential” will be taxed at a rate equal to the residential rate.

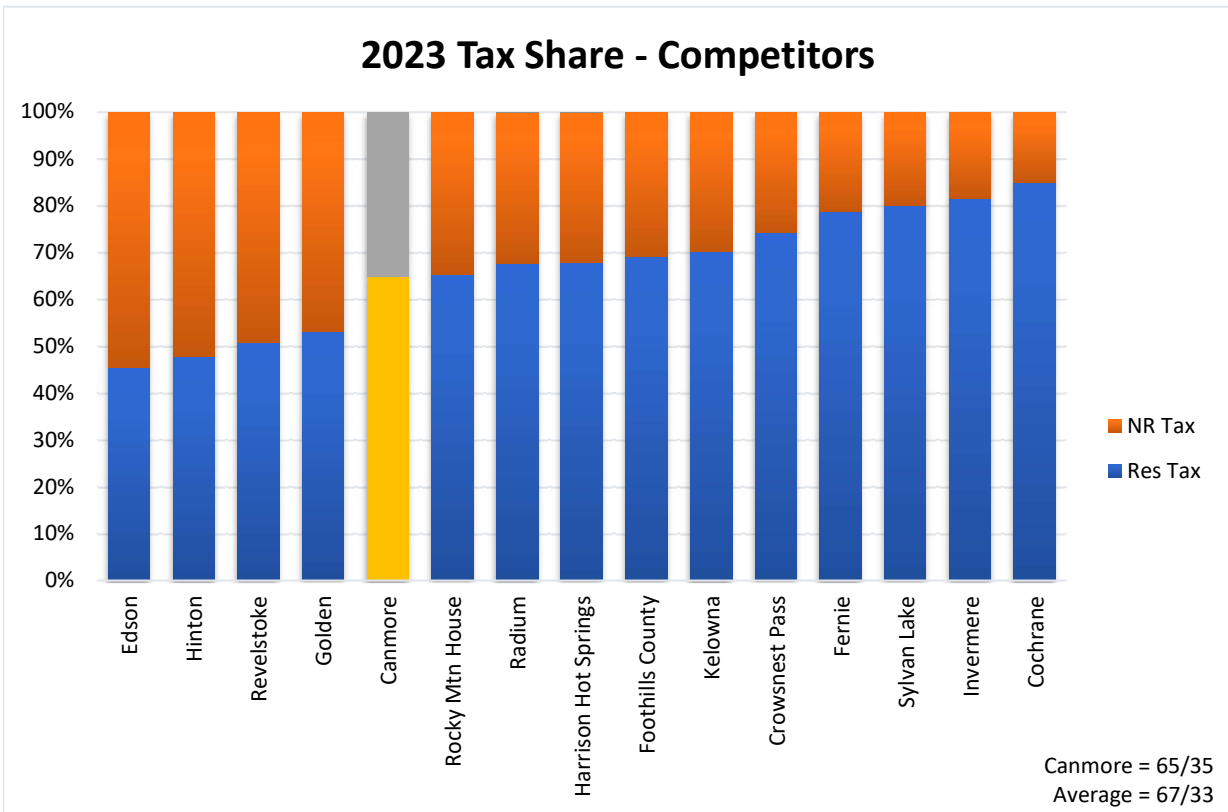
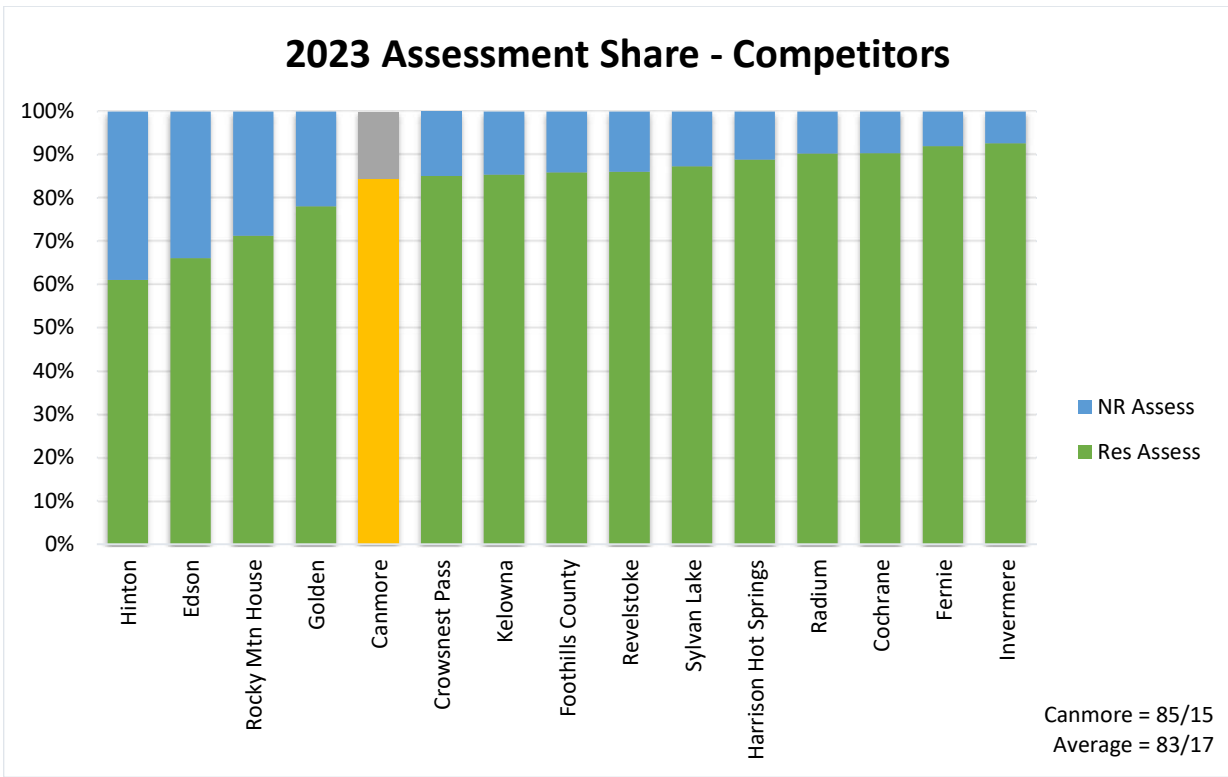
The 2024 preliminary mill rates are calculated in accordance with the policy and the chart below details the municipal, vital homes requisition and senior requisition rates for residential and non-residential properties.

	Municipal Tax Rate	Municipal Tax Ratio (Class: Residential)	Vital Homes Requisition Rate	Senior Requisition Rate
Residential				
Residential	2.04934	1:1	0.01789	0.13562
Tourist home	6.27544	3.06:1	0.11665	0.13562
Tourist Home – Personal Use	2.04934	1:1	0.01789	0.13562
Vacant, Serviced	2.04934	1:1	0.01789	0.13562
Non-Residential				
Non-Residential	6.27544	3.06:1	0.11665	0.13562
Machinery and Equipment (incl. Linear)	6.27544	3.06:1	0.11665	0.13562

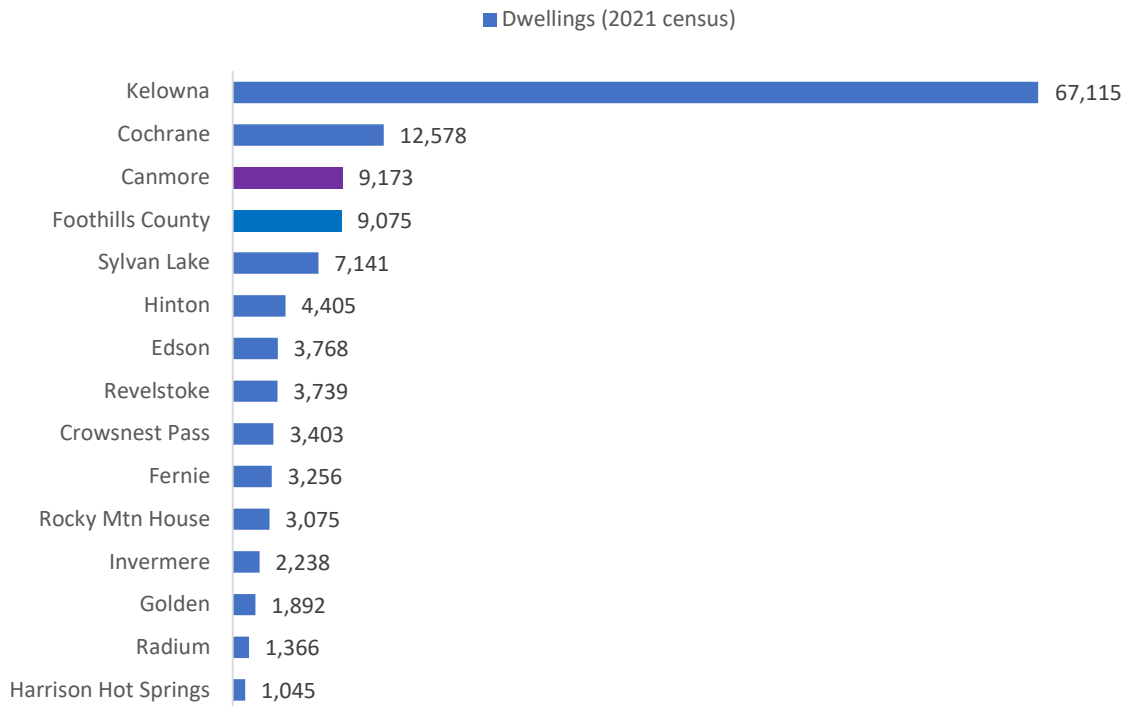
Canmore has stayed constant over the last number of years, with residential properties comprising about 85% of the Town’s total assessment value and generating 65% of the municipal tax levy while non-residential properties comprising of 15% of the Town’s total assessment value and generating 35% of the municipal tax levy. This is in-line with the comparisons of the Town’s competitors and neighbours (see attachment)

FINANCIAL IMPACTS

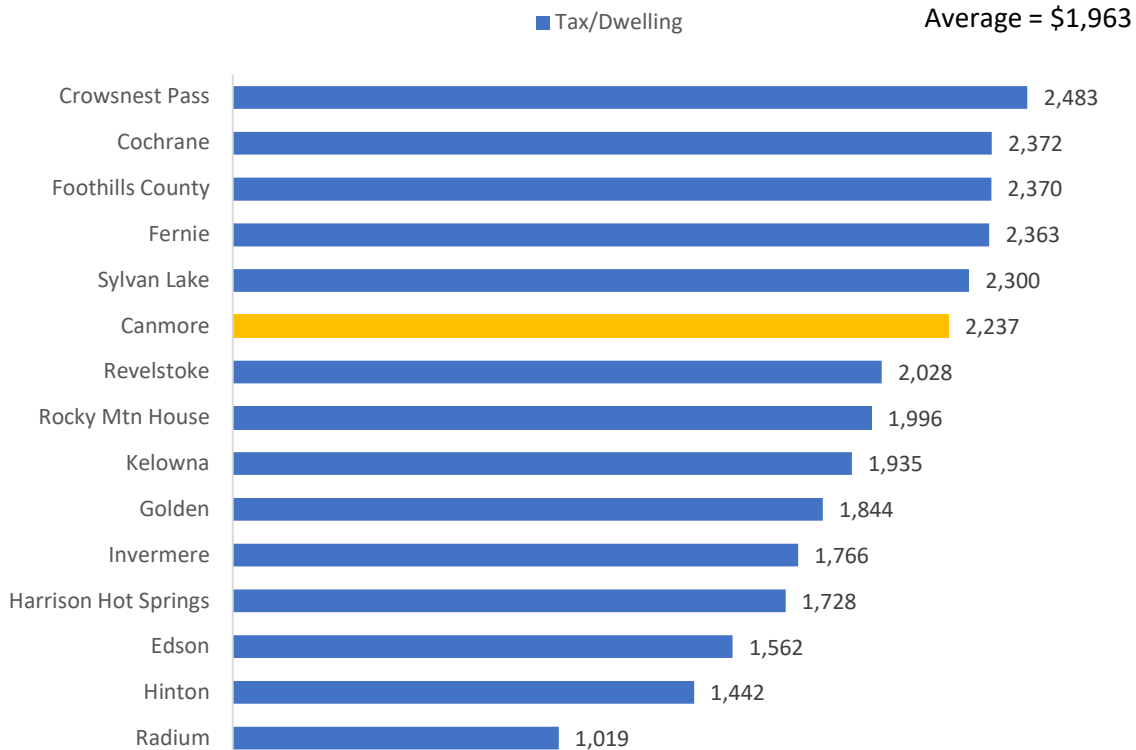
A total of \$34,881,584 in municipal tax revenue needs to be collected for 2024. Overall, this represents a \$2.84 million or 8.9% increase over 2023 (including growth) and 7.6% increase over 2023 (not including growth).

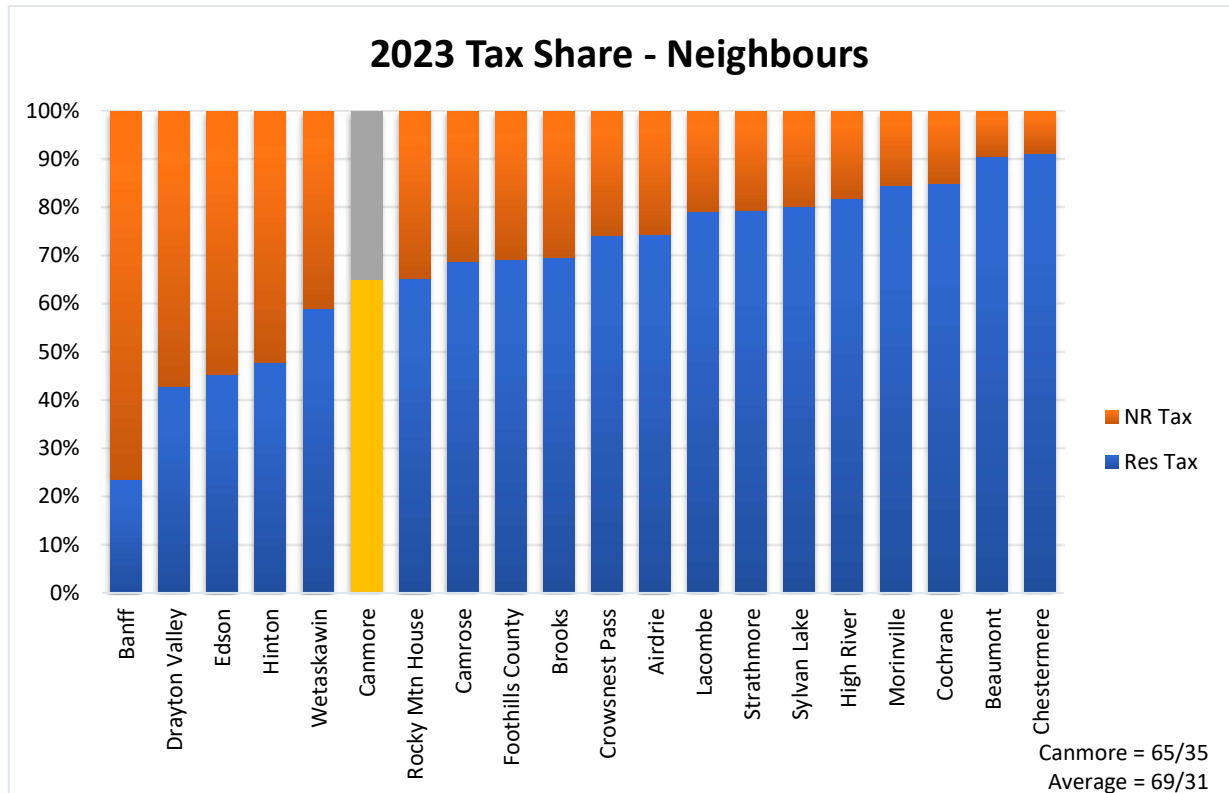
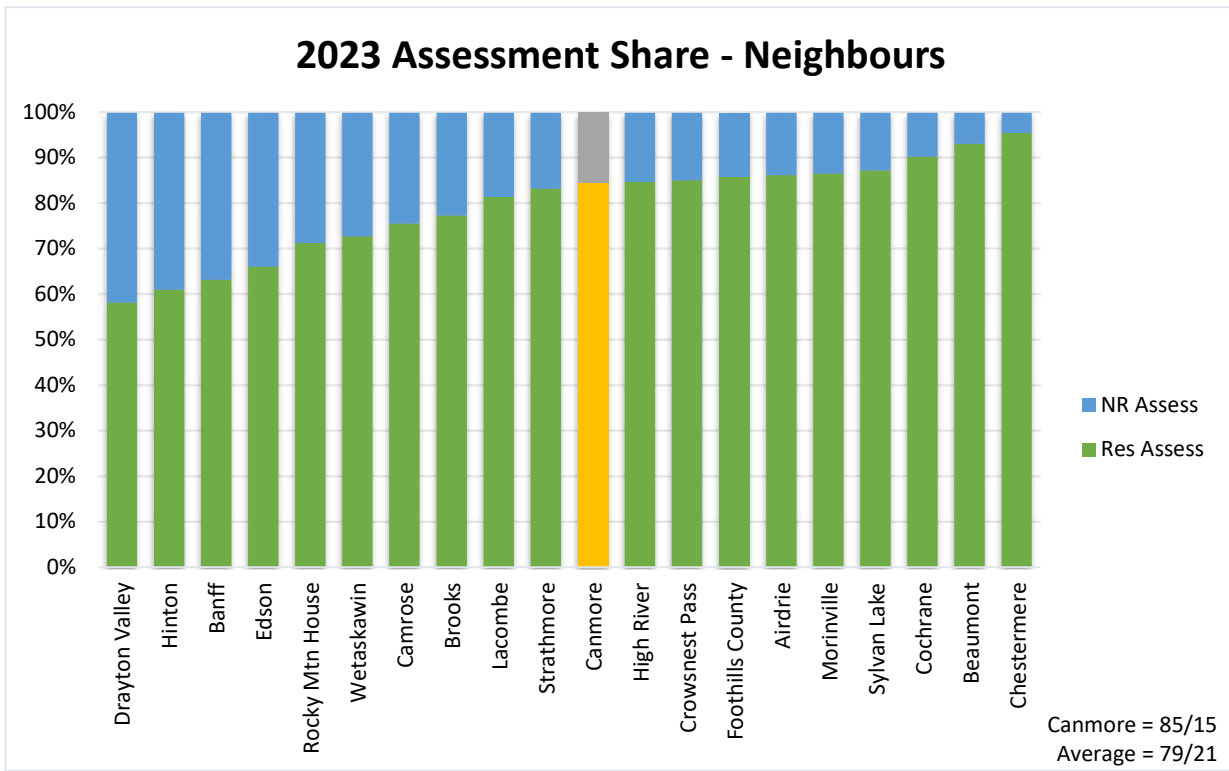


2023 # Residential Dwellings - Competitors

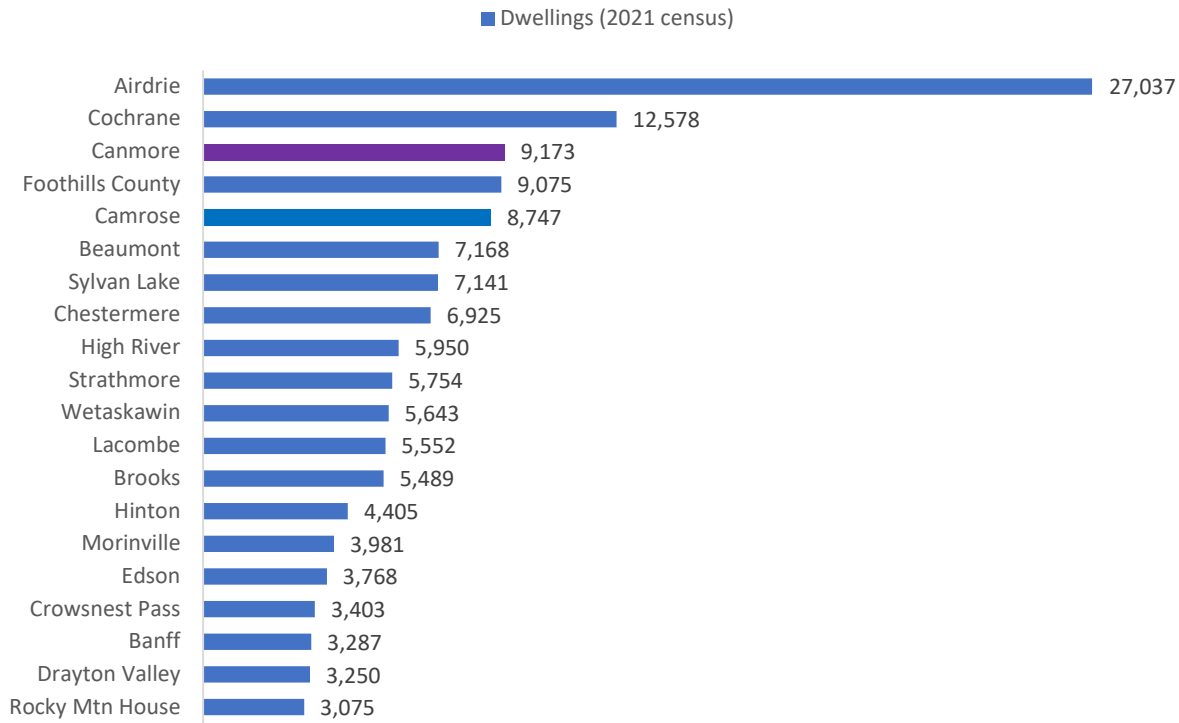


2023 Residential Tax/Dwelling - Competitors

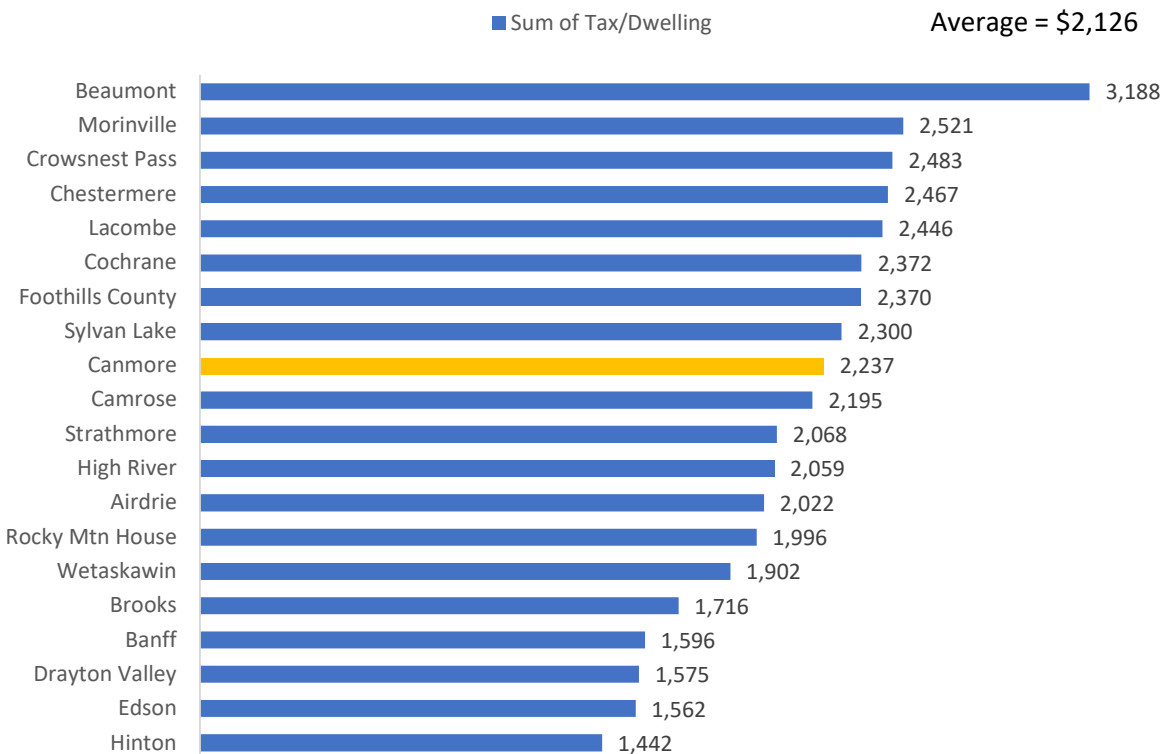




2023 # Residential Dwellings - Neighbours



2023 Residential Tax/Dwelling - Neighbours





Briefing

DATE OF MEETING: April 16, 2024 **Agenda #: D 3**

TO: Committee of the Whole

SUBJECT: Canmore Local Transit Service Review

SUBMITTED BY: Andy Esarte, Manager of Engineering
Martin Bean, CAO, Bow Valley Regional Transit Services Commission

PURPOSE: To provide an overview of the recently completed Canmore Local Transit Service Review.

EXECUTIVE SUMMARY

To inform transit strategic planning and service implementation in our community, a local transit service review was undertaken by the Bow Valley Transit Services Commission (BVRTSC) for the Town of Canmore. The service review is shared for information and may be used to inform future budget and service level discussions of the broader organization.

BACKGROUND/HISTORY

Local transit started in Canmore in 2016 with the introduction of Route 5 which connected a substantial portion of the community with the Town Centre. Route 5 was later split into Route 5T serving the south of the TransCanada Highway, and 5C serving north of the highway. Since that time service on those routes has been added, with increased hours of operation. In the summer of 2024, a new seasonal route will begin serving Grassi Lakes, the Nordic Centre, Quarry Lake from the Town Centre, Bow Valley Trail, and Spring Creek Mountain Village. This route is a pilot in partnership with the Province, with dedicated funding through 2026.

The 2018 Integrated Transportation Plan (ITP) outlined mode shift requirements to allow for functional operation of our roadways. Those requirements included a 40% non-vehicular share of trips. This trip share was further split between walking/cycling and transit, with 5% of all trips to be taken by transit by 2030.

Council established Objectives and Key Results (OKR) as part of strategic planning. A transit related key result has been established as follows:

Goal 1: Livability

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

Key Result 3: Increase Roam transit ridership on local and regional routes (combined) by 20% per year from 1277 daily trips in 2022 to 2488 daily trips in 2026. This growth rate has been recommended by administration in support of a 5% transit trip share by 2030.

DISCUSSION

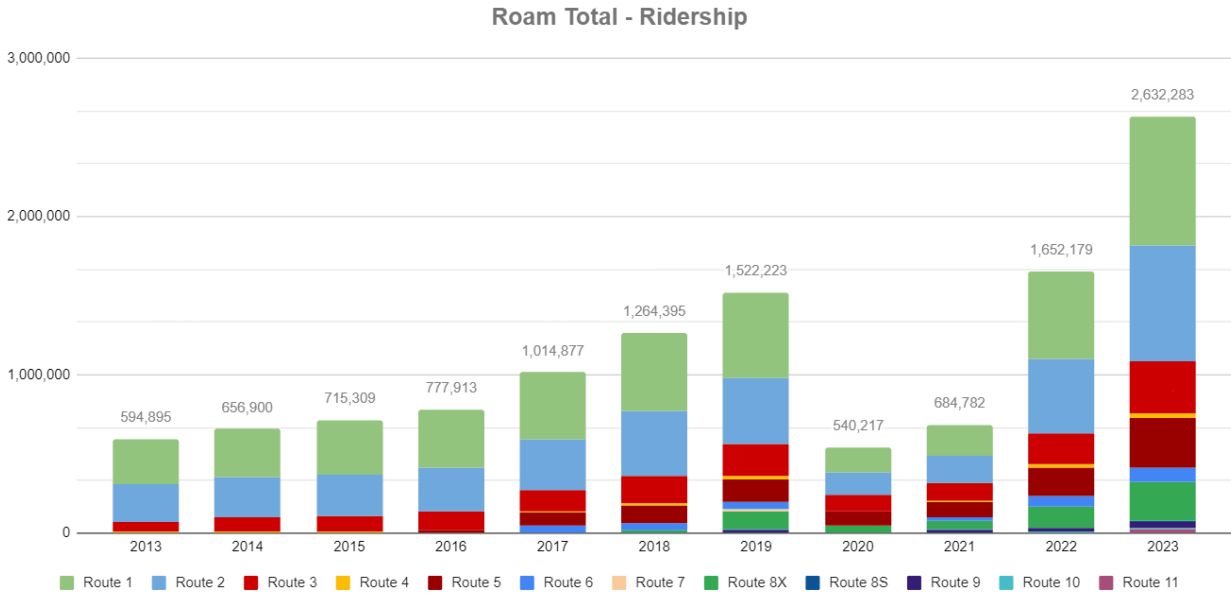
Providing a range of equitable travel options for residents and visitors allows individuals to choose how to travel based on the purpose of their trip and other personal factors. When made safe, convenient, comfortable, and direct, people will elect to take a larger proportion of their trips by foot, bicycle, and transit. This choice is referred to as mode-shift in our planning documents.

Facilitating mode-shift means that travel can be accommodated more efficiently, with walking, cycling and transit all requiring less space for roads and parking. Individual travel costs can be reduced, and costs for infrastructure are lower – both to build and maintain. Environmental impacts are significantly reduced, and green-house gas emissions cut.

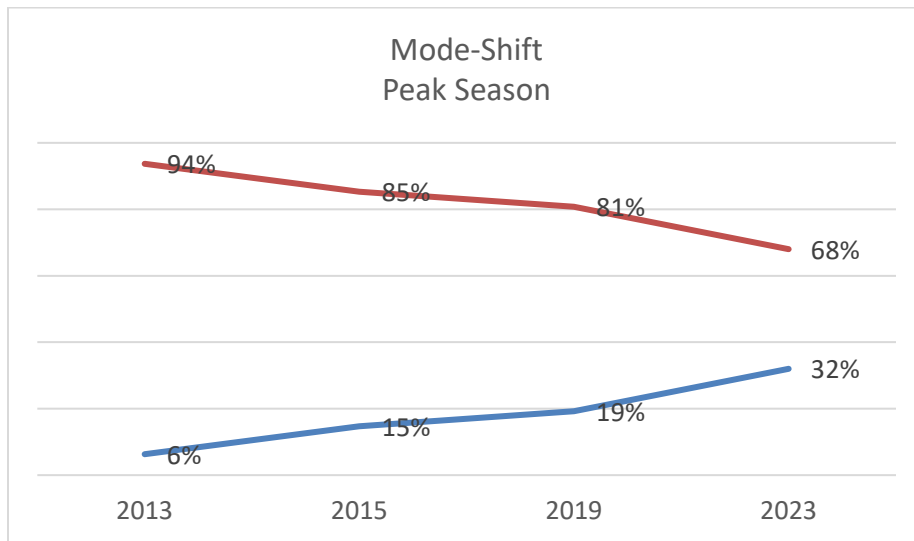
Mode-shift is imperative in Canmore because of the acute pressures that we face. We have extreme constraints on space for roads and parking due to our natural environment and the prohibitive cost of land. Increasing density can reduce unit costs and provide more affordable housing but can only be achieved if transportation impacts are offset by decreasing the share of car trips generated below our current targets. Council has declared a climate emergency, and achieving climate action targets requires a full range of strategies including increasing the proportion of foot, bicycle and transit travel relative to private vehicles.

Transit is a critical component in enabling mode shift by providing a direct alternative to vehicle trips on medium to long distance routes and can act as an intermediary between walk and cycle trips. Further, transit can provide an alternative to walking and cycling during inclement weather and can serve longer trips that are only occasionally taken by people who would otherwise walk or cycle. This means that transit can support mode shift indirectly beyond the planning target of 5% and helps create viability for one-car and no-car households. As statutory planning policies are updated, and the Town develops, mode-shift goals may need to be revisited. As mode-shift potential is not the same for all areas, areas of high transit ridership may be required to exceed 5% to account for areas of lower ridership potential.

Canmore has successfully implemented mode-shift over the past 10 years. Transit has played a vital role in this transition and continues to see substantial year-over-year growth to local and regional routes as service levels improve and the service matures and expands. Growth of approximately 20% per year is needed between 2023 and 2030 to increase mode-share to 5%; a rate that is currently being exceeded. As development continues in newly approved areas in Palliser, Three Sisters Mountain Village and Smith Creek with greater densities and transit-oriented planning - the importance of transit as an alternative to driving and in support of walking and cycling will continue to increase.



Transit planning sees connection into the Town Centre on all routes. Updates to the Town Centre Area Redevelopment Plan will rely on transit as a primary mode of transportation to achieve the community vision for the heart of our community. Community growth and density increases mean that transit’s role in a functional road network in the core will also need to grow.



**WSP, 2023 Traffic Monitoring Summary Report, September 12, 2023*

Canmore Local Transit Service Review

To support and inform decision-making about transit services and area planning, BVRTSC and the Town of Canmore have completed a Canmore Local Transit Service Review (service review). The report provides short-term (2-3 years), medium-term (through 2030) and long-term (through build-out) recommendations to meet our mode-shift goals.

The service review considers planned growth, and opportunities to grow ridership with a focus on mode-shift goals, in support of the Integrated Transportation Plan. Some consideration has been given to options that would maximize coverage, though those considerations are secondary. As service coverage expands to areas of low ridership potential, the value of the service diminishes relative to other strategies of the Integrated Transportation Plan.

Short-term Recommendations (2024-2026)

Service review recommendations are summarized here and may differ slightly from the report based on administrative input. Operating and capital costs are provided in 2023 dollars.

- Introduce the new seasonal route (Route 12) to Grassi Lakes as a pilot. Monitor and modify route as needed to maximize ridership, eventually making the route year-round. (\$605,000 operating for year-round service, bus already purchased as part of pilot)
- Concept design of Town Centre bus terminal, development of concept for Three Sisters bus terminal (Capital costs of design studies: \$200,000)

Medium-term Recommendations (2025-2030)

- Improve Route 5C (Cougar Creek) service by adding a second bus to provide 2-way service and a 30-minute frequency. (\$605,000 operating, \$1,380,000 capital)
- Increase frequency of Route 3 (regional) to 15-minute headways. (\$605,000 operating, \$1,380,000 capital)
- Review of on-demand transit options, including for persons with disabilities (\$40,000 capital).
- Add an additional spare bus (\$1,380,000 capital)

Ultimate Build-out (2030 and beyond)

- Additional service hours on Route 3 (\$605,000 operating, \$1,380,000 capital for one bus)
- Introduction of new route to Smith Creek/Steward Creek area, Route 13 (\$1,211,070 operating, \$2,760,000 capital for two buses).
- Modifications to existing route 5T with increased frequency to better serve the Resort Centre (\$605,000 operating, \$1,380,000 capital for one bus).
- Add an additional spare bus (\$1,380,000 capital)
- Introduction of on-demand service (\$330,000 capital for two buses, \$605,000 operating)

Bus Storage and Maintenance Facility (required approximately 2030)

- A new storage and maintenance facility will be required to store, clean and service buses. Based on Banff's recently completed facility of a comparable size and scope, an estimate of \$10,000,000-\$12,000,000 in capital costs is provided as an order of magnitude estimate. A study of facility construction and operating costs, including identifying a site for the build, is recommended in the medium term (Capital cost of conceptual study - \$150,000).

In summary, a total increase in annual operating costs of \$1,816,605 and an additional \$7,160,000 in capital costs are anticipated to meet the 5% mode share target by 2030 (end of Medium Term). The anticipated costs in the Ultimate Build Out Term (>2030) are expected to increase the annual operating costs by a further

\$3,042,075 and capital costs by \$7,230,000. These costs are preliminary and based on existing rates and unit costs and are subject to change depending on the actual demand experienced in the future. The cost of the new maintenance facility is estimated to be \$10,000,000-\$12,000,000 plus operating costs to be determined.

Details of the analysis and recommendations, including preliminary route mapping, are provided in the study attached (Attachment 1).

FINANCIAL IMPACTS

The financial impacts of the service review are high-level for the purpose of providing an understanding of the general magnitude of expenditure. The costs are not necessarily reflective of actual costs of implementation, which may have additional costs for land and capital, and offsetting costs for grants, as well as associated operating costs. A detailed cost analysis would be prepared for any new services and associated capital costs as part of future budgeting processes and in support of strategic plan implementation as directed by Council. The service review lays out viable options to support mode shift within the original timeline, however priority will be given to where capital or operational dollars will have the greatest impact. Pursuing all strategies as outlined in the review will require longer time horizons than outlined or components may not be pursued due to constraints on financial resources from competing town priorities.

STAKEHOLDER ENGAGEMENT

The study has been completed as a desktop exercise with a focus on generating ridership from existing and developing areas with highest ridership potential in support of goals of the ITP. Consideration was given to strategies that could provide a broader service. Engagement and ridership surveys may be desired in the future to help inform the design and staging of new services.

ATTACHMENTS

- 1) Canmore Local Transit Service Review

AUTHORIZATION

Submitted by:	Andy Esarte Manager, Engineering	Date: <u>March 27, 2024</u>
Approved by:	Chelsey Gibbons Manager of Financial Services	Date: <u>March 27, 2024</u>
Approved by:	Whitney Smithers General Manager, Municipal Infrastructure	Date: <u>March 27, 2024</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date: <u>April 10, 2024</u>



**BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION
AND TOWN OF CANMORE**

Canmore Local Transit Service Review

Final Report



October 2023 – 22-4615

April 16, 2024 Committee of the Whole Meeting 1 p.m.

Page 63 of 197

Table of Contents

1.0	Introduction	1
2.0	Background	2
	2.1 Existing Transit Services	2
3.0	Planned Growth	9
	3.1 Ridership Growth Target.....	9
	3.2 Population Growth Beyond 2030.....	9
	3.3 Planned Improvements to Roam	12
4.0	Opportunities to Grow Ridership	14
	4.1 Increase Frequency of Service and Reduce Travel Times	14
	4.2 Provide Transit to Underserved Areas	14
	4.3 Expand Service to Growing Areas	18
	4.4 Improve Access for Visitors.....	20
	4.5 Improve Access to Key Destinations	21
5.0	Transit Service Plan	22
	5.1 Route 12.....	22
	5.2 Route 3 Modifications.....	26
	5.3 Route 5 Modifications.....	28
	5.4 Route 13.....	33
	5.5 On-Demand Service	35
	5.6 On-It Service.....	38
	5.7 Ridership Targets	42
6.0	Complimentary Strategies	43
	6.1 Transit Priority	43
	6.2 Bus Shelter Expansion.....	45
	6.3 Seating at Stops.....	46

6.4	Fare Strategies	46
6.5	Active Transportation	47
6.6	Trip Planning	49
6.7	Site Planning.....	51
7.0	Facilities	52
7.1	Maintenance and Storage Facility	52
7.2	Downtown Terminal	53
7.3	Three Sisters Mountain Village Terminal.....	55
8.0	Phasing Plan	57
9.0	Financial Performance	59
10.0	Summary of Recommendations	64

Figures

Figure 1: Existing Roam Canmore Routes.....	4
Figure 2: Monthly Ridership on Route 3 and Route 5	6
Figure 3: Canmore ASP/ARPs	11
Figure 4: Preliminary Design of Canmore Seasonal Route	12
Figure 5: Existing Areas Underserved by Transit	17
Figure 6: Planned Developments in Canmore	19
Figure 7: Proposed Route 12 (Summer)	24
Figure 8: Proposed Route 12 (Winter)	25
Figure 9: Proposed Route 5T Modifications	30
Figure 10: Proposed Route 5C Modifications.....	31
Figure 11: Proposed Route 13	34
Figure 12: On-Demand Zones.....	36
Figure 13: On-It Stop Service Range	40
Figure 14: Proposed On-It Stops.....	41
Figure 15: 2030 Estimated Congestion Levels; Source: Canmore Integrated Transportation Plan (2018).....	44
Figure 17: Existing Canmore Bus Shelters	45
Figure 17: Roam Vehicle Bike Racks (Source: Roam Public Transit).....	48
Figure 18: Existing Bus Shelter Bike Racks (Source: Google Maps).....	49
Figure 19: Rear View of 9th Street Terminal (Source: Google Maps)	53

Figure 20: Front View of 9th Street Terminal (Source: Google Maps) 54
 Figure 21: Existing Terminal Expansion 55

Tables

Table 1: Canmore Route Data 3
 Table 2: Route 3 2019 Monthly Ridership 5
 Table 3: Route 5 2019 Monthly Ridership 5
 Table 4: 2022 Spring Schedule (May to June) 6
 Table 5: 2022 Summer Schedule (June to September) 6
 Table 6: 2022 On-It (Banff Bound) Summer Ridership (May to September) 7
 Table 7: 2022 On-It (Calgary Bound) Summer Ridership (May to September) 8
 Table 8: High-level Ridership Targets 9
 Table 9: Identified Development Areas 10
 Table 10: Underserved Areas 15
 Table 11: Identified Development Areas 18
 Table 12: Route 12 Anticipated Ridership (Summer Route variation) 26
 Table 13: Route 3 Anticipated Ridership 27
 Table 14: Route 5T Anticipated Ridership 32
 Table 15: Route 5C Anticipated Ridership 32
 Table 16: Route 13 Anticipated Ridership 35
 Table 17: On-Demand Anticipated Ridership 38
 Table 18: Connections with New On-It Stops 39
 Table 19: Canmore Transit Anticipated Ridership 42
 Table 20: Frequency of Bus-Pull-Ins and Bus Bay Requirements 55
 Table 21: Short Term Operating Cost 60
 Table 22: Short-Term Capital Cost 60
 Table 23: Medium Term Operating Cost 61
 Table 24: Medium Term Capital Cost 61
 Table 25: Ultimate Build Out Term Operating Cost 62
 Table 26: Ultimate Build Out Term Capital Cost 62
 Table 27: Summary of Anticipated Operation Costs 63
 Table 28: Summary of Anticipated Capital Costs 63

1.0

Introduction

Dillon Consulting Limited (Dillon) was retained by The Town of Canmore and the Bow Valley Regional Transit Services Commission (BVRTSC) to complete a Local Transit Services Review for the Town of Canmore.

The purpose of this study is to develop a transit service plan that will accommodate local and visitor population growth and will support an increase in transit mode share within Canmore from approximately 1% today to 5% by 2030. This objective was outlined in the Town of Canmore's Integrated Transportation Plan (ITP) and aligns with the Town's goal of providing alternative modes of transportation for its residents and visitors that are affordable, safe and accessible to everyone, including seniors, youth and for those of all abilities.

This study includes:

- A review of population and visitor growth to 2030 and beyond within Canmore;
- An assessment of existing areas in Town that do not have access to transit;
- A review of existing local routes within Canmore and inter-community routes that connect to Canmore, including performance and potential improvements to achieve the mode share target;
- Development of a service plan to achieve the 2030 transit mode share target, including vehicle and service hour requirements and a phasing plan; and
- Identification of other complimentary strategies that will help to achieve the mode share target.

The report is broken down into the following chapters:

- Background;
- Planned Growth;
- Opportunities to Grow Ridership;
- Transit Service Plan;
- Complimentary Strategies;
- Facilities; and
- Phasing Plan.

2.0 Background

The Town of Canmore is located in the Bow Valley between Calgary and Banff. It is surrounded by mountains, and trails and adjacent to the Banff National Park, making it an attractive place to live, work and visit. In 2021 approximately 15,990 people called Canmore home. Canmore has grown by 2% annually; continued growth between 2023 and 2030 will result in an increase to 18,000 residents. Canmore is expected to continue to grow beyond that, with a potential additional population of 20,000 that would achieve build-out within 20+ years, resulting in a total population of 38,000.

Canmore also experiences significant tourist volumes attracting numerous visitors each year to access the destinations within the Bow Valley, including local restaurants and retail, hiking and skiing/snowboarding. While the summer season draws a high number of visitors, it is not as seasonal as other parts of the Bow Valley. Travel can be 50% higher in the peak of summer than at off-season lows. Further, Canmore is an employment centre, and provides services and amenities, for a number of outlying communities including Exshaw, Dead Man's Flats, Harvie Heights, and Banff.

Canmore's 2018 Integrated Transportation Plan (ITP) is based on vision of creating a multi-modal transportation network, expanding on the "Complete Streets" approach of the 2014 ITP. As part of the 2018 ITP, a transit mode share target of 5% was identified by 2030.

2.1 Existing Transit Services

Transit in Canmore is currently serviced by the Bow Valley Regional Transit Services Commission (BVRTSC) under the Roam Transit brand. Route 3 provides a connection between Banff and Canmore and Routes 5C and 5T provide local service within the Town. Inter-regional service from Calgary is provided by On-It, while there are a number of private bus operators in the Town focused on visitor attractions and tours. It is estimated by the Town that transit trips represent approximately a 1% share of local travel trips.

This section of the report provides more detailed information about existing Bow Valley Regional Transit services including route structure, coverage, ridership and productivity in the Town of Canmore.

2.1.1 Roam Transit

Canmore has three routes provided by the BVRTSC: Route 5C, Route 5T and Route 3. Routes 5C and 5T provide local service within the Town of Canmore. Both routes service the downtown area, with Route 5C extending to the Cougar Creek area and Route 5T extending to the Three Sisters area. Both routes operate seven days a week, from 6:00 am to 11:00 pm on weekdays and 6:00 am to 9:00 pm on weekends. They each operate on a 35-minute headway and are timed to meet at the downtown terminal located on Canmore 9th Street and 7th Avenue to facilitate connections between the two. Two

buses are required to provide this local service. As of 2019, passengers have been provided free fares to ride the local Canmore service.

Route 3 is an inter-community route which connects the Banff and Canmore areas. The service operates every 30 minutes, seven days a week. The service operates from 6:00 am to 11:00 pm on weekends and weekdays. A single use ticket for Route 3 costs \$6 for adults or \$3 for a senior or youth ticket, while children 12 and under ride for free. Two vehicles are required to operate the Route 3 service. Routes 3 and 5 are depicted in **Figure 1: Existing Roam Canmore Routes**

Ridership

Ridership on both services is illustrated in **Table 1**. Due to the COVID-19 pandemic, ridership data between 2020-2021 decreased as it did with all transit systems across the country. Ridership began to recover in April 2022, with stay at home orders being ceased. As illustrated, ridership during the summer months of 2022 on Routes 5C and 5T was significantly higher than the 2019 pre-COVID ridership, while Route 3 saw a slight decrease compared to 2019. It is expected that the ridership has recovered to pre-COVID levels by end of 2022.

Table 1: Canmore Route Data

Route Name	Annual Ridership (2019)	Annual (2020)	Annual (2021)	Annual (2022)
Route 3	198,004	101,486	109,517	193,986
Route 5C*	85,609	53,781	59,669	111,655
Route 5T*	52,470	32,963	36,571	68,435
Total Ridership	336,083	188,230	205,757	374,076

**Note: Route 5 ridership data is not distinguished between 5C and 5T. 5C and 5T ridership are estimated based on 2019 stop shares.*

Canmore and Banff both see increased ridership during summer months indicating seasonality in its ridership. Route 3 ridership during the summer months (June to August) of 2019 was approximately 29% higher per month than the remaining months. Route 5, being a local route for Canmore residents, sees much less seasonality in its ridership. Route 3 monthly ridership is summarized in **Table 2** and Route 5 monthly ridership is summarized in **Table 3**. Both routes are overlaid and shown in **Figure 2**. It should be noted that ridership in 2022 does not reflect this seasonality as much due to general growth trends that have occurred over the year with COVID-19 recovery, but this seasonal pattern is expected to return to pre-COVID form in 2023/2024.

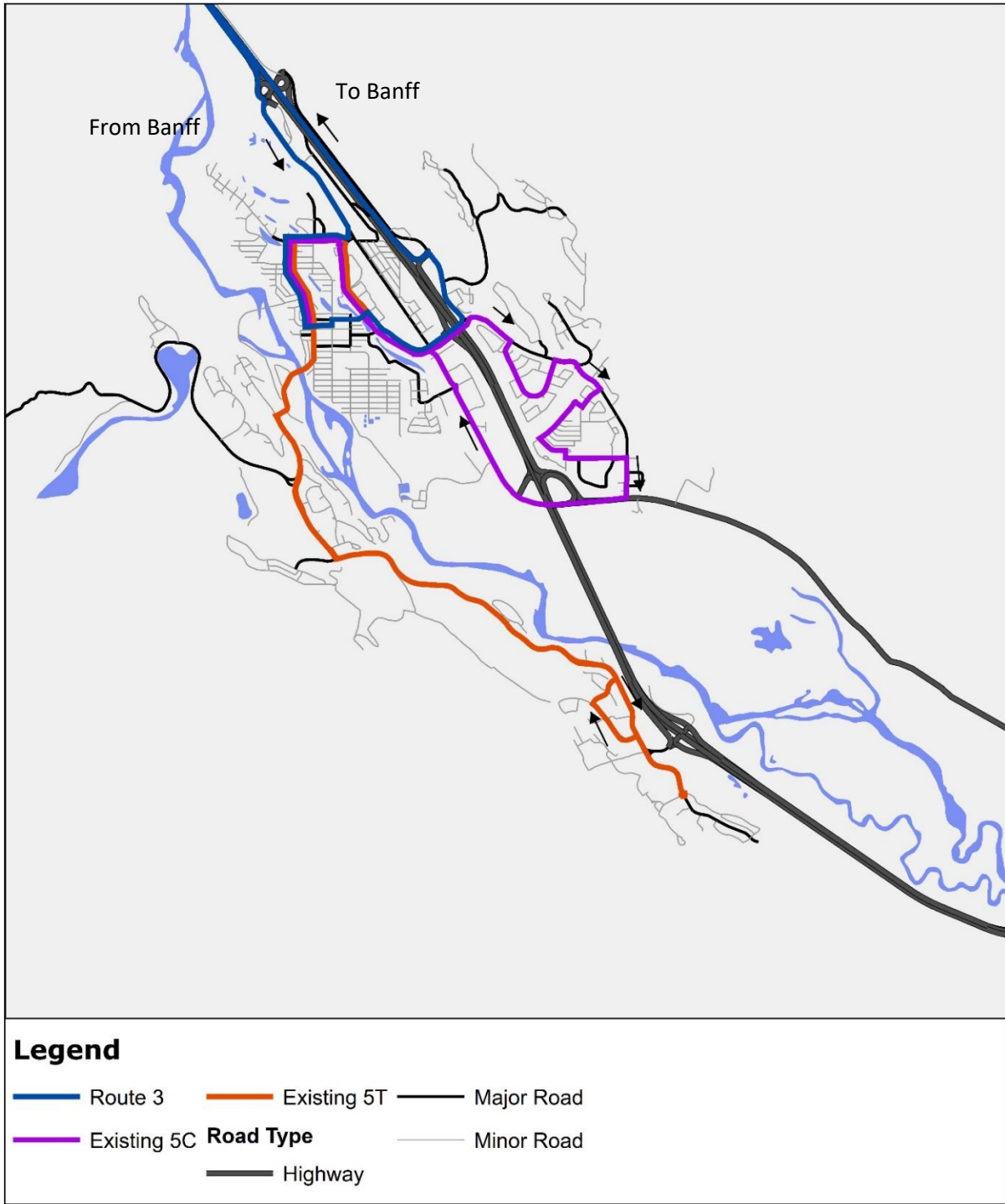


Figure 1: Existing Roam Canmore Routes

Table 2: Route 3 2019 Monthly Ridership

Month	Ridership	Share of Total Ridership
January	10,642	5.49%
February	10,492	5.41%
March	12,770	6.58%
April	12,028	6.20%
May	15,148	7.81%
June	19,058	9.82%
July	22,015	11.35%
August	19,854	10.23%
September	17,364	8.95%
October	17,605	9.08%
November	17,797	9.17%
December	19,213	9.90%

Table 3: Route 5 2019 Monthly Ridership

Month	Ridership	Share of Total Ridership
January	9,224	5%
February	9,789	5%
March	12,208	7%
April	10,924	6%
May	13,066	7%
June	16,015	9%
July	16,715	9%
August	17,070	9%
September	17,127	10%
October	16,802	9%
November	19,956	11%
December	21,194	12%

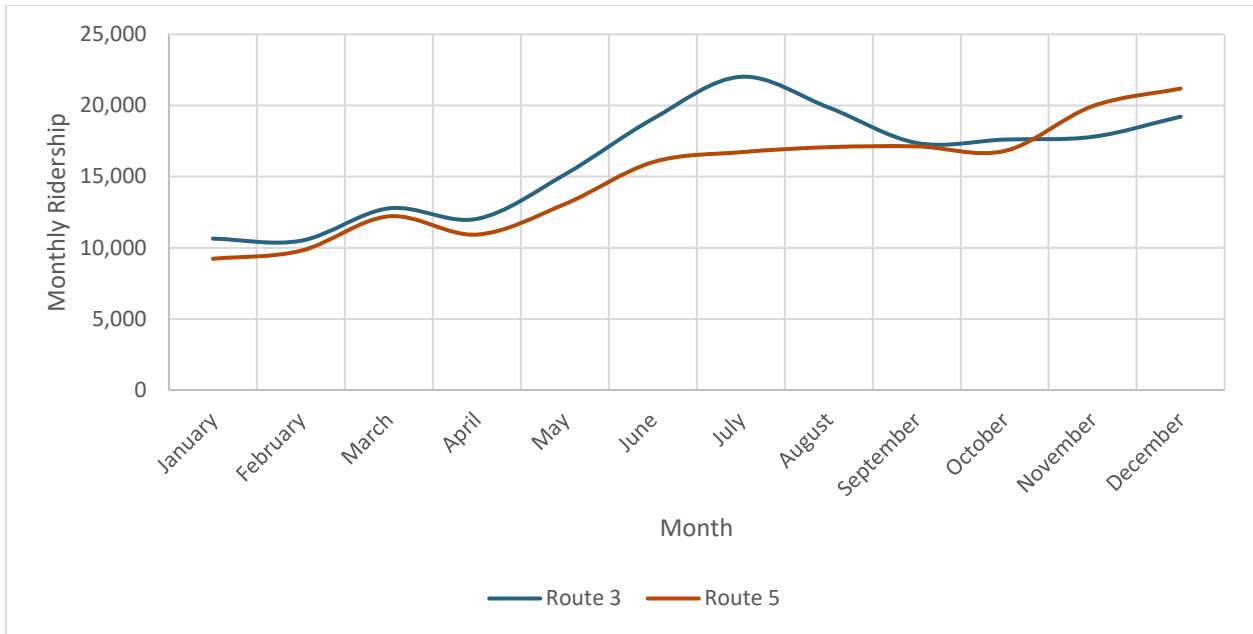


Figure 2: Monthly Ridership on Route 3 and Route 5

2.1.2 On-It

On-It is a seasonal bus service between the City of Calgary and the Town of Banff. The service operates between May and September each year on Fridays, Saturdays, Sundays and Statutory Holidays. A summary of the On-It schedule, including how many times a round-trip route stops in each location, is shown below in **Table 4** and **Table 5**.

Table 4: 2022 Spring Schedule (May to June)

Day of Week	Stops Serviced by Round Trip Route		
	Calgary	Canmore	Banff
Friday	1	1	1
Saturday	5	3	5
Sunday	5	3	5
Total	11	7	11

Table 5: 2022 Summer Schedule (June to September)

Day of Week	Stops Serviced by Round Trip Route		
	Calgary	Canmore	Banff
Friday	5	3	5
Saturday	7	4	7
Sunday	6	3	6
Total	18	10	18

The passenger fare on the service is \$10 per trip. To use the service, passengers must book a seat in the vehicle. Based on discussions with the Director of Business Development at Southland Transportation, many buses are booked to capacity a week in advance.

The service is operated by Southland Transportation Ltd. and is funded by passenger fares, Parks Canada, the Town of Banff and the Town of Canmore. Passenger fares make up the largest portion of the revenue, with only \$80,000 in additional funding being contributed by the funding parties in 2022. **Table 6** illustrates the peak 2022 Banff bound summer ridership on the service. The majority (92%) of passengers travel between Calgary and the Town of Banff while trips to/from Canmore only constituted approximately 8% of boardings of trips in the Banff direction.

Table 7 summarizes the summer ridership of the On-It service in the Calgary bound direction. A similar split is noted with approximately 7% of boardings occurring in Canmore. In 2022, over 1,900 passengers travelled to/from Canmore; an average daily ridership to/from Canmore of 32 passengers.

Table 6: 2022 On-It (Banff Bound) Summer Ridership (May to September)

Trip	Calgary – Somerset (On)	Calgary - Downtown (On)	Calgary - Crowfoot (On)	Canmore (On)	Canmore (Off)	Banff (Off)
Friday		134	20	1	24	131
Saturday/Sunday Trip 1	244	1,803	561	11	172	2,447
Saturday/Sunday Trip 2	81	1,994	462	0	84	2,453
Saturday/Sunday Trip 3	61	1,948	552	4	55	2,510
Saturday/Sunday Trip 4	262	1,573	164	18	283	1,734
Saturday/Sunday Trip 5	0	1,343	266	2	157	1,454
Saturday/Sunday Trip 6	0	662	61	6	97	632
Saturday/Sunday Trip 7	0	353	0	6	85	274
Total	648	9,810	2,086	48	957	11,635
Percentage by stop	5.1%	77.9%	16.6%	0.4%	7.6%	92.4%

Table 7: 2022 On-It (Calgary Bound) Summer Ridership (May to September)

Trip	Banff (On)	Canmore (On)	Calgary - Crowfoot (On)	Calgary–Downtown (Off)	Calgary - Somerset (Off)
Friday	75	18	0	93	0
Saturday/Sunday Trip 1	1,043	286	62	1267	0
Saturday/Sunday Trip 2	1,110	0	174	936	0
Saturday/Sunday Trip 3	2,255	349	132	2292	180
Saturday/Sunday Trip 4	2,582	65	632	1741	274
Saturday/Sunday Trip 5	2,214	163	341	1937	99
Saturday/Sunday Trip 6	1,484	23	219	1191	97
Saturday/Sunday Trip 7	531	0	451	80	0
Total	11,294	904	2,011	9,537	650
Percentage by stop	92.6%	7.4%	16.5%	78.2%	5.3%

2.1.3 Tour Buses

Several tour companies operate services in Canmore including City Connections Inc, Banff & Canmore Sightseeing and Banff Top Tours. These are privately run services that provide visitors with travel to key tourism destinations within the Bow Valley.

Since these are privately operated services, there is no information available on the number of trips or rides. For the purposes of this report, it was assumed that tour buses compose of approximately 10% of all transit ridership within the Town of Canmore.

3.0 Planned Growth

The following section provides a high-level review of the level of ridership growth expected for each service type to achieve this goal. Information about planned population growth is also provided to understand how the growth in ridership relates to the growth in population, and how expanding service to new growth areas could support achieving these ridership targets.

3.1 Ridership Growth Target

Canmore’s Integrated Transportation Plan (2018) indicates that the Town has a goal of increasing transit ridership from a 1.69% to a 5% share of all trips by 2030. To understand the significance of this target, a breakdown of existing daily ridership is provided below.

Table 8 illustrates the existing resident and visitor population and targeted transit ridership in Canmore. Using existing transit ridership, an estimated 20% annual growth in ridership would be required to reach the 5% transit mode share goal by 2030.

Table 8: High-level Ridership Targets

	2023	2027	2030
Resident Population ¹	14,693	15,904	16,877
Peak Visitor Population ²	9,614	10,821	11,824
Average Trips Per Person ³	3.5	3.5	3.5
Total Travel Trips	85,074	93,537	100,456
Transit Mode Share	2.86%	3.42%	5% ⁴
Transit Trips ⁵	2,438	3,199	5,160

Using the above ridership targets as a guideline, a service plan was developed to identify opportunities to provide a high level of service and achieve this target by 2030.

¹ Population assumes peak period resident population; Assumed that 30% of residents take two weeks of vacation during summer; Peak population assumed to grow by 2% every year. This does not include population growth due to new developments.

² Visitor Population assumed to grow by 3% every year

³ Trips per person estimated for similar cities in the United States

⁴ Target transit mode share established from Town of Canmore Integrated Transportation Plan (2018)

⁵ Value includes trips for all transit modes including On-It and Tour Busses operating in Canmore

3.2 Population Growth Beyond 2030

The majority of population growth beyond 2030 can be attributed to development across Canmore. The Area Service/Redevelopment Plans (ASP/ARPs) project approximately 20,000 new residents in these developments once fully developed. **Figure 3** below shows the growth areas of the identified Area Redevelopment Plans (ARP) and Area Structure Plans (ASP) in Canmore.

The available residential unit information from the ASP/ARPs and information from Town staff are summarized in

Table 9. Residential units are assumed to be the higher estimate presented in the ASP/ARPs.

Table 9: Identified Development Areas

Development ⁶	Residential Units	Expected Population
Spring Creek Mountain Village	1,000	2,001
Three Sisters (Mountain Village) Development	5,000	10,000
Palliser Trail ASP (Townhouse/Low Density)	530	1,060
Smith Creek (ASP) Phase 1	1,075	2,250
Smith Creek (ASP) Phase 2	1,075	2,250
Palliser Trail ASP (Low-Mid Rise Density)	410	820
Silvertip Village	1,600	3,349
Total	10,646	21,730

The available ARP and ASP information reflect the growth target of 20,000 people in Canmore upon ultimate build out. The additional service required to serve the areas of growth is outlined in **Section 4.3**.

⁶ Many of these developments were scheduled to be completed by 2030, however will likely be fully built and occupied at a later date referred to hereafter as “ultimate build out”

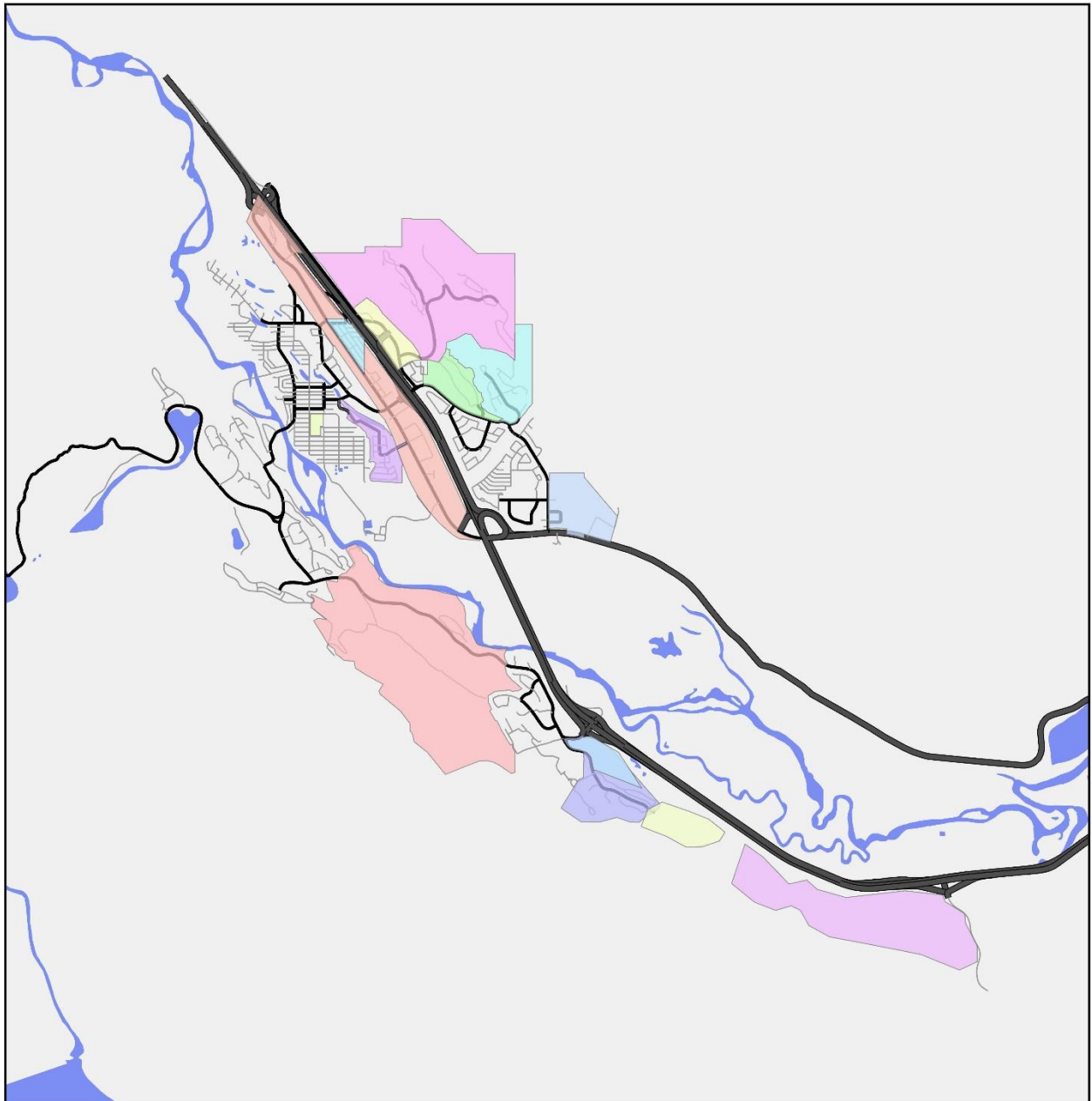


Figure 3: Canmore ASP/ARPs

3.3 Planned Improvements to Roam

There are several planned improvements to the Roam service that are anticipated to begin in the summer of 2024. These are noted below:

Regional Route 3

The BVRTSC increased the frequency of Regional Route 3 in March 2023, moving from operating every 30 minutes to every 23 minutes during peak hours in the summer period. This has increased the number of peak buses to three.

Seasonal Canmore Route

The BVRTSC was approached by Alberta Environment and Parks to provide a summer seasonal transit connection between the Town and the Nordic Centre and Grassi Lakes Trail Head. **Figure 4** illustrates a preliminary route design which connects a number of the hotels on Bow Valley Trail with downtown Canmore and services additional stops along Rundle Drive, Three Sisters Drive and Smith Dorrien Spray Trail.

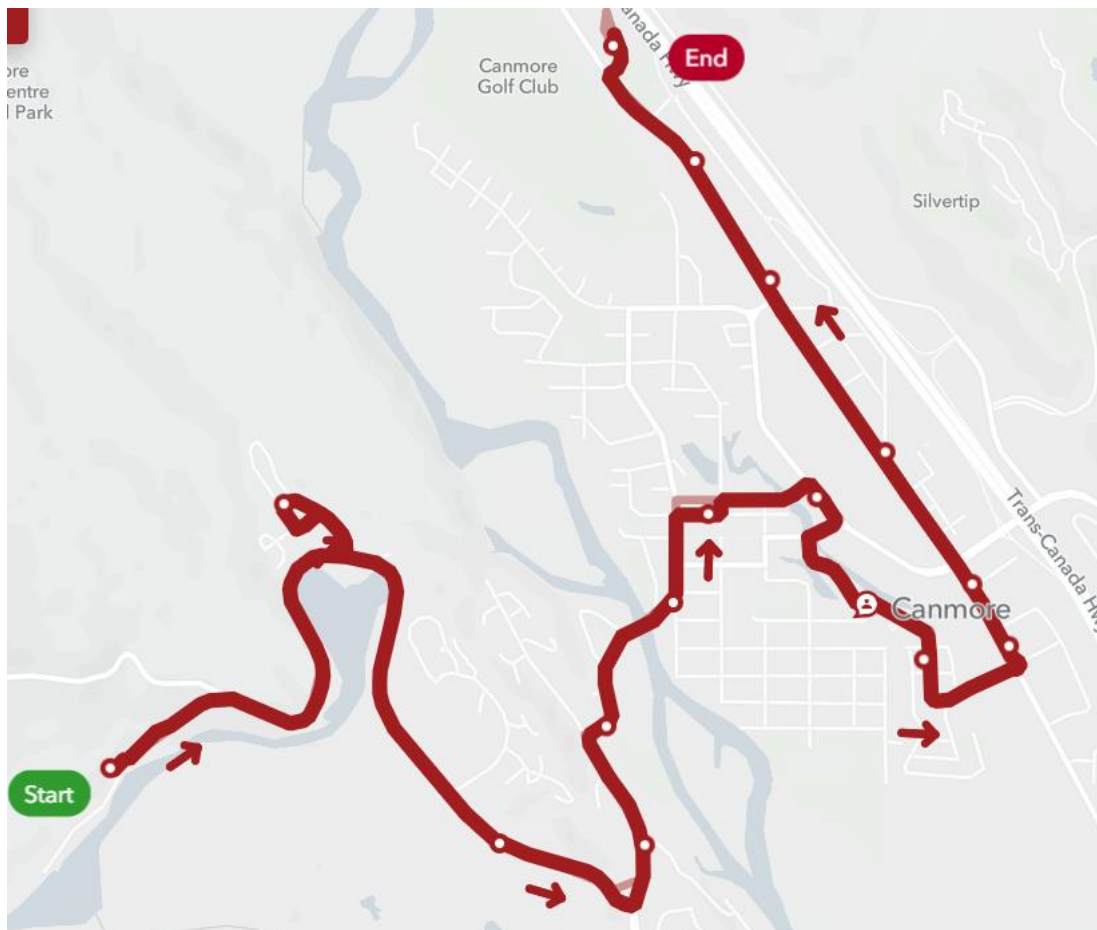


Figure 4: Preliminary Design of Canmore Seasonal Route

BVRTSC expects to operate this service hourly between 8:00 am and 6:00 pm seven days a week. The route will be partially funded by the Province. No passenger fare is anticipated to be charged on this route (similar to other local Canmore routes).

One of the challenges with this new route is that it will only operate for four months per year (mid-May to mid-September). This makes it difficult to attract and retain drivers to operate the route. It is recommended to have this route operate year-round, with a slight modification to the route design to no longer service areas that are closed or see lower visitation in the Fall, Winter and Spring. Extending the seasonal route to a year-round service would help attract drivers for the service, and encourage ridership on the route by residents year-round.

4.0

Opportunities to Grow Ridership

While the existing transit service provides good service to many residents and visitors in Canmore, the level and extent of service provided will need to continue to grow to reach the transit goals and ridership growth targets identified by the Town. There are a number of opportunities to expand the service including:

- Increasing the frequency of service on local Canmore routes and on Regional Route 3 to improve flexibility and convenience;
- Reducing travel times by adding bi-directional service or increasing the directness of routes;
- Providing service to existing areas (residential, attractions and employment) currently not serviced by transit;
- Increasing the number of transit routes to service areas experiencing population and employment growth;
- Adding frequency and stops in Canmore for the On-it service;
- Adding a terminal to anchor the services and provide a more comfortable transfer location for passengers in Three Sisters Mountain Village;
- Introducing On-Demand service to provide mobility options to areas that are difficult to service by fixed-route transit; and
- Engaging with other stakeholders to develop complementary strategies which can encourage a modal shift.

4.1

Increase Frequency of Service and Reduce Travel Times

Existing transit routes operate infrequently, with Route 5C and 5T operating every 35 minutes. This can require passengers to wait a long time to catch the next bus, which will limit potential ridership growth. Route 5C also operates in a one-way loop pattern, which can increase the travel time for one direction of a passenger's trip. Route 3 has seen a recent increase in frequency, moving from every 30 minutes to every 23 minutes. Other opportunities to increase frequency and route directness are identified in **Section 5.0** as a way to reach the ridership mode share targets.

4.2

Provide Transit to Underserved Areas

There are many existing population and employment areas within Canmore that have no transit service in place. Many of these areas have been growing over the past few years and have a concentration of higher density residences. Some of the areas that were considered for future service include:

1. Bow Valley Trail;
2. Peaks of Grass;
3. Palliser Trail;
4. Larch Avenue Area; and

5. Three Sisters Commercial District.

The highlighted communities and a summary of the existing transit concerns are summarized in **Figure 5** and **Table 10**.

Table 10: Underserviced Areas

Community	Density	Transit Concerns	Ridership Potential
Bow Valley Trail (between Benchlands Trail and Railway Ave)	Medium (Future High)	This area is not serviced by any existing transit routes. There is limited transit connectivity for visitors staying in hotels or residents trying to reach retail and the Hospital on the Bow Valley Trail.	High ridership potential from visitors staying at hotels and residents travelling to the commercial areas along Bow Valley Trail.
Peaks of Grassi	Medium	The closest transit stop is at least 500 meters from the houses at Peaks of Grassi. The furthest house is approximately 1.3km from the nearest transit stop. The area is also fairly hilly, with forested areas and potential for wildlife encounters between transit stops and homes. Walking in this area may be discouraged, particularly during the dark, as the area is unlit. Bus operations in this neighbourhood are not ideal as there is only one point of entry and exit and there is a steep incline on a number of streets that may be difficult to operate during inclement weather for large buses.	Medium ridership potential due to high concentration of secondary suites and public requests for ridership to these areas.
Palliser Trail	Medium (Future High)	Palliser Trail is currently serviced by one-way transit service on Regional Route 3 (from downtown Canmore to Palliser Trail). These residents also pay the regional Route 3 fare. There is no service inbound to downtown Canmore. Residents need to walk between 600 meters and 1 km to reach the local Route 5C service to connect to Downtown Canmore.	High ridership potential from residents in existing apartment buildings and affordable housing units. A new ASP under development for this area would likely add additional housing along this corridor. A new service would improve connectivity to residents living in Palliser Lane communities and allow them to travel without a fare for trips within Canmore.

Community	Density	Transit Concerns	Ridership Potential
Larch Avenue Area	Low	The existing Route 5T service operates up to the 17 th Street and Fairholme Drive intersection. No existing transit routes operate within the Larch Avenue neighbourhood. Approximately 80% of this neighbourhood is located outside of a standard 400 m walking distance to the closest stop.	Low ridership potential from low density housing units in the Larch Avenue area. Some requests have been made by residents to add transit service to this area.
Three Sisters Commercial District	Medium	Route 5T operates to the roundabout at Three Sisters Parkway and Stewart Creek Rise. Existing houses would need to walk approximately 800 meters to the closest transit stop.	Medium ridership potential from mid-rise units along Three Sisters Parkway. New development along Gateway (Site 5) will add further mixed-use density in the near future.

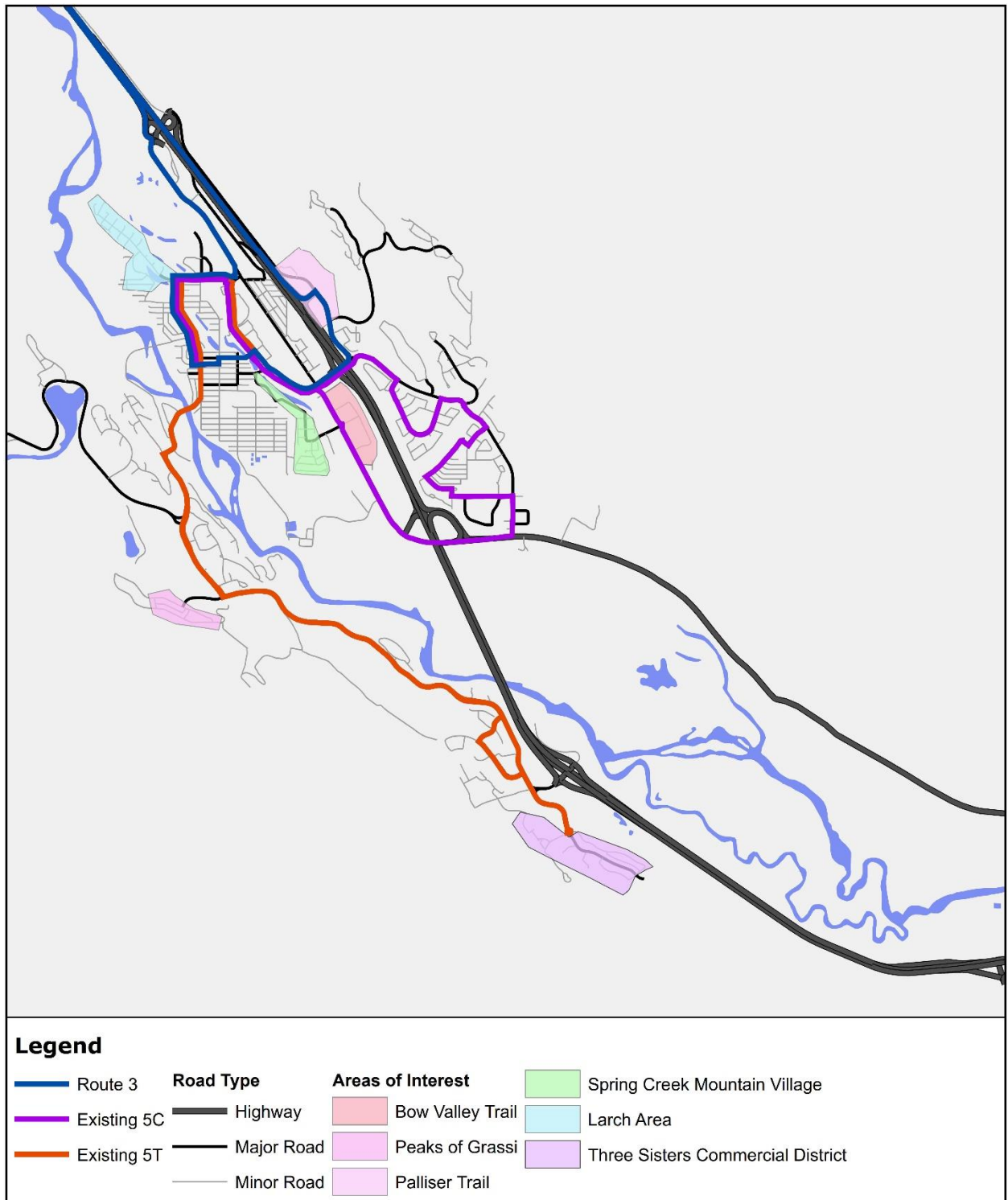


Figure 5: Existing Areas Underserved by Transit

4.3 Expand Service to Growing Areas

The new developing areas identified in **Section 3.2** will contribute to ridership growth if the use of transit can be fostered early as people move into the developments. Some of the growth areas that are anticipated over the next seven years include:

1. Three Sisters Mountain Village;
2. Smith Creek;
3. Spring Creek Mountain Village;
4. Palliser Trail; and
5. Silvertip Block.

The ASP/ARPs identified by the Town and their proximity to existing transit routes are presented in **Figure 6**. The potential ridership and impact from each ARP/ASP given their anticipated density is shown in **Table 11**. It is anticipated that higher density developments will yield a greater potential ridership due to a larger potential population base at each development.

Table 11: Identified Development Areas

Development	Existing Transit Connection	Expected Density	Relative Ridership Potential
Three Sisters (Mountain Village Resort Centre) Development	Route 5T	Medium	High
Three Sisters (Mountain Village Stewart Creek) Development	Route 5T	Medium	High
Smith Creek (ASP) Phase 1	N/A	Medium	Medium
Smith Creek (ASP) Phase 2	N/A	Medium	Medium
Spring Creek Mountain Village	N/A	Medium	Medium
Silvertip Village	N/A	Medium	Low
Palliser Trail ASP (Townhouse/Low Density)	Route 3	Low	Medium
Palliser Trail ASP (Low-Mid Rise Density)	Route 3	Medium	Medium

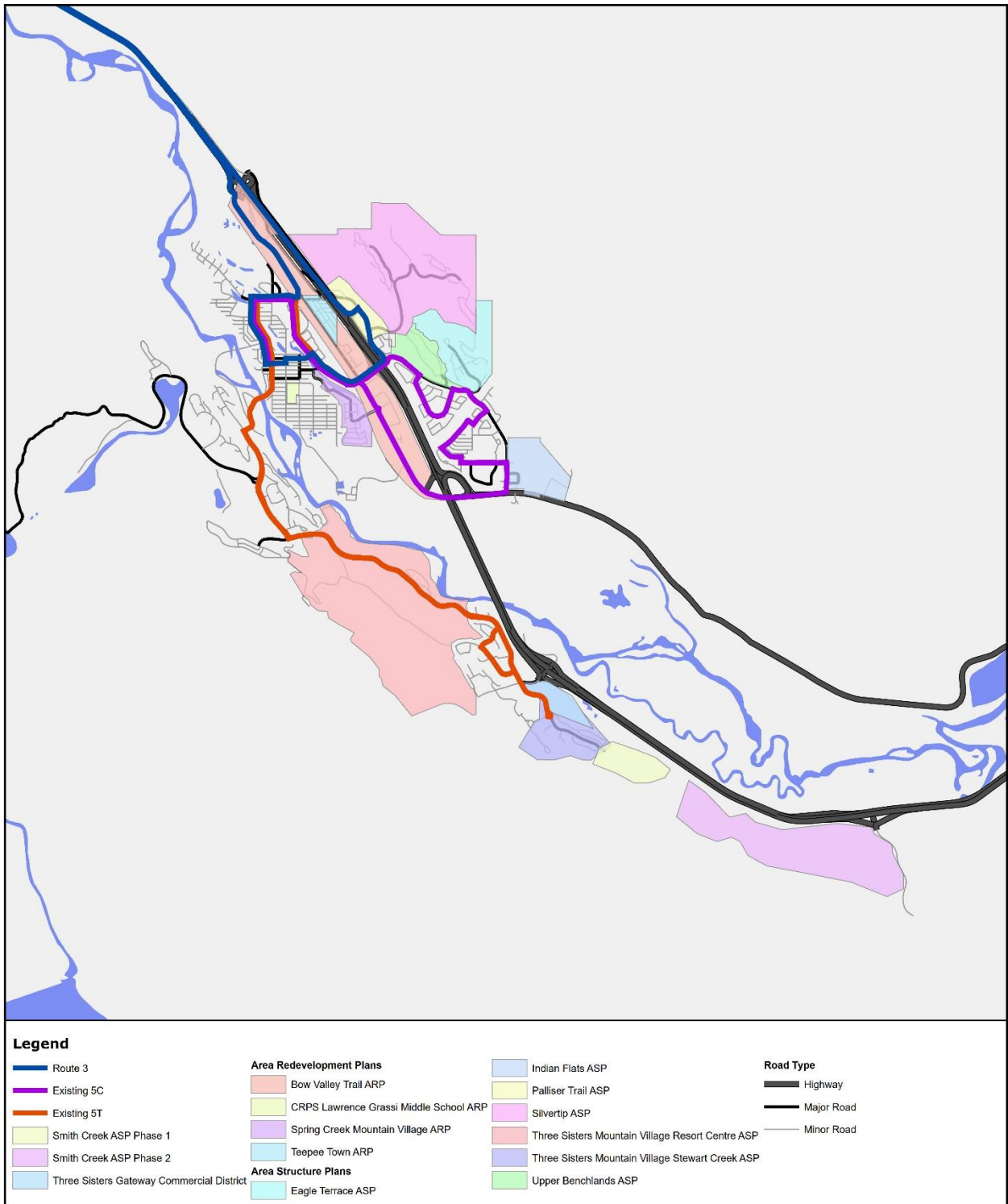


Figure 6: Planned Developments in Canmore

The existing Roam Transit service does not adequately cover the majority of these developments. There is no existing transit service to the Smith Creek, Spring Creek Mountain Village and Silvertip

developments. Route 5T touches only a small portion of the Three Sisters development, and will need to be extended as population grows. Regional Route 3 provides some service to Palliser Trail, but the service is one-way only and will also need to be expanded.

New developments and their corresponding populations have an increased propensity to use transit due to changing views on transit, higher densities of new built forms, and increased adoption of transit-oriented design in new developments. Existing populations have a lower propensity to use transit due to the existing auto-oriented built form and challenges in changing established behaviours.

The majority of new developments in Canmore are expected to have medium density with a high potential for new ridership. For ridership forecasting purposes, the existing rate of ridership of 21 boardings per capita was increased by a factor of 1.3 in development areas with high ridership potential and by a factor of 1.1 in development areas with a medium ridership potential. For areas with low ridership potential, the existing rate of 21 boardings per capita remained the same. These factors have been developed using best practices and available data from similar areas.

4.4 Improve Access for Visitors

The majority of visitor accommodation in Canmore is located along the Bow Valley Trail between Kananaskis Way to the south and Ray McBride Street to the north. Currently, Route 5C provides one-way service to the hotels south of Benchlands Trail, while no routes operate along Bow Valley Trail north of Railway Avenue. Adding service on this corridor would not only benefit visitors, but would also benefit local residents working at many of the hotels and supporting retail and service industry destinations.

It is estimated that Canmore has 9,615 daily visitors⁷. This figure is a combination of the number of people occupying homes who are not permanent residents of Canmore (1,842), the number of people who stay in the available hotel rooms during the season (4,568), and an assumed number of people who make day trips but do not stay for the night (3,205). Growth in Canmore and adjacent areas such as Banff and Calgary are expected to encourage more visitors to Canmore. Canmore also acts as a hub for visitors to Banff and Lake Louise, as they may be enticed to stay in Canmore due to lower hotel prices. Based on this expected growth the Town of Canmore expects that the number of visitors is expected to increase by 3% annually.

Visitors in Canmore can use transit services to access several trails and parks. The planned seasonal route outlined in **Section 3.3** and modifications to the existing transit network improve access to these areas and as such visitor-based ridership is expected to contribute significantly to the transit ridership goal.

⁷ Estimated by Canmore Engineering using unit counts and occupancy estimates to determine peak day visitation.

4.5 Improve Access to Key Destinations

The following key destinations were identified by Town Staff as being locations which have ridership potential:

- Canmore Hospital;
- Canmore Recreation Centre;
- Canmore Collegiate High School;
- Spring Creek Mountain Village;
- Palliser Area; and
- Bow Valley Trail/Teepee Town.

The majority of these locations are currently provided, at minimum, one-way daily service. Locations such as the Canmore Recreation Centre and Canmore Collegiate High School are serviced by all three routes at the Canmore Collegiate bus stop. This stop is one of the highest ridership stops in the system (average of 220 daily boardings).

The Hospital and Bow Valley Trail Central currently receive no transit service. Pallier Trail receives one-way service towards Banff through the regional route but has no transit option to reach other destinations within Canmore. Through route modifications and expansion, and potential for provision of on demand transit, the goal is to provide service to the identified key locations.

5.0

Transit Service Plan

Based on the review of existing services and identification of opportunities for ridership growth, a transit service design strategy was developed to help the Town improve transit and achieve the 5% ridership growth target by 2030 and accommodate population growth and continued mode share growth for the Ultimate Build Out horizon.

Recommendation for improved transit services followed several guiding principles that would help improve the effectiveness and attractiveness of the service:

1. Prioritize service in areas or on existing routes that have the highest opportunity to grow ridership. A key area of focus is to provide better transit service within the downtown area and through existing and planned high density residential areas.
2. Design routes so they provide direct two-way service, reducing travel time where possible.
3. Increase service frequency as demand grows. Target frequent service with wait times of less than 30 minutes at all times of day.
4. Improve connections to the hotels and other key destinations along Bow Valley Trail to better accommodate visitors and local residents accessing employment and services along the corridor.
5. Increase the number of residents that are within a five-minute walk (400m) of a transit stop.

The guiding principles identified above were used to identify a recommended 2030 and Ultimate Build Out horizon service plan. The plan incorporates the following elements.

5.1

Route 12

Summer Route 12

A new summer seasonal route is planned to begin service in the summer of 2024 as described in **Section 3.3**. The service will be partially funded by Parks Canada as part of a pilot, and therefore was only intended to operate between May and September each year. This proposed route is referred to as Route 12 for the purposes of this report.

The route is planned to operate from Grassi Lakes trail head with stops at the Nordic Centre and Quarry Lake park. The route would provide service to the Spring Creek Mountain Village and one-way counter-clockwise service to the Palliser Trail development and hotels and other key destinations on Bow Valley Trail.

This route would serve two key markets. It would service visitors connecting the hotels on Bow Valley Trail to the key trail heads, centres, parks and downtown restaurants and shops. It would also service local residents that currently do not have service on Palliser Trail and Spring Creek neighbourhoods to connect them to downtown Canmore and destinations on Bow Valley Trail (e.g. the hospital).

The recommended routing for the summer operation of Route 12 is shown below in **Figure 7**.

Winter Route 12

It is recommended that this route be extended to operate year-round, with slight modifications made to adjust for destinations that are not open during the off-peak season. This is necessary due to the challenges of attracting drivers for seasonal shifts and the desire to establish a consistent route that benefits residents year-round and helps shape travel habits.

This route would operate similarly to the summer variation to provide consistent access to the Palliser Trail and Spring Creek development areas and to minimize confusion for riders planning on taking this route all year, however, would not extend to the Grassi Lakes Trail head during the times of the year when the trail is closed. The recommended route is shown in **Figure 8**.

5.1.2 Required Service

The proposed Route 12 is expected to operate between 6:00 am and 11:00 pm for a total of 17 hours per day starting in 2023. Winter operating hours would not be expected to start until 2025 at the earliest. The round-trip travel time is anticipated to be approximately 50 minutes long in the summer months and the route is expected to operate at 60-minute headways. The winter variation has an expected travel time of 45 minutes and operates every 50 minutes. One peak vehicle will be required to operate this route in either season. In both cases, it is recommended that Route 12 is shortened during the evening hours when access to the Grassi Lakes trailhead, Nordic Centre and the Quarry Lake Park are closed. During this time the route could short-turn at the downtown terminal to provide more frequent service during the evening hours to residents and businesses at Spring Creek Mountain Village and along Pallister Trail and Bow Valley Trail.

The summer route variation is anticipated to operate from May and September, while the winter route variation will operate for the remainder of the year. It is recommended that ridership on this route is monitored during the winter months to establish if maintaining the stop at the Nordic Centre and Quarry Lake is beneficial during the winter months, or if the service hours would be better utilized by following the recommended evening route variation (short-turning the route at the downtown terminal to improve frequency to Spring Creek Mountain Village and along Pallister Trail and Bow Valley Trail.

By 2030, it is recommended that the frequency of service increase to operate at 30-minute and 25-minute headways for the summer and winter months respectively. This will require two peak vehicles to operate. During this time period, the potential to short-turn the route at the downtown should also be explored year-round, depending on ridership from Grassi Lakes trailhead, the Nordic Centre and Quarry Lack Park.

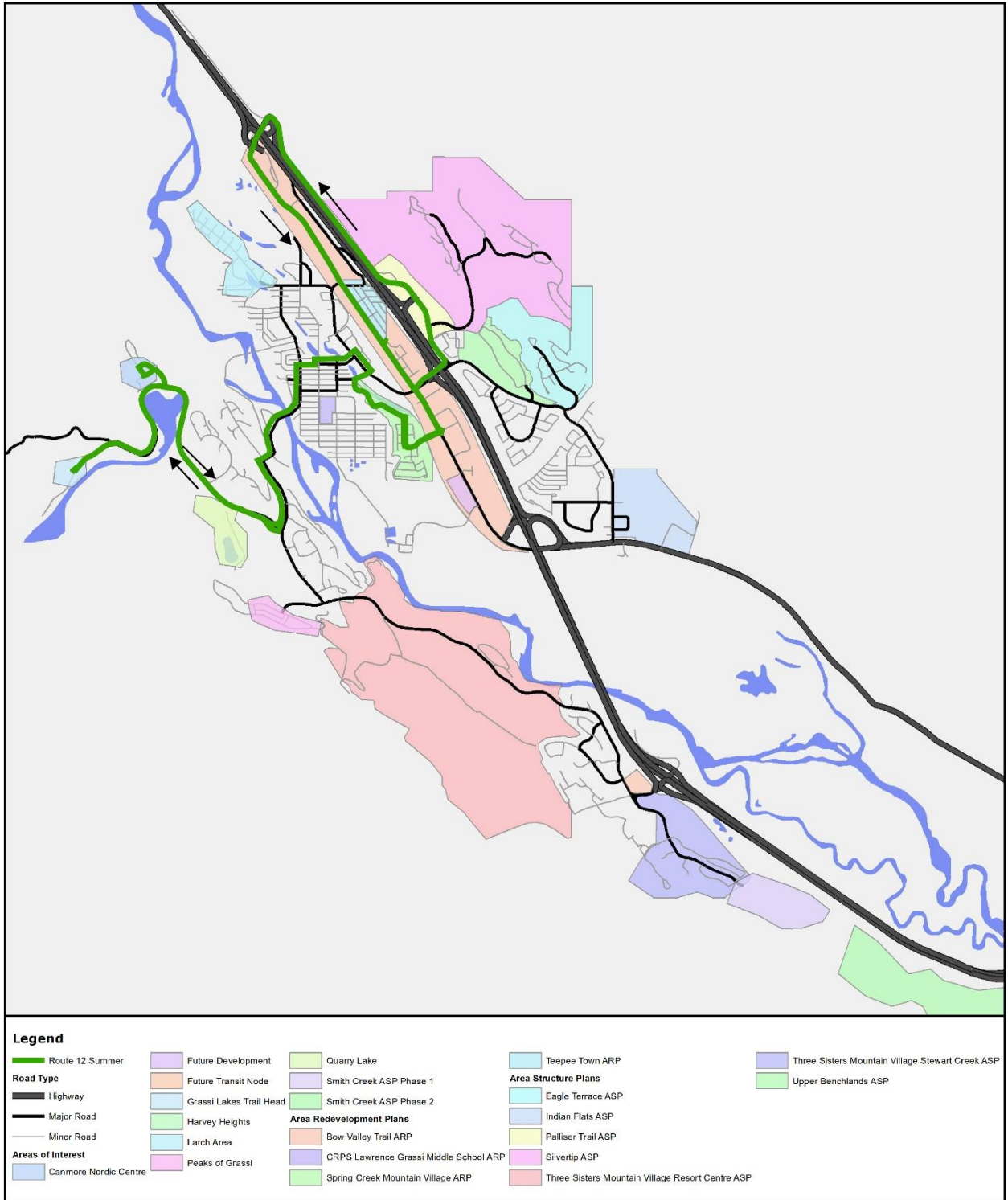


Figure 7: Proposed Route 12 (Summer)

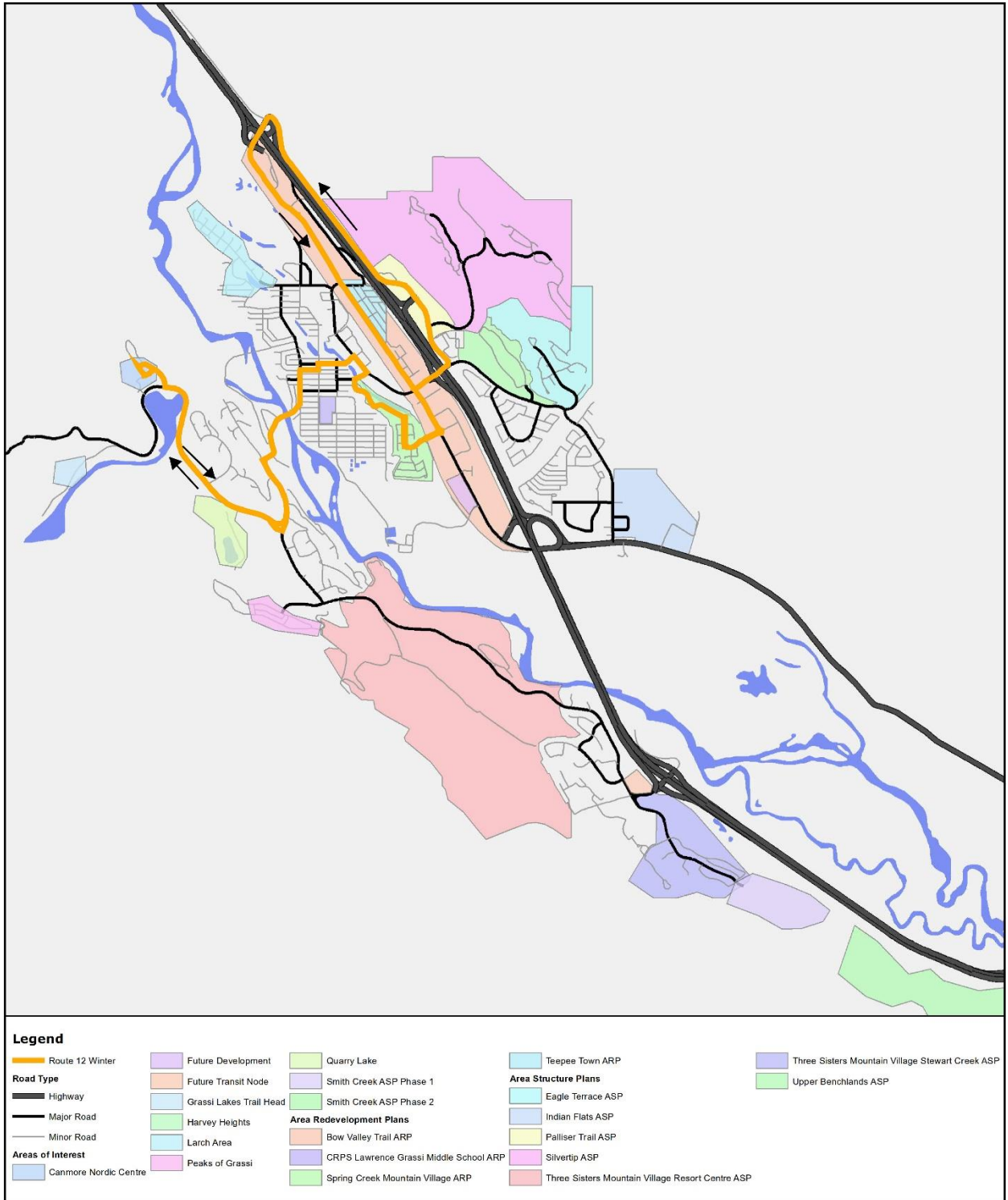


Figure 8: Proposed Route 12 (Winter)

5.1.3

Anticipated Ridership

The anticipated ridership of the seasonal route is highly dependent on the attraction of the tourism sites identified. Since detailed visitor information was not available, inferences based on the growth of tourism and existing boardings per capita on local routes were used to estimate the potential visitor ridership. The growth due to the developments in the Palliser Trail area as well as the Spring Creek area were accounted for based on their expected population and their plan area density. Only the summer daily ridership is presented as that is expected to be the peak period.

Ridership forecasts are presented for the target year of 2030 and the Ultimate Build Out horizon, once all developments have substantial occupancy. It should be noted that these years are provided as a guide only, and any actual modifications to service should be monitored based on the pace of population and visitor growth and ridership on the system.

It is expected that the seasonal route will operate at one-hour headways between its inception, and an additional bus will be added to improve the headway to 30 minutes by 2030 in line with continued development at Palliser Trail and Spring Creek. The expected ridership by 2030 and Ultimate Build Out horizon is shown below in **Table 12**.

Table 12: Route 12 Anticipated Ridership (Summer Route variation)

Expected Daily Ridership	Year	
	2030	Ultimate Build Out
Existing Population in Service Area ⁸	346	644
Ridership Growth from Population Growth ⁹	41	92
Ridership Growth from Tourism Growth ¹⁰	43	99
Ridership Growth from increased Frequency	215	-
Ridership Growth from Developments	-	224
Total Expected Ridership	644	1,060
Service Hours	34	34
Expected Boardings Per Service Hour	18.96	31.18

5.2

Route 3 Modifications

Regional Route 3 has the highest ridership in Canmore and has the highest potential to grow to attract additional residents and visitors to transit. The service has recently increased in frequency over the summer, moving from a 30-minute headway to a 23-minute headway during peak times. The existing

⁸ Existing population in the proposed Service Area estimated from 2016 Canada Census information

⁹ Population growth assumes a constant 2% growth in the population of Canmore, not including the growth in developments

¹⁰ Tourism growth assumes a constant 3% growth in visitors

Canmore Collegiate stop serviced by Route 3 is one of the most popular stops on the route and is well used by students living in Banff who attend after school activities in Canmore. As the student population of Banff and Canmore grows, it is expected that Canmore Collegiate will see a further increase in demand. Similarly, since Route 3 acts as the primary connection between Banff and Canmore, it is anticipated that as population and visitor numbers grow in both of these communities, greater demand will be present for travel between them. Growth in population in the Palliser Trail area would also increase ridership on this route, to/from Banff. To continue to serve residents of Canmore and Banff and encourage travel between these communities, it is recommended that the service is improved further by introducing an 18-minute headway by 2030 with an ultimate goal of a 12-minute headway by the Ultimate Build Out horizon.

5.2.1 Required Service

In 2022, Route 3 operated at approximately 30-minute headways between 6:00 am and 11:00 pm. With a round trip travel time of 50 minutes, the route requires two peak vehicles to operate.

In March 2023, the route improved to 23-minute peak headways using three peak vehicles. By 2030, the route is recommended to increase to a 18-minute headway and require four peak vehicles to operate. During the Ultimate Build Out horizon, the route will require five vehicles to operate (based on a 12-minute headway).

5.2.2 Anticipated Ridership

The improved headway and developments in the adjacent areas to the existing Route 3 alignment are expected to increase the ridership along this route significantly. The anticipated ridership growth on Route 3 is summarized in **Table 13**.

Table 13: Route 3 Anticipated Ridership

Expected Ridership	Year		
	2023	2030	Ultimate Build Out
Existing Ridership	946	946	1,858
Ridership Growth from Population Growth ¹¹	-	145	193
Ridership Growth from Visitor Growth ¹²	-	147	66
Ridership Growth from increased Frequency	-	619	265
Ridership Growth from Developments	-	-	228
Total Expected Ridership	946	1,858	2,610
Service Hours	34	68	85
Boardings Per Service Hour	27.83	27.32	30.71

¹¹ Population growth assumes a constant 2% growth in the population of Canmore not including the growth in developments

¹² Tourism growth assumes a constant 3% growth in visitors

5.3 Route 5 Modifications

Ridership on Route 5C and 5T has been growing due in part to the successful implementation of free fares on local routes in Canmore. It is evident that the existing route and ridership is effective and the recommended modifications to both Route 5T and 5C are minor. They are designed to better capture areas of future development and provide more frequent access to existing residents to continue the growth in ridership that has been experienced in the past.

Route 5T

Route 5T is planned to be lengthened by approximately 500 meters to provide direct service to the future Three Sisters Mountain Village area located south of Three Sisters Parkway. This deviation is expected to increase the total travel time of the route. Due to the alternate route, residents of Cairns Landing will be approximately 700 meters from the closest bus stop. However, the closest bus stop to this area is currently over 900 meters. In the future, it is recommended that the route terminate in the proposed transit node adjacent to the future Three Sisters Gateway Commercial District to provide direct connections to other planned routes as well as provide access to this new commercial centre. The recommended future alignment for Route 5T is shown in **Figure 9**. The dashed line shows the modified alignment to be in place once the Three Sisters Mountain Village area is developed.

It is recommended that until the transit node is fully built, the route continues its existing alignment and the turnaround point at the Stewart Creek roundabout stop be maintained. Once the transit node is built and an additional route is in place to service Stewart Creek (Refer to **Section 5.4**), the route should follow the spine road in Site 5 to enter the commercial district and the new transit node. This will also be in close proximity to a new park-and-ride lot that may be built in this area. The exact routing should be revisited as more information becomes available on the site plan and roadway network. This proposed change will also allow users will be able to transfer at the new transit node to continue further south if needed on the proposed transit route detailed in **Section 5.4**.

Route 5C

There are currently no plans to adjust the routing of Route 5C, and the only recommended improvements involve increasing the frequency of the route and providing two-way service.

It is recommended that additional buses be added to operate this route bidirectionally, following the same path in both the clockwise and counter-clockwise direction. By staggering the departure times, the frequency would be doubled for customers that are willing to travel in either direction to reach their destination. The proposed adjustments can be seen below in **Figure 10**. The increase in frequency should be introduced in the short term as outlined in the phasing plan in **Section 8.0**.

5.3.2

Required Service

Both Route 5T and 5C currently operate between 6:00 am and 11:00 pm, with Route 5T interlining with Route 5C in the evening after 9:00 pm. As part of the improvements to both routes, it is recommended that each route operates 17 hours a day from 6:00 am to 11:00 pm individually without interlining.

Due to the adjustments made to Route 5T, it is anticipated that the travel time will increase from 35 minutes to 40 minutes. This will also require a slight increase in headway from 35 minutes to 40 minutes. Once the Three Sisters Terminal is built and the route is modified to go through Three Sisters Mountain Village (by 2030), it is recommended that the frequency double to every 20-minutes.

Adding the reverse direction to Route 5C will provide 17 to 20-minute bi-directional headway, or 35 to 40-minute headway per direction. It should be noted that this recommendation would result in the need for additional stops and stop maintenance. If this becomes a concern, the route could continue to operate in a single direction at a 17 to 20-minute headway.

In both cases, the number of peak vehicles is expected to increase. The proposed frequency for both Route 5C and 5T is expected to double by 2030. Route 5T will require two (2) buses operating at 20-minute headways while Route 5C will require two (2) buses to operate 35 to 40-minute headways on both the clockwise and counter-clockwise routes.

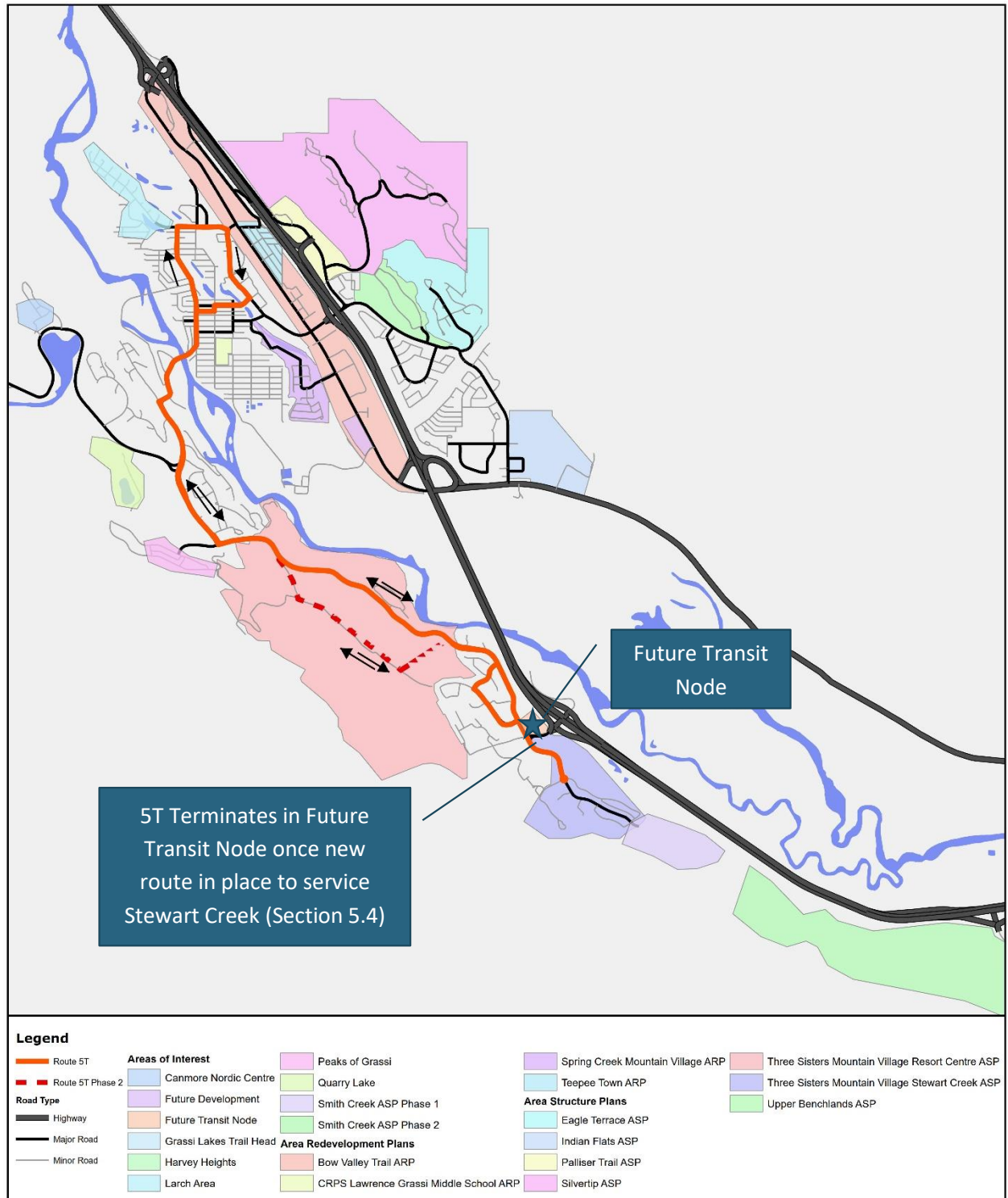


Figure 9: Proposed Route 5T Modifications

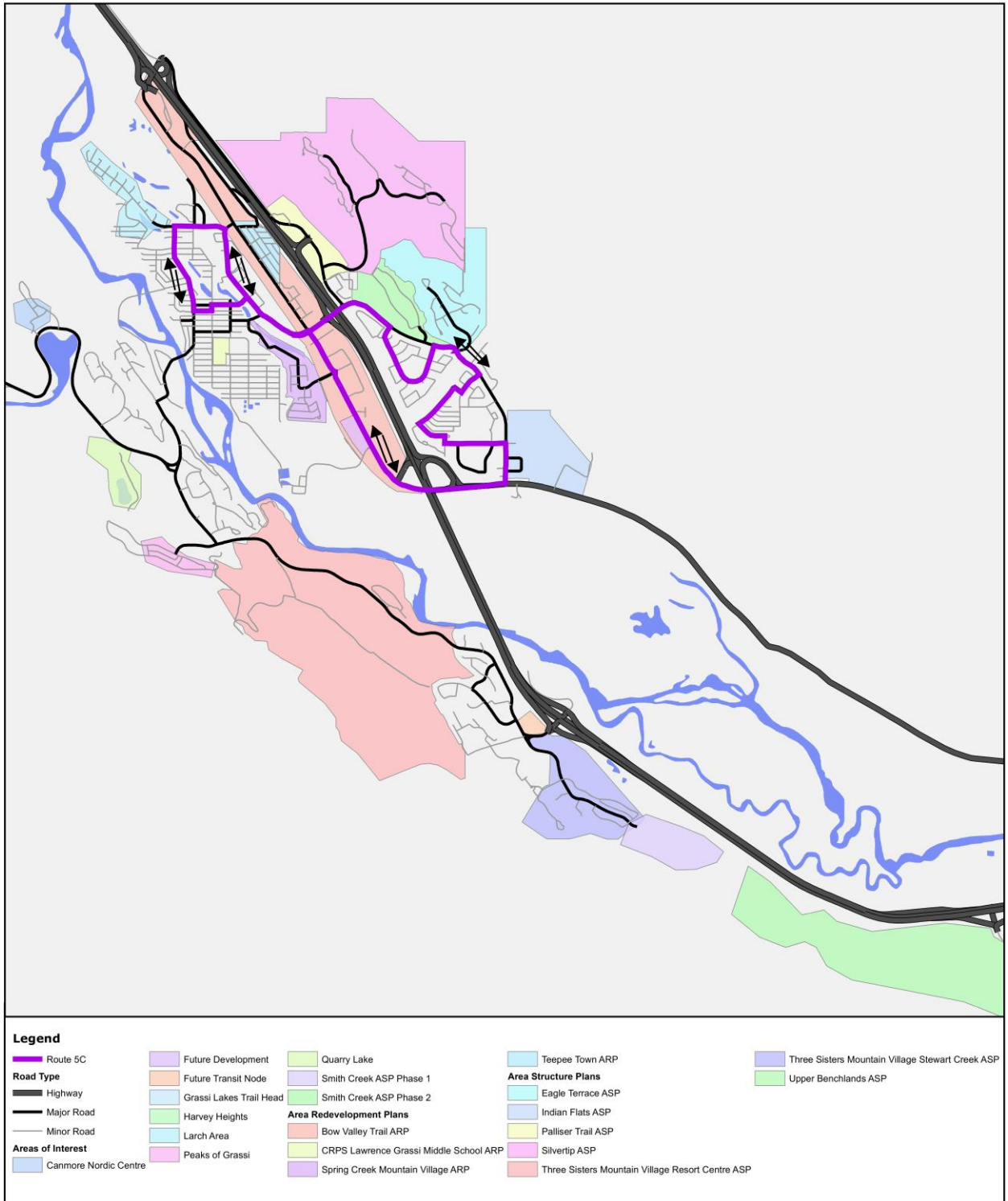


Figure 10: Proposed Route 5C Modifications

5.3.3 Anticipated Ridership

The improved headway, route alignments, and developments in the adjacent areas to both Route 5C and 5T alignment are expected to increase the ridership along this route significantly. This includes the development growth at the Three Sisters Mountain Village and Smith Creek. The anticipated ridership growth on Route 5C and 5T is summarized in **Table 14** and **Table 15** respectively.

Table 14: Route 5T Anticipated Ridership

Expected Ridership	Year		
	2023	2030	Ultimate Build Out
Existing Ridership	394	394	773
Ridership Growth from Population Growth ¹³	-	60	80
Ridership Growth from Tourism Growth ¹⁴	-	31	86
Ridership Growth from increased Frequency	-	258	-
Ridership Growth from Developments	-	-	446
Total Expected Ridership	394	773	1,385
Service Hours	17	34	34
Boardings Per Service Hour	23.15	22.73	40.74¹⁵

Table 15: Route 5C Anticipated Ridership

Expected Ridership	Year		
	2023	2030	Ultimate Build Out
Existing Ridership	510	510	1,001
Ridership Growth from Population Growth ¹⁶	-	97	104
Ridership Growth from Tourism Growth ¹⁷	-	98	112
Ridership Growth from increased Frequency	-	297	-
Ridership Growth from Developments	-	-	-
Total Expected Ridership	510	1,001	1,217
Service Hours	17	34	34
Boardings Per Service Hour	29.98	29.44	35.79

¹³ Population growth assumes a constant 2% growth in the population of Canmore not including the growth in developments

¹⁴ Tourism growth assumes a constant 3% growth in visitors

¹⁶ Population growth assumes a constant 2% growth in the population of Canmore not including the growth in developments

¹⁷ Tourism growth assumes a constant 3% growth in visitors

5.4 Route 13

Some of the largest identified development areas in the Town of Canmore are in the Three Sisters area, with the Three Sisters Mountain Village ASP, Smith Creek ASP, and Dead Man's Flats communities slated for significant growth with an expected population increase of approximately 15,000. This increase in population is almost equivalent to the population of Canmore in 2021. To serve this new community, it is recommended that a new route be implemented that would connect the southern communities of Canmore directly to Canmore's downtown using the Trans-Canada Highway and the Bow Valley Trail. The route is planned to provide local service to the hotels and hospital located along Bow Valley Trail and creates another direct connection to the Canmore Collegiate North stop. This route will be referred to as Route 13 for the purposes of this report.

The proposed Route 13 alignment is shown below in

Figure 11. As the Smith Creek ASP is split into two phases, it is recommended that Route 13 is phased accordingly. In the first phase, Route 13 would operate in a one-way loop in downtown Canmore opposite to Route 12, which would create two-way service along portions of Bow Valley Trail. The route would also connect to the new Three Sisters Transit Terminal and provide service to Phase 1 of the Smith Creek ASP, which is expected to be completed by 2030.

It is recommended that the second phase begin once significant development in Phase 2 of the Smith Creek ASP has occurred. This is expected to occur beyond the 2030 horizon (2035-2040) and is treated as being part of the Ultimate Build Out horizon. Transit service should be introduced prior to significant occupancy in order to encourage early adoption of transit. At this time, the route could either be extended, or a separate route be added to operate between the terminal and Dead Man's Flats, providing connections to Route 5T and Route 13.

5.4.1 Required Service

Based on the phased approach to implementing Route 13, the required service is twofold. The first phase would require the route to operate to the end of the first phase of the Smith Creek development. The round-trip travel time of this route would be approximately 36 minutes. One bus would be expected to operate this route at a headway of 40 minutes. It is recommended that Route 13 when the first phase of development of the Smith Creek development is complete and has substantial occupancy, and operate with two peak vehicles to maintain a 20-minute headway. This has been assumed to occur in the ultimate build out horizon for the purposes of this report.

Once the second phase of the Smith Creek development is completed, the route should be extended to serve the new development and Dead Man's Flats. Based on the trip travel time, this will require an additional vehicle to operate an extension to Route 13, or require a stand-alone route which connects to the Three Sisters Transit Node.

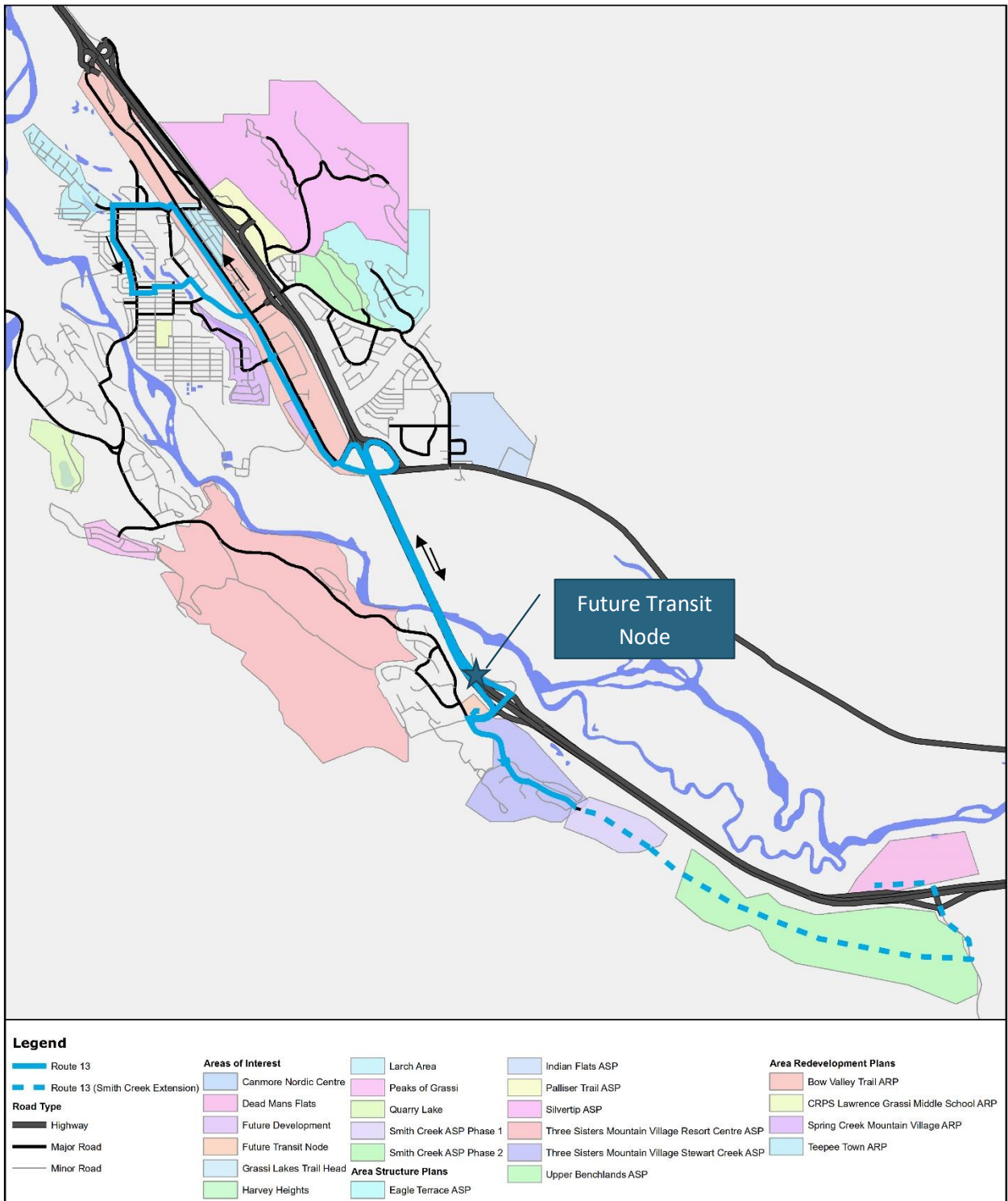


Figure 11: Proposed Route 13

5.4.2 Anticipated Ridership

As previously mentioned, it is expected that the developments around the Three Sisters area are expected to almost double the population of Canmore in the coming years. The anticipated ridership along the Three Sisters Route is shown below in **Table 16**. The numbers presented may underestimate the total ridership due to the lack of available information for the Dead Man’s Flats area. Once service is provided to Dead Man’s Flats, as discussed above, a new stand-alone route or additional frequency through another vehicle may be required.

Table 16: Route 13 Anticipated Ridership

Expected Ridership	Year	
	2030	Ultimate Build Out
Existing Ridership	0	0
Ridership Growth from Population Growth ¹⁸	-	92
Ridership Growth from Tourism Growth ¹⁹	-	99
Ridership Growth from increased Frequency	-	96
Ridership Growth from Developments ²⁰	-	819
Total Expected Ridership	0	1,060
Service Hours	0	34
Boardings Per Service Hour	0	31.18

5.5 On-Demand Service

To complement the proposed fixed routes, additional on-demand transit service is recommended to bring service to areas that are outside of the 400-metre catchment area of the proposed routes. The on-demand service would operate as a connector to allow users to transfer to the fixed-route system, or to complete their trip if the destination is within pre-defined areas such as the downtown core. The proposed on-demand origin zones are illustrated in ‘green’ in **Figure 12**, while the downtown destination zone is illustrated in ‘blue’.

¹⁸ Population growth assumes a constant 2% growth in the population of Canmore not including the growth in developments

¹⁹ Tourism growth assumes a constant 3% growth in visitors

²⁰ This population growth does not include population from Dead Man’s Flats

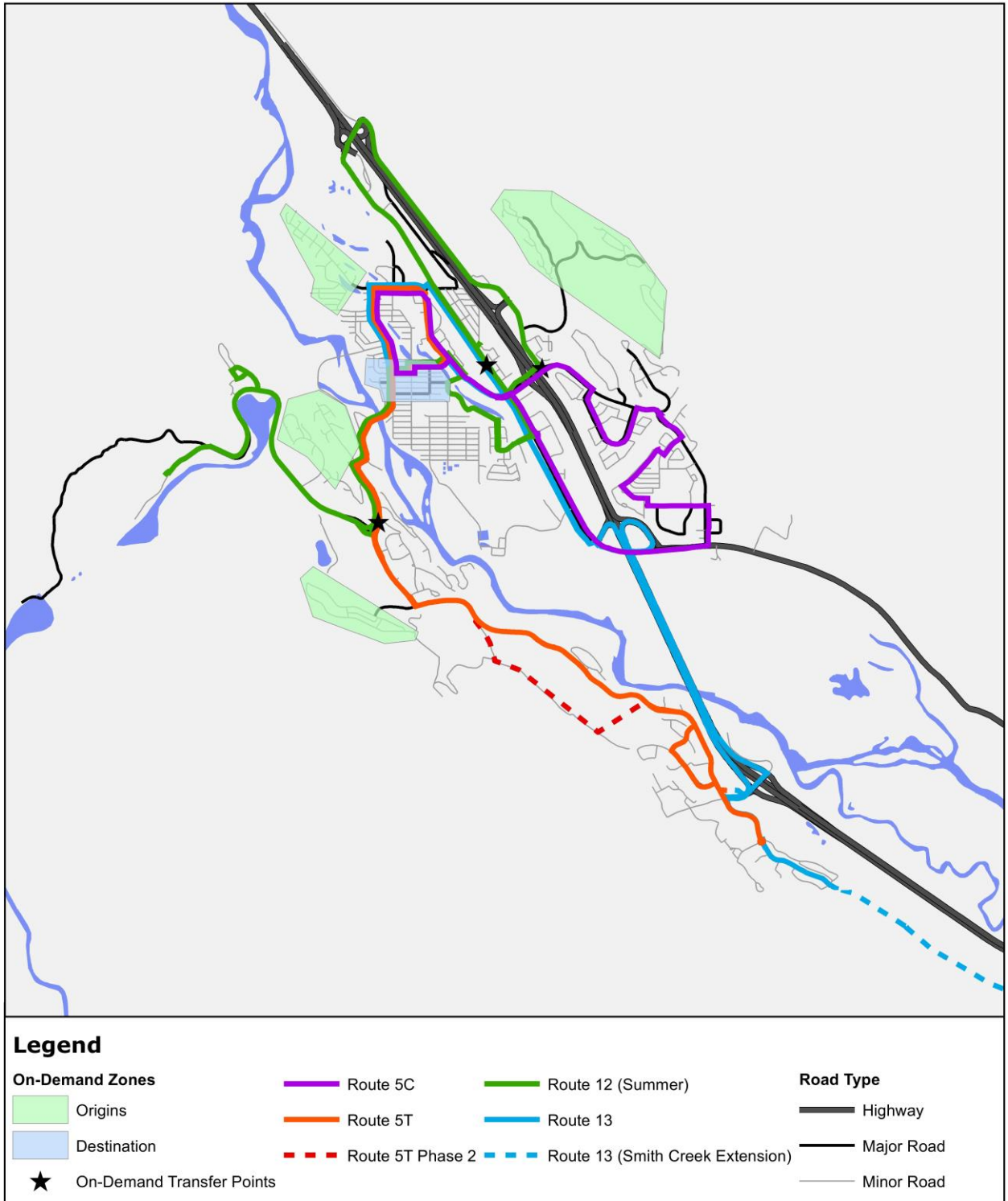


Figure 12: On-Demand Zones

Recommended on-demand transfer points with a fixed-route are highlighted in **Figure 12** if passengers from a green zone need to access other destinations in Canmore. Each transfer point is recommended

to be at a high demand destination, have a shelter, be well lit and have an accessible surface. Passengers would be able to travel between the green and blue zones, but not fully within one zone. Users would be allowed to travel within origin zones and between origin zones, destination zones, and transfer points. However, users would not be allowed to travel within the destination zone (Downtown) or between transfer points using on-demand transit to encourage the use of the existing fixed-route connections between these points. Transfer points have been included at Prospect Heights to connect with Route 5T and Route 12, the Canmore General Hospital to connect with Route 12 and Route 13, and at the existing Palliser Trail South stop to connect with Route 12 and Route 5C.

It should be noted that on-demand transit can have several applications, and once the software is in place, it can be used to:

- Introduce transit early in new development areas before a fixed-route service is introduced (e.g. to Three Sisters area);
- Replace existing fixed-route services during the late evening and extend late-night service when demand is low; and/or
- Provide door-to-door service for persons with disabilities.

While an on-demand software solution is typically the most common, the objectives outlined in this section could also be achieved using subsidies for the existing taxi service. These subsidies could be offered to persons with disabilities, low-income households, or for other groups with equity related needs. These service options should be further investigated to develop a more comprehensive on-demand strategy for the Town.

5.5.1 Required Service

The on-demand service should be further investigated as planned developments are built and demand in transit increases. If on-demand is selected as a preferred solution, one 10-passenger accessible cutaway bus or accessible van is recommended to operate for 17 hours, or less, a day as demand dictates. Otherwise, taxi subsidies could be introduced earlier or as a precursor to a full on-demand system. A full on-demand service is anticipated to be offered directly through the BVRTSC using the Roam Transit brand, and would require an online booking portal and call centre service. The service should be monitored and if demand increases, additional on-demand shuttles should be supplied as necessary. It is recommended that the on-demand service is integrated with the existing Token Transit app if possible.

Using an accessible vehicle, consideration should also be made to allow this vehicle to be used to provide service for persons with disabilities in the entire municipality that are unable to use the conventional service. Currently, there is no separate specialized transit service in Canmore to accommodate door-to-door trips for individuals that are unable to use the accessible fixed-route service. Adding this service would improve service levels for persons with disabilities, but may require an additional vehicle, depending on demand. This would require further discussion and analysis.

5.5.2 Anticipated Ridership

This service is meant to operate as a collector service for the fixed-routes and is not expected to generate significant ridership. The route is anticipated to operate at approximately 3 boardings per service hour based on comparable on-demand services and the anticipated travel times from origins to destinations in the on-demand network. The total ridership can be seen below in **Table 17**.

Table 17: On-Demand Anticipated Ridership

Expected Ridership	Year
	Ultimate Build Out
Total Expected Ridership	51
Service Hours	17
Boardings Per Service Hour	3.00

5.6 On-It Service

The expansion of the On-it service in Canmore will help to increase the number of transit users entering Canmore, and will in turn increase ridership on Roam Transit routes within Canmore.

As mentioned in **Section 2.1.2**, On-It currently operates one stop in Canmore and does not service this stop with every route. Approximately 57% of all 2022 On-It trips made at least one stop in Canmore. The existing Canmore stop is located at the Railway Avenue and Bow Valley Trail intersection. To encourage shared ridership between On-It and Roam Transit, it is recommended that On-It stops more frequently and in more locations within Canmore.

It was estimated that stopping in Canmore currently adds approximately 10 minutes to the total trip duration between Calgary and Banff, with additional stops within Canmore expected to add approximately 5 minutes each. Existing routes that service all stops within Calgary, Canmore and Banff have a scheduled travel time of 2 hours and 35 minutes.

The existing On-It stop offers connections to some hotels to the south of Railway Avenue but excludes many of the hotels to the north near 17th Street. **Figure 13** shows a 400 m buffer from the serviced intersection to estimate a 5-minute walking radius from the stop. This buffer is likely to overestimate riders’ willingness to walk, as On-It riders generally have luggage or other heavy items that limit their walking ability.

The On-it stop is also not currently serviced by any existing local Roam Transit route, restricting the ability of On-It riders to transfer seamlessly to get to other destinations in Canmore. To help improve connectivity to other destinations in Canmore, it is recommended that the On-It service be re-routed in Canmore and additional stops added on Bow Valley Trail. The proposed stops are shown in

Figure 14. It is recommended that the existing On-It stop is relocated south to the existing Roam “Shops of Canmore” stop with additional stops recommended north at the intersection of Bow Valley Trail and Sidney Street, and at the entrance to the Canmore Rocky Mountain Inn.

The additional stops would be combined with existing and planned Roam Transit stops for Routes 5C, 12 and 13. **Table 18** illustrates the stop locations and the Roam services it would connect to.

Table 18: Connections with New On-It Stops

Stop	Connection to Existing Routes	Connection to Future Routes
Shops of Canmore	Route 5C	Route 5C Route 13
Sidney Street	N/A	Route 12 Route 13
Canmore Rocky Mountain Inn	Route 3	Route 3 Route 12

The existing stop, plus the additional bus stops in Canmore, are expected to add up to 15 minutes in travel time per direction to trips that currently do not stop in Canmore, and 5 minutes in travel time per direction to routes that currently stop in Canmore. These additional stops should be based on passenger request and will not be serviced if no pre-booked trips have been made. The total travel time could be reduced if no trips are requested from one of the additional On-It stops.

Recommendations:

- Work with the On-it service provider and funders to increase the number of times the On-it service stops in Canmore. Add the three Canmore stops to all existing On-it routes;
- Add two additional stops in Canmore. Additional stops are proposed at Sidney Street and Canmore Rocky Mountain Inn in both the northbound and southbound directions. Modify the existing stop to be located at the “Shops of Canmore” stop. Future stops should be integrated with the proposed Route 12, Route 13, Route 5C and Route 3 stops on the Bow Valley Trail;
- Stop scheduling or timing with the Route 5C, Route 12 and Route 13 should be attempted to enable visitors to seamlessly transfer from On-It to the seasonal route for seasonal destinations; and
- Review the feasibility of offering On-It year-round and/or offering weekday service.

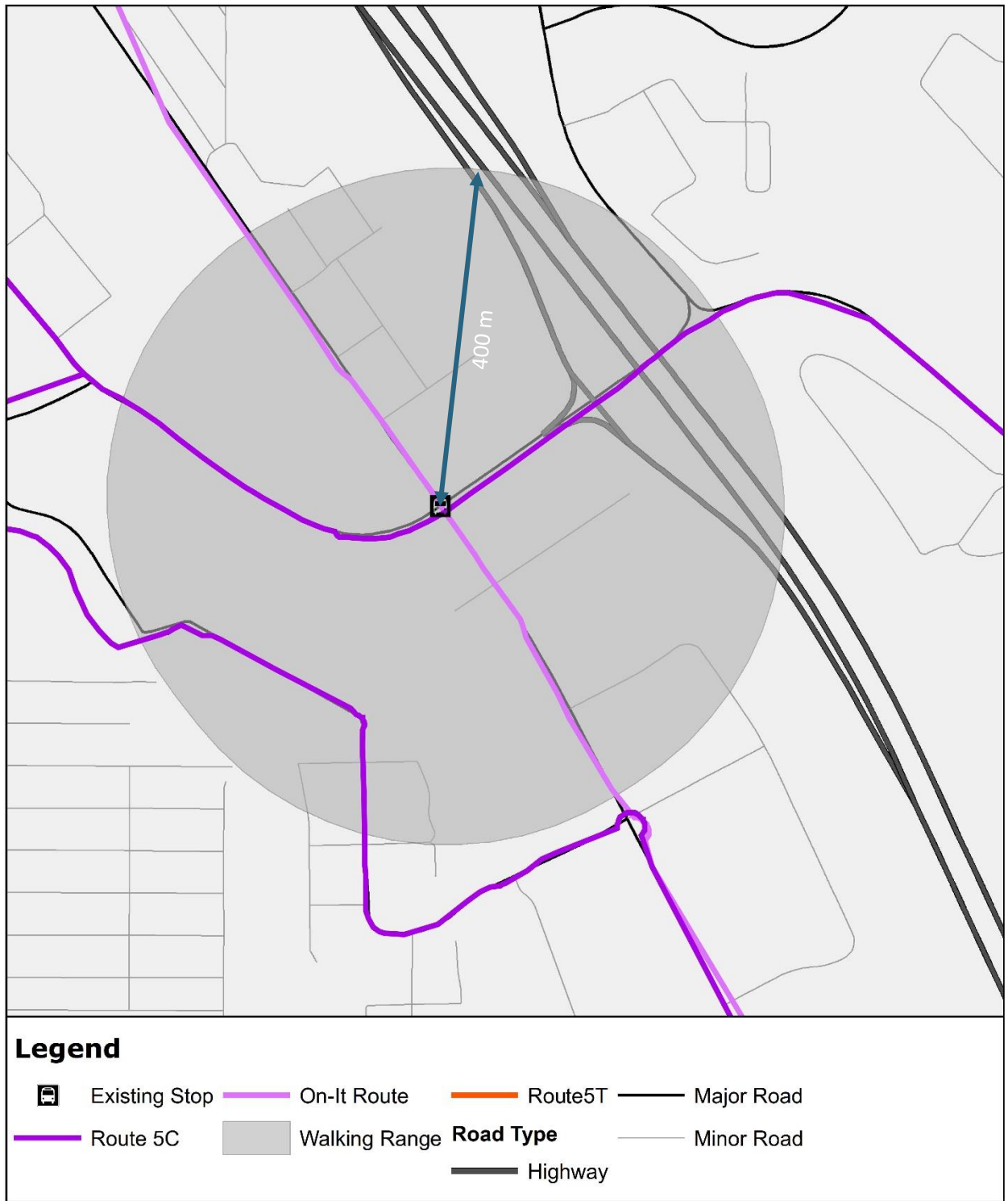


Figure 13: On-It Stop Service Range

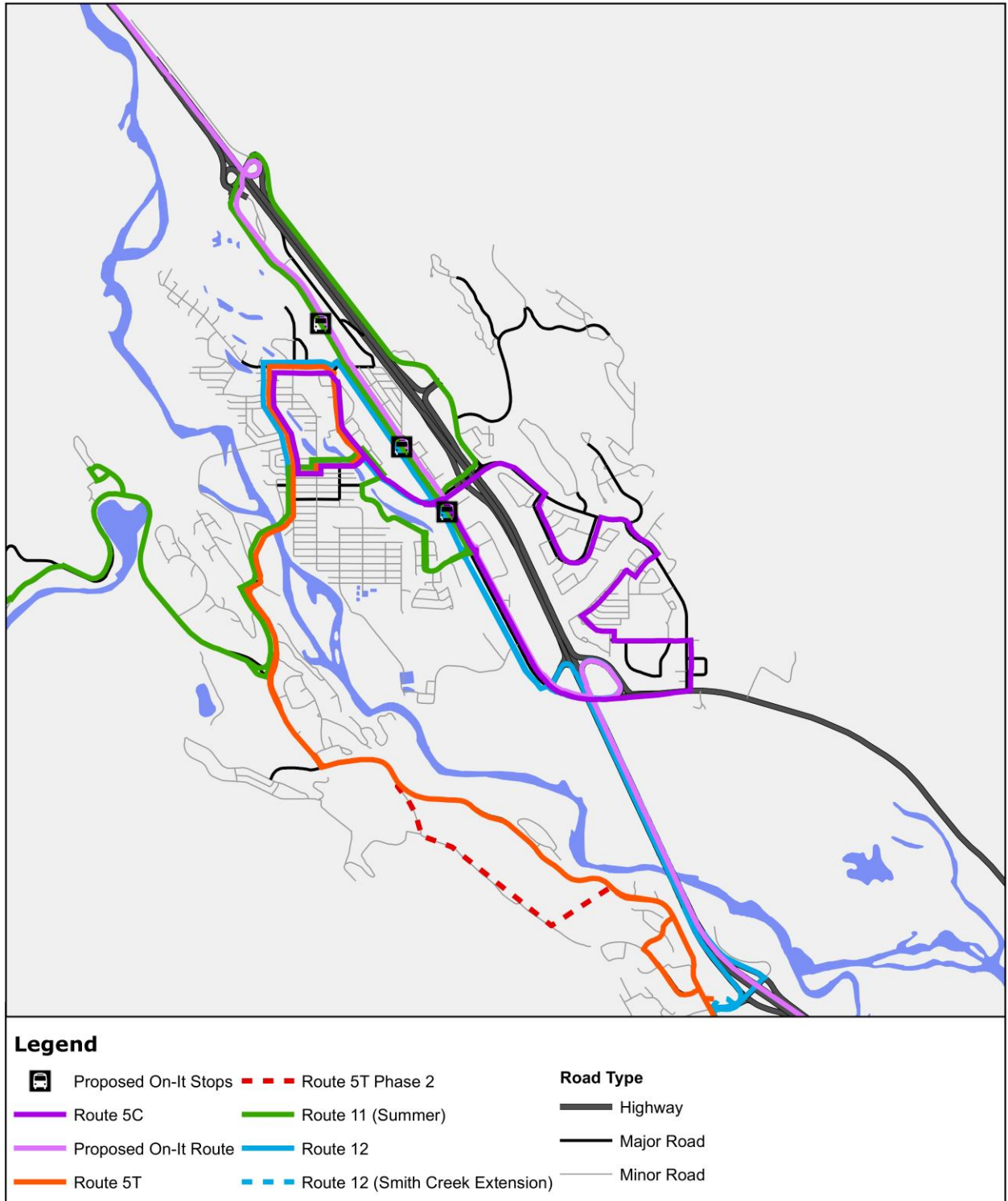


Figure 14: Proposed On-It Stops

5.7 Ridership Targets

Based on the service improvements outlined in the previous sections, the total ridership forecast for 2030 is approximately 4,888 daily trips during the summer peak season. The current estimate does not consider transfers between lines and also assumes that ridership on tour buses will grow and maintain a ratio of 10% of the Roam Transit service. A summary of the anticipated ridership per route is outlined in **Table 19**.

Table 19: Canmore Transit Anticipated Ridership

Expected Ridership	Year		
	2023	2030	Ultimate Build Out ²¹
Route 5C	510	1,001	1,217
Route 5T	394	773	1,385
Route 3	946	1,858	2,610
Route 12	-	644	1,060
Route 13	-	-	1,106
On-Demand	-	-	51
On-It Service	31	133	274
Tour Buses	185	428	737
Total Ridership	2,065	4,837	8,441
Total Service Hours²²	79	187	221
Boardings Per Service Hour⁶	26.14	25.87	38.19
Mode Share	2.43%	4.82%	6.61%

The current estimate falls below the 5,000 daily peak ridership target by 2030. However, it is expected that additional ridership will likely be generated through additional complimentary strategies such as increased parking fees, improved transit shelter infrastructure, and further investments in the 9th Street Terminal as outlined in **Section 6.0**.

²¹ The Ultimate Build Out horizon is a rough estimate based on expected population growth in new development areas. Demand in the transit service should be monitored as developments reach substantial completion and additional frequency should be added to routes as occupancy begins to increase.

²² Does not include service hours on On-It or Tour Busses

6.0 Complimentary Strategies

The estimated ridership from the service improvements above is anticipated to be just shy of the 5% mode share target estimated in **Section 3.1**. It should be noted that the anticipated ridership growth of this magnitude will not occur based on service improvements alone. It will require other improvements to the service that will enhance the customer journey or disincentivize car travel. A number of these recommended strategies are noted below to allow Canmore to achieve the 5% mode share target.

6.1 Transit Priority

Transit priority measures (TPMs) can aid in reducing transit travel time, improve service reliability and as a result, increase transit ridership. These can be broken down into three key categories:

- Regulatory Measures;
- Transit Signal Priority; and
- Physical Measures.

TPMs can be implemented by looking individually at separate intersections, or can be implemented by looking at the entirety of the corridor.

Regulatory measures are priority measures established through policies, by-laws, and other municipal tools that govern both transit and non-transit traffic and parking. Transit signal priority is an operational strategy that can involve software and hardware solutions to prioritize the movement of transit vehicles through signalized intersections. Physical measures include specific infrastructure that can be constructed to provide priority to transit vehicles such as:

- Transit queue jumps;
- Transit bypass lanes;
- Contra-flow lanes reserved for transit;
- Transit malls;
- Busways in street medians; and
- Busways in separate rights-of-way.

As indicated by Town staff, as well as the Integrated Transportation Plan, 8th Avenue and Bridge Road currently experience congestion and may result in future transit delays and on-time performance issues. 8th Street, Railway Avenue and the intersection of Railway Avenue and Bow Valley Trail to the south are flagged as being near or at capacity by 2030.

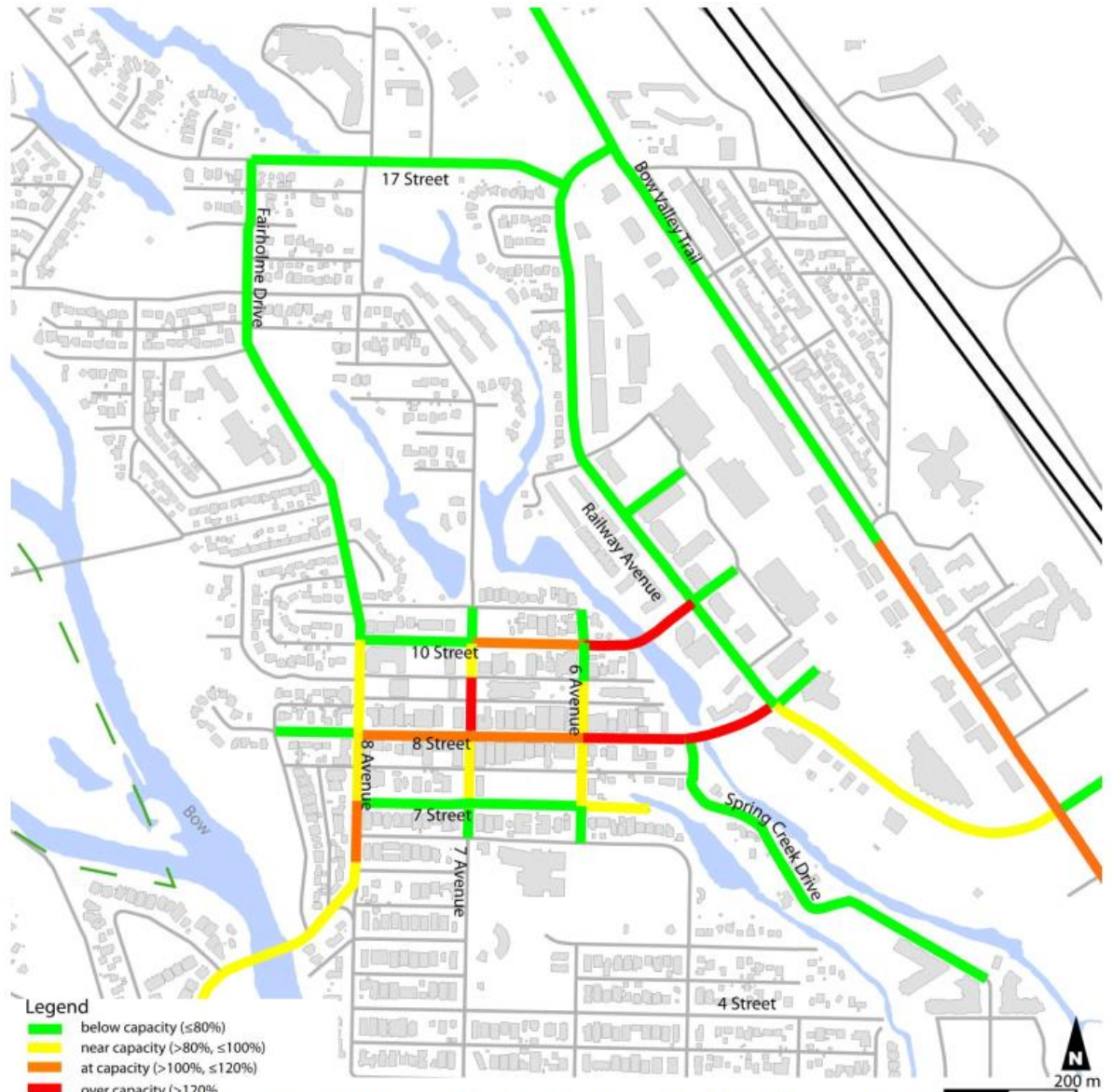


Figure 4-5: 2030 Typical Summer Congestion Levels Congestion with No Street Changes

Figure 15: 2030 Estimated Congestion Levels; Source: Canmore Integrated Transportation Plan (2018)

To prevent transit from being negatively impacted by vehicle traffic and congestion, TPMs should be introduced in areas of congestion where transit services operate. TPM options should be reviewed on a case-by-case basis and should be prioritized based on expected ridership and frequency of service.

Recommendations:

- Transit priority measures such as queue jumps should be considered in conjunction with the ITP for:
 - Bow Valley Trail;
 - Canmore 9th Street Terminal;

- Railway Avenue; and
- These locations should be evaluated in more detail based on the available right-of-way, other priorities in the corridor using a complete streets approach, in conjunction with implementation of future routes.

6.2 Bus Shelter Expansion

Bus shelters offer an enhanced rider experience, improve accessibility on transit, and reduce perceived waiting time. Currently, Canmore has 23 bus shelters which include a two-meter by a five-meter concrete pad and a sheltered waiting area as shown in **Figure 16**. Sheltered bus stops make up 62% of the total bus stops in Canmore.

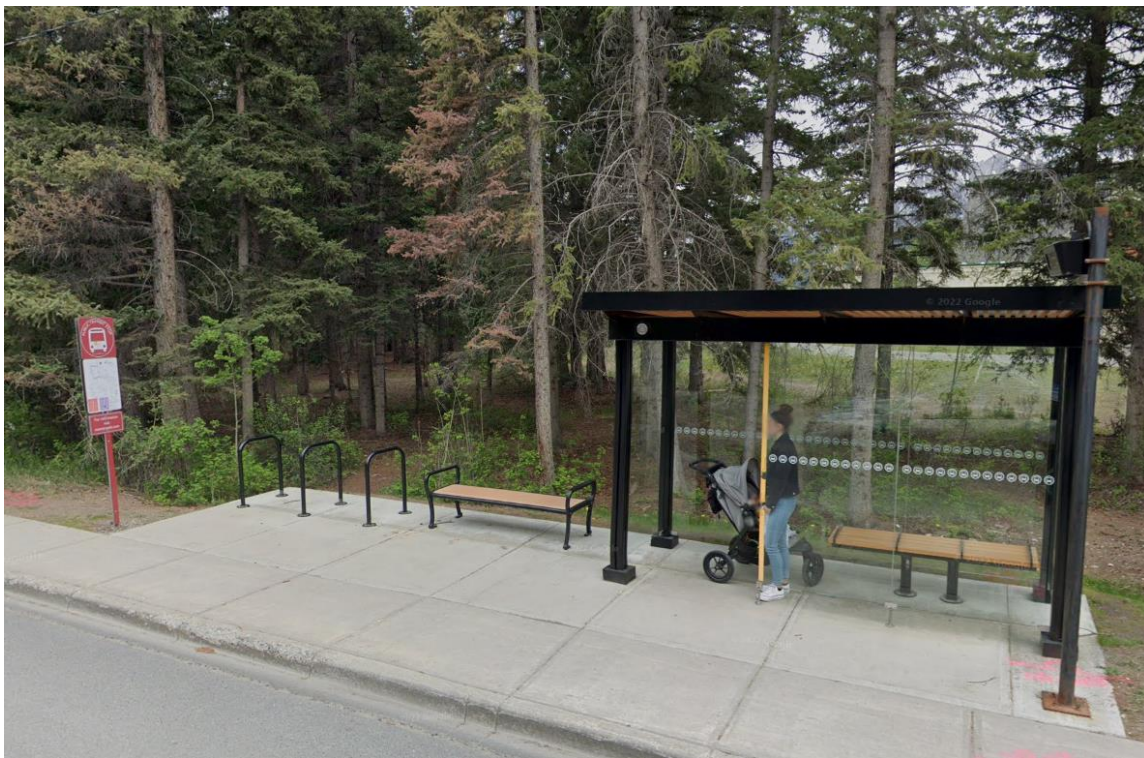


Figure 16: Existing Canmore Bus Shelters

Canmore's existing shelters are available at locations that see high boarding volumes such as Canmore Collegiate, Bow Meadows, Grotto Way and Boulder Crescent. As ridership and service expands, it is recommended that shelter locations should expand and cover high boarding locations in the future. Shelters should also be present at transfer locations or terminal stops to improve waiting areas for riders while they wait for their next bus.

Recommendations:

- Bus shelters should be considered for all stops with greater than 100 average boardings per month as resources allow;
- Shelters should be provided at major transfer points, including but not limited to Canmore 9th Street Terminal, Canmore Collegiate, Canmore Seniors Lodge, Three Sisters Gateway Commercial District, and Canmore Shopping Area North/South;
- Where possible, all bus stops to be sheltered with the introduction of new routes in the future; and
- Prioritize shelters at locations with higher senior and visitor populations to improve the accessibility and attractiveness of transit.

6.3 Seating at Stops

Seating at stops also forms an important part of the customer experience while using transit. Adding passenger seating using a design that minimizes maintenance requirements to all bus stops where there is room in the right-of-way would help to improve the passenger experience. This should be prioritized for stops that have shelters, followed by stops that are on routes that have high ridership, but are less frequent (as passengers may need to wait longer for the next available bus), or stops with a high number of seniors.

Recommendations:

- Identify existing seating and other passenger amenities at each stop and identify what is in place, including condition;
- Design new stops with seating in mind and add where there is available right-of-way; and
- Aim for all stops with seating, prioritizing locations with higher senior populations, with shelters and on routes with longer headways to improve the accessibility and attractiveness of transit.

6.4 Fare Strategies

In 2018, free local transit was introduced between June and September which saw over 100% growth in ridership compared to July and August of 2017. Local transit in Canmore was made permanently free for all after the 2019 May long weekend. In June 2019 immediately following the free fare announcement, a 52% growth in transit ridership was observed compared to June 2018.

It is evident that the free fare policy attracts high levels of ridership from both local residents and visitors. The initial funding of the program came from the BVRTSC operating reserves. Going forward it is expected that this program should be funded through parking revenue.

To fund the additional routes in the future and further disincentivize auto use, it is recommended that parking rates and regulation be used to address parking and driving demand and to offset parking and transit costs. Expansion of the paid parking program to other commercial areas and visitor destinations such as the Canmore Nordic Centre, Grassi Lakes, and Cougar Creek Trailhead should also be explored as

a way to encourage transit use, manage parking demand and congestion, and to fund expansion of transit service. This should coincide with frequency improvement to bus routes to ensure there is enough space for mode-shift. Where parking fees are introduced to destinations with outdoor activities, buses should also be configured to increase the capacity for passengers to bring outdoor equipment (e.g. mountain bikes, skis, snowboards, etc.). This will ensure transit can be a viable option when the cost of driving and parking is increased.

Recommendation:

- Continue to keep all local transit fares free to maintain high levels of ridership;
- As service levels increase, parking rates should be increased and new areas should be assessed to introduce paid parking, with funds used to help pay for the transit service in Canmore;
- Evaluate additional tax subsidies and fare partnerships from private businesses to fund transit; and
- If paid parking is introduced to outdoor visitor destinations, identify options to increase the capacity of buses going to these destinations to allow more people to carry equipment (e.g. mountain bikes and skis).

6.5 Active Transportation

As part of the Integrated Transportation Plan, Canmore is focused on creating a multi-modal transportation network through the design and implementation of Complete Streets that prioritize pedestrians and cyclists wherever possible. Within the town centre, pedestrians use paved sidewalks while cyclists mostly share the road infrastructure with vehicles. More recent construction has included separated, protected bike lanes connecting to the Town Centre. Bicycle parking facilities, as defined in the ITP, should provide a secure place to lock bicycles, and pose minimal interference with other street activities.

Promoting active transportation as a first-mile last-mile solution should be a priority to encourage sustainable transportation efforts. To this end, providing appropriate cycling infrastructure to tie into the existing transit network helps users complete their trips. Roam Transit vehicles are equipped with bike racks on the front of buses, which can support up to two bicycles as shown in **Figure 17**.



Figure 17: Roam Vehicle Bike Racks (Source: Roam Public Transit)

Figure 18 shows existing bike racks integrated with bus shelters to allow users to lock their bikes while they complete the remainder of their trip on transit.

To encourage further use of active transportation as a first-mile last-mile solution, additional cycling infrastructure should be considered to connect active transportation users with transit. With the proliferation of electric bikes, scooters, and other micro-mobility methods, additional guidelines should be considered for accommodating micro-mobility with transit.



Figure 18: Existing Bus Shelter Bike Racks (Source: Google Maps)

Recommendations:

- Include bike racks at all bus shelter locations;
- Add bike racks at bus stops where communities may live outside of a 400 m radius from the bus stop, including to on-demand zones;
- Follow best practices for designing the interaction between cycle lanes and bus stops. Avoid buses stopping on cycle lanes by either incorporating bus bays, or a protected cycle lane at-grade with sidewalks;
- Provide additional bike storage at terminal locations. Bike storage should be protected either via a dedicated room with a lock or bike registration as resources allow; and
- Review options for bike racks or trailers on buses that would expand the ability to include additional bikes, e-bike models or scooters.

6.6 Trip Planning

Planning transit trips in Canmore can be achieved using a variety of methods. BVRTSC publishes GTFS data for any third-party vendor to use. This allows the BVRTSC routes to be available on applications such as Google Maps and the Transit App, and allow users to plan their trips within Canmore and between Canmore and Banff using these apps. The Transit App also has integrations with Roam Transit to allow users to purchase tickets directly from the Transit app. The Roam Transit website

(<https://roamtransit.com/>) has a trip planner where visitors can type in their start location and destination, day of the week, and departing times and a chat bot which can answer frequently asked questions. Roam Transit buses are equipped with GPS tracking devices which update a live location website (<https://roamtransit.com/track-your-bus/>) so riders know where their bus is at all times. Physical maps and routes are also available for users without a smartphone or internet access.

On-It integration with Roam Transit is limited. Information on the On-It service is not available on Google Maps, or through the Roam Transit website. The On-It website allows customers to plan their trip by booking their starting point and destination as well as a departure and return date and time (<https://www.onitregionaltransit.ca/banff-canmore/>). The website also includes a map of the available On-It stops (<https://www.onitregionaltransit.ca/maps/>) and the schedules (<https://www.onitregionaltransit.ca/banff-canmore-schedules/>). Neither the On-It nor the Roam Transit websites include information about connecting services.

Opportunities to improve trip planning will enhance the customer experience and increase ridership. One option to consider would be to provide digital displays showing real-time next bus arrival at terminals and key transfer points. This would need to be integrated with a broader ITS strategy conducted by the BVRTSC, and not solely focused on Canmore.

Improved trip planning integration between On-It and Roam Transit would also improve the customer experience. This would require the On-it provider to work with BVRTSC to upload GTFS data so that trips can be read using Google Maps and used by other Trip Planning applications. This would allow customers to plan trips that minimize waiting time when transferring between services, or to know which Roam Transit bus to arrive at their final destination in Canmore. Updating the existing trip planning tools which exist on both the Roam Transit and On-It websites would also be beneficial. Some degree of coordination would be required to ensure the data is up-to-date.

If possible, the BVRTSC and other funders of the On-It service should work with the operator to identify opportunities to equip On-It buses with GPS devices to provide real-time vehicle tracking on the On-It website and other trip planning platforms.

Recommendations:

- Improve integrations between On-It and Roam Transit by providing links to the Roam Transit service on the On-it website (routes and schedules at connecting stops). Allow users to see which Roam Transit routes are available close to their drop off point;
- Initiate discussions with the operator that provides the On-It service to make GTFS data available and allow the On-It routes to be visible on trip planning platforms;
- Identify opportunities to make On-It services visible on the Roam Transit trip planner tool;

- Review and identify opportunities to allow both the On-It service and Roam Transit service to stop at the same bus stop(s) in Canmore to minimize walking distance for passengers transferring between services; and
- Explore the opportunity to add digital displays showing real-time information at terminals and key transfer points in Canmore.

6.7 Site Planning

Communities that are dense, offer a mix of uses, have a connected road network, are walkable and have good active transportation links and have attention paid to urban design have a greater ability to increase transit mode share. Canmore has a significant amount of development that will occur over the next 20 years. During the early stages of development, it is important to provide input on how transit would operate through the development area and how to maximize the potential for ridership growth. Some key principles to be considered include:

- Developing a spine road network that would support a transit route that could access the majority of residents, key destinations within 400 m of the bus stops;
- Ensuring the spine road is designed using complete streets principles and is fairly porous, with numerous direct connections to the land uses it serves;
- Locating the highest density land uses or activity generators close to the spine road;
- Ensuring there is adequate space for bus stops with shelters and amenities, as well as transit priority features where applicable;
- Paying attention to the walkability of the development, including urban design; and
- Increasing opportunities for mixed-use development within the proposed development.

These, and other transit supportive principles, should be reviewed prior to site plan approval. Part of the review process should include representatives from the BVRTSC to ensure transit elements are incorporated into the design.

Recommendations:

- Develop a set of transit-supportive guidelines to be used as a checklist when reviewing site plans;
- Include BVRTSC in discussions for new site applications in proximity to their existing transit routes;
- All new developments near transit routes should include sufficient space on the roadway for bus stop infrastructure.

7.0

Facilities

A number of facilities will be required to provide efficient, accessible and attractive transit as the network grows. A maintenance and storage facility will be required within Canmore to house and repair the fleet and new terminals will be required to anchor the service and provide comfortable transfer locations between services. Roam expects to continue to electrify their fleet in the future which will require additional infrastructure at existing and future facilities.

7.1

Maintenance and Storage Facility

Canmore Roam Transit vehicles are currently stored in Canmore at 115 Boulder Crescent with minor repairs occurring at this location. The primary maintenance and storage facility is located in Banff at the Town of Banff Fleet Services Shop. Three bus bays are currently in place at the Canmore facility, with the larger Banff location having storage space for twelve buses inside and an additional twenty buses in outdoor covered storage.

By 2030, the fleet required to operate peak services in Canmore including service on Route 3, will grow by six buses. This includes:

- An additional four buses for local service in Canmore (from two in 2023);
- An additional one bus for Route 3 (from three in 2023); and
- An additional bus to maintain an effective spare ratio.

These additional five vehicles combined with the existing five by 2030 will bring the total fleet to ten vehicles.

At the Ultimate Build Out horizon, it is expected that the fleet required to operate peak services in Canmore including service on Route 3, will grow by six buses compared to 2030 service. This includes:

- An additional two buses for local service in Canmore (from six in 2030);
- An additional one bus for Regional Route 3 (from four in 2030);
- An additional vehicle for the on-demand service;
- An additional bus to maintain an effective spare ratio for large buses; and
- An additional on-demand vehicle to maintain a spare on-demand vehicle.

For the Ultimate Build Out horizon the total fleet size is expected to be nineteen vehicles, but this number may increase if ridership and vehicle crowding warrant additional service.

Since both existing facilities are currently at capacity, additional storage, maintenance and fueling space is required to accommodate the growth in fleet. Any new facilities should consider the electrification of the fleet and include appropriate indoor storage for charging and maintenance of electric vehicles.

For the Ultimate Build Out horizon, it is recommended that the Town work with the BVRTSC to identify a new facility in Canmore to store and maintain buses. The facility should be large enough to accommodate between 20 to 22 electric buses, bus washing and preventative maintenance.

Since Banff will have a facility that supports electric buses prior to Canmore, the existing diesel vehicles in Banff may be redistributed to aid in the transit expansion in Canmore as electric vehicles are procured for operation in Banff. These diesel vehicles can be used to sustain the growth in Canmore until such time that a new facility that supports electrification is developed in Canmore.

Recommendation:

- The Town work with the BVRTSC to identify a new facility in Canmore large enough to accommodate six additional buses by 2030 with an ability to expand to 20 to 22 vehicles for the Ultimate Build Out horizon; and
- In the short term, the Town work with BVRTSC to identify storage options for six additional buses (11 in total) by 2030.

7.2 Downtown Terminal

The existing downtown terminal is located on 9th Street between 7th and 8th Avenue. The terminal currently has two sheltered bus stops with an adjacent information building with public bathrooms. The terminal currently operates adjacent to several large parking lots, with limited pedestrian facilities as shown in **Figure 19** and **Figure 20**.



Figure 19: Rear View of 9th Street Terminal (Source: Google Maps)



Figure 20: Front View of 9th Street Terminal (Source: Google Maps)

While the terminal is centrally located in the downtown and has good access to public facilities, its design adjacent to a parking lot and at the back of retail buildings does little to highlight the role of transit in providing mobility in the downtown area. It may also lead to a sense of unease for passengers waiting for a bus at night, as there are limited ‘eyes’ behind these buildings to provide a sense of security.

As the main terminal in Canmore, the terminal must have a positive presence in the downtown, increasing the brand of Roam Transit services. With growth in the network, the number of bus routes accessing the downtown terminal will also increase. This will require a higher number of bus bays to accommodate transfers between routes and potentially a larger platform for passengers to wait and move between buses. Additional infrastructure to charge buses at the terminal should also be considered for short-term charging.

Table 20 describes the anticipated bus routes and the number of bus bays that should be planned for in the terminal design. This terminal design will accommodate future timed transfers between routes and allow some room for expansion.

Table 20: Frequency of Bus-Pull-Ins and Bus Bay Requirements

Route	Peak Hourly Pull-Ins		Ultimate Build Out Dedicated Bus Bays
	Existing (2023)	Ultimate Build Out	
5C	2	2	1
5T	2	3	1
3	3	5	1
Route 12	-	2	1
Route 13	-	3	1
On-Demand	-	1	1
Total	67	18	6

The expanded terminal could be incorporated into a redevelopment of the existing site just west of the public bathroom between 9th Street and the laneway north of 8th Street. The redeveloped parking lot could also serve as an indoor waiting area for passengers, providing bus bays on both 9th Street and the laneway. This would keep operations central to major destinations in the downtown and provide a more positive presence for transit. The recommended area for expansion is outlined in **Figure 21**.

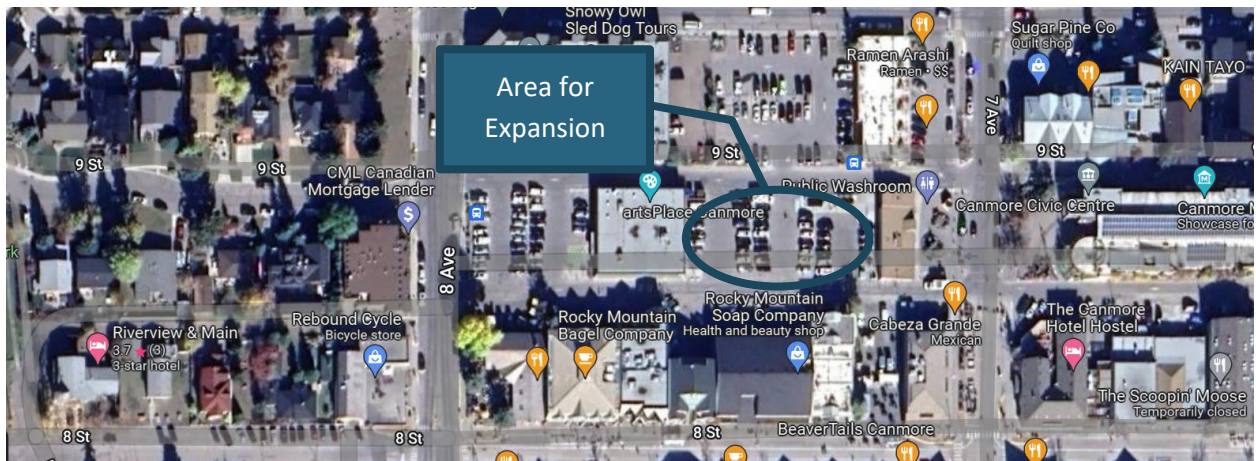


Figure 21: Existing Terminal Expansion

Recommendation:

- That the Town work with a developer to conduct a site design of an expanded terminal at the current location with at least six bus bays, incorporated into the site design; and
- The redesign of the terminal should be more visible and incorporated into the street, with a stronger emphasis on urban design to create a more attractive pedestrian environment for transit passengers.

7.3 Three Sisters Mountain Village Terminal

At some point after 2030 as development continues to occur in the Smith Creek area, it is recommended that a second transit terminal is added in the Three Sisters Mountain Village (TSMV) area. The terminal

will provide a hub for the growing residential areas near the Three Sisters and Smith Creek communities. A terminal in Three Sisters Mountain Village area would act as a transfer hub between Route 5T and Route 12, along with any future routes beyond 2030 that may service the southern areas of Canmore (e.g. Smith Creek) or Dead Man's Flats.

It is recommended that the facility be integrated with Park & Ride facilities. The size and details of the transit terminal will depend on the availability of property and the number of buses expected to serve this area in the future. In the interim, it is recommended that an on-street bus terminal is constructed in the Gateway Commercial area until more details are available of additional developments occurring south of the Smith Creek ASP.

Recommendation:

- The Town work with the developer for Site 5 to plan a second terminal. The terminal should have the ability to accommodate four bus bays in the future;
- Terminate Route 5T and Route 12 at this terminal; and
- Integrate design with a Park & Ride facility if feasible.

8.0

Phasing Plan

The service plan identifies short-term improvements that can be made in the first few years, medium term improvements that implement transit service early in developing areas and long-term solutions to maintain ridership growth to 2030.

These are summarized into three horizon periods as noted below based on population growth and availability of resources:

- Short Term (2024 to 2026);
- Medium Term (2027 to 2030); and
- Ultimate Build Out Term (Beyond 2030)
- Future Next Steps.

Implementation of the plan should be based on the availability of funding, key performance triggers being met, and the timing of other key factors that will influence ridership growth in Canmore (e.g. population growth in new neighbourhoods). As mentioned in **Section 7.0**, although BVRTSC expects that their fleet will be fully electric in the future, until a facility is built in Canmore which supports electric bus charging, diesel buses from Banff may be used to support the short-term expansion plans in Canmore as vehicles servicing Banff are electrified using the existing facility.

The following presents the key recommendations in each of the time-frames noted above.

Short-Term (2024 - 2026):

- Introduce Route 12. Operate service using one peak vehicle, at a 60-minute headway; and
- Extend Route 12 to operate year-round during the following year;
- Identify indoor bus storage for 2 buses, with electrification;
- Conduct a conceptual design and costing for a terminal facility in the Three Sisters Mountain Village; and
- Work with Southland Transportation Ltd to increase the number of stops the On-it service makes in Canmore and modify the existing stop in Canmore on Bow Valley Trail and add two additional stops.

Medium Term (2027-2030):

- Add another peak bus to Regional Route 3 with ridership growth (15-minute headway);
- Modify Route 5C to provide two-way service. Add a second bus to Route 5C (one in each direction) to provide a combined 17 - 20-minute headway (35 - 40 minutes per direction);
- Construct the Three Sisters Mountain Village terminal;
- Increase the frequency of Route 12 (summer and winter) to every 30 and 25 minutes respectively. This would require a second bus to increase the frequency of service;

- Improve existing 9th Street terminal and increase facilities for the storage of 12-15 buses by 2030 (depending on storage location of Route 3 buses); and
- Conduct further review of on-demand transit services, including its use for late evening services and to provide door-to-door service for persons with disabilities.

Ultimate Build Out Term (Beyond 2030):

- Consider adding an on-demand shuttle to areas outside of a reasonable walking distance of local Canmore routes or in other areas/periods of the day as identified by the on-demand review;
- Reroute Route 5T through the new Three Sisters Mountain Village area as the population grows and terminates at the new Three Sisters Mountain Village Terminal. This may require an increase in round trip travel time to every 40 minutes, and an increase in frequency to every 20 minutes;
- Review demand on Route 3 and consider an additional vehicle to improve frequency to every 12 minutes; and
- Introduce Route 13 using the Bow Valley Trail and the Trans Canada Highway as the population grows in the Three Sisters and Smith Creek area.

Future Next Steps:

- Expand Route 13 to Dead Man's Flats as the population grows or introduce a new stand-alone service to Dead Man's Flats; and
- Continue to increase frequency of service as demand warrants.

9.0 Financial Performance

To estimate the required financial investment to implement the recommended improvements, the existing operating cost per hour of \$97.58 for Roam Transit was used to estimate the cost of the future route service hour improvements. It is assumed that all additional buses and routes would operate seven days a week similar to the existing Roam Transit service. Electric buses can be procured at a cost of \$1,500,000, which includes all information technology systems. Additional electric buses should be phased in to replace the diesel buses as they reach end of life. The cost of on-demand vehicles is assumed to be \$150,000. If an electric vehicle is procured, this cost would be higher. The current estimates do not consider the cost of additional shelters or stop infrastructure required to operate two-way service on service on new routes.

As mentioned in **Section 6.3**, it is recommended that the BVRTSC continues to operate local transit within Canmore without charging a fare. Therefore, it is assumed that the additional costs associated with the improved transit service should be funded via alternate funding sources such as:

- Parking revenues at downtown and tourism destinations;
- Business and hotel partnerships;
- Gas tax funding;
- PTIF funding; and
- Zero Emission Transit Fund.

The investment required at each phase outlined in **Section 8.0** is described in the following sections. On-It improvements were not considered as part of this financial plan.

9.1.1 Short Term

The Short Term investments require the introduction of year-round service on Route 12. A new terminal will be required to accommodate further expansion in the long-term, but has not been included in the following cost breakdown. A design of the terminal will be required to understand the estimated cost of the new facility. The estimated cost of a detailed design study for the construction of the new facility is estimated at \$150,000 - \$200,000.

The breakdown of the additional operating and capital costs required during this phase is shown in **Table 21** and **Table 22**, respectively.

Table 21: Short Term Operating Cost

Route	Additional Hours (Daily)	Operating Cost (Annual)
Route 5C	-	-
Route 5T	-	-
Route 3	-	-
Route 12	17	\$605,535
Route 13	-	-
Sums	17	\$605,535

Table 22: Short-Term Capital Cost

Route	Additional Buses	Fixed Cost
Route 5C	-	-
Route 5T	-	-
Route 3	-	-
Route 12	1	\$1,380,000
Route 13	-	-
New Terminal Study	1	\$200,000
Sums	2	\$1,580,000

9.1.2 Medium Term

The breakdown of the additional operating and capital costs required during this phase is shown in **Table 25 and 26**, respectively. During the Medium Term, required investments include improving Route 5C to provide two-way service through an additional vehicle, increasing the frequency of Route 12 to every 30 minutes, and increasing the frequency of Route 3 to 15-minute headways. A further review of on-demand transit, including the potential to use it for persons with disabilities should be conducted here. This could either be a study or conducted in house if sufficient resources are available. Costs for the Three Sisters Transit Terminal was not included at this time and should be revisited once more information is available through the detailed design study completed in the Short Term.

Table 23: Medium Term Operating Cost

Route	Additional Hours	Operating Cost
Route 5C	17	\$605,535
Route 5T	-	-
Route 3	17	\$605,535
Route 12	17	\$605,535
Route 13	-	-
On-Demand	-	-
Sums	51	\$1,211,070

Table 24: Medium Term Capital Cost

Route	Additional Buses	Fixed Cost
Route 5C	1	\$1,380,000
Route 5T	-	-
Route 3	1	\$1,380,000
Route 12	1	\$1,380,000
Route 13	-	-
On-Demand	-	-
On-Demand Study	-	\$40,000
Spare vehicles (40-foot bus)	1	\$1,380,000
Sums	4	\$4,180,000

9.1.3 Ultimate Build Out Term

The Ultimate Build Out Term investments require the introduction of an on-demand service, the introduction of Route 13 to the Smith Creek area once the Phase 1 developments in Smith Creek are complete, increasing the frequency on Route 5T once the deviation through the new Three Sisters Mountain Village area, and increasing the frequency on Route 12. For the on-demand service, an annual licensing fee would also be required, as well as the cost of the call centre for individuals that don't have a smartphone. It is estimated that this would require a one-time cost of \$20,000 to \$30,000, plus a monthly software cost of between \$700 and \$1,200 per vehicle. The high end of the cost range is included in the budget below.

Table 25: Ultimate Build Out Term Operating Cost

Route	Additional Hours	Operating Cost
Route 5C	-	-
Route 5T	17	\$605,535
Route 3	17	\$605,535
Route 12	-	-
Route 13	34	\$1,211,070
On-Demand	17	\$605,535
On-Demand Software	-	\$14,400
Sums	85	\$3,042,075

Table 26: Ultimate Build Out Term Capital Cost

Route	Additional Buses	Fixed Cost
Route 5C	-	-
Route 5T	1	\$1,380,000
Route 3	1	\$1,380,000
Route 12	-	-
Route 13	2	\$2,760,000
On-Demand Vehicle	1	\$150,000-
On-Demand Initialization	-	\$30,000
Spare vehicles (40-foot bus)	1	\$1,380,000
Spare On-Demand Vehicle	1	\$150,000
Sums	7	\$7,230,000

9.1.4 Summary

In summary, a total increase in annual operating costs of \$1,816,605 and an additional \$7,160,000 in capital costs are anticipated to meet the 5% mode share target by 2030 (end of Medium Term). The anticipated costs in the Ultimate Build Out Term (>2030) are expected to increase the annual operating costs by \$3,042,075 and capital costs by \$7,230,000. These costs are preliminary and based on existing rates and unit costs, and are subject to change depending on the actual demand experienced in the future. The cost of the new maintenance facility has not been included at this time. The anticipated costs per phase are summarized below in **Table 27**.

Table 27: Summary of Anticipated Operation Costs

Route	Phase				
	Existing (2021)	Short	Medium	Ultimate Build Out	Total
Route 5C	-	-	\$605,535	-	\$605,535
Route 5T	-	-	-	\$605,535	\$605,535
Route 3	-		\$605,535-	\$605,535	\$1,211,070
Route 12	-	\$605,535	\$605,535	-	\$1,211,070
Route 13	-	-	-	\$1,211,070	\$1,211,070
On-Demand	-	-	-	\$605,535	\$605,535
On-Demand Software	-	-	-	\$14,400	\$14,400
Total²³	\$6,785,000	\$605,535	\$1,211,070	\$3,042,000	\$12,854,000²⁴

Table 28: Summary of Anticipated Capital Costs

Route	Phase			
	Short	Medium	Ultimate Build Out	Total
Route 5C	=	\$1,380,000	-	\$1,380,000
Route 5T	-		\$1,380,000	\$1,380,000
Route 3		\$1,380,000-	\$1,380,000	\$2,760,000
Route 12	\$1,380,000	\$1,380,000	-	\$2,760,000
Route 13	-	-	\$2,760,000	\$2,760,000
On-Demand Vehicle	=	-	\$150,000	\$150,000
On-Demand Initialization	=	-	\$30,000	\$30,000
On-Demand Study		\$40,000		\$40,000
New Terminal Study	\$200,000	-		\$200,000
Spares		\$1,380,000	\$1,530,000	\$1,533,000
Total	\$1,580,000	\$4,180,000	\$7,230,000	\$17,120,000

²³ Rounded to nearest thousand

²⁴ Includes existing 2021 Operating Costs

10.0

Summary of Recommendations

The Canmore Integrated Transportation Plan identifies an ambitious and important goal to reduce single occupant vehicle travel and increase the share of trips made by active transportation and transit. Current transit services provided in Canmore represent only a small share of overall trips; with the goal to increase this to 5% of all trips taken in Canmore by 2030. This will require a significant increase in transit ridership (about 20% growth per year), particularly on the Roam Transit service. This will only occur with a strategic investment in service levels and the implementation of other complementary strategies required to achieve this shift in travel behaviour.

Service Plan Summary

The Transit Service Review for Canmore identifies targeted improvements to the existing Roam service that will help improve the level of service to attract a significant growth in ridership. These include:

- Increasing the frequency of service to improve flexibility and convenience;
- Reducing travel times by increasing the directness of routes; and
- Expanding service to existing areas (residential, attractions and employment) currently not serviced by transit and to areas experiencing population and employment growth;

The report identifies a number of improvements to the Roam service between 2024 and 2030 in line with the service objectives noted above. These are highlighted in **Section 5.0**, and include:

- Introduce a new route (Route 12) providing service to Grassi Lakes Trail Head (summer only) with stops at the Nordic Centre and Quarry Lake Park, and new service to the new Spring Creek Mountain Village and Palliser Trail area and key destinations on Bow Valley Trail;
- Increase the frequency on Route 3, ultimately operating at a 15-minute peak headway by 2030; and
- Modify Route 5C to operate two-way service and increase the combined peak frequency to every 20 minutes.

Once significant completion of the developments outlined in **Section 3.2** is completed and substantial occupancy is achieved, additional improvements are recommended for the Ultimate Build Out horizon and include:

- Modify Route 5T to service the new Three Sisters development and terminal, and increase the peak frequency to every 20 minutes;
- Introduce a new Route 13 to provide service to the Three Sisters area via the TransCanada Highway and Bow Valley Trail, terminating at a second transit terminal at Three Sisters (Site 5);
- Implement an On-Demand service to areas of the Town that are outside a reasonable walking distance to a transit stop. This should also be further explored as a model to extend late night service or provide service for persons with disabilities;
- Extending Route 13 to Dead Man's Flats as the population grows or introduce a new stand-alone service to Dead Man's Flats.

These recommendations would require a significant increase in transit service, with capital and operating costs identified in **Section 9.0**. Operating costs are anticipated to increase from approximately \$6.7 million today to approximately \$9.8 million by 2030, phased in over a six-year period. Capital costs required to purchase additional vehicles and procure future studies are estimated to be approximately \$5.8 million, phased over a six-year period. This does not include replacement vehicles.

Facility Expansion

The above improvements will also require the expansion of transit facilities to maintain effective operations and enhance the customer experience for passengers when transferring between routes and services.

As a first step, the Town will need to work with the BVRTSC to identify a new facility in Canmore large enough to accommodate 20 - 22 buses by Ultimate Build Out horizon. In the short-term, the Town should consider providing the BVRTSC with temporary access to the fire hall on the corner of Railway Avenue and 10th Street for use as a bus storage facility until a new facility location is identified and built.

The downtown terminal will also need to be expanded to accommodate at least six bus bays. This should be redesigned in a manner that brings more prominence to transit in the downtown, incorporating transit into the site design, with a stronger emphasis on urban design to create a more attractive pedestrian environment for transit passengers.

A second terminal will also need to be designed in the Three Sisters area, and the Town and the BVRTSC will need to work with the developer for Site 5 to design this terminal to be integrated in the development and accommodate four bus bays in the future (including Route 5T, Route 12 and potential future expansion south towards Dead Man's Flats. Capital costs for facility improvements noted above have not been identified for this report and will need to be estimated during the preliminary design phase of all three facilities.

Complimentary Strategies

The above noted improvements to service levels alone are not enough to reach the mode share target identified in the ITP. A number of complementary strategies are also recommended to improve the customer experience and ensure effective operations. These include:

- Work with the On-It service provider to increase the number of stops in Canmore and the number of trips that stop in Canmore;
- Evaluate the use of transit priority measures such as transit signal priority and queue jump lanes in more detail to identify opportunities to improve transit reliability and travel time based at locations that experience delay and align with a complete streets approach noted in the ITP;

- Continue to expand bus shelters at all stops with greater than 100 average boardings per month as resources allow;
- Prioritize, where feasible, the introduction of passenger seating at all bus stops, focused on stops with higher senior populations, with shelters and on routes with longer headways to improve the accessibility and attractiveness of transit.
- Include bike racks at all bus shelter locations and at bus stops where communities may live outside of a 400 m radius from the bus stop, including to on-demand zones. Provide additional storage at terminal locations;
- Follow best practices for designing the interaction between cycle lanes and bus stops;
- Identify options bike racks or trailers on buses that can accommodate additional e-bike models or scooters.
- Increase downtown parking rates and introduce paid parking in new areas to such as outdoor visitor destinations, with funds used to help pay for the transit service in Canmore to allow transit to continue to operate without a passenger fare.
- Evaluate additional tax subsidies and fare partnerships from private businesses to fund transit.
- Improve integration between On-it and Roam Transit by having both services stop at the same bus stops and identify enhanced planning tools and real-time displays at terminals and transfer points that allow passengers to plan and get information on their entire journey.
- Develop a set of transit-supportive guidelines to be used as a checklist when reviewing site plans and included BVRTSC in discussions for new site applications in proximity to their existing transit routes.

These complimentary strategies will require the Town to work with BVRTSC and the On-it service provider to further enhance the customer experience. The cost of these complimentary strategies (where applicable) have not been identified at this time, but will need to be further developed and identified in future capital and operating budgets.

DATE OF MEETING:

April 16, 2024

Agenda #: E 1

1. Mayor Krausert

- a) Bow Valley Regional Transit Services Commission
 - I defer to Councillor Foubert's report.
- b) Tourism Canmore Kananaskis (TCK)
 - TCK ED Rachel Ludwig will be joining a Travel Alberta delegation to Japan and South Korea, which will include Minister Schow (Tourism).
 - A sub-committee of the Board has been established with respect to membership.
 - TCK sponsored the FIS Cross-Country World Cup event held at the Nordic Centre.
- c) Rocky Mountain Heritage Foundation
 - Nothing new to report.
- d) Municipal Emergency Advisory Committee
 - Preparations are underway for events for Emergency Preparedness Week (May 5 – 11, 2024).
 - The Manager of Protective Services will be reporting to Council on Canmore's state of preparedness in May.
 - I will host a virtual Town Hall on May 14, 2024, on the topic of Emergency Preparedness which will be co-hosted with the Manager of Protective Services.
 - It's very important that we continue to encourage residents to sign up to VoyentAlert! and be personally prepared in the case of emergencies.
- e) Human Wildlife Conflict Roundtable
 - Due to poor weather and the preference to meet in-person, the next meeting of the roundtable originally set for March 21, 2024, is being rescheduled to May.
- f) Town of Canmore – MD of Bighorn Inter-Municipal Committee
 - Nothing new to report.
- g) Regenerative Tourism Taskforce
 - The regenerative tourism taskforce had a full-day session on January 30, 2024. Members of the taskforce include both industry and collaborators important to the industry like the Town of Canmore, Kananaskis Improvement District, Alberta Parks, SAIT and Biosphere Institute.
 - The taskforce used the Regenerative Tourism Framework to condense it to action items that can be achieved by industry and TCK within the next 3 – 5 years.

- A validation meeting to review the draft strategy for the next two years was had with the facilitator and the taskforce on February 22, 2024.
 - The strategy is due to be released in April.
- h) Mid-Sized Cities Mayors' Caucus (MCMC)
- On March 13, 2024, I attended a MCMC Executive meeting, during which the following were items of note:
 - An announcement with respect to a new support resource being hired by MCMC will be coming in the upcoming weeks.
 - MCMC will be holding a working session followed by advocacy at the Calgary Stampede, given the large number of provincial representatives in attendance.
 - The next full in-person working session for mayors and CAO's will be held in St. Albert in October.
- i) Advocacy on Behalf of the Town of Canmore (in addition to MCMC activities)
- On February 28, 2024, I attended the Banff National Park 24th Annual Planning Forum on behalf of the Town of Canmore (invited stakeholder).
 - On March 8, 2024, I had discussions with MP Blake Richards (re HAF funding decision) and Minister McIver (Municipal Affairs) (re setting up an upcoming meeting).
 - On March 11, 2024, I sent an update to AB Munis with respect to provincial downloading to the Town of Canmore, with the same provided to MLA Elmeligi.
 - On March 16, 2024, I met with MLA Elmeligi to discuss issues impacting the town.
- j) Events
- On March 1, 2024, I brought remarks on behalf of the Town of Canmore to the annual Franco-Albertain Flag Raising Ceremony at the Civic Centre.
 - On March 3, 2024, I brought remarks on behalf of the Town of Canmore to the Ralph Connor Memorial United Church Open House in celebration of their extensive accessibility renovations.
 - On March 6, 2024, I delivered the Mayor's Annual Reflection on Community to the Canmore Rotary Club.
 - On March 8, 2024, I attended the Chiniki First Nation inauguration of Chief & Council and brought remarks on behalf of the Town of Canmore.
 - On March 12, 2024, I delivered the Mayor's Annual Reflection on Community to the Canmore Hotel & Lodging Association.
 - On March 14, 2024, I delivered the Mayor's Annual Reflection on Community to the Bow Valley Builders & Developers Association.
 - From March 14 – 16, 2024, I attended various functions in conjunction with the IBU Biathlon World Cup event at the Nordic Centre, including a VIP Reception and two medal presentation ceremonies.
 - On March 16, 2024, I attended the VineArt Gala hosted by Banff YWCA and brought greetings on behalf of the Town of Canmore.
 - On March 18, 2024, I participated in celebrating Transit Operator & Worker Appreciation Day and greeted drivers on the buses of the Canmore local routes.

k) Other points of interest

- I continued with my regular appearance on Mountain FM with Rob Murray.
- I conducted various media interviews, including: Rocky Mountain Outlook re Minister Nixon remarks, HAF decision; Global re Minister Nixon Remarks; CBC Calgary re Minister Nixon remarks; Calgary Herald re Minister Nixon remarks; CBC – The National re Three Sisters.
- On February 29, 2024, I attended the Budget 2024 Telephone Town Hall hosted by Minister McIver (Municipal Affairs).
- On March 1, 2024, I attended the AB Munis Report on Alberta's 2024 Budget (virtual meeting).
- On March 1, 2024, I recorded the Mayor's Annual Community Reflection, which was posted on the Town website on March 5, 2024, at <https://www.canmore.ca/news/post/the-mayors-annual-reflection-2024-the-journey-were-on-together>
- On March 6, 2024, I attended the Province of Alberta Town Hall on Drought (telephone).
- On March 12, 2024, along with Council and Senior Administration, attended a Non-Market and Affordable Housing Workshop with respect to the moustache lands.
- On March 21, 2024, the CAO and I hosted lunch with Chief Whitney and his colleagues Andrew Onespot and Terry Braun, all from the Tsuut'ina First Nation.

2. Councillor Foubert

a) Bow Valley Regional Transit Services Commission

- The BVRTSC submitted a claim submission in the Proterra bankruptcy proceedings for \$3.6 million.
- The sourcing of parts for bus repairs and fleet maintenance is still hampered by the bankruptcy process.
- Three MCI highway coaches have been finalized with delivery expected this fall.
- The commission will look for smaller buses to complement its fleet this summer and support the launch of the Grassi Lakes route in Canmore in partnership with the provincial government.

b) Community Grants Selection Committee

- The community grant program is open for applications until April 30. The grant committee meets after to deliberate.

c) Canmore Museum Society

- The Museum board is supporting its new executive director in the role as she works to report on grants received by the museum and sources new grant opportunities.
- The Museum is looking for new board members to join the board especially as it undertakes a new vision for the future of the organization.

- d) Downtown Canmore Business Improvement Area
 - The BIA AGM is next month and the board is looking for new board members.
 - It is hoped that the new board will undertake a strategic planning process and identify priorities for the organization over the next five to 10 years.
- e) Subdivision and Development Appeal Board
 - Appeal heard by the board on March 14 was upheld - single detached dwelling 1004 Third Ave. - variances to waterbody setback, rear yard setback, maximum building envelope, side yard setback, rear yard eave projection and site coverage. The waterbody and rear yard setback variances were beyond what could be approved by the development officer and the planning commission.
- f) Other points of interest
 - Completed EOEP Council's Role in Strategic Planning in Edmonton
 - Attended BOWDA lunch in March
 - CAO performance review
 - Alberta Municipal Climate Leaders Caucus Feb. 29
 - Biathlon World Cup VIP reception

3. Councillor Graham

- a) Bow Valley Wildsmart
 - No meetings.
- b) Canmore Community Housing
 - I defer to Councillor Hilstad's report.
- c) Canmore Mountain Arts Foundation
 - Not able to attend. Will provide an update when the minutes are published.
- d) Other points of interest
 - Attended Alberta Munis in Edmonton. Took in presentations on Water Preparedness for Summer 2024, Municipal Affairs and Minister's Updates as well as Premier's Address.
 - Non-Market Affordable Housing Workshop

4. Councillor Hilstad

- a) Canmore Community Housing
 - CCH would like to thank Michelle Ouellette for her significant contributions during her tenure as Executive Director. Multiple projects were advanced, and our community is in a better place. The Board has accepted Michelle's resignation letter and wish her all the best in her future endeavors.
 - See the CCH Operations Report attached below.
 - The Board approved a contract with Ledcor Construction Inc. for Pre-Construction Management Services for 100 Palliser Lane Purpose Built Multi-Unit Residential.
 - The Board directed administration to investigate the de-prioritization of non-Canmore led households on the CCH waitlists and bring back the factors and effects of such a change to the board.
- b) Canmore Planning Commission
 - I defer to Councillor McCallum's report.
- c) CAO Performance Review Committee
 - Review was completed and results shared with the CAO.
- 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
 - Nothing new to report.

5. Councillor Mah

- a) Bow Valley Waste Management Commission
 - The Commission met on March 21st, 2024.
 - The Commission is on firm financial footing.
 - The roll-out of EPR continues and we eagerly await to learn more about next steps.
- b) Biosphere Institute of the Bow Valley
 - Nothing to report
- c) Canmore Community Housing
 - I defer to Councillor Hilstad's report.

- d) Cultural Advisory Committee
 - The CAC had strategic planning session on March 21st, 2024 to clarify direction and distill the Cultural Master Plan into something more readily applicable.
- e) Municipal Emergency Advisory Committee
 - I defer to Mayor Krausert's report.
- f) CAO Performance Review Committee
 - The Committee met on March 18th with CAO Sally Caudill to discuss her performance review.
- g) Other points of interest
 - I attended a housing workshop with Ground Cubed. Their ability to understand the complexity of funding models is very appreciated.

6. Councillor Marra

- a) Assessment Review Board
 - Nothing new to report. Re: (Appeals)
 - Property owners have until April 22, 2024, to ask questions or appeal their assessment.
 - To learn more about property assessments and taxation go to; 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
 - I attended the Alberta CARE (Alberta Coordinated Action for Recycling Enterprises) conference in Camrose, AB.
 - I toured the West Dried Meat Lake Landfill. This is where our waste for the T.O.C is transferred to. It is a very well managed site.
- d) Canmore/MD of Bighorn Intermunicipal Committee
 - Nothing new to report.
- e) Canmore Public Library
 - Did you know, we have a huge variety of languages, ranging from Afrikaans to Welsh. Our French and Korean collections are the largest and have tons of different genres of movies and series - everything from lighthearted comedies to intense thrillers.
 - Check out our World Cinema collection the next time you visit us at the CPL!
- 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 sold out BOWDA luncheon that featured Mayor Krausert, where he gave his annual community update.

7. Councillor McCallum

- a) Assessment Review Board
 - Notices have been mailed and the deadline for appeal is April 22.
- b) Bow Valley Regional Housing
 - I defer to Councillor Marra's report.
- c) Canmore Planning Commission
 - CPC considered the following [application](#):
 - PL20230389
 - 205 Stewart Creek Rise
 - Lot 29, Block 21, Plan 231 690
 - Variances: Maximum building height, maximum building projections, maximum density, minimum side yard setback, minimum visitor parking, driveway design and building materials.
 - Councillor Hilstad and I recused ourselves as we both serve on the Board of CCH.
- d) Canmore Community Housing
 - I defer to Councillor Hilstad's report
- e) Other points of interest
 - March 3 – I attended the Ralph Connor Church Open House to see their new renovations and check out their new accessibility additions.
 - March 8 – Rae Roberts, Director of Residential Programs of the Bow Valley YWCA, invited me to tour Dr Priscilla Wilson's Place. I toured it mid-construction but hadn't had a chance to see the finished product until recently.
 - March 8 – On International Women's Day, I joined a group of Female Elected officials at the Station in Cochrane and enjoyed a presentation by Senator Karen Sorensen.



- March 14 and 15th – Councillor Graham and I attended the Alberta Municipalities Spring Caucus event in Edmonton. We took the Town EV to the city, and it was an adventure. We stopped in Leduc to charge and enjoyed their cute downtown.



Attachments:

- 1) Bow Valley Regional Transit Service Commission Ridership Statistics
- 2) Canmore Community Housing Monthly Operations Brief
- 3) February 2024 Bow Valley Regional Housing Meeting Minutes
- 4) March 2024 Bow Valley Regional Housing Occupancy & Waitlist Reports
- 5) March 2024 Bow Valley Regional Housing Monthly Bulletin

Bow Valley Regional Transit Services Commission Ridership Statistics



Month	Type	Banff Local	Canmore Local	Canmore-Banff Regional	Lake Louise - Banff Regional
February 2024	Ridership	97,510	29,132	25,415	10,714
	Bikes	20	232	118	2
	Winter Sports	2,925	748	1,837	96
	Strollers	120	132	44	4

Route	Monthly Ridership Change 2023 - 2024	Comment
Route 1	12.85%	Change from February 2023 to February 2024
Route 2	8.80%	Change from February 2023 to February 2024
Route 3	19.30%	Change from February 2023 to February 2024
Route 4		Change from February 2023 to February 2024
Route 5	31.71%	Change from February 2023 to February 2024
Route 6		Change from February 2023 to February 2024
Route 8X	14.43%	Change from February 2023 to February 2024
Route 9	-12.58%	Change from February 2023 to February 2024



Housing Operations

Applications for the Vital Homes Rental program increased significantly in February with almost three times as many registrants as the Ownership program, however both programs saw slightly slower waitlist growth compared to the same time frame last year. Both the Own and Rent programs are projecting to have higher numbers of applications being received overall in 2024 than 2023. In the Own program, we closed the sale of one Wolf Willow unit, and completed four other Wolf Willow sales with those closings happening in March (3) and April (1). Three of the sales were of CCH-owned units with the other being an owner re-sale. There is current 1 active listing at Wolf Willow and 1 owner re-sale that is conditionally sold, and interest remains high for any sales opportunities that may arise.

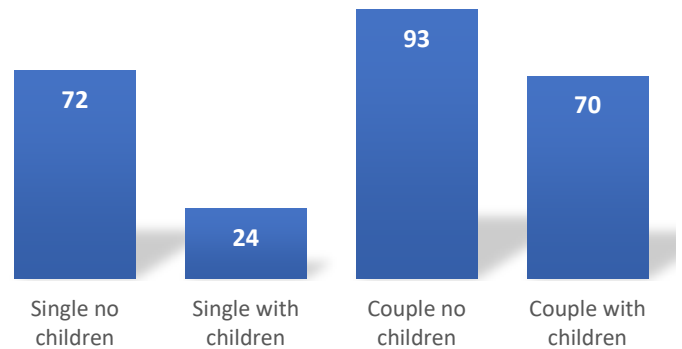
CCH OPERATIONS REPORT											
February 2024											
	OWN Program			RENT Program							
Wait List:	259	+8 over last month		240			+21 over last month				
Applications YTD:	22	+7 over last month -6 over same time last year		32			+19 over last month -7 less than same time last year				
Applications Received/Processed 2023:	130			149							
Inquiries YTD:	62	+29 over last month +6 over same time last year		32			+ 15 over last month -45 over same time last year				
Inquiries 2023:	312 Total			442 Total							
Current Occupancy:				100%	Hector	100%	McArthur	100%	Wolf Willow	100%	NLCC
Total Vital Home Units:	172	1 closed sale, 3 firm sales, 1 conditional sale, 1 active listing		60		48		3		1	
Turnover YTD:	1%	2		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 February 29, 2024 ↑											



Vital Homes Ownership Program

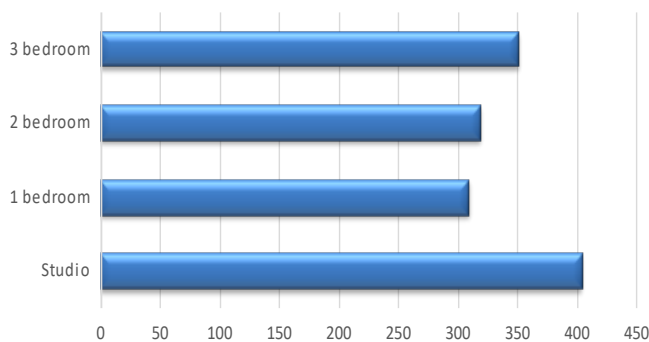
After some sales and some requests for being taken off the waitlist, the overall ownership waitlist still currently stands at 259 households, with two- and three-bedroom units continuing to be the most desired style of unit from our applicants. Most of those that are either single applicants or couples indicating a preference for a 2-bedroom unit where possible, where couples with children make up most of the desire for 3+ bedroom units. A recent 4-bedroom owner resale at Wolf Willow drew considerable interest from families on our waitlist and expressed interest in 3-bedroom townhouse-style condominiums with a garage is also high.

Waitlist Applicants by Household



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.

Average Rental Wait Time by Unit Size (Days)



Vital Homes Rental Program

In the CCH Rental Program, our waitlist now sits at 240 households, with most new applications still seeking a 1-bedroom unit. As of writing, all unit types currently exceed a 300-day average wait time, with the turnover rate for the first two months of 2024 being nearly 0% across all properties, with only one turnover coming at Wolf Willow with that tenant moving to McArthur Place. By comparison, 2023 saw an annual turnover rate of 12% at The Hector at Palliser (18% in 2022) and 19% at McArthur Place (31% in 2022).

Canmore Rental Statistics for 2024

Market rates continue to increase, with the greatest amount of increase seen in two-bedroom units for the first two months of 2024, with the average rental price of \$3,415.83 being an increase of approximately 65% over the same average rental price in 2023. Only 3-bedroom and 4+bedroom units have seen a slight decrease in average rental prices compared to the same time frame as last year, however as these prices are over \$4,000 per month, they still present a significant financial challenge for renters in Canmore. Current CCH rates for 3-bedroom units by comparison are less than half of the current market rates.

		Jan	Feb
1 Bedroom	Average	\$ 2,498.33	\$ 2,172.50
	Median	\$ 2,995.00	\$ 2,172.50
	Units Available	3	2
2 Bedroom	Average	\$3,415.83	\$3,514.72
	Median	\$3,050.00	\$3,500.00
	Units Available	12	11
3 Bedroom	Average	\$ 4,062.50	\$ 4,630.38
	Median	\$ 3,750.00	\$ 4,500.00
	Units Available	5	13
4+Bedroom	Average	\$4,187.50	\$5,771.67
	Median	\$4,250.00	\$5,000.00
	Units Available	4	9
Summary Total		24	35



Asset Management

Canmore Community Housing has identified asset management repair projects to be undertaken in 2024 at our Hector and McArthur properties. Projects such as exterior staining, exterior concrete, site drainage repairs, and pathway and lighting improvements are all planned for this year and will undergo competitive bid processes to select contractors to complete this work. Due to a water loss, an insurance claim was filed to address unit repairs at McArthur place and CCH is working with the claims adjustor and PEKA to have repairs completed in as timely as fashion as possible.

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, February 22, 2024, 10:00 a.m.
Bow River Seniors Lodge, Canmore AB

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

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

REGRETS: Chip Olver and Joanna McCallum

1. CALL TO ORDER

Chairperson L. Rosvold called the meeting to order at 10:09 a.m.

2. ADOPTION OF AGENDA

Motion 24-011: K. Marra to approve the agenda with the addition of 9. (d) 2023 Audit Planning Report and amendment of 11. (a) to March 28, 2024. Carried unanimously.

3. APPROVAL OF MINUTES

a. Regular Meeting of the Board:

Motion 24-012: D. Beaulieu to approve the minutes of January 25, 2024, the regular meeting of the board as presented. Carried unanimously.

4. CAO REPORT

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

b. 2024 Municipal Requisition: report provided and discussed.

Motion 24-013: K. Marra to accept the report as information. Carried unanimously.

c. Housing Needs Assessment: verbal update provided and discussed.

d. Permanent Supportive Housing: verbal update provided and discussed.

e. 2024 ASCHA Convention: verbal update provided and discussed.

5. CORRESPONDENCE AND INFORMATION

a. February 2024 BVRH Bulletin: provided and reviewed.

b. February 2024 Occupancy and Waitlist Report: provided and reviewed.

Motion 24:014: T Christensen to accept the February 2024 BVRH Bulletin and Occupancy and Waitlist Report as information. Carried unanimously.

c. 2023 Audit Planning Report: report provided to the board and discussed.

6. DATE AND LOCATION OF NEXT MEETING(S)

a. Next Regular Meeting of the Board:

March 28, 2024, starting at 10:00 a.m. in Bow River Lodge, Canmore.

b. April Regular Meeting of the Board Timing: discussed.

7. IN CAMERA


a. Tenant Matter for information: verbal information provided and discussed.

Motion 24:015: D. Beaulieu to take the meeting in camera. Carried unanimously.

Motion 24:016: T Christensen to take the meeting out of the camera. Carried unanimously.

8. ADJOURNMENT

Motion 24-017: K. Marra that the meeting adjourn at 11:03 a.m. Carried unanimously.



Lisa Rosvold, Chairperson



Ian Wilson, CAO

MINUTES PREPARED BY: Jennifer Comighod, Client Services Manager

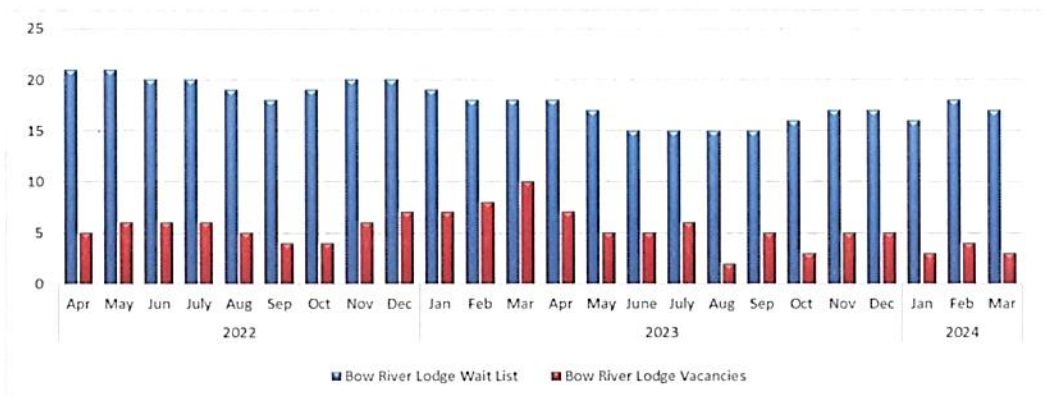
March 2024 Occupancy & Waitlist Report



Bow River Seniors Lodge in Canmore

Occupancy and waitlist as of March 18, 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.
 - Three are being rehabilitated (one was a former office)
- 95% of the habitable suites are occupied or awarded pending move-in.
- Seventeen candidate households are wait-listed, and most are not ready to move in.



Bow River Seniors Lodge – DSL Wing in Canmore

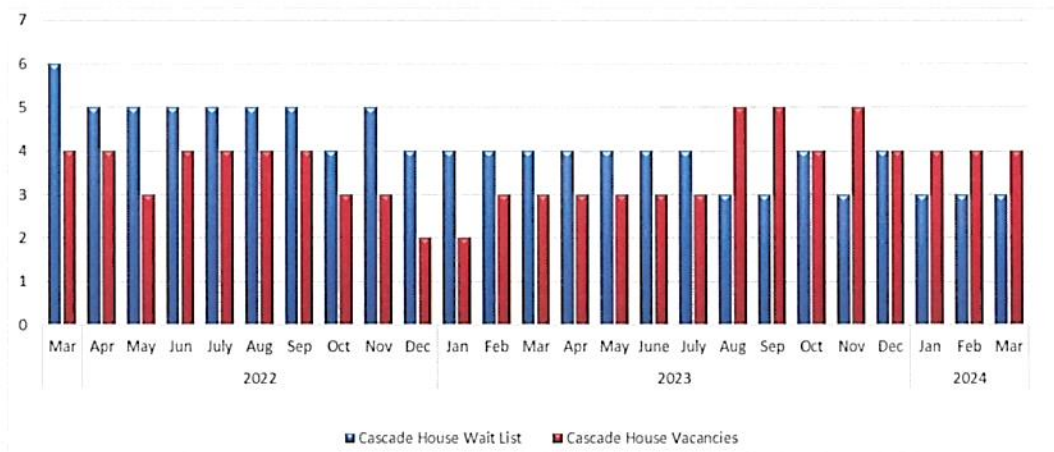
Occupancy as of March 18, 2024:

- 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 March 18, 2024:

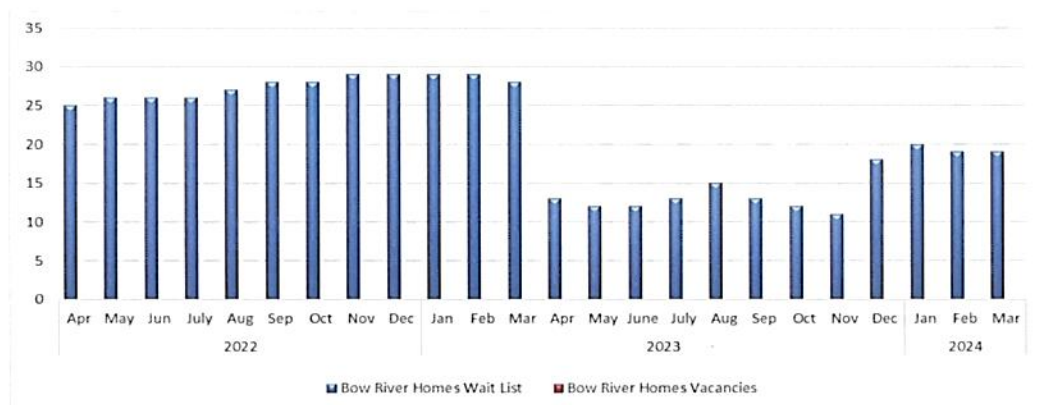
- The lodge has twenty-two residential suites.
- Of those suites, nineteen are occupied or available for occupancy.
- The other suite is not available for occupancy. They are not captured in the chart below but include the following:
 - Three are being rehabilitated.
- 79% of the habitable suites are 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 March 18, 2024:

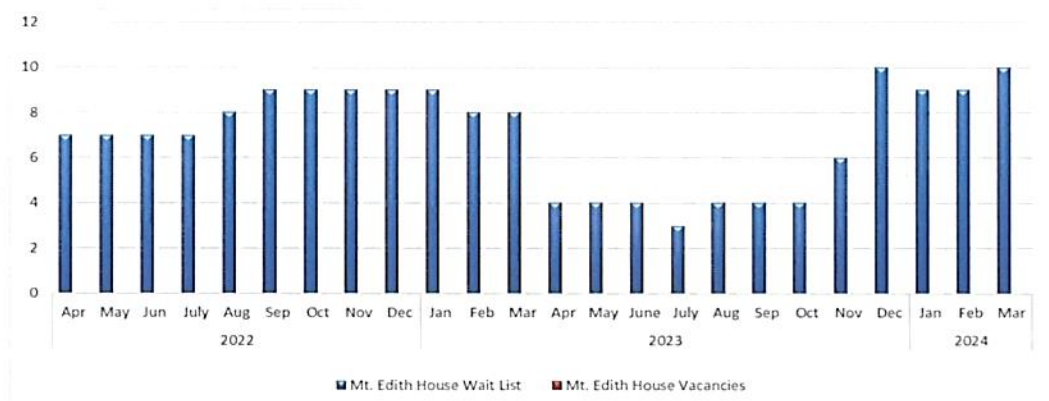
- The project has twenty-eight self-contained residential suites.
- Of those suites, twenty-six are occupied or available for occupancy.
- The other suites are not available for occupancy. They are not captured in the chart below but include the following:
 - Two that are being rehabilitated.
- 100% 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 March 18, 2024:

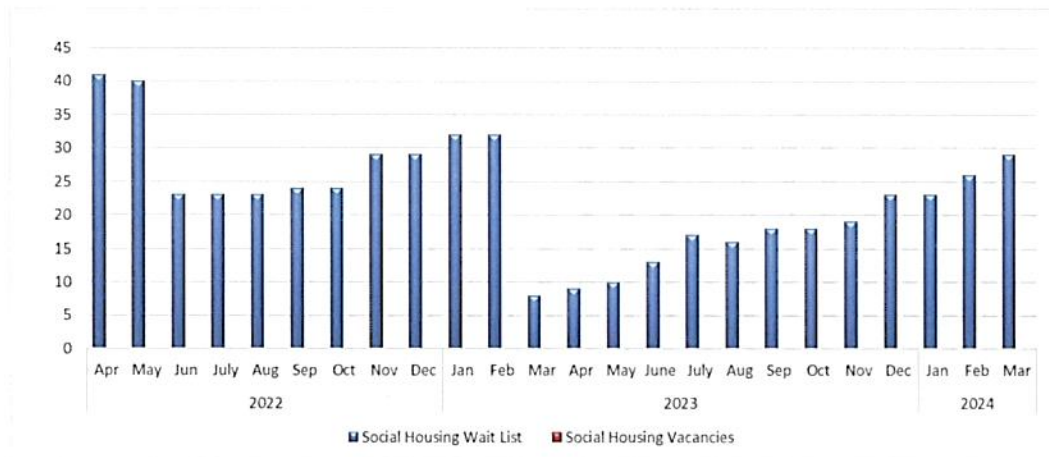
- The building has thirty-four self-contained residential suites.
- Of those suites, thirty-two are occupied or available for occupancy.
- The other suite is not available for occupancy. They are not captured in the chart below but include the following:
 - Two that are being rehabilitated.
- 100% of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



Community Housing Projects in Canmore

Occupancy and waitlist as of March 18, 2024:

- The portfolio has fifty-eight individual residential units.
- Of those fifty-eight units, fifty-four 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:
 - Four are being rehabilitated.
- 100% of the habitable suites are occupied.
- Twenty-nine candidate households are wait-listed.



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

Occupancy and waitlist as of March 18, 2024:

- A monthly budget of \$32,583.00.
- Providing financial subsidies to fifty active client households.
- Twenty-three candidate households are wait-listed.
- The monthly subsidy totalled \$24,735.00, averaging \$495.00 per client household.
- Of our active RS client households:
 - 41 live in Canmore
 - 7 live in Banff
 - 1 live in Deadman’s Flat
 - 1 live in Exshaw

Monthly Bulletin

March 2024



NEWS, INITIATIVES, AND EVENTS

Lodge Open Houses

We held an Open House at Cascade House in Banff on Saturday, March 23. We will hold an Open House at Bow River Lodge in Canmore on Saturday, April 6 between 1 pm and 2 pm. Please join us and meet our friendly staff! We will hold Open Houses periodically throughout the year, so please join us if you can!

Social Housing Budget 2024

The province released their 2024 budget earlier this month and it held some good news of our housing programs in the Bow Valley. The budget provides additional funding for social housing, continuing care and lodge operations, as well as significant increases to the rent supplement program. As a result, BVRH will be able to address more maintenance needs in our community housing portfolio, offset some of the rising costs in our Lodge and DSL operations, and increase the monthly rent supplement cap from \$600 to \$650 while also adding more clients to the program.

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 ongoing, 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. The province received approximately \$500 million in funding requests in 2023 for which they had \$80 million to spend. They have approximately \$405 million in total for the program over the next few years.

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



Administrative Update

DATE OF MEETING:

April 16, 2024

Agenda #: F 1

A. Corporate Strategic Team

1. CAO

- a) In an effort to advance the Reconciliation, Equity, Diversity, and Inclusion efforts of the Town organization, the working group has posted a part-time position that will focus on advancing the recommendations from our organizational audit.
- b) Kickoff meeting was held with the Senior Leadership Team on the updated approach to creating a Service Level Inventory. Work with individual departments to create an inventory is now underway.
- c) Attended a community meeting on food justice in the Bow Valley hosted by Uproot & Grow.
- d) A smudge blessing and a pipe ceremony were held with members of administration and the Stoney Nakoda Nation after bison horns and bones were found on a fire hydrant repair project in Mallard Alley. As per the Historic Resources Act, the items have been submitted to the Royal Alberta Museum.

B. MUNICIPAL SERVICES

1. Community Social Development

- a) Community Grants application live on Town website. The application deadline is April 30 (at noon). Applications will be reviewed and ranked by the Community Grant Selection Committee. Successful projects or initiatives are eligible for up to \$5,000 in funding, from a total budget of \$30,000. Applications that incorporate circular economy activities, create a sense of belonging, increase community affordability, and that promote equity, diversity, and inclusion will be ranked higher.
- b) E-bike Discount Program – saw 97 applicants from Tier 1 and Tier 2 Affordable Services Program participants. A lottery was held on March 18th and 22 discount recipients were notified. This project is meeting the collective outcomes of supporting alternate transportation use, reduced GHG's and affordability.
- c) Pride Flag Raising in observation of the International Day Against Transphobia, Homophobia, and Biphobia will be held on Thursday, May 16th from 11:45 am-12:45 pm at the Civic Centre.
- d) The Safe Park program will start on May 1st. The program fee structure has been adjusted to help ensure that revenues cover contracted services and other program expenses.

2. Recreation Services

- a) Big Fun summer registration opened on March 11, 2024, with 53% of available spots subscribed to within 24 hours. As of March 25, there have been 17 weeks of Campership administered through the Affordable Services program.
- b) Administration is in the process of finalizing sport field and ball diamond allocation for the upcoming season.

3. Fire-Rescue

- a) The Town of Canmore's Forest Resource Improvement Association of Alberta (FRIAA) FireSmart program grants and programs are underway. The three current grants and programs include a FireSmart Forum, a ToC Wildfire Preparedness Guide/Structure Protection Plan Update and Larch area FireSmart Vegetation Management. Updates to follow as the programs progress.
- b) FRIAA has announced a new grant program, the Community FireGuard Program. The Town of Canmore hosted a multi-agency information session on March 26, 2024 to gain a better understanding of the program and the opportunities it may present. The meeting was held at the new fire station and meeting summaries will be distributed to ToC administration.

4. Protective Services

- a) In April, the Municipal Enforcement department is focusing their proactive efforts on recyclables and waste, and speeding infractions.
- b) The Protective Services and Municipal Enforcement departments have moved into the Protective Services Building as of April 1.
- c) An internal paid parking project has been initiated to address commercial parking on Glacier Drive, Sandstone Terrace, and Elk Run that is in contravention of the Traffic & Road Use Bylaw. The free use of parking provides a business advantage to those willing to park in contravention of the bylaw at the cost of municipal infrastructure used and the high cost of lifecycle maintenance and replacement. The project will seek solutions that are consistent with our Integrated Parking Management Plan (IPMP), and respects the decision-making framework outlined for Council in fall 2023. Potential solutions may include regulation, permitting, and pricing. Options will be explored in 2024 for 2025 implementation.

5. Economic Development

- a) The Labour Market Recruitment and Retention Strategy Report went back to the business community on March 4th, where 19 individual businesses participated to narrow down the focus further to key priority areas of focus in advancing the recommendations.
- b) In partnership with Municipal Enforcement, the Downtown Canmore BIA, and the RCMP, a Retailer Safety Session was held on March 13th. The session focused on mechanisms to prevent theft and fraud and answered questions from the business community. Eleven individual businesses were represented at the session.
- c) Main Street Pedestrian Zone and Patio Permitting is in progress. The 2024 Pedestrian Zone will commence on May 13th and continue until October 15th, 2024. Administration is assessing recommendations from the Accessibility Review completed by Martinson Golly Ltd. for enhancements to the 2024 pedestrian zone. Additional changes to the gateways can be expected this year.
- d) Arts and Culture:
 - Cultural Advisory Committee completed a facilitated strategic planning session. The objectives were to review what had been completed in the Cultural Master Plan and to chart a path forward. A report from administration on the findings will be presented at a future COW meeting.
 - Canmore Main Street Sculpture call for submissions closed on March 25 and received 15 submissions. The public art sub-committee will convene to select a piece for the

intersection at 7 Ave and 8 Street within the Main Street Pedestrian zone in downtown Canmore.

- Arts and Culture is advancing planning for Canada Day 2024. The parade route will see slight alterations, including the route coming to an end at Railway Avenue, with parade traffic dispersing at Railway. Arts and Culture is working internally to advance 'no water' parade procedures to increase safety, inclusion, and enjoyment of the parade for all, while considering the potential for drought protocols.

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 March included:
 - Mar 6 & 20 – New Employee Orientation facilitated by the HR team
 - Mar 6 – Transformative Conversations facilitated by Harmony@Work
 - Mar 18 – The Working Mind, Employee Session facilitated by the Mental Health
 - Mar 27 – Benefits Information Session facilitated by Brenda Roberts
 - Scheduled training for April includes:
 - Apr 10 & 24 – New Employee Orientation facilitated by the HR team
 - Apr 17 – The Working Mind, Leader Session facilitated by the Mental Health Commission of Canada
 - Apr 25 – Harvard Manage Mentor Café, Team Management facilitated by Jill Jamieson
 - May 1 – Benefits Information Session facilitated by Brenda Roberts
 - Members of Council are welcome to attend these training sessions and can contact Human Resources to register.
- c) For continuous process improvement and business transformation, the following additional process improvements have been implemented:
 - Implementation of a new candidate qualifications screening process within the Dayforce application. This process eliminates the need for HR to customize a lengthy screening process/candidate questionnaire for each individual job requisition, while still providing hiring supervisors with the information they need to determine whether candidates have the desired education, skills practice, and experience for the position.
 - Feedback and evaluation data from the CAMH Customer De-Escalation Training was reviewed for recommendations for improvements and/or additional educational sessions. Stay tuned for new sessions to be added to our training calendar.
 - A new Communicable Illness Directive and Prevention Plan is being developed for implementation by organizational leaders
 - The transition to SharePoint Online (SPO) has provided for many broken links and lost workflows. The HR team is working to identify and repair broken documents and forms, as well to re-design the Health & Safety Program pages for easier cross-departmental collaboration.

- The new Health & Safety Committee Working Groups are beginning to function with work around wildfire smoke exposure, and violence & harassment prevention.
 - Worksite inspections are being organized with more intentional participation by managers on worksites across the organization
- d) The CAO's performance review was completed with the HR Manager and Council's CAO Performance review Committee.

2. Finance

- a) Following the mailing of assessment notices in February, four formal assessment appeals have been filed to date. This is two less than had been received at the same point in the prior year, however most assessment appeals are received closer to the April 22 deadline.

3. Communication

- a) The Q1 update on Council's Strategic Plan and Objective's and Key Results is attached to the Administrative Update as Attachment 1.

D. MUNICIPAL INFRASTRUCTURE

1. Engineering Services

- a) Cougar Creek Long-term Mitigation (1545)
- Embankment construction resumed in late March and is on track for late May completion. On schedule for completion fall, 2024.
- b) Bow Valley Trail and Teepee Town Rehab and Utilities (7297, 7323, 7324)
- After several weeks of preparatory work, including setup of dewatering systems, excavation for deep utilities began the week of March 25th. Utility work will continue for approximately 3 months. Surface works are scheduled to begin in May when frost has lifted.
- c) Bus Stop Improvements (7301): stop construction will resume in May and once frost is out of the ground. An RFP for shelter supply has been awarded, and up to 12 shelters will be installed this year in two deliveries - late summer and in the fall.
- d) West Bow River Pathway (7235): Remaining work is planned for May (benches, signage, minor landscaping, and gravel path rehabilitation).
- e) Street and Drainage Rehabilitation (7357) – Palliser Trail rehabilitation planned for May start. Contract to be awarded to BECL in April based on 2023 tender.

2. Facilities

- a) EP Cooling Enhancements (7291): design stage is now complete. Implementation is expected occur this summer when rooms 214, 207, and 208 have the lowest booking levels. Cooling upgrades will include room 209 as well if budget allows. Due to limited resourcing capacity among the project management team within the Facilities Department, the capital delivery has been impacted. As such, this project may need to be implemented in 2025 if the summer window is not achievable based on other project priorities.
- b) EP Building Condition Assessment & Priority Repairs (7349): Given that several priority items are already known, the focus this year will be on their implementation. The Building Condition Assessment (BCA) component of the project will occur in 2025 and combined with the BCA

that will include all other facilities within the portfolio. This will maximize economies of scale, consistency of project deliverables, and address current resource capacity constraints.

3. Public Works

a) Parks

- All outdoor rinks were officially closed for the season on March 12th, which is slightly ahead of the 2023 closing date of March 20th.
- The Parks Seasonal Hiring process has concluded, with the initial group of candidates scheduled to start on April 3rd, and the remaining candidates set to commence on May 7th. Spring cleaning and litter picking activities will begin promptly.
- The Parks team has been collaborating with Sustainability to develop the Fruit Tree Removal Program on Town owned land. We are committed to ensuring that the community is well-informed about the upcoming rollout of the program in the coming months.

b) Streets and Roads

- Street sweeping has started for 2024. Crews will be out daily (weather permitting) to collect debris from roadways. We begin with several weeks of “bulk sweeping” to collect as much material as possible before a formal program kicks in later in April, which includes signage, communication, and enforcement. Watch for revised signage this year as we aim to be more effective with our neighbourhood messaging.
- No physical snow removal from TOC roadways has occurred this season. This has not been the case for many years. Typically, snow accumulation creates a need to remove snow from roadways in areas around town to improve transportation access.



c) Solid Waste Services

- Annual Container Maintenance: Once the snow and ice is completely gone we will begin cleaning around and under all 300+ recycling, garbage and food waste containers. This time of the year can look unpleasant with months of litter becoming visible as the snow melts. We do need to wait until the containers are ice free as much of the litter is frozen in place.
- Extended Producer Responsibility: Preliminary discussions have begun with the Producer Responsibility Organization (PRO) that will be running Alberta’s recycling program. The most likely scenario is that the Town of Canmore will become the collection service provider with the PRO paying the Town for services provided. No compensation numbers have been provided by the PRO yet. Draft service agreements will be received in May 2024, and it is expected that these agreements will be executed in Nov 2024. On a similar timeline the Town will negotiate with the PRO to provide processing services (sorting and baling).

d) Utilities

- Regulatory: No contraventions to report.
- Operational Highlights:
 - February 26th: A contractor was performing a hot tap on 10th Street without locates or approval from the Town / EPCOR. A hot tap is installing a new connection onto an

existing water main without an interruption of flow. The contactor was provided a warning.

- February 28th: A resident on Hoodoo Crescent contacted EPCOR regarding low water pressure. EPCOR responded and determined the issue was on the private side of the service. A temporary water supply was set up until the water service line repair could be completed.
- March 5th: A water valve on 2nd Street and Evergreen Circle were found to not be operational and repaired.
- March 11th: EPCOR responded to a sewer blockage associated to a restaurant near 17th Street. There were large amounts of grease noted and a follow up is scheduled to ensure the grease trap is being maintained.
- March 14th: During the repair of a fire hydrant on Mallard Alley, the staff uncovered a bison horn and bones. Work was halted immediately until a further investigation could be completed. Work resumed after permission was received from the Province.

e) Sustainability

- The Town's new Climate Action Incentive Programs launched on February 13th. As of April 8, 2024, Administration received the following number of applicants:
 - Affordable Services Program E-Bike Discount – 97 applicants and 22 participants receiving the discount (program closed March 15). Administration would like to express their appreciation to the local bike shops in Canmore. They are all supporting this program by providing a point-of-sale discount and then invoicing the Town. This means Affordable Services Program recipients won't have to pay the entire e-bike cost upfront and wait to be reimbursed. Many of the bike shops have also offered to provide additional discounts for the program recipients.
 - Affordable Services Program Retrofit Pilot – 18 expressions of interest with 7 moving forward with a home assessment (program closed March 22)
 - Residential Solar Incentive – 31 applicants (program closed April 8)
 - Commercial Solar Incentive – 9 applicants (program closed April 8)
 - EV Pilot Program – 4 applicants (program closed April 8)
- Expressions of interest in the Fruit Tree Incentive Program have started to come in, with 11 submissions submitted as of April 8.
- Community engagement for Climate Emergency Action Plan (CEAP) took place from October 2023 to mid-March 2024. The engagement strategy utilized International Association of Public Participation (IAP2) methodology, and was led by the CEAP consultant, Sustainability Solutions Group (SSG), with support from Administration. Significant effort was made to gather input from a diverse spectrum of interested and affected parties to help inform climate change mitigation and adaptation actions. Engagement activities included:
 - In-person “pop-up” sessions, conducted by Biosphere staff, at recreation facilities and community events targeting newcomers, young adults, parents with young children, seniors and youth and lower income residents.
 - Dedicated sessions with local industry organizations and special interest groups, including representatives from BOWDA, environmental NGOs, Tourism Canmore Kananaskis, business and industry organizations, sporting events and tour operators.

- Equity-focused workshops with organizations that work with underrepresented groups (health care, immigration and settlement services, youth, housing, seniors, etc.)
- Focus group sessions with community members representing the diversity in age, gender, ethnicity, income, home ownership/rental, employment and education, etc. in Canmore.
- Public “Town Hall” webinars.
- Online survey.
- The Biosphere Institute of the Bow Valley is hosting the Bow Valley’s first Clean Commute Expo on May 4 and 5, 2024. The Expo will showcase a variety of full battery-electric vehicles and alternative low-carbon transportation options, provide informative presentations throughout the day and host a wide range of exhibitors, including local businesses and community organizations. The Expo will be held at Elevation Place, Canmore, on Saturday, May 4, 2024, and at the Fenlands Recreation Centre, Banff, on Sunday, May 5, 2024. The free event will be open to the public from 10:00 a.m. to 4:00 p.m., and no registration is required.

Attachments:

- 1) 2024 Council Priorities – Q1 Strategic Plan
- 2) Objectives and Key Results Tracking Chart – March 2024

2024 Council Priorities

Progress as of March 15, 2024



Implementing LIVABILITY

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

Objectives	Key Results	Update on actions accomplished to date
<p>Municipal initiatives and services are designed to increase affordability for residents</p>	<p>Average monthly rental rates in Canmore increase by no more than 5% per year</p> <p>Increase the number of non-market housing units available to residents</p> <p>Increase Roam transit ridership on local and regional routes</p> <p>Increase the number of local non-profits and businesses that participate in initiatives to reduce the living wage</p>	<p>Rental Rates and Housing Action</p> <ul style="list-style-type: none"> • <i>In 2023, Council approved a comprehensive Housing Action Plan to positively impact the housing crisis in Canmore. Housing items that were accomplished in 2023 include:</i> <ul style="list-style-type: none"> ○ <i>Approving the Palliser Area Structure Plan that will allow for up to 1,000 units of non-market affordable housing in the future.</i> ○ <i>Increasing the number of Town Council members on the board for Canmore Community Housing (CCH).</i> ○ <i>Accepting the recommendations from the Livability Task Force, which focus on limiting the growth of tourist homes, incentivizing full-time residency in homes, and incentivizing purpose-built rental accommodation.</i> ○ <i>Increasing the number of housing units available to residents when approving the development at Lawrence Grassi Middle School.</i>

Objectives	Key Results	Update on actions accomplished to date
		<ul style="list-style-type: none"> • <i>Advancing housing action in 2024 continues, with the following initiatives underway:</i> <ul style="list-style-type: none"> ○ <i>CCH continues to work on planning and pre-construction for a new development at 100 Palliser Lane forward. Construction is expected to start this year that will add much needed non-market housing to the CCH pool.</i> ○ <i>Administration is developing plans to implement the recommendations from the Livability Task Force and anticipates bringing them forward in 2024 for approval.</i> ○ <i>The Downtown Area Redevelopment Plan (Connect Downtown) is underway. A Vision Document and What We Heard Report from the first phase of engagement expected to come before Council in Q2.</i> • <i>Planning for the Summer 2024 Safe Park Program is underway. The program is open to participants working in the Bow Valley starting in May.</i> <p>Increase Roam Transit Ridership</p> <ul style="list-style-type: none"> • <i>In the 2023-2024 budget, Council approved new services including:</i> <ul style="list-style-type: none"> ○ <i>Local Quarry Lake/Grassi Lakes route</i> ○ <i>Increase regional transit service</i> ○ <i>Increased weekend and weekday local service to match regional service</i> <p><i>This service increase delivered results in 2023:</i></p> <ul style="list-style-type: none"> ○ <i>Local Route 5 ridership increased 73% from in 2023 over 2022. In the first two months of 2024, ridership is up 33%. Route 5 is among the fastest growing Roam routes.</i>

Objectives	Key Results	Update on actions accomplished to date
		<ul style="list-style-type: none"> ○ <i>Regional Route 3 ridership increased 70% in 2023. In the first two months of 2024, ridership is up 15%.</i> <p><i>Supporting transit initiatives continues to move forward in 2024, with the following initiatives underway:</i></p> <ul style="list-style-type: none"> ○ <i>Local routes will continue to operate seven days a week, from 6:00 a.m. to 11:00 p.m. on weekdays and 6:00 am to 9:00 pm on weekends.</i> ○ <i>Planning continues for the new Quarry Lake/Grassi Lakes Route is underway which is expected to begin with summer-only service with winter service offered in future years.</i> <p>Updates to the Affordable Services Program</p> <ul style="list-style-type: none"> ● <i>Income thresholds for qualifying for the program were increased to reflect the increased cost of living for Canmore.</i> ● <i>To date, there are 21 local community partners providing program participants with offers and discounts in addition to those that are offered by the Town of Canmore.</i> <p>Increase non-profits that participate in initiatives to reduce living wage</p> <ul style="list-style-type: none"> ● <i>See Objectives and Key Results Tracking chart at the bottom for updated Affordable Service Program numbers.</i>

<p>Emergency Management Communication is effective and adopted across our community</p>	<p>Town of Canmore communication channels are aligned as a single source of truth within 2 hours of an incident</p> <p>Increase the number of subscribers to the emergency notification service</p> <p>The 2025 Citizen perspective survey indicates that resident satisfaction with Emergency Preparedness increases</p>	<p>ToC Communications act as a single source of truth within two hours of an incident</p> <ul style="list-style-type: none"> <i>Voyent Alert! was used in January to issue an ice jam watch to the community during the cold snap. Alerts were issued simultaneously to the Town of Canmore’s website, Facebook account, and to Voyent Alert! subscribers.</i> <p>Increase number of subscribers to the emergency notification service</p> <ul style="list-style-type: none"> <i>An update to the Public Information Officer’s guide was completed. The update reflects the use of new channels including Voyent Alert, updated Alberta Emergency Alert program and the Town of Canmore’s new website.</i> <i>We have developed emergency response plans for unsheltered individuals and have plans for extreme cold events.</i> <i>See Objectives and Key Results Tracking chart at the bottom for updated emergency notification service numbers.</i>
<p>Municipal programs, facilities, and services help to attract and retain families and support community diversity</p>	<p>Increase proportion of Town of Canmore hosted/permitted events that support community diversity and increase the number of events that highlight the work/culture/activities of traditionally marginalized populations</p> <p>Increase participation in programs for children/youth</p>	<p>Increase events that support community diversity</p> <ul style="list-style-type: none"> <i>Public engagement for the Downtown Area Redevelopment Plan (Connect Downtown) aimed to draw a diversity of residents into engagement. Administration took a unique approach by partnering with The Canmore Folk Music Festival to offer a free evening of pop-up concerts at downtown businesses paired with an interactive open house and live DJ at the Civic Centre that drew a wide cross-section of residents of a diversity of backgrounds and ages – with 600 people alone sharing their voice in engagement activities.</i>

		<ul style="list-style-type: none"> • <i>The Arts and Events team carried the excitement of the Warm Up (Connect Downtown x Folk Festival Partnership) into the following day with the Cool Down, an event inspired by community and some of the most beloved elements of Winter Carnival. As part of the event, there was a cultural exchange between Mini Thni wood carvers and a duo of Ice Carvers who co-created an ice carving that was displayed outside the Civic Centre. The focus demographic for the Cool Down was families; however, the event attracted a broad demographic of ages and community members.</i> <p>Increase participation in programs for children/youth</p> <ul style="list-style-type: none"> • <i>The Family Connection Centre continues to offer a variety of programs for families and children ages 0 – 18. The department is seeing increases in programming reach and registration. During the cold snap, nearly 60 participants attended the drop-in program, Toys Together. Adventure Club, an un-parented program, will return for the summer and provide families with some alternatives to childcare.</i> • <i>Family and Community Support Services partnered with the members of the Youth Council to deliver a youth-led Community Conversation on societal expectations. The event reached its maximum participant registration and created valuable bonds between youth and other demographics of community.</i> • <i>To help support the community access the programs offered by Recreation and Community Social Development, programming offered by the two departments from April 1 – Aug. 31 was advertised together in a spread in the RMO. By combining all programming and all registration dates, community members are better able to see, access, and register for a</i>
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		<p><i>broad range of free and paid programming at one time. To support parents seeking childcare alternatives and program opportunities, Big Fun camp registration began a week before registration for all other programming.</i></p>
<p>Employment opportunities that provide residents with a dignified and reasonable standard of living are widely available</p>	<p>Increase # of Town of Canmore employees who live in Canmore</p> <p>Increase the proportion of skilled labour jobs in the community</p> <p>Diversify the economy</p>	<p>Increase # of Town Staff who live in Canmore</p> <ul style="list-style-type: none"> • <i>Administration contracted Peka to manage the Town of Canmore’s staff accommodation. Initial work to gauge interest among staff is underway.</i> <p>Increase the proportion of skilled labour jobs in the community</p> <ul style="list-style-type: none"> • <i>The final report for the Labour Market Recruitment and Retention Strategy was published, and Economic Development hosted a workshop with the Ballard Group to provide the local business community with an overview of the strategy and its recommendations. Businesses were then invited to work with the project steering committee to identify key areas of focus to help improve recruitment and staff retention.</i> <p>Diversify the economy</p> <ul style="list-style-type: none"> • <i>A Public Safety for Businesses session was co-hosted by Canmore RCMP and the Manager of Protective Services to provide business owners with information on how they can keep their businesses safe, their role in creating positive relationships downtown, and an overview of what happens when a crime is committed at their business.</i>



Implementing ENVIRONMENT

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

Objectives	Key Results	Update on actions accomplished to date
<p>Wildlife encounters within Canmore’s urban footprint are reduced, and unauthorized human use in wildlife corridors is similarly reduced</p>	<p>Decrease violations and use of unsanctioned trails in wildlife corridors and habitat patches</p> <p>Increase compliance with waste bylaw requiring effective use of bear proof bins</p> <p>2025 Citizen perspective survey indicates the number of residents who think the Town is doing a good job of addressing the issue of human-wildlife interaction in the Town increases</p>	<p>Decrease use of unsanctioned trails</p> <ul style="list-style-type: none"> • Council approved the Management Recommendations and Implementation Plan for the Lower Silvertip Wildlife Corridor (LSWC) was approved on March 5, 2024. The plan includes a recommendation to consolidate and manage trails within the LSWC. <p>Updates to the Animal Control Bylaw</p> <ul style="list-style-type: none"> • To support human wildlife coexistence and to encourage a decrease in negative interactions between pets and wildlife, changes were made to the animal control bylaw, including increasing the minimum find for an off-leash dog, increasing the minimum fine amount for a dog threatening or chasing wildlife, and the maximum number of dogs that one person can bring to an unfenced off-leash dog park. <p>Increase awareness of ToC action on HWC</p> <ul style="list-style-type: none"> • Council accepted the Human Wildlife Coexistence Implementation and Action Plan for planning purposes on March 5, 2024. • Council also accepted a revision to an existing capital project to complete a detailed design for wildlife exclusion fencing around two downtown parks (Lions Park and Millennium Park), update signage for off

Objectives	Key Results	Update on actions accomplished to date
		<p><i>leash pets and dogs, complete more robust education and communication around human wildlife coexistence within Canmore and the Bow Valley, and to increase the fruit tree removal incentive program by \$50,000 for 2024.</i></p> <ul style="list-style-type: none"> <i>Administration has contracted the Biosphere Institute of the Bow Valley to run a second year of the Keep Wildlife Alive Ambassador program that saw staff going door-to-door in Canmore talking to residents about the importance of wildlife attractant removal.</i> <i>Collaborative efforts are underway to develop cohesive messaging and a supporting Bow Valley-wide wildlife coexistence messaging campaign stemming from the Human-Wildlife Coexistence Technical Working Group. The collaborative campaign is expected to launch in Q2.</i>
<p>Canmore as a community collaborates to reduce our impact on climate change and prepare for climate adaptation</p>	<p>Reduce GHG emissions</p> <p>Increase in number of annual requests for Firesmart home inventory</p> <p>Increase number of mock emergency exercises from 1 to 2</p>	<p>Reduce GHG emissions</p> <ul style="list-style-type: none"> <i>In February 2024, Administration launched five incentive/discount programs: an Affordable Services Program E-Bike Discount, a Home Upgrade Program for Affordable Services Members, a Residential Solar Program, a Commercial Solar Program, and an EV Charger Installation Pilot program.</i> <i>Administration continues to work the development of the Climate Emergency Action Plan that will be brought forward to Council in mid-2024.</i> <p>Increase Annual Requests for FireSmart Home Inventory</p> <ul style="list-style-type: none"> <i>See Objectives and Key Results Tracking chart at the bottom for updated Firesmart home numbers.</i>

<p>The community is aware of the Town of Canmore’s environmental leadership</p>	<p>Increase applications to environmental programs (solar, fruit tree removal, e-bike, etc.)</p> <p>Decrease the amount of residential waste per capita sent to landfill</p> <p>2025 Citizen perspective survey indicates an increase in satisfaction with the Town’s efforts to reduce our impact on Climate Change</p>	<p>Increase applications to environmental programs</p> <ul style="list-style-type: none"> <i>In Q1, administration increased the number of incentives to help residents reduce their environmental impact. The Solar Incentive was split into two streams (Residential and Commercial) and the budget increased from \$12,500 to \$85,000, drastically increasing the number of people eligible for the program.</i> <i>Administration also increased funding within the existing operational budget to the Bike All Winter Program which provides studded tires to community members in need to support active transportation year-round.</i> <i>The Fruit Tree Incentive Program budget has been increased from \$10,000 to \$60,000 for 2024 to provide more funding to residents to have fruit trees removed from their property.</i> <p>Decrease amount of residential waste per capita</p> <ul style="list-style-type: none"> <i>In 2022, waste per capita was 0.59T, which unfortunately saw an increase in 2023 to 0.63T due to a significant increase of construction waste going to the Francis Cooke Landfill.</i> <i>Administration will run an educational campaign using existing operational budget in 2024 to encourage residents to divert organic waste to the food waste stream.</i>
<p>Safe multi-modal transportation shift is advanced</p>	<p>Decrease in the number of travel-related collisions and injuries on municipal roadways</p> <p>Decrease of the number of vehicle registrations per capita basis</p>	<p>Decrease numbers of vehicle registrations per capita</p> <ul style="list-style-type: none"> <i>Work on the West Bow River Pathway is complete and will be maintained year-round as a key connector pathway to increase accessibility. An official opening to celebrate the path with the community will take place in Q2.</i>

	<p>Increase the share of pedestrian and bike trips through the BVT/Railway intersection</p>	<ul style="list-style-type: none"> • <i>Construction has started on transportation improvement projects in the Bow Valley Trail & Teepee Town areas to make it easier for people to travel safely in these communities. The project includes extending the separated cycle and pedestrian pathways from Williams Street to Hospital Place, new bus stops to service the future Grassi Lakes transit route, significant improvements to Bow Valley Trail crosswalks in addition to drainage improvements and underground utility upgrades.</i> • <i>Local transit continues with increased frequency on weekdays and weekends. Planning and infrastructure installation for the Quarry/Grassi Lakes route is ongoing.</i> <p>Increase share of pedestrian bike trips through the BVT/Railway intersection</p> <ul style="list-style-type: none"> • <i>From 2019 to 2023, the Bow Valley Trail / Railway summer mode share saw remarkable shifts. Car mode share declined 10 points from 89.6% to 79.2% while transit/cycle/walk increased from 10.4% to 20.8%</i> • <i>Administration conducted public engagement for the second phase of work on Railway Avenue which included many changes based on feedback from the public. Following engagement, the project was approved and work was expected to begin in Q2; however, the project is delayed until 2025.</i>
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Implementing RELATIONSHIPS

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

Objectives	Key Results	Update on actions accomplished to date
<p>Right Relations with the Stoney Nakoda Nation and members of Treaty 7 and Metis Region 4 are advanced</p>	<p>100% of current staff complete Level 2 Indigenous Cultural Awareness Training by the end of 2024 and 100% of new hired complete Level 1 Indigenous Cultural Training within 1 year of being hired</p> <p>Increase the number of administrative departments who directly work with/liaise with appropriate counterparts</p> <p>All 15 Calls to Action identified in the Town's Commitments to Truth and Reconciliation Calls to Action document are updated and advanced (from 2021 update) with input from Stoney Nakoda and other Treaty 7/Metis 4 involvement</p>	<p>Increase Cultural Awareness Training</p> <ul style="list-style-type: none"> See Objectives and Key Results Tracking chart at the bottom for updated training numbers. <p>Increase the number of administrative departments who directly work with/liaise with appropriate counterparts</p> <ul style="list-style-type: none"> Administration is encouraging developers to work with Indigenous communities to create Indigenous street names in new subdivisions. Mayor and CAO extended lunch invitations to all Treaty 7 Chiefs and CAOS and have met with all from Stoney Nakoda Nation, Siksika Nation, and Tsuut'ina Nation. Administration is supporting Stoney Nakoda Administration in an Indigenous led area-based conservation project to create an Indigenous protected and conserved area in the Bow Valley. <p>All 15 Calls to Action identified in the Town's Commitments to Truth and Reconciliation Calls to Action document are updated and advanced</p> <ul style="list-style-type: none"> Following the Reconciliation, Equity, Diversity, and Inclusion organizational audit that was completed in 2023 an internal steering committee is working to advance recommendations from the audit.

Objectives	Key Results	Update on actions accomplished to date
		<ul style="list-style-type: none"> Administration is currently recruiting a part-time REDI Advisor to help advance this work.
<p>Inter-governmental, business, and non-for-profit relationships result in mutually beneficial outcomes</p>	<p>Number of Town-supported not for profits with performance agreements, which may also include space allocation, increases</p> <p>Increase the number of collaborative programs and services undertaken by the Town of Canmore with the Federal or Provincial government, the MD of Bighorn, Town of Banff, or Kananaskis Improvement District</p>	<p>Increase Town-supported non-profits with performance agreements, which may include space allocations</p> <ul style="list-style-type: none"> Administration implemented a Facility Use Framework to allocate remaining space in the Protective Services Building (i.e. former Fire Hall) and used the Framework to allocate ~20% of the space to Bow Valley Regional Transit Services Commission. This space use will be formalized via a lease. <p>Increase the number of collaborative programs and services undertaken by the Town of Canmore</p> <ul style="list-style-type: none"> Administration continues to invest significant effort into advocacy for provincial policy changes on additional revenue tools for municipalities with visitor-based economies. Traditional municipal revenue sources and provincial grant funding sources do not account for visitor tourism demand on Town of Canmore services. The ability of tourism-based local governments to upgrade existing infrastructure to accommodate visitor demand and/or invest in new infrastructure to support the development of the tourism industry is limited. Increased inter-municipal collaboration throughout the Bow Valley. For example: <ul style="list-style-type: none"> Regional Emergency Management Grant and bylaw Improved relationship with MD of Bighorn Bow Valley Municipal Leaders Caucus

Objectives	Key Results	Update on actions accomplished to date
		<ul style="list-style-type: none"> ○ <i>Collaboration on event promotion with Town of Banff</i> ○ <i>Developing cohesive wildlife coexistence educational messaging for 2024 across the Bow Valley as part of the Human-Wildlife Coexistence Technical Working Group</i> ○ <i>The environmental teams of Town of Canmore, Town of Banff, and the MD of Bighorn started meeting bi-monthly to identify alignment in climate and environmental action</i> <ul style="list-style-type: none"> ● <i>Established mayor’s roundtable meetings with community members, organizations, and other levels of government on employee housing and childcare.</i>
<p>Meaningful, two-way public engagement and communication is civil, substantive, and productive</p>	<p>Increase participation in engagement (online, in-person, etc.) activities</p> <p>Citizen perspective survey indicates that residents have enough opportunities to provide input into decision-making about Town of Canmore projects and services increases</p>	<p>Increase participation in engagement (online, in-person, etc.) activities</p> <ul style="list-style-type: none"> ● <i>See Objectives and Key Results Tracking chart at the bottom for updated public participation numbers.</i> ● <i>Administration continues to follow an Intentional Plan for the Public to be Heard to track public engagement opportunities, highlight public feedback, publish What We Heard reports, update the Public Participation Policy, and other initiatives.</i> ● <i>In 2023, over 2600 people participated in online and in-person engagement.</i> ● <i>In 2024, Administration will continue focusing on creating opportunities for residents to provide input on projects and programs. Engagement in Q1 included opportunities to participate in Connect Downtown and an information session for our Housing Action initiatives. In-person engagement for Connect Downtown featured a two-day event (Warm Up and Cool Down) where almost 800 people interacted with the in-person engagement opportunities.</i>

Objectives	Key Results	Update on actions accomplished to date
<p>The community understands the value of a strong and healthy public service</p>	<p>Citizen Perspective Survey indicates an increase satisfaction with town programs and services</p> <p>The number of respectful workplace incidents per year decreases</p>	<p>Citizen Perspective Survey indicates an increase satisfaction with town programs and services</p> <ul style="list-style-type: none"> • <i>Planning for public engagement on Town of Canmore programs and services is underway. We anticipate this engagement taking place in 2024, helping us understand what is working well and where we have opportunities for improvement.</i> • <i>Administration is shifting how we communicate with the community to help residents see themselves our programs and services. The Communications department has developed a new set of guiding principles for public communications aimed at helping the community better understand how the Town of Canmore is working to support both a positive present and future for Canmore. One of our tactics for 2024 includes sharing six key stories for the year that will frame how the work the Town of Canmore is doing advances Council and community priorities.</i>



Implementing FOUNDATIONALPILLARS

Objectives	Update on actions accomplished to date
<p>Pillar #1 – Financial Stewardship – We protect and plan for the long-term interests of residents by managing assets and financial resources equitably and sustainably</p>	<ul style="list-style-type: none"> • Significant capital investment is needed for the maintenance, rehabilitation, and replacement of existing Town of Canmore assets. An update to the Long-Term Financial Strategy and Asset Management Strategy is being undertaken to improve the organization’s finances and overall financial sustainability. • The first phase of a service level review is underway to inventory all services provided by the Town of Canmore, creating a framework for analysis and categorizing the highest priority areas for evaluation. A second phase is planned and will help future decision-making align with Council priorities.
<p>Pillar #2 – Human Resources – People and culture are our strongest assets. We are inclusive and connected</p>	<ul style="list-style-type: none"> • Staffing is the Town of Canmore’s largest operating expense. To help recruit and retain highly qualified staff to continue to provide services, the cost-of-living allowance in 2024 was 5.5% to account for inflation and high cost of living. • Following the Reconciliation, Equity, Diversity, and Inclusion organizational audit that was completed in 2023 an internal steering committee is working to advance recommendations from the audit. We are currently recruiting a part-time REDI Advisor to help advance this work. • The HR department is prioritizing leadership development with semi-annual training activities for managers. • An organizational vision for a leadership-driven health and safety culture has been developed. A newly structured Joint Health and Safety Committee (JHSC) has been formed, holding it’s first meeting in January. Two working groups are now working to action and improve specific recommendations from the JHSC.
<p>Pillar #3 - Community Engagement - We meaningfully engage with citizens for effective decision making</p>	<p>See third row under Relationships for actions accomplished. The Community Monitoring web-based tool makes it easier to monitor key community indicators and measure progress on Council Strategic Plan.</p>

Objectives and Key Results Tracking Chart							
Goals	Objectives	Key Results	Baseline	Actual as of March 2024	Target	Target QTR	Notes
	What objectives will help us reach our goals?	How will we know if we are progressing towards our objectives?					
G1: Livability - Canmore is a place where all residents can thrive	O1: Municipal initiatives and services are designed to increase affordability	KR1: Average monthly rental rates in Canmore increases by no more than 5% per year	Average rent of a one bedroom in 2022 was \$1,971	Average rent of a one bedroom in 2023 was \$2339	\$2,070	Q4 2023	Based on CCH's compilation of average advertised rental listings. Next annual average will be calculated after 2024 year end.
		KR2: Number of non-market housing units available to residents increases from 275 to 409 by 2026	154 ownership and 121 rental units	169 ownership and 111 rental units	210 ownership and 199 rental units	Q4 2026	Units available through the CCH Vital Homes program. Increase expected with Stewart Creek development and Palliser ASP.
		KR3: Increase Roam transit ridership on local and regional routes by 20% per year from 1277 daily trips in 2022 to 2488 daily trips in 2026.	1277 daily trips	1852 daily trips	2488 daily trips	Q4 2026	
		KR4: Number of local non-profits and businesses that participate in initiatives to reduce the cost of living increases from 15 to 60 by 2026	15	21	60	Q4 2026	Community partners with the Affordable Services Program can be seen here.
	O2: Emergency Management Communication is effective and adopted across our community	KR1: Town of Canmore communication channels are aligned as a single source of truth within 2 hours of an incident meeting the MEMP criteria 80% of the time	N/A	Achieved	within 2 hours 80% of the time	Next event	Voyent Alert! was used in January to issue an ice jam watch to the community during the cold snap. Alerts were issued simultaneously to the Town of Canmore's website, Facebook account, and to Voyent Alert! subscribers.
KR2: Sign up of subscribers increases by 10%/month until more than 50% of adult residents are subscribed		1659	2164	10% per month	when 50% of adults is reached	Voyent Alert subscribers	
KR3: Citizen perspective survey indicates that resident satisfaction with Emergency Preparedness increases from 89% in 2023 to 95% in the 2025 survey		89%	N/A	95%	Q3 2025	To be updated following 2025 Citizen Perspective Survey.	
	O3: Municipal programs, facilities, and services help to attract and retain families and support community diversity	KR1: The proportion of Canmore's permanent population between the ages of 0 to 19 increase from 22% in 2021 to 25% in 2026.	22%	N/A	25%	Q4 2026	To be updated following the next census in 2026.
		KR2: Increase proportion of Town hosted/permitted events that support community diversity and increase the number of events that highlight the work/culture/activities of traditionally marginalized populations from 12 to 20 by 2026	12 of 40 events in 2023	13 events in 2023	20	Q4 2026	To be updated annually following year end.
	O4: Employment opportunities that provide residents with a dignified and reasonable standard of living are widely available	KR1: Increase # of ToC employees who live in Canmore from 74% to 85% by 2026	74%	75%	85%	Q4 2026	
		KR2: Increase the proportion of skilled labour/high paying jobs in the community from 40% to 45% by 2026	40%	N/A	45%	Q4 2026	To be updated following next census in 2026.
		KR3: No single industry makes up more than 15% of Canmore's economy by 2026	14%	14% in 2023	no more than 15%	Q4 2026	To be updated annually following year end.
G2: Environment - Canmore is a recognized leader in managing human impact on our environment	O1: Wildlife encounters within Canmore's urban footprint are reduced, and unauthorized human use in wildlife corridors is similarly reduced	KR1: Zero violations and use of unsanctioned trails in wildlife corridors and habitat patches by 2026	N/A	N/A	0%	Q4 2026	To be collected from the province

		KR2: 100% compliance with waste bylaw requiring effective use of bear proof bins by 2026	N/A	3 violations 0 warnings	100%	Q4 2026	End of year 2023 = 19 warnings/education and 11 violations
		KR3: Citizen perspective survey indicates the number of residents who think the Town is doing a good job of addressing the issue of human-wildlife interaction in the Town increases from 74% in 2023 to 80% in the 2025 survey	74%	N/A	80%	Q3 2025	To be updated following 2025 Citizen Perspective Survey.
	O2: Canmore as a community collaborates to reduce our impact on climate change and prepare for climate adaptation	KR1: GHG inventory reduces by x% for corporate and y% for community by 2026	TBD	N/A	TBD	Q4 2026	Through the update to the ESAP and Climate Action Plan we will update our 2030 and 2050 targets to align with international and federal targets. We will add these targets after Council approval of the new emissions targets in mid-2024
		KR2: Increase in number of annual requests for Firesmart home inventory from 10 to 35 by 2026	10	33 in 2023	35	Q4 2026	21 residential houses and 12 condo/apt buildings in 2023. 2024 assessments will begin after snow has melted.
		KR3: Increase number of emergency exercises (mock or real) from 1 to 2 annually	1	2 in 2023	2	Q4 2024	There were two exercises in 2023 and 2 are planned for 2024.
	O3: The community is aware of the Town of Canmore's environmental leadership	KR1: Increase the number of incentive programs (i.e. e-bikes, low income retro and commercial solar) from two to five by 2026.	2	5	5	Q4 2026	The Town in Q1 2024 launched 5 GHG reduction incentive programs: <ul style="list-style-type: none"> - Affordable Services Program E-Bike Discount - Home Upgrades Program for Affordable Service Member - Residential Solar Incentive - Commercial Solar Incentive - EV Charger Installation Pilot Program These are in addition to the Clean Energy Improvement Program (launched in late 2022). Through this program, homeowners can access low interest financing through the municipality to pay the entire cost of retrofits that improve the energy efficiency of their home. The loan is paid back through property taxes and stays with the home if it is sold.
		KR2: Increase the number of people receiving incentives with the two existing incentive programs (residential solar and fruit tree removal) by 100% by 2026.	10 solar in 2022 and 17 tree in 2022	10 solar, 30 Fruit Tree in 2023	20 solar and 34 tree	Q4 2026	The Solar Incentive and Fruit Tree Removal Incentive in 2023 were fully subscribed. The budgets for each program have been increased for 2024: <ul style="list-style-type: none"> - Solar Incentive: now divided into two programs (residential and commercial) with a total budget of \$85,000, up from \$12,500. - Fruit Tree Removal Incentive: budget has been increased from \$10,000 to \$60,000 for 2024. - Administration has also increased the funding going to the Bike All Winter Program (reallocated from previous solar incentive budget) to increase the number of residents receiving studded tires to enable biking year round
		KR3: Decrease the amount of total waste per capita sent to landfill from 0.59 Tonnes per capita to 0.50 Tonnes per capita by 2026.	0.59 Tonnes per capita	0.63 Tonnes per capita in 2023	0.50 Tonnes per capita	Q4 2026	To be updated annually following year end.
		KR4: Citizen perspective survey indicates an increase in satisfaction with the Town's efforts to reduce our impact on Climate Change from 75% in 2023 to 80% in the 2025 survey	75%	N/A	80%	Q3 2025	To be updated following 2025 Citizen's Perspective Survey
	O4: Safe multi-modal transportation shift is advanced	KR1: The number of travel-related collisions on municipal roadways decrease by 10% annually from 128 in 2022 to 86 in 2026, and the number of associated injuries decrease by 15% annually from 15 in 2022 to 10 in 2026	128 and 15	128 and 17 in 2023	86 and 10	Q4 2026	

		KR2: Decrease of the number of vehicle registrations per capita basis from .75 to .68 by 2026	0.75	N/A	0.68	Q4 2026	To be collected
		KR3: Share of ped/bike trips through the BVT/Railway intersection increases from 11% in 2022 to 16% by 2026	11%	11%	16%	Q4 2026	Number of pedestrian trips is down, cycle and drive trips are up. We expect more movement towards the target when the impact of new infrastructure, an additional transit route, and new commercial is realized by summer 2025.
G3: Relationships - Respectful authentic relationships are the foundation on which our future success is built.	O1: Right Relations with the Stoney Nakoda Nation and members of Treaty 7 and Metis Region 3 are advanced	KR1: 100% of current staff complete Level 2 Indigenous Cultural Awareness Training by the end of 2024 and 100% of new hired complete Level 1 Indigenous Cultural Training within 1 year of being hired	100% of current staff have taken Level 1	84% Level 1 53% Level 2	100%	Q4 2024	As of March 15, 2024, 86% of staff have completed Level 1 training and 58% have completed or registered for Level 2.
		KR2: In acknowledgement of the tenant of "nothing about us without us", increase the number of administrative departments who directly work with/liase with appropriate counterparts, when possible, Stoney Nakoda Administration increases from five (CSD, A&E, EM, Fire, Ex office) to ten by 2026.	5	7	10	Q4 2026	
		KR3: Update/revise the 15 Calls to Action identified in the Town's Commitments to Truth and Reconciliation Calls to Action document and meaningfully advanced them with Treaty 7/Metis 3 involvement by 2026		N/A		Q4 2026	Work to be undertaken by REDI steering committee and specific OKR created
	O2: Intergovernmental, business, and not for profit relationships result in mutually beneficial outcomes	KR1: Number of Town-supported not for profits with performance agreements, which may also include space allocation, increases from 2 to 5 by 2026 for organizations that support council's strategic plan aligned with Town priorities	2	2	5	Q4 2026	
		KR2: Increase the number of collaborative programs and services undertaken by the Town of Canmore with the Federal or Provincial government, the MD of Bighorn, Town of Banff, or Kananaskis Improvement District from 15 to 25 by 2026	15	N/A	25	Q4 2026	
	O3: Meaningful, two-way public engagement and communication is civil, substantive, and productive	KR1: Participation in engagement (online, in-person, etc.) activities increases from 2000 engagements to 2600 by 2026	2000	3021	2600	Q4 2026	Combined online and in-person engagement numbers for 2024 as of March 15, 2024.
		KR2: Citizen perspective survey indicates that residents have enough opportunities to provide input into decision-making about Town projects and services increases from 62% in 2023 to 70% in the 2025 survey	62%	N/A	70%	Q3 2025	To be updated following 2025 Citizen's Perspective Survey
	O4: The community understands the value of a strong and healthy public service	KR1: Citizen Perspective Survey indicates an increase satisfaction with town programs and services from 86% in 2021 to 90% in 2025 survey	86%	N/A	90%	Q3 2025	To be updated following 2025 Citizen's Perspective Survey
		KR2: The number of respectful workplace incidents per year have decreased from 21 in 2022 by more than 50% by 2026	21	19	10 or less	Q4 2026	End of year 2023 = 44

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	
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 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 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	
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	

30-2024	Further Exploration of Fireworks	<p>That Council direct administration to report back to Council on the following matters by June 4, 2024:</p> <p>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;</p> <p>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</p> <p>Options for enhancing awareness and municipal enforcement with respect to illegal fireworks, including the estimated costs.</p>	13-Feb-24	Municipal Services	Administration is researching best practices and exploring bylaw amendments in preparation for the June 4, 2024 Council Meeting.	25-Mar-24	
45-2024	Municipal Election Sign Options	<p>That Council direct administration to prepare:</p> <p>an Election Sign Bylaw that restricts political campaign signs to private property, and</p> <p>an amendment to the Town's Land Use Bylaw to remove the political campaign signs section.</p>	5-Mar-24	Municipal Enforcement	Municipal Enforcement will bring forward a draft bylaw to Council by the end of Q2 2024 that will also include the necessary amendments to the Land Use Bylaw.	5-Mar-24	



Correspondence

DATE OF MEETING:

April 16, 2024

Agenda #: H

1. **From RCMP re Canmore Detachment**
2. **To Minister of Forestry and Parks re Alberta NDP MLA, Banff-Kananaskis, Human-Wildlife Coexistence Roundtable and Working Group**
3. **From Minister of Forestry and Parks re Alberta NDP MLA, Banff-Kananaskis, Human-Wildlife Coexistence Roundtable and Working Group**
4. **From Minister of Forestry and Parks re Alberta Wildfire Season**

Royal Canadian Mounted Police



Gendarmerie royale du Canada

Commanding Officer
Alberta

Commandant
de l'Alberta

January 25, 2024

Caitlin Miller
Protective Services Manager
Town of Canmore
902 7 Ave
Canmore, AB T1W 3K1

Dear Caitlin Miller


RE: Canmore Detachment

I am writing to you on behalf of the Alberta Royal Canadian Mounted Police regarding Canmore Detachment. As you are aware, RCMP detachments are constructed with a projected lifespan of approximately 40 years. It has come to our attention that the current Canmore Detachment is approaching this age milestone. This brings to light the necessity of reassessing the infrastructure to ensure it continues to meet the needs of our officers and the community they serve.

In recognition of this, I would like to propose that RCMP Property Management, in conjunction with RCMP Operations Strategy Branch, engage with the Town of Canmore to explore the feasibility of constructing a new detachment. As an MPSA detachment, the municipality will be responsible for the costs of construction however our intention is to work in partnership with the town, as we would with any community that expresses similar needs or concerns.

Should you have any further questions please don't hesitate to contact Superintendent Dave Kalist, the Officer in Charge of Operations Strategy Branch, at (780) 412-5435.

Yours truly,


Trevor Daroux
Assistant Commissioner
Acting Commanding Officer, Alberta RCMP

11140 - 109 Street
Edmonton, AB T5G 2T4

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

C.C.: Nina Sahasrabuddhe, Executive Director for Strategy, Business and Innovation
Supt. Dave Kalist, Officer in Charge of Operations Strategy Branch



November 27, 2023

The Honourable Todd Loewen
 Minister of Forestry and Parks
 323 Legislature Building
 10800 – 97 Avenue
 Edmonton, AB
 T5K 2B6

sent via email: fp.minister@gov.ab.ca

Dear Minister Loewen,

RE: MLA Elmeligi – Bow Valley Human-Wildlife Coexistence Roundtable

Further to MLA Elmeligi's letter advocating for her membership on the Bow Valley Human-Wildlife Coexistence Roundtable, we are writing to you in support of her request. Her letter is attached for ease of reference.

In addition to MLA Petrovic, whom we appreciate attending as your representative, MLA Elmeligi will bring a wealth of knowledge and expertise that will add to the value of the conversations and decisions made by the roundtable.

Thank you for your consideration.

Sincerely,

A handwritten signature in blue ink, appearing to read "Krausert".

Mayor Sean Krausert
 Town of Canmore

A handwritten signature in blue ink, appearing to read "C. DiManno".

Mayor Corrie DiManno
 Town of Banff

A handwritten signature in blue ink, appearing to read "L. Rosvold".

Reeve Lisa Rosvold
 MD of Bighorn

Attachments: Letter from MLA Elmeligi

cc: MLA Elmeligi, Banff-Kananaskis

Honourable Todd Loewen
Minister of Forestry and Parks
323 Legislature Building
10800 - 97 Avenue
Edmonton, AB
T5K 2B6

November 21, 2023

Re: Human-Wildlife Coexistence Roundtable and Working Group

Dear Minister Loewen,

The Bow Valley, consisting of the communities of Exshaw, Deadman's Flats, Canmore, Banff, and Lake Louise, is one of the only places in North America where a full suite of native carnivores continues to survive among a high density of human development. It isn't easy, however, and conflict between people and wildlife is relatively common in these communities. As such, these communities are continually evolving local regulations, communications, and tools to better coexist with wildlife.

One of the challenges to better coexistence with wildlife is the jurisdictional complexity of this landscape. A bear does not know where human created boundaries are between national parks, provincial parks, public land, and municipal land. Yet, a bear can be treated differently by different wildlife management agencies in each of these jurisdictions for engaging in the same behaviour. This subject is something I covered extensively in my PhD and my book, *What Bears Teach Us*.

The issues associated with multiple jurisdictions managing the same wildlife populations has been understood and appreciated by wildlife managers across the Bow Valley for a long time. In 2017, a multi-stakeholder group was formed called the Human-Wildlife Coexistence Roundtable.

This group consisted of representation from Parks Canada, Alberta Parks, Alberta Environment (Fish and Wildlife and Land Stewardship divisions), and the Towns of Canmore and Banff. The local area MLA has always been on the roundtable as well. This group researched and discussed wildlife coexistence tools and created a detailed report with 28 recommendations to improve coexistence in the Bow Valley.

I assumed that as the MLA for Banff-Kananaskis, I would become a member of this roundtable. I have recently been informed, however, that another MLA has been

appointed to represent the government on this roundtable. While I am happy to see a representative from government on the roundtable, I am still the area MLA. I represent the people of Banff-Kananaskis, and that representation is currently lacking.

Further, stemming from the roundtable is a technical working group, which has the additional representation from the environmental non-profit community in the Bow Valley. While that group has not always had the MLA, I believe as a subject matter expert with extensive experience in human-bear coexistence and management in the Bow Valley and as the representative of the people of this riding, that I should be on the technical working group as well.

This is a matter of safety for people in my riding. Working with stakeholders to improve public safety is part of my job as MLA, especially with the two bear fatalities and numerous conflict situations in our communities this fall alone. This is a public safety issue, and it is my responsibility to be part of these important discussions.

I have been in discussions with several stakeholders who participate on the roundtable and the technical working group, including the Town of Canmore, the Biosphere Institute of the Bow Valley, the former roundtable co-chair from Parks Canada, and the Yellowstone to Yukon Initiative. All of them think that I should be on the roundtable and in the technical working group as a representative of the Banff-Kananaskis riding and a subject matter expert.

The next technical working group meeting is on December 11. The next roundtable meeting is in March or April next year. I expect that I will be invited to be on both the roundtable and technical Working Group before the Dec. 11 meeting.

Sincerely,

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

Hon. Sarah Elmeligi
Alberta NDP MLA, Banff-Kananaskis



ALBERTA

Forestry and Parks

*Office of the Minister
MLA, Central Peace - Notley*

AR-18369

March 19, 2024

Sara Jones
sara.jones@canmore.ca

Dear Sara Jones:

Thank you for your email regarding support for the appointment of local MLA Sarah Elmeligi as a member of the Bow Valley Human Wildlife Coexistence Roundtable (the Roundtable) and Technical Working Group.

I am most interested in the work of the Roundtable because of its impact on both the environment and the economy of this beautiful and unique region of our province. To ensure a direct connection with the government, I have appointed MLA Chelsae Petrovic to the Roundtable. As the MLA representative, I believe she is best placed to accurately convey the view of both the local stakeholders and the provincial government, and she is empowered to speak to me directly about any concerns or issues.

I look forward to attending the Roundtable in person, schedule permitting, and I am confident this arrangement will ensure the provincial government is fully and appropriately represented at the Roundtable.

Thank you for writing.

Sincerely,

A handwritten signature in black ink that reads "Todd Loewen".

Honourable Todd Loewen
Minister
Forestry and Parks



ALBERTA

FORESTRY AND PARKS

*Office of the Minister*AR18944
March 25, 2024

Mr. Sean Krausert
Mayor
Town of Canmore
902 7 Ave
Canmore, Alberta T1W 3K1

Dear Mayor Krausert,

I wanted to reach out to you directly at the start of Alberta's wildfire season to share how we are preparing for the months ahead.

In 2023, Alberta experienced a record-breaking wildfire season which affected thousands of people and dozens of communities. I understand the impact last season had on Albertans and we have been focused on preparing to help keep our communities safe in 2024.

Alberta is experiencing drought conditions. The dryness and mild temperatures we saw over the winter mean that we started this year with 64 carryover fires, that's ten times the average number of wildfires already burning. If the province does not see significant rainfall in the next few months, we could be facing another spring of high wildfire danger, particularly in the northern half of the province.

That is one reason why I announced that wildfire season will start early this year in Alberta. This will give us the opportunity to ensure that a permit is required for all burning in the Forest Protection Area, reducing the likelihood of human-caused wildfires.

We will be enhancing our ability to fight wildfires in 2024, as well as using a variety of tools to prevent wildfires from starting.

We are preparing for this season by:

- Adding more sustained action unit crews and aircraft to our suppression resources.
- Extending operational hours to enable firefighters to work during times when fire activity is lower.

- Starting firefighters and contractors earlier in order to be more prepared in case of early wildfire starts.
- Increasing the number of Incident Management Teams which strategically tackle large-scale wildfires.
- Enhancing the use of night vision helicopter operations to enable more nighttime firefighting.
- Developing our ability to deliver wildland firefighter and support staff training to outside agencies.
- Expanding the emergency firefighter program to give more Albertans the opportunity to support wildfire operations near their communities.
- Strengthening our communications with local communities and industry.
- Making use of resource sharing agreements such as those through the Canadian Interagency Forest Fire Centre.

The Alberta Government will also be using the tools at our disposal to help reduce the number of human-caused wildfires when the hazard is high. Last year, 61 per cent of wildfires were caused by human activity. The fire ban system restricts some behaviour when there is an elevated risk of wildfires. We will be flexible and responsive to changing conditions, but when needed we will not hesitate to bring in measures in order to prevent any new wildfire starts. For the latest information on any fire advisories, restrictions or bans in place please visit albertafirebans.ca.

I encourage all municipalities and their residents, especially those living in or near our forested areas, to familiarise themselves with FireSmart principles and prepare their homes, properties and communities to be resilient to wildfire.

We have made grants available to communities interested in creating fireguards through the Forest Resource Improvement Association of Alberta. Any communities at risk of wildfire can contact FRIAA for more information about the Community Fireguard Program.

I am looking forward to releasing more details of how we are working to protect our province from wildfires this season now that the 2024 Budget is announced. In the meantime, please continue this conversation with your nearest forest area office, stay in touch with local wildfire prevention initiatives, and remember that our number one priority remains keeping Albertans and our communities safe this wildfire season.

Sincerely,



Honourable Todd Loewen
Minister
Forestry and Parks