



Development of Density Bonusing Scheme(s) for the Town of Canmore

Request for Proposal (RFP) FOR SERVICES

SUMMARY:

The Town of Canmore is seeking proposals to support the development of two density bonusing schemes. The first would be an area-specific density bonusing scheme as part of an Area Redevelopment Plan for downtown Canmore, linked to the unique goals of the plan and desired built forms (planning process underway). The second would be a review and update/replacement of an existing Town-wide density bonusing scheme contained in the Land Use By-law that has seen limited uptake since its creation.

REFERENCE NUMBER:	7233-03
CLOSING DATE:	OCTOBER 18, 2024
CLOSING TIME:	23:59:59 Mountain Time Zone
DATE ISSUED:	SEPTEMBER 5, 2024
NOTE:	RESPONSES WILL NOT BE OPENED PUBLICLY

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1.0 INSTRUCTIONS FOR RESPONDING TO THIS REQUEST FOR PROPOSALS

- 1.1.1 Closing Date and Time: Proposals must be received not later than 23:59:59 hours Mountain Time Zone (Canmore local time) on October 18, 2024.**
- 1.1.2** Proponents shall submit their proposal to the Town of Canmore by email to the attention of Joshua Cairns, Senior Policy Planner at joshua.cairns@canmore.ca. The proposal document is to be in PDF format only (.pdf) and all components shall be formatted and combined into one file that is attached to the email submission. Responses by facsimile will not be accepted.
- 1.1.3 RFP Contact Person:**
For clarification or additional information, Proponents shall **only** contact the person listed below.

Joshua Cairns, Senior Policy Planner
Email – joshua.cairns@canmore.ca

See Section 2.0, item 2.6 below for additional information for Questions and Clarifications.
- 1.1.4** The Town of Canmore may in its sole discretion disqualify responses that do not meet the formatting and other criteria set out in Section 4.0 of this RFP.
- 1.1.5** Responses must be in English.
- 1.1.6** Pricing submissions shall be stated in Canadian dollars with Goods and Services Tax (GST) extra.
- 1.1.7** Each Proponent is solely responsible for ensuring that its response is received at the specified address (physical address or email address) by the specified closing date and time. Strict adherence to the closing date and time will be maintained, and unless the deadline date is extended by issue of Addendum, all responses received after this time and date will be returned unopened.
- 1.1.8** This Request for Proposals is not a tender and the Town of Canmore does not intend for the laws of competitive bidding to apply.

END OF SECTION 1.0

2.0 GENERAL CONDITIONS OF RESPONSE

2.1 PURPOSE OF THE REQUEST FOR PROPOSAL (RFP)

The Town of Canmore is issuing this Request for Proposal (RFP) to select a consultant that will support the development of a new density bonusing scheme for downtown Canmore and advise on updates to an existing Town-wide density bonusing scheme.

The primary deliverables are anticipated to be two concise reports containing the results of financial analyses and corresponding recommendations on the structure of viable and attractive density bonusing schemes for downtown Canmore and a separate, Town-wide bonusing scheme.

The Town of Canmore reserves the right to modify the terms or cancel the RFP process at any time.

2.2 SUBMISSION OF RESPONSE TO THE RFP

2.2.1 By submitting a response to this RFP, each Proponent accepts its terms and conditions. In addition, by submitting its response each Proponent waives all claims, rights, demands and the benefit of any provisions of any statute, rule of law or regulation that might adversely affect the rights of the Town of Canmore under this RFP.

2.2.2 Each Proponent shall make full disclosure of any actual or potential conflict of interest arising from any existing business or personal relationships with any of the following (each, a “Conflicted Person”): (i) any employee of the Town of Canmore; (ii) any member of the Town of Canmore Town Council (councillor); (iii) any board or committee member; (iv) any family member of any such employee, councillor or board/committee member; or (v) any business entity controlled by or otherwise not at arm’s length to any one or more of any such employee, councillor, board/committee member or family member.

Without limiting the foregoing, details should be provided of any direct or indirect pecuniary interest of any Conflicted Person in the supply of the services contemplated by this RFP.

Disclosure of any such actual or potential conflict of interest shall be made in writing with the Proponent’s response.

2.2.3 This RFP and any contracts subsequently entered into as a result hereof shall be governed by the laws of the Province of Alberta and the laws of Canada applicable therein. The courts of the Province of Alberta shall have exclusive jurisdiction over this RFP and any contracts entered into as a result hereof.

2.2.4 Proposal documents must be completed in accordance with the requirements of the Request for Proposal documents and no amendment or change to proposals will be accepted after the closing date and time.

2.2.5 All documents submitted by Proponents in response to this RFP are to remain the property of the Town of Canmore.

2.2.6 Proposals shall be irrevocable for sixty (60) days following the closing of the RFP and the proposals shall be retained by the Town of Canmore.

2.2.7 Proposals shall be signed by an authorized signatory of the Proponent using the Signature and Waiver Sheet in Section 5.0. If the Proponent is an incorporated company, the corporate seal of the Proponent shall be affixed or a certified true copy of a resolution of the corporation naming the person(s) in question as authorized to sign agreements on behalf of the corporation shall be attached to the proposal. Proponents who are sole proprietorships or partners shall sign their

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RFP response in such a way as to irrevocably bind the Proponent in an authorized manner.

2.3 NO COMMITMENT

- 2.3.1** No commitment on the part of the Town of Canmore shall exist under this RFP unless and until the Proponent receives official written confirmation from the Town of Canmore that it has been selected to complete the work.

2.4 LIMITATION OF LIABILITY

- 2.4.1** The Town of Canmore will have no liability to any person or entity for any damages, including, without limitation, direct, indirect, special or punitive damages, arising out of or otherwise relating to this RFP, the Proponent's participation in this RFP process or the Town of Canmore's acts or omissions in connection with the conduct of this RFP process. This limitation applies to all possible claims by a Proponent, whether arising in contract, tort, equity, or otherwise, including, without limitation, any claim for a breach by the Town of Canmore of a duty of fairness or relating to a failure by the Town of Canmore to comply with the terms set forth in this RFP.

2.5 ACCEPTANCE OR REJECTION

- 2.5.1** The Town of Canmore reserves the right to reject any or all responses. Without limiting the generality of the foregoing, the Town of Canmore may reject any response which it deems:

- a) is incomplete, obscure, irregular, unrealistic or noncompliant;
- b) has erasures, ambiguities, inconsistency or corrections; or
- c) fails to complete, or provide any information required by, any provision of this RFP.

Further, a response may be rejected on the basis of the Town of Canmore's understanding of the Proponent's past record of work, its general reputation, its financial capabilities, the completion schedule or a failure to comply with any applicable law.

The purpose of the Town of Canmore is to obtain the most suitable responses to the Project and to further the interests of the Town of Canmore and what it wishes to accomplish in carrying out the Project. Therefore, the Town of Canmore has the right to waive any irregularity or insufficiency or noncompliance in any response submitted and to accept the response or responses which it deems most favourable to its interests or to reject all responses and cancel the RFP.

In addition to any rights identified elsewhere in this RFP, the Town of Canmore reserves the right to:

- a) reject any and all responses;
- b) add, delete or change the terms of this RFP at any time prior to the specified closing date and time;
- c) during the evaluation period, seek clarification of any Proponent's response, including consequential amendments, or any additional information from any Proponent;
- d) accept or reject, in whole or in part, any response without giving any reason;
- e) have any documents submitted by the Proponent reviewed and evaluated by any party, including independent Consultants;
- f) cancel the RFP process without penalty at any time for any reason; and

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- g) negotiate and enter into an agreement with any Proponent notwithstanding any noncompliance by the Proponent's response with any requirement of this RFP.

The Town of Canmore is the sole and final judge with respect to the selection of any Successful Proponent as a result of this RFP process.

All Proponents submitting a response to this RFP will be advised of the results of the RFP process by email or regular mail. Please allow at least two weeks for responses to be evaluated by the Town of Canmore.

2.6 QUESTIONS AND CLARIFICATIONS

- 2.6.1** Procedural or technical questions shall be submitted in writing and should include references to a specific section and item number.
- 2.6.2** Dependent upon their nature, comments or answers will be returned via email or through an addendum should the information be applicable to all Proponents.
- 2.6.3** Amendments to this RFP will be valid and effective only if confirmed by written addenda. Addenda may be issued during the proposal response period. All addenda become part of the agreement and receipt must be confirmed in the Proponents proposal submission.
- 2.6.4** Any addenda documents will be issued by the same method that this RFP was issued.
- 2.6.5** It is the Proponent's responsibility to clarify the interpretation of any item of this RFP a minimum of 72 hours prior to the stated closing date and time by contacting the Town of Canmore's designate (as above).

2.7 DISCREPANCIES IN NUMBERS

- 2.7.1** In the event of a numerical discrepancy or error in a Proposal, the written number will prevail.
- 2.7.2** In the event of pricing extension errors, the unit price will apply.

2.8 CONFIDENTIALITY AND FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT

- 2.8.1** All information including, without limitation, any technology of a proprietary or novel nature which is disclosed to a Proponent by the Town of Canmore or a third party as a representative of the Town of Canmore (which information, in addition to the confidentiality requirements hereunder, will be kept confidential by the Proponent in accordance with the terms of its disclosure by such third party) or which is otherwise obtained by the Proponent in connection with this RFP process, other than that which is common knowledge or within the public domain, is the confidential property of the Town of Canmore and must not be disclosed by the Proponent, except to duly authorized representatives of the Town of Canmore. Such confidential information or property is not to be employed other than in connection with responding to this RFP unless otherwise duly authorized by the Town of Canmore in writing. These confidentiality provisions will remain binding obligations on each Proponent following the conclusion of this RFP process until the Town of Canmore reasonably determines that such confidential information referred to herein has become part of the public domain (other than by disclosure or use prohibited herein) and releases the Proponent from its confidentiality obligation. This requirement does not prohibit any Proponent from complying with an order to provide information or data issued by a court or other authority with proper jurisdiction or to act to correct or report a situation which the Proponent may reasonably believe to endanger the safety or welfare of the public.

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- 2.8.2** The Proponent acknowledges that any information or documents provided by it to the Town of Canmore may be released pursuant to the provisions of the *Freedom of Information and Protection of Privacy Act*. This acknowledgement shall not be construed as a waiver of any right to object to the release of any information or documents.
- 2.8.3** The Town of Canmore acknowledges that a Proponent's response may contain information in the nature of a Proponent's trade secrets or commercial, financial, labour relations, scientific or technical information of or about a Proponent. The Town of Canmore agrees that portions of responses to this RFP which are provided in confidence will be protected from disclosure to the extent permitted by law. The Town of Canmore is bound by the *Freedom of Information and Protection of Privacy Act* (Alberta), as amended from time to time, and all documents submitted to the Town of Canmore will be subject thereto. Each Proponent must identify appropriate parts of its response or other documents submitted to the Town of Canmore as confidential and specify what harm could reasonably be expected from its disclosure; however, the Town of Canmore may not be able to ensure that such parts will not be protected from access.
- 2.8.4** Proponents are advised that the Town of Canmore will, as necessary, be disclosing the responses on a confidential basis to its employees and advisors who have a need to know in connection with this RFP process for, among other things, the purpose of evaluating and participating in the evaluation of the responses. It is the responsibility of each Proponent to ensure that all personal information provided to the Town of Canmore with respect to the Proponent's personnel and their experience is supplied with the informed consent of such individuals and in accordance with applicable law. By submitting any personal information each Proponent represents and warrants that it has obtained the informed consent of the individuals who are the subject of such information to its collection, use and disclosure for purposes of this RFP response. Also, such individuals are agreeing to the use of such information as part of the RFP evaluation process, for any audit of the procurement process and for contract management and performance purposes.
- 2.8.5** Proponents in custody or control of records provided to the Proponent by the Town of Canmore records shall abide by the privacy and non-disclosure provisions of the *Freedom of Information and Protection of Privacy Act* respecting these records as if this act applied directly to the Proponent, and shall generally assist the Town in its own compliance with the *Freedom of Information and Protection of Privacy Act* respecting records provided to the Proponent.

2.9 COST OF PREPARATION

- 2.9.1** Any cost incurred by the Proponent in the preparation of its response to this RFP shall be borne solely by the Proponent.
- 2.9.2** Shortlisted candidates may be invited to participate in an interview. The Town of Canmore will not pay for the time required or travel expenses incurred to participate in the interview.

2.10 OWNERSHIP OF SUBMISSIONS

- 2.10.1** All responses submitted to the Town of Canmore become the property of the Town of Canmore and shall not be returned. They will be received and held in confidence by the Town of Canmore, subject to the provisions of the *Freedom of Information and Protection of Privacy Act*.
- 2.10.2** Unsuccessful Proponent submissions will be kept as record for the procurement process until two years after the date of decision for the RFP award.

2.11 CLARIFICATION FROM PROPONENTS

- 2.11.1** The Town of Canmore reserves the right to seek from any/all Proponents any further clarification

it may require on responses submitted pursuant to this RFP.

2.12 PROPONENT PERFORMANCE

2.12.1 The selected Proponent may be evaluated throughout the course of service delivery in connection with any specific work or projects undertaken as a result of any agreement entered into between any Proponent and the Town of Canmore. The Town of Canmore may also conduct periodic reviews/assessments of any selected Proponent, taking into consideration, in addition to specific work related to the project undertaken by the Proponent, ongoing Proponent staff qualifications, experience, training, and staff changes. Any evaluation/assessment will be shared with the Proponent, with the goal of immediate and permanent resolution where concerns have been raised. The Town of Canmore reserves the right to remove from the roster any selected Proponent who has been qualified by this RFP process by way of written notice if, in the sole discretion of the Town of Canmore, based on any on-going or specific evaluation or assessment of the Proponent or its performance of any work, it is deemed to be in the Town of Canmore's best interests.

2.13 LENGTH OF AGREEMENT

2.13.1 This agreement is in effect for the duration of the Project as specified in Section 3.5.

2.13.2 The Town reserves the right to extend the above-noted timelines to complete any work in progress.

2.13.3 Additional award periods will generally be based on mutual agreement between The Town and the Successful Proponent. The Town reserves the right to negotiate changes to existing agreements for the work to reflect current conditions at the time of extension or renewal.

2.14 FORM OF CONTRACT

2.14.1 The Town of Canmore will be issuing a Service Agreement with Letter of Award to the Successful Proponent to deliver the work described within this RFP.

2.15 SERVICES TERMS AND CONDITIONS

2.15.1 Final agreements with the successful Proponent may consist of any number of the following documents, including all amendments thereto:

- Request for Proposal
- Addenda
- Letter to Successful Proponent
- Statement of Scope
- Technical & Fee Proposal
- Letter of Award
- Service Agreement

2.15.2 The Service Agreement sets out the terms and conditions of consulting services to the Town of Canmore.

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2.15.3 Any inconsistent or conflicting provisions contained within the documents forming the Agreement shall be resolved in the following order:

- Service Agreement
- Letter of Award
- Statement of Scope
- Technical & Fee Proposal
- Addenda
- Request for Proposal

2.16 STAFF CHANGES

2.16.1 Staff changes by the successful Proponents will require written approval from The Town prior to any such change, which approval The Town may withhold in its sole discretion. The qualifications and experience of the proposed staff change must be equivalent to or better than the staff proposed in the proposal received. The Town reserves the right, in addition, and without prejudice to any other right or remedy, to immediately terminate the Agreement as a result of the failure by the Successful Proponent to provide the staff proposed.

2.17 NON-ASSIGNMENT

2.17.1 The Successful Proponent will be expected to deliver the work. Neither the contract nor any rights or obligations to perform the work under the contract will be assignable by the Successful Proponent without the prior written consent of the Town of Canmore. The granting of such consent shall be within the sole and unfettered discretion of the Town of Canmore, and based on the terms of this consent may not relieve the Successful Proponent of liability to perform the work. Proponents who anticipate requesting to assign some or all of the contract must notify the Town as part of their responses to this RFP.

2.18 DEPOSITS

2.18.1 The Town of Canmore will not consider the payment of a deposit to the Successful Proponent for the scope of work in this RFP.

2.19 TERMS OF PAYMENT

2.19.1 Invoices will be paid within 28 days from the approval date of the invoice.

2.20 INSURANCE AND WORKERS' COMPENSATION BOARD REQUIREMENTS

2.20.1 Mandatory Eligibility Requirements

As a mandatory eligibility requirement for response to this RFP:

- (a) The Successful Proponent shall carry at all times during the performance of the work General Liability/ Umbrella Liability Insurance with a limit of not less than TWO MILLION DOLLARS (\$2,000,000) inclusive per occurrence for bodily injury (including death) and damage to property including loss of use thereof. Such insurance shall at a minimum include coverage of broad form property damage, contractual liability, cross liability, completed operations and product liability, and such other types of insurance as would be carried by a prudent person performing such contract work

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and as the Town of Canmore may from time to time require.

- (b) The Successful Proponent shall at all relevant times carry Workers Compensation Board coverage of either of Alberta or of another AWCBC board that will extend the required amount of coverage to cover the employee outside of their home province. Proponents shall submit their WCB number together with a letter from the appropriate department indicating there are no outstanding fees, fines, claims or debts due on the Successful Proponent's account to the Town of Canmore prior to the commencement of the work.

2.20.2 Responsibilities of Successful Proponent

- (a) The Successful Proponent shall supply insurance coverage and pay all costs and expenses, including premiums relating to the insurance coverage requirements as set out herein, and shall supply the Town of Canmore with a certificate of insurance for all policies on an annual basis. Such policies will include a statement that the coverage shall not be terminated without a prior 30-day written notice to the Town of Canmore.
- (b) The Successful Proponent or their insurer will notify the Town of Canmore at least thirty (30) days prior to any change in insurer, any cancellation of the insurance policy, or any substantial change in the policy or coverage that would materially alter the coverage provided by the Successful Proponent to the Town of Canmore.
- (c) The Successful Proponent shall provide a certificate of insurance for the above-required insurance to the Town of Canmore within five (5) days of notification of award or prior to commencing the work, whichever is sooner.

2.21 INDEMNIFICATION

- 2.21.1** The Successful Proponent agrees to indemnify and save harmless the Town of Canmore, its councillors, officers, agents, representatives, and employees, against all suits or claims, requests, legal action and liability regardless of the nature and expenses sustained from injuries or death or any damages or loss to property as a result of the usage of premises or in the execution of the Successful Proponent functions arising from this contract except to the extent of the Town of Canmore's gross negligence.
- 2.21.2** At no time will the Town of Canmore be responsible for any injury sustained by the Successful Proponent, their employees or any person on the Town of Canmore's premises, nor will the Town of Canmore be responsible for any loss, including loss of profits or damage caused to the goods of the Successful Proponent, their employees or any other person, including damage to vehicles and their contents, while these goods are on the Town of Canmore's premises or site.
- 2.21.3** The Town of Canmore shall not be liable for any incidental, indirect, special or consequential damages or any loss of use, revenue or profit of the Successful Proponent arising out of or in any way related to this RFP or subsequent contract.

2.22 INFORMATION SECURITY STANDARDS

- 2.22.1** Successful Proponents that provide information technology or web-related services to the Town of Canmore as part of their work on the Project shall be required to comply with the Town of Canmore's Information Security Standards as updated from time to time. These standards may overlap with and are additional to the functional and requirements of the specific Project. The Town of Canmore may require Proponents to demonstrate compliance with these standards as

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part of the Town's review and evaluation of proposals, quotations and qualifications. If not appended hereto, it is the Proponent's responsibility to request the Information Security Standards and access their ability to comply as part of responding to this request.

2.23 DEBRIEFING

2.23.1 The Town of Canmore will offer a debrief to unsuccessful Proponents on request.

END OF SECTION 2.0

3.0 PROJECT OVERVIEW AND SCOPE

3.1 RFP DEFINITIONS

Owner	the Town of Canmore
Project	Review and Development of Density Bonusing Schemes for the Town of Canmore (7233-03)
Proponent	a firm, individual or company who or which intends to submit or submits a Proposal pursuant to this RFP.
Proposal	a submission to the Town of Canmore in response to this RFP.
Successful Proponent	a firm, individual or company with whom the Town of Canmore may decide to initially discuss contract arrangements based upon acceptance of the Proponent's Proposal.
Service Provider	the Successful Proponent to whom the Town of Canmore issues a letter or award in response to this RFP.

3.2 PROJECT DESCRIPTION/DESCRIPTION OF NEED

3.2.1 There are two anticipated phases of work for this Project. The first phase is defined in Section 4.2.2 below. The second phase is defined in Section 4.2.3. **Each phase should be quoted for separately in the proposal.**

3.2.2 The Town of Canmore ("Town") is preparing an Area Redevelopment Plan (ARP) for downtown Canmore through a planning process called Connect Downtown. The ARP will articulate, among other things, a comprehensive land use concept for the study area along with a comprehensive set of policies that will guide new development and Town investments in support of the ARP's vision to the year 2050.

As part of Connect Downtown, the Town would like to explore the viability of a density bonusing scheme that may operate within predetermined density limits (i.e., from a predetermined base density and bonused to a predetermined maximum density) in exchange for specific community benefits, including affordable housing or a higher green building standard.

The Town would like to understand *what particular amount of these community benefits could be required* in exchange for the additional density, based on principles of financial viability and reasonable uptake from the development industry. This exercise would represent the first phase of work in this Project.

More detailed information about Connect Downtown, including access to all publicly released materials, are available on the project's webpage at mycanmore.ca/ConnectDowntown.

3.2.3 As a second phase of work, the Town would like to review its existing Town-wide density bonusing scheme, which is defined in Section 12 of the Town's Land Use Bylaw. The Town-wide bonusing scheme allows up to 3 additional market units for every 1 non-market unit made available to the Town or Canmore Community Housing. There has been limited uptake from the development industry in this density bonusing scheme.

As part of an anticipated update of the Land Use Bylaw, the Town would like to review the Town-wide bonusing scheme and obtain recommendations for its update or replacement. It is expected

that an updated Town-wide bonusing framework would seek to provide the same benefits as the downtown bonusing scheme (i.e., affordable housing or a higher green building standard) for policy consistency, but may offer different density increases or require different levels of benefit due to its varying geographic scope.

3.3 PROJECT SITE

3.3.1 This project can be completed as a desktop study.

3.4 SCOPE OVERVIEW/SCOPE OF SERVICES

3.4.1 GENERAL SCOPE OF WORK

The scope of this Project involves two separate phases of work with separate reports as deliverables. **Each phase should be quoted separately in the proposal.**

Phase 1: Conduct a pro forma financial analysis of sampled sites within the Connect Downtown study area and obtain current costing information pertaining to specified community benefits. Using the results of the analyses, make recommendations to the Town on a viable, flexible, and attractive density bonusing scheme that can be integrated into the ARP and aligns with the land use concept. At present, three levels of density bonusing are anticipated (subject to change prior to commencement of work):

- (1) bonusing from 3-storey townhouses to 4-storey apartments;
- (2) bonusing from 3- to 4-storeys mixed use; and,
- (3) bonusing from 3- to 5-storeys mixed use.

Specific base and maximum densities for the building forms listed above will be determined by the Town and provided to the Service Provider prior to the commencement of work.

Phase 2: Review the Town's existing Town-wide density bonusing scheme using pro forma financial analysis and other methods deemed appropriate to advise of an update to or replacement of the density bonusing scheme with one that can achieve high levels of uptake and work with varying densities and forms of development.

3.4.2 DUTIES, RESPONSIBILITIES AND DELIVERABLES

The Town will look to the Service Provider to propose how to most effectively undertake this work; however, the Town expects at a minimum that the consultant will:

1. Prepare and execute a streamlined, cost-effective engagement plan with industry to collect stakeholder feedback that can inform the preparation of density bonusing scheme(s).
2. Identify appropriate sample sites, both within the Connect Downtown study area based on the draft land use concept (Phase 1 of work) and Town-wide (Phase 2 of work).
3. Conduct pro forma financial analysis to understand the economics of theoretical development of the sample sites in alignment with the ARP and Town by-laws.
4. Conduct research to identify current costing for the provision of varying levels of specific community benefits (i.e., affordable housing or construction to a higher green building standard) as part of new development.

5. Prepare one succinct report for each phase of work, summarizing the findings of the analyses and providing recommendations to the Town for two density bonusing schemes, one for downtown and one applicable Town-wide.

Proponent(s) should have a detailed knowledge of and experience with undertaking financial analysis and developing incentives for private development.

3.5 ANTICIPATED PROJECT SCHEDULE

- 3.5.1 The anticipated start date of the Project is October 28, 2024. The first phase of work and corresponding report should be completed and provided to the Town no later than December 13, 2024. The second phase of work should be completed no later than March 14, 2025.

END OF SECTION 3.0

4.0 RESPONSE REQUIREMENTS AND EVALUATION CRITERIA

4.1 FORMAT AND OUTLINE OF RESPONSES

Electronic RFP responses are to be on 8.5” x 11” size pages in PDF (.pdf) format only and all components shall be formatted and combined into one file that is inserted into the email submission. The submission must be no longer than 12 pages. Mandatory requirements and resumes are excluded from the 12 page maximum and can be attached as additional appendices.

Responses to each section shall be marked with the corresponding letter and number (e.g. A1, A2, etc.).

4.2 PROPOSAL SUBMISSION REQUIREMENTS

Proponents are requested to submit a proposal containing the following:

A. Mandatory Requirements:

- A1 Signed signature and waiver sheet.
- A2 Signed addendum (addenda) if applicable.
- A3 Insurance Requirements: Provide evidence from your insurance company confirming your ability to secure insurance as described in Section 2.20.
- A4 WCB Requirements: Provide evidence of WCB coverage as described in Section 2.20 or a rationale as to why this is not required.

B. Relevant Experience (two pages maximum):

- B1 Brief summary of experience conducting similar projects.

C. Understanding of Requirements (two page maximum):

- C1 Overview of the consultant’s interpretation and understanding of the Town’s requirements.

D. Methodology and Workplan (four pages maximum):

- D1 Draft workplan, including:
 - i. Proposed activities and associated timelines.
 - ii. Effort estimates and resources for each activity.
 - iii. Progress update approach (e.g., meeting frequency, etc.)
 - iv. Deliverables and anticipated deliverable dates for each phase of work.

E. Resumes (two pages maximum for each resume, if multiple):

- E1 Experience of each proposed resource as it relates to the scope of services and required consultant experience and expertise required by the Town.
- E2 Involvement in projects similar in scope to this project.

F. References

- F1 Up to three references from relevant projects.

G. Detailed Price Proposal (distinguishing the first and second phase of work)

4.3 EVALUATION PROCESS

- 4.3.1** Selection of the Successful Proponent pursuant to this RFP will be made on the basis of the Proponent’s written response and other factors germane to the Town of Canmore. The responses shall be evaluated based on the matrix shown below.

Request for Proposal – Development of Density Bonus Scheme(s) for the Town of Canmore
Reference Number: 7233-03

Evaluation Criteria	Evaluation
A. Mandatory Requirements	Pass / Fail
B. Relevant Experience	20%
C. Understanding of Requirements	10%
D. Methodology and Workplan	25%
E. Resumes	10%
F. References	10%
G. Price Proposal	25%

4.3.2 A submission will first be reviewed for compliance with the mandatory requirements of this RFP as listed above. A submission not complying with the criteria may be considered non-compliant and not receive further consideration.

4.4 PROPONENT SHORTLIST

4.4.1 The Town of Canmore reserves the right to shortlist any number of Proponents.

4.4.2 Proponents are not guaranteed any paid assignment as a result of being shortlisted via this RFP. Shortlisted Proponents may be required to undergo an interview prior to final selection of the Successful Proponent.

4.5 CONFIDENTIALITY OF EVALUATION

4.5.1 Evaluation scores and rankings are confidential, and apart from identifying the top-ranked Proponent, no details of the submission, score or ranking of any Proponent will be released to any Proponent.

4.6 RFP SCHEDULE

The following schedule has been established for this RFP:

- RFP issued on Town of Canmore website, MERX, and APC September 5, 2024
- Last day to submit questions to Town of Canmore designate September 22, 2024
- Last day for Town of Canmore to issue final addendum September 27, 2024
- RFP closing date October 18, 2024
- RFP evaluation period October 21-25, 2024
- Letter of award to be issued to Successful Proponent October 28, 2024
- Issue Service Agreement to Successful Proponent October 30, 2024

END OF SECTION 4.0

5.0 SIGNATURE, ACKNOWLEDGMENT AND WAIVER SHEET

1. By signing below, the Proponent hereby acknowledges and agrees as follows:
 - (a) Prior to submitting its response to this RFP, the Proponent has obtained from the Town of Canmore and thoroughly reviewed the entirety of the RFP including all addendums hereto and documents incorporated by reference into this RFP.
 - (b) The Proponent has thoroughly reviewed, understands and agrees to be bound by all terms and conditions of this RFP including those in all addendums hereto and documents incorporated by reference into this RFP, unless otherwise waived by the Town of Canmore in its sole discretion and confirmed in writing. The Proponent hereby waives any rights or claims that it was not aware of any document incorporated by reference into this RFP.
 - (c) The Proponent's representative signing below has the full authority to represent the Proponent in all matters relating to the RFP and bind the Proponent to the terms and conditions of this RFP.

Request for Proposal – Development of Density Bonusing Scheme(s) for the Town of Canmore
Reference Number: 7233-03

Name of Business Entity	
Complete Address:	
Phone	Mobile Phone
Fax	Email
Website	
Proponent Signature	Affix Corporate Seal:
Title	
Printed Name	
Date	

Notes to Signatories:

Incorporated Proponents should affix a corporate seal to the signature sheet. If an incorporated Proponent does not affix a corporate seal, the Town of Canmore reserves the right to request documentation confirming corporate signing authority in the form of a director’s resolution, evidence of current registered officers, or other corporate record.

Unincorporated Proponents must submit proposals signed by individual or legal entity with capacity to execute legal documents and bind the Proponent. The Town of Canmore reserves the right to request documentation confirming individual identities and authority of the signatory to represent the Proponent.

6.0 APPENDIX A – PROPOSED FIXED PRICE FORM

Date: _____

I/we, _____

(Company Name)

of _____

(Business Address)

I/we have carefully examined all documents prepared for this contract; and hereby offer to furnish all labour, materials, and services for the proper execution and completion of the entire scope of work for Development of Density Bonusing Scheme(s) for the Town of Canmore **(7233-03)** including all addenda thereto which are acknowledged hereinafter for the above project for the fixed price indicated as follows:

Total proposed fixed price **excluding GST**:

_____ CAD Dollars (\$ _____)

I/we acknowledge receipt of the following Addenda and have included for the requirements thereof in my/our RFP response: Addendum # _____ to _____.

(Signature)

7.0 APPENDIX B – HOURLY RATES

Date: _____

I/we, _____

(Company Name)

of _____

(Business Address)

Provide proposed hourly rates **excluding GST**:

Position Title	Rate Per Hour (in CAD \$)

I/we acknowledge receipt of the following Addenda and have included for the requirements thereof in my/our RFP response: Addendum # _____ to _____.

(Signature)

8.0 APPENDIX C – REFERENCE DOCUMENTS

Documents for Phase 1 of Project:

- Committee of the Whole Report – Launch of Connect Downtown (October 2023)
- Connect Downtown – Options Phase – Information Boards (July 2024)

Documents for Phase 2 of Project:

- Town of Canmore's Land Use By-law (Section 12: Density Bonusing Regulations)

APPENDIX C - ATTACHMENT 1

Committee of the Whole Report – Launch of Connect Downtown (October 2023)



Briefing

DATE OF MEETING: October 17, 2023 **Agenda #:** D-3

To: Committee of the Whole

SUBJECT: Launch of Connect Downtown: Planning a Vibrant Town Centre

SUBMITTED BY: Joshua Cairns, Senior Policy Planner

PURPOSE: To provide Committee of the Whole with an overview of the scope of work for the creation of an Area Redevelopment Plan for the Downtown area.

EXECUTIVE SUMMARY

This report presents information on the scope and timing of the project to create an area redevelopment plan (ARP) for Canmore’s downtown. The project, which has been rebranded as *Connect Downtown: Planning a Vibrant Town Centre* (“Connect Downtown”), will prepare a long-term vision and framework for guiding change in the downtown area. The ARP will be informed by research, analysis, and comprehensive stakeholder and community engagement using methods that aim to inspire participants and encourage diverse participation. The first phase of Connect Downtown will publicly launch this month with a project webpage. The project is anticipated to take up to 18 months to complete and its output, an ARP, will be brought to Council for consideration by early Spring 2025.

BACKGROUND

In 1998, Council adopted the Town Centre Enhancement Concept Plan (TCECP). The TCECP was intended to serve as a roadmap for the development of the downtown area. To achieve this goal, the TCECP provided a high-level urban design framework and recommended several strategies for implementation over 15 years. While some elements of the TCECP were implemented—such as the siting of the Civic Centre and enhancements to the trail network—the need to provide an updated and more comprehensive plan emerged in recent years due to mounting pressures from population growth, rising tourism, worsening housing affordability, shifts in consumer demands, and the seasonal pedestrianization of Main Street (initiated to support COVID-19 social distancing requirements).

In 2022, Council approved funds for the creation of an ARP for the downtown area. In contrast to the TCECP, an ARP is a statutory plan capable of providing a more robust and enforceable policy framework for guiding change and growth in specified areas. The initiation of a project to create an ARP for downtown was postponed to 2023 due to the prioritization of the expedited review of the Palliser Trail Area Structure Plan (ASP). Scoping for the ARP planning process began in late spring/early summer 2023 as the Palliser Trail ASP planning process neared completion.

DISCUSSION

The creation of an ARP presents a unique opportunity to engage Council, administration, stakeholders, businesses, and the community to develop a shared vision that supports the continued evolution and long-term vibrancy of the town's core over the next 25 years. The project's name, *Connect Downtown: Planning a Vibrant Town Centre*, reflects the intent of the work: reimagine how people can access, gather, and interact with a network of public spaces to support a thriving mixed-use area over the long term.

Process

Connect Downtown is anticipated to span 18 months from public launch to completion—a timeline that reflects the breadth and scope of the work. A range of interconnected topics with potential synergies will be explored as part of Connect Downtown, with the final output—an ARP—providing clear policy direction to guide future investment and ensure change aligns with current Council priorities. The following is a brief consolidation of some of the considerations that fall within the project's scope and will be explored through the planning process:

- future function and role of Main Street, including its partial or permanent pedestrianization,
- appropriateness of various land uses and opportunities for change,
- future geographic extent of the downtown commercial area,
- opportunities to achieve more attainable housing,
- design of the public realm and open space network,
- demand for social, recreational, and public infrastructure capable of serving residents and visitors,
- long-term role and function of Town assets, including existing parks, facilities, and parking lots,
- opportunities to retain or enhance cultural or community assets,
- architectural and urban design guidelines for future development,
- distribution and function of the transportation network and transit system,
- long-term demand and supply of parking, including a review of the cash-in-lieu policies and existing parking facilities, and
- capacity of the water, sanitary, and stormwater system to accommodate future demand.

Connect Downtown will investigate these considerations through three public-facing phases of work, each with a distinct purpose as summarized in Table 1. The final output, an ARP for the downtown area, will replace the TCECP with an updated vision for how the area should change over time—supported by a land use concept, public realm plan, set of supporting development policy, and an actionable implementation plan.

Phase	1. Visioning	2. Options	3. Draft Plan
Start	Autumn 2023	Spring 2024	Summer 2024
Finish	Spring 2024	Summer 2024	Spring 2025
Description	Broad engagement and background research to identify assets, opportunities, and to support the creation of a future vision for the downtown area.	Develop a series of options in support of the future vision (e.g., concepts for Main Street, land use, and the public realm) for community engagement and refine them into a preferred option.	Conclude studies and, based on the work completed in Phases 1 and 2, refine policy directions and draft the full ARP document for community review and Council consideration.

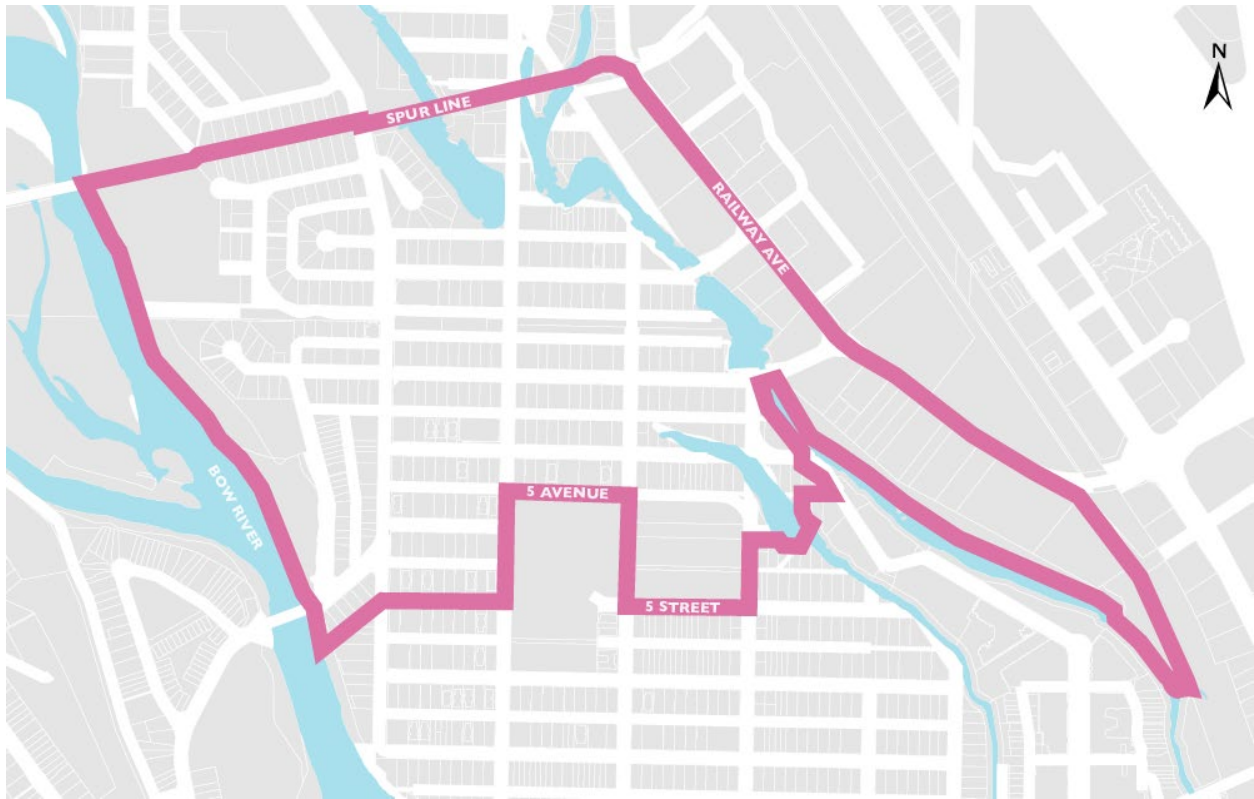
Table 1: Overview of Connect Downtown’s phases of work.

Study Area

The study area (Map 1) identifies the general area that will be examined through the Connect Downtown project. The study area extends beyond the current downtown commercial core, ensuring the ARP will be able to:

- consider and address impacts that changes to Main Street may have on the broader neighbouring community,
- examine land uses in the broader context, including the future extent of the commercial area and the potential for more attainable housing,
- consider the creation and role of gateways that signal the location of and arrival to the downtown area,
- explore the long-term use of public amenities and Town assets, including those located beyond the commercial area but that serve the needs of the local community (e.g., Riverside Park), and
- plan for an attractive, vibrant, and cohesive public realm with improved connectivity through the plan area and to surrounding neighbourhoods.

Although the study area indicates the geographic scope of Connect Downtown, it is anticipated that only certain parcels within the study area will be identified for future land use changes. Areas that may be suitable for changes to land use will be identified through the planning process and will be informed by research, analysis, and engagement.



Map 1: Study Area

Engagement

In the development of this plan, there is an opportunity to shape the future public experience – how people travel, gather, and interact with the downtown area. Engagement will be an integral component of the Connect Downtown planning process to understand and consider public aspirations, preferences, and concerns.

Multiple touchpoints throughout the project will engage stakeholders and the community in ways that inspire—shifting away from a reliance on conventional methods (e.g. open houses) and adopting more innovative techniques that support visioning, creativity, and interaction with the physical space; discovering how people currently connect with downtown and what possibilities for new connections could be realized.

Each phase of work will create opportunities for broad, diverse, and meaningful participation through a variety of online and in-person initiatives. During both the Visioning and Options phases, engagement will involve the temporary closure and activation of Main Street with interactive programming. As the Visioning and Options phases of work occur over the winter and summer months respectively, the activation of Main Street will showcase what could be possible in these spaces should they become year-round spaces of activity in the future.

The activation of Main Street will be complemented by a suite of engagement activities that will include workshops, mailouts and surveys. As today's youth will be the primary residents and visitors of downtown in

25 years, concerted efforts will be made to hear their unique perspectives and ideas to ensure the ARP reflects a vision supported by a more diverse population.

ATTACHMENTS

None

AUTHORIZATION

Submitted by: Joshua Cairns
Senior Policy Planner Date: September 18, 2023

Approved by: Lauren Miller
Manager of Planning & Development Date: September 28, 2023

Approved by: Whitney Smithers
General Manager of Municipal Infrastructure Date: September 28, 2023

Approved by: Sally Caudill
Chief Administrative Officer Date: October 10, 2023



connect downtown

planning a vibrant
town centre



A Plan for the Future of Downtown

We are developing an Area Redevelopment Plan (ARP) for the Town Centre through a planning process called **Connect Downtown**.

Connect Downtown will provide a long-term plan for downtown, guiding the continued evolution and change of the area to the year 2050. It will explore a variety of questions for the area, such as:

- What is the future function and role of Main Street?
- What is the look and feel of our public spaces?
- Where is future development and what should it look like?
- Are there opportunities to achieve more attainable housing?

In the first phase of engagement for this project (Nov. 2023-March 2024), the community showed up. We had over 1,600 direct interactions that shaped the development of a draft vision for a future downtown. The vision included six values to guide the overall direction of the plan, reflecting the community's core principles and priorities for the future. The community told us it wants to see a future downtown that is:

- **Distinct:** Downtown embraces a unique character that reflects its geographic setting and status as Canmore's Town Centre.
- **Vibrant:** Downtown is lively and active all day, every day, and every season.
- **Connected:** Downtown is easy to navigate and offers convenient connections to key destinations, amenities, and communities.
- **Accessible:** Downtown works for people of all ages, incomes, backgrounds, and mobilities.
- **Inclusive:** Downtown fosters a sense of belonging and is welcoming to a diversity of residents, visitors, and businesses.
- **Resilient:** Downtown is adaptable, and its businesses, residents, and infrastructure can withstand climate impacts and other changes that emerge over time.

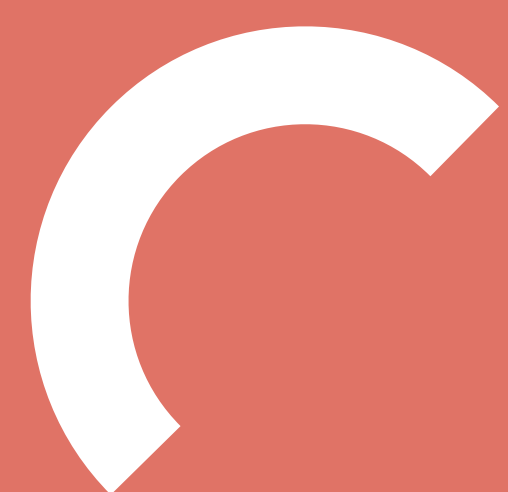
What's Next

In our second phase of engagement, we want to know what you think about our proposed strategies that will shape the future of downtown in support of the six values. Your feedback will be considered and reflected in the final plan that will be considered by Council in early 2025.

Take our survey from July 15 to Aug. 6 for a chance to win a \$100 gift card to a downtown business of your choice!

Learn more and get involved at

mycanmore.ca/ConnectDowntown



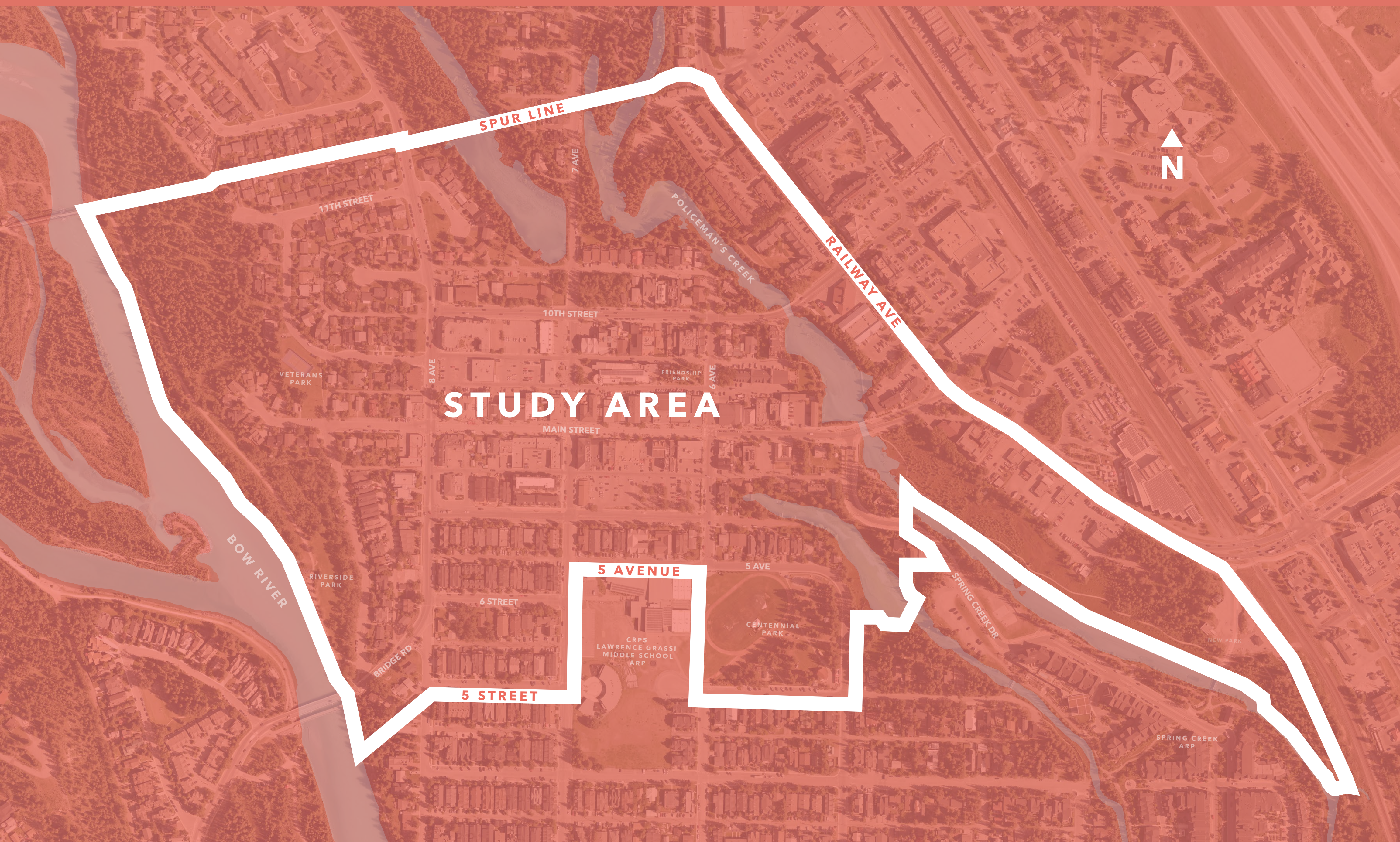


Study Area

The study area is the general area that is being examined through the planning process.

Downtown Canmore is unique. It's our Town Centre, a hub for employment, and a commercial area that has to meet the needs of both residents and visitors. It's also home to a mix of newer and older residential buildings, all within walking distance to parks and our trail network.

As a result, the study area isn't just the commercial core. It includes the surrounding area so we can consider how changes to any one section of downtown could impact the surrounding community.



The Town Centre [...] serves as the commercial core of Canmore with 179,362 sf of retail-specific floorspace. It boasts a dense and walkable urban form, with a strong concentration of retail, accommodations, food services and many local businesses.

- Canmore Retail Gap Analysis (2023)



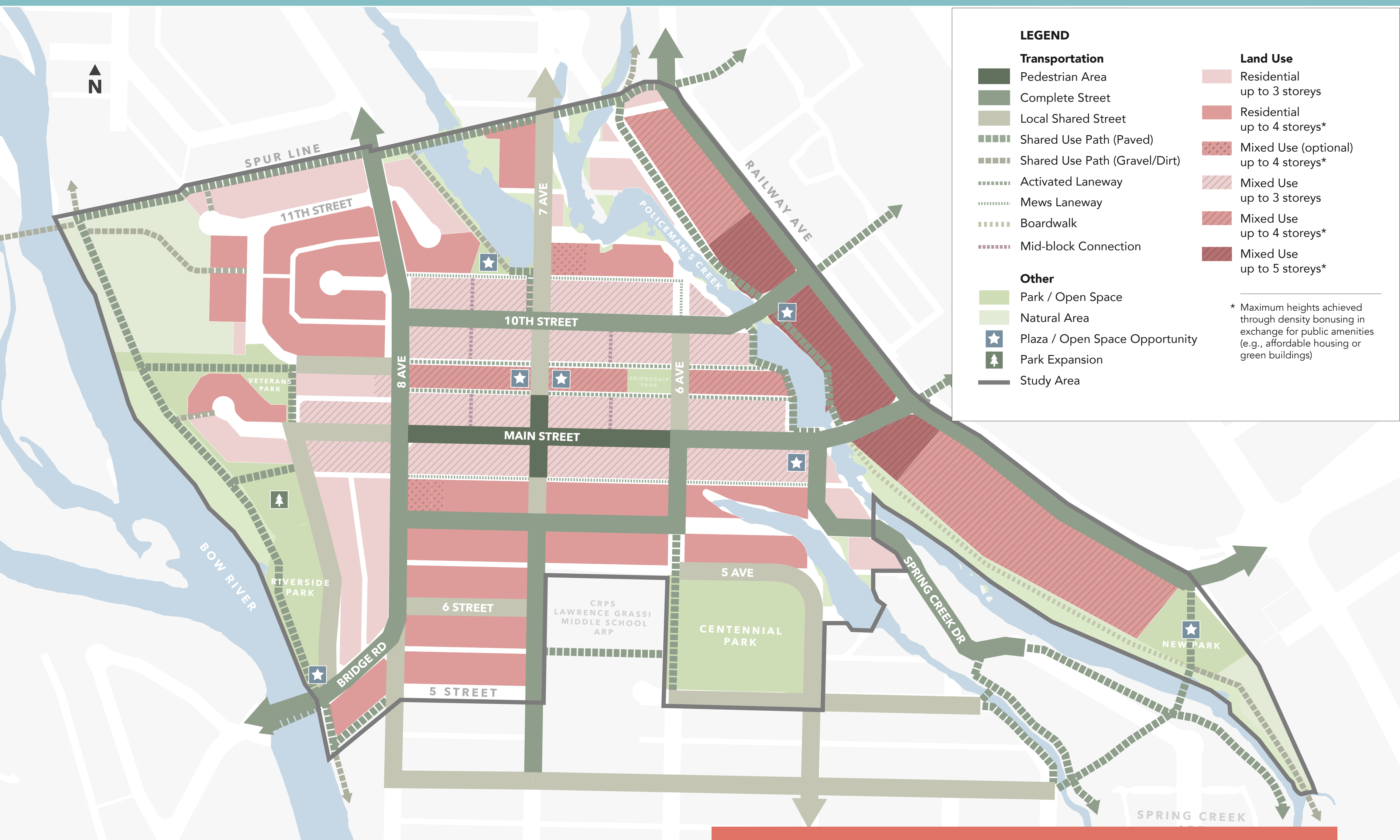


NEW

Area Concept

The area concept shows what downtown could look like in the future when the plan's vision is fully realized.

It shows the types and scale of buildings that will be considered, the ways people will move through the area, and the network of public spaces they will interact with. The area concept was prepared based on the guiding values, big ideas, and what we heard through the previous phase of engagement. It envisions new housing and commercial opportunities, a fully pedestrianized Main Street, a new central plaza in the heart of downtown, and other enhancements to the network of streets and open spaces.



The land uses shown demonstrate the type and scale of buildings that may be considered. Development is the result of actions by property owners. It is expected that only some of the properties within the study area will redevelop by the year 2050.

KEY HIGHLIGHTS

- ✓ Pedestrianized Main Street with improvements to the surrounding transportation network to support movement.
- ✓ Building heights limited to 3 storeys to preserve views and sunlight with consideration for 4 or 5 storeys in strategic locations for public amenities (e.g., affordable housing or green buildings).
- ✓ New public open spaces, including a central celebration plaza and an expanded Riverside Park.
- ✓ The mixed-use area of Main Street expanded one block west with new connections to Riverside Park and the Bow River.
- ✓ Town land used for affordable housing and other community-oriented facilities (e.g., arts, culture, entertainment, recreation).

DEFINITIONS

- Complete Streets** – Streets that balance all forms of transportation with dedicated and separated space for vehicles, cyclists, and pedestrians.
- Shared Use Path** – Off-street pathway with users sharing the same space (e.g., cyclists and pedestrians).
- Local Shared Street** – Quieter or traffic-calmed streets where vehicles and bicycles share the same space.
- Activated Laneway** – An enhanced commercial lane with an emphasis on placemaking and pedestrian-friendly design (e.g., “Walk of Champions” on 9 St).
- Mews Laneway** – A residential or commercial lane with space for pedestrians to move along the edges.
- Mid-block Connection** – Pedestrian connection between two streets located near the middle of a block.
- Mixed Use** – Developments that have more than one use within a building (e.g., residential and commercial). At a minimum, a commercial use would be expected in the Mixed Use area shown on the map.



NEW

What The Future Downtown Could Look Like

The following artist renderings show what Canmore's Town Centre could look like in the future if the area evolves in a way that aligns with the area concept and strategies. The renderings are conceptual and for illustrative purposes only.



10 Street
Conceptual illustration of what 10 Street could look like in the future, with active commercial uses, expanded sidewalks and bike lanes while maintaining vehicle movement and on-street parking.

Perspective: Looking west down 10 St.



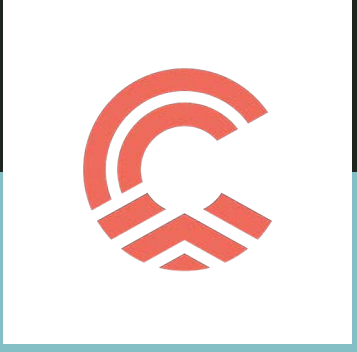
Main Street
Conceptual illustration showing what a future pedestrianized Main Street could look like with more space for people, patios, seating, public art, events, and plantings.

Perspective: Looking west down Main Street.



Central Plaza
Conceptual illustration of what a large, central plaza could look like at the intersection of 7 Ave and 9 St, capable of hosting a range of programming and allowing for flexible use of 7 Ave (e.g., maintaining vehicle or bus access or temporarily closing to expand capacity for events).

Perspective: Looking southwest from the intersection of 7 Ave and 9 St.



Strategies

The following strategies are tangible changes we can implement over the next 25 years to realize the future vision for downtown.

The strategies were informed by what we heard during the first phase of engagement. Each strategy aligns with one or more of the guiding values and supports one or more of the big ideas which, together, form the future vision for downtown. As a result, the strategies are organized according to the big idea they most align with.

For more information on the vision for downtown, including the six values and ten big ideas, view the Vision Document at mycanmore.ca/ConnectDowntown

BIG IDEA

Embrace Nature and Mountain Views

STRATEGIES **NEW**

- 1 Limit building heights to 3 storeys along key corridors to preserve access to sunlight and mountain views from Main Street, 10 Street, and public spaces.
- 2 Develop design guidelines to ensure development contributes to the area’s unique mountain setting.
- 3 Integrate functional natural elements and materials reflective of Canmore’s environment into the design of parks, open spaces, and trails. This includes natural elements such as large rock boulders and logs that can be used for both rest and play.
- 4 Bring nature into the streetscape through green stormwater infrastructure (e.g., bioswales and rain gardens), which can add greenery and treat runoff water.

Make Main Street a Great Street

STRATEGIES **NEW**

- 5 Redesign Main Street, between 6 and 8 Ave, as a fully pedestrianized space that supports all-day and all-season activity. Include high quality streetscape materials (e.g., paving stones, plantings), permanent public art, places to gather, winter-friendly design elements, and lively commercial uses that encourage daytime and nighttime use.
- 6 In the interim, continue the seasonal pedestrianization of Main Street.
- 7 Improve the overall street network around Main Street to ensure efficient access downtown and across the valley by all modes, including walking, cycling, transit, and vehicle (e.g., intersection improvements, complete streets).
- 8 Encourage a unique variety of small businesses through design guidelines, zoning regulations, and support services.



Design guidelines inform the appearance of new buildings, including architectural style, materials, and setbacks.



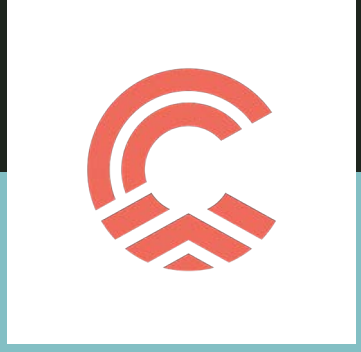
Natural elements, such as boulders and logs, can provide multiple functions (placemaking, seating, play) in an environmentally sensitive way.



Green stormwater infrastructure can add greenery into streets and public spaces while also capturing and treating stormwater runoff.



The area concept proposes an entire redesign and reconstruction of Main Street into a pedestrian space; prior to that work taking place, the seasonal pedestrianization would continue.



From the Creek to the Bow

STRATEGIES **NEW**

- 9 Extend the mixed-use area of Main Street to the west to provide a visible, attractive, and primary connection from downtown to Riverside Park and the Bow River.
- 10 Expand Riverside Park to connect to Main Street (see Area Concept). This expansion can provide space for unique programming along the Bow River, such as small performances, community gatherings, and play activities.
- 11 Provide a secondary connection to the Bow River via a new pathway adjacent to Veterans' Park.
- 12 Develop an updated wayfinding and signage program that reflects the visual identity of the area and makes it easier to navigate.
- 13 Establish a network of designated walking and cycling loops to encourage active modes of transportation.

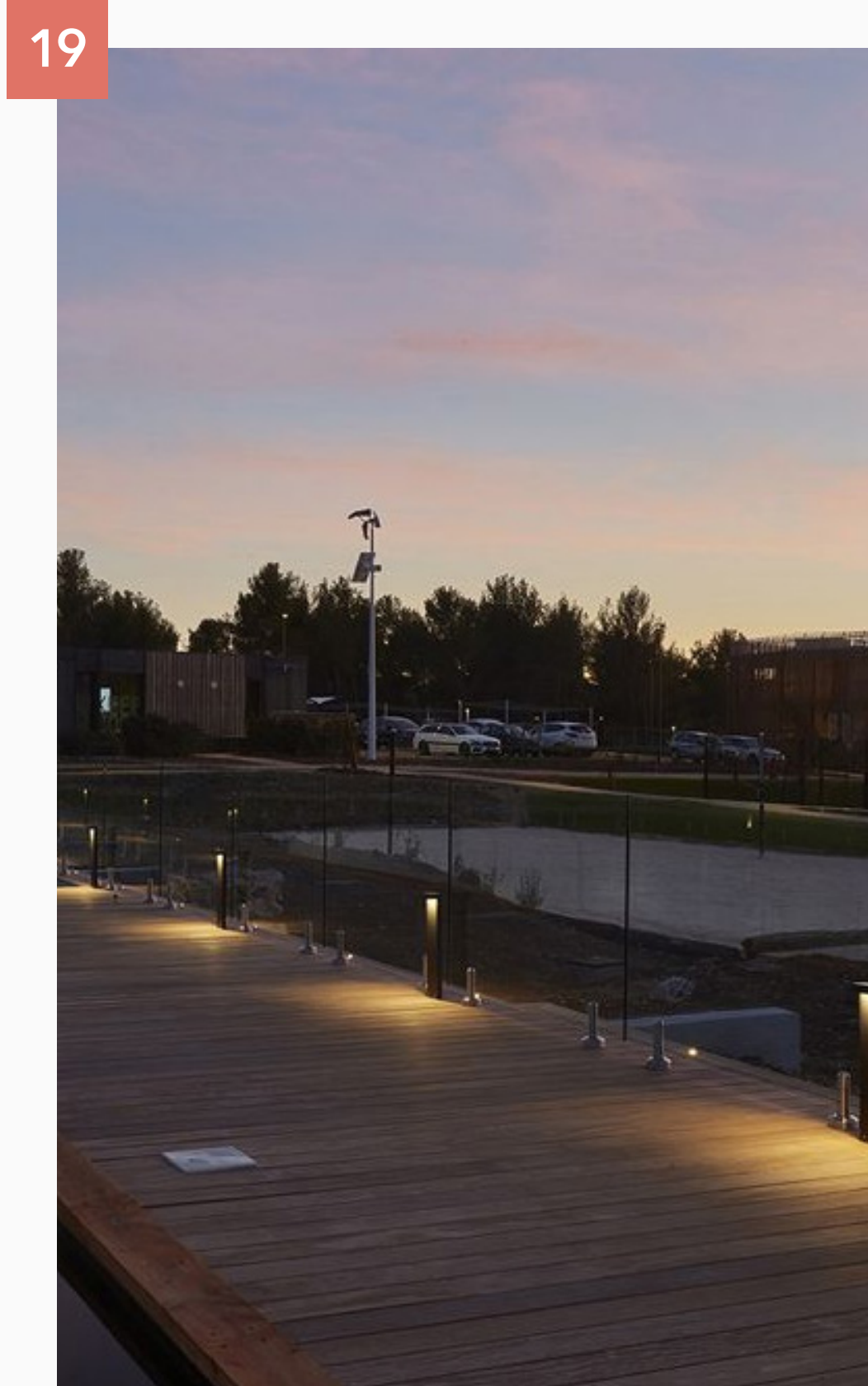
Make Downtown Year-Round

STRATEGIES **NEW**

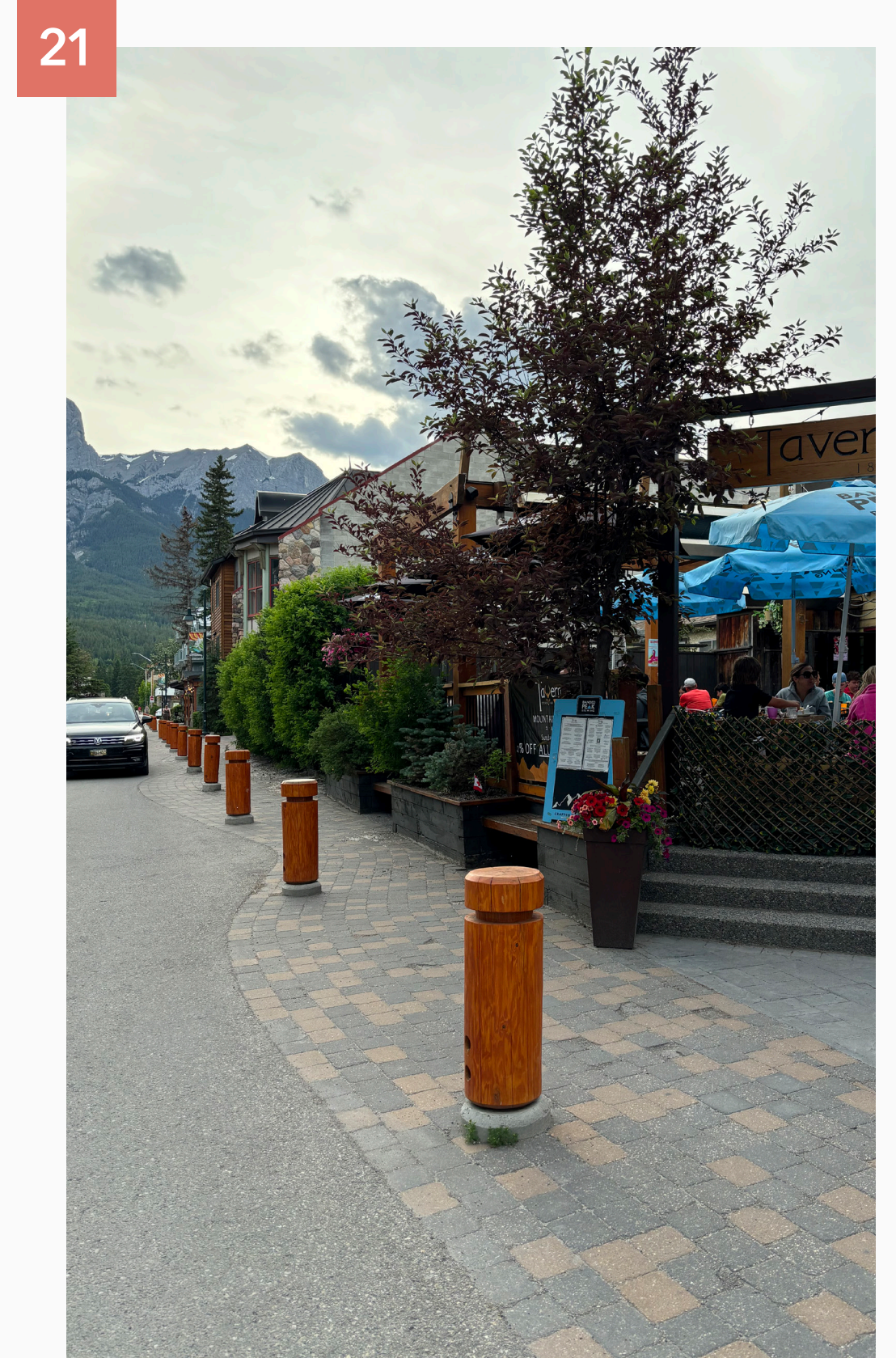
- 14 Increase the number of permanent Canmore residents by allowing new housing opportunities throughout the study area.
- 15 Limit visitor accommodation to key areas (e.g., Main and 10 Street), prioritizing residential areas for housing units while supporting vibrancy and activity on mixed-use streets.
- 16 Require street-activating commercial uses on the ground floor throughout the mixed-use areas and encourage additional commercial uses on other floors for additional patio space like restaurants, cafes, or bars.
- 17 Support adaptation to extreme weather through measures such as weather protection (e.g., awnings) in mixed-use areas, resilient building materials and design, and strategic planting.
- 18 Use Town land for community-oriented developments that provide a year-round destination or benefit for residents, such as affordable housing or arts, cultural, entertainment, or recreational facilities.
- 19 Install pedestrian-scale lighting along key pathways and public spaces to support safety, use, and vibrancy.
- 20 Design new plazas and public spaces with infrastructure that can support diverse programming.
- 21 Create a walkable, pedestrian-friendly corridor along 9 Street with commercial uses, patios, and lighting along the laneway.



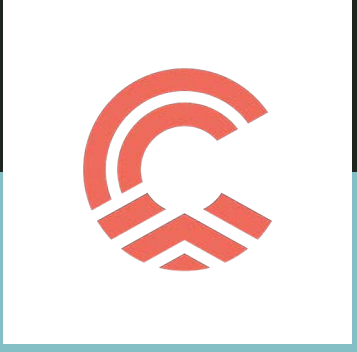
Examples from elsewhere of what an updated wayfinding and signage program could look like, with varying levels of information and detail.



Example of gentle, pedestrian-scale lighting that can be integrated into pathways and public spaces.



Example of the activated laneway on 9 St that can be expanded in the downtown area.



Repurpose Underused Spaces

STRATEGIES **NEW**

- 22 Create an intercept parking facility to improve accessibility and reduce congestion downtown.
- 23 Strategically develop or repurpose vacant or underused Town-owned land to address community priorities (e.g., unused public utility lot next to Veterans Park; vacant grass area named Eklof Park; surface parking lots).
- 24 Encourage development on Railway Ave, reflecting the area’s location as a gateway into downtown and ability to provide a greater number of needed housing units.
- 25 Improve existing parks and open spaces including adding amenities (e.g., splash pad), expanding Riverside Park, and creating an enhanced open space next to the seasonal skating pond.
- 26 Explore improvements to the greenspace surrounding the NWMP Barracks to showcase the historical building while providing a more functional plaza or open space for the public to enjoy.

More Accessible and Adaptable Spaces

STRATEGIES **NEW**

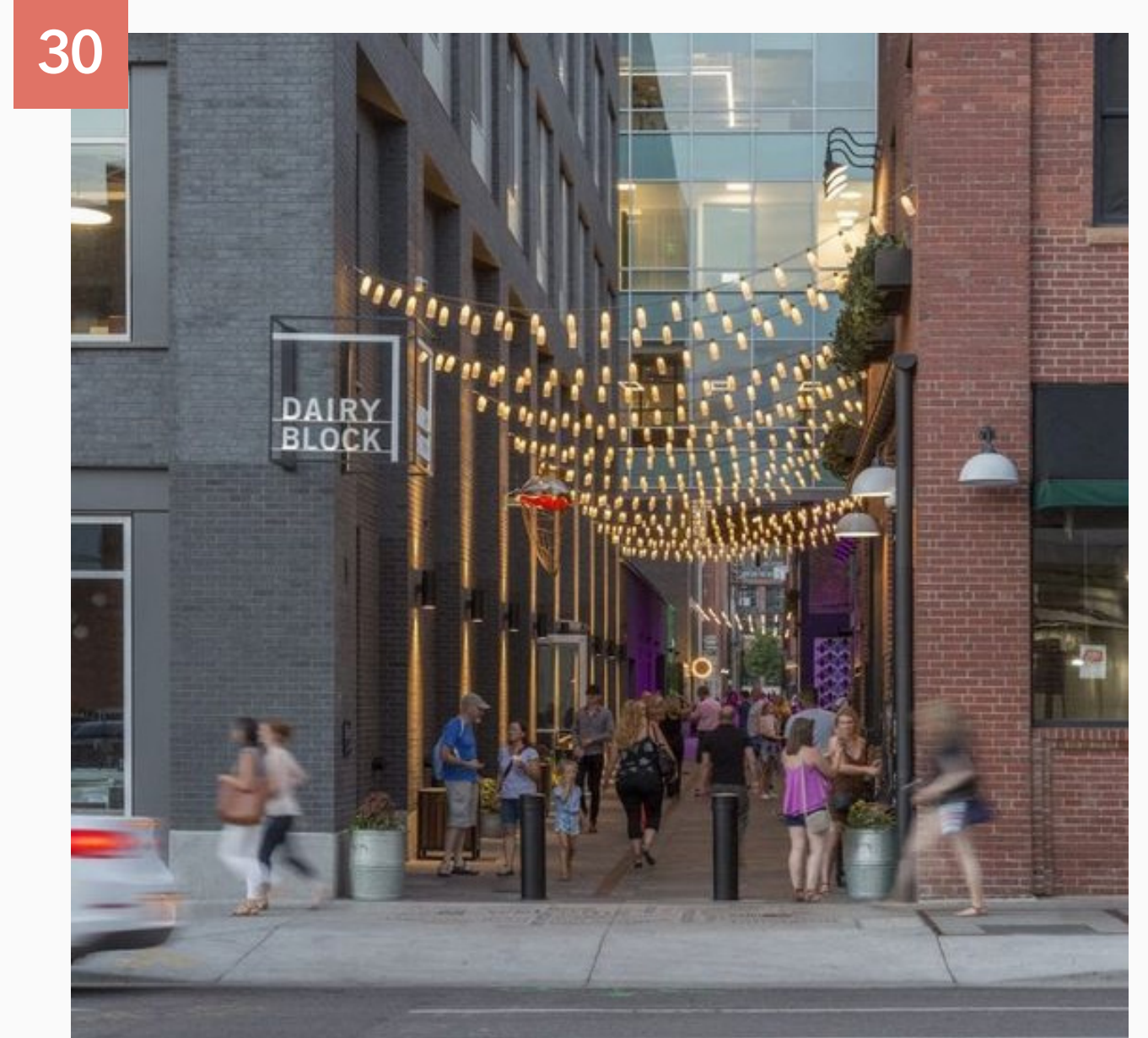
- 27 Expand ROAM transit service throughout downtown, including an expanded transit hub on 9 Street.
- 28 Improve the safety and accessibility of the trail network by introducing gentle pedestrian-scale lighting, paving sections of pathways, and providing accessible grades and ramps.
- 29 Design new public spaces with infrastructure and built-in flexibility to accommodate a range of uses that can evolve over time.
- 30 Improve accessibility and connectivity downtown by creating new mid-block pedestrian connections as part of new development on Main and 10 Street.
- 31 Establish a network of trails and pathways that connect key destinations, parks, and open spaces.
- 32 Provide a new and expanded public washroom in the heart of downtown.



The vacant public utility lot that could be used for affordable housing or other community needs.



The west side of Railway Avenue consists of several large, underutilized lots that can be used to provide commercial and housing units.



Example of a mid-block connection between two developments.



Housing for a More Diverse Population

STRATEGIES **NEW**

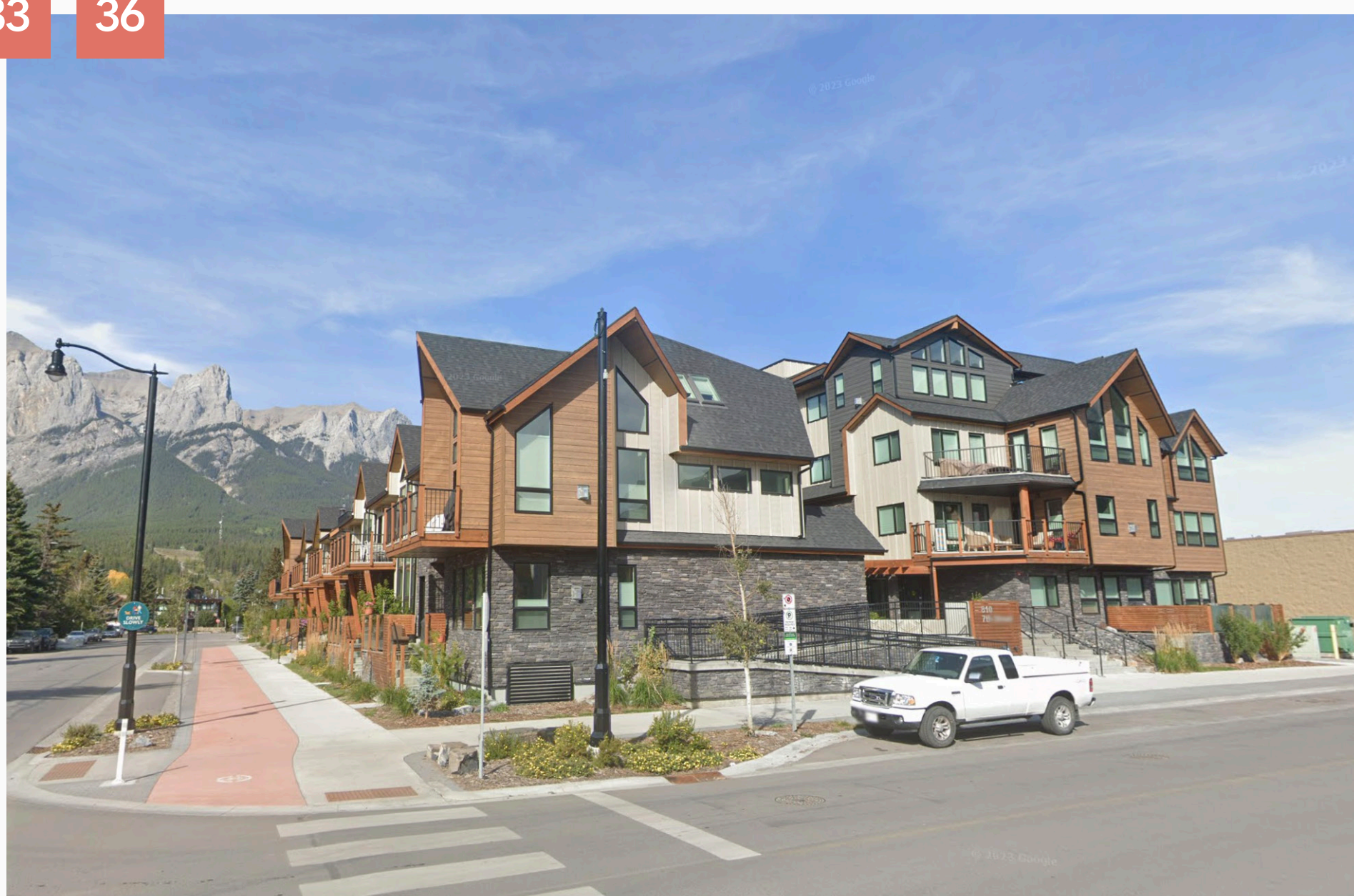
- 33 Allow buildings up to 3 storeys and, in strategic locations, up to 4 or 5 storeys in exchange for public benefits such as affordable housing or energy efficient buildings.
- 34 Allow for higher density development on Town-owned land to maximize the number of affordable housing units.
- 35 Reduce parking requirements to support more affordable housing options for those who want or can live downtown without owning a vehicle.
- 36 Encourage a diversity of housing choices in all residential areas, including duplexes, triplexes, townhouses, and apartment buildings.
- 37 Ensure downtown is for everyone by eliminating exclusionary zoning, which makes it illegal to build anything other than single-family houses.
- 38 Remove Tourist Homes as a permitted use from all land use districts in the downtown area.

Create a Neighbourhood Heart

STRATEGIES **NEW**

- 39 Provide a large, centrally located plaza in the heart of downtown to act as a gathering and celebration space with the capability of hosting small- and large-scale events.
- 40 Create a more integrated commercial core by using consistent, high-quality streetscape treatments to all mixed-use streets.
- 41 Support public life and resiliency with amenities, services, and infrastructure in the heart of downtown (e.g., public internet, end-of-trip facilities, bike racks, seating, power, drinking water, misting stations as well as cool and clean indoor air spaces).

33 36

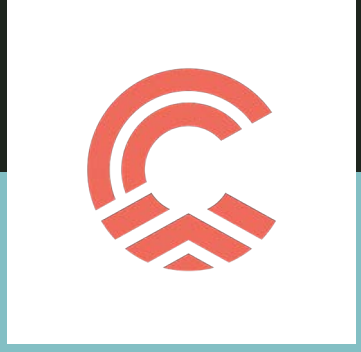


Recent development demonstrating what a mix of 3-storey townhouses and 4-storey apartment buildings could look like in the residential areas.

39



The Area Concept envisions a large, centrally located plaza at 7 Ave and 9 Street that can accommodate events and programming of varying scales (e.g., farmers markets, concerts). See the illustration on Board 4 for more information.



A Distinct Character

STRATEGIES **NEW**

- 42 Maintain the Town Centre as the focal point of the community through thoughtful and quality placemaking that speaks to the area's significance and geographic setting.
- 43 Embrace contemporary mountain town architecture that allows for enhanced connection to the local landscape with distinct design and more energy efficient buildings.
- 44 Develop a material palette for both the private and public realm that speaks to both the surrounding natural landscape and downtown's industrious past, using materials such as lighter toned wood, stone, and weathering steel.
- 45 Accept a higher standard of materials and maintenance in the public realm reflective of the Town Centre designation. For Main and 10 Street, use paving stones for sidewalks in place of brushed concrete.
- 46 Support public art installations in strategic locations that are interactive, engaging, and serve a storytelling purpose for the area.
- 47 Use distinct features, such as custom lighting and art installations, at key entrances to downtown to provide a sense of welcome.
- 48 Retain unique historical assets—including the Miners' Union Hall, Ralph Connor Memorial United Church, and the NWMP Barracks—and support opportunities for their enhancement.
- 49 Support small-scale placemaking along key pathways and trails, with art, lighting, and seating to create intimate spaces to enjoy.
- 50 Increase the presence of Indigenous culture downtown by incorporating Indigenous language or symbols in the names of public spaces, signage, and broader streetscape.

A Low-impact Community

STRATEGIES **NEW**

- 51 Encourage the use of local materials and vegetation in landscaping that prioritize the retention of significant trees, reduce human-wildlife conflict, and align with FireSmart principles.
- 52 Reduce vehicular congestion, noise, and air pollution by requiring new buildings to support walking, cycling, and transit. Measures could include convenient access to bike storage, parking for carshare services, electric vehicle charging, reduced parking requirements, and ground-oriented residential units with access to the street.
- 53 Incentivize greener, more resilient buildings by allowing additional floor space in new developments.
- 54 Require all new Town and Canmore Community Housing developments to achieve near net zero emissions and support the Town's environmental and climate commitments.
- 55 Prioritize green stormwater infrastructure features and street shade trees where appropriate in the design of streets and open spaces.
- 56 Conduct an environmental assessment for downtown to identify and minimize impacts on wildlife, waterbodies, and ecosystems.
- 57 Use "dark sky" lighting to reduce light pollution, minimize impacts on wildlife, and promote a safe evening environment.
- 58 Require new development in or adjacent to high-risk wildfire areas to implement FireSmart best practices.
- 59 Preserve natural areas and designate additional, undevelopable lands for conservation or environmental reserve where appropriate.

43



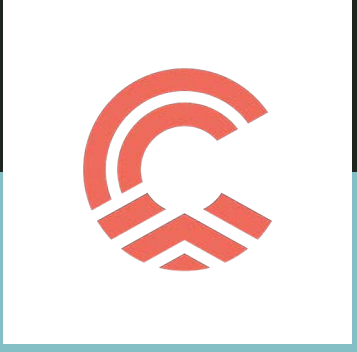
Modern or contemporary mountain architecture can complement the existing character of downtown (e.g., above right), incorporate natural materials, and achieve higher levels of energy efficiency.



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Certain historical assets such as the Miners' Union Hall can be preserved or incorporated into future development.



Tell us what you think about the Area Concept and the proposed strategies! Place a sticky note in the appropriate box to share what you like and what you think could be better.

WHAT I LOVE

Empty box for providing feedback on what is liked about the Area Concept and proposed strategies.

WHAT COULD BE BETTER

Empty box for providing feedback on what could be improved in the Area Concept and proposed strategies.



SECTION 12 DENSITY BONUS REGULATIONS

Purpose

To increase the number of Perpetually Affordable Housing units constructed and available within comprehensive developments, primarily in new areas of town.

Guiding Principles

The provision of PAH units is optional and voluntary; the provision of PAH units under this section shall be at the option of the developer / builder.

The ratios outlined in this section and the number of units that result are intended to be reviewed from time to time to ensure this section is functioning as intended.

PAH units should be physically constructed on-site or provided off-site. Cash in lieu contributions shall not be accepted as part of this section.

The Town's Planning and Development Department shall consult with the development industry and the Canmore Community Housing Corporation (CCHC) on both the review and implementation of this section.

Goal

To provide up to 10 PAH units annually associated with new developments. This number will be revisited annually and will be affected by demand and rates of development.

12.1 DEFINITIONS

CCHC refers to the Canmore Community Housing Corporation.

CMI refers to Canmore Median Income (see 12.2.0.24).

Disclosure Agreement means all the documents required by law that are to be provided by the Vendor to allow for full disclosure of all aspects related to the sale. These may include floor plans, building specifications, unit interior specifications, condo bylaws, condo fees, common areas, parking, sales agreements etc.

PAH Reserve Fund is an account established by the Town of Canmore through the PAH Policy that currently receives all monies to be used for the specific and sole purpose of developing equity or rental PAH projects or facilitating any aspect of constructing, producing or delivering PAH units.

PAH Unit refers to a range of housing types that shall be maintained as a Canmore resident's permanent primary residence, available to eligible persons at below market purchase prices and rental rates. Details on the current definition shall be consistent with the definition included in the Perpetually Affordable Housing Policy.

12.2 REGULATIONS

- 12.2.0.1 The Canmore Planning Commission may approve variances beyond those allowed for in Subsection 1.14 when an applicant proposes to provide PAH units in accordance with this Bylaw.
- 12.2.0.2 The maximum variance granted shall be up to 30% when granted by the Canmore Planning Commission.
- 12.2.0.3 PAH units are to be made available to CCHC consistent with the terms and policies of the Perpetually Affordable Housing Policy.
- 12.2.0.4 The Developer, CCHC and the Town shall work collaboratively early in the design phase of the project to ensure the type and size of units are appropriate and consistent with current demand and need for PAH.
- 12.2.0.5 An agreement between the developer and the Town (or its nominee) must be in place regarding the terms and conditions of the transfer of the PAH units, and the agreement shall be submitted to Council for approval.
- 12.2.0.6 Both the PAH units and the additional units constructed as part of the “density bonus” or variance shall be in addition to the total allowed density or any unit restrictions contained in the Land Use Bylaw.
- 12.2.0.7 PAH units may be provided off-site from the development they are associated with.
- 12.2.0.8 Any off-site units shall be to the satisfaction of the Town and in consultation and collaboration with CCHC.
- 12.2.0.9 For each PAH unit provided on-site, there will be three (3) bonus/additional market units permitted on the site.
- 12.2.0.10 The Development Authority may accept a different ratio where the applicant can demonstrate that the “bonus” is resulting in a fair benefit to the community through provision of PAH housing.
- 12.2.0.11 PAH units provided or constructed off-site shall be of an age, type and quality deemed suitable to the Development Authority, in consultation and collaboration with CCHC, and reasonably equivalent in size and type (not cost) to those that would be provided on-site.
- 12.2.0.12 Off-site PAH units may not be purchased in existing Employee Housing developments as of the date of approval of this section.
- 12.2.0.13 For each PAH unit provided off-site, there will be two (2) bonus/additional market units permitted on the site.
- 12.2.0.14 PAH units shall be made available concurrently with the construction of the bonus market units. When market bonus units are occupied, then the PAH units shall be concurrently available for occupancy.
- 12.2.0.15 CCHC or the Town will commit to purchasing a PAH unit within a reasonable time to provide the Developer with assurances about the type of unit to be constructed.

- 12.2.0.16 CCHC or the Town shall exercise their right to purchase a PAH unit, by way of an unconditional sales agreement, within six months of the disclosure documents being available, or three months after the Building Permit has been issued, whichever is later.
- 12.2.0.17 CCHC shall be responsible for finding eligible PAH buyers and renters.
- 12.2.0.18 CCHC shall be responsible for the sale of the PAH unit unless the Developer, CCHC and the Town mutually agree otherwise.
- 12.2.0.19 Should CCHC not be able to locate a purchaser by the time specified above, CCHC and the Developer shall come to a lease agreement regarding the interim occupancy of the unit until such time as a purchaser can be found.
- 12.2.0.20 Should CCHC choose not to acquire the PAH unit, and Council also determines that it does not want to acquire the unit under the terms of the agreement described in Subsection 12.2.0.5, the unit may be sold as a market unit by the Developer, to a purchaser at arms length from the Developer and CCHC staff and directors and at a fair market value price.
- 12.2.0.21 The net difference between the unit market sale price and the PAH price shall be divided between the Developer (33%) and the Town (66%), with the proceeds to the Town to be deposited in the PAH Reserve Fund. This amount shall be payable when payment is received by the Developer from the purchaser through an Assignment of Proceeds Agreement.
- 12.2.0.22 The Planning and Development Department will expedite the processing of applications submitted with a request for variances under this section.
- 12.2.0.23 Variances for infill developments in existing developed residential areas, require additional public consultation, through a Land Use Bylaw amendment or Area Redevelopment Plan process, to evaluate the possible impact(s) and their potential mitigation.
- 12.2.0.24 When PAH units are proposed in condominium projects, the cost of condominium fees are to be considered in the calculation of purchase costs in relation to CMI.
- 12.2.0.25 Condominium disclosure documents may be required to indicate lower condominium fees being assessed to PAH units.