



## TOWN OF CANMORE

### AGENDA

Committee of the Whole

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

**Tuesday, November 19, 2024 at 1:15 p.m.**

Times are estimates only.

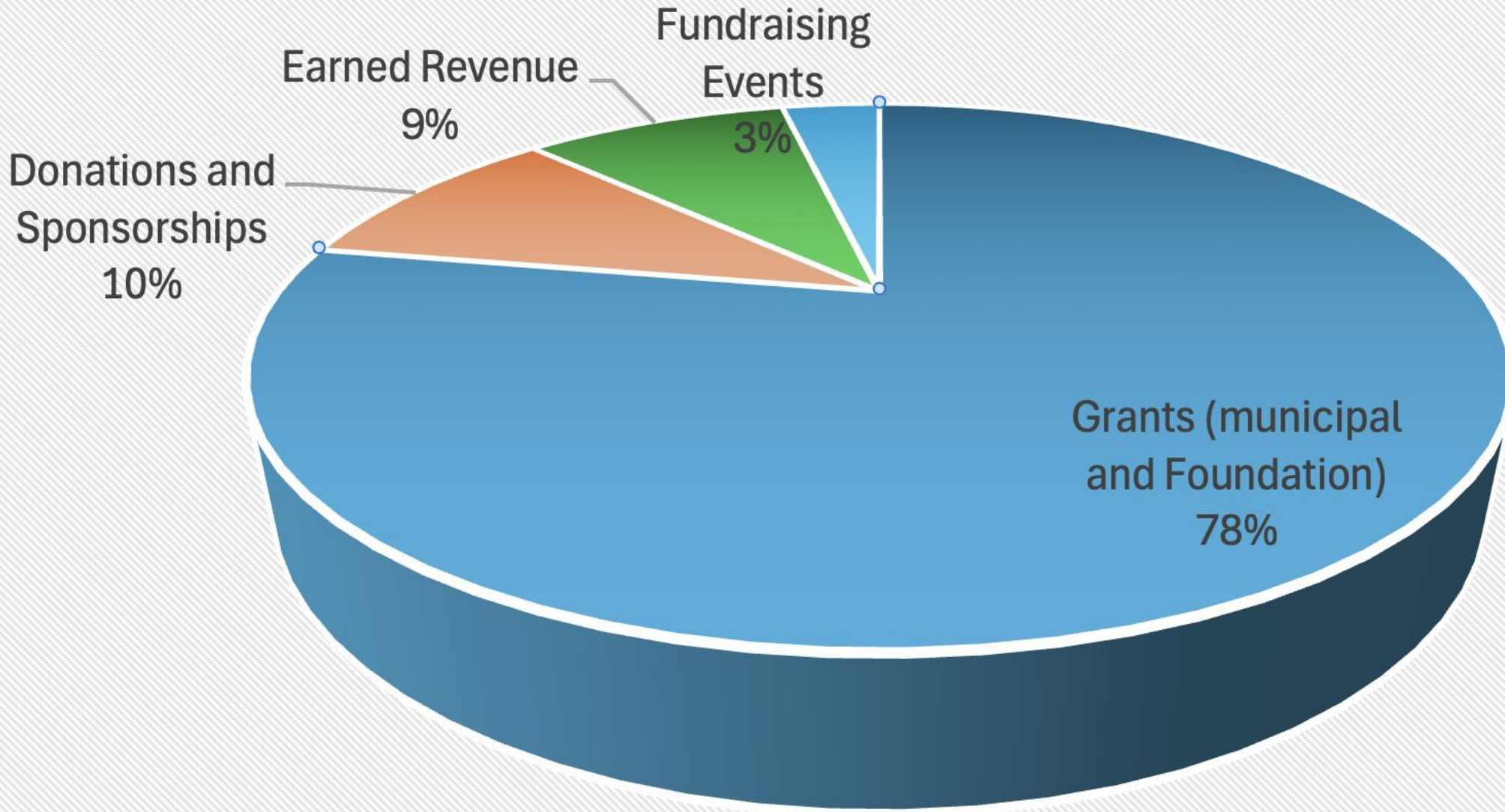
- 1:15 – 1:20      **A. CALL TO ORDER AND APPROVAL OF AGENDA**
1. Land Acknowledgement
  2. Agenda for the November 19, 2024 Committee of the Whole Meeting
- 1:20 – 1:35      **B. DELEGATIONS**
1. Biosphere Annual Update
- 1:35 – 1:50      2. Canmore Museum 2024 Annual Review
- 1:50 – 1:55      **C. MINUTES**
1. Minutes of the October 15, 2024 Committee of the Whole Meeting
- 1:55 – 2:10      **Meeting Break**
- 2:10 – 2:30      **D. STAFF REPORTS**
1. **Net Zero Building Codes Readiness Assessment**  
Purpose: To report on the findings and recommendations of Capital Project 7251, a Net Zero Building Codes Readiness Assessment.
  2. **Community Waste Audit Results**  
Purpose: To provide the Committee of the Whole with the results and recommendations from the 2023 Community Waste Audit.
  3. **Possible Amendments to Candidate Nomination Bylaw 2013-12**  
Purpose: To inform the Committee of the Whole of options for amending the Candidate Nomination Bylaw 2013-12 and provide an opportunity to make recommendations to Council.
- 3:15 – 3:20      **E. COUNCILLOR UPDATES**
1. November 2024 Councillor Updates
- 3:20 – 3:25      **F. ADMINISTRATIVE UPDATE**
1. November 2024 Administrative Update
- 3:25              **G. COUNCIL RESOLUTION ACTION LIST**
1. Council Resolution Action List as of November 13, 2024
- 3:25              **H. CORRESPONDENCE**
1. Letter from Minister Nixon re Housing Development in Canmore
- 3:25              **I. CLOSED SESSION – none**
- 3:25              **J. ADJOURNMENT**

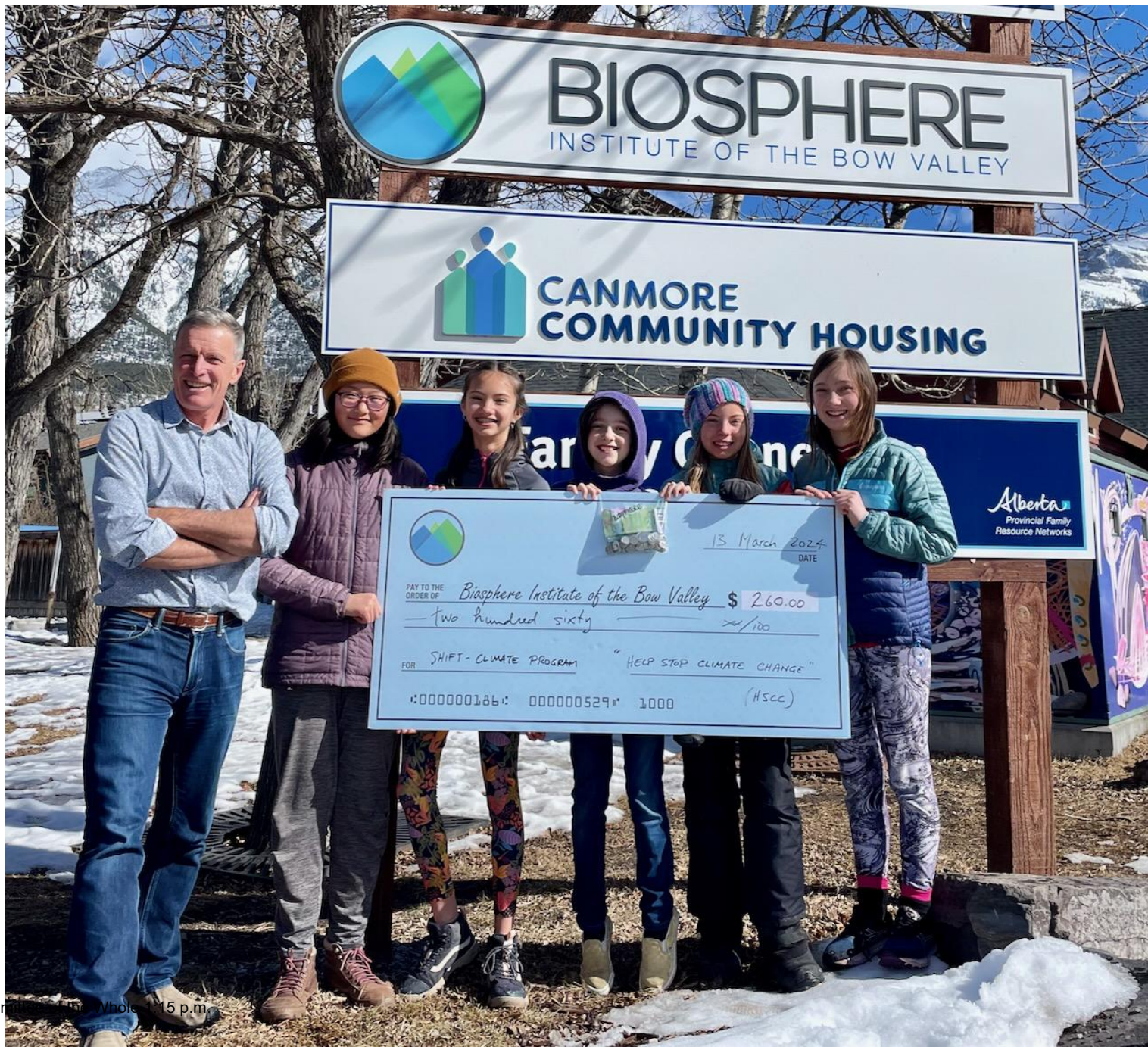
# **Report to the Town of Canmore:**

**What we were able to achieve  
with your generous 2023 and 2024 funding  
November 2024**



# 2023 Revenue of \$616K





# We leveraged your funding by 2.7

**\$175,000** → **\$479,000**



# Monthly Earth Talks



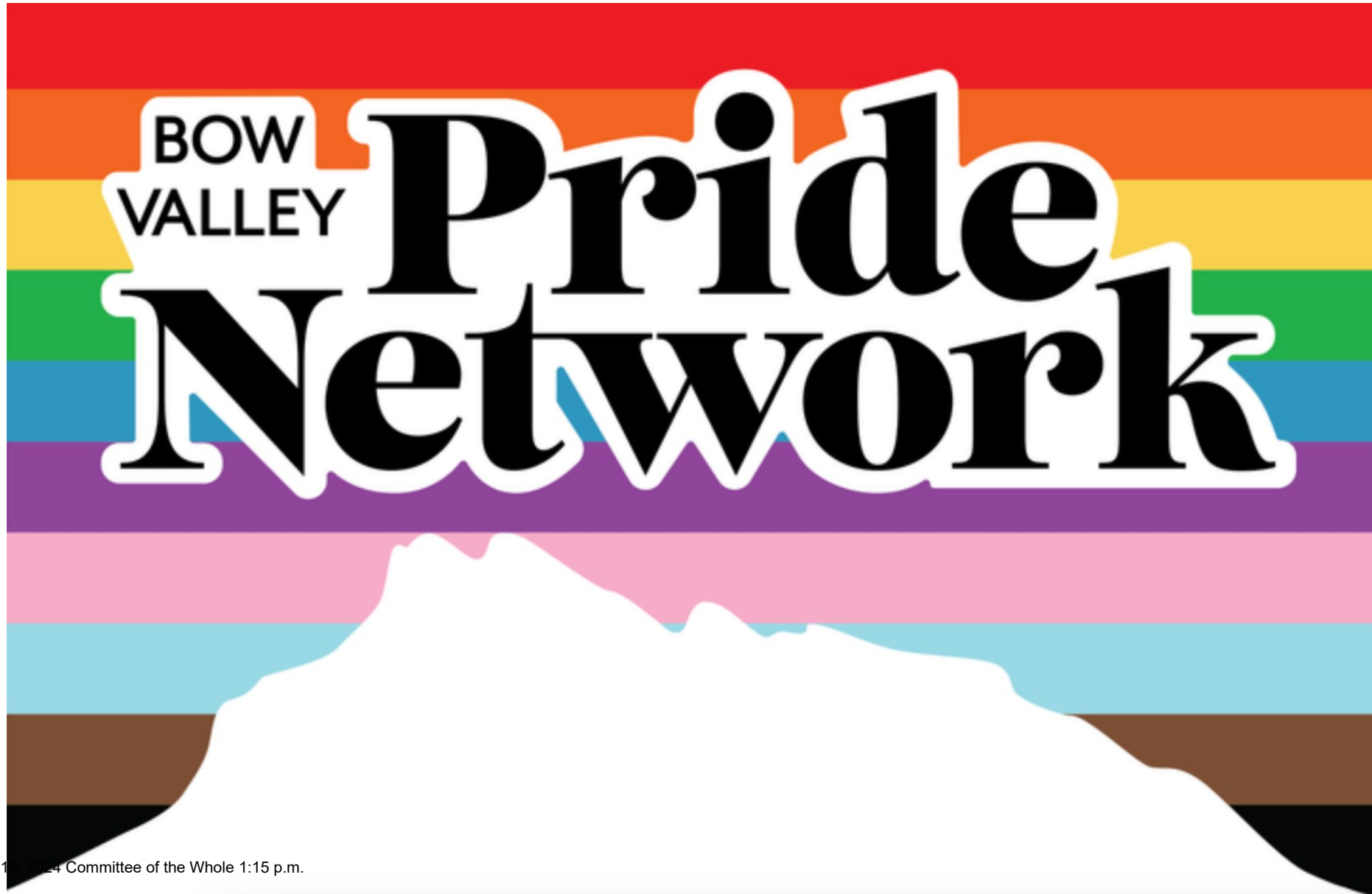
# Silver Status - Bow Valley Workplace Inclusion<sup>SM</sup> Charter





# We're a proud member

B1



# Third annual Community Square Dance and Fundraiser will be 15 November 2024<sup>B1</sup>



# Community reach and engagement



**12,000**



**2600**

**Our newsletters - 6000 subscribers**



# 'Future Leaders' - our K-12 Education program <sup>B1</sup>



***“This is where my best learning happens!”***

**- Grade 4 Student @ Star 6 Ranch**

# 'Future Leaders' - our K-12 Education program

**1,391** - student interactions

**78** - teachers reached

**88** - programs delivered

**1250** - students who benefitted from our EduKits





# **Sustainable Action Canmore...**

## **our Shift - Climate Transitions Program**



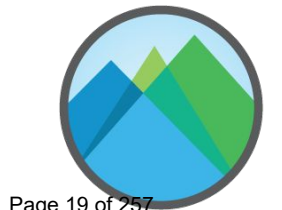


# Building for Sustainability Symposium in 2023 and 2024 - in partnership with BOWDA





# Green Buildings Open House, in all three municipalities...



# Promoting Towards Zero Waste events and Circular Economy



# Low Carbon Transportation Expos, 2023 & 2024



# Engaging the Community to Accelerate Climate Action, 2022 & 2023





# COMMUNITY CLIMATE CONVERSATIONS



# 'Cookies and Climate' Conversations





# WildSmart - promoting Human-Wildlife Coexistence

'By the numbers' summary for 2023:

**15,185** – contacts made by Volunteer wildlife ambassadors

**1372** – Volunteer wildlife ambassadors - hours

**627** – children in programs

**32** – wildlife awareness workshops for adults

**44** – bear spray trainings (trained 1402 people)

**68,004** – website visits

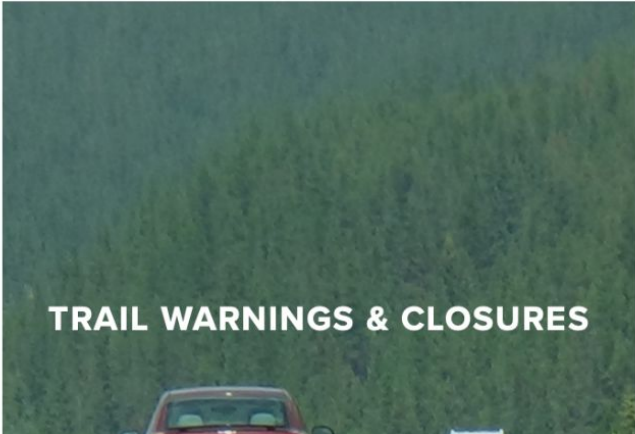
**58** – media interviews



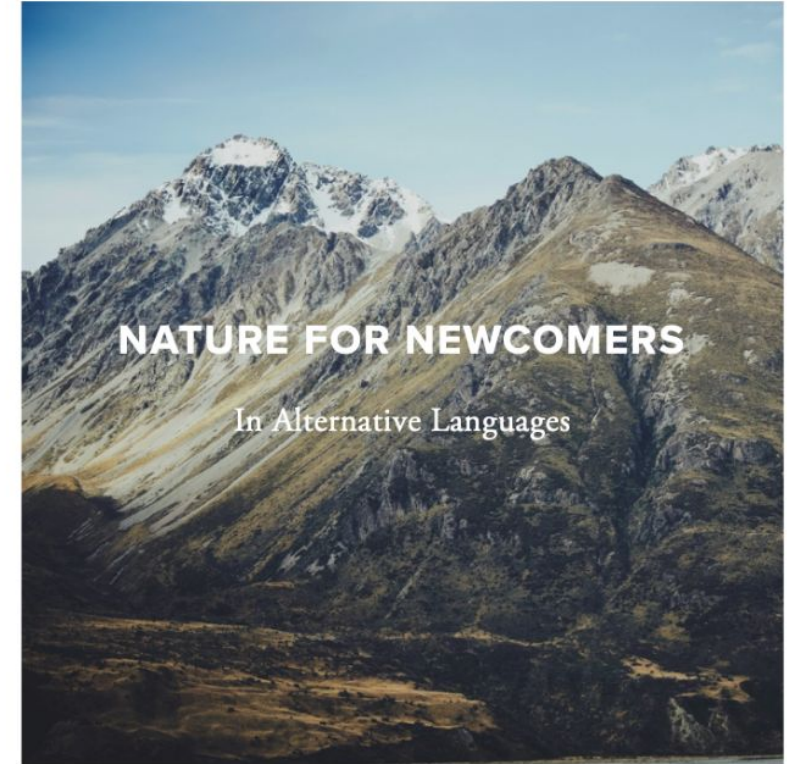
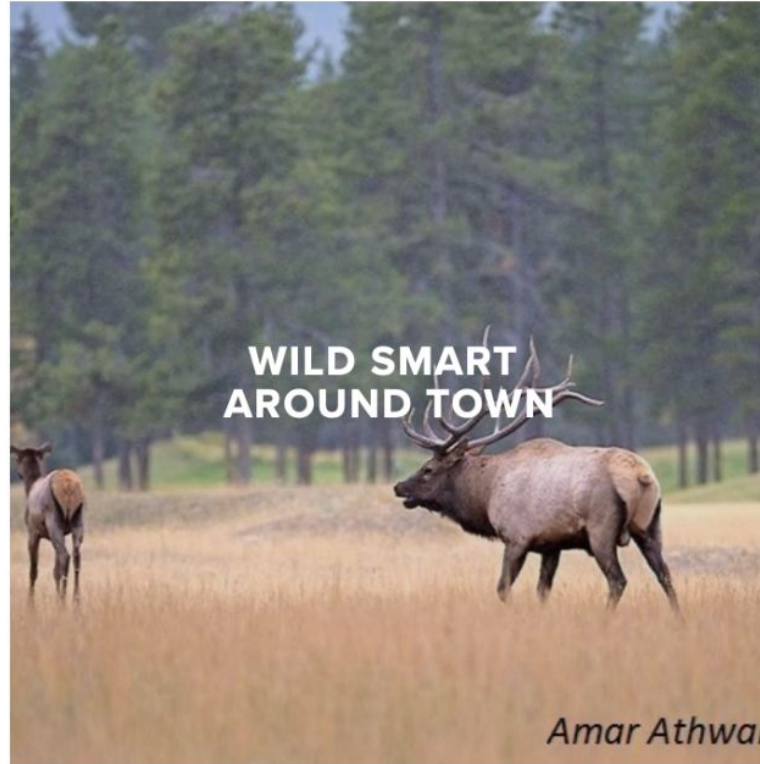
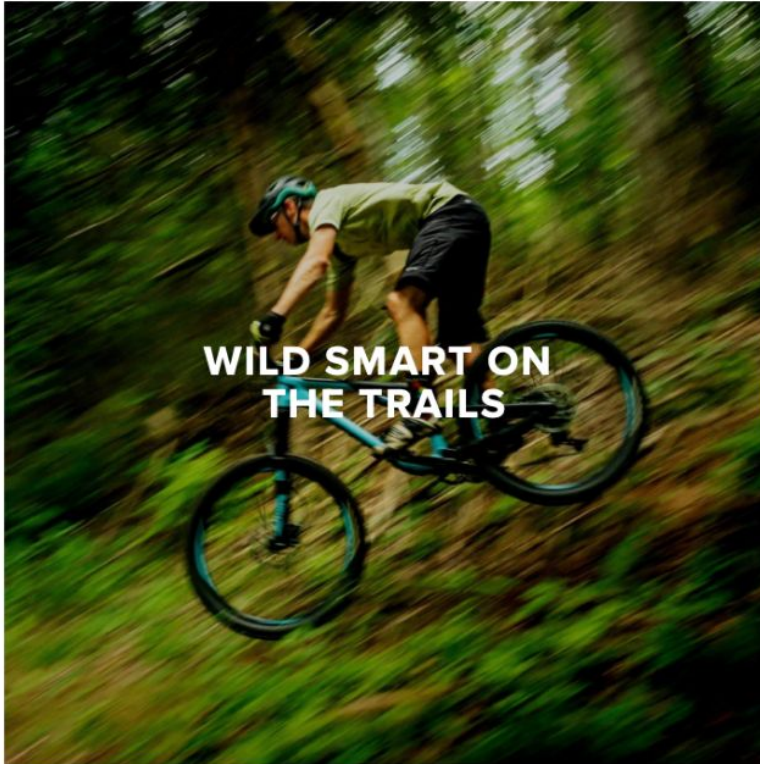
# Thanks! To our WildSmart Advisory Committee



# Online WildSmart Resources...



# Online WildSmart Resources...



# **We support WildSmart in...**

## **Canmore, Banff, and the MD of Bighorn...**



**We support WildSmart in...**

**Canmore, Banff, and the MD of Bighorn...**

**...AND WildSmart-style activities in Cochrane,  
Bragg Creek, and internationally!**

# Our volunteer Wildlife Ambassadors



# Annual Bear Day

*JOIN US FOR THIS FREE INTERACTIVE EVENT!*



*Booths & Displays*



*Demos & Safety Talks*



*Bear Awareness Hike*

**Canmore Nordic Centre Provincial Park**  
**Saturday, April 20th, 9:00 am - 3:00 pm**

*For more information visit [www.wildsmart.ca](http://www.wildsmart.ca)*





# Reducing Wildlife Attractants in Canmore

## KEEP WILDLIFE ALIVE AMBASSADOR PROJECT

BEAR REPORT

TRAIL CLOSURES AND WARNINGS

# We helped re-start the Roundtable...

B1

## Human-Wildlife Coexistence



Recommendations for Improving Human-Wildlife  
Coexistence in the Bow Valley

# I'm Co-Chair of the Roundtable's Technical Working Group



# I'm Co-Chair of the Roundtable's Technical Working Group



# We collect unused bear spray - and redistribute to participants in Affordable Services



# Thanks!

## Questions or comments?

**Gareth Thomson**  
**Executive Director**  
**403-678-7746**

**Gareth@Biosphereinstitute.org**





# **Report to the Town of Canmore:**

## **What we were able to achieve with your generous 2023 and 2024 funding**

**Submitted by the  
Biosphere Institute of the Bow Valley**

### **Context and introduction to this document**

With the Town of Canmore's support, the Biosphere Institute of the Bow Valley has provided award-winning programs throughout the Bow Valley community for 27 years.

The past two years has seen a revitalized board, fueled by a 2022-2024 strategic plan, and five full-time staff 'punch above its weight' and **increase its impact** in all our program areas, as we deliver on our mission to 'Empower community leadership to address environmental challenges.'

We are consistently able to leverage the funding provided by the Town of Canmore. In 2023 we were able to leverage the Town's generous grant of \$175,000 to raise \$479,000 from other grantors; for every dollar granted by the Canmore, we were able to raise another \$1.70 dollars to support our work. Funders include the federal Sustainable Development Goals Funding Programme, the federal Investment Readiness Program, the Calgary Foundation, the Alberta Ecotrust Foundation and the Banff Canmore Community Foundation, and Lafarge Canada. The prestigious Natural Sciences & Engineering Research Council of Canada (NSERC) also contributed funding to the Biosphere Institute's Education programs again in 2022, following consistent support since 2016.

**How this document is organized.** Last year the Town of Canmore provided funding for three program areas, and this document uses those three program areas as organizers.



## Core Funding and Future Leaders

Core funding enabled us to do all the following.

One of our most important roles as an organization is to support and amplify the Town's important messages, particularly with regard to key environmental topics. In 2023 we instituted quarterly meetings with town staff to ensure that we will "skate to where the puck is going to be" on this front.

We've built out widespread communications to engage Canmore residents. We're proud of our existing reach: we have over 12,000 followers on Facebook, over 6000 subscribers to our newsletters, and 2600 followers on Instagram – including the highly popular Instagram quizzes we piloted this year!

A year ago we created our popular series of [Earth Talks](#): a monthly series of presentations and workshops delivered in partnership with the Canmore Public Library, focusing on topics that are highly relevant to the Town of Canmore. All talks are recorded, and can be [viewed on our YouTube channel](#).

We're very proud of the work we've done to support equity-deserving community members. [We worked hard](#) to ensure equity, diversity, and inclusion are part of all of our programs, through a multisolving approach that seeks benefits for all. We currently hold Silver status in the Bow Valley Workplace Inclusion Charter. We are members of the Bow Valley Pride Network. We work closely with the Town's Affordable Services program in specific areas, as detailed below.

As one concrete example of this, we provided a "pay what you can" option to those who wished to attend our [Community Square Dance](#), held in November 2023 and 2024.

We also used a portion of core funding to support our education program for Canmore's [Future Leaders](#). We worked with students in Banff, Canmore, and Minî Thnî, and engaged high school youth in action projects that help deliver on municipal priorities through our [Future Leaders Youth Council](#), and this year we helped connect Canmore's children to our natural environment as we provide educational programming and professional development workshops for instructors, in partnership with Canmore's Summer Fun program and other non-formal programs.

We've curated online some of the [significant success stories](#) connected to our education program; and we present here a 'by the numbers' analysis of our work during the 2023-2024 school year:

**1,391** - total student interactions both single and repeated visits)

**78** - total teachers/adults reached

**88** - total programs delivered

**77** - percentage of Future Leaders Youth Council members who felt that their actions had a positive or very positive impact

**1250** - students who benefitted from our Elk, Bison, Wolf, Bear and Cougar EduKits

We're also thrilled to report the following testimonials from students:





***"This is where my best learning happens!"***

Grade 4 Student outside at Star 6 Ranch ('Ways of the Bison' program)

***"I was a little bit nervous talking to people first, I got all my words stumbled, then I told them they need to wash their cars and bikes at the car wash so that the soap doesn't go in the Bow River"***

Grade 5 Student after a residential door-knocking campaign about water treatment

***"There is no shame in supporting what you believe in! The Biosphere is a group of like minded youth which is always a safe space."***

Future Leaders Youth Council member

Generous core funding provided by the Town of Canmore supported key infrastructure and 'core' costs: rent, phones, oversight by our Financial Controller and Bookkeeper and our external financial auditor, benefits, website and social media, insurance to cover our operations, directors and officers' liability insurance for board members, etc.

We accessed core funding to support a strategic planning process for Board and staff in June 2024, permitting an important refresh of our [existing 2022-2024 strategic plan](#).

## **Sustainable Action Canmore**

To deliver on the goals of Sustainable Action Canmore we have developed our Shift: Climate Transitions program, which supports Bow Valley residents and businesses as they take action.

Here's what we've done over the past two years.

**We helped the community 'build for sustainability,'** through our highly positive and impactful first annual Building for Sustainability Symposium in 2023, a sold out gathering of over 170 industry professionals that we deliver in collaboration with the Bow Valley Builders and Developers Association.

We leveraged this event in 2024 to obtain new funding to help builders, developers, tradespeople, and real estate professionals accelerate building for sustainability through an annual series of educational, networking, and learning opportunities for these professionals, identifying the priorities of these groups as they responded to our surveys during the summer of 2024.



In 2023 and 2024 we held the Green Buildings Open House, an opportunity for Canmore residents to view the various climate-friendly innovations in homes and commercial buildings: basically, an open-house style tour of energy efficient homes and businesses to highlight best practices – some of them Town properties. In 2024 we were able to profile eight homes and businesses, and we were able to expand the scope of our work to include Banff and the Municipal District of Bighorn.

**We helped develop a circular economy in Canmore.** For three years in a row, we have led the Green Team at the Canmore Folk Festival, which attracts over 21,000 visitors annually. We did this on an unpaid basis, working with the organizers to increase the use of reusable materials, and achieved a 91% waste diversion rate in 2024.

This past winter we leveraged this learning to support two international cross-country ski events in their bid to create zero waste events.

This summer we convened a regional “Towards Zero Waste” group to share learnings throughout the Bow Valley in a bid to accelerate Towards Zero Waste initiatives at the hundreds of events that take place in the Bow Valley every year.

Earlier this year we leveraged the success of our work with the Canmore Folk Festival and secured a grant from the Alberta Ecotrust foundation that will help develop a circular economy and increase affordability, as detailed in our Case for Support for 2025 and 2026.

**We promoted Sustainable Transportation.** Current transportation creates very significant greenhouse gas emissions: in response, we had a very successful 2023 Electric Vehicle Expo, and followed up with our Clean Commute Expo, our Low Carbon Transportation Expo in 2024.

**Climate Champions.** When it comes to accelerating action, individual leadership is a very powerful force. We built new on-line training modules to create ‘Climate Champions,’ a peer group for ongoing encouragement and support, and held a soft launch of this initiative in February 2024. Our Climate Champions will be empowered to reach out to families, friends, and familiar institutions to encourage them to ‘take the next step’ when it comes to climate action.

Also this year, with funding from the Calgary Foundation that leveraged Town of Canmore funding, we created Community Climate Conversations in a bid to create a collective impact in the community.

**We held two community events: ‘Accelerating climate action in the Bow Valley.’** This initiative helped us engage the community in community action. We convened two community wide events to help accelerate climate action in the Bow Valley: the first was in October 2022, and an illustrated report appears here. This event was followed by another successful event in October 2023. Our full report appears here.

The events spawned a number of community action groups:



**Renewable energy.** A team of three University of Calgary students conducted research to deliver a technology feasibility assessment for geexchange heating and cooling systems for multi-family homes in the Bow Valley area, taking into account the uniqueness of the area's geographical location, geological setting, climate conditions and building layouts. [Read about students' success, and watch the 90 second video.](#)

**Waste reduction.** In partnership with the Bow Valley Waste Commission and the University of Calgary, we explored how to divert even more construction, renovation, and demolition waste from the landfill. [Learn more about this project here.](#)

**Nature-based solutions.** With the support of the Alberta Ecotrust Foundation, we worked to build the capacity of municipal partners and community stakeholders to appreciate, understand, and apply nature-based solutions to environmental challenges such as climate change, in part through an October 2023 workshop in Canmore.

**Bow Valley Isn't Disposable.** We worked with the Town of Banff, key tourism associations (Banff Lake Louise Tourism, Banff Lake Louise Hospitality Association) and individual businesses to explore reusable cup and container programs, to help them respond to Banff's Single Use Item Bylaw 468, which restricts businesses from using a wide variety of single use items. Last year we helped support the partners to consolidate this program into the existing [Banff Borrows](#) Program.

We are currently working with the Town of Canmore and Tourism Canmore Kananaskis to expand this program to Canmore, leveraging our learning - as our 'Bow Valley Isn't Disposable' [webpage shows](#).

**Shift Newsletter.** We coordinated with key Town of Canmore staff as we re-imagine our Shift newsletter. While this newsletter still contains valuable information pertaining to our climate programs, the newsletter now better reflects the purview of Sustainable Action Canmore, weaving in information about circular economy and zero waste, raising awareness and encourage event attendance, while encouraging climate action and environmental stewardship, and incorporating news items from other organizations in the environmental and sustainability movement, as befits our emerging role as a [community hub](#). We successfully rebranded and launched this newsletter. [The most recent edition can be viewed online here](#), and older posts [may be viewed here](#).



## WildSmart

### 2023 - By the numbers.

We are very proud of the scope and reach of this program! Here is our 'By the numbers' summary for 2023:

**15,185** – contacts with residents and visitors made by Volunteer wildlife ambassadors

**1372** – the number of hours spent by Volunteer wildlife ambassadors

**23** – the number of programs delivered to children (contacted 627 children)

**32** – the number of wildlife awareness workshops for adults (contacted 711 adults)

**44** – the number of bear spray trainings during the year (trained 1402 people)

**68,004** – the number of website visits

**58** – the number of media contacts (interviews, etc)

### WildSmart Education and Outreach of Canmore residents and visitors to Canmore.

Education and outreach lies at the heart of the WildSmart program. Over the past two years, we've...

- provided free wildlife safety and bear spray training to all Town of Canmore Big Fun camp staff, as well as direct program delivery to the children themselves at camp
- trained and supported the efforts of our 30 dedicated WildSmart ambassadors, and created our recently completed online training program to even better support their educational needs. Ambassadors connect with and educate residents and visitors on trails, at trailheads, and at events. Their key messages includes how to respect wildlife while using trails, how to stay safe in the woods, how to use bear spray, and the importance of removing wildlife attractants on trail - and at home. In 2023 Wildlife Ambassadors received Diversity, Equity and Inclusion (DEI) Training as well as specific messaging training for roves in Banff National Park. Also in 2023, this program was the recipient of Mayors Volunteer group award
- Worked with our partners at Alberta Parks to organize and deliver Bear Day at the Canmore Nordic Centre in both years. Bear Day is always scheduled for early April to educate residence and visitors just as the bears are coming out of hibernation
- Through our highly successful 2024 pilot program we collected unused bear spray canisters left by visitors at provincial and federal visitor services, and redistributed the free bear spray - and education about human wildlife coexistence - to participants in Canmore's Affordable Services program.
- circulated our massively popular Weekly Bear Report, which now sits at over 4500 subscribers
- continued to support public education as we consistently respond to several dozen media requests annually, disseminating key messages agreed to by all our partners - including the Town of Canmore
- curated all our WildSmart resources to create a single webpage – in essence, turning our 'How to be Wildsmart' brochure into a webpage.

**WildSmart Advisory Committee.** We created a more formal terms of reference document to support the work of our regional WildSmart Advisory Committee, a group that meets regularly 4-6 times



annually to promote with regional coordination throughout the Bow Valley, help guide our efforts through their advisory role, and provides another point of contact with the Town through representation by Canmore Council.

**Direct support of the Town's work to manage wildlife attractants.** In 2023 and 2024 we ran the Keep Wildlife Alive Ambassador Program: we provide staff capacity and training to support a separate contract with the Town of Canmore, through which we employ three part-time contractors who target specific areas of town, and specific households, around the management of attractants such as fruit trees. These contractors receive specific training to help them persuade these homeowners to 'do the right thing' when it comes to managing attractants. We found that changing behaviour benefits from involved direct conversation, empathy and engagement in problem solving with residents; and that residents of Canmore care about bears, and want to do their part to help keep them alive.

We also leveraged our substantial engagement with media, and outreach through social media, and our weekly bear report to support the Town's commendable initiative to manage wildlife attractants.

**We were able to support the Town's work, through the Roundtable on Human Wildlife Coexistence.** Two years ago our advocacy efforts with the provincial government helped resurrect the Roundtable on Human Wildlife Coexistence, and re-established the Technical Working Group responsible for the implementation of the 28 recommendations contained in the 2018 report. Our Executive Director is co-chair of the Technical Working Group, and attends Roundtable meetings as well; and our Wildsmart Program Director attends all Technical Working Group meetings. We believe this regional initiative helped accelerate work in Canmore: in March 2024, Canmore Council adopted the Town's Human-Wildlife Coexistence Implementation and Action Plan which outlines a detailed list of actions that advance human-wildlife coexistence in Canmore.

**We support the Town's interests vis-a-vis the Canmore Area Trails Strategy (CATS).** The Town's interests include supporting human-wildlife coexistence, maximizing human safety when it comes to wildlife, and supporting responsible human recreation. The Canmore Area Trails Strategy (CATS) was brought into the public eye earlier this year, and is a key mechanism to achieve these goals. Our Executive Director sits on the Advisory Group, and we leverage our standing as a trusted messenger in the community to help assure the continued coexistence of humans and wildlife in this increasingly busy valley. We share our learnings about recreation and wildlife online, and earlier this year began to engage Canmore citizens in this important conversation about the future of our trails system.

October 23, 2024

## Presentation to Canmore Town Council

### Securing the Future of the Canmore Museum: A Partnership for Canmore's Legacy

#### Introduction:

The Canmore Museum is more than a collection of artifacts—it's a steward of our shared identity, preserving the stories of the people, the land, and the history that make Canmore unique. For over 40 years, we've proudly held this responsibility, making Canmore's history accessible to all, fostering community connection, and inspiring future generations. But today, we face significant financial challenges. In an era of rising costs and decreasing grants, we are asking for your partnership in ensuring the museum remains a pillar of our community. To continue fulfilling this mission, we respectfully request an increase in Municipal funding to **\$345,000 for 2025** and **\$300,000 for 2026**.

#### Why This Investment Matters

In a status quo budget year, we recognize that asking for increased funding is a substantial request. However, this investment isn't just about keeping the museum's doors open—it's about securing Canmore's past and future.

The two-year increase will allow us to:

1. **Offset Grant Shortfalls:** Our operational budget took a significant hit when we lost the \$25,000 Alberta Museum Association Grant. This funding is critical for maintaining our high-quality programming and exhibits.
2. **Sustain Exhibitions that Attract Repeat Visitors:** Rotating 2-3 exhibits each year keeps the museum vibrant and engaging. These exhibitions aren't just displays; they're invitations for the community to revisit and reflect on Canmore's evolving story.
3. **Buy Time to Secure New Funding Sources:** We're not looking to depend on municipal funding alone. This increased investment will give us the time to cultivate new donor relationships, apply for additional grants, and launch new revenue streams.

### **The Opportunity: A Museum for Everyone**

Through our participation in the BY|FOR|ALL Change Network, we are committed to ensuring that the museum remains:

- **Accessible:** Removing barriers so every member of the community can engage with our exhibits and programs.
- **Inclusive:** Reflecting the diverse voices and experiences of Canmore, from its Indigenous heritage to the stories of recent settlers.
- **Relevant:** Adapting to the needs and conversations of today, with programming that educates and empowers our visitors to think critically and act responsibly.

### **The Business Case for Supporting the Museum**

Increased municipal funding is not just a cost—it's an investment in Canmore's cultural and economic future:

- **Economic Driver:** Cultural institutions like the Canmore Museum attract visitors, supporting local businesses. Increased funding will enable us to draw even more repeat visitors through engaging exhibitions and community events.
- **Community Wellbeing:** The museum provides a space for shared learning, reflection, and connection, fostering a strong sense of place and belonging in Canmore
- **Resilience:** The requested funding provides us the critical resources needed to strengthen our financial foundation, allowing us to diversify revenue streams through private donors, grants, and legacy giving.

### **The Ask: Securing a Vibrant Future Together**

We're not merely seeking additional funding—we're extending an opportunity for the community to partner with us in securing a future for the Canmore Museum. With your support, the Canmore Museum can rise to meet immediate financial challenges while laying the groundwork for lasting success.

With your increased funding support the Canmore Museum will not only overcome immediate financial hurdles but also build a lasting legacy for generations to come. Together, we can ensure that Canmore's rich cultural heritage continues to be a source of pride and inspiration for everyone who calls Canmore and the Bow Valley home.

**TOWN OF CANMORE**  
**MINUTES**  
Committee of the Whole  
Council Chambers at the Civic Centre, 902 – 7 Avenue  
**Tuesday, October 15, 2024 at 1:00 p.m.**

**COUNCIL MEMBERS PRESENT**

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

**COUNCIL MEMBERS ABSENT**

None

**ADMINISTRATION PRESENT**

Sally Caudill	Chief Administrative Officer
Whitney Smithers	General Manager of Municipal Infrastructure
Johanna Sauve	Manager of Human Resources / Acting General Manager of Corporate Services
Eleanor Milette	Manager of Economic Development / Acting General Manager of Municipal Services
Ben Stiver	Municipal Clerk (recorder)
Adam Robertson	Manager of Communications
Amanda Hunter	Peace Officer

Mayor Krausert called the October 15, 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 October 15, 2024 Committee of the Whole Meeting**

28-2024COW Moved by Mayor Krausert that the Committee of the Whole approve the agenda for the October 15, 2024 meeting as presented.

**CARRIED UNANIMOUSLY**

**B. DELEGATIONS**

- 1. Government of Alberta – Wildlife Fence Project**

James Herian alongside Stephen Legaree, Maria Didkowsky, and Darren Davidson from the Alberta Transportation and Economic Corridors of the Government of Alberta, provided an overview on the Alberta Wildlife Fencing Project in the Bow Valley.



**C. MINUTES**

29-2024COW

**1. Minutes of the September 17, 2024 Committee of the Whole Meeting**

Moved by Mayor Krausert that the Committee of the Whole approve the minutes of the September 17, 2024 meeting as presented.

**CARRIED UNANIMOUSLY**

**D. STAFF REPORTS**

**1. Connect Downtown Options Phase: What We Heard**

Administration provided the Committee of the Whole with an update on the Options Phase of the Connect Downtown project, including what we heard through community and interest holder engagement.

**E. COUNCILLOR UPDATES**

**1. October Councillor Updates**

Written report, received as information.

**F. ADMINISTRATIVE UPDATE**

**1. October Administrative Update**

Written report, received as information.

**G. COUNCIL RESOLUTION ACTION LIST**

**1. Council Resolution Action List as of October 9, 2024**

Written report, received as information.

**H. CORRESPONDENCE**

- 1. Letter to Minister McIver, Minister Nixon, and Minister Horner re Updating Undermining Regulation Map**
- 2. Response from Minister McIver re Updating Undermining Regulation Map**
- 3. Letter to Minister McIver re Canmore Undermining Review Regulation Map**

**I. CLOSED SESSION – none**

**J. ADJOURNMENT**

30-2024COW

Moved by Mayor Krausert that the Committee of the Whole adjourn the October 15, 2024 meeting at 2:30 p.m.

**CARRIED UNANIMOUSLY**

\_\_\_\_\_  
Sean Krausert  
Mayor

\_\_\_\_\_  
Ben Stiver  
Municipal Clerk

Minutes approved by: \_\_\_\_\_



# Briefing

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

**To:** Committee of the Whole

**SUBJECT:** Net Zero Building Codes Readiness Assessment

**SUBMITTED BY:** Amy Fournier, Energy and Climate Action Coordinator

**PURPOSE:** To report on the findings and recommendations of Capital Project 7251, a Net Zero Building Codes Readiness Assessment

## EXECUTIVE SUMMARY

In 2024, a consultant study for Capital Project 7251 – Net Zero Building Codes Readiness Assessment - (CAP 7251) was undertaken to investigate possible levers for new buildings in Canmore to be constructed in alignment with the Town’s climate change mitigation and resilience efforts. This Briefing provides a summary of the background and rationale for undertaking this work, as well as the findings and recommendations. The complete report, which the consultant titled *Options for Achieving High Performing Resilient Buildings* (the Study), is included as Attachment 1.

Recommendations from the Study include integrating a climate risk and vulnerability assessment into the development application process, updating architectural and engineering design guidelines to address climate risks, creating an incentive-based program that provides pre-determined benefits proportional to quantifiable energy efficiency and climate resiliency criteria, encouraging energy performance public disclosure, and assessing existing Town policy for opportunities for better alignment with the Climate Emergency Action Plan.

## BACKGROUND/HISTORY

2019: Council declared a State of Climate Emergency (207-2019).

2022: Council’s Strategic Plan (2023-2026) includes the following goal “Canmore is a recognized leader in managing human impact on our environment”, with intentions that “Canmore as a community collaborates to reduce our impact on climate change and prepare for climate adaptation” and that the “community is aware of the Town of Canmore’s environmental leadership”.

2024: Bill 20: The Municipal Affairs Statutes Amendment Act received Royal Assent on May 30. It included an amendment to Section 694(1) of the Municipal Government Act which specifies that “The Minister may make regulations (f) prescribing the conditions that a subdivision authority and a development authority are permitted to impose when granting subdivision or development approval in addition to those conditions permitted to be imposed under this Part.” Bill 20 added the following to this existing clause: “(f.1) prescribing the types of studies that a development authority is permitted to request prior to development approval.”

2024: Council accepted the Climate Emergency Action Plan (CEAP) for planning purposes which includes a target of net zero greenhouse gas emissions by 2050 (150-2024). The CEAP updated, consolidated, and replaced the Town's previous climate change mitigation, adaptation and environmental plans.

## DISCUSSION

Canmore is one of hundreds of municipalities across Canada with ambitious climate targets. Meeting these greenhouse gas (GHG) emission reduction commitments requires a drastic reduction in the fossil fuels required to heat and power buildings. New buildings constructed today will last for half a century or more, representing a one-time opportunity to lock in energy performance in cost-effective ways that would be economically prohibitive in future retrofits. Upfront investments in energy efficiency also provide ongoing cost savings while improving health, comfort, and resilience to extreme weather, for the lifetime of the building.

A stringent building code would be the most impactful near-term mechanism to enable local governments to achieve energy efficient new buildings at a community-wide scale. In 2022, the National Research Council published updated National Model Building Codes. These were based on the commitment in the 2016 Pan-Canadian Framework on Clean Growth and Climate Change for a 'net zero ready' building code by 2030. 'Net zero ready' buildings are so efficient that they could supply their annual heat and power needs with onsite renewables, but aren't required to have renewable energy installed at the time of construction. Similar to the Step Code that has been in place in British Columbia since 2017, the new model codes established a set of progressive tiers of increasing energy performance requirements, towards the ultimate goal of net zero ready new construction. Setting out a defined timeline of increasing energy performance tiers over the next few years enables those involved in building and development to prepare for the future changes, and build the required capacity, local jobs, and supply chain.

The Alberta Building Code 2023 edition came into effect in May 2024. It is set at Tier 1 of the national model codes, without a timeline for progressing to higher tiers. This means there will be no meaningful improvement in energy efficiency over the previous 2017 and 2019 codes. Unlike in BC, municipalities in Alberta cannot adopt their own energy performance tiers at the local level. The Study was therefore commissioned to explore the options that might be available to the Town to incentivize, encourage, and/or require improved building performance.

The Study confirmed that municipalities in Alberta are limited to incentive-based and educational tools for achieving higher levels of energy efficiency, because local governments do not have the authority to regulate the same subject matter as the provincial building code. For climate resiliency measures, because they aren't already specifically regulated, there may be opportunity for enhanced requirements to mitigate climate hazards such as wildfire, flooding, and extreme heat, if they do not overlap with the building code. While a formal legal opinion was not obtained for this Study due to budget constraints, relevant guidance was available through a recent City of Edmonton report and legal review of regulatory and policy tools to reduce emissions in new construction.

The Study provides the following recommendations for consideration:

1. Integrate a climate risk and vulnerability assessment into the development application process. The recent Municipal Affairs Statutes Amendment Act may restrict a municipality's ability to make this assessment compulsory.

2. Update architectural and engineering design guidelines to address specific climate concerns, such as wildfire, flood, drought, and extreme heat or weather. For example, the City of Calgary’s urban design guidelines include strategic shading, window placement and tinting, tree planting and vegetation, exterior finish colour selection, and airflow and use of prevailing winds.
3. Consider a performance-based framework for density bonusing and other pre-determined benefits based on meeting quantifiable energy efficiency and climate resiliency criteria.
4. Encourage voluntary energy performance public disclosure for new commercial and medium-to high-density residential, potentially as a rebate program. This level of disclosure should be easily provided by a builder and would serve to provide a clear picture of the impact of new construction on the Town’s climate targets, and to recognize the efforts of builders who have invested in energy efficient technologies and practices.
5. Identify where existing Town policy may support climate action at large or small scale and where there may be gaps or inconsistencies with what has been established in the Climate Emergency Action Plan.

This Study represents a first step. It provides suggestions for what could be most effective with the tools available to municipalities. The Study is being presented to Council to report on the results of Capital Project 7215. Information contained in the Study would be a potential input to a substantial review of the Land Use Bylaw, which is included as a proposal in the 2025 capital budget for Council’s consideration. Should the review be approved, revisions to the Land Use Bylaw would be brought to Council for a decision.

#### **FINANCIAL IMPACTS**

This report is for information only.

#### **INTEREST HOLDER ENGAGEMENT**

One meeting with BOWDA representatives was held to advise them about the Study and obtain initial feedback on potential mechanisms. Meetings with internal Planning and Development staff were also conducted to inform the recommendations. The “What We Heard” report from these meetings is attached for reference as Attachment 2.

#### **ATTACHMENTS**

- 1) Options for Achieving High Performing and Resilient Buildings Report
- 2) What We Heard Report

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# TOWN OF CANMORE

OPTIONS FOR ACHIEVING HIGH PERFORMING  
RESILIENT BUILDINGS IN CANMORE

*Prepared by:*

**ECOAMMO SUSTAINABLE CONSULTING INC.**

June 27, 2024



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## Executive Summary

### Project Context

In the spring of 2024, the Town of Canmore engaged EcoAmmo Sustainable Consulting Inc. to develop recommendations for municipal policies, processes, and programs to achieve high performing, resilient new residential and commercial buildings. To achieve this objective, we examined existing case law and legal opinion on policy for high performing, resilient buildings at the municipal level in Alberta. Then, we conducted research of practices, policies, and programs to explore possible solutions for the Town. We combined the research findings into potential policy and program options, analyzing options for their potential impact on climate targets, Town operations and staff, and budget. Gathering feedback on these options from internal and external stakeholders informed the recommendations included in this report.

### Key Findings

Research and engagement revealed the following key findings:

Provincial legislation is a major barrier to progress in green building, limiting what is possible to improve energy efficiency and climate resiliency in municipalities. As a result municipalities are limited to alternative solutions, such as incentives and voluntary programs.

There is a disconnect between climate change strategy and targets and Town planning policy that limits the authority and policy direction of current climate and sustainability efforts.

One size does not fit all. Different development types face different challenges in achieving sustainable builds and require different types of incentives.

Incentives are not a universal solution. There is a ceiling to the benefits that can be offered relative to climate performance.

Space must be left for market-led innovation to provide flexibility and options for industry. Clarity and simplicity are key priorities for the development community.

Energy efficiency and climate resiliency are interrelated, as are the technologies and policy solutions to achieve them. Focusing on areas of co-benefit between these categories while minimizing complexity for Town staff and stakeholders is necessary.

## Recommendations

### 1. Establish a single, multi-pathway incentivization program.

Replace the existing Sustainability Screening Policy (SSP) with a focused policy with structured and **quantifiable energy efficiency and climate resiliency criteria**. This policy should enable builders to pursue pre-determined benefits through prescriptive and performance-based criteria that uses defined, step-code-based standards to determine which benefits are available to builders based on their proposed development. Benefits received should be proportional to the level of performance of assessment criteria achieved.



**2. Update the Engineering, Design, and Construction Guidelines and Land Use Bylaw to include climate resilience criteria.**

Based on the results of the Town Climate Risk and Vulnerability Assessment, update the Engineering, Design, and Construction Guidelines and Land Use Bylaw to include relevant climate resiliency criteria. This should include, at minimum, specifications for vegetation and landscaping, solar exposure / shading, and building colours /materials (i.e., high albedo surfaces).

**3. Include energy performance disclosures for new construction.**

For new commercial and medium- to high-density residential, include energy performance reporting as a voluntary rebate program, where submitting and disclosing energy performance publicly provides for a development fee rebate. While fee rebates are unlikely to be significant drivers of more costly or intensive energy upgrades, this level of disclosure should be easily provided by a builder, and therefore a rewarding cost reduction opportunity for builders. There should be no associated performance standards, but rather serve to provide a clear picture of the impact of new construction on the Town's climate targets and to recognize the efforts of builders who have invested in energy efficient technologies and practices.

#### Future Direction

**1. Integrate climate targets and strategies with Planning policy and processes.**

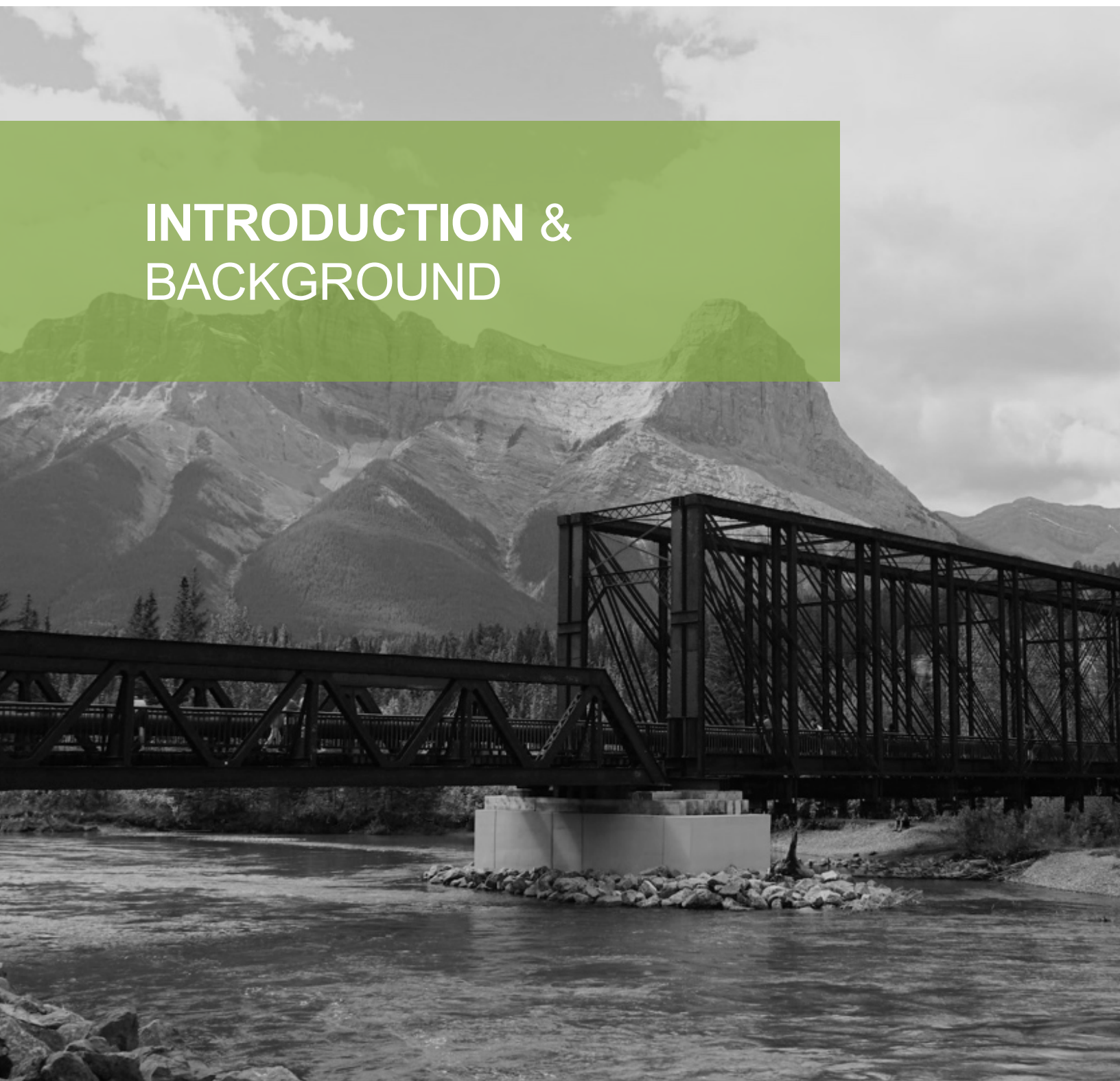
To align climate objectives with the statutory authority of the municipality, identify where existing policy direction may support climate action policy at large or small scale. Through this process, highlight gaps, disconnects, or inconsistencies between Planning policy and process and what has been established in the Climate Action Plan and the plans succeeding it, such that future updates to the Land Use Bylaw and Municipal Development Plan provide sufficient policy direction to support climate-based development criteria. Specifically, ensure that climate targets and the actions required to achieve them are included in the Municipal Development Plan and its associated policies.

**2. Continue to pursue alternative solutions, working collaboratively with the development community.**

The new and ever-changing nature of sustainability practices and needs in the building sector requires the Town to work closely with the development community to continuously identify climate impacts and corresponding action to support a sustainable and resilient community. Working together, greater opportunities to reduce emissions and create more climate resilient structures are possible. Part of this collaborative approach should incorporate education and outreach to increase awareness, knowledge, and skills in the building sector. As energy efficient and climate resilient practices grow in practice, the capacity and willingness of the sector must grow alongside them.



# INTRODUCTION & BACKGROUND





## Project Overview

### Project Intent & Objectives

In the spring of 2024, the Town of Canmore (“the Town”) engaged EcoAmmo Sustainable Consulting Inc.<sup>1</sup> to develop recommendations for municipal policies, processes, and programs to achieve high performing, resilient new residential and commercial buildings. For the purposes of this report, we will define “high performing, resilient buildings” by the degree to which they are energy efficient and climate resilient beyond what is required by current legislation.

For the purposes of this report, *energy efficiency* is defined as the use of less energy to perform the same tasks or produce the same result (U.S. Department of Energy, 2024). In the context of the built environment, homes and buildings which use less energy to heat, cool, and operate appliances and processes are considered energy efficient. (U.S. Department of Energy, 2024).

#### **Communities’ Role in Climate Action**

The 2023 IPCC Climate Change Synthesis Report indicates that 1.1 degrees of global warming has already occurred, and current initiatives will not be sufficient to prevent 1.5 degrees of global warming and the worst effects of climate change (IPCC, 2023). To combat this, the *Canadian Zero Emissions Accountability Act* (2021) established a target goal of net zero emissions for Canada by 2050 (Government of Canada, 2021). Increasing the energy efficiency of homes and buildings addresses a major source of global GHG emissions.

*Climate resiliency* refers to the ability of a building to prepare for, recover from, and adapt to the changing climate (Centre for Climate and Energy Solutions, 2019). Preparing a structure for climate resilience involves incorporating design measures to account for longer droughts, higher temperatures, flooding, strong winds, and other extreme weather conditions (Centre for Climate and Energy Solutions, 2019).

#### **The Rising Importance of Climate Resilient Buildings**

In 2021, the Canadian Institute for Climate Choices estimated that flood damage to homes and buildings could increase by a factor of ten by the end of the century, costing up to as much as \$13.6 billion annually (Canadian Institute for Climate Choices, 2021).

As such, proactive investment in climate resilient infrastructure remains one of the most impactful ways to reduce climate risk for communities.

### Project Approach

To achieve this objective, we examined existing case law and legal opinion on policy for high performing, resilient buildings at the municipal level in Alberta. Following that, we conducted research of practices, policies, and programs to explore possible solutions for the Town. We

<sup>1</sup> Note that during this engagement, EcoAmmo joined Stok, a U.S. based consulting firm, and officially rebranded as Stok Canada Ltd. Due to the timing of this partnership, for clarity, we will continue to refer to ourselves as EcoAmmo throughout this report.



combined the research findings into potential policy and program options, analyzing options for their potential impact on climate targets, Town operations and staff, and budget. Gathering feedback on these options from internal and external stakeholders informed the recommendations included in this report. Specific project activities included the following:

#### **Research**

- Examined legal precedence and existing case law
- Reviewed relevant background documentation (e.g. building codes, Climate Action Plan, etc.)

#### **Options & Analysis**

- Develop potential options based on best practice and legal research findings
- Options were evaluated by cost, GHG reduction potential/climate resilience, and impact to Town

#### **Stakeholder Engagement**

- Interviewed internal (Planning) and external (BOWDA) stakeholders
- Refined the options to include feedback on the challenges, relevance, and perceived benefits from each stakeholder group

#### **Reporting & Reporting**

- Synthesized all research, findings, options analysis, and stakeholder input into final recommendations

Throughout each phase of this project, we worked closely with the Town to incorporate feedback and adjust our approach and findings as needed to ensure that the findings and recommendations of this report reflected the needs and objectives of the Town. The content in each section of this report is iteratively refined based on this feedback.



# RESEARCH FINDINGS



## Research Findings

### Research Methodology

Research for this project was undertaken with a focus on three streams: published legal precedence and opinion, Tiered Energy Code alignment opportunities for the most recent release of the Alberta Building Code, and other leading practices. The reason for this approach was to first understand the parameters under which potential options for enhancements to energy efficiency and climate resiliency in new construction could be legally undertaken within the jurisdictional authority of the Town. As such, we look to existing case law and studies undertaken in Alberta to provide the context and criteria necessary to guide further research into policy and program options for Canmore. The findings of this research are summarized in the section ‘Legal Landscape and Precedence for Municipalities’.

Using this legal scope, we then expand on leading practices and examples of energy efficiency and climate resiliency policies and programs. Research was desktop-based and focused primarily on Alberta practices and policies, although also looked to other jurisdictions for relevant opportunities.

### Legal Landscape and Precedence for Municipalities

#### Guiding Legislation

There are two main Acts that provide guidance as to the authorities of a municipality for the building sector: the *Municipal Government Act* (MGA) and the *Safety Codes Act* (SCA). Under the former, municipalities are granted natural persons status and have broad authority under Part 1 of the act to administer local government. However, it is not the MGA that grants municipal authority to implement energy efficiency and / or climate resiliency policies in this instance, rather the SCA that limits the ability of a municipality to do so.

Under the SCA, the National Building Code (NBC) – Alberta Edition, 2023 (referred to in this report as “the NBC” or “the Building Code”) and the National Energy Code for Buildings (NECB), 2020 (referred to in this report as “the NECB” or “the Energy Code are enacted<sup>2</sup>). In Alberta, “municipalities are not able to adopt a unique building code or adopt a higher step of the provincial building codes” (Powell, et al., 2024). As municipalities “derive their authority from provincial statute”, this means that “a municipality can only act in the manner and deal with matters as prescribed by provincial legislation” (Powell, et al., 2024). To know where this boundary between the SCA and local jurisdiction exists, there are two tests that examine whether municipal policy conflicts with the SCA, specified in Section 66 of the SCA (Powell et al., 2024):

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<sup>2</sup> Notably, this report comes at a time of regulatory transition, and the findings, options, and recommendations contained within this report pertain to the newest version of the Code, effective May 1, 2024.



Name	Section 66 Language	Test
<b>Same Subject Matter</b>	“Due to Section 66 [of the <i>Safety Codes Act</i> ], a municipal bylaw is inoperative if it deals with the same subject matter as the <i>Safety Codes Act</i> .”	“The test for overlapping regulations is whether the bylaws address the <b>same subject matter</b> as the building codes.”
<b>Dual Compliance</b>	“A bylaw cannot stand if compliance with one (the bylaw or provincial law) requires violation of the other.”	“If the bylaws do not address the same subject matter, then the bylaws still must be consistent with the building codes so as not to create an <b>impossibility of dual compliance</b> .”

Fundamentally, “the test for overlapping regulations” is whether the bylaws address the same subject matter as the building codes. If the bylaws do not address the same subject matter, then the bylaws still must be consistent with the building codes so as not to create an impossibility of dual compliance” (Powell et al., 2024).

An example of the test of same subject matter in Alberta can be examined in the case study to follow.

### **CASE STUDY: *Kozak v. Lacombe County***

#### **Case:**

- Alberta Court of Appeal (ABCA) considered whether a municipal bylaw was inoperative by virtue of section 66 of the *Safety Codes Act*.
- The municipal bylaw at issue purported to regulate private sewage disposal systems and to require landowners that are adjacent to land on which pipes from the County sewage system are located to disconnect from their private system and connect to the County system at their own expense. The *Safety Codes Act* also regulates sewage systems.

#### **Outcome:**

- Bylaw does not purport to regulate the same matter as is regulated by the *Safety Codes Act* and, as such, section 66 does not apply.
- The bylaw determines whether a private sewage systems can be used at all whereas the *Safety Codes Act* “regulates the safety of the design, manufacture, construction, installation, use, operation, occupancy and maintenance of various facilities, buildings and services” (i.e. the safe use of private sewage systems).
- Holding a permit under the *Safety Codes Act* does not immunize a person from compliance with bylaws (or other enactments).

#### **Legal Interpretation:**

- Municipalities could avoid regulating the same subject matter as the building codes by avoiding language that “regulates ... the design, manufacture, construction, installation, use, operation, occupancy and maintenance of various facilities, buildings and services”.

*Source: Powell et al., 2024*





### What We Learned<sup>3</sup>:

- **Municipalities do not have the authority to create policy that pertains to the same subject matter as the NBC or NECB. Voluntary or incentive-based programs must be used to exceed performance in these areas.**
- **Subject matter not covered by the NBC or NECB, such as enhanced climate resiliency measures, may be permitted such that it does not result in an impossibility of dual compliance nor affect the regulations of the “design, manufacture, construction, installation, use, operation, occupancy and maintenance of various facilities, buildings and services”.**

### Tiered Energy Code

A priority of this project was to ensure that findings and recommendations are within the municipal jurisdiction of the Town. To do this, understanding provincial legislative authority for building within municipalities is fundamental. At the provincial level, the National Building Code (NBC) – Alberta Edition (2023) and the National Energy Code for Buildings (NECB) (2020) came into force May 1, 2024, clearly outlining what aspects energy efficiency and related climate resiliency features (such as climatic loads for building structure and envelope) are expected of builders. Areas of energy efficiency specified as part of minimum NECB are summarized in Appendix A: NECB 2020 Changes.

The NECB 2020 introduces tiered codes of energy standards, with the minimum standard energy performance of a building increasing with each tier. This system uses the reference building approach, with two different modelled buildings (Efficiency Canada, n.d.):

1. “A model building created according to the minimum code compliance requirements of the prescriptive path. It is used to reference a hypothetical building energy use target.”
2. “A proposed building designed and modelled as it is intended to be built, complete with all intended energy conservation measures required to meet a specific performance target.”

Four<sup>4</sup> “progressive performance tiers” against these reference buildings are available “to maximize energy efficiency in new construction” (Government of Canada, n.d.). In Alberta, builders must comply with the minimum increase in energy performance relative to the reference building, constituting “Tier 1” performance. Alberta has implemented Tier 1 under the NECB and Tier 1 for “housing and small buildings” under Part 9 of the NBC, with no specified timeline for progressing to tiers that exceed the energy performance of the reference building. Tier 1 Code does not materially raise energy efficiency or related climate resilience requirements relative to the reference house. As such, a municipality is largely limited to the provision of incentive-based and educational tools for subject matter pertaining to energy efficiency.

Unlike energy efficiency, climate resiliency is not directly mentioned in the NEBC. Rather, certain aspects of the NECB can increase the climate resiliency of a structure through better heating

<sup>3</sup> Research in this section was prepared based on existing legal opinion and published case law. Findings in this section were not prepared by a legal team and should not be considered legal guidance.

<sup>4</sup> Defined, at present, only at the federal level.



and cooling systems, airflow, air tightness, and climatic values. This allows for greater opportunity at the municipal level to create policy specific to climate resiliency. However, caution is required to ensure that any policies requiring climate resiliency measures do not conflict or overlap with existing requirements in the NECB or NBC.

#### What We Learned:

- **Alberta’s decision to implement Tier 1 of the NECB limits the ability of a municipality to require higher levels of energy performance without encroaching on the “same subject matter” as provincial legislation.**
- **Some subject matter of climate resiliency is included in the NECB, also encountering the “same subject matter” constraint. However, limited climate resilience guidance in the NBC and NECB create opportunity for the Town to establish requirements outside of this subject matter (building envelope, mechanical systems, and climatic values).**

#### Statutory Authority of Municipalities

Municipalities can establish terms for both building and development permits, with building permits there is “more [litigation] risk of engaging Section 66 of the SCA as compared to implementing the requirements at the development permit stage” (Powell, et al., 2024). This is because the conditions for building permits are already established under the SCA, with municipalities acting as administrators of these terms. With development permits, municipalities are granted the authority to define the development process and grounds for decision.

Important to understanding why development permits are a more viable option is how they are enabled by legislation and fall under the authority of a municipality. Section 632(1) of the MGA states that “every council of a municipality must by bylaw adopt a municipal development plan”. The municipal development plan (MDP) must address various aspects of “future land use” and “the manner of and the proposals for future development”; may address “environmental matters within the municipality”; and, “may contain statements regarding the municipality’s development constraints, including the results of any development studies and impact analysis, and goals, objectives, targets, planning policies and corporate strategies” (MGA, 2000). From the direction of the MDP, the Land Use Bylaw, Area Structure Plans, and Area Redevelopment Plans are formed. From the Land Use Bylaw (LUB), the process for making decisions and issuing development permits as well as architectural and engineering design guidelines are established. Because of this linkage through MGA authority, there is better alignment and strengthened jurisdiction over this chain of policy. For this reason, development permits and design guidelines, and the processes and policies that accompany them, are a preferable policy instrument for energy efficient and climate resilient buildings, over building permits.

#### What We Learned:

- **Requirements for high performing, resilient buildings can find the strongest policy direction from statutory plans required by the Town under the MGA (i.e., through the MDP, LUB, etc.).**



## Practices and Policies of Note

There are many practices, policies, and programs that the Town may pursue to achieve improved energy efficiency and climate resiliency in new construction within municipal authority. These findings were presented to the Town for feedback and input, and would go on to inform the development of options in the 'Options Analysis' section.

### Practices Associated with Development Permits

As discussed above, the process, decision making tools, and permitting terms associated with development permits offer the municipality significant flexibility to incorporate energy efficiency and climate resiliency measures. These opportunities could be implemented individually, or in combination:

#### Mandatory Reporting Conditions

- Used in both mandatory and voluntary programs, municipalities may require disclosures for the energy performance of buildings.
- Disclosures can be used to assign ratings, rebates, or other privileges based on performance, or be part of public information reporting and benchmarking.
- More stringent approaches to this types of programs set energy performance limits, which require compliance with a "ceiling" of total emissions and heat energy use that cannot be exceeded.

#### Waived or Reduced Development Fees

- Energy efficient and resilient new construction can be incentivized through rebated, reduced, or exempted development fees.
- This can be done in exchange for achieving specific performance targets or scores related to energy efficiency and resiliency targets, or as a "reward" program for early adopters.
- The degree of financial benefit associated with this program can be aligned to achieving voluntary Tiers of the Code.

#### Permit Requirement Relaxations

- Barriers that limit innovation in building form or construction processes, such as restrictive design guidelines, may discourage the community from demonstrating their ability to construct buildings of all net zero / high efficiency archetypes.
- Relaxing a finite number of restrictions for energy-efficient or net zero building proposals. These may relate to rezoning, development, and building requests.
- Examples include: frontage regulations, floor plate policies, shared balconies, etc.

#### Accelerated Development Permits

- Energy efficient and / or resilient buildings may be incentivized through accelerated permit reviews, including accelerated:
  - Permit reviews
    - Development permits
    - Development site servicing plans
    - Erosion sediment controls
    - Building permits
  - Preliminary building code compliance review at the development permit stage.



## Resiliency Measures as Policy Guidance

While there are many standards associated with energy efficiency and carbon reduction in the building sector, options for climate resiliency are connected to local atmospheric and geographical features. This means that many municipalities have conducted a climate risk and vulnerability assessment (CRVA) to determine which climate-related risks pose the most significant threat to the community and what mitigation efforts should be undertaken to address them. How this information is translated into requirements or guidelines for the building sector can vary, for example:

1. Integrating climate risk and vulnerability tool into the development application process, requiring mandatory assessment of a development's climate risk and vulnerability, either in a voluntary or compulsory capacity. Rating the resiliency of development not only provides helpful information to the Town, but can be used in public disclosure (either as a benchmark or in recognition of high performers) (City of Vancouver, 2023).
2. Updating architectural and engineering design guidelines to address specific climate concerns, such as wildfire, flood, drought, and extreme heat or weather. This may include (City of Calgary, 2024):
  - Strategic shading (use of canopies, foliage for streets and structures),
  - Window placement and tinting,
  - Tree planting and vegetation,
  - Exterior finish colour selection, and
  - Airflow and use of prevailing winds.

### As Seen In: City of Vancouver

The City of Vancouver uses a [Resilient Building Planning Worksheet](#) to lead developers through a "qualitative risk assessment for the project to develop an understanding of the hazards and risks to the project and how the risks may change over time due to climate change."

This "provide[s] a structured approach to examine and prioritize the [climate risks]... [aiming] to build capacity and knowledge in the local design and construction industry to advance the understanding of risks and available risk mitigation strategies."

*Source: City of Vancouver, 2023*

Notably, focusing on climate resiliency also provides benefits to energy efficiency outcomes. Examples of resilience measures for energy efficiency include:

- Water Tightness
  - Building to be flood and severe weather resilient supports, by nature, air tightness, which increases energy performance.
- Insulation:



- Increasing insulation for extreme weather conditions or conditions where power and heat may be affected by severe weather also increases heat retention, and extension, energy performance.

From this, we learn that policies do not necessarily have to address just one aspect of sustainable buildings, but can often have overlapping benefits that maximize Town priorities.

## Planning Opportunities

### *Density Bonuses*

A density bonus “offers development permissions beyond what’s allowed by a zoning code as an incentive for developers to contribute to desired policy goals” (Planetizen, n.d.). There is precedent in municipalities across Canada for offering density bonuses to developers, wherein the permitted use or floor space ratio (FSR) may be increased – thus, increasing salable property for the developer – in exchange for contribution to community or meeting specific performance targets. Density bonus programs may also offer permissions for increasing building heights or developed square footage. In British Columbia, for example, density programs “offer developments a level of density that surpasses the allowable [FSR] in exchange for amenities or housing needed by the community” (B.C. Climate Action Toolkit, 2021). However, developers also have the option to pay a fee in lieu of providing a community benefit. This same approach could be aligned with energy efficiency or climate resiliency measures, wherein bonuses are offered in exchange for builders meeting or exceeding specific performance targets in these areas.

### *Alternative Code Solutions*

One form of density currently being explored is Point Access Blocks (PABs), an alternative form of density where with a “compact single stair buildings with dwellings centered around a stairway and elevator core” (Eliason, 2023). The design of PABs contributes to energy efficiency targets through “reduced floor and exterior surface area compared to double loaded corridors, reducing embodied carbon.” Qualities such as their “narrower floor plates, increased floor efficiency, and compact form” result in “lower greenhouse gas emissions during construction and operations than typical development”. Additionally, “units are shallower and often dual aspect, with daylight on opposing sides. This allows for reduced lighting demands, as well as the ability to cross ventilate”. PABs are “more adaptable than Double Loaded Corridors” which “[reduces] requirements for heating and cooling through increased compactness and cross ventilation”, both of which are “adaptive strategies” (Larch Lab, 2021).

PABs are widely used around the world as a standard high-density and mixed-use build design. In Alberta, PABs are not yet part of Code, although implementation may be possible through an Alternative Code Solution application. Under the Alberta Code, an Alternative Code Solution may be submitted by a certified professional as to how the proposed solution – in this case PABs – meets the current Code and safety requirements of design.

### *Complementary Policies*

Some planning decisions can achieve increased energy efficiency and climate resiliency indirectly through zoning or land use policies. One example of this is the use of direct control districts (DCDs). DCDs are used “for the purpose of providing for land or developments that,



due to their unique characteristics or unusual site constraints, require specific regulation unavailable in other Land Use districts” (City of Edmonton, 2020). Because of their strict and specific scope, DCDs may have their best potential for use of district energy, solar-ready, and electric vehicle requirements. In particular, where investment is made to support the electrification of a given area, requirements for compatible building performance via a DCD may be possible. While this may not directly increase the efficiency of a new build, it can contribute to reduced operating emissions overall for that area of development.

### Did You Know?

Each new development that does not advance a municipality’s climate objectives will need to be retrofitted between 2030 and 2050 to keep emissions within the threshold needed to limit global temperature increases to 1.5°C. Municipalities can save a lot of future effort and expense by making low-carbon land use development decisions now.

*Source: Green Municipal Fund*

The implementation of climate-focused land use development or suitability tools can provide data-driven, structured analysis of how to incorporate climate targets, such as emissions reduction, into planning. These do not include a direct ask of builders, but instead operate at the community-level to optimize land use for priorities like active transportation, social inclusion, and affordability while also reducing operating and embodied carbon through increased density and decreased “sprawl” infrastructure, such as roads and utilities expansions. For example, the Federation of Canadian Municipalities provides a guide for assessing residential density options against climate goals:

“The Land Use Impact Calculator (LUIC) is a Microsoft Office Add-In for Excel. It is intended to provide users with a tool to explore the potential impacts of proposed residential developments in terms of GHG emissions produced, infrastructure capital costs incurred, and municipal revenues collected. The Calculator allows comparisons of these elements between different residential development scenarios for low-density, transit-oriented, and urban infill development types” (SSG, 2023).

### Training, Supports, and Education

In addition to voluntary or mandatory policies, educational programs serve to not only bolster industry awareness, engagement, and knowledge in sustainable building, but also foster stronger relationships between the development community and administration as both seek to improve the performance of the industry while minimizing impact to the community.

An entry-level option to this is conducting compliance audits. “Even in the absence of upper-tier adoption by the provinces, effective compliance enforcement can immediately raise the level of energy performance in new buildings, leading to swift reductions in energy waste and emissions” (Efficiency Canada, n.d.). Accompanying a strong compliance program, or expanding on an existing one is the option to provide Code training on current trends of non-



compliance, or on what higher levels of options compliance would look like. In doing so, working with builders and trades to scale up capacity and skills at and beyond Tier 1<sup>5</sup>. This type of training system may also be developed around a targeted issue or priority areas at varying scale, such as building envelope improvement or climate resilient landscaping,

There is also precedent set by governments at the provincial and municipal level to provide key expertise in a priority policy area as a service to users. In the City of Toronto, energy modelling is provided as a service, providing internal energy auditing service, energy modelling tools, and guidance for developers. This requires additional capacity and skillsets within the Town, but resource impact may be offset by a fee-for-service model, whether at market or subsidized rates.

### **As Seen In: City of Toronto**

The City of Toronto leverages existing staff resources to conduct energy modelling reviews. To confirm compliance with energy requirements of the Toronto Green Standard, the City's environment and energy division reviews energy models during the planning approvals and pre-building permit stages. It also conducts mechanical equipment inspections, verification of third-party commissioning, and airtightness test (for large buildings).

Finally, financial and non-financial incentives are a common tool to encourage desired behaviours outcomes of the private sector. Financial incentives may constitute grant funding or tax rebates. However, financial incentive programs rely on available capital, not only to provide as part of the programs, but to cover the cost of administering them. Non-financial incentives may come in the form of a recognition and awards program, where voluntary high performance in energy efficiency and / or climate resilience receives publicity, status, and other benefits determined by the municipality. While "soft" from a regulatory perspective, recognition programs acknowledge industry leaders and their contribution to the community and serve as a "use case" that sustainable practices can be feasibly achieved within the municipality.

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<sup>5</sup> A contributing factor to the pace of change in the building sector is the capacity of the building sector to deliver on Tier 2+ standards easily and without exceptional cost. Notably, there are recent efforts by groups supporting industry and municipalities to mobilize innovation and grant funding to begin to address this gap.



# OPTIONS ANALYSIS







## Options Analysis

### Sustainability Options Description and Development

Based on policy analysis and the findings of our research, we developed several options for achieving high performing, resilient buildings in Canmore. Where research focused on identifying which practices and policies have been implemented or considered in other jurisdictions, options development combined these findings into “packages” of viable policy that could be implemented in Canmore.

In this section, we conducted a high-level analysis of each of these options based on three criteria:

Criteria	Description	High	Medium	Low
Cost	The cost of implementing an Option, including up-front capital, operating costs, and revenue reduction.	Requires capital and operating expenditure and / or revenue loss (e.g., through rebate programs)	Requires capital or operating expenditure, or revenue loss.	No capital expenditure, minimal changes to operating budget. No revenue loss anticipated.
Energy / Resiliency Performance	The GHG reduction potential or increased climate resiliency (i.e., mitigation actions implemented) of a structure or structures.	Significant GHG reduction potential; key mitigation actions are implemented to address risks and vulnerabilities.	Some GHG reduction potential; some mitigation actions are implemented to address risks and vulnerabilities.	Low GHG reduction potential; few mitigation actions are implemented to address risks and vulnerabilities.
Impact to the Town	The required capacity, skill, and complexity related to the administration and execution of the proposed option.	Major change or effort anticipated; significant time investment from staff across one or more teams; likely new expertise required to implement.	Some change or effort anticipated; higher than usual time investment from staff across one or more teams.	Minimal change or effort anticipated; time investment within regular job duties; involves staff from one team.

By analyzing each option through the lens of these criteria, we can assess the degree to which options are feasible, impactful, and cost-effective for the Town with respect to community climate targets. On the pages to follow, we provide a description of each option and its accompanying analysis against these three criteria. A comparative table of all the options discussed in this section and their respective criteria ranking is available in Appendix B.



### Option 1 – Accelerated Permits for Green Building

Description		
<p>Create a priority-based permitting stream for development applications for builders that demonstrate eligible green building performance. Offering prescriptive and performance-based options, this Option would reward builders for exceeding Tier 1 build requirements and incentivize construction that supports energy efficiency and climate resiliency outcomes.</p> <ul style="list-style-type: none"> <li>• This option is best suited for high-density residential projects and commercial development, which experience longer permit wait times than low-density residential projects.</li> <li>• Eligibility criteria can be determined using existing green building rating systems and standards (for example, NECB/NCB 2020 T2+, Net Zero / Ready Home Label, Passive House, BREEAM, LEED, Green Globes, Living Building Challenge, WELL, and CAGBC Zero Carbon). This approach also offers a degree of flexibility for developers in how they choose to address energy efficiency in their projects.</li> <li>• For climate resiliency, the Town should identify its top mitigation priorities based on the CRVA and indicate the level of mitigation required to qualify for incentives.</li> <li>• Example requirements:                         <ul style="list-style-type: none"> <li>• Applying developers should provide a preliminary energy performance model with submission of a Development Permit application (if applicable).</li> <li>• The signature of a certified professional is required to validate that the design and build plans achieve the standards of the chosen submission pathway (e.g., Net Zero Home).</li> </ul> </li> </ul>		
Evaluation Factor	Analysis	Ranking
Cost to Implement	The cost of implementation is low, primarily requires time to train staff, generate new policy and process guidance documents. However, an additional staff member, or at minimum a portion of their capacity, may be required to triage “accelerated” applicants and support an expedited process.	Medium
GHG Reduction /Resiliency Potential	A variety of flexible pathways are available within this option, and the GHG reduction / climate resilience potential will vary depending on the type of standard pursued. However, this flexibility is more likely to experience uptake by builders because it allows for multiple ways of achieving the desired performance.	High
Impact to Town	Pursuing this option will require dedicated Town staff trained with the appropriate knowledge of accepted standards to effectively run the program. Accelerated processing timelines may place a greater burden on staff.	Medium



### Option 2 – Revised Sustainability Screening Policy (SSP)

Description		
<p>The current SSP asks the development community to present a report to the Town council, planning commission, or administration outlining the net environmental, social, and economic project as it relates to community sustainability. In this option, the existing SSP would be revised to act as the entry point for voluntary / incentive-based energy efficiency / climate resiliency streams:</p> <ul style="list-style-type: none"> <li>• Continue to include high density residential* and commercial projects. Incentives may include: density bonuses, removing parking minimums, accelerated permit processing (Option 1), fees reductions or rebates.</li> <li>• Describe the acceptable range of qualifying actions a builder could undertake to be included in an incentive-based stream, clearly showing which actions equate to which incentive(s) (i.e., if you complete X, you receive Y). Actions may be prescriptive or performance based.</li> <li>• Outline the process of application, decision, and outcome for builders participating in the incentive program, focusing on:                         <ul style="list-style-type: none"> <li>• Simplifying the existing process to focus on the most relevant impact areas (i.e., those identified in the CRVA and the Climate Action Plan).</li> <li>• Including a new step in which developers can propose alternative green/resilient building features in return for benefits.</li> <li>• Developing a hierarchy of preferred mitigation strategies to help with clear and consistent decision making.</li> </ul> </li> </ul> <p><i>*Note that the current SSP is not applied to low-density residential projects. The level of effort relative to incentives available through a Revised Sustainability Screening Policy may not be best suited to low-density residential. Low density residential buildings already utilize the EnerGuide program via the current Green Building Regulation. The Green Building Regulations could be rolled into an updated SSP, with EnerGuide performance incentives one of the qualifying actions and incentives offered, or continue as a separate program.</i></p>		
Evaluation Factor	Analysis	Ranking
Cost to Implement	The cost of implementation is low, primarily requires time to train staff, generate new policy and process guidance documents, and the on-going time and effort (operating budget) required to administer the program.	Low
GHG Reduction /Resiliency Potential	Option flexibility allow builders to pursue a variety of different energy efficiency and climate resiliency options, although the uptake of these options hinges on the perceived benefits of the program to builders, which differs depending on build type.	Medium
Impact to Town	This step in the development process may require added time and effort from staff to navigate negotiations with builders and developers. Town time and resources may also be impacted by staff training requirements and on-going program maintenance.	Medium



### Option 3 – Code Audits and Compliance Training

Description		
<ul style="list-style-type: none"> <li>This option involves using information collected from compliance audits under the current Tier 1 National Building Code (Alberta Edition) to develop training and education programs for common violations and opportunities to voluntarily adopt Tier 2+ practices.</li> <li>Working collaboratively with the development community, identify skill and knowledge gaps in energy efficiency and climate resiliency practices and offer free training and resources to increase awareness and capacity in industry.</li> </ul>		
Evaluation Factor	Analysis	Ranking
Cost to Implement	The cost to implement this option comes from the time required to train staff, generate new policy and process guidance documents, and the time and effort to perform the audits on an on-going basis.	Low
GHG Reduction /Resiliency Potential	At present, Tier 1 of the NBC does not have a minimum energy savings threshold. As a result, this option may help to correct existing non-compliance, but relies on voluntary, non-incentivized improvements from developers.	Low
Impact to Town	This option builds upon existing Town functions, which are currently outsourced to a third-party. Training and resource development could be provided by a third-party, which would increase cost to implement, or in house, which would increase capacity and expertise demands of staff.	Medium



### Option 4 – Energy Efficiency Disclosure Reporting

Description		
<p>Energy efficiency requirements are determined by the NBC and NEBC based on material, design, and mechanical compliance minimums. This Option would result in disclosure of the energy performance of a new building relative to the reference building. It is important to specify that this Option does not seek to regulate how a building is constructed nor what minimum energy performance is required, but rather collect and report on energy data. Within this Option, the Town may opt for two pathways of disclosure:</p> <p><u>Pathway 1: Collect and disclose energy performance data on a building-by-building basis.</u></p> <p>Pathway 1 has historically been enabled through City Charter rights under the MGA. As the Town is not a Charter City, voluntary participation through an incentive-based program may be required. Reporting under this standard would require a revision of the scope Green Building Regulations to include a “bonus” for reporting on a building energy rating and participating in the voluntary disclosure program. The bonus could be in the form of fee rebates or a monetary bonus funded by the penalties collected under the Green Building Regulations. Alternatively, a standalone incentive policy that replaces the Green Building Regulations and aligns with the energy levels and reference building in the tiered system of the Code would allow for greater alignment with existing regulatory requirements (minimizing efforts for builders), while rewarding strong performers and those investing in low emission projects.</p> <p><u>Pathway 2: Collect performance data on a building-by-building basis and provide the building owner with their performance position relative to other builders for the same building category.</u></p> <p>Pathway 2 would require higher effort for the Town to aggregate and report back on data, but would focus more on relationship building, education, and behavioural change with builders. Offering this information to builders provides them with market data and trends and can be accompanied by project- or builder-specific guidance to increase their energy performance.</p>		
Evaluation Factor	Analysis	Ranking
Cost to Implement	Effort and investment into this Option are primarily administrative, requiring staff time. However, should existing data systems or software not support the data collection required for this Option, technology investment would be required.	Medium
GHG Reduction /Resiliency Potential	Tier 1 of the Code has no minimum energy efficiency threshold and this policy does not have regulatory “teeth” that require a minimum level of performance. While the Town receives, on average, a 10% improvement against a baseline from most developers, this option can help to further incentivize developers to maximize the energy efficiency of their designs.	Medium
Impact to Town	Depending on the pathway chosen, introducing new data collection and reporting requirements into the development process may require additional capacity from Town staff. Additionally, working with stakeholders to clarify expectations and educate them on their reporting obligations – and how this program differs from existing Green Building Regulation – will require additional capacity.	Medium



## Option 5 – Expand Engineering, Design, and Construction Guidelines and Land Use Bylaw to Include Climate Risk and Vulnerability Build Requirements

Description		
<p>Based on the results of the CRVA, incorporate climate resilience requirements specific to the Town into development permit and Engineering, Design, and Construction Guidelines (EDCG) and Land Use Bylaw (LUB). Recommendations may be included alongside requirements mitigations that pertain to subject matter in the NBC or NEBC (e.g., recommending above-grade electrical systems, high performance window glazing, moisture-resistant building envelope materials, etc.).</p> <ul style="list-style-type: none"> <li>The defined criteria should include measures to prepare a building for increased heat waves, droughts, high winds, and severe hail (at present, the EDCG already include flood mitigation design strategies), and other risks and vulnerabilities identified in the CRVA, as relevant.</li> <li>Additions to the EDCG/LUB should specify measures pertaining to extreme heat (low-solar absorption façade and roof colours, use of overhangs, solar shading, tree placement, minimized south / west window wall exposures) and water management (entryway covers to reduce moisture ingress, absorbent landscape species). Additional recommendations or requirements should be included based on the specific outcomes of the CRVA.</li> </ul> <p><i>Note: There may be opportunities to align the Town's risk mitigation with available insurance discounts (for example, FireSmart) and further increase the efficiency of this Option.</i></p>		
Evaluation Factor	Analysis	Ranking
Cost to Implement	Updating the EDCG/LUB will require dedicated staff time between the Climate and Planning teams to identify the top risks and vulnerabilities relevant to new construction and the related mitigation strategies required to be included in the EDCG. However, this is not likely to be increase the regular operating budget.	Low
GHG Reduction /Resiliency Potential	This option focuses on adapting to changing climate conditions, rather than reducing GHG emissions. However, some adaptations (for example, building envelope upgrades, renewable energy) can contribute to lower GHG emissions. Despite low GHG emissions reduction potential, the potential to address climate resilience is rated highly for this option. Increasing the resiliency of structures has long-term benefits to community adaptation and risk mitigation.	High
Impact to Town	Staff and developers may have difficulty interpreting the risk and resiliency requirements and obtaining the necessary data to perform the work. Some up-front effort is required to update the existing EDCG/LUB and educate stakeholders on the changes. Note that changes to the LUB would be more extensive and higher effort than changes to the EDCG.	Medium



### Option 6 – Planning Zone-Specific Climate Resilience and/or Energy Efficiency

<b>Description</b>		
<p>Acknowledging that not all areas of the Town are equally suited for climate resiliency and / or energy efficiency options, this Option would select areas of the Town most vulnerable to climate risk and / or best suited for increased energy performance and implemented location-specific policies. To do so, using Direct Control Districts (DCDs), Overlaps, or ARPs / ASPs are policy levers as a means to apply these requirements to a specific location.</p> <ul style="list-style-type: none"> <li>For climate mitigation actions, this approach builds on existing precedence for policy specific to vulnerable areas like flood plains, where policy requirements are directly correlated to the risks posed to structures in that area. For example, requiring FireSmart for all structures located along the Town perimeter. Risks and vulnerabilities identified in the CRVA should inform which areas require which mitigation strategies.</li> <li>For energy efficiency actions, this type of policy approach supports specific technologies or infrastructure, such as district energy systems, solar readiness and orientation, grid electrification for electric vehicles, etc. In some cases, such as with district energy, an investment is being made in a specific area where a minimum participation level is required to support that system, so creating building requirements in that zone as part of statutory municipal planning is needed for success.</li> </ul> <p>This option will require alignment with other planning priorities such as densification, 15-minute neighborhoods, and more, to ensure a consistent approach.</p>		
<b>Evaluation Factor</b>	<b>Analysis</b>	<b>Ranking</b>
Cost to Implement	This option would primarily require staff time and effort to revise planning zones and undertake the corresponding engagement. Limited cost anticipated.	Low
GHG Reduction /Resiliency Potential	This option allows for consistent standards to be applied throughout the applicable lands. However, the impact of this option will vary greatly depending on the quality of the applied criteria. As such, considerable care will need to be taken in developing the core criteria of this policy, if this option is pursued.	Medium
Impact to Town	This option builds upon an existing Town function. However, changes to the zoning areas would have a carry-on effect to the overarching plans of the Town, adding layers of complexity to planning areas and requiring significant integration with existing plans and policies.	High



# STAKEHOLDER ENGAGEMENT







## Stakeholder Engagement – What We Heard

### Objectives and Approach

Interviews with internal and external stakeholders were conducted to elicit feedback on the sustainability options developed by EcoAmmo. The discussions were designed to gauge stakeholder interest in pursuing specific options, identify any practical challenges with implementation, determine areas for improvement, and capture any information that may not be accurately represented in publicly available databases, research, and reports.

### Stakeholder Participants

Interviews were conducted with representatives from the Town of Canmore Planning Department and the Bow Valley Builders and Development Association (BOWDA), respectively.

### Summary of Findings

Internal stakeholders at the planning department expressed a strong inclination towards simple, defined, and objective policy structures, noting that some of the current policy tools can be cumbersome and unclear to internal and external users alike.

Planning department representatives also conveyed that voluntary, incentive-based options such as accelerated permitting, green building regulations, and energy efficiency disclosure reporting, are preferred, easier to implement, and more likely to be accepted by local builders/developers. However, the relevance and effectiveness of the chosen policy may vary depending on the type of new construction (for example, low density versus high density residential, commercial projects of different scales, etc.). Where incentive programs are implemented, the incentive must be proportional to the added cost and / or effort required by builders to undertake the desired sustainability practices.

From an external stakeholder perspective, two key themes became apparent: the need for clear, unambiguous, and defined policy/program structures, and a strong desire for inclusion in the development and implementation of any sustainability options. BOWDA representatives communicated that past policies/programs have contained vague language and highly aspirational goals, while not providing clear guidance or steps on how these objectives can be met. Prescriptive approaches to action plans may prove valuable in this regard. Furthermore, special emphasis on including direct feedback from BOWDA members early-on in the development of sustainability programs and policies was requested, as members have often felt dictated to.

External stakeholders also desired a flexible approach to pathways for executing specific sustainable policy tools. That is, multiple ways to attain a specific policy's stated goals. While flexibility has long been a feature of well-established green building rating systems such as LEED (Leadership in Energy and Environmental Design), adding further complexity to policy tools also increases the potential for confusion among staff and developers. As such, the



request for flexibility will need to be carefully balanced with the aforementioned desire for options that are easy to understand and use.

Policy training and climate education, with particular emphasis on how explaining how particular efforts contribute to the Town's sustainability goals, was noted as critical by both internal and external stakeholders. BOWDA representatives felt that increased understanding of the rationales and mechanism for change could accelerate the acceptance of new sustainability options. Planning department representatives also noted that education and early inclusion of other key role players offer a means to ensure cross-departmental collaboration and alignment.

### Implementation: A Critical Success Factor

One of the most significant takeaways of engagement was the importance of implementation as a consideration for the success of any proposed policy. While we evaluated options based on the three criteria of cost, impact to Town, and GHG / climate outcomes, it is how these options are implemented – the scope of the programs, the stringency of the requirements, their alignment with existing policy and process – that ultimately determines how effective they will be in achieving high performing, resilient buildings. As such, any recommendations must be considered not only as a standalone option, but as one component of a broader planning and policy fabric. Beyond this, additional priorities such as resource constraints, housing availability, and the political climate, cannot be ignored when considering how to best implement the recommendations of this report.



# RECOMMENDATIONS





## Recommendations

### Key Takeaways

Over the course of the research and engagement of this project, several key takeaways emerged that help us to demarcate the parameters and requirements of high performing, resilient building policy for the Town. These findings range from high level policy through to detailed aspects of implementation, all of which inform what is not only possible, but also feasible for the Town. These include the following:

#### **Provincial legislation is a major barrier to climate progress within municipalities.**

Municipalities are extremely limited in the options available to achieve high-performing, resilient buildings within their communities. The authority granted by the MGA was not written with the intention to tackle the complex climate challenges faced locally and remains largely superseded by the SCA for buildings of all sizes. As a result, municipalities have some opportunities – primarily as they relate to climate resiliency – to implement mandatory requirements for builders, but are otherwise left to implement voluntary or incentive-based programs.

#### **There is a disconnect between climate change strategy and targets and planning policy.**

One of the fundamental elements driving the policy direction and decisions of new construction is statutory plans (i.e., the MDP). However, the MDP and its derivative policies (ARPs, ASPs, and the LUB) do not have a defined connection to the Climate Action Plan nor the overarching climate and emissions reduction goals of the Town. As such, there is lack of clarity as to how climate targets, at the highest level, can be incorporated – or even set the direction of – policy and procedure for Planning processes. In short, there is not sufficient policy direction to support climate action policy for the building sector. This does not provide the Town with the ability include energy efficiency nor climate resiliency requirements into policies under these statutory plans. In doing so, the Town is limited in options for achieving its own climate targets and commitments. By not including specific climate language in its statutory plans, the Town is underutilizing its sole authority a municipality to enforce climate requirements.

#### **One size does not fit all.**

The type of new construction matters. The differences between low density residential, medium to high density residential, and commercial construction from a permitting and design perspective benefit from different type of incentives and face different constraints. For example, medium and high density residential are more susceptible to extreme heat conditions and potentially require different mitigation measures than low density. Commercial buildings though they vary significantly in size and use, tend to have higher energy use than the residential structures. Building owners may be more interested in strategies to lower operating energy from a cost/overhead perspective.

#### **Incentives are not a universal solution.**

While there are many types of benefits and trade-off conditions available to offer developers and builders, not all incentives are of value to all applicants. Moreover, where incentives are effective, there may be a limit to their overall impact. For example, density bonuses are beneficial to high-density developers, but desirable property in Canmore is more commonly medium-density. As such, the “pay off” of a density bonus only applies to a medium-density



threshold. An accelerated permit may be of value if it accelerates a permit by 30 days, but potentially not 15. Similarly, the value of the remittance of a development fee is proportional to the overall value of the development. In all cases, there are limitations as to what can be offered by the Town relative to the type and scale of new construction underway.

As such, multiple types of benefits may be required to provide adequate incentive to all parties. Conversely, a policy or program for high performing, resilient buildings may not be best suited to all development types. Tailoring policy with incentives that cater to a specific category or categories of development may drive higher uptake – and climate outcomes – than a generalized approach. In any case, there is likely an intersection of benefit to the builder relative to effort or cost of the sustainability requirement that should be identified to maximize the effectiveness of policy.

**There is a need for market-led innovation and flexibility for the building sector.**

Sustainability in the building sector is a quickly evolving market comprising materials, design, and build elements. While policy may incentivize certain practices and behaviours across these three categories, it should allow for flexibility and innovation in the private market, such that new solutions can be adopted into Canmore's new construction as it emerges. In this case, flexibility means options for builders to achieve high performing, resilient buildings through a multitude of avenues. Moreover, a partnered approach between builders and policymakers to tackle challenges faced by builders and developers when it comes to climate may not only aid, but accelerate progress toward community climate goals.

**Energy efficiency and climate resiliency are interrelated, as are the technologies and policy solutions to achieve them.**

As discussed in the research, design and build practices that support energy efficiency and climate resiliency are often complementary. However, this can make considering how to categorize and assess energy efficient and climate resilient practices for policy purposes complicated. Clear, objective criteria ("if this, then that"), must then either be limited to a specific scope – which inherently excludes practices or build categories not in that scope – or be based on pre-existing industry standards (e.g., LEED). Whichever approach is chosen, there must be sufficient staff capacity and knowledge of these practices to identify, assess, and issue decision consistently.

## Recommendations

While there are limitations and complexities for policy that support energy efficiency and climate resiliency practices, there are several actions the Town can undertake in the near-term and for future implementation that we recommend.

### Near-Term Actions

Near-term actions apply to multiple categories of development, summarized in the table on the following page. Recommendation 1 includes both climate resiliency and energy efficiency options, while Recommendation 2 focuses climate resiliency and Recommendation 3 on energy efficiency.

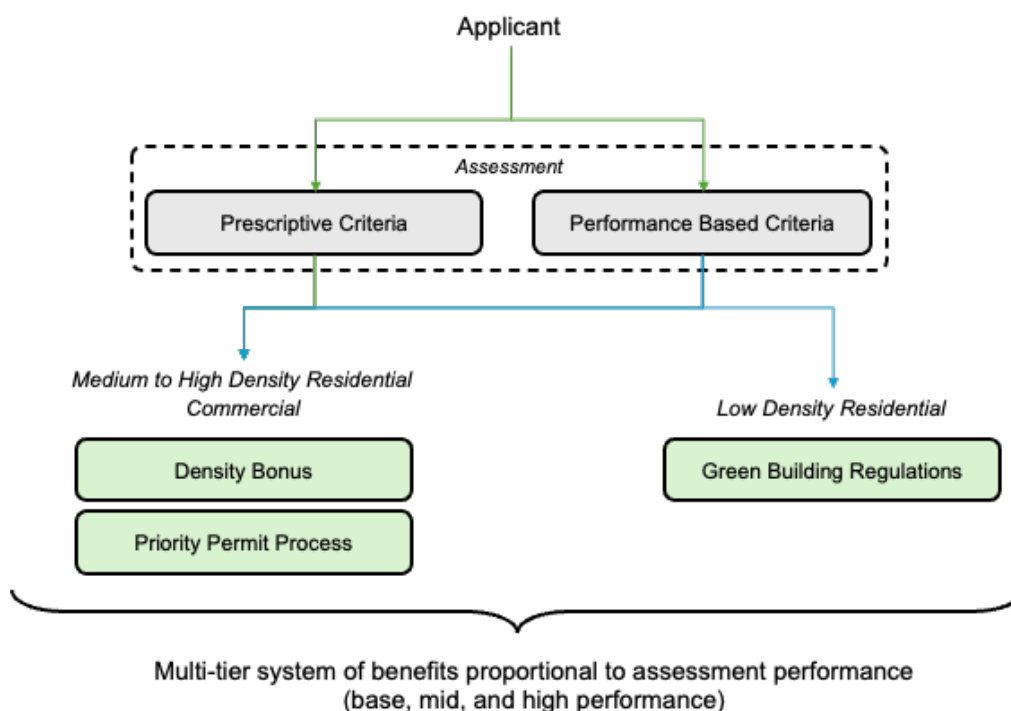


Near-Term Action	Most Applicable To:		
	Low-Density Residential	Medium- to High-Density Residential	Commercial
1) Establish a single, multi-pathway incentivization program.	*	✓	✓
2) Update the Engineering, Design, and Construction Guidelines and Land Use Bylaw to include climate resilience criteria.	✓	✓	✓
3) Require energy performance disclosures for new construction.	*	✓	✓

\*Low-density residential to remain under existing Green Building Regulation program.

**1. Establish a single, multi-pathway incentivization program.**

Replace the existing Sustainability Screening Policy (SSP) with a focused policy with structured and quantifiable energy efficiency and climate resiliency criteria. This policy should permit builders to pursue pre-determined benefits through prescriptive and performance-based criteria that uses defined, step-based standards to determine which benefits are available to builders based on their proposed development. This policy should be available to all builders, but benefits should be targeted based on the type of development. Benefits received should be proportional to the level of performance of assessment criteria.





### Prescriptive Criteria

For objectivity and standardization, *prescriptive* criteria should be based on recognized certifications. The Town should determine which certifications will be recognized as meeting energy efficiency requirements (e.g., Net Zero, Passive House, LEED, etc.) and which will be recognized as meeting climate resiliency requirements (e.g., RELi<sup>6</sup>). We recommend that the Town require a signature from a certified professional verifying that proposed developments plans fulfill the requirements of the chosen certification, in order for the developer or builder to receive the relevant benefits. Allowing for multiple certifications to be accepted as equivalent criteria provides builders with options that align best to their knowledge and proposed design.

### Performance-based Criteria

*Performance-based* criteria for energy efficiency should be in clearly defined steps, ideally aligning with each Tier of performance in the Code<sup>7</sup>. These criteria should have equivalencies with prescriptive categories (which may be a straight-across equivalent, where a certification equals a certain level of energy performance, or be based on the energy score within that particular certification, such as a minimum score or number of points in LEED energy performance). For climate resiliency, performance targets should be based on a CRVA, focusing on key risk areas and identified mitigations.

### Stream-Based Benefits

Based on the scoring of an applicant's prescriptive or performance-based pathway, allow proportional benefits available to applicants that meet threshold requirements. We proposed three categories of benefits based on the development type:

Development Type	Benefit Available
Low-density residential	<ul style="list-style-type: none"> <li><i>Green Building Regulation (EnerGuide) Program</i>: continue with the existing performance system in place</li> </ul>
Medium- to high-density residential	<ul style="list-style-type: none"> <li><i>Density Bonuses</i>: provide increased permissions in Floor Space Ratio (FSR)</li> </ul>
Commercial	<ul style="list-style-type: none"> <li><i>Priority Permit Process</i>: offer accelerated application timelines</li> </ul>

The reason for this approach is to maximize clarity, consistency, and simplicity for each build stream while offering applicants the most relevant form of incentive available to their type of build.

## 2. Update the Engineering, Design, and Construction Guidelines and Land Use Bylaw to include climate resilience criteria.

Based on the results of the Town CRVA, update the Engineering, Design, and Construction Guidelines and Land Use Bylaw to include relevant climate resiliency criteria. This should

<sup>6</sup> <https://c3livingdesign.org/reli/>

<sup>7</sup> Note that as Alberta has only defined and adopted Tier 1 of the Code, the Town should align with the Tiers outlined in Canada's NECB (Tier 2: 25% improvement over Tier 1, Tier 3: 50% improvement over Tier 1, Tier 4: 60% improvement over Tier 1).



include, at minimum, specifications for vegetation and landscaping, shading and coverings, and building colours. Relaxations for specific design requirements, such as frontage and floor plates, should also be considered.

### 3. **Include energy performance disclosures for new construction.**

For new commercial and medium- to high-density residential, include energy performance reporting as a voluntary rebate program, where submitting and disclosing energy performance publicly provides for a development fee rebate. Commercial and medium- to high-density residential building types both have higher levels of energy use and as such, are more suitable candidates for this type of policy over low-density residential. While fee rebates are unlikely to be significant drivers of more costly or intensive energy upgrades, this level of disclosure should be easily provided by a builder, and therefore a rewarding cost reduction opportunity for builders. This reporting should specify the energy efficiency level of the building and be disclosed as part of public record. There should be no associated performance standards, but rather serve to provide a clear picture of the impact of new construction on the Town's climate targets and to recognize the efforts of builders who have invested in energy efficient technologies and practices.

This type of policy also provides helpful benchmark for future operating emissions of these structures and would be complemented by an energy use disclosure program for existing structures within the same medium- to high-density and commercial categories.

## Future Direction

### 1. **Integrate climate targets and strategies with Planning policy and processes.**

To align climate objectives with the statutory authority of the municipality, identify where existing policy direction may support climate action policy at large or small scale. Through this process, highlight gaps, disconnects, or inconsistencies between Planning policy and process and what has been established in the Climate Action Plan and the plans succeeding it, such that future updates to the *Land Use Bylaw* and Municipal Development Plan provide sufficient policy direction – and by extension, authority – to support climate-based development criteria. Specifically, ensure that climate targets and the actions (i.e., the Climate Action Plan and its successor plan) and climate risk mitigations (i.e., the Climate Risk and Vulnerability Assessment) required to achieve them are included in the MDP and its associated policies. In policy, the Town should explicitly point to climate targets – and in particular, GHG reduction targets – and timelines. These targets should also consider the cost to builders and community now compared to the cost of delaying climate actions and the potential longer-term impacts to affordability, service levels, and quality of life.

### 2. **Continue to pursue alternative solutions, working collaboratively with the development community.**

The new and ever-changing nature of sustainability practices and needs in the building sector requires the Town to work closely with the development community to continuously identify climate impacts and corresponding action to support a sustainable and resilient community. Working together, greater opportunities to reduce emissions and create more climate resilient structures is more likely to be possible. For example, developing the case and applicable policy for Point Access Block use in Canmore, or undertaking District Energy System projects to provide renewable alternative to current energy use. Climate action is a





challenging task for policymakers and builders alike, demanding a level of collaborative effort from both stakeholder groups.

Part of this collaborative approach should incorporate education and outreach to increase awareness, knowledge, and skills in the building sector. As energy efficient and climate resilient practices grow in practice, the capacity and willingness of the sector must grow alongside them.

## Closing Remarks

Achieving high performing, resilient buildings is a relatively new and constantly evolving area for policymakers and private sector alike. Because of this, integrating climate action into core municipal processes and decision making is ongoing and relatively uncharted territory.

Throughout this engagement, it became clear that there are many options and no one solution to tackle the challenges and complexities of climate action in the building sector. However, this does not prevent the Town from tackling near-term and future-looking action.

Near-term action should seek to provide clear, structured, and objective criteria to incentivize and regulate the climate performance of new construction at the local level. This approach serves to simplify a complex landscape of standards, certifications, and technical subject matter, bolster capacity, knowledge, and skill with industry, and provide clarity to users both internal and external to the Town. Looking forward, future-looking action should look to include climate priorities into statutory planning and policy alike, affirming the Town's commitment to climate action.



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## Appendices

### Appendix A: NECB 2020 Changes

Source: *The Municipal Guide to Net-Zero Energy Ready Building Codes*

The following table contains a description of NECB 2020/NBC Alberta Edition updates relevant to energy efficiency:

Part of the Code and Title	Description	Intended Outcome
Part 3: Whole building air tightness test	This updates testing procedure for voluntary air leakage testing of the building envelope. Updated references to additional standards such as ASTM E1358 which help to reduce air infiltration rates through the building envelope, resulting in reduced energy consumption.	Whole building air tightness reduces energy loss through the building's walls, windows and doors — along with the infiltration of moist air into the building cavity, which can impact durability. Other benefits include comfort and health for occupants, as well as building resilience during power outages.
Part 3: Thermal characteristics of opaque building assemblies	This reduces the maximum U-values (increase the R-Value) for above-ground building assemblies, excluding doors and windows.	Measures that decrease energy losses through the building envelope are the most effective and long-lasting energy conservation measures and result in the highest local economic spin-off.
Part 3: Thermal characteristics of fenestration and doors	This reduces the allowable U-values of doors and windows (skylights are excluded) and includes a prescriptive maximum U-factor requirement for a 10-12 per cent reduction.	Increasing the thermal resistance of windows and doors helps to reduce heat losses in the building and enables the use of right-sized heating and cooling equipment.
Part 4: Interior lighting power	Updates the lighting power density (LPD) values to better align them with the efficacy of lighting products available in the marketplace (now aligned with recent changes to IESNA/ASHRAE).	Lower LPD values reduce energy costs and lead to lower lighting system maintenance requirements and associated costs.
Part 4: Exterior lighting power	This introduces lighting power allowances to be used for building exterior applications that are not covered by existing provisions.	Updated lighting power allowances that increase the efficiency of lighting can be expected to <i>reduce</i> system maintenance costs and lead to lower initial capital costs.
Part 5: Duct and plenum insulation	This adds a requirement for supply ducts to be insulated.	Heating and cooling losses can occur in poorly sealed ducts and plenums. Insulating these components



Part of the Code and Title	Description	Intended Outcome
		contributes to greater efficiency of HVAC systems.
Part 5: air supply systems	This harmonizes the requirements on HVAC system controls in Parts 5 and 8.	Reductions in the minimum airflow rate means that less energy is required for re-heating and re-cooling supply air.
Part 5: HVAC equipment performance requirements	Updates the minimum performance requirements and introduces requirements for new types of equipment.	Changes in industry and market practice are reflected and align with ASHRAE 90.1-2019 requirements and Canada's Energy Efficiency Regulations
Part 5: Service water heating equipment performance requirements	HVAC equipment and efficiency tables are to be updated.	It could increase minimum standards for the efficiency of service water heating equipment reduce equipment energy use.
Part 9: Tiered performance requirements	These introduce provisions on energy performance tiers and associated compliance calculations.	With a tiered code, provinces, territories, and municipalities with jurisdiction over building construction have greater flexibility in how they implement the building code.
Part 8: Climatic loads	This updates wind loads in climatic tables	Tables updated based on the latest observed climate data. Wind loads can affect the air pressure distribution on building surfaces, which controls the heat loss and gain.



## Appendix B: Comparative Table of Options Analysis

No.	Sustainability Option	Cost to Implement	GHG Reduction / Resiliency Potential	Impact to Town
1	Accelerated Permits for Green Building	Medium	High	Medium
2	Expanded Sustainability Screening Policy	Low	Medium	Medium
3	Code Audits and Compliance Training	Low	Low	Medium
4	Energy Efficiency Disclosure Reporting	Medium	Medium	Medium
5	Expand Design Construction Guidelines to Include Climate Resilience Criteria	Low	Medium	Low
6	Planning Zone-Specific Climate Resilience and/or Energy Efficiency	Low	Medium	High



# Town of Canmore

## Options for Achieving High Performing and Resilient Buildings

### What We Heard Report

#### *Objectives and Approach*

Interviews with internal and external stakeholders were conducted to elicit feedback on the sustainability options developed by EcoAmmo. The discussions were designed to gauge stakeholder interest in pursuing specific options, identify any practical challenges with implementation, determine areas for improvement, and capture any information that may not be accurately represented in publicly available databases, research, and reports.

#### *Stakeholder Participants*

Interviews were conducted with representatives from the Town of Canmore Planning Department and the Bow Valley Builders and Development Association (BOWDA), respectively.

#### *Summary of Findings*

Internal stakeholders at the planning department expressed a strong inclination towards simple, defined, and objective policy structures, noting that some of the current policy tools can be cumbersome and unclear to internal and external users alike.

Planning department representatives also conveyed that voluntary, incentive-based options such as accelerated permitting, green building regulations, and energy efficiency disclosure reporting, are preferred, easier to implement, and more likely to be accepted by local builders/developers. However, the relevance and effectiveness of the chosen policy may vary depending on the type of new construction (for example, low density versus high density residential, commercial projects of different scales, etc.). Where incentive programs are implemented, the incentive must be proportional to the added cost and / or effort required by builders to undertake the desired sustainability practices.

From an external stakeholder perspective, two key themes became apparent: the need for clear, unambiguous, and defined policy/program structures, and a strong desire for inclusion in the development and implementation of any sustainability options. BOWDA representatives communicated that past policies/programs have contained vague language and highly aspirational goals, while not providing clear guidance or steps on how these objectives can be met. Prescriptive approaches to action plans may prove valuable in this regard. Furthermore, special emphasis on including direct feedback from BOWDA members early-on in the development of sustainability programs and policies was requested, as members have often felt dictated to.

External stakeholders also desired a flexible approach to pathways for executing specific sustainable policy tools. That is, multiple ways to attain a specific policy's stated goals. While



## What We Heard Report

flexibility has long been a feature of well-established green building rating systems such as LEED (Leadership in Energy and Environmental Design), adding further complexity to policy tools also increases the potential for confusion among staff and developers. As such, the request for flexibility will need to be carefully balanced with the aforementioned desire for options that are easy to understand and use.

Policy training and climate education, with particular emphasis on explaining how particular efforts contribute to the Town's sustainability goals, was noted as critical by both internal and external stakeholders. BOWDA representatives felt that increased understanding of the rationales and mechanism for change could accelerate the acceptance of new sustainability options. Planning department representatives also noted that education and early inclusion of other key role players offer a means to ensure cross-departmental collaboration and alignment.

### *Implementation: A Critical Success Factor*

One of the most significant takeaways of engagement was the importance of implementation as a consideration for the success of any proposed policy. While we evaluated options based on the three criteria of cost, impact to Town, and GHG / climate outcomes, it is how these options are implemented – the scope of the programs, the stringency of the requirements, their alignment with existing policy and process – that ultimately determines how effective they will be in achieving high performing, resilient buildings. As such, any recommendations must be considered not only as a standalone option, but as one component of a broader planning and policy fabric. Beyond this, additional priorities such as resource constraints, housing availability, and the political climate, cannot be ignored when considering how to best implement the recommendations of this report.





# Briefing

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

**To:** Committee of the Whole

**SUBJECT:** Community Waste Audit Results

**SUBMITTED BY:** Simon Robins – Supervisor of Solid Waste Services

**PURPOSE:** To provide the Committee of the Whole with the results and recommendations from the 2023 Community Waste Audit.

## EXECUTIVE SUMMARY

In 2023, Solid Waste Services undertook a residential and commercial waste audit. The results are used to evaluate the effectiveness of our current programs and helps to provide recommendations on how our diversion efforts can be improved.

## BACKGROUND/HISTORY

A community waste audit was completed in 2015. This audit provided a baseline of Canmore’s waste composition. The audit occurred prior to the implementation of the Town’s residential and commercial food waste programs. The residential food waste program began in September 2019 and the commercial program began in April 2021. The 2023 waste audit gives insight into the performance of the food waste and recycling programs.

## DISCUSSION

In 2015, the combined commercial and residential waste audit results show the following breakdown of the waste being landfilled from Canmore:

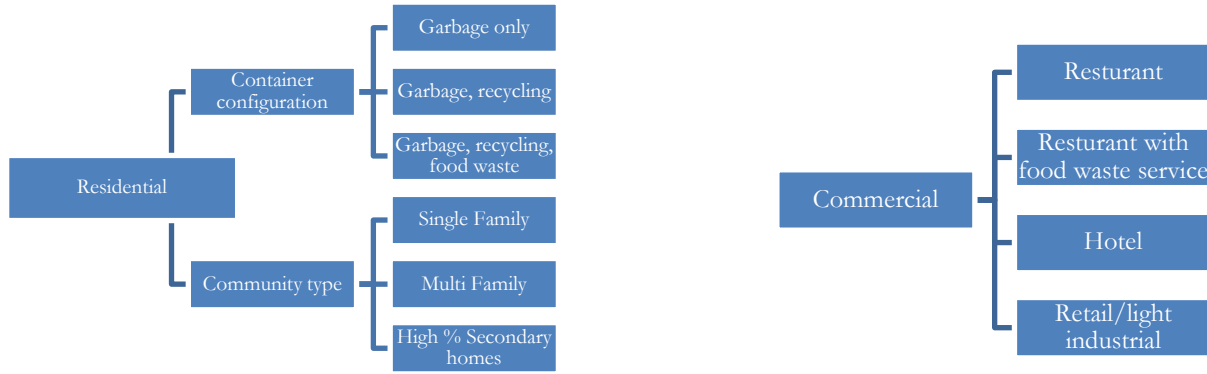
- 25% landfill waste,
- 37% food waste, and
- 38% recyclables.

In 2023 the combined results are showing minimal change in the waste that is being sent to landfill:

- 19% landfill waste,
- 43% food waste, and
- 38% recyclables.

These results are unfortunate as Canmore is 5 years into a community wide food waste program.

The audit considered multiple categories of waste. The two main categories were residential waste and commercial waste (institutional uses were not included in the audit). The two main categories were then broken down into sub-categories. The categories are as follows:



Key findings and opportunities in the residential sector are listed below.

- 63% of materials in residential garbage could be diverted for composting, recycling or reuse.
- Preventing and diverting food waste is the largest opportunity, as 42% of the residential garbage consists of compostable items.
- Those who are participating in food waste diversion are doing a great job of properly sorting food scraps – there was a low contamination rate of 3%.
- Recyclable materials made up 11% of the garbage, and items that could have been diverted for reuse, or recycling / safe disposal at Boulder Depot made up 10% of the garbage.
- There is a slightly greater proportion of recyclable items in the garbage near multi-family residential housing complexes than other housing types.
- The cardboard / mixed paper and glass recycling have relatively low levels of contamination. There is a high contamination rate (29%) in the mixed plastic and metal recycling. There are opportunities to increase educational efforts to help people understand ‘what goes where’.

The key findings and opportunities in the commercial sector are listed below. It is worth noting when reviewing the findings for the commercial sector that the audit took place before the bylaw requiring commercial food waste diversion came into force.

- Compostable materials made up 68% of the garbage in restaurants that are not participating in the food waste collection program, and 60% of the garbage in those that have signed up for food waste collection service.
- Many restaurants that have signed up for commercial food waste collection service are not fully separating and diverting food scraps and food-soiled paper from the garbage.
- Active enforcement of food waste diversion requirements in the Recyclables and Waste Disposal Bylaw will be needed to reduce the large proportion of compostable materials found in garbage across the restaurant sector.
- Those who are participating in food waste diversion are doing an excellent job of properly sorting food scraps – there was minimal contamination at a rate of 0.5%.
- In the hotel sector the biggest diversion opportunity is compostable materials, which comprise 40% of the garbage. Significant quantities of mixed paper, refundable beverage containers and recyclable plastic could also be diverted.
- For the retail / light industrial sector, one third of the materials in the garbage stream could have been diverted through composting, recycling or reuse.
- Overall, businesses are doing an excellent job of diverting corrugated cardboard.

The waste audit also looked at the composition of construction, renovation and demolition waste that was delivered to the Francis Cooke Resource Recovery Centre and Landfill. The key findings were:

- For the loads examined, about half the volume of materials sent to landfill could have been diverted for recycling.
- Building materials made up the majority of this recyclable material at 37% (by volume) – with clean wood being the largest subcategory (24% by volume).

The report also provided recommendations. The recommendations fall under the three main broad strategies of making diversion more convenient; expanding public education and communication; and in some specific commercial circumstances, requiring diversion and enforcing diversion requirements. Key recommendations include:

- Make residential food waste diversion and recycling more convenient by:
  - increasing the number of residential food waste collection bins; and,
  - requiring all multi-family housing complexes that offer on-site garbage collection to also provide on-site recycling and food waste collection service.
- Fully implement and enforce food waste diversion requirements for food establishments.
- Require commercial properties to provide recycling infrastructure.
- Expand public communication and education initiatives to support increased residential and commercial participation in diversion programs.

Waste reduction and diversion can make significant impacts on Canmore's GHG footprint. To realize these GHG reductions, deliberate and specific action will need to be taken. Two actions will be proposed as part of the upcoming budget deliberations: an expansion of the residential food waste program, and the creation of a Zero Waste Coordinator position, with a specific goal of reducing waste in Canmore. Additionally, there is a current project under way to implement a regional strategy to reduce construction, renovation and demolition waste.

### **FINANCIAL IMPACTS**

During the upcoming Finance Committee budget discussions, two requests are being put forward related to attempting to approve waste diversion efforts. A capital project is being proposed to support the continued expansion of the Town's residential food waste program through the installation of 20 new bins. A Zero Waste Coordinator position is being put forward as an option for Council to consider in 2026 – this position would deliver program design, policy review and public education and outreach programming to reduce the amount of waste sent to landfill.

### **INTEREST HOLDER ENGAGEMENT**

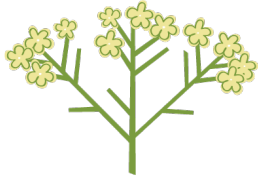
None.

### **ATTACHMENTS**

- 1) 2023 Waste Characterization Study

**AUTHORIZATION**

Submitted by:	Simon Robins Supervisor of Solid Waste Services	Date:	<u>October 25, 2024</u>
Approved by:	Chelsey Gibbons Manager of Financial Services	Date:	<u>November 1, 2024</u>
Approved by:	Andreas Comeau Manager of Public Works	Date:	<u>October 31, 2024</u>
Approved by:	Whitney Smithers General Manager of Municipal Infrastructure	Date:	<u>November 1, 2024</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date:	<u>November 12, 2024</u>



**YARROW**  
**ENVIRONMENTAL**



**Town of Canmore**

**Final Report – 2023 Waste Characterization Study**

December 2023

**Submitted by: Stacey Schaub-Szabo (S-Cubed Environmental)  
and Shannon Ripley (Yarrow Environmental)**

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## Glossary

**Boulder Depot** – Boulder Crescent Recycling Depot, where household hazardous waste and other special items can be dropped off for recycling / safe disposal; collection bins for recycling, food waste, yard and garden materials, and scrub and brush are also present.

**Compostable Paper** – food-soiled paper, tissue, paper towel, parchment paper, compostable takeout containers and any other paper that can be best diverted by composting; includes food-soiled pizza boxes, and does not include plastic-lined paper that cannot be composted.

**Garbage** – material that is sent to a landfill.

**Organics** – materials accepted in the food waste, and yard and garden collection programs; compostable paper is part of the 'organics' stream.

**Waste** – combined streams of garbage, recycling, and organics.

**Waste Characterization Study or Waste Audit** – an examination of the proportion of various materials in a given waste stream.

## Acronyms

**BVWMC** – Bow Valley Waste Management Commission

**CRD** – construction, renovation, and demolition

**GHG** – greenhouse gas

**HHW** – household hazardous waste

**ICI** – industrial, commercial, and institutional

**MRF** – material recycling facility

**MSW** – municipal solid waste

## Acknowledgements

A successful waste characterization study involves the cooperation and support of many people. S-Cubed Environmental and Yarrow Environmental extend deep gratitude to the Town of Canmore staff, Bow Valley Waste Management Commission staff, and local businesses and residents who helped with this project.

We thank all Town of Canmore staff in Solid Waste Services for their various roles – including collecting and delivering samples for sorting, collecting material at the end of each sort day, and advising on the project.

Thank you to local residents who were game to don coveralls, work gloves and to work as sorters during the waste characterization study. Thank you for your hard work and sense of humour, and for your curiosity and desire to share what you learned with your broader community.

## Executive Summary

The Town of Canmore contracted S-Cubed Environmental & Yarrow Environmental to conduct a waste characterization study during the summer and fall of 2023. The study examined waste streams from the residential, commercial, and construction, renovation and demolition (CRD) sectors. The Town plans to use data and recommendations from the waste characterization study to evaluate waste diversion programs and policies that have been implemented to date, and to identify further waste prevention, reduction, and diversion opportunities.

### Residential Sector

The key findings and opportunities in the residential sector are listed below.

- 63% of materials in residential garbage could be diverted for composting, recycling or reuse.
- Preventing and diverting food waste is the largest opportunity, as 42% of the residential garbage consists of compostable items.
- Those who are participating in food waste diversion are doing a great job of properly sorting food scraps – there was a low contamination rate of 3%.
- Recyclable materials made up 11% of the garbage, and items that could have been diverted for reuse, or recycling / safe disposal at Boulder Depot made up 10% of the garbage.
- There is a slightly greater proportion of recyclable items in the garbage near multi-family residential housing complexes than other housing types.
- The cardboard / mixed paper and glass recycling have relatively low levels of contamination. There is a high contamination rate (29%) in the mixed plastic and metal recycling. There are opportunities to increase educational efforts to help people understand ‘what goes where’.

### Commercial Sector

For the commercial sector, the garbage stream was studied for the following four sub-sectors: restaurants participating in the commercial food waste collection program, restaurants not participating in the commercial food waste collection program, hotels without restaurants and retail / light industrial. Data from this study indicated that there were no significant differences in the composition of the garbage stream between the summer and fall seasons.

The key findings and opportunities in the commercial sector are listed below.

- Compostable materials made up 68% of the garbage in restaurants that are not participating in the food waste collection program, and 60% of the garbage in those that have signed up for food waste collection service.
- Many restaurants that have signed up for commercial food waste collection service are not fully separating and diverting food scraps and food-soiled paper from the garbage.
- Active enforcement of food waste diversion requirements in the Recyclables and Waste Disposal Bylaw will be needed to reduce the large proportion of compostable materials found in garbage across the restaurant sector.

- Those who are participating in food waste diversion are doing an excellent job of properly sorting food scraps – there was minimal contamination at a rate of 0.5%.
- In the hotel sector the biggest diversion opportunity is compostable materials, which comprise 40% of the garbage. Significant quantities of mixed paper, refundable beverage containers and recyclable plastic could also be diverted.
- For the retail / light industrial sector, one third of the materials in the garbage stream could have been diverted through composting, recycling or reuse.
- Overall, businesses are doing an excellent job of diverting corrugated cardboard.

### Construction, Renovation and Demolition (CRD) Sector

The majority of construction, renovation and demolition (CRD) materials generated in Canmore are transported by contractors and residents to the Francis Cooke Regional Resource Recovery Facility and Landfill. S-Cubed carried out a visual volumetric assessment of seven loads of CRD materials that originated in Canmore and were destined for the Francis Cooke landfill.

- For the CRD loads examined, about half the volume of materials sent to landfill could have been diverted for recycling.
- Building materials made up the majority of this recyclable material at 37% (by volume) – with clean wood being the largest subcategory (24% by volume).

### Benchmarking

When considering future waste diversion programs and policies, it can be valuable to understand the approaches of neighbouring communities. The Town of Banff, Municipality of Jasper, Town of Okotoks and Town of Cochrane provide valuable examples of the use of waste diversion targets, programs, and requirements to work towards waste diversion goals.

### Key Recommendations

Recommendations fall under the three main broad strategies of making diversion more convenient, expanding public education and communication, and in some specific commercial circumstances, requiring diversion and enforcing diversion requirements.

- Make residential food waste diversion and recycling more convenient by:
  - increasing the number of residential food waste collection bins; and,
  - requiring all multi-family housing complexes that offer on-site garbage collection to also provide on-site recycling and food waste collection service.
- Fully implement and enforce food waste diversion requirements for the commercial sector.
- Require commercial properties to provide recycling infrastructure.
- Expand public communication and education initiatives to support increased residential and commercial participation in diversion programs.

## Waste Management Strategy Update

In the more than 10 years that have passed since adoption of the Waste Management Strategy, there has been a lot of change both in Canmore and the broader world of waste management. The Town of Canmore has implemented the majority of the initiatives described as priorities in the Waste Management Strategy. The world of waste management is changing rapidly, as Extended Producer Responsibility legislation is implemented in Alberta and there is growing prioritization of circular economy principles, with the recognition that fostering and being part of a circular economy has many economic, social, and environmental benefits.

Some possible updates that the Town may wish to consider for the Waste Management Strategy are:

- **Strategic Framework** - Update the Waste Management Strategy to include a strategic framework that prioritizes the transition to a circular economy, and continues to use the waste hierarchy to guide prioritization of strategic goals and actions.
- **Extended Producer Responsibility** - Identify and describe how the Town's waste management infrastructure and waste diversion programs will operate within the new and developing context of extended producer responsibility – as the Alberta EPR landscape becomes clearer.
- **Waste Reduction and Diversion Goals and Tracking** – Consider reviewing the Town's current waste diversion goals (set as part of the Environmental Sustainability Action Plan) and update with a specific residential waste generation and diversion target, that acknowledges the 2022 residential baseline diversion rate of 38%. Set specific construction, renovation and demolition diversion rate targets and describe strategic actions that will be taken to achieve the targets.
- **Waste Reduction and Diversion** – Consider including the waste reduction and diversion approaches and best practices discussed in this report in the Waste Management Strategy.
- **Circular Economy** – Set goals for programs and initiatives the Town would like to pursue to foster a circular economy in the local context – using the Town of Canmore Roadmap from the Circular Cities and Regions Initiative as a starting point.
- **Climate Emergency Action Plan** – Clearly link goals and objectives in the Waste Management Strategy to the goals and targets in the Climate Emergency Action Plan.

## 1 Introduction and Background

The Town of Canmore Strategic Plan (2023-2026) identifies an over-arching goal that Canmore be a recognized leader in managing human impact on the environment.

The Town contracted S-Cubed Environmental & Yarrow Environmental to conduct a Waste Characterization Study during the summer and fall of 2023. The primary goal of this study was to better understand the composition of the residential and commercial waste streams, with an additional one-day audit of the construction, renovation and demolition (CRD) waste stream. The Town plans to use data and recommendations from the waste characterization study to evaluate waste diversion programs and policies that have been implemented to date, and to identify further waste prevention, reduction and diversion opportunities.

In this report, **waste** refers to the combined streams of garbage, recycling, and organics.

### 1.1 Residential Waste Collection and Management

The Town collects residential garbage, recycling and food waste from wildlife-resistant neighbourhood bins located throughout the community. Currently, there are 78 1-stream collection sites with a only a garbage bin, 73 2-stream collection sites with recycling and garbage bins, and 24 3-stream collection sites with food waste, recycling and garbage bins (Figure 1). There are several multi-family developments in Canmore where garbage collection is carried out by private contractors.



Figure 1 – Residential 3-stream (food waste, garbage and recycling) collection site.

Town staff transport garbage to the Waste Management Centre, where it is emptied into large transfer bins, and then transported by a contractor to the West Dried Meat Lake Landfill, located in Camrose County, 350 kilometres from Canmore. There is no landfill gas recovery at the West Dried Meat Lake Landfill.

Residential recycling bins collect three streams of recycling in separate compartments:

- Cardboard / mixed paper – corrugated cardboard, boxboard and all types of paper;
- Plastic and metal – plastic containers with a numbered recycling symbol (no film plastic), metal food cans, and small pieces of scrap metal; and,
- Glass – clear and coloured glass, window panes, glass beverage containers.

Town staff empty the residential recycling bins one stream at a time using a residential waste collection vehicle, and transport the material to the Material Recycling Facility (MRF), located at the Waste Management Centre. Here, recycling streams are sorted (as applicable), contaminants are removed, and items are prepared for shipment to recycling facilities.

In 2019, the Town started a pilot-scale residential food waste collection program by installing five residential food waste collection bins. In 2021, the program was expanded to include 10 more food waste bins, and in 2022 it was expanded again with nine more bins. Currently, there are 24 residential food waste collection bins. The organics stream from the food waste collection bins is transported to a farm-based compost facility located in central Alberta, approximately 225 kilometres from Canmore. The compost is used by the farm to improve soil quality and increase crop yields on the farm – thus completing the ‘organic matter loop’.

The Town offers a free large-item pick-up service for residents who need to dispose of unwanted items that don’t fit in a collection bin, such as furniture, appliances, and mattresses.

At the Boulder Crescent Recycling Depot, the Town has a household hazardous waste (HHW) collection area, and collection areas for paint, batteries, e-waste, bicycle tires, yard and garden materials (leaves and grass) and scrub and brush materials.

## 1.2 Commercial Waste Collection and Management

Approximately 99% of commercial garbage generated in Canmore is collected by private haulers. Some private haulers transport this garbage directly to a landfill in the Calgary area. One private company pays the Town a tipping fee to drop off some loads of commercial garbage at the Town Waste Transfer Station. The Town does not currently collect data on the quantity of commercial garbage generated within Canmore.

There are two local companies that offer a recycling pickup service to the commercial sector.

In early 2021 the Town began offering food waste collection service to the commercial sector. In April 2023, the Town made it mandatory for all commercial premises where food service businesses are located to provide food waste collection infrastructure, and made it mandatory for food-service businesses to divert food waste from the garbage. A six-month grace period was provided to enable those businesses not yet diverting food waste to begin to do so.

## 1.3 Construction, Renovation and Demolition Waste Collection and Management

Most construction, renovation and demolition materials generated in Canmore are transported by contractors and residents to the Francis Cooke Regional Resource Recovery Facility and Landfill. The Bow Valley Waste Management Commission offers significantly discounted tipping fees for materials that are properly sorted and can be diverted, rather than being sent to landfill.

## 1.4 Waste Hierarchy and the Circular Economy

The ‘Waste Hierarchy’ is an internationally-recognized approach to managing waste resources, with the goal of reducing the cost and environmental impacts of waste management. The contemporary waste hierarchy shows waste prevention and reduction at the top of the pyramid, followed by reuse and repair, remanufacturing, recycling (including composting), energy recovery and landfill (Figure 2). The waste hierarchy prioritizes the prevention of waste in the first place.

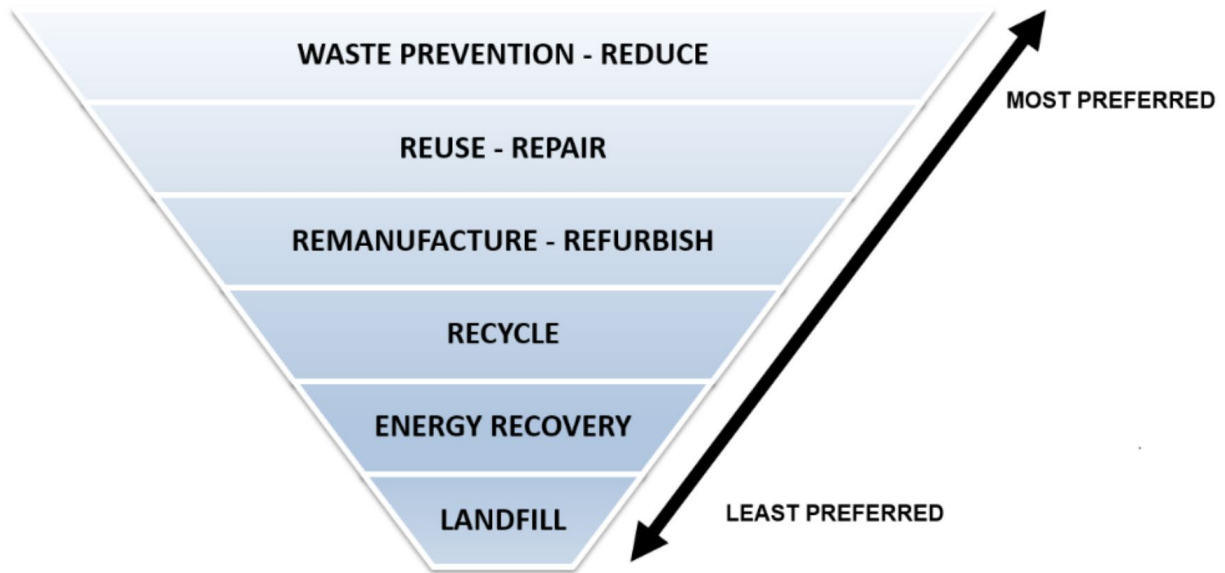


Figure 2 – Waste hierarchy.<sup>1</sup>

The waste hierarchy can be a valuable tool when interpreting the results of a waste characterization study, and prioritizing actions to consider in preventing, reducing, and diverting waste resources from the landfill.

In 2021 to 2022, the Town participated in the Circular Cities and Regions Initiative. Through this work it identified strategic opportunities to foster a circular economy in the local context through activities such as promoting reuse and the sharing economy. In the circular economy, waste is stopped from being produced in the first place, and products and materials circulate at their highest value.

<sup>1</sup> Environment and Climate Change Canada. [Waste hierarchy – rethinking to recovery.](#)



### 1.5 Residential Waste Streams in 2022

The Town keeps annual records of the quantity of waste collected which includes materials sent to landfill and diverted for recycling and composting.

Figure 3 shows the quantity of materials recycled, composted and sent to landfill from the Canmore residential sector in 2022, based on Town data. This chart includes residential construction, renovation, and demolition (CRD) materials self-hauled by Canmore residents to the Francis Cooke Facility. This chart does not include any materials generated by the commercial sector.

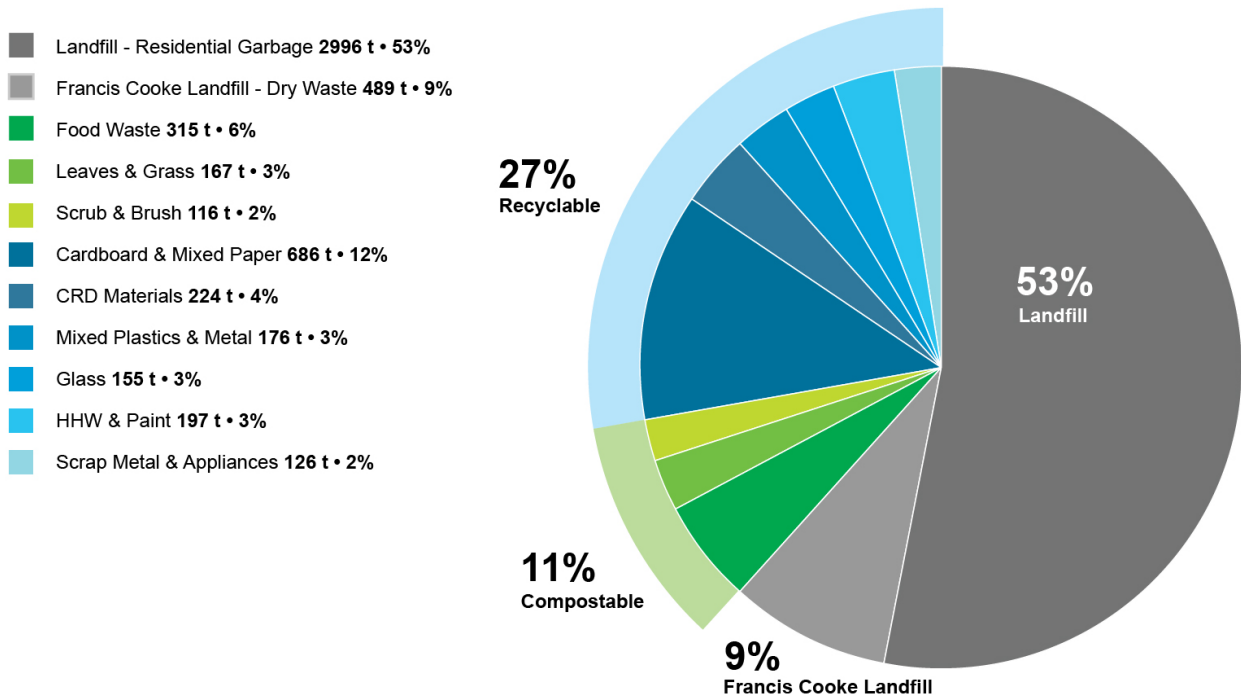


Figure 3 – Canmore residential materials recycled, composted and landfilled in 2022.

In 2022, the Canmore residential sector sent 3,485 tonnes of materials to the landfill. In 2022, Canmore residents diverted 2,160 tonnes of materials to be recycled or composted<sup>2</sup>. This gives a residential waste diversion rate of 38% in 2022.

Many municipalities report a waste diversion rate that does not include construction, renovation, and demolition (CRD) materials. If CRD materials recycled and landfilled at Francis Cooke Facility are not included, Canmore had a residential waste diversion rate of 39% in 2022.

<sup>2</sup> Data from the Town of Canmore and Bow Valley Waste Management Commission.

## 1.6 Residential Recycling

The neighbourhood recycling collection bins contain separate compartments for cardboard / mixed paper, mixed plastics and metal, and glass. In 2022, 1,017 tonnes of materials were diverted for recycling through the residential recycling bins. This recycling was comprised of 68% cardboard and mixed paper, 17% plastics and metal, and 15% glass, by weight.

## 1.7 Residential Food Waste

There are currently 24 residential neighbourhood food waste collection bins. This means that 14% of residential waste collection sites have food waste collection. In 2022, 315 tonnes of food waste was diverted through the residential food waste collection program.

# 2 Waste Characterization Study Methodology

This section provides an overview of the methodology used in the waste characterization study. Detailed methodology can be found in Annex I.

The 2023 waste characterization study examined waste streams from the residential, commercial, and construction, renovation and demolition sectors.

## 2.1 Residential Waste Sample Collection

Residential waste characterization took place during the summer from August 21<sup>st</sup> to 25<sup>th</sup>, and during the fall from October 2<sup>nd</sup> to 6<sup>th</sup>, 2023.

In the residential sector, the study examined the garbage, recycling, and food waste streams for the following three residential sub-sectors:

- Sites with predominantly single-family homes;
- Multi-family home complexes; and,
- Locations with a high proportion of secondary homes.

Within each of these residential site types, we investigated whether the garbage and recycling stream composition varied according to whether 1-stream (garbage), 2-stream (garbage and recycling) or 3-stream (garbage, recycling, and food waste) bins were available at the site.

## 2.2 Commercial Waste Sample Collection

The commercial waste characterization study took place during the summer on August 28th and 29th, and during the fall on October 23rd and 24th 2023.

In the commercial sector, the study characterized the garbage stream for each of the following sub-sectors:

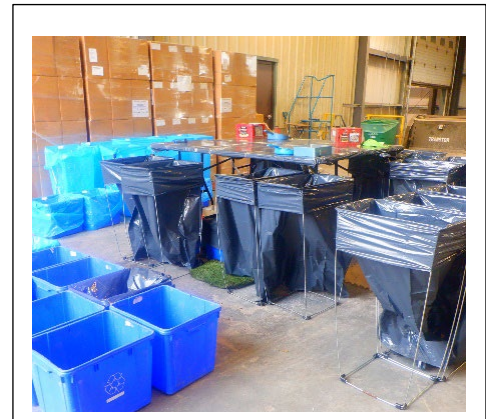
- Restaurants participating in the commercial food waste collection program;

- Restaurants not participating in the commercial food waste collection program;
- Hotels without restaurants; and,
- Retail / light industrial.

During each of the summer and fall study periods, Town staff delivered three samples of commercial food waste to the waste sorting site at the Waste Management Centre. These food waste samples included material from all of the businesses that had food waste collection service on the sample day.

### 2.3 Waste Sampling Protocol

S-Cubed follows waste sampling methodology described in *Waste Characterization Methodology for Direct Waste Analysis Studies in Canada*<sup>3</sup>. S-Cubed aims to sort waste samples that are at least 90 kg to 130 kg in weight, to ensure the sample is representative of the waste stream being characterized. When samples delivered to the waste sorting site are larger than this, scientific methodology is used to mix, quarter and then select a sample of approximately 100 kg of material to sort. Loads are always digitally photographed from multiple angles before a 100-kilogram sample is taken, and the total load size and sorted sample size are recorded.



### 2.4 Manual Sorting Procedures

Waste sorting for the commercial and residential sectors took place in a bay at the Waste Management Centre. Each waste sample was hand-sorted by a team of three to four people. The waste samples were sorted into bins and frames lined with garbage bags labelled with the subcategories described in Appendix B. The lead sorter checks sort categories and bins often to ensure items are consistently classified among team members. Following sorting, material categories are weighed using a floor scale accurate to five grams and materials present in each category were photographed. Single-use items were also counted. Notes about unexpected and unusual materials were documented. S-Cubed aims to conduct green waste audits, meaning after the sort, materials that could be diverted for reuse, recycling or composting were transferred to the appropriate location (thrift store, recycling, or organics stream).

### 2.5 Construction, Renovation and Demolition Waste Characterization

A 1-day construction, renovation and demolition (CRD) waste characterization study was carried out at the Francis Cooke facility on September 14, 2023, with the support and collaboration of the Bow Valley Waste Management Commission (BVWMC). S-Cubed communicated with the scale operator at Francis Cooke to note incoming loads from Canmore that were not destined for recycling or reuse,

<sup>3</sup> Canadian Council of Ministers of the Environment. 1999. Recommended waste characterization methodology for direct waste analysis studies in Canada. PN 1497.

to send these loads to be assessed. The individuals hauling the loads were asked to self-categorize what type of CRD work was occurring at the site where the load originated (new build, renovation, demolition, etc.). Seven loads weighing between 930 kilograms and 1700 kilograms were characterized. Each load was emptied, and the contents of the load spread out by BVWMC staff using on-site equipment. S-Cubed then visually estimated the volumetric composition of the load according to the categories found in Appendix B.

### 3 Waste Characterization Study Categories

For the residential and commercial sectors, the waste characterization categories were the following: organics, paper, plastic, metal, glass, beverage containers, electronics, textiles, household hazardous waste (HHW), reusable items and landfill. The sort subcategories are listed in Appendix B, with a description of the types of materials sorted into each subcategory. Each subcategory was classified as compostable, recyclable, landfill, or Boulder Depot / reuse. A few of these subcategories were also broken down into single-use items.

As listed in Appendix B, organic materials were sorted into a number of different subcategories to assist in better understanding what types of materials were being placed in the garbage or food waste stream. 'Edible food' consisted of food that could have been eaten by a person – this is often referred to as 'preventable food waste'. Some examples are a slice of pizza, a sandwich or an entire piece of fruit. Inedible food waste consisted of food scraps that are not eaten by people, such as fruit and vegetable peels, eggshells, and coffee grounds. Food in packaging consisted of food that was placed in the garbage or food waste stream in a container from which it could not easily be removed, and is another category of preventable food waste. Examples of food in packaging include an unopened granola bar and sour cream in a plastic container. Compostable paper consisted of food-soiled paper, tissue, paper towel, parchment paper, paper takeout food containers, and any other paper that could be best diverted by composting. Examples include greasy pizza boxes, paper towels and food-soiled napkins.

For the CRD sector, the waste characterization categories were the following: building materials, clean fill, large items, compostable / organics, paper, plastic, metal, glass, beverage containers, electronics, textiles, HHW, donatable, and landfill. The sort subcategories, including the detailed types of building material subcategories, are listed in Appendix B.

## 4 Residential Waste Characterization

### 4.1 Residential Garbage

#### 4.1.1 Overall Garbage Stream

Figure 4 shows the overall characterization of the garbage sampled from residential collection bins across both the summer and fall study periods for all housing types and bin types sampled. Throughout this section, the residential garbage stream refers to materials collected in residential neighbourhood bins (it does not include dry waste landfilled at Francis Cooke).

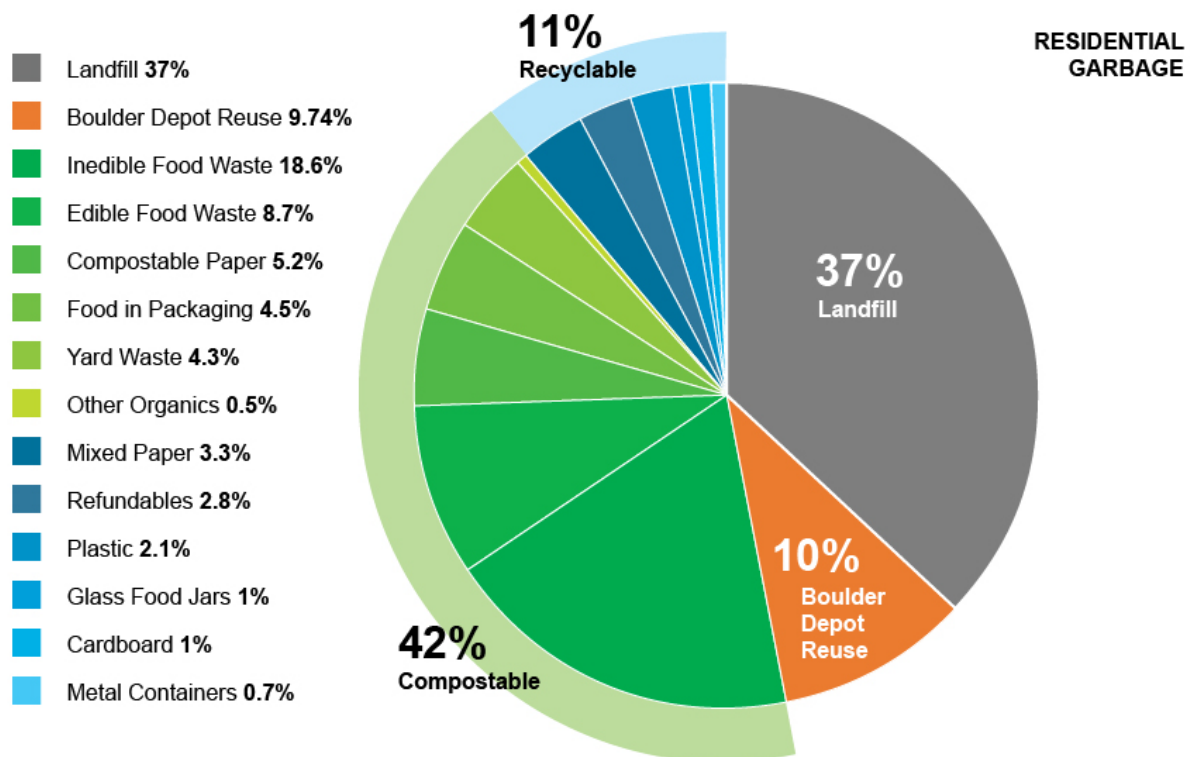


Figure 4 – Canmore residential garbage composition.

In the residential sector, 63% of the materials in the garbage could have been diverted for composting, recycling or reuse. This means that in 2022, an estimated 1,890 tonnes of materials were sent to landfill that could have been composted, recycled or reused.

Compostable materials make up by far the biggest opportunity to increase diversion, as 42% of the residential garbage consists of compostable items. Recyclable materials made up 11% of the garbage, and items that could have been diverted for reuse, or recycling / safe disposal at Boulder Depot made up 10% of the garbage.

Compostable materials in the garbage consisted primarily of inedible food waste (19%), with smaller quantities of edible food waste (9%), compostable paper (5%), food in packaging (5%) and yard waste (4%).

Recyclable materials made up 11% of the garbage stream, with mixed paper and refundable beverage containers each comprising 3%, and recyclable plastic 2% of the garbage. The residential sector is doing a good job of recycling cardboard, as this was only 1% of the garbage.

Within the Boulder Depot / reuse category, a total of 6.5% of items in the garbage stream consisted of clothing, footwear, household textiles and other general household items that could have been diverted for reuse – sold second-hand, taken to a thrift store, or given away.

Thirty-seven percent of materials in the garbage stream could not be diverted for recycling, composting or reuse, under Canmore’s current diversion programs. The main categories of items in the ‘landfill stream’ were ‘other waste’ (10.1%) (e.g., air filters, coffee pods, product still in containers, dirty tin foil, sponges, rubber gloves and masks, a broken hammock and cooler, salon waste, sandpaper, damaged suitcase, dialysis product), animal waste (7.4%), non-recyclable plastic (6.4%), and hygiene / diapers (3.8%).

Appendix C shows a detailed data table for residential garbage sampled in the 2023 waste characterization study.

**4.1.2 Garbage Characterization by Housing Type**

During the waste characterization study, we analyzed the composition of the garbage stream according to the dominant type of housing near the residential garbage bin sampled: single-family dwellings, multi-family dwellings and predominantly secondary homes. Figure 5 shows the results of this analysis.

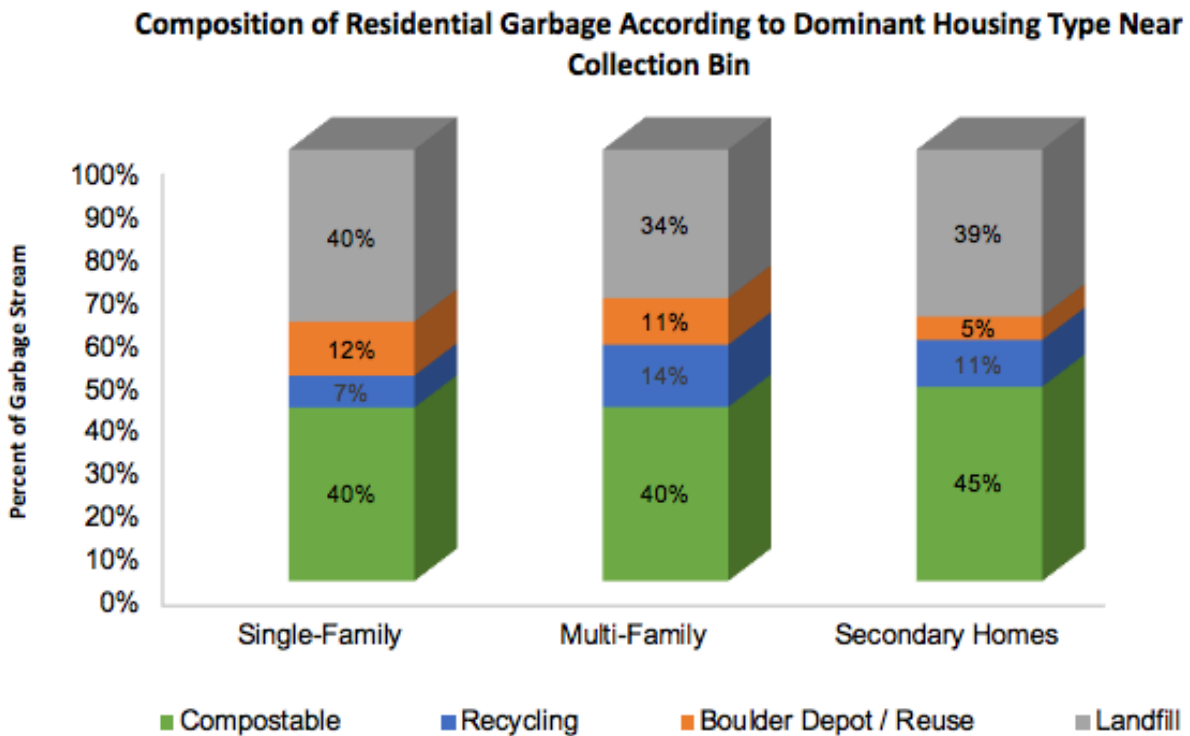


Figure 5 – Residential garbage stream according to dominant housing type.

Although the graphs show slight variations in the proportion of compostable, Boulder Depot / reuse and landfill items according to housing type near the garbage bin, these differences were not statistically significant. However, statistical analysis showed that there was a significantly greater proportion of recyclable items in the garbage stream at multi-family garbage bins than for either single-family or secondary home garbage bins.

Multi-family dwellings tend to have less storage space than single-family homes. This is a common barrier to recycling in multi-family settings. There may also be other barriers to diversion that multi-family households face. It would be valuable for the Town to directly reach out to residents in multi-family dwellings to better understand these barriers so efforts can be made to address them. See Appendix A – Section 2.1 and 2.2 for recommendations on how to increase diversion in the multi-family sector.

#### 4.1.3 Garbage Characterization by Bin Configuration

During the waste characterization study, we explored whether there was a difference in the composition of the garbage stream according to whether the garbage bin was on its own (1-stream), adjacent to a recycling bin (2-stream) or adjacent to both recycling and food waste collection bins (3-stream). Figure 6 shows the results of this analysis.

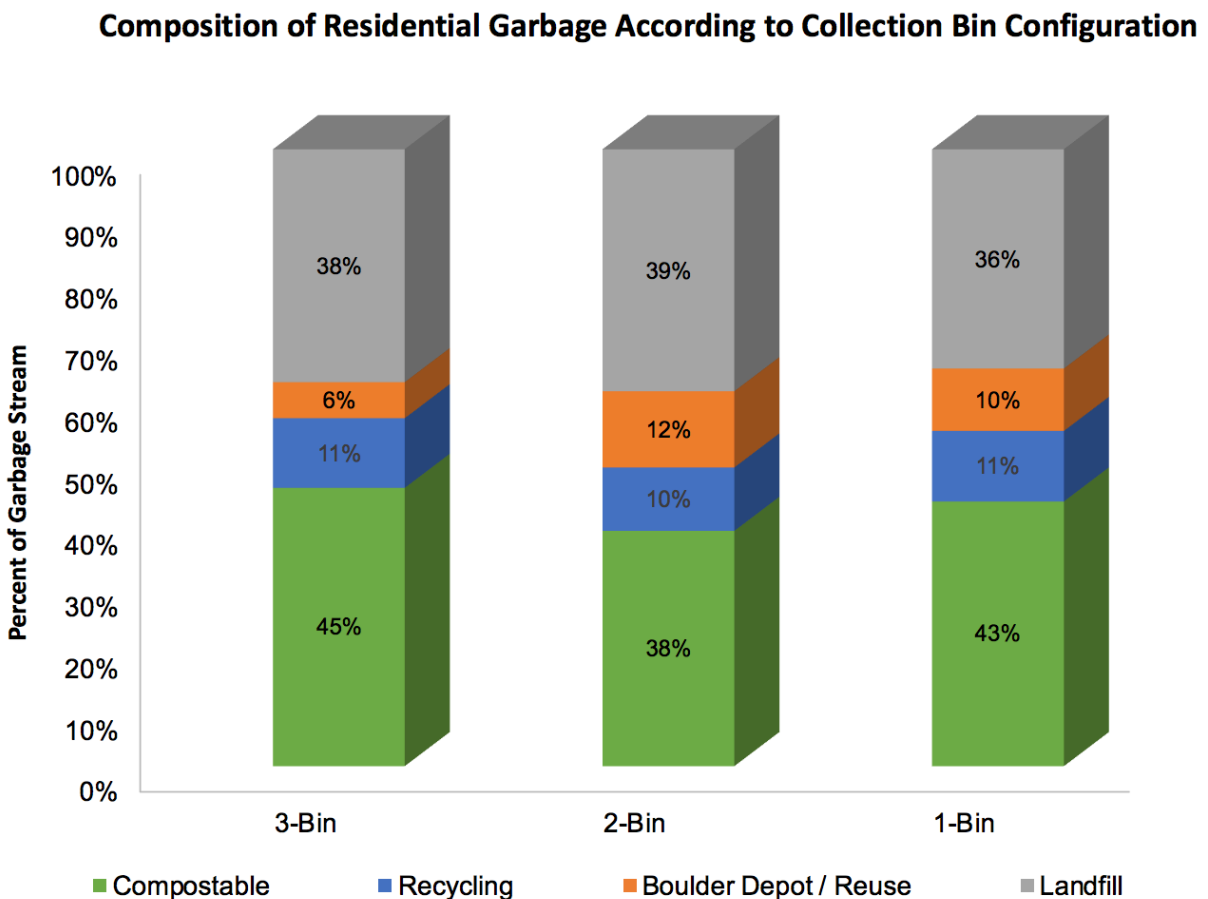


Figure 6 – Residential garbage composition according to collection bin configuration.

Although the graphs show slight variations in the proportion of compostable, recyclable and landfill items in the garbage stream, statistical analysis indicated that there were no significant differences in the composition of the garbage stream according to the bin configuration.

These findings contrast with results from the 2022 Banff Waste Characterization Study which found that stand-alone garbage bins had a significantly higher proportion of compostable materials in the garbage, compared with 3-bin configurations. In addition to a 3-bin system making it more convenient to divert organics, the Town of Banff had carried out focused door-to-door educational outreach in neighbourhoods where new residential food scraps collection bins had been located, likely contributing to the increased diversion of food scraps near the 3-stream bins.

#### 4.1.4 Garbage Characterization by Season

The Town wished to understand if there was a difference in the composition of the residential garbage stream between summer and fall seasons. Figure 7 shows a comparison of the composition of the residential garbage stream between the summer and fall audit periods.

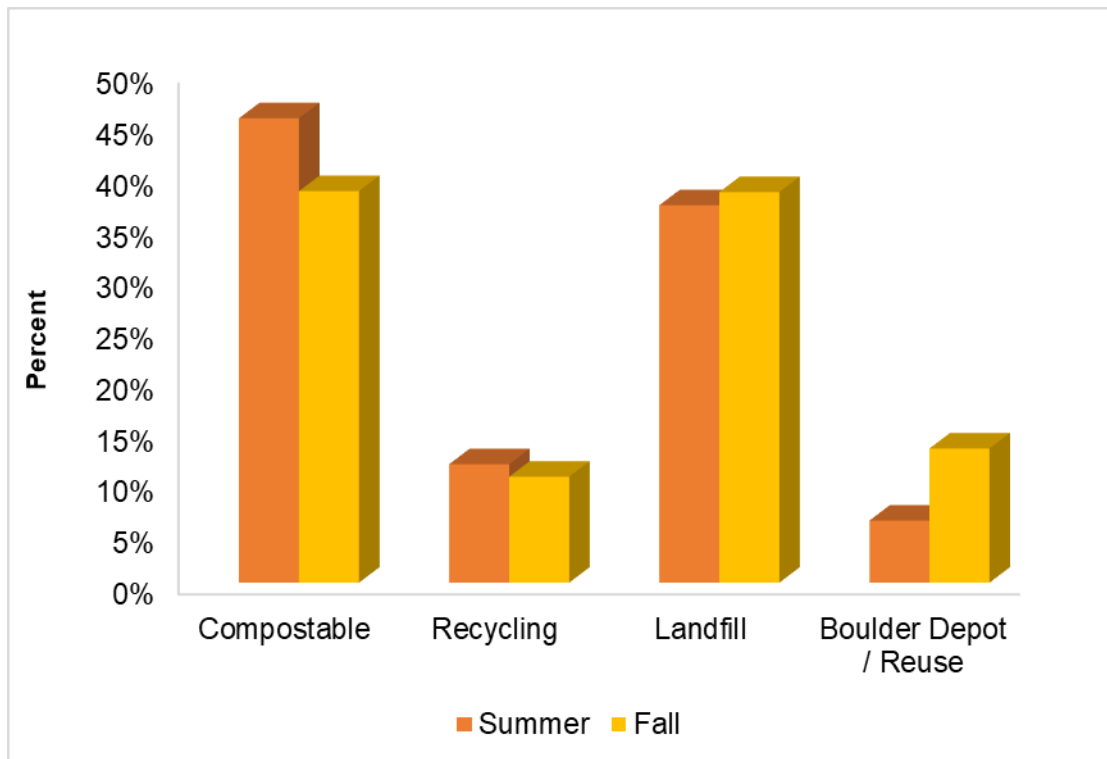


Figure 7 – Residential garbage composition by season.

Although the chart shows some variation in the garbage composition between the seasons, there was no statistically significant difference between seasons. Town data show that tourism levels impact the total quantity of garbage generated seasonally. However, these results show that there were no significant differences in the composition of the garbage stream by season.



## 4.2 Residential Recycling

### 4.2.1 Cardboard and Paper Recycling

Figure 8 shows the composition of the paper and cardboard recycling stream in bins that were sampled as part of this study. Just over half (51%) of this stream consisted of cardboard, and 44% was mixed paper. One percent of the cardboard and paper recycling stream consisted of refundable beverage containers (made from paper) that could have been returned for a refund to the bottle depot.

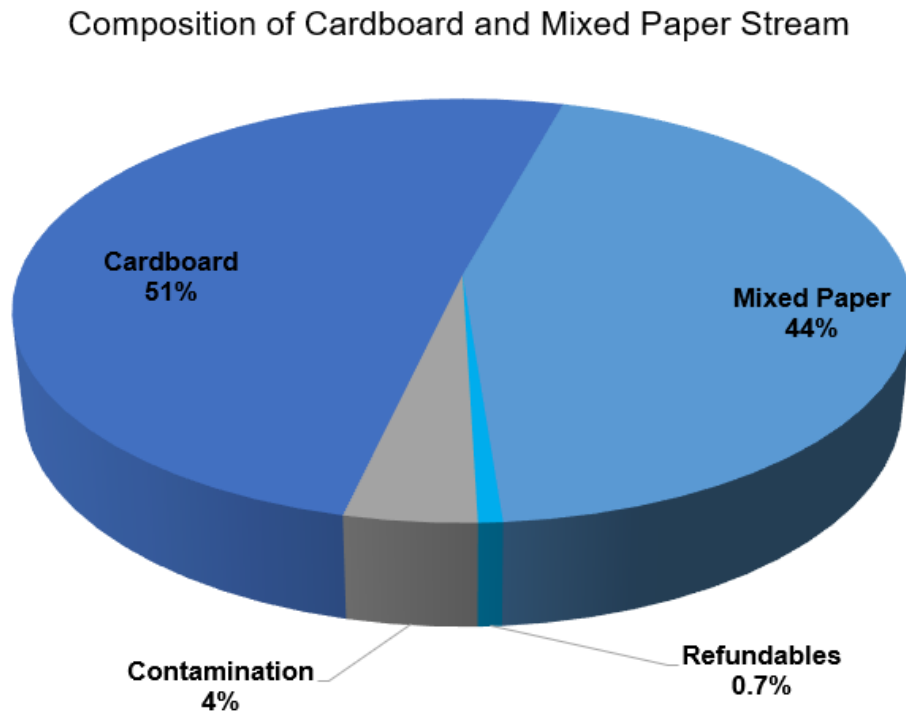


Figure 8 – Composition of residential cardboard and paper recycling stream (2023).

The residential cardboard and paper recycling had a 4% contamination rate. There were no significant statistical differences in the level of contamination in the cardboard and paper recycling stream according to season, housing type or bin configuration.

The most common contaminants in the cardboard and paper recycling were compostable paper, non-recyclable paper, and contaminated (dirty) recycling. One action the Town could take to reduce contamination in the cardboard and paper recycling is to update its list of acceptable items on the Town website. Currently, the website states that pizza boxes belong in the cardboard / mixed paper stream. It would be helpful to specify that if pizza boxes are greasy, they should be placed in the food waste collection bin. It would be helpful to specify more clearly that all types of food-soiled paper belong in the compost stream, rather than the cardboard and mixed paper stream.

Appendix C shows a detailed data table for the residential cardboard and paper stream.

### 4.2.2 Plastic and Metal Recycling

Figure 9 shows the composition of the residential plastic and metal recycling stream. This stream consisted of 39% recyclable plastic, 15% metal containers and 14% refundable beverage containers. On average, the residential plastic and metal recycling had a 29% contamination rate. The most common contaminants were contaminated recycling (10%) (e.g., plastic and metal containers with food still in them), non-recyclable plastic (8%), and glass food jars (2%).

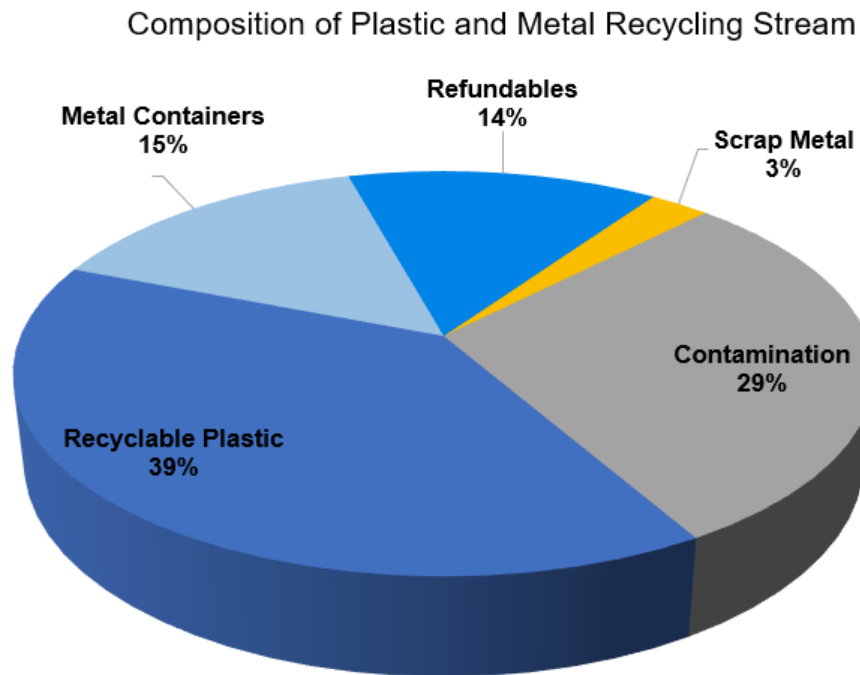


Figure 9 – Composition of residential plastic and metal recycling stream (2023).

Appendix C shows a detailed data table for the residential plastic and metal recycling stream.

### 4.2.3 Glass Recycling

Figure 10 shows the composition of the glass recycling stream. The stream consisted of 97.5% glass jars and 0.8% glass beverage containers. The glass recycling stream had a contamination rate of 1.7%. The most common contaminants consisted of recyclable plastic, metal containers, non-recyclable plastic and non-recyclable glass and ceramics.

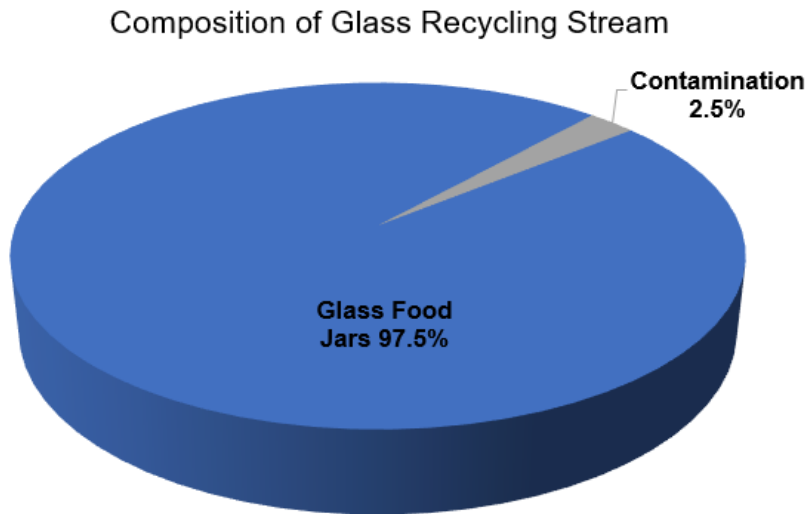


Figure 10 – Composition of residential glass recycling stream (2023).

Appendix C shows a detailed data table for the residential glass recycling stream.

### 4.3 Residential Food Waste

Figure 11 shows the composition of the residential food waste stream.

The food waste stream was composed of 77% inedible food waste, 8% edible food (food that could have been eaten), 7% yard waste and 5% compostable paper. There was a 3% contamination rate. The most common contaminants were 'other waste' (1.1%) (e.g., plastic bags, J-cloths, rubber bands, twist ties and plastic stickers on fruit and vegetables), food in packaging (0.8%), and animal waste (0.6%). There were also small amounts of food wrappers and non-compostable / non-recyclable paper and plastic takeout containers.

In the context of community composting programs in Canada, 3% contamination in the food waste stream is considered relatively low. Canmore residents are generally doing a great job of separating their organics correctly.

Composition of Food Waste Stream

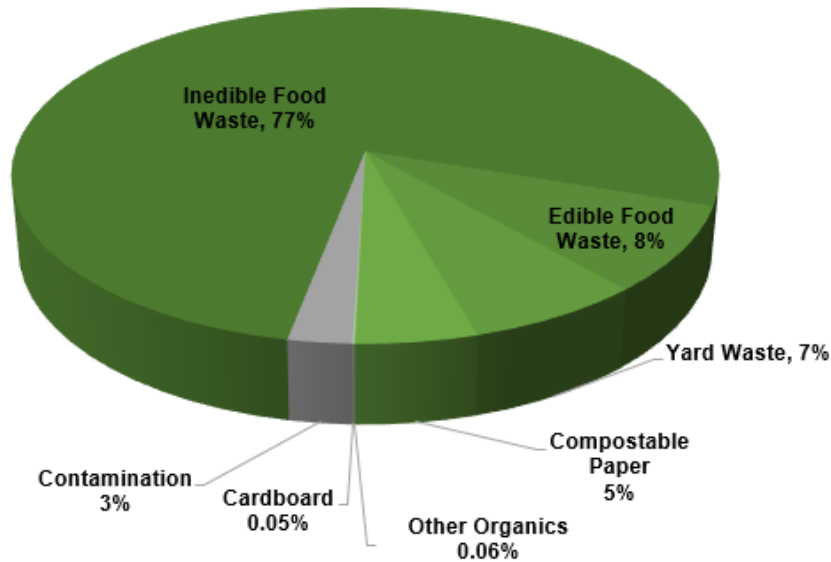


Figure 11 – Composition of residential food waste stream (2023).

At the same time, minimizing contamination in the organics stream is important, and it is valuable to carry out ongoing communication about what can and cannot go in the food waste stream. For example, it is possible that some people think that J-cloths are compostable as some are currently being marketed as ‘biodegradable’, which does **not** mean they are compostable – but which is very confusing for people. The federal government is currently enacting legislation to prevent this misleading marketing, but it likely won’t be until 2025 until the legislation comes into force. As part of this legislation, fruit and vegetable stickers will also be mandated to be certified compostable – which will address this contaminant in the food waste stream.

Although animal waste is currently considered a ‘contaminant’ in the food waste stream, the compost facility that processes organics from Canmore does accept this material for composting. There are numerous jurisdictions in Canada that accept pet waste for composting, as this organic material decomposes fully and safely in a large-scale composting process. Some examples of such communities are Cochrane, Okotoks, and Calgary. The topic of pet waste composting is discussed further in Appendix A - Section 1.2.4.

Appendix A – Section 1.1.5 shares examples of educational campaigns that other communities have used to help residents understand what does and doesn’t belong in the organics stream.

Appendix C shows a detailed data table for the residential food waste stream.

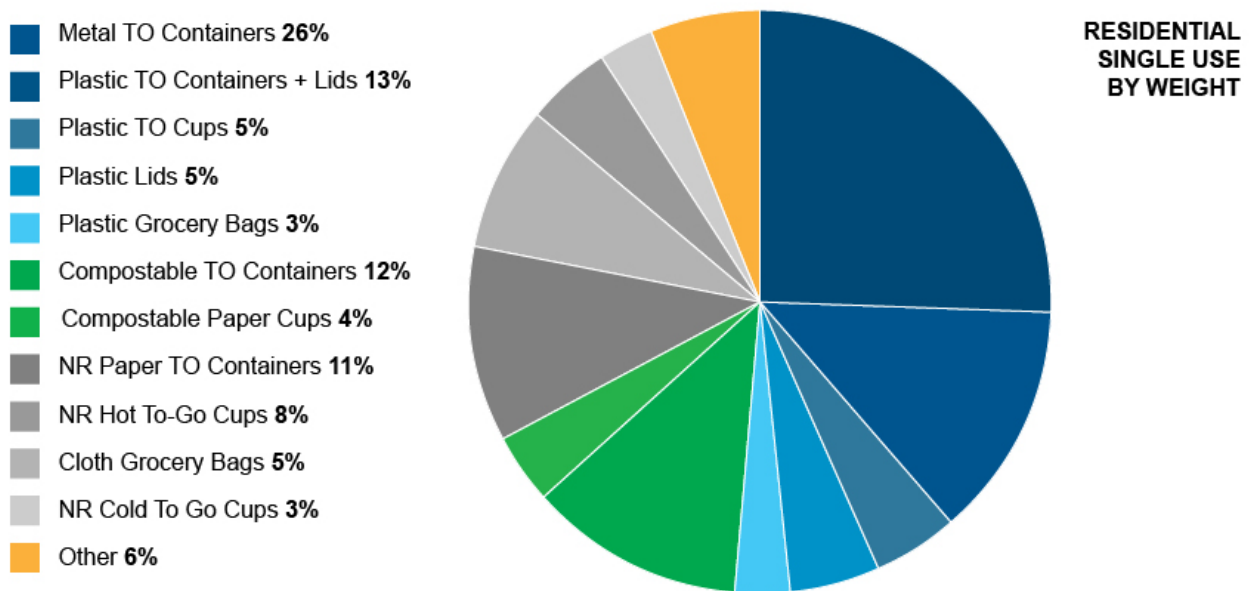
#### 4.4 Residential Single-Use Items

Single-use items are made for one use before they are thrown away. Some examples of single-use items include plastic checkout bags, disposable cutlery and takeout containers from food service establishments. In the waste hierarchy, waste prevention is prioritized above all waste diversion activities. A growing number of Canadian communities are working to reduce the quantity of single-use items, recognizing that these items are often problematic sources of litter, they often cause contamination problems in recycling and composting streams, and they are a waste of resources when more durable long-lasting items can be substituted in their place.

As part of this waste characterization study, for each of the garbage, recycling and organics streams, single-use plastic and paper items were sorted, counted, and weighed to measure the quantities present in all three streams. Across the summer and fall study periods, for the residential sector there were 3,105 single-use items counted, with a weight of 62.8 kilograms.

The garbage sampled contained 1.6% single-use items (by weight). The food waste stream contained 0.3% single-use items (by weight). The combined recycling streams (cardboard / paper, plastic, metal and glass) contained 5% single-use items (by weight).

Figure 12 shows the profile of single-use items (by weight) in the combined garbage, food waste and recycling streams.



Note: TO = takeout; NR = non-recyclable

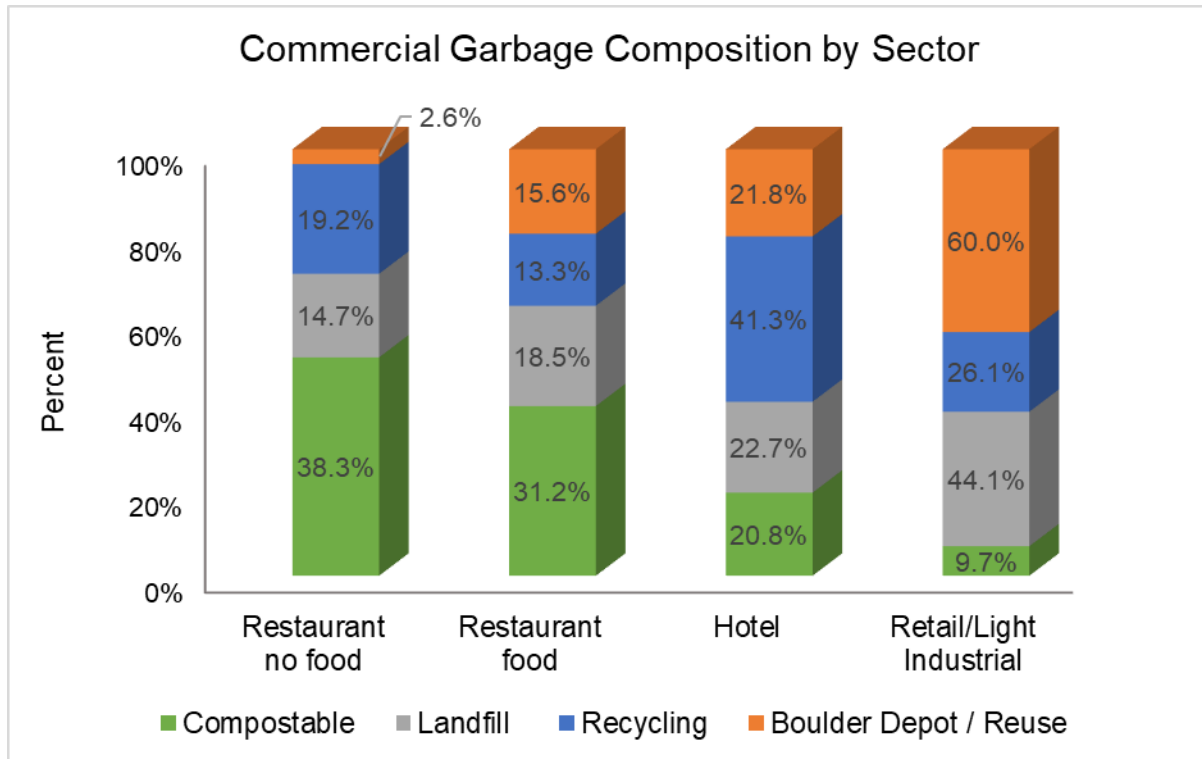
Figure 12 – Proportion of single-use items (by weight) in the residential waste streams.

On a weight basis, the most prevalent single-use items were metal take-out containers (i.e., aluminum / foil trays) (26%), plastic takeout containers and lids (13%), compostable takeout containers (12%), non-recyclable paper takeout containers (11%) and non-recyclable hot to-go cups (8%). Appendix D shows the results and the profile of the single-use items by count.

## 5 Commercial Waste Characterization

For the commercial sector, the garbage stream was studied for the following four sub-sectors: restaurants participating in the commercial food waste collection program, restaurants not participating in the commercial food waste collection program, hotels without restaurants and retail / light industrial. Samples of the food waste stream collected through the commercial food waste collection program were also assessed.

Figure 13 compares the garbage profile for the commercial sub-sectors, across both the summer and fall study periods. Each sub-sector will be discussed in further detail in Sections 5.1 to 5.4.



Note: no food = not participating | food = participating in commercial food waste collection.

Figure 13 – Comparison of the garbage profile of various commercial sub-sectors.

Statistical analysis of the data suggested that there were no significant differences in the composition of the commercial garbage between the summer and fall seasons. We would expect that the total quantity of garbage generated in tourism-focused sectors such as restaurants and hotels would be higher during the busy summer season, in comparison with the slower fall season. However, the data from this study indicated that there weren't notable differences in the composition of the garbage between the two seasons. The Town does not currently collect data on the quantity of commercial waste generated in Canmore.

### 5.1 Restaurants Not Participating in Food Waste Collection

In early 2021 the Town began offering food waste collection service to the commercial sector. Between 2021 and 2023, Town of Canmore staff and contractors carried out numerous rounds of direct program recruitment to businesses and institutions that offer food and beverage service, including e-mail outreach, phone calls and site visits.

In April 2023, the Town made it mandatory for all commercial premises where food service businesses are located to provide food waste collection infrastructure, and made it mandatory for food-service businesses to divert food waste from the garbage stream. A six-month grace period was provided to enable those businesses not yet diverting food waste to begin to do so. At the time of the summer waste characterization study, about 55% of food-service businesses were diverting food waste. At the time of the fall study, about 60% of food-service businesses were diverting food waste. Enforcement of the food waste diversion requirements in the Recyclables and Waste Disposal Bylaw had not yet begun.

Figure 14 shows the composition of the garbage stream for restaurants that were not participating in the commercial food waste diversion program, across both the summer and fall audit periods. Statistical analysis showed that there were no significant differences in the composition of the garbage stream between the summer and fall study periods.

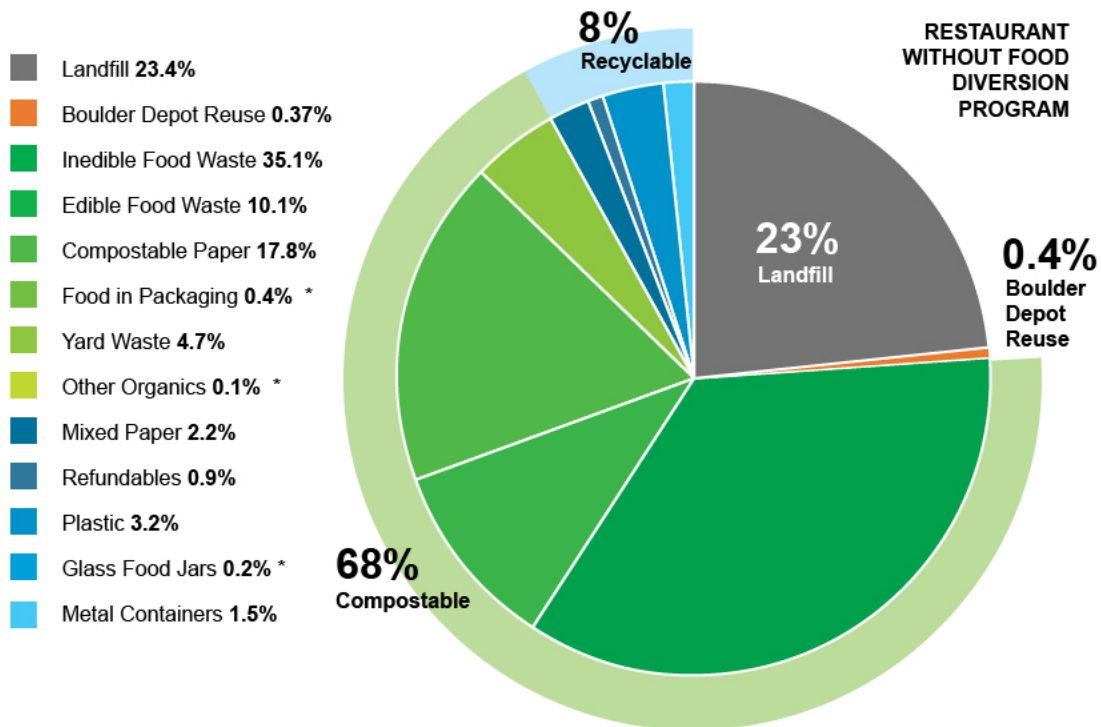


Figure 14 – Garbage composition for restaurants not participating in food waste collection service.

Just over three-quarters (76%) of the materials in the garbage from this sub-sector could have been composted or recycled. More than two-thirds (68%) of the garbage consisted of compostable materials, while 8% of materials could have been recycled.

The compostable fraction consisted mainly of inedible food waste (35%), compostable paper (18%), and edible food waste (10%), with smaller amounts of yard waste (5%).

The main categories of items that could have been recycled were plastic (3.2%), mixed paper (2.2%) and metal containers (1.5%). Notably, there was no corrugated cardboard observed in the garbage. The restaurants sampled are doing an excellent job of diverting cardboard for recycling.

When such a large proportion of the garbage stream consists of heavy organics, this high proportion of organics can overshadow the fact that there may still be relatively large quantities of recyclable materials in the garbage stream on a volume basis.

Twenty-four percent of materials in the garbage stream could not be diverted for recycling, composting or reuse, under Canmore’s current diversion programs. The main categories of items in the ‘landfill stream’ were ‘other waste’ (8%) (e.g., rubber gloves, hair nets, crayons, sponges, garbage bags), non-recyclable plastic (7%), and non-recyclable paper (3.5%).

Appendix C shows a detailed data table for the garbage stream from restaurants not participating in commercial food waste collection.

## 5.2 Restaurants Participating in Food Waste Collection

Figure 15 shows the composition of the garbage stream for restaurants that have subscribed to the commercial food waste collection service.

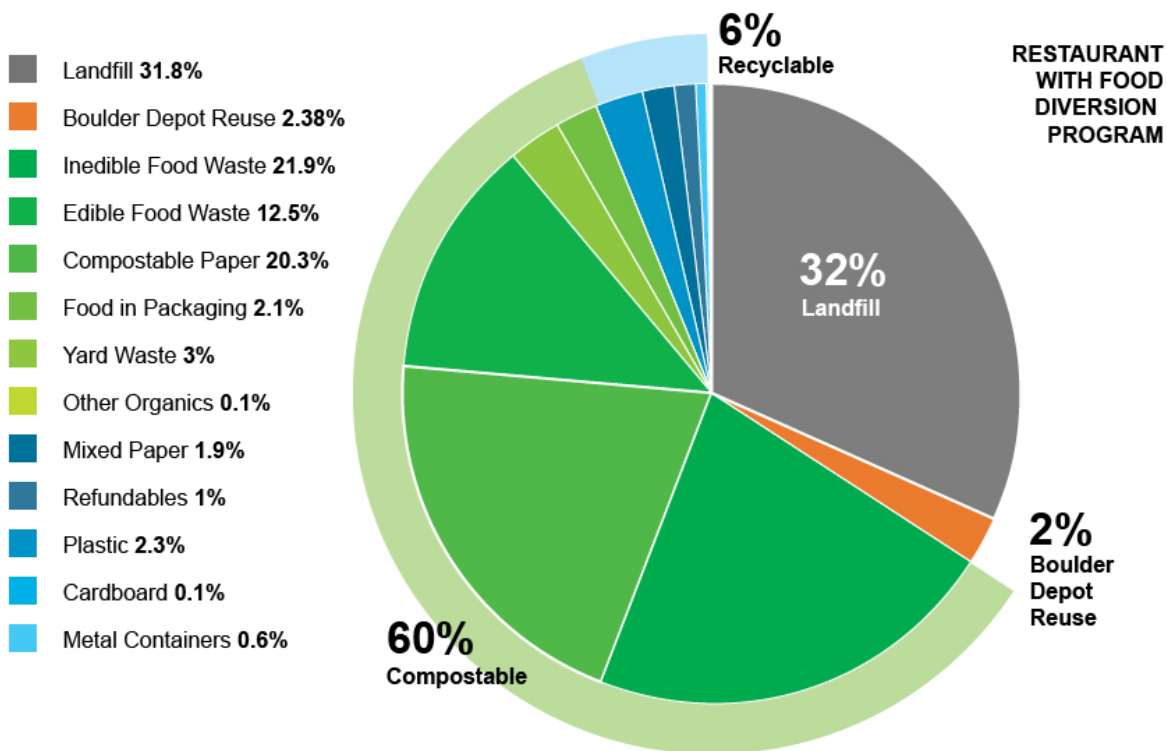


Figure 15 – Garbage composition for restaurants with food waste collection service.



There remains a significant proportion of compostable materials in the garbage stream for this commercial subcategory (60%). This indicates that although the restaurants sampled have signed up for the commercial food waste collection service, they have not fully implemented the separation and diversion of food scraps and food-soiled paper in their restaurants.

These data indicate that the Town will need to actively enforce the food waste diversion requirements in the Recyclables and Waste Disposal Bylaw to reduce this large proportion of compostable materials found in garbage across the restaurant sector. A recent report on organics diversion requirements and practices in the Canadian industrial, commercial and institutional (ICI) sector noted that lack of enforcement of mandatory organics diversion requirements across Canada is a barrier to successful diversion.<sup>4</sup>

In 2022, the Town of Banff carried out a very similar waste characterization study to this Canmore study. In Banff's waste characterization study, the summer data collection period occurred before the food waste diversion requirements in the Town's Food Scraps & Recycling Bylaw had come into effect. The fall data collection period occurred once the bylaw was in effect, and being enforced. In the Banff study, the proportion of organics in the restaurant sector fell from 61% during the summer period to 32% in the fall study period.<sup>5</sup>

Of the compostable materials that were present in the garbage, the largest components were inedible food waste (22%), compostable paper (20%), and edible food waste (13%).

Recyclable materials made up 6% of the garbage for this sub-sector, with the largest components being recyclable plastic (2.3%), mixed paper (1.9%) and refundable beverage containers (1.0%). Items that could have been diverted for reuse, or recycling / safe disposal at Boulder Depot made up 2% of the garbage.

Similar to the previous sub-sector, when such a large proportion of the garbage stream consists of heavy organics, this high proportion of organics can overshadow the fact that there may still be relatively large quantities of recyclable materials in the garbage stream on a volume basis.

This sub-sector is doing a very good job of recycling cardboard. Only 0.1% of the garbage consisted of cardboard.

Thirty-two percent of materials in the garbage stream could not be diverted for recycling, composting or reuse, under Canmore's current diversion programs. The main categories of items in the 'landfill stream' were 'other waste' (8%) (e.g., dirty aluminum foil, mop head, sponge, garbage bags), non-recyclable plastic (6.5%), non-recyclable paper (2.9%), and hygiene / diapers (2.9%).

Appendix C shows a detailed data table for the garbage stream from restaurants participating in commercial food waste collection.

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<sup>4</sup> AET Group Inc. 2021. [Overview of organics diversion requirements and practices for the Canadian industrial, commercial and institutional sector](#). Prepared for Environment and Climate Change Canada.

<sup>5</sup> S-Cubed Environmental. 2022. [Town of Banff waste characterization study](#). Town of Banff council agenda, July 10, 2023. (p.74).

### 5.3 Hotels Without Restaurants

Figure 16 shows the garbage composition for hotels without restaurants.

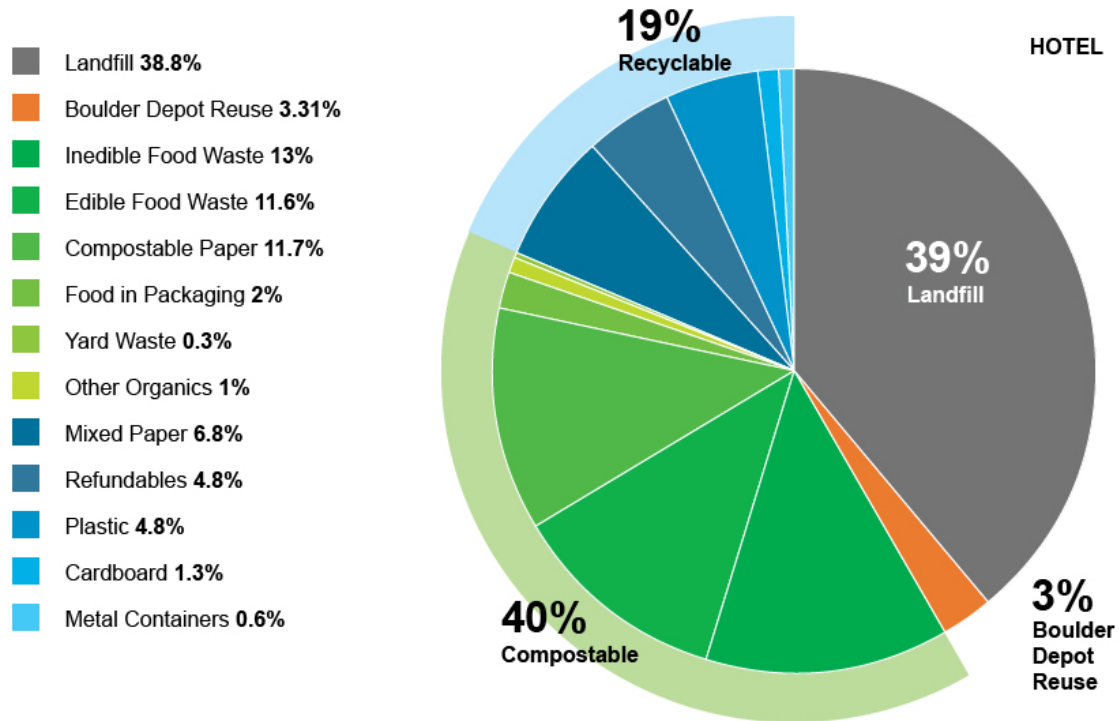


Figure 16 – Garbage composition for hotels without restaurants.

Sixty-two percent of the garbage stream for this sector could be diverted through composting, recycling and reuse, with compostable materials comprising the largest opportunity at 40% of the garbage stream.

In the compostable fraction, there were relatively similar amounts of inedible food waste (13%), edible food waste (12%), and compostable paper (12%). Within the recyclable category, the garbage consisted of 7% mixed paper, 5% refundable beverage containers and 5% recyclable plastic.

Within the landfill category, the most common items were ‘other’ waste (17%) (e.g., garbage bags, single use slippers, soap and small hotel bottles with product, sunscreen with product), 7% hygiene / diapers, 6% non-recyclable plastic and 5% non-recyclable paper.

There were some notable similarities between the composition of the hotels without restaurants sector and the overall Canmore residential sector (Section 4.1.1.). These two had very similar levels of compostable materials in the garbage stream, and quantity of material that was appropriately destined for the landfill under current diversion programs.

Appendix C shows a detailed data table for the garbage stream from hotels without restaurants.

## 5.4 Retail / Light Industrial

Figure 17 shows the garbage composition for the retail / light industrial sector.

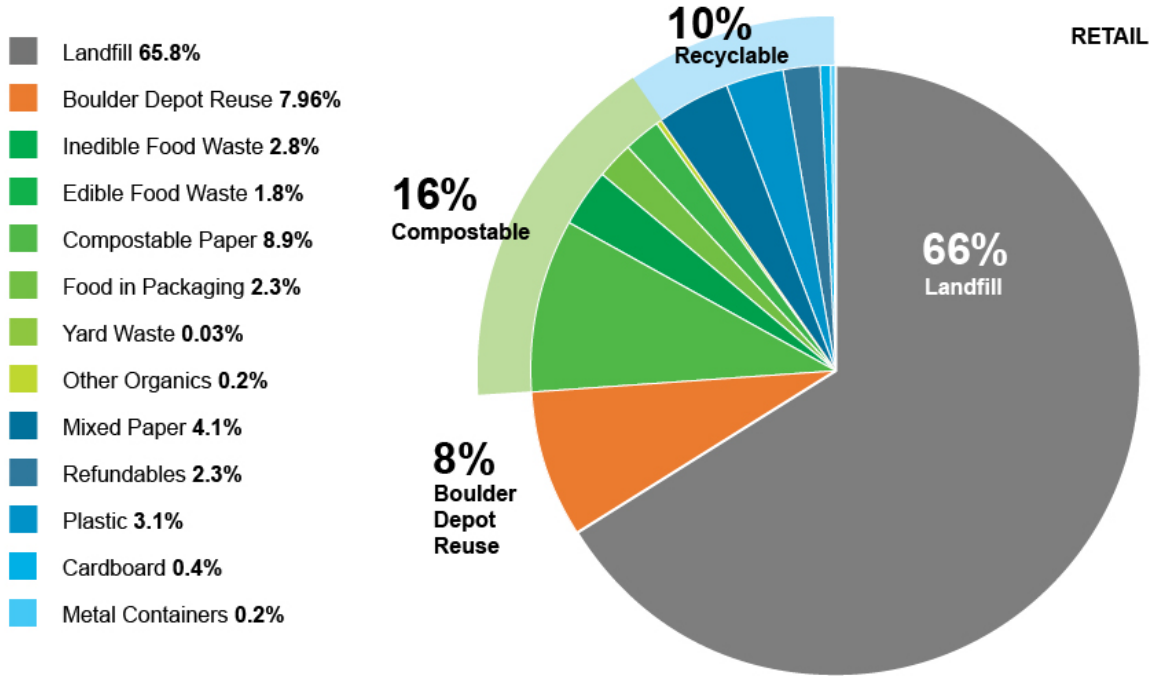


Figure 17 – Garbage composition for the retail / light industrial sector.

Approximately one third (34%) of the materials in the garbage could have been diverted through composting, recycling or reuse for the businesses sampled in the retail / light industrial sector. This was a notably lower proportion than for other commercial sub-sectors. Compostable materials made up 16% of the garbage, recyclable materials 10%, and items that could have been taken to the Boulder Depot or reused made up 8%.

Two-thirds of materials sorted (66%) were items that need to be sent to the landfill with current Town diversion programs. The landfill stream consisted primarily of “other” waste (29%) (e.g., sawdust, shavings, sandpaper, furnace filter, shop production garbage), large items (18%) (e.g. windshield, PVC pipe), non-recyclable plastic (6%), CRD waste (3.6%) and non-recyclable paper (3%).

Compostable paper was the largest subcategory of materials that could have been diverted (9%). There were smaller amounts of inedible food waste (3%), edible food waste (2%) and food in packaging (2%).

Recyclable materials consisted primarily of mixed paper (4%), recyclable plastic (3%), and refundable beverage containers (2%).

Appendix C shows a detailed data table for the garbage stream from the retail / light industrial sector.

## 5.5 Commercial Food Waste Stream Characterization

At the time of the waste characterization study, there were about 75 to 85 commercial and institutional participants in the commercial food waste collection program. Figure 18 shows the composition of the commercial food waste stream sampled as part of this study.

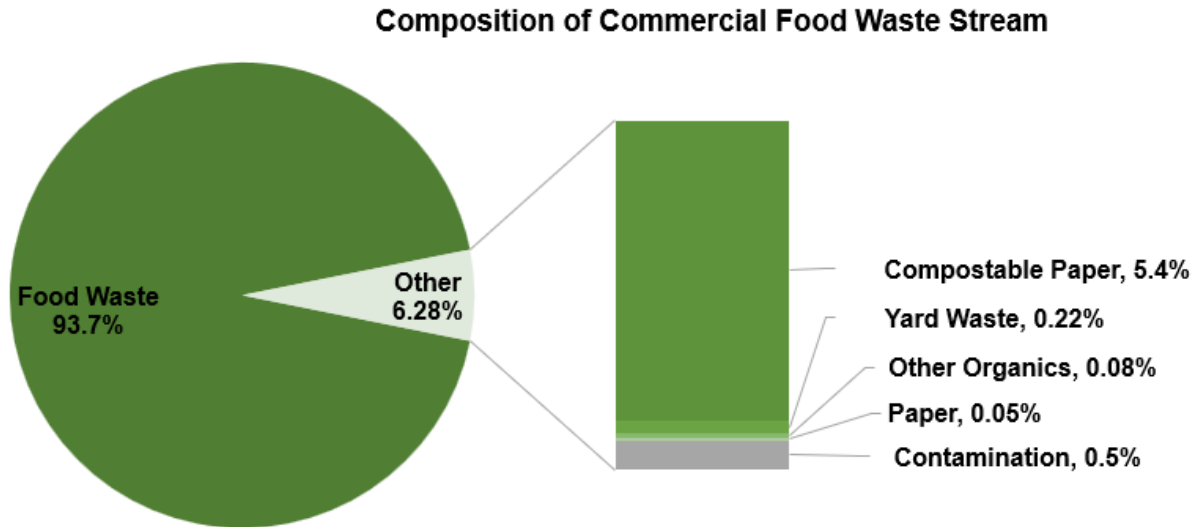


Figure 18 – Composition of commercial food waste stream.

The food waste stream was composed of 94% food waste and 5% compostable paper. For the commercial food waste stream, we were not able to separate ‘edible’ food waste from ‘not edible’ (as with these materials in the garbage stream), as the wet and heavy nature of this stream when on its own makes it difficult to determine if food scraps would have initially been edible or not.

There was a 0.5% contamination rate. This is considered exceptionally low. The businesses and institutions participating in the commercial food waste collection program are doing an excellent job of properly sorting their food waste and keeping non-compostable materials out of the stream.

The contaminants that were present consisted of items such as a kitchen garbage bag, ketchup bladder, food film, metal cutlery and sauce containers, and wipes.

Appendix C shows a detailed data table for the commercial food waste stream.

## 5.6 Commercial Single-Use Items

For all subcategories of the commercial garbage and organics streams, single-use plastic and paper items were sorted, counted and weighed to measure the quantities present. During this study, there were 4,867 single-use items counted, with a weight of 48.8 kilograms.

Single-use items made up 4.3% of the commercial garbage stream (by weight) and 1% of the food waste stream (by weight). It is important to note that half of the commercial garbage samples were collected from restaurants, one quarter from hotels without restaurants and one quarter from the retail / light industrial sector. As a result, the single-use item data and results presented will reflect

this distribution of samples, which isn't an accurate representation of the proportion of various business types across the entire community.

Figure 19 shows the profile of single-use items (by weight) in the garbage and organics streams. On a weight basis, the most prevalent single-use items were hot to-go cups (21%), compostable takeout containers (15%), plastic takeout containers and lids (12%), and compostable paper cups (8%).

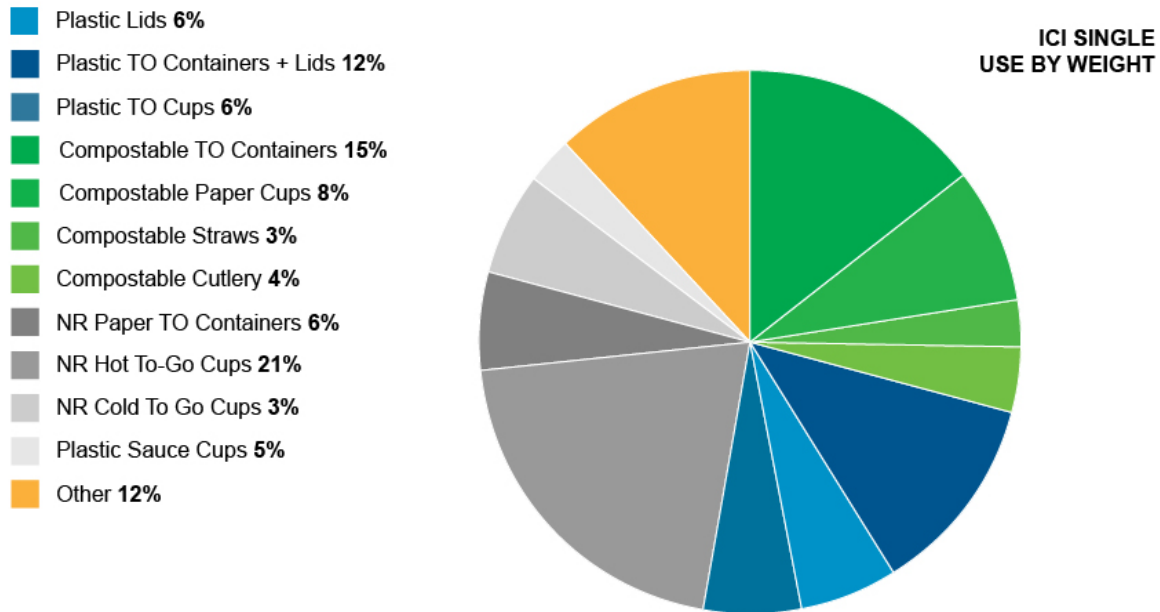


Figure 19 – Proportion of single-use items (by weight) in the commercial waste stream.

The proportion of compostable containers and cups was higher than we have seen for many other communities. This may be in part due to the fact that at least one of the restaurants sampled serves all food (including for dine-in customers) in compostable service ware, but does not currently participate in the food waste collection (compost) program, and therefore all of these items end up in the garbage.

## 6 Construction, Renovation and Demolition Waste Characterization

S-Cubed carried out a visual volumetric assessment of seven loads of construction, renovation, and demolition (CRD) materials that originated in the Canmore residential sector and were destined for the Francis Cooke landfill. Five loads were described by the individuals hauling them as originating from a new build, and two loads were described as originating from a renovation project.

Figure 20 shows the volume-based composition of the CRD loads sampled from both new build and renovation sites. For some categories such as ‘building materials’ there were some items that could be diverted (e.g., clean wood, drywall) and some items that could not have been diverted (e.g., engineered wood and fibreglass insulation).

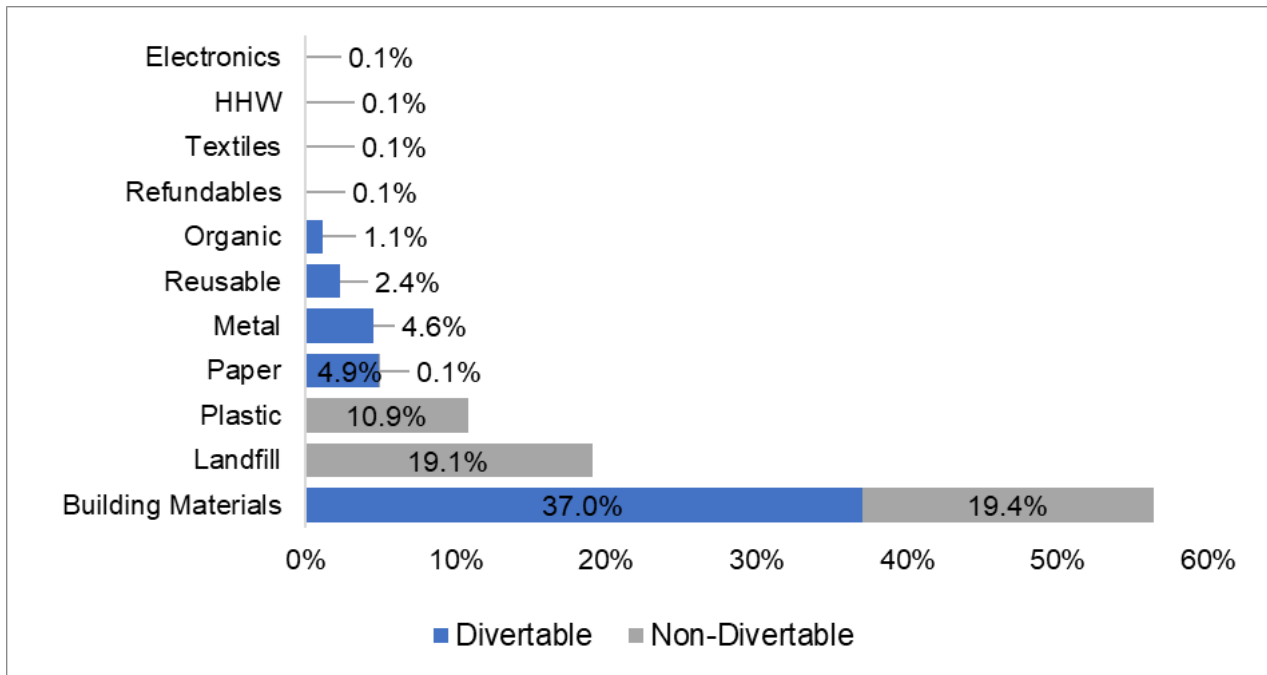


Figure 20 – Volume-based composition of residential CRD loads.

According to this volumetric assessment of CRD loads, half the volume of materials being sent to landfill could have been diverted. The building materials category made up the majority of this recyclable material at 37% (by volume). The building materials that could have been diverted consisted primarily of clean wood (24%) and painted wood (9%), with smaller amounts of scrap metal (4.6%) and cardboard (4%).

Further details, including individual charts showing the volume-based composition of CRD loads from new build sites and renovation sites are found in Annex II.

Appendix C contains the data tables for the CRD waste characterization study.

## 7 Benchmarking With Comparable Communities

When considering future waste diversion programs and policies, it can be valuable to understand the approaches of neighbouring communities. In this section, we provide information on waste reduction, diversion and management programs for the Town of Banff, Municipality of Jasper, Town of Okotoks, and Town of Cochrane.

More extensive benchmarking data completed as part of this study is found in Annex IV.

Table 1 – Waste diversion targets, diversion rates and residential waste management fees for Canmore, Banff, Jasper, Okotoks and Cochrane.

Town	Waste Diversion Target	Waste Diversion Rate	Annual Residential Waste Fees (2023) <sup>1</sup>
Canmore	<ul style="list-style-type: none"> <li>300 kg/capita of total municipal solid waste (MSW) landfilled per year by 2035 (incl. residential, ICI and CRD sectors)</li> </ul>	<ul style="list-style-type: none"> <li>38% residential waste diversion (2023)</li> <li>total MSW landfilled not available, as the Town does not have ICI waste data</li> </ul>	\$445.32
Banff	<ul style="list-style-type: none"> <li>70% waste diversion by 2028</li> <li>zero waste to landfill by 2050</li> <li><a href="#">Town of Banff website</a></li> </ul>	<ul style="list-style-type: none"> <li>residential diversion rate is 31% (2022)</li> <li>community-wide (residential and non-residential) diversion rate is 52% (2022)</li> <li>community diversion rate was 35% in 2017-18, and increased to 52% in 2022</li> <li><a href="#">Zero Waste Action Plan</a></li> </ul>	\$259
Jasper	<ul style="list-style-type: none"> <li>50% of waste composted and recycled</li> <li>less than 500 kg per capita waste sent to landfill</li> <li><a href="#">Jasper Community Sustainability Plan</a> (2011)</li> </ul>	no recent waste audit completed	\$586.92
Okotoks	<ul style="list-style-type: none"> <li>recycle, reuse or compost 95% of waste by 2050</li> <li><a href="#">Resilient Okotoks Climate Action Plan 2021-2033</a></li> </ul>	<ul style="list-style-type: none"> <li>45% residential diversion rate in Dec. 2022</li> <li>63% diversion rate in June 2021 (more yard and garden materials diverted to composting in summer)<sup>2</sup></li> </ul>	\$300.90
Cochrane	<ul style="list-style-type: none"> <li>overall vision of zero waste</li> <li>80% waste diverted from landfill by 2020</li> <li>currently setting new diversion goals and targets by sector (fall 2023)</li> <li><a href="#">Town of Cochrane Zero Waste Framework</a></li> </ul>	<ul style="list-style-type: none"> <li>single-family waste diversion rate of 64% in 2018</li> <li><a href="#">Waste &amp; Recycling Departmental Update, Committee of the Whole, May 1 2023</a></li> </ul>	\$379.80

1. Waste management fees includes fees for garbage, recycling and organics collection and management for a standard housing unit.
2. 2021-22 waste audit data shared with permission of Town of Okotoks.



Table 2 – Residential garbage, food scraps and recycling programs for Canmore, Banff, Jasper, Okotoks and Cochrane.

Town	Program		
	Garbage	Food Scraps	Recycling
Canmore – pop. 14,530	<ul style="list-style-type: none"> <li>175 neighbourhood wildlife-proof garbage bins</li> </ul>	<ul style="list-style-type: none"> <li>24 neighbourhood wildlife-proof food scraps collection bins</li> </ul>	<ul style="list-style-type: none"> <li>97 neighbourhood wildlife-proof recycling collection bins</li> </ul>
Banff – pop. 9,656	<ul style="list-style-type: none"> <li>90 neighbourhood wildlife-proof garbage bins</li> </ul>	<ul style="list-style-type: none"> <li>48 neighbourhood wildlife-proof food scraps collection bins</li> </ul>	<ul style="list-style-type: none"> <li>77 neighbourhood wildlife-proof recycling collection bins</li> </ul>
Jasper – pop. 4,113	<ul style="list-style-type: none"> <li>neighbourhood wildlife-proof garbage collection bins</li> </ul>	<ul style="list-style-type: none"> <li>neighbourhood wildlife-proof food scraps collection bins next to most garbage bins</li> <li>no meat, bones, compostable bags or compostable containers allowed</li> </ul>	<ul style="list-style-type: none"> <li>two community recycling depots</li> </ul>
Okotoks – pop. 31,959	<ul style="list-style-type: none"> <li>curbside weekly garbage cart collection for single-family homes</li> </ul>	<ul style="list-style-type: none"> <li>curbside green cart collection weekly / bi-weekly (winter) – single-family homes</li> <li>yard and garden materials, pet waste, and animal bedding accepted</li> <li>mandatory for multi-family complexes to provide organics collection for residents</li> </ul>	<ul style="list-style-type: none"> <li>weekly collection of single-stream recycling cart – single-family homes</li> <li>mandatory for multi-family complexes to provide recycling collection – may contract Town to provide service</li> </ul>
Cochrane – pop. 34,724	<ul style="list-style-type: none"> <li>curbside weekly garbage cart collection for single-family homes</li> </ul>	<ul style="list-style-type: none"> <li>curbside green cart collection weekly / bi-weekly (winter) – single-family homes</li> <li>yard / garden materials, pet waste accepted</li> <li>mandatory for multi-family complexes to provide organics collection for residents</li> </ul>	<ul style="list-style-type: none"> <li>weekly curbside collection of single-stream recycling cart</li> <li>mandatory for multi-family complexes to provide recycling collection – may contract Town to provide service</li> </ul>

Table 3 – Residential yard and garden material, circular economy / reuse and single-use item reduction programs for Canmore, Banff, Jasper, Okotoks and Cochrane.

Town	Program		
	Yard and Garden Materials	Circular Economy & Reuse	Single-Use Item Reduction
Canmore – pop. 14,530	<ul style="list-style-type: none"> <li>drop off at Boulder Depot</li> </ul>	<ul style="list-style-type: none"> <li>Town participated in Circular Cities and Regions Initiative 2021-22</li> </ul>	<ul style="list-style-type: none"> <li>no sale of bottled water allowed in Town facilities – water bottle filling stations provided</li> </ul>
Banff – pop. 9,656	<ul style="list-style-type: none"> <li>free curbside collection on demand</li> <li>drop off at Waste Transfer Site</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Re-Use It Centre</a></li> <li><a href="#">Library of Things</a> – more than 200 items</li> <li><a href="#">Sports Equipment Lending Program</a> – free for residents</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Single-Use Item Reduction Strategy and Bylaw</a></li> </ul>
Jasper – pop. 4,113	<ul style="list-style-type: none"> <li>drop off at two recycling depots</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Library of Things</a> – more than 30 items</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Waste Reduction Regulation Bylaw (2019)</a> – businesses cannot provide single-use plastic checkout bags to customers</li> </ul>
Okotoks – pop. 31,959	<ul style="list-style-type: none"> <li>seasonal curbside collection</li> <li>drop off at Eco Centre</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Library of Things</a> – wide variety of sport items, musical instruments, games, hobby supplies, electronic devices, and tools</li> <li><a href="#">Repair Café</a> – held on a regular basis</li> </ul>	<ul style="list-style-type: none"> <li>none to date</li> </ul>
Cochrane – pop. 34,724	<ul style="list-style-type: none"> <li>collected year-round in organics cart</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Library of Things</a> - games, garden tools, outdoor equipment, power tools, wellness equipment, electronics</li> </ul>	<ul style="list-style-type: none"> <li>none to date</li> </ul>

## 8 Recommendations

The Town of Canmore has created new diversion opportunities in the residential and commercial sectors over the past few years, including the establishment of residential and commercial food waste collection programs, and amending the Recyclables and Waste Disposal Bylaw to require commercial food establishments to divert food waste from the garbage.

Data from this study shows that significant opportunities remain to divert compostable, recyclable and reusable materials from the garbage in both the residential and commercial sectors.

For many Canmore residents and businesses, it is more convenient to place materials in the garbage, rather than diverting materials for composting or recycling. In the residential sector, this is particularly the case for food waste, as only 14% of residential waste collection sites have food waste bins. In addition, there are several public education tools and outreach activities the Town could implement to foster increased participation in current diversion programs.

This section outlines key recommendations to reduce waste and increase waste diversion in both the residential and commercial sectors. These recommendations fall under the broad strategies of making waste diversion convenient, public education and communication, and in some specific commercial circumstances, requiring diversion and enforcing diversion requirements.

A more detailed description of recommendations is found in Appendix A, including examples of these recommendations in practice in other communities.

Over the next two years, the Alberta government will implement extended producer responsibility (EPR), which will shift the financial burden of residential recycling away from local governments and taxpayers, and onto the producers of packaging. EPR implementation will very likely result in a province-wide list of materials that are accepted for recycling, and some province-wide educational materials. As a result, we have focused many of our educational recommendations on the diversion of organic materials in the residential sector, and the diversion of all materials in the commercial sector, as these will not be impacted by the implementation of EPR at this time.

## 8.1 Make Residential Food Waste Diversion and Recycling More Convenient

### Key Initiatives

### Residential Sector

Initiative	Broad Approach	Priority / Potential Impact	Budget Estimate
<b>R1</b> – Increase the number of residential food waste collection bins (Appendix A-2.3)	Convenience	High – people are more likely to participate in diversion programs when it is as convenient to divert materials as it is to throw them out	Cost for new residential food waste collection bin: \$10K + staff time to empty
<b>R2</b> – Require all multi-family housing complexes that offer on-site garbage collection to also provide on-site recycling and food waste collection service (Appendix A-2.2)	Regulatory / convenience	High – increases diversion convenience; reduces barriers to diversion	Staff time to bring forward proposed bylaw amendment to Council
<b>R3</b> – Sell stackable recycling bins suitable for small spaces at cost from the Civic Centre (Appendix A- 2.2)	Convenience	High – low-cost approach to make diversion more convenient; helps promote diversion programs	Minimal – staff time to purchase and sell bins
<b>R4</b> – Create a specific waste diversion educational guide for multi-family residential property owners and managers (Appendix A-1.1.4 and A-2.2)	Communication and education	Medium – ideally completed in conjunction with requirement for multi-family complexes	\$5000 – much content can be borrowed from other municipalities

## 8.2 Fully Implement and Enforce Food Waste Diversion Requirements for Commercial Sector

In April 2023, the Town of Canmore made it mandatory for all commercial premises where food service businesses are located to provide food waste collection infrastructure, and made it mandatory for food-service businesses to divert food waste from the garbage stream.

This waste characterization study showed that the garbage of restaurants not participating in the food waste collection service consists of 68% compostable materials, and the garbage of restaurants that have signed up for food waste collection service is 60% compostable materials.

These results indicate that the Town will need to actively enforce the food waste diversion requirements in the Recyclables and Waste Disposal Bylaw to reduce this large proportion of compostable materials found in garbage across the restaurant sector.

### Key Initiatives

### Commercial Sector

Initiative	Broad Approach	Priority / Potential Impact	Budget Estimate
<b>C1</b> – Expand Town collection capacity to be able to collect food waste from all commercial and institutional entities	Program implementation	High – program cannot be fully implemented until this is complete	TBD
<b>C2</b> – Continue to support businesses and institutions joining the commercial food waste collection program through site visits, providing free educational materials and helping entities to plan their internal food waste diversion set-up	Communication and education	High – this is key to supporting businesses and institutions to start diverting food waste	Staff time or contracted services
<b>C3</b> – Enforce food waste diversion requirements in Recyclables and Waste Disposal Bylaw	Regulatory	High, but can't take place until first two initiatives completed	Staff time of enforcement personnel

In 2022, the Town of Banff carried out a waste characterization study. In the Banff study, the summer audit period occurred before the food waste diversion requirements in the Town's Food Scraps & Recycling Bylaw had come into effect. The fall data collection period occurred once the bylaw was in effect, and being enforced. In the Banff study, the proportion of organics in the restaurant sector fell from 61% during the summer period to 32% in the fall study period.<sup>6</sup>

<sup>6</sup> S-Cubed Environmental. 2022. [Town of Banff waste characterization study](#). Town of Banff council agenda, July 10, 2023. (p.74).

### 8.3 Require Commercial Properties to Provide Recycling Infrastructure

The Town of Canmore Recyclables and Waste Disposal Bylaw currently requires that commercial entities place ‘recyclables in the containers provided for those materials’. However, the bylaw does not require commercial property owners to provide recycling infrastructure for building tenants to use.

A best practice approach to facilitating recycling in the commercial sector is to require commercial building owners to provide specific recycling infrastructure which enables the commercial building users to divert recyclable materials. Some examples of communities that require commercial building owners to provide recycling infrastructure are: [Town of Banff](#), [City of Calgary](#), and [City of Vancouver](#)<sup>7</sup>.

During commercial outreach to support food service businesses to join the Town’s commercial food waste collection program, numerous commercial tenants noted that they would like to divert more recyclable materials; however, the lack of on-site collection bins for the recyclable materials makes it challenging for them to do so.

Amending the Recyclables and Waste Disposal Bylaw to require commercial property owners to provide recycling infrastructure and ensure that building occupants use the recycling infrastructure would facilitate increased diversion of recyclable materials in the commercial sector. Similar to the food waste diversion requirements, there would be a need for active engagement with the commercial sector on this topic, education, and ultimately likely some enforcement follow-up to achieve the desired waste diversion results.

#### Key Initiatives

#### Commercial Sector

Initiative	Broad Approach	Priority / Potential Impact	Budget Estimate
<b>C4</b> – Require commercial properties to provide recycling infrastructure and collection service for cardboard / mixed paper, mixed plastic / metal, glass, and beverage containers.	regulatory	high – high diversion potential and low cost to implement	staff time to bring bylaw amendment to Council
<b>C5</b> – Enforcement of recycling infrastructure and collection requirements	regulatory	High – but can only occur once recycling requirements are part of Recyclable and Waste Disposal Bylaw	staff time of enforcement personnel

<sup>7</sup> City of Vancouver. 2022. [Garbage and recycling storage amenity design supplement](#).

## 8.4 Expand Public Communication and Education

The following table describes key public communication and education initiatives that would foster greater participation in the Town’s current diversion programs, and support residents, businesses and institutions to sort and separate materials correctly for diversion. Appendix A contains further public communication and education recommendations.

Key Initiatives		Residential and Commercial Sectors
Initiative	Priority / Potential Impact	Budget Estimate
<b>PC1</b> – ‘What Goes Where?’ website and mobile search tool / App (Appendix A - Section 1.1.3)	High – facilitates diversion and accurate separation of materials	~\$10K per year; initial setup may require ~\$6,000
<b>PC2</b> – Place existing food waste collection educational posters, signs, and materials on Town website. Include images of ‘certified compostable’ logos. (Appendix A – Section 1.1.4)	High – very low cost, and facilitates accurate diversion and understanding of program	Staff time: 2-3 hours
<b>PC3</b> – Create printable image-based signage for recycling and food waste collection containers. (Appendix A – Section 1.1.2)	High – low-cost and an important tool to facilitate diversion and accurate separation of materials in residential and commercial settings	It may be possible to obtain signage design / imagery from Town of Banff or Town of Cochrane for no / low cost; otherwise ~\$2K
<b>PC4</b> – Increase waste reduction and diversion educational content on Town website and update information that is out-of-date (Appendix A – 1.1.4)	High to medium – parts of this initiative could be accomplished in the short-term with a few hours of current staff time (high priority); additional resources could be added over time with relatively minimal financial cost or time (medium priority).	Low financial cost – ranging from existing staff time to \$5-10K contracted services, according to specific resources created

<p><b>PC5</b> – Clear and consistent recycling and food waste collection signage in Town facilities (Appendix A – 1.2.1). This links with R3.</p>	<p>High – consistent, clearly-labelled and colour-coded signage in public places fosters accurate diversion and program understanding throughout the community</p>	<p>\$1,000 - \$2,000</p>
<p><b>PC6</b> – Remove ‘biodegradable’ bags from Town dog bag dispensers (Appendix A – 1.2.4). Replace with either regular plastic bags or certified compostable bags.</p>	<p>High – ‘biodegradable’ bags are neither compostable nor recyclable and create confusion</p>	<p>Switching to regular plastic bags may save money; switching to certified compostable bags would cost more, but facilitate pet waste diversion</p>
<p><b>PC7</b> – Zero Waste Public Events Toolkit (Appendix A – 1.3). This links with R3 section 8.1.</p>	<p>High – this is a low-cost way to facilitate public participation in and awareness of diversion programs at public events</p>	<p>~\$500 to \$1000 and minimal amount of existing staff time</p>
<p><b>PC8</b> – Direct community engagement (Appendix A – 2.1)</p>	<p>Medium – this initiative would require additional staff time (i.e. could be a summer student position); yet, potential for impact is high as direct engagement has high potential to increase participation in diversion</p>	<p>Summer student position</p>
<p><b>PC9</b> - Promote grasscycling (Appendix A – 2.5)</p>	<p>Medium – this is a low-cost initiative that could save the Town money; however, grass clippings make up a relatively small proportion of waste stream compared with food waste</p>	<p>Existing staff resources to create educational content; reducing grass clippings managed by Town will save money</p>



## 9 Waste Management Strategy Updates

In 2012 the Town of Canmore adopted a Waste Management Strategy to coordinate waste management initiatives for the Town of Canmore and to identify the role of the Bow Valley Waste Management Commission. In the more than 10 years that have passed since adoption of the Waste Management Strategy, there has been a lot of change both in Canmore and the broader world of waste management. The Town of Canmore has implemented the majority of the initiatives described as priorities in the Waste Management Strategy. Provincial waste management is changing rapidly, as Extended Producer Responsibility legislation is implemented in Alberta and there is growing prioritization of circular economy principles, with recognition that fostering a circular economy has many economic, social and environmental benefits.

Below are some overall recommendations for ways the Town may wish to consider updating the 2012 Waste Management Strategy.

### Strategic Framework

- Update the Waste Management Strategy to include a strategic framework that prioritizes the transition to a circular economy over the current linear take-make-waste model.
- Use the waste hierarchy as a framework to guide prioritization of strategic goals and actions.

### Extended Producer Responsibility

- Identify and describe how the Town's waste management infrastructure and waste diversion programs will operate within the new and developing context of extended producer responsibility – as the Alberta EPR landscape becomes clearer.

### Waste Reduction and Diversion

- Consider including the waste reduction and diversion approaches and best practices discussed in this report in the Waste Management Strategy. The Town may wish to start by prioritizing diversion of compostable materials – both because they represent the biggest diversion opportunity, and this stream will not be impacted by the implementation of the EPR regulatory framework.

### Waste Reduction and Diversion Goals and Data Tracking

- Review the Town's current waste diversion goals (set as part of the Environmental Sustainability Action Plan) and update with a specific residential waste generation and diversion target, that acknowledges 2022 residential baseline diversion rate of 38%. Currently, the Town only has comprehensive data for the residential sector, and so that is the sector it can track and report on.
- Set specific construction, renovation and demolition diversion targets and describe strategic actions that will be taken to achieve the targets.
- Track and report on the annual residential waste diversion rate using data collected by the Town and the Bow Valley Waste Management Commission. Discontinue the current approach to calculating a community diversion rate which includes an incomplete mixture of residential and commercial data.

## Circular Economy

- Set goals for programs and initiatives the Town would like to pursue to foster a circular economy in the local context – using the Town of Canmore Roadmap from the Circular Cities and Regions Initiative as a starting point.

## Link the Waste Management Strategy to the Climate Emergency Action Plan

- Clearly link goals and objectives in the Waste Management Strategy to the goals and targets in the Climate Emergency Action Plan, and recognize that the Town of Canmore has declared a Climate Emergency.
- Describe the greenhouse gas (GHG) emissions reduction impact of the Town's waste reduction and diversion initiatives. Track GHG emissions reductions using Environment and Climate Change Canada's [Greenhouse Gas Calculator for Organic Waste Management](#) and other similar tools for recycling commodities.
- Set goals and describe the Town's current work to explore an alternative landfill site with landfill gas recovery, and the associated GHG emissions reduction that would be achieved.
- Remove the text referring to transportation emissions associated with hauling waste being a significant component of the emissions associated with waste management. More recent research has shown that the transportation of waste is insignificant in comparison with the positive impact of diversion and/or the negative impact of waste resource materials being sent to landfill.

## Appendix A Detailed Recommendations

### 1 Recommendations and Best Practices for Community-Wide Waste Reduction and Diversion

Communities that have achieved high rates of waste reduction and diversion have implemented a variety of strategies and actions to promote and facilitate waste prevention and diversion across all community sectors.

The broad approaches that are most successfully used to prevent and divert waste are:

- Implement extensive public education and communication;
- Make waste prevention and diversion convenient and easy;
- Provide financial incentives to reward waste prevention and diversion; and,
- Ban recyclable, compostable and reusable materials from the waste stream.

#### 1.1 Public Education and Communication

One of the most critical components of successful community waste reduction and diversion programs is clear, consistent, and creative public education that reaches diverse audiences in the residential and commercial sectors. Successful public education and communication programs on waste reduction and diversion share a number of key features:

- Present information in a clear, concise and consistent manner; information is kept up-to-date;
- Ensure consistent labelling of recycling and compost collection bins and often use colour-coding to assist in prompting correct separation of materials;
- Use a diverse array of methods to reach intended audiences, including print materials, online resources, media advertising, and varied community outreach programs that foster peer-to-peer learning and knowledge sharing;
- Use community-based social marketing techniques whenever possible to prompt desired behavioural changes;
- Use creativity and humour to capture people's attention in a friendly manner;
- Provide easy opportunities for people to have their questions about waste diversion and recycling answered in a timely manner; and,
- Create specific targeted messages and resource materials for challenging recycling streams, problem materials or particular settings (i.e., multi-family residential housing).

There are often synergies that exist among public education, convenience and financial incentives. If people don't know that a convenient and/or cost-effective option for waste prevention or diversion exists, due to a lack of public educational outreach, they won't participate in the convenient and/or inexpensive program. However, even if extensive public education promotes a particular waste diversion option, many people will not tend to participate in the option if it is inconvenient and/or cost prohibitive.

The Town of Banff is an example of a community that has achieved substantial increases in residential waste diversion through the use of public education and making diversion more convenient. Between 2019 and 2021, Banff residents tripled the quantity of compostable materials

diverted from the landfill, in response to increased public education and communication, and the establishment of more residential food waste collection bins.

### 1.1.1 Create Image-Based ‘What Goes Where?’ Posters – Print and Online

Communicating to residents and visitors about where and how to place various items in the correct material stream is at the core of waste diversion education. A best-practice approach is to create image-based posters that communicate ‘what goes where’, including highlighting reuse opportunities. Minimal use of text provides a more visually-compelling poster and fosters diversion among people from varied language backgrounds.

Figure A1 and Figure A2 show examples of the type of educational posters that could help Canmore residents, businesses and visitors to successfully divert materials.



Figure A21 – Image-based waste diversion educational poster (Town of Okotoks)<sup>8</sup>.

<sup>8</sup> Town of Okotoks. 2023. [Your guide to waste collection](#).



Figure A22 – Waste diversion and reuse educational poster (Seattle Public Utilities)<sup>9</sup>.

On educational posters showing what items belong in the compost stream, it is valuable to show images of the 'certified compostable' logos people should look for when purchasing certified compostable bags and other items (Figure A3). There is a lot of misleading labelling occurring in this realm currently, and providing the images to people can support people in choosing genuine certified compostable items.

Implementation of extended producer responsibility (EPR) in Alberta over the next two years will very likely result in the creation of a province-wide list of recyclable materials, and recycling educational materials. As a result, the Town may wish to delay creating image-based educational posters for recycling, until it is clear what EPR educational resources will be available.

Once this occurs, the Town can review if it would like to create an image-based poster focused on streams such as organics, and reuse.

<sup>9</sup> Seattle Public Utilities. 2022. <https://www.seattle.gov/documents/Departments/SPU/Services/Recycling/EnglishRecyclingDoDont.pdf>

# Tulita Composts



**YES** These items go in your compost collection bin:

**Fruit and vegetable scraps**



**Paper that has food on it**  
(Coffee filters and grounds, tea bags, napkins, paper towel, tissue, brown paper, paper plates)



**Yard, garden and plant material**



**Meat, small bones, fat and fish**



**Bread, pasta and rice**



**Eggshells and dairy products**



**Certified compostable bags and dishware**



**NO** These items cannot be composted:

- ✗ Plastic or biodegradable bags
- ✗ Diapers or wipes
- ✗ Fruit or vegetable stickers
- ✗ Plastic or foam packaging
- ✗ Painted or treated wood
- ✗ Waxed paper

**Feeding the Land,  
Not the Landfill**



**Is it compostable?**  
Look for the logo! It's on the packaging or product itself. These logos guarantee the item is compostable.






This project is supported by funding from the GNWT Waste Reduction and Recycling Initiative

**Questions?**  
Call the Hamlet Office at  
(867) 588-4471

Figure A23 – Tulita Composts poster with images of ‘certified compostable’ logos, certified compostable bag and certified compostable cup.

### 1.1.2 Create Printable Signage for Recycling and Food Waste Collection Containers

Residents, businesses and institutions that wish to set up recycling and food waste diversion stations need signage to clearly mark what materials go where. Designing and creating colour-coded, image-based posters and labels fosters consistent and successful diversion. It is important that these labels be easy-to-find online for printing at homes and businesses.

Some examples from other communities are: [Town of Banff](#), [Town of Cochrane](#) and [City of Calgary](#) (Figure A4).



Figure A24 – Printable image-based signage from Banff (top) and Cochrane (bottom).

### 1.1.3 Waste Wizard or ‘What Goes Where?’ Online Tool and App

A large proportion of communities with recycling and organics diversion programs use online and mobile search tools or Apps to enable residents to easily look up a wide variety of items to determine ‘What goes where?’. These tools also provide information on how to properly prepare items for composting or recycling.

As an example, the City of Calgary has created its own online directory of ‘[What goes where](#)’ which includes photos of items, tips for how to recycle or compost the item, and when applicable, a map of where to take the item.

Many smaller communities subscribe to the ReCollect ‘What goes where?’ tool, such as that found on the Town of Cochrane website and pictured in Figure A5 below.

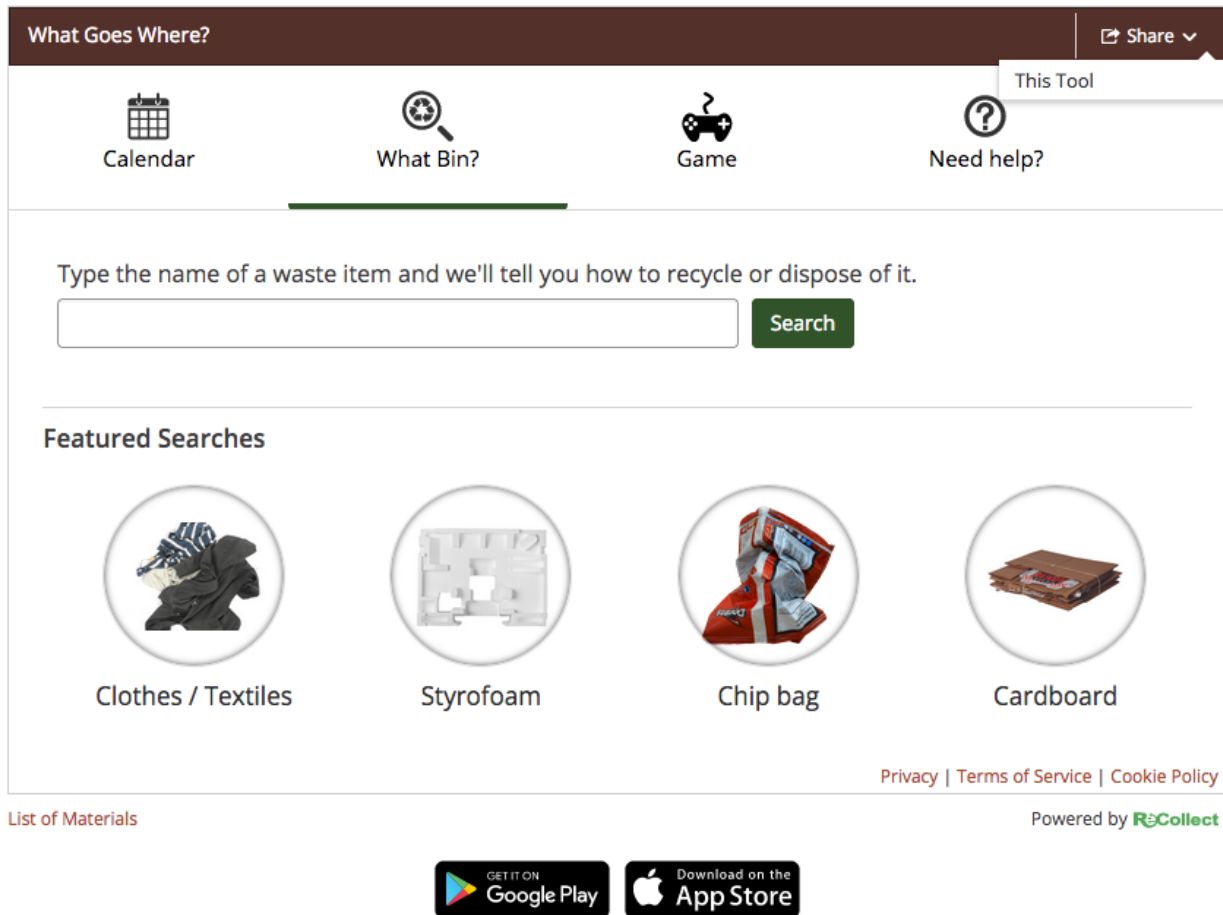


Figure A25 – What Goes Where? online tool and App (Town of Cochrane)



### 1.1.4 Increase Waste Reduction and Diversion Educational Content on Town Website

The Town may wish to consider providing the following additional educational content on its website to foster increased waste diversion:

- Provide visual images to show what a ‘certified compostable’ logo looks like, to help residents and businesses access certified compostable bags and items. Consider providing further resources on how to find certified compostable bags. Example: [City of Calgary](#) (Figure A6)
- Provide specific commercial-focused information on waste diversion and recycling – currently all waste diversion and recycling information is under ‘Residential Services’. Example: [City of Calgary – Waste diversion for businesses and organizations](#)
- Provide specific educational tools and resources for the multi-family residential sector. Examples: [Town of Okotoks](#), [City of Calgary](#).
- Provide more information on the life cycles of diverted materials, how and where materials are recycled or composted, greenhouse gas emissions saved through diversion, etc. This information will also help people understand the links between waste reduction and diversion and the Town’s Climate Emergency Action Plan. Example: [Town of Banff](#).
- Create and upload some short videos on ‘what goes where’ for the various recycling and food waste diversion streams, problem contaminants, items that belong at the Boulder Depot, large item pickup, etc.; these videos can also be shared with residents via social media.



Figure A26 – Images on City of Calgary website to help residents know how to identify a certified compostable bag.

### 1.1.5 Create an Educational Campaign on ‘What Goes Where?’

Numerous municipalities across Canada have produced creative educational campaigns focused on materials with low diversion rates and common contaminants. Examples of items that the Town of Canmore may want to target are food scraps, compostable paper, beverage containers, mixed paper, and correct recycling of plastics.

Metro Vancouver has a set of “Food scraps aren’t garbage” [creative imagery and campaign materials](#) (web, print and videos)<sup>10</sup> focused on food scraps recycling and other recycling topics that they share for free with other municipalities (image to the right). The Town of Canmore has already accessed some of this creative imagery for use in its posters of what can and cannot be placed in the food waste collection bins and educational signage. The Town could expand the use of these resources to include the creation and distribution of social media posts and videos focusing on materials with low diversion rates.



The City of St. Albert has created educational campaigns focused on [‘What Goes Where?’](#) for common contaminants in their recycling and compost streams (Figure A7). The main imagery used for their educational campaign was photos of the problem contaminants. These educational messages were shared on social media, on their website and through other communication channels. The campaign was both online and in print.



**“What Goes Where?” Blue Recycling Bag Tips**

Figure A27 – St. Albert educational campaign for problem contaminants.<sup>11</sup>

<sup>10</sup> Metro Vancouver. 2022. [Campaign materials](#).

<sup>11</sup> City of St. Albert. 2023. [Be Waste Wise – “What goes where?”](#)

### 1.1.6 Engage Directly With Community Members at Community Events

The Town of Canmore may wish to consider opportunities to engage directly with residents, business owners and employees at community events where Canmore residents are already gathering. The Town could share information and educational materials about the Town’s waste diversion programs, promote use of residential food waste bins, distribute kitchen catchers and answer community members’ questions.

The Town could consider creating a ‘What Goes Where?’ composting and recycling educational booth and a ‘What Goes Where?’ trivia game about the Town’s waste diversion programs (see Figure A8). It is helpful to be creative and use humour, and to set up the booth throughout the year at places where people are already gathering – Elevation Place, Canmore Recreation Centre, artsPlace, Mountain Market, public gatherings, etc.

As an example, the City of Moncton, New Brunswick created a fun and creative educational display where they set up basketball hoops over recycling and compost bins and people (both adults and children) had to try to shoot the material into the bin through the hoops.

Facilitating such an interactive display creates an ideal opportunity to check-in with residents about their experience participating in waste diversion programs, answer people’s waste diversion questions in-person and to gain insight on the barriers and challenges people are facing to participating in diversion programs.



Spin the Wheel of Waste Diversion trivia game.



Compost program educational display and Recycle Right Relay game at an educational booth at the Yellowknife Farmers' Market.

Figure A28 – Examples of community engagement at public events through games and displays.

### 1.1.7 Partner with Biosphere Institute to Create Zero Waste Ambassador Program

Since the early 1980s, a number of cities across North America have successfully created volunteer training and outreach programs to foster waste prevention and diversion. The concept of a 'Master Composter' program was first initiated in Seattle and focused on training community volunteers in the composting process. These community volunteers then acted as local experts, teachers and champions for Seattle's backyard composting programs. Over time, these volunteers expanded their activities to include promoting and providing community expertise on waste prevention, curbside organics collection, recycling and reuse.

The City of Seattle has found that this approach of training volunteers to promote waste diversion has been instrumental in fostering an ethos of caring for organic resources. The City of Seattle makes an intentional effort to recruit volunteers who come from all different cultural, religious, interest and geographical backgrounds in the City, which empowers waste diversion leadership across the community. The City of Seattle now calls its program the '[Master Composter / Sustainability Steward](#)' program. Some other municipalities with similar initiatives include the [Edmonton Master Composter Recycler Program](#) and [Halifax Master Composter Recycler Program](#).

Since 2007, the Biosphere Institute of the Bow Valley has been involved in facilitating a 'Wildlife Ambassador' program to promote grassroots leadership in communicating about responsible recreation and wildlife ethics. The Town of Canmore may wish to consider creating a Zero Waste Ambassador training and volunteer program, based on the success of other similar programs. There may be opportunity to partner with the Town of Banff to share resources in creating such a program, given that the Biosphere Institute actively works in both communities.

Examples of activities that could be undertaken by volunteers include facilitating public education booths, answering questions from neighbours, giving small workshops on how to use one's local recycling and food waste collection bins and training fellow staff members in waste diversion at a workplace. Successful Master Composter Recycler Programs strive to make the training and volunteering process fun and socially engaging for participants.

## 1.2 Town of Canmore Leading by Example

Municipalities send a powerful and clear message about the importance of waste diversion when they lead by example. This includes providing clear and consistent opportunities for residents and visitors to reduce and divert materials when they are in Town facilities, and aligning Town procurement to reflect circular economy principles.

When the Town started the food waste collection program in 2021, it quickly set up special paper towel collection bins in washrooms at Elevation Place and some other Town facilities – so the paper towel could be diverted to the compost stream. These collection bins had clear signage that helped people to place the right items in the collection bin and understand the purpose of the separate collection bin (Figure A9).



Figure A29 – Paper towel collection bin at Elevation Place

Town staff also supported Canmore Mountain Market to create clear signage inviting diversion of certified compostable food service ware and food scraps during the summer market.

There remain some significant opportunities for the Town to provide clarity and leadership in waste diversion in Town facilities. This would foster increased higher-quality diversion, and most importantly improve clarity around ‘what goes where’ in the Town’s diversion programs.

### 1.2.1 Implement Consistent and Clear Recycling and Food Waste Collection and Signage in Town Facilities

It is best practise to provide consistent, clearly-labelled and colour-coded recycling, organics and garbage collection bins across municipal facilities. Figure A10 shows an example of best-practise public-facing collection bins used in all schools of the [Calgary Board of Education](#).

Below are photos of current waste diversion collection infrastructure in various Town facilities.



Figure A30 – Colour-coded recycling, organics and garbage collection bins with pictorial signage. Photo courtesy of the Calgary Board of Education.



Civic Centre – Paper, Glass / Cans, Plastic

- Plastic: it is not clear what types of plastic are and are not accepted in the bin.
- Glass is not usually collected with cans – unless ‘glass beverage containers’ is what is meant. It is unclear.
- In this public place, there is likely a substantial number of beverage containers – it would be valuable to collect these independently.
- This collection bin could be made clearer with coloured signage showing pictures of what belongs in each bin (Section 8.1.2).



Elevation Place – Paper / Cardboard, Garbage, Plastics, Cans and bottles

- Plastics: it is not clear what types of plastic are and are not accepted in the bin.
- The ‘cans and bottles’ label makes it unclear if other types of refundable beverage containers are accepted – such as tetra juice boxes, etc.
- This collection bin could be made clearer and more user-friendly with colour-coded signage showing pictures of what belongs in each bin (Appendix A -Section 1.1.2).



Elevation Place by café – Paper / cardboard, garbage, plastics, cans and bottles, food waste collection bin

- Same suggestions for recycling and garbage bin as for previous image.
- It is excellent the food waste collection bin is present in this location where food scraps are generated.
- The café has made a specialized poster showing which of their items belong in the food waste collection cart – this is best practise.



Recreation Centre - colour-coded recycling and garbage collection bins

- This 5-stream recycling, food waste and garbage collection set-up is an excellent example of colour-coded bins – which make it clearer for people ‘what goes where’.
- Adding photo-based signage above the collection slots showing what belongs where can add extra clarity for users, such as shown in Figure A10 above.

### 1.2.2 Make All Town of Canmore Events Zero Waste Events

A way for the Town to lead waste reduction and diversion efforts is to support staff in making all Town-led events zero waste events. This can be accomplished through actions such as the following:

- Update and share widely with staff the *Towards Zero Waste Events Policy* that was developed by the Town. It is not currently available on the Town's website, but is referred to online by other organizations. An example of a community creating a 'Zero Waste Events & Catering Guide' to guide staff in planning and implementing a zero waste event is the [City of Markham](#).
- Whenever possible, use reusable food service ware when hosting staff events – some municipalities purchase a large number of plates, cutlery etc. from a local thrift store, and store it for staff events.
- If single-use service ware is needed for an event, purchase recyclable and certified compostable items, and ensure that proper collection bins and signage are set up to ensure that items are properly recycled and composted at the event.
- This leadership can be linked to the creation of the Zero Waste Public Event toolkit in Appendix A - Section 1.3 below.

### 1.2.3 Update Procurement Documents to Support Recycling and a Circular Economy

There are opportunities for the Town to specify in its Purchasing Policy that it will prioritize purchasing materials with recycled content and/or that further the Town's objectives to reduce and divert waste resources from the landfill. Requiring minimum recycled content for materials where feasible (such as purchasing office paper) helps create markets for recycled materials, thus fostering the circular economy.

### 1.2.4 Remove 'Biodegradable' Bags from Town Dog Bag Dispensers

Biodegradable bags are currently being used to stock Town of Canmore dog bag dispensers.

Biodegradable bags are neither compostable nor recyclable – they simply break down into smaller pieces of plastic. Also, the terms biodegradable and oxy-biodegradable cause a lot of confusion in composting programs, as people tend to think (understandably) that 'biodegradable' means compostable, when in this context this is not the case.

It would be valuable to consider removing biodegradable bags from the Town of Canmore dog bag dispensers. Stocking the Town dog bag dispensers with biodegradable bags perpetuates the notion that 'biodegradable bags' are desirable, and may contribute to confusion over the differences between certified compostable and biodegradable bags.

If the Town does not plan to consider accepting pet waste in its organics collection program, it is best to use regular plastic bags in the dog poop dispensers.

However, there would be a lot of value from a waste diversion and resource management standpoint if the Town chose to explore including pet waste in its organics collection program. In this case, it would be important for the Town to start stocking the dog bag dispensers with certified compostable bags.

There are many jurisdictions and compost facilities across Canada that accept and process pet



waste<sup>12</sup>. Some examples are the Town of Cochrane, Town of Okotoks and City of Calgary.

### 1.3 Zero Waste Public Events Toolkit

It can be daunting for organizers of public events to know the best practice approaches for holding a zero waste event, and to access the tools to make holding a zero waste event easier. Some common tools and resources that municipalities can provide to facilitate zero waste events and foster public education at these events are:

- Create a Zero Waste Special Events Toolkit that can be borrowed for free by event organizers. For example, the Town of Cochrane has a [Community Event Waste Diversion Kit](#)<sup>13</sup> that can be booked online and is provided free of charge to event organizers (Figure 11A). This toolkit should include colour-coded and well-signed containers for compostable materials, and the four recycling streams (cardboard and paper, plastic and metal, glass, refundable beverage containers).



Figure 31A – Town of Cochrane Community Event Diversion Kit

- Create an educational guide on ‘Planning Your Zero Waste Special Event’ – which provides tips and best practises for organizing a zero waste event from start to finish, including how to identify and procure certified compostable utensils and food ware, etc.
- Through the Town’s special event permitting process, require event organizers to demonstrate minimize waste and maximize waste diversion at their event.

The Bow Valley Regional Waste Management Commission has a long history of supporting organizers of large public events to separate recyclable and compostable materials for diversion – by providing collection bins and signage. It may be possible for the Town to partner with the Commission to access some of these tools and signs when creating its own ‘Zero Waste Special Events’ kit that can easily be borrowed locally.

### 1.4 Monitor and Consider Adopting Single-Use Item Reduction Policies

The Town of Canmore Roadmap from the Circular Cities and Regions Initiative identified actions to support the growth of a reuse and sharing economy.

As part of actions to move towards a circular economy, many Canadian communities are in the early stages of adopting policies and bylaws to reduce the prevalence of single-use items. For example, both the [Town of Banff](#) and [City of Edmonton](#) are in the midst of implementing single-use item

<sup>12</sup> Hofman, JH. 2010. [Cat litter and dog feces: Compost or waste?](#) Nova Scotia Resource Recovery Fund Board.

<sup>13</sup> Town of Cochrane. 2023. [Community event planning](#).

reduction strategies and bylaws to reduce the prevalence of a variety of single-use items in their communities and waste streams.

The single-use item data presented in this 2023 waste characterization study provide a valuable baseline of the quantity and categorization of single-use items present in the garbage stream of the residential and commercial sectors. This will enable the Town to monitor its progress in reducing the prevalence of single-use items in the waste stream going forward, should it choose to undertake its own efforts to reduce single-use items, and thus fostering a more circular local economy.

The Canadian federal government has enacted [Single-use Plastics Prohibition Regulations \(SUPPR\)](#) which prohibit the manufacture, import and sale of single-use plastic checkout bags, cutlery, foodservice waste made from or containing problematic plastics that are hard to recycle, ring carriers, stir sticks, and straws (with some exceptions).

The majority of items addressed under these Regulations will no longer be allowed to be sold in Canada as of December 20, 2023. The two exceptions are ring carriers and flexible straws packaged with beverage containers, which have a more extended prohibition timeline.

In the waste characterization studies we complete for various communities, we have been noticing a steady substitution of single-use items – from non-recyclable and non-compostable single-use items to compostable and recyclable single-use items. This trend of substitution appears to be occurring, rather than a decrease in the quantity of single-use items. In addition, we note that in general a large proportion of compostable and recyclable single-use items end up in the garbage stream, rather than in the designated diversion stream (recycling or organics). This has been one of the drivers motivating communities to enact policies to reduce the prevalence of disposable single-use items, thus working towards waste prevention at the top of the waste hierarchy, rather than waste management.

The Town may wish to monitor the implementation of single-use item strategies and bylaws in neighbouring jurisdictions, and then explore opportunities to create its own policies in this realm.

## 2 Recommendations and Best Practices for Residential Waste Reduction and Diversion

This section describes some recommendations and best practices the Town of Canmore may wish to consider to reduce and divert waste in the residential sector.

### 2.1 Direct Community Engagement

Since the late 1990s, community-based social marketing has been a commonly-used tool in communities that have achieved high rates of waste diversion.

Community-based social marketing (CBSM) is a public education and communications approach that focuses on addressing the barriers that prevent people from engaging in desired behaviours, such as waste diversion<sup>14,15</sup>. Community-based social marketing techniques use educational tools that have been demonstrated to prompt long-term behaviour change.

Some approaches to direct community engagement using CBSM techniques that have proven successful in increasing waste diversion in other municipalities are:

- Meet with groups of residents in focus groups to better understand what the barriers are to the desired behaviour change (i.e. participation in residential food waste diversion and recycling);
- Conduct surveys with residents to understand what barriers people are experiencing with respect to residential waste diversion;
- Carry out door-to-door in-person education with residents about how to participate in diversion programs, and provide the tools to participate (i.e. kitchen catchers, educational sheets on 'what goes where');
- Ask people to make a commitment to divert compostable and recyclable materials through the Town's diversion programs, then follow-up afterwards with a phone call to see if people have follow-up questions or are running into problems;
- Provide educational prompts and information about diversion in the locations where people manage waste (i.e. neighbourhood recycling, food waste and garbage bins);
- Build community support and pride in waste diversion; and,
- Communication – create clear and effective messages encouraging diversion.

Direct public engagement with residents using community-based social marketing techniques could potentially be supported by the Zero Waste Ambassadors program outlined in Appendix A - Section 1.1.7.

As an example, Town of Banff staff have carried out extensive public outreach in the residential

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<sup>14</sup> Natural Resources Canada. 2023. [An overview of community-based social marketing](#).

<sup>15</sup> McKenzie-Mohr & Associates. 2023. [Community based social marketing](#).

sector over the past few years including the following:

- Door-to-door education in neighbourhoods with new food scraps and recycling collection bins – to let people know about the bins, and to distribute kitchen catchers and educational materials;
- Direct communication and educational outreach with residents in multi-family housing complexes and managers at staff accommodation units; and,
- Educational outreach booths at local grocery stores and staff cafeterias.

These educational efforts, combined with the establishment of more residential food waste collection bins, has led to a 200% increase in diverted food scraps since 2017-18.

The Town of Canmore may wish to consider engaging in some direct public engagement with residents to better understand what the main barriers to diversion are, what factors are preventing people from participating in diversion programs, and how these can be overcome. The answers that people give to the question of why they are not diverting materials can often be surprising and unexpected – and can lead to practical solutions to overcome barriers.

## 2.2 Make Recycling and Food Waste Diversion More Convenient for the Multi-Family Residential Sector

Data from the waste characterization study showed that there were more recyclable materials in garbage bins near multi-family residential housing than in garbage bins near predominantly single-family homes or secondary homes (which are often single-family homes). Multi-family homes tend to be smaller than single-family homes, and often there is less space available for people to store bulky recyclable materials. At numerous multi-family residential housing complexes in Canmore, there is garbage collection on-site, but no on-site recycling and/or food waste collection. This combination of factors makes recycling for households in these multi-family complexes inconvenient, and is likely a factor in the higher proportion of recyclable materials in the garbage near multi-family buildings.


To overcome this convenience barrier, many Canadian communities require that multi-family residential buildings provide garbage, recycling and organics collection on-site for residents. Some examples of communities with this requirement are the Town of Okotoks, Town of Cochrane, City of Calgary, and City of Lethbridge.

The Town of Banff does not require multi-family residential complexes to specifically provide garbage, recycling and food waste collection. In Banff, garbage is solely collected from both the residential and non-residential sectors by the Town. During the past six months, the Town of Banff has eliminated most 'lone ranger' garbage bins that were not adjacent to recycling and/or food waste collection bins. As a result, there are few locations in Banff where it is more convenient to place recyclable materials in the garbage than in the recycling bin.

The Town of Canmore Engineering, Design and Construction Guidelines Section 11 contain provisions around the quantity and type of garbage, recycling and organics collection containers that are required and/or payment required in lieu of providing containers when new multi-family residential dwellings are built. The Guidelines could be strengthened by incorporating the specific recommendations in Table A1 below.

Table A1 – Recommendations to make recycling and food waste diversion more convenient for the multi-family residential sector.

Specific Recommendation	Details and Examples
<p>Require all multi-family housing complexes that offer on-site garbage collection to also provide on-site recycling and food waste collection service.</p>	<ul style="list-style-type: none"> <li>• This requirement is already used by many Canadian communities to increase diversion in this sector – e.g. Town of Cochrane, Town of Okotoks, City of Calgary and City of Lethbridge.</li> <li>• The goal is to make recycling and organics diversion as convenient as throwing materials in the garbage.</li> </ul>
<p>Include best practice approaches associated with requiring recycling and organics diversion infrastructure in multi-family housing.</p>	<ul style="list-style-type: none"> <li>• Best practise is to require that sufficient bin quantity and/or size be provided to contain a minimum of one week’s accumulation of recycling and organics generated in the building. (e.g. <a href="#">Okotoks</a>)</li> <li>• If a multi-family complex does not arrange for recycling and/or food scraps collection through the Town, best practise is to require a brief annual report demonstrating that residents have access to the full recycling and food waste diversion services expected. e.g. <a href="#">Okotoks Waste Management Plan</a>.</li> </ul>
<p>Require multi-family housing complexes to communicate to new owners / tenants about the on-site recycling and compost infrastructure, to inform residents annually about the waste diversion program, and to place clear signage on recycling and organics collection containers.</p>	<ul style="list-style-type: none"> <li>• These are common provisions as part of requirements to provide recycling and organics diversion infrastructure (e.g. <a href="#">Cochrane</a>, <a href="#">Calgary</a>).</li> <li>• Communication to new tenants / owners must take place within one month of occupancy.</li> <li>• This ensures that residents are aware of the diversion infrastructure and have been provided information on how to use it.</li> </ul>
<p>Create a specific waste diversion educational guide for multi-family residential property owners and managers.</p>	<p>Examples:</p> <ul style="list-style-type: none"> <li>• <a href="#">Okotoks Waste Diversion Guide for Multi-Family Residential Property Owners and Managers</a></li> <li>• <a href="#">Calgary Multi-family waste diversion resources</a></li> </ul>
<p>Create a printable image-based education sheet on ‘What goes where?’ to be sent to condo owners and residents.</p>	<p>Examples:</p> <ul style="list-style-type: none"> <li>• <a href="#">Town of Okotoks</a> – image-based poster for what goes in blue cart, green cart, black cart, Eco Centre</li> <li>• <a href="#">City of Calgary</a> – many image-based diversion signs</li> </ul>

Specific Recommendation	Details and Examples
<p>Sell stackable recycling bins perfect for small spaces at cost from the Civic Centre.</p>	<ul style="list-style-type: none"> <li>Space to collect recyclables is a barrier in many multi-family units. The Town of Banff sells a set of three stackable recycling bins at Town Hall for \$10 – making it more convenient for residents living in small spaces to set up their own recycling collection system.</li> </ul> 

As a specific example of the need in this topic area, a condominium owner in a 55-unit Canmore condo complex approached us to share their story of the challenges they faced over the past year when they tried to arrange for their condominium to install recycling and food waste diversion infrastructure. Currently the condo only has on-site garbage collection using Town of Canmore residential garbage bins which are serviced by the Town. A condo resident had approached the condo board and explained that they weren't currently recycling because the closest recycling bin was off-site and far enough away that it was much more convenient to place recyclable materials in the garbage, as they didn't have much space to store recyclables in their unit. The resident asked the condo board to investigate installing a residential recycling bin on-site on the condo property. The condo board investigated the topic thoroughly, but did not install an on-site recycling bin because to do so would have required a significant capital expenditure, and they were not able to get the required approval from 60% of condo owners to incur this expense.

In some instances, there are opportunities for local condominiums to re-allocate waste management infrastructure from consisting of multiple garbage bins to having one garbage bin and one recycling bin, along with a set of food waste collection carts. This re-allocation is unlikely to be carried out by condo boards without being required to do so for the same reasons described above. As this waste characterization study has showed, 54% of the multi-family residential garbage stream consists of materials that could be composted or recycled.

### 2.3 Make Residential Food Waste Diversion More Convenient

This waste characterization study showed that for the overall residential sector, 42% of the garbage stream consists of organics – primarily food scraps and food-soiled paper.

One of the most fundamental techniques to increase waste diversion within a sector or community is to make waste diversion convenient. For citizens, waste management is an added component to one's daily routine at home, in the workplace, and while frequenting public spaces. Achieving high rates of waste diversion requires that separating and diverting waste resource materials be as convenient as possible, within the context of people's routines.

Currently, there are 24 locations in Canmore where there are 3-stream collection bins (food waste, recycling and garbage). There are 73 2-stream sites (recycling and garbage), and there are 78 locations where there are only garbage bins. Therefore, there is a food waste collection bin at 14% of the waste collection sites.

As a result, for the vast majority of Canmore residents, it is currently more convenient to place organic materials such as food scraps and food-soiled paper in the garbage, than it is to place them in the food waste collection bin.

Combining Town of Canmore 2022 residential collection data with the data from this waste characterization study shows that currently approximately 20% of the compostable materials being generated by residents are being taken to a food waste collection bin for composting.

An action the Town may wish to consider is to continue increasing the number of food waste collection bins located across the community, with the end goal of creating as many locations as possible where it is equally convenient to divert food scraps to the compost stream as it is to place them in the garbage.

This year the Town of Banff finished a five-year initiative to accomplish this goal. In 2018, in the residential sector the Town of Banff had 5 food waste bins, 48 recycling bins and 100 garbage bins. Since 2019, the Town has added 43 residential food waste bins. There has been a 200% increase in the quantity of residential food waste diverted in conjunction with this action since the 2017-18 baseline.

## 2.4 Promote ‘Love Food, Hate Waste’ – Avoidance of Edible Food Waste

More than 10% of the residential garbage stream consisted of food that could have been eaten by people, rather than being placed in the garbage. The residential garbage stream contained 9% edible food waste and 5% food in packaging – much of which also could have been eaten.

The Town could consider creating an educational campaign to encourage residents to prevent avoidable food waste, leveraging resources from other organizations already working in this area.

Many Canmore residents currently struggle with the cost-of-living. Reducing edible food waste reduces food purchasing costs, as more food is consumed instead of being discarded. Preventing avoidable food waste also reduces the costs to the Town to manage the food waste in the garbage or compost stream.

The National Zero Waste Council conducted research on household food waste in Canada in 2022 and found that 63% of the food Canadians throw away could have been eaten, and that the average Canadian household threw out 140 kilograms of avoidable food waste per year (Figure A12) – at a cost of more than \$1,300 per year.<sup>16</sup>

The National Zero Waste Council provides many tips and resources on its [‘Love Food, Hate Waste’](#) website.

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<sup>16</sup> National Zero Waste Council. 2022. [Food Waste in the Home](#).

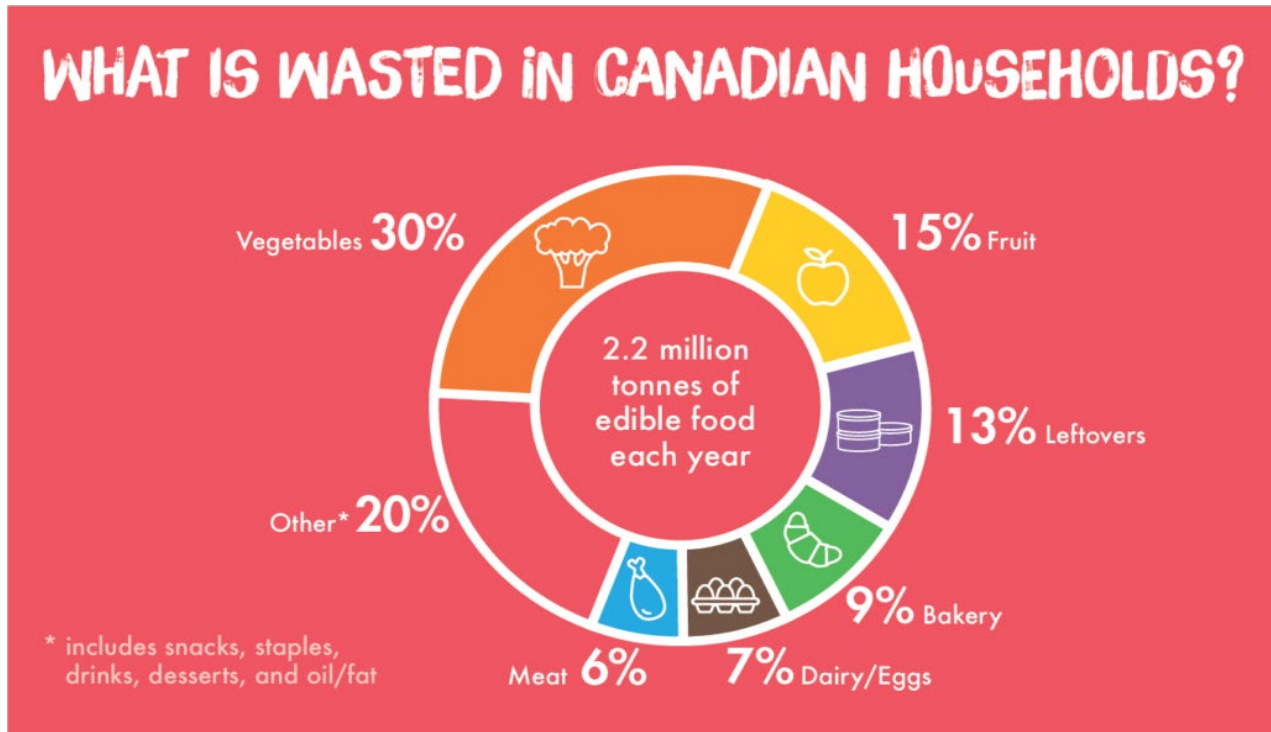


Figure A32 – ‘What is wasted in Canadian households?’ poster from the ‘Love Food Hate Waste’ campaign<sup>17</sup>.

There may be opportunities to engage with staff working in the Family Connection Centre and Bow Valley Family Resource Network to spread the educational messaging more broadly. Local school foods classes and organizations such as Bow Valley Food Alliance may also be interested in helping to share information and tips on topics such as how to keep food fresh longer and menu planning.

## 2.5 Promote Grasscycling

Grasscycling is the natural recycling of grass by leaving grass clippings on the lawn after mowing. It is the most convenient, cost-effective and environmentally responsible way to manage grass clippings.

In 2022, Town of Canmore staff transported 167 tonnes of grass clippings and leaves to the Francis Cooke Resource Recovery Facility, where they were processed into compost<sup>18</sup>.

The Town may wish to consider adding a ‘Grasscycling’ page to its website and creating an educational campaign to more actively encourage residents to grasscycle. There are significant financial savings that can be achieved by a municipality if many residents grasscycle, as this practice reduces the quantity of material that must be transported, tipped and processed at the compost facility.

<sup>17</sup> ibid

<sup>18</sup> Town of Canmore data.



Many municipalities in Canada actively promote grasscycling and share tips and educational resources on how to grasscycle, so there are many existing resources that can be reviewed for ideas. A few examples are the [City of Edmonton](#), [City of St. Albert](#), [City of Calgary](#) and [Town of Cochrane](#).

Promoting grasscycling can also be considered a form of climate change adaptation, and would align with the Town's efforts to support residents to prepare for future climate conditions through the Climate Emergency Action Plan. Grass clippings have a high water and nitrogen content. They quickly decompose, returning nutrients to the soil, and improving soil moisture retention. This reduces the amount of fertilizer and water needed to maintain a healthy lawn – which is particularly important during dry summers. As a result, grasscycling also helps residents to improve their climate resilience.

## 2.6 Facilitate and Promote Reuse and the Circular Economy

This waste characterization study showed that 6% of the residential garbage stream consisted of items such as clothing, footwear and other items that could have been donated or sold for reuse. At the very same time, many Canmore residents are struggling with the cost of living.

There are some actions the Town could consider taking to encourage and foster waste reduction and diversion through the reuse economy and circular economy. These actions simultaneously address waste reduction / diversion and cost-of-living challenges. Some examples are:

- Promote existing local community reuse opportunities (through online resources, social media, 'What goes where' App (Appendix A - Section 1.1.3. etc.):
  - [Canmore Public Library 'Full Moon Swaps'](#) – free monthly events to support residents to swap clothing, school supplies, winter gear, gardening supplies, etc.
  - [Community Cruisers](#) – help people to repair their own bikes, fix old bikes and make them available for sale at very low cost to community members
  - Bow Valley 'Pass It On' Facebook page – people share items with one another for free
- Create a pilot project to test operation of a 'Reuse Centre' in a convenient public location in town. The purpose of such a 'Reuse Centre' is to provide a location where residents and businesses can drop off items in good repair that can be picked up and used by others. Some examples of such sites in other communities are: [Banff Re-Use It Centre](#), [Strathcona County HodgePodge Lodge](#)

During the pilot phase, Town staff could evaluate how much staff time is spent managing the site, and a resident survey could be administered to measure resident use of and satisfaction with such a site.

- Create a local Library of Things. Examples: [Town of Banff and Banff Public Library](#), [Okotoks Public Library](#), and [Cochrane Public Library](#), and [Municipality of Jasper](#). (Figure A13)



Figure 33 – Examples of items found in the Banff Library of Things.

## 2.7 Adapt and Pilot Successful Policies & Tools from Other Communities With Neighbourhood Collection Bins

A particular challenge to residential diversion in Canmore is the use of neighbourhood collection bins, in which individuals anonymously place materials in the bins. Households living in multi-unit housing also face unique barriers to diverting waste.

The city of Milan, Italy has one of the highest residential waste diversion rates in Europe, despite the fact that 85% of residents live in multi-family apartment buildings<sup>19</sup>. In Milan, approximately 103 kilograms of food waste per capita per year is collected, of an estimated approximate theoretical maximum of 120 kilograms per capita per year<sup>20</sup>. In Milan, approximately 35% of the population currently uses ‘collective bring banks’ (similar to Canmore’s neighbourhood collection bin system) to deposit recyclable, compostable and garbage materials.

Some policy and program factors that have supported high diversion rates in Milan and other Italian cities include:

- Every multi-family residential building is required to have an easily accessible recycling and waste collection room, with five specified collection bins, a minimum area based on the number of inhabitants in the building, and a bin-washing system;
- Separate collection of recyclable and compostable materials from multi-family buildings is mandatory and monitored by inspectors that can use fines as one tool (following extensive education) to compel participation;
- Dry recyclables and garbage are collected once per week and compostable materials are collected twice per week;
- Residents are required to use a clear bag for garbage;
- There are a wide variety of communication tools used to educate and inform residents, including special Apps which engage with residents using ‘nudging’ – frequent and positive feedback and recommendations; and,

<sup>19</sup> Orsi, S. 2022. City of Milan: Role of compostables in residential and commercial food waste collections. Presentation at Compost Council of Canada conference, Nov. 3, 2022.

<sup>20</sup> Giavini, M. 2022. Food waste collection in Italy – an update on the positives, challenges and role of compostables. Presentation at Compost Council of Canada conference, Nov. 3, 2022.

- There is growing use of ‘collective bring banks’ (very similar to Canmore’s residential collection bins) which are locked and can only be accessed with an ID card; and,
- Various ‘know as you throw’ and ‘pay as you throw’ initiatives provide frequent educational feedback and financial incentives, even in shared neighbourhood collection bin situations.

Although not all of the tools being used in other communities may be practical in Canmore’s context, the Italian experience in achieving high rates of diversion in multi-family residential and neighbourhood collection settings may provide helpful examples.

In its recently adopted [Zero Waste Action Plan](#), the Town of Banff lays out plans to explore using technology solutions such as those being used in Milan to increase diversion in the residential sector. The Town of Canmore may wish to maintain communication with Town of Banff about these initiatives, to explore if there may be opportunities for partnership and economy of scale in piloting some of these new approaches.

### 3 Recommendations and Best Practices to Increase Diversion in the Commercial Sector

Diverting food waste out of the garbage remains the greatest opportunity to increase waste diversion across the entire commercial sector – including all of the sub-sectors studied: restaurants, hotels without restaurants and retail / light industrial. There are also opportunities to increase the diversion of refundable beverage containers, recyclable plastic and mixed paper across the commercial sector, and especially in the hotel sub-sector.

#### 3.1 Continue Implementation of Food Waste Diversion Requirements

In April 2023, the Town of Canmore made it mandatory for all commercial premises where food service businesses are located to provide food waste collection infrastructure, and made it mandatory for food-service businesses to divert food waste from the garbage stream.

This study showed that the garbage stream of restaurants not participating in the food waste collection service consists of 68% compostable materials, and the garbage of restaurants that have signed up for food waste collection service is 60% compostable materials.

These results indicate that the Town will need to actively enforce the food waste diversion requirements in the Recyclables and Waste Disposal Bylaw to reduce this large proportion of compostable materials found in garbage across the restaurant sector. A recent report on organics diversion requirements and practices in the Canadian ICI sector noted that lack of enforcement of mandatory organics diversion requirements across Canada is a barrier to successful diversion.<sup>21</sup>

In 2022, the Town of Banff carried out a very similar waste characterization study to this study completed for the Town of Canmore. In Banff's waste characterization study, the summer data collection period occurred before the food waste diversion requirements in the Town's Food Scraps & Recycling Bylaw had come into effect. The fall data collection period occurred once the bylaw was in effect, and being enforced. In the Banff study, the proportion of organics in the restaurant sector fell from 61% during the summer period to 32% in the fall study period.<sup>22</sup>

Full implementation and enforcement of food waste diversion requirements in the Recyclables and Waste Disposal Bylaw is the biggest opportunity to increase waste diversion in the commercial sector.

#### 3.2 Require Commercial Properties to Provide Recycling Infrastructure

A best practice approach to facilitating recycling in the commercial sector is to require commercial building owners to provide specific recycling infrastructure which enables the commercial building users to divert recyclable materials. Some examples of communities that require commercial building

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<sup>21</sup> AET Group Inc. 2021. [Overview of organics diversion requirements and practices for the Canadian industrial, commercial and institutional sector](#). Prepared for Environment and Climate Change Canada.

<sup>22</sup> S-Cubed Environmental. 2022. [Town of Banff waste characterization study](#). Town of Banff council agenda, July 10, 2023. (p.74).

owners to provide recycling infrastructure are: [Town of Banff](#), [City of Calgary](#), and [City of Vancouver](#).

The Town of Canmore Recyclables and Waste Disposal Bylaw currently requires that commercial entities place 'recyclables in the containers provided for those materials'. However, the bylaw does not require commercial property owners to provide recycling infrastructure for building tenants to use.

During commercial outreach to support food service businesses to join the Town's commercial food waste collection program, numerous commercial tenants noted that they would like to divert more recyclable materials; however, the lack of on-site collection bins for the recyclable materials makes it challenging for them to do so.

Amending the Recyclables and Waste Disposal Bylaw to require commercial property owners to provide recycling infrastructure and ensure that building occupants use the recycling infrastructure would facilitate increased diversion of recyclable materials in the commercial sector. Similar to the food waste diversion requirements, there would be a need for active engagement with the commercial sector on this topic, education, and ultimately likely some enforcement follow-up to achieve the desired waste diversion results.

### 3.3 Require Clear Bags for Garbage

A common tool to facilitate higher rates of waste diversion is to require that the garbage be placed in clear bags. The benefits of this approach are multi-fold and include the following:

- it becomes more visible and obvious to those disposing of garbage what is in the garbage bag, which can incentivize diversion habits;
- clear bags increase the safety for those handling the garbage, as it is easier to see sharp or hazardous objects in the garbage; and,
- clear bags make it easier to track diversion compliance.

Jurisdictions that have implemented clear bag requirements for these reasons include: Town of Banff, City of Markham (ON), Guelph (ON), and Halifax (NS).

### 3.4 Provide Waste Diversion Support and Tools to Businesses and Institutions

Over the past three years, Town of Canmore staff and contractors have provided direct help to businesses and institutions joining the Town's commercial food waste collection program. Staff and contractors have made in-person site visits to businesses, provided free educational materials, helped businesses and institutions to plan their internal food waste diversion set-up, and provided education on how to procure certified compostable bags and service ware.

It would be valuable for the Town to offer such support to businesses and institutions on a long-term basis, and to create a Town webpage focused on waste diversion tools and support for businesses and institutions. Some examples of communities where the municipality offers such direct assistance to these sectors are the Town of Cochrane, Town of Banff, and City of Calgary.

### 3.5 Foster Increased Diversion of Compostable Materials in the Hotel Sector

In the hotels without restaurants sector, 40% of the garbage consisted of compostable materials. This sector had a very similar proportion of compostable materials in the garbage stream as the overall residential sector.

Recently the Buffalo Mountain Lodge in Banff collaborated with the Town of Banff to carry out a [guest-facing kitchenette composting pilot](#). During this pilot, a number of hotel kitchenettes were equipped with compost bins, and guests were informed about the program at the front desk and through signage in the rooms. During the pilot, the efficiency with which guests diverted compostable materials was recorded. Overall, the pilot was successful, with hotel guests generally doing a good job of diverting materials.

Although this pilot project focused on rooms with a kitchenette, data from this waste characterization study suggest that significant quantities of compostable materials are also generated in rooms without kitchenettes, when guests bring takeout food to their rooms.

The Town of Canmore may wish to explore opportunities to partner with a local hotel to carry out a similar pilot project in Canmore.

### 3.6 Explore and Pilot Ways to Divert More Recyclable Materials in Hotel Sector

The garbage stream for the hotels without restaurants sampled contained 18% recyclable materials, including 7% mixed paper, 5% recyclable plastic, and 5% refundable beverage containers. The beverage containers could have been returned to the bottle depot for a financial refund. Given the light weight and bulky nature of beverage containers, this material category has a large volume.

These proportions of recyclable materials in the hotel sector garbage are very similar to those found in the hotel sector in Banff during its 2022 waste characterization study.

In the hotel sector, a common barrier to the diversion of recyclable materials such as beverage containers and mixed paper is that room-cleaning staff often use a cleaning and supply cart that is set up just to collect garbage.

The Town of Canmore may wish to engage with hotel managers to explore and pilot approaches that could be used to set up and empty recycling collection containers in hotel rooms. It would be valuable to communicate directly with managers to understand the barriers that are preventing higher rates of diversion and how these could be overcome.

Given the relatively large volume of refundable beverage containers present in the hotel garbage stream, there is a notable economic opportunity associated with diverting these materials, which could provide some financial incentive to address this topic.

## 4 Recommendations and Best Practices to Increase Diversion in the Construction, Renovation and Demolition Sector

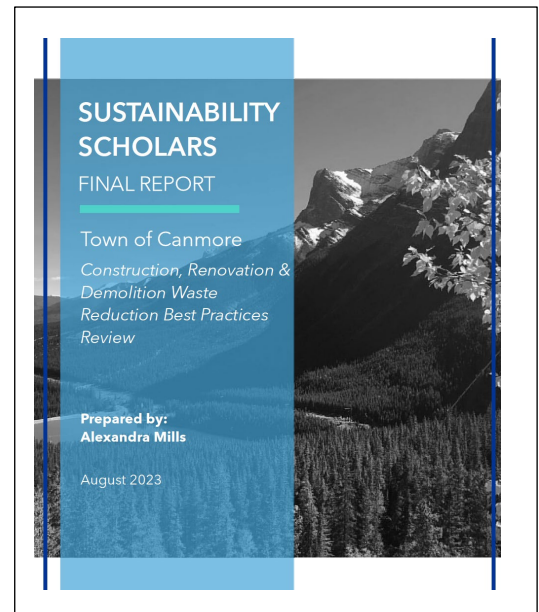
The construction, renovation and demolition (CRD) waste characterization study carried out at Francis Cooke Facility showed that of the loads sampled, half of the materials (on a volume basis) could have been diverted from the landfill. Recyclable or reusable building materials made up the largest component, with clean wood being the most prominent subcategory.

The Biosphere Institute of the Bow Valley, Bow Valley Builder and Developers Association (BOWDA) and Bow Valley Waste Management Commission have recently partnered to conduct a pilot project to explore what the main barriers to CRD material diversion are and how to address these. The pilot project found that the motivations to separate and divert CRD materials for recycling and reuse were the following (in order of relative importance to contractors)<sup>23</sup>:

- Ease;
- Financial benefits;
- Knowing that the effort to divert makes a difference;
- Policy that requires diversion;
- Environmental benefits; and,
- Incentives.

Based on the experience in the pilot project and broader knowledge of the local building industry, the Biosphere Institute and BOWDA reported that 80 to 90% diversion on most sites is very achievable. Some key factors that increased CRD material diversion during the pilot project were having an engaged site supervisor and regular external monitoring. Smaller, more portable containers to gather and contain separate material streams are also valuable tools. Tight space constraints are often a barrier to diversion at many sites.

The Town of Canmore recently engaged the University of Alberta Sustainability Scholars Program to have a research report completed on best practices in CRD waste diversion and management from across Alberta, Canada and internationally. This *Town of Canmore Construction, Renovation & Demolition Waste Reduction Best Practices Review*<sup>24</sup> provides an excellent detailed description of successful policies, regulations and approaches other communities have used to achieve high rates of CRD material diversion from landfill.



<sup>23</sup> Conuel, J. 2023. Presentation on 'Building better in the Bow', September 26, 2023. Biosphere Institute.

<sup>24</sup> Mills, A. 2023. Town of Canmore construction, renovation & demolition waste reduction best practices review. Sustainability Scholars.

## Appendix B Waste Audit Categories for Residential, Commercial, and CRD Sectors

Blue shading indicates a single-use item that was sorted and weighed. The blue-shaded items are part of the noted subcategory.

### Sort Categories for Residential and Commercial Sectors

Category	Subcategory	Description and Examples
<b>Paper</b>	Mixed Paper	Boxboard, envelopes, paper, brown paper bags, egg cartons, white paper, books (if cover removed), shredded paper, newsprint, magazines, flyers, coffee cup sleeves, tetra soup box, shredded paper, paper grocery bags
	Cardboard	Corrugated cardboard – corrugations visible
<b>Plastic</b>	Recyclable Plastic	Packaging foodware items. Bottles, tubs, lids, and containers, food packaging clamshell containers (i.e. berries)-#1-#7
	Plastic Takeout Cups	Count
	Plastic Takeout Clamshells/Lids	Count - lids are often off the compostable bowls.
	Plastic Lids	Count - drink lids
<b>Metal</b>	Metal Containers	Food cans, clean foil pie plates, clean aluminum foil
	Scrap Metal	Coat hanger; metal parts, other recyclable metal items.
	Metal Takeout Containers	Count Takeaway food aluminum foodware
<b>Glass</b>	Glass Food Jars	Pickle jars, olive jars, pasta sauce jars (all clean)
	Single-Use Glass	Hotel glass condiment containers
<b>Organics</b>	Edible Food Waste	Sandwich, edible fruit, fruit and
	Inedible Food Waste	Vegetable peels, bones, coffee grounds.
	Compostable Paper	Paper towels, parchment paper, food-soiled napkins, paper plates, fast food packaging, greasy pizza boxes, tissue or Kleenex.
	Food in Packaging	Cucumber in plastic wrap, unopened food, dipping sauce containers, yogurt,
	Yard, Garden & Flowers	Leaves, small branches, plants, floral flower arrangements
	Compostable takeout Containers	Count - Clamshells and containers
	Compostable Cutlery	Count - PLA and wood; includes chop sticks
	Compostable Straws	Count - PLA and Paper
	Compostable Hot Cups	Count - this is the fibre BPI certified
	Compostable PLA Cold Cups + Lids	Count - This will include coffee cup lids, food container lids
	Other Compostable Organic Waste	Toothpicks, popsicle sticks, cork, animal hair, wooden stir sticks
<b>Beverage Containers</b>	Refundables	Plastic, aluminum, tetra, pouches, glass
<b>Electronics</b>	Electronic Waste	Small appliances, audio visual, telecom devices, power tools, games and toys, lawn and garden. Items with battery and plug.
<b>Textiles</b>	Clothing & Footwear - Donatable	In a condition that could be donated.
	Household Textiles - Donatable	In a condition that could be donated.
	Cloth Grocery Bags	Count
	Other Textiles	Rags stained or ripped clothing. Not Suitable for Donation



Category	Subcategory	Description and Examples
HHW	Household Hazardous Waste (HHW)	Aerosol cans with hazardous markings, butane / propane cans, oil filters, and containers.
Reusable	Donatable items	Items that could be donated and reused.
Landfill	Other Waste	Fines (small pieces of glass, organic material and paper that are difficult to pick up), mixed material items (binder), dentist masks, tape, glue, cig butts, elastics, rubber gloves, hand lotion tubes, mop head, dryer lint, gum, black rot, baby wipes, dental floss, paint rollers, dirty foil, coffee pods, garbage bags
	Large Items	
	Non-Recyclable Plastic	Wrappers, chip bags, crunchy film, candy wrappers, any plastic items with no #1-7 i.e. toys, cd cases, plastic smaller than palm of hand. Tetra juice box straw would go here.
	Film plastic	Grocery bags not used for containing garbage; bread bags; clean food wrap, zip lock bags
	Grocery bags	Count
	Plastic straws	Count
	Plastic cutlery	Count - includes stir sticks
	Plastic Sauce Cups	Count
	Polystyrene Takeout Container	Count - Takeaway / convenience food items.
	Plastic checkout bags	
	Polystyrene Packaging	2016 they were collecting data on this material
	Non-Recyclable Paper	Pringles Container; cigarette foils, waxed paper, ice cream box, dog food bags as they have a liner, waxy paper, damaged gift bags with tassels, subway wrappers, checker parchment paper, popcorn bags
	Paper Takeout Container	Count -Paper takeaway foodware with plastic liner
	Branded Takeout Containers	Count-franchise takeaway packaging i.e., EDO box
	Paper Hot Cups	Count
	Paper Cold Cups	Count
	Non-Recyclable Glass & Ceramics	Non clear window panes, fish tanks, ceramic coffee mugs and plates, and incandescent light bulbs.
CRD Waste	Drywall, insulations, carpet pieces, shingles, wood furniture (painted/stained), lumber	
Animal Waste	Dog and cat feces, cat litter	
Hygiene/Diapers/Pet Pads		

### Categories for CRD Sectors

Category	Divertible	Subcategory	Description and Examples
Building Material	Y	Gypsum/Drywall	
	Y	Concrete/Aggregate	cement and rock chunks from post holes, paving, asphalt road pieces
	Y	Ceramic, Porcelain	Sinks, toilets, tile (tile could be a reusable item)
	N	Carpet Waste	underlay and carpet
	N	Fibreglass Insulation	Pink insulation and dense insulation

Category	Divertible	Subcategory	Description and Examples
	Y	Roofing materials-shingles	Shingles
	Y	Clean wood - lumber	Lumber, pallets, wooden spools, OSB, plywood
	N	Treated Wood	
	N	Other Building Wastes	Hardy Board, MDF, hardwood, laminate flooring
	Y	Painted wood	Painted lumber, baseboards
	N	Rubber, Leather, Multiple, Composite Organic Materials	
<b>Clean Fill</b>	Y		Soil, dirt, rock or other earth material typically excavated from the natural ground
<b>Large Items</b>	N		Doors, windows, water heater (sometimes these items could be salvaged)
<b>Compostable Organics</b>	Y	Scrub and Brush - wood plant material, logs, stumps	
	Y	Yard waste	
	Y	Compostable paper	Pizza box and napkins
	Y	Food waste	Sandwich, food , peels, apple cores.
<b>Paper</b>	Y	Mixed Paper	Accessory boxes, paper
	Y	Cardboard	Corrugated cardboard – corrugations visible
<b>Plastic</b>	N	Vinyl siding, PVC pipe	Weeping tile pipe, pvc, water line
	Y	Recyclable Plastic	Takeout plastic cups, lids
	N	Polystyrene Packaging	
	N	Non-Recyclable Plastic	worksite plastics including 5-gallon pails with product; plastic spools, strapping, building Tyvek, plastic floor nosing, and typical non-recyclable plastics like food wrappers, crunchy film
	N	Film/Poly plastic	Film plastic
<b>Metal</b>	Y	Scrap Metal	Metal spools, metal empty aerosol cans, metal pails, sheeting, metal ladder, rebar
	Y	Metal Containers	Food cans, clean foil pie plates
<b>Glass</b>	Y	Glass Food Jars	Pickle jars, olive jars, pasta sauce jars (all clean)
<b>Beverage Containers</b>	Y	Refundables	Plastic, aluminum, tetra, pouches, glass
<b>Electronics</b>	Y	Electronic Waste	Small appliances, audio visual, telecom devices, power and air tools, games and toys, lawn and garden. Items with battery and plug.
<b>Textiles</b>	N	Other Textiles	Rags and stained or ripped clothing, duffle bag straps, work gloves. Not Suitable for Donation
<b>Household Hazardous</b>	Y	Household Hazardous Waste (HHW)	Aerosol cans with hazardous markings, butane / propane cans, oil filters
<b>Reusable</b>	Y	Donatable items	Items that could be donated and reused. Could be identified from any subcategory.
<b>Landfill</b>	N	Other Waste	Caulking tubes, string, caution tape, roofing tar paper, shop sweepings, demolition materials such as drywall and tile, sawdust, sandpaper.
	N	Black Garbage Bags	Contents generally contain CRD site cleanup waste
	N	Non-Recyclable Paper	Tar paper, cigarette foils, small receipt paper
	N	Animal Waste	Dog and cat feces, cat litter

Category	Divertible	Subcategory	Description and Examples
Single Use Items - a tick was indicated in the field recording sheet when item observed.			
		Paper Hot Cups	Count
		Paper Cold Cups	Count
		Grocery bags	Count
		Plastic straws	Count
		Plastic cutlery	Count - includes stir sticks
		Plastic Sauce Cups	Count
		Polystyrene Takeout Container	Count - Takeaway / convenience food items.
		Cloth Grocery Bags	Count
		Plastic Takeout Cups	Count
		Plastic Takeout Clamshells	Count
		Plastic Lids	Count
		Compostable Takeout Containers	Count - Clamshells and containers
		Compostable Cutlery	Count - PLA and wood; includes chop sticks
		Compostable Straws	Count - PLA and Paper
		Compostable PLA Cups	Count
		Metal Takeout Containers	Count Takeaway food aluminum foodware
		Single-Use Glass	Hotel glass condiment containers

## Appendix C Waste Audit Results 2023

### Residential Garbage Stream Total Data

Audit Subcategories	kg	%
<b>Compostable</b>	<b>854.23</b>	<b>41.7%</b>
Inedible Food Waste	380.91	18.6%
Edible Food Waste	177.77	8.7%
Compostable Paper	106.56	5.2%
Food in Packaging	92.11	4.5%
Yard Waste	87.42	4.3%
Other Organic Material	9.47	0.5%
<b>Recycling</b>	<b>224.14</b>	<b>10.9%</b>
Mixed Paper	68.30	3.3%
Refundables	57.78	2.8%
Recyclable Plastic	42.51	2.1%
Glass Food Jars	20.80	1.0%
Cardboard	20.48	1.0%
Metal Containers	14.28	0.7%
<b>Landfill</b>	<b>769.42</b>	<b>37.6%</b>
Other Waste	207.74	10.1%
Animal Waste	151.44	7.40%
Non-recyclable Plastic	131.51	6.42%
Hygiene/Diapers/Pet Pads	78.61	3.8%
CRD Waste	51.17	2.5%
Other Textiles	49.02	2.39%
Non-recyclable Paper	38.86	1.90%
Film	20.81	1.02%
Large Items	19.59	0.96%
Non-recyclable Glass & Ceramics	15.86	0.8%
Polystyrene Packaging	4.04	0.20%
Aggregates /Soil / Clay	0.79	0.04%
<b>Boulder Depot / Reuse</b>	<b>199.29</b>	<b>9.74%</b>
Donatable Items	56.71	2.77%
Clothing & Footwear	49.73	2.43%
Household Textiles	27.51	1.34%
Electronics	22.83	1.12%
Tires, Inner Tubes	22.81	1.11%
Scrap Metal	11.35	0.55%
Household Hazardous Waste	8.37	0.41%
<b>Grand Total</b>	<b>2047.08</b>	<b>100%</b>

### Residential Recycling Stream Total Data for Fibre, Plastic & Metal, Glass

Audit Subcategories	Recycling-Fibre		Recycling-Plastic Metal		Recycling-Glass	
	kg	%	kg	%	kg	%
<b>Recycling</b>	<b>754.84</b>	<b>96.1%</b>	<b>362.97</b>	<b>72.9%</b>	<b>487.50</b>	<b>97.9%</b>
Beverage Containers	5.89	0.7%	71.64	14.38%	-	-
Glass	-	-	-	-	487.50	97.9%
Metal Containers	-	-	76.09	15.27%	-	-
Scrap Metal	-	-	13.76	2.76%	-	-
Cardboard	398.44	50.7%	-	-	-	-
Mixed Paper	350.52	44.6%	-	-	-	-
Recyclable Plastic	-	-	201.49	40.44%	-	-
<b>Contamination</b>	<b>30.93</b>	<b>3.9%</b>	<b>135.22</b>	<b>27.1%</b>	<b>10.42</b>	<b>2.1%</b>
Beverage Containers	-	-	-	-	4.05	0.8%
Compostable Paper	10.02	1.27%	0.24	0.05%	-	-
Contaminated Recycling	6.67	0.85%	53.16	10.67%	-	-
Edible Food Waste	0.50	0.06%	0.32	0.06%	-	-
Electronics	0.03	0.00%	4.46	0.90%	0.69	0.1%
Film	0.16	0.02%	1.72	0.35%	-	-
Food in Packaging	1.00	0.13%	-	-	-	-
Glass	-	-	11.58	2.32%	-	-
Household Hazardous Waste	0.10	0.01%	5.63	1.13%	0.48	0.1%
Large Items	-	-	3.43	0.69%	-	-
Metal Containers	0.25	0.03%	-	-	1.51	0.3%
Non-Recyclable Glass & Ceramics	-	-	3.04	0.61%	1.17	0.2%
Non-Recyclable Paper	8.70	1.11%	1.88	0.38%	0.06	0.0%
Non-Recyclable Plastic	2.95	0.38%	42.89	8.61%	1.23	0.2%
Other Waste	0.52	0.07%	6.88	1.38%	0.86	0.2%
Polystyrene Packaging	0.04	0.01%	-	-	0.25	0.1%
Scrap Metal	-	-	-	-	0.14	0.0%
<b>Grand Total</b>	<b>785.77</b>	<b>100%</b>	<b>498.19</b>	<b>100%</b>	<b>497.92</b>	<b>100%</b>

### Residential Food Waste Stream Total Data

Audit Subcategories	kg	%
<b>Compostable</b>	<b>559.71</b>	<b>97.4%</b>
Inedible Food Waste	442.86	77.10%
Edible Food Waste	47.85	8.33%
Yard Waste	40.61	7.07%
Compostable Paper	27.78	4.84%
Other Organic Material	0.32	0.06%
Cardboard	0.30	0.05%
<b>Contamination</b>	<b>14.69</b>	<b>2.56%</b>
Other Waste	6.02	1.05%
Food in Packaging	4.76	0.83%
Animal Waste	3.26	0.57%
Non-recyclable Paper	0.43	0.07%
Non-recyclable Plastic	0.12	0.02%
Recyclable Plastic	0.11	0.02%
<b>Grand Total</b>	<b>574.40</b>	<b>100%</b>

### Commercial Garbage – Total Data for Restaurants With and Without Food Waste Collection

Audit Subcategories	Not Participating in Food Waste Collection		Participating in Food Waste Collection	
	kg	%		
<b>Compostable</b>	<b>163.94</b>	<b>68.3%</b>	<b>133.73</b>	<b>59.90%</b>
Edible Food Waste	24.15	10.1%	27.96	12.50%
Inedible Food Waste	84.42	35.1%	48.86	21.90%
Food in Packaging	0.96	0.4%	4.71	2.10%
Compostable Paper	42.75	17.8%	45.22	20.30%
Other Organic Material	0.32	0.1%	0.3	0.10%
Yard Waste	11.35	4.7%	6.69	3.00%
<b>Recycling</b>	<b>19.09</b>	<b>7.9%</b>	<b>13.18</b>	<b>5.90%</b>
Cardboard			0.18	0.10%
Mixed Paper	5.25	2.2%	4.24	1.90%
Refundables	2.15	0.9%	2.33	1.00%
Glass Food Jars	0.45	0.2%	-	-
Recyclable Plastic	7.68	3.2%	5.12	2.30%
Metal Containers	3.57	1.5%	1.32	0.60%
<b>Landfill</b>	<b>56.27</b>	<b>23.4%</b>	<b>70.94</b>	<b>31.80%</b>
Film	4.36	1.81%	4.44	1.99%
Hygiene/Diapers/Pet Pads	3.05	1.3%	6.43	2.90%
Non-recyclable Glass & Ceramics	3.73	1.6%	0.74	0.30%
Other Waste	18.81	7.8%	37.91	17.00%
Animal Waste	1.42	0.59%	-	-
Other Textiles	-	-	0.4	0.18%
Non-recyclable Plastic	16.51	6.87%	14.54	6.51%
Non-recyclable Paper	8.40	3.50%	6.5	2.91%
<b>Boulder Depot / Reuse</b>	<b>0.90</b>	<b>0.37%</b>	<b>5.31</b>	<b>2.38%</b>
Donatable Items	0.56	0.23%	1.46	0.65%
Household Hazardous Waste	0.31	0.13%		
Household Textiles	0.02	0.01%	0.12	0.05%
Scrap Metal	0.01	0.00%	-	-
Clothing & Footwear	-	-	0.03	0.01%
Electronics	-	-	3.72	1.66%
<b>Grand Total</b>	<b>240.18</b>	<b>100%</b>	<b>223.16</b>	<b>100%</b>

### Commercial Garbage – Total Data for Hotels Without Restaurants and Retail/Light Industrial

Audit Subcategories	Hotel		kg	%
	kg	%		
<b>Compostable</b>	<b>88.87</b>	<b>39.6%</b>	<b>41.43</b>	<b>16.10%</b>
Edible Food Waste	26.06	11.6%	4.72	1.80%
Inedible Food Waste	29.28	13.0%	7.22	2.80%
Food in Packaging	4.42	2.0%	6.03	2.30%
Compostable Paper	26.19	11.7%	22.99	8.90%
Other Organic Material	2.25	1.0%	0.42	0.20%
Yard Waste	0.69	0.3%	0.07	0.00%
<b>Recycling</b>	<b>41.03</b>	<b>18.3%</b>	<b>25.94</b>	<b>10.10%</b>
Cardboard	2.99	1.3%	1.14	0.40%
Mixed Paper	15.22	6.8%	10.44	4.10%
Refundables	10.73	4.8%	5.88	2.30%
Recyclable Plastic	10.71	4.8%	8.08	3.10%
Metal Containers	1.39	0.6%	0.42	0.20%
<b>Landfill</b>	<b>87.21</b>	<b>38.8%</b>	<b>169.28</b>	<b>65.80%</b>
Film	1.49	0.66%	7.66	2.98%
Hygiene/Diapers/Pet Pads	15.28	6.8%	3.15	1.20%
Non-recyclable Glass & Ceramics	0.75	0.3%	2.4	0.90%
Other Waste	38.00	16.9%	73.3	28.50%
CRD Waste	0.22	0.1%	9.19	3.60%
Other Textiles	1.12	0.50%	2.51	0.97%
Animal Waste	0.23	0.10%	-	-
Aggregates /Soil / Clay	4.89	2.18%	1.04	0.40%
Non-recyclable Plastic	12.95	5.77%	14.83	5.77%
Non-recyclable Paper	12.30	5.48%	8.82	3.43%
Large Items	-	-	46.4	18.05%
<b>Boulder Depot / Reuse</b>	<b>7.44</b>	<b>3.31%</b>	<b>20.47</b>	<b>7.96%</b>
Donatable Items	1.50	0.67%	1.22	0.47%
Household Hazardous Waste	0.40	0.18%	0.29	0.11%
Clothing & Footwear	1.74	0.77%	1.22	0.47%
Electronics	0.82	0.36%	3.46	1.34%
Household Textiles	2.99	1.33%	0.29	0.11%
Tires, Inner Tubes	-	-	0.2	0.08%
Scrap Metal	-	-	13.8	5.37%
<b>Grand Total</b>	<b>224.54</b>	<b>100%</b>	<b>257.11</b>	<b>100%</b>

### Commercial Total Data for the Food Waste Stream

Audit Sub-Categories	KG	%
<b>Compostable</b>	<b>706.74</b>	<b>99.5%</b>
Food Waste	665.84	93.7%
Compostable Paper	38.38	5.4%
Yard Waste	1.56	0.2%
Other Organic Material	0.61	0.1%
Cardboard	0.36	0.05%
Mixed Paper	0.00	0.00%
<b>Contamination</b>	<b>3.73</b>	<b>0.5%</b>
<b>Grand Total</b>	<b>710.48</b>	<b>100%</b>

### Construction, Renovation and Demolition Waste Characterization at Francis Cooke

Category/Subcategory	Divertible	Non-Divertible	Total
<b>Building Materials</b>	<b>37.0%</b>	<b>19.4%</b>	<b>56.4%</b>
Clean wood	24.4%	-	24.4%
Concrete/Aggregate	0.7%	-	0.7%
Engineered Wood	-	7.0%	7.0%
Fibreglass Insulation	-	8.3%	8.3%
Gypsum/Drywall, Plaster	2.6%	-	2.6%
Large Items	-	2.7%	2.7%
Roofing materials	-	0.1%	0.1%
Treated Wood	-	1.0%	1.0%
Painted Wood	9.3%	-	9.3%
Ceramic / Porcelain	-	0.3%	0.3%
<b>Scrap Metal</b>	<b>4.6%</b>	<b>-</b>	<b>4.6%</b>
<b>Reusable</b>	<b>2.4%</b>	<b>-</b>	<b>2.4%</b>
Large Items	0.3%	-	0.3%
Non-recyclable Plastic	0.9%	-	0.9%
Other Waste	0.1%	-	0.1%
Roofing materials	0.7%	-	0.7%
Scrap Metal	0.1%	-	0.1%
Ceramic / Porcelain	0.3%	-	0.3%
<b>Paper</b>	<b>4.9%</b>	<b>0.1%</b>	<b>5.0%</b>
Cardboard	4.0%	-	4.0%
Mixed Paper	0.9%	-	0.9%
Non-recyclable Paper	-	0.1%	0.1%
<b>Plastic</b>	<b>-</b>	<b>10.9%</b>	<b>10.9%</b>
Film / Poly	-	2.4%	2.4%
Non-recyclable Plastic	-	5.1%	5.1%
Polystyrene Packaging	-	2.4%	2.4%
Recyclable Plastic	-	-	-
Vinyl siding, PVC pipe	-	0.9%	0.9%
<b>Organic</b>	<b>1.1%</b>	<b>-</b>	<b>1.1%</b>
Compostable Paper	-	-	-
Scrub and Brush	1.1%	-	1.1%
<b>Beverage Containers</b>	<b>0.1%</b>	<b>-</b>	<b>0.1%</b>
<b>Textiles</b>	<b>-</b>	<b>0.1%</b>	<b>0.1%</b>
<b>Household Hazardous Waste (HHW)</b>	<b>0.1%</b>	<b>-</b>	<b>0.1%</b>
<b>Electronics</b>	<b>0.1%</b>	<b>-</b>	<b>0.1%</b>
<b>Landfill</b>	<b>-</b>	<b>19.1%</b>	<b>19.1%</b>
Garbage Bags	-	10.3%	10.3%
Other Waste	-	8.9%	8.9%
<b>Grand Total</b>	<b>50.3%</b>	<b>49.7%</b>	<b>100%</b>

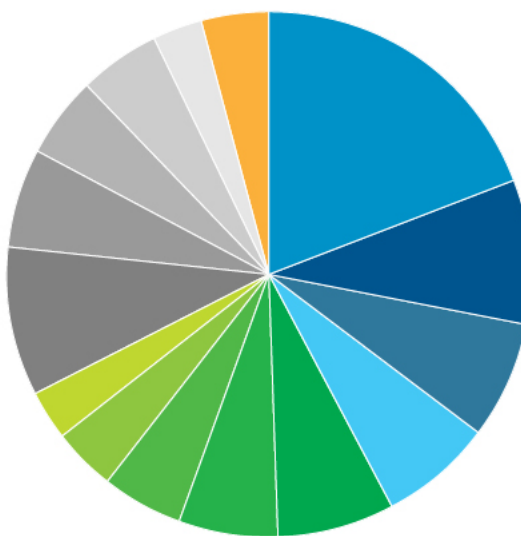


## Appendix D Single-Use Audit Results

Residential and ICI Waste Streams Single-Use Count and Kilograms

Single-Use Item	Residential		ICI	
	Count	kg	Count	kg
Cloth Grocery Bags	50	3.15	9	0.54
Cold To-Go Cups	108	1.92	122	1.47
Compostable Cold Cups + Lids	107	0.75	82	0.69
Compostable Cutlery	120	0.62	528	2.00
Compostable Straws	153	0.43	387	1.41
Compostable Takeout (TO) Containers	197	7.54	147	7.03
Grocery Bags	206	2.15	27	0.32
Hot To-Go Cups	288	4.73	540	9.53
Metal Takeout (TO) Containers	17	16.02	28	0.68
Paper Takeout (TO) Containers	177	6.92	72	2.93
Plastic Cutlery	166	0.55	308	0.89
Plastic Lids	605	2.93	610	2.54
Plastic Sauce Cups	142	1.34	229	2.12
Plastic Straws	52	0.12	969	0.87
Plastic Takeout (TO) Cups	224	3.13	178	2.60
Polystyrene Takeout (TO) Container	3	0.03	-	-
Plastic Takeout Containers (TO) + Lids	274	8.15	110	5.39
Compostable Sauce Cups	1	0.01	-	-
Compostable Paper Cups	215	2.32	241	3.53

- Plastic Lids **19%**
- Plastic TO Containers + Lids **9%**
- Plastic TO Cups **7%**
- Plastic Grocery Bags **7%**
- Compostable Paper Cups **7%**
- Compostable TO Containers **6%**
- Compostable Straws **5%**
- Compostable Cutlery **4%**
- Compostable Cold Cups + Lids **3%**
- NR Paper TO Containers **6%**
- NR Hot To-Go Cups **9%**
- Plastic Cutlery **5%**
- Plastic Sauce Cups **5%**
- NR Cold To Go Cups **3%**
- Other **4%**



RESIDENTIAL SINGLE USE BY COUNT

## Appendix E Waste Audit Photographs



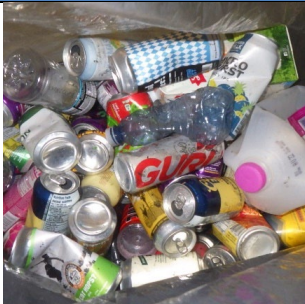
### Residential Garbage

Compostable		
		
Compostable paper	Yard waste	Food in packaging
Recycling		
		
Recyclable plastic	Cardboard	Glass jars
		
Metal containers	Mixed paper	Beverage containers
Boulder Depot / Reuse		
		
Donatable takeout cup	Clothing	Electronics

		
HHW - Aerosol cans	Vapes (has battery)	Sled and camp chair
Landfill		
		
Non-recyclable plastic food and snack wrappers	Other waste - Product in containers, sponges, rubber gloves	Damaged suitcase
		
Polystyrene packaging	Furnace filter	Large item-countertop
		
Non-recyclable Paper	Furniture stuffing	Diapers







Single Use Items		
		
Non-recyclable paper takeout containers	Non-recyclable plastic sauce cups	Recyclable plastic takeout cups
		
Recyclable plastic lids	Recyclable plastic takeout containers	Cloth bags
		
Compostable takeout containers	Compostable straws	Compostable wooden cutlery


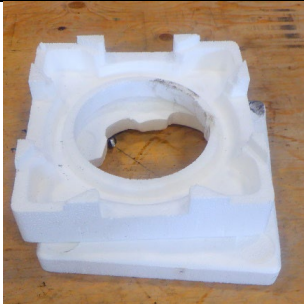
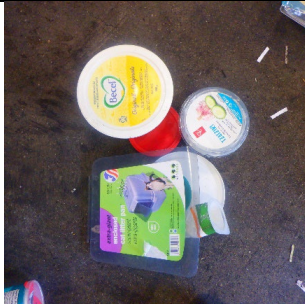
**Residential Recycling - Plastic & Metal**

Recycling		
		
Plastic	Metal	Beverage Containers

Contamination		
		
Bagged material	Metal car parts, glass jars	Food snack wrappers, Styrofoam meat trays
		
Dissolvable packaging	Donatable item – melty beads	Soup tetra containers




**Residential Recycling – Cardboard and Paper**

Recycling		
		
Beverage containers	Cardboard	Good practice – shredded paper bundled in an envelope
Contamination		
		
Greasy pizza boxes	Plastic-coated takeout container	Snack wrappers and film

		
Pizza	Polystyrene	Plastic




**Residential Recycling - Glass**

Recycling		
		
Unloaded sample	Another unloaded sample	Glass
Contamination		
		
Electronics	Contamination- film and aluminum	Plastic refundables
		
Ceramic dishes	Contamination mixed materials	Ceramic packaging

		
Glass with food residue	Light bulbs	Recyclable plastic

**Residential Organics**

<b>Compostable</b>		
		
Food waste	Takeout containers	Compostable paper
		
Animal bedding	Potting soil and plants	Cardboard cutlery
<b>Contamination</b>		
		
Plastic lined takeout containers	Plastic contamination	Plastic coffee cup lid

		
pet waste in biodegradable bags	Non-recyclable paper	Food in plastic

**Commercial Garbage**

<b>Compostable</b>		
		
Inedible food	Edible food	Food in packaging
<b>Recycling</b>		
		
Metal containers	Recyclable plastic	Cardboard
<b>Boulder Depot / Reuse</b>		
		
Wooden pallet	Cloth grocery bags	Micofibre cloths












Landfill		
		
Canola oil jug in box	Chafing non-recyclable plastic container	Coffee pods
		
PVC Pipe	Windshield	Shop garbage
Single Use Items		
		
Coffee cups	Straws	Wooden cutlery
		
Compostable paper cups	Non-recyclable paper cups	

**Commercial Organics**

Compostable		
		
Pizza boxes	Food waste	Cut flower arrangements
Contamination		
		
Takeout cups	Plastic refundable & J-cloths	Wipe in packaging
		
Metal cutlery & sauce cups	Metal foil and plastic food wrappers	Plastic film
Single-Use Items		
		
Compostable PLA lids	Plastic straws	Plastic cutlery




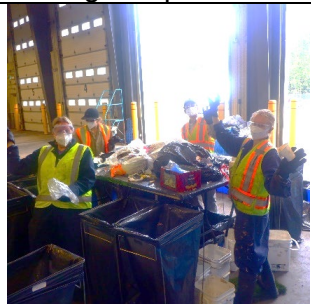
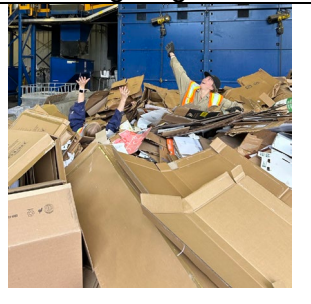


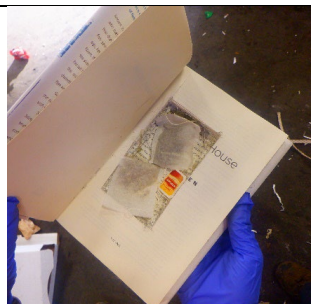

		
Wooden chopsticks	Compostable containers	

**CRD Images**

Divertible Materials		
		
Clean lumber	Plywood	Ceramic tile
		
Metal light box	Collapsed boxboard and cardboard	Asphalt shingles
Landfill		
		
Dense insulation	Garbage bag with film	Vinyl siding

		
Window pane and frame	Mixed items unloaded	Broken ladder

**Set up, Sampling and Sorting area, and an interesting find**

		
Sorting setup	Counting single use items	Weighing ICI subsample
		
Photo op with the sorters	So much cardboard	Francis Cooke Audit team
		
A book that when opened...	Had a cubby hole with tea	Glass sorting



# Briefing

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

**To:** Committee of the Whole

**SUBJECT:** Possible Amendments to Candidate Nomination Bylaw 2013-12

**SUBMITTED BY:** Cheryl Hyde, Municipal Clerk

**PURPOSE:** To inform the Committee of the Whole of options for amending the Candidate Nomination Bylaw 2013-12 and provide an opportunity to make recommendations to Council.

## EXECUTIVE SUMMARY

Administration requests that the Committee of the Whole determine whether or not they wish to recommend to Council any amendments to Candidate Nomination Bylaw 2013-12.

## BACKGROUND/HISTORY

Candidate Nomination Bylaw 2013-12 was approved by Council on May 7, 2013 and sets out a minimum of 25 electors required to sign a nomination form and a deposit of \$100 to accompany every nomination.

## DISCUSSION

Section 27(2) of the Local Authorities Election Act (the Act) authorizes municipalities with populations greater than 10,000 to increase the minimum number of electors to sign a nomination of a candidate from 5 to any number not more than 100.

Section 29 of the Act authorizes Council to require that every nomination be accompanied by a deposit not to exceed \$1,000. Deposits are returned to candidates who are elected or who obtain at least half of the total number of votes cast for the candidate elected to office with the least number of votes, and to candidates who withdraw in accordance with the Act. Deposits from unsuccessful candidates who do not obtain the required number of votes are paid into the Town's general revenues.

The Act now contains a new provision authorizing Council, by bylaw, to require a person seeking to be nominated as a candidate to provide a criminal record check when they submit their nomination form. If a criminal record check is required, it must be made available, along with the nomination form, to anyone who requests to see it. The only information exempted from disclosure is the home address of the candidate and their agent. Criminal records affect candidate eligibility only if the person has, within the previous 10 years, been convicted of an offence under the Local Authorities Election Act, The Election Act, The Election Finances and Contributions Disclosure Act of the Canada Elections Act.

Any changes to the number of signatures required on nomination forms and the amount of deposit must be made by December 31 of the year before a year in which a general election is held. The requirement for candidates to provide a criminal record check also has a December 31 deadline.

If the Committee of the Whole wishes to recommend that Council change the number of electors required to sign a nomination of a candidate, change the deposit required, or require criminal record checks, administration recommends the following motion, amended as required to reflect the committee’s direction:

That the Committee of the Whole direct administration to submit an amendment to Bylaw 2013-12 for Council’s consideration at the December 3, 2024 regular meeting:

- Changing the minimum number of electors required to sign the nomination of a candidate office from 25 to x;
- Changing the amount of the deposit accompanying every nomination from \$100 to \$x; and
- Adding a requirement for a person seeking to be nominated as a candidate to provide a criminal record check.

**FINANCIAL IMPACTS**

None.

**INTEREST HOLDER ENGAGEMENT**

None.

**ATTACHMENTS**

- 1) Candidate Nomination Bylaw 2013-12

**AUTHORIZATION**

Submitted by:	Cheryl Hyde Manager, Municipal Clerk’s Office	Date:	<u>October 16, 2024</u>
Approved by:	Therese Rogers GM of Corporate Services	Date:	<u>October 31, 2024</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date:	<u>November 12, 2024</u>



**BYLAW 2013-12**

**A BYLAW OF THE TOWN OF CANMORE, IN THE PROVINCE OF ALBERTA, TO ESTABLISH THE NUMBER OF SIGNATURES AND DEPOSIT REQUIRED FOR THE NOMINATION OF A CANDIDATE IN THE MUNICIPAL ELECTION**

---

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

**1: TITLE**

1.1. This bylaw shall be known as the "Candidate Nominations Bylaw."

**2: SIGNATURES AND DEPOSITS**

2.1. A minimum of 25 electors are required to sign the nomination of a candidate for office.

2.2. Every nomination must be accompanied with a deposit of \$100.

**3: ENACTMENT/TRANSITION**

3.1. If any clause in this bylaw is found to be invalid, it shall be severed from the remainder of the bylaw and shall not invalidate the whole bylaw.

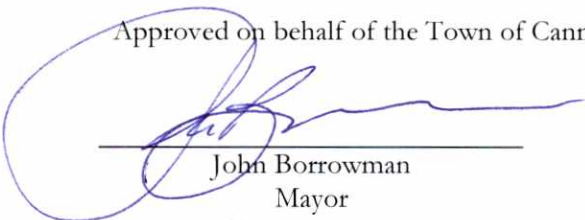
3.2. This bylaw comes into force on the date it is passed.

FIRST READING: May 7, 2013

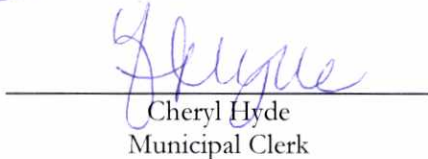
SECOND READING: May 7, 2013

THIRD READING: May 7, 2013

Approved on behalf of the Town of Canmore:

  
\_\_\_\_\_  
John Borrowman  
Mayor

May 15, 2013  
Date

  
\_\_\_\_\_  
Cheryl Hyde  
Municipal Clerk

May 8, 2013  
Date

**DATE OF MEETING:** November 19, 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
  - The Annual General Meeting (AGM) was held on October 17, 2024.
- c) Rocky Mountain Heritage Foundation
  - An update will be provided by the Chief Administrative Officer (CAO) as soon as the new agreement is finalized.
- d) Emergency Management Committee
  - Nothing new to report.
- e) Human Wildlife Co-existence Roundtable
  - Nothing new to report – the next meeting will be scheduled for later in the Fall.
- f) Town of Canmore – MD of Bighorn Inter-Municipal Committee
  - Nothing new to report.
- g) Regenerative Tourism Taskforce
  - Nothing new to report.
- h) Mid-Sized Cities Mayors' Caucus (MCMC)
  - MCMC mayors and CAO's (Dr. Caudill was unable to attend) gathered in St. Albert from October 16 – 18, 2024. In addition to various strategic discussions, we had meetings with:
    - Premier Smith;
    - Minister McIver (Municipal Affairs);
    - Minister Dreeshen (Transportation & Economic Corridors);
    - Minister Nally (Service Alberta & Red tape Reduction); and
    - Minister Turton (Children & Family Services).
    - NOTE – Minister Nixon had been scheduled to be with us but was called away, and so promised to meet with us in the near future.
  - Advocacy efforts with the elected officials included:
    - Asking for a Mid-sized Cities MLA Caucus within the provincial government to be a voice for our interests;
    - Details of the new infrastructure fund (\$20M for 3 years), which then were released the next week;



- ATE “rethink” as the current approach will hurt public safety rather than support it; and
    - Various concerns around Bill 20.
  - We also had some interesting presentations re Extended Producer Responsibility (EPR), Bill 20, and attracting physicians to communities.
- i) Advocacy on Behalf of the Town of Canmore (in addition to MCMC activities)
- On September 25, 2024, the CAO and I met in person with Minister Loewen (Forestry & Parks, Alberta) to discuss our community fireguard design efforts and looking ahead to implementation.
  - On September 26, 2024, the CAO and I met virtually with Minister Fraser (Housing, Infrastructure and Communities, Canada) to update him on our housing efforts in Canmore.
  - On October 15, 2024, Council met with MLA Elmeligi to update her on municipal issues prior to the commencement of the next session of the provincial legislature.
  - On October 24, 2024, Eleanor Miclette, Manager of Economic Development, and I attended the Economic Development Association of Alberta Ministry Dinner in Edmonton and spoke with many deputy ministers and assistant deputy ministers.
- j) Events
- On September 24 – 27, 2024, attended the AB Munis Convention in Red Deer along with the CAO and a number of Councillors.
  - On September 28, 2024, along with many from Council and Administration, I attended the Round Dance in the Rockies with Chiefs and community from the Stoney Nakoda First Nations and brought remarks on behalf of Canmore.
  - On October 5, 2024, I attended the pancake breakfast hosted by Canmore Fire & Rescue at the new Fire Station.
  - On October 28 – 30, 2024, I attended the inaugural Inclusive Community Safety & Wellbeing Conference in Victoria (hosted by the City of Victoria) and participated on a panel discussion composed of smaller municipality mayors.
- 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 (various issues) and Canadian Press (re wildlife fencing).
  - On October 7, 2024, I attended the community fireguard talk given by Caitlin Miller as part of the Biosphere’s Earth Day series at the Canmore Public Library.
  - On October 8, 2024, I attended a Municipal Service Level Inventory Workshop with members of Council and senior Administration.
  - On October 22, 2024, the CAO and I attended the Canmore Community Housing AGM representing the CCH Shareholders.
  - On October 22, 2024, I attended a Connect Downtown Workshop with members of Council and senior Administration.

## 2. Councillor Foubert

- a) Bow Valley Regional Transit Services Commission
  - Transit monthly board meeting moved to October 30<sup>th</sup> as part of the budget approval process.
- b) Community Grants Selection Committee
  - Nothing to report.
- c) Canmore Museum Society
  - The Museum has presented at Bow Valley Builders & Developer Association (BOWDA) and Canmore Rotary as part of its recent fundraising campaign.
  - Job posting for a new Executive Director (ED) has been made.
- d) Downtown Canmore Business Improvement Area (BIA)
  - The BIA held an AGM in October to re-establish its normal calendar of business post-Covid.
  - The BIA board and membership have approved the proposed budget for 2025.
  - Exciting Christmas vibrancy campaign Window Wonderland will launch this winter.
- e) Subdivision and Development Appeal Board (SDAB)
  - No appeals.
- f) Other points of interest
  - Appointed to Alberta Municipalities (ABMunis) Municipal Governance Committee (December 6<sup>th</sup>, February 7<sup>th</sup>, May 9<sup>th</sup>, and July 18<sup>th</sup> meetings).
  - Attended ABMunis convention in Red Deer at the end of September.
  - Completed Elected Officials Education Certificate and graduated at convention.
  - Attended National Truth and Reconciliation Day events.
  - Attended Zoom presentation of Good Governance: Why is it so Difficult? with George Cuff.
  - Attended EV training session.
  - Attended pancake breakfast at the new Fire Hall for Fire Prevention Week.
  - Attended Municipal Service Level Inventory workshop.
  - Attended BOWDA luncheon with Andrew Nickerson from the Canmore Museum.
  - Met with MLA Elmeligi and council.

## 3. Councillor Graham

- a) Bow Valley Wildsmart
  - Nothing to report.
- b) Canmore Community Housing
  - I defer to Councillor Hilstad's report.

- c) Canmore Mountain Arts Foundation
  - Strategic Plan is scheduled for November.
- d) Biosphere Institute of the Bow Valley (BIBV)
  - Had an introduction and hand off meeting with Councillor Mah and ED Gareth Thompson.
- e) Other points of interest
  - Attended the BIA AGM.
  - Donated blood at the Red Cross. They come to town every few months. Get the Blood App for details. Super easy.
  - Attended a Jasper Fire Briefing. Drove through Jasper a few days later. Devastating and motivating.
  - Attended EV training.

#### 4. Councillor Hilstad

- a) Canmore Community Housing
  - Please see Attachment 1 for CCH Operations Report for September.
  - 205 Stewart Creek Rise is moving along well and good progress has been made to date.
  - CCH has submitted the 2025 and 2026 Budget ask to the Town for consideration at the upcoming Finance Committee meetings.
- b) Canmore Planning Commission
  - I defer to Councillor McCallum's report.
- c) CAO Performance Review Committee
  - Nothing new to report.
- d) Municipal Emergency Advisory Committee
  - I defer to Mayor Krausert's report.
- e) Enforcement Appeal Review Committee
  - Nothing new to report.
- f) Heliport Monitoring Committee
  - Nothing new to report.
- g) Other points of interest
  - The typical human brain burns 400-500 calories a day.

#### 5. Councillor Mah

- a) Bow Valley Waste Management Commission
  - The Commission met on October 17<sup>th</sup>, 2024. I'm pleased to confirm that the Commission is on firm financial footing.

- We are pleased to adopt our new strategic plan.
  - Additionally, we have highlighted a need to make the Francis Cooke site more resilient in terms of emergency response. Our ED Andrew Calder is meeting with Town of Canmore's Director of Emergency Management Caitlin Miller and her counterpart at the MD of Bighorn to understand what can be done.
  - The roll-out of Extended Producer Responsibility (EPR) continues and we eagerly await to learn more about next steps. So far, initial offers from producers have been well received.
- b) Biosphere Institute of the Bow Valley (BIBV)
- The Biosphere adopted its Strategic Plan.
  - I enjoyed my time with BIBV and had a handoff meeting with Councillor Graham and ED Gareth Thomson on Sunday, October 10<sup>th</sup>.
- c) Canmore Community Housing (CCH)
- I defer to Councillor Hilstad's report for operations summary.
  - I will be working on the review community for the CCH ED.
- d) CAO Performance Review Committee
- Nothing to report.
- e) Cultural Advisory Committee
- Nothing to report as we have not yet met this month.
- f) Municipal Emergency Advisory Committee
- I defer to Mayor Krausert's report.
- g) Other points of interest
- On October 10<sup>th</sup>, attended Andy Esarte's lunch and learn regarding recovery efforts for Jasper wildfire.
  - On October 24<sup>th</sup>, attended Katherine Van Keimpema's farewell event. Wishing her all the best in her new role in Okotoks.

## 6. Councillor Marra

- a) Assessment Review Board
- Appeals are now scheduled and being heard by the board.
- b) Bow Valley Regional Housing
- Update on 2025 Budget development.
  - See Attachments 2 – 7 for the Bow Valley Regional Housing (BVRH) Meeting Minutes, Monthly Bulletins, and Occupancy & Waitlist Reports.
- c) Bow Valley Waste Management Commission
- I defer to Councillor Mah's report.

- d) Canmore/MD of Bighorn Intermunicipal Committee
  - I defer to Mayor Krausert’s report.
- e) Canmore Public Library
  - Financial updates were provided and year to date totals are on schedule.
  - Thank-you to our outgoing board members!
- f) Southern Alberta Energy from Waste Association
  - Updates were given to the board on grant applications.
  - The board has been talking to companies on waste to energy technologies.
- g) Subdivision and Development Appeal Board
  - No appeals.
- h) Other points of interest
  - I attended a Learn at lunch information session on the Jasper Fire Response.
  - Met with MLA Sarah Elmeligi along with the Mayor and fellow Councillors.
  - I attended a Service Level Workshop.
  - I attended the Tourism Canmore Kananaskis AGM.
  - On October 22<sup>nd</sup>, I attended the Downtown BIA AGM.
  - I attended a workshop on Downtown Connect.

**7. Councillor McCallum**

- a) Assessment Review Board
  - CARB and LARB hearings are being held at this time
- b) Bow Valley Regional Housing
  - I defer to Councillor Marra’s report
  - I attended a presentation on the draft Housing Needs Assessment
  - I attended several Personnel Committee Meetings
  - I attended the BVRH Strategic Planning Review and Update
- c) Canmore Planning Commission
  - Nothing new to report
- d) Canmore Community Housing
  - I defer to Councillor Hilstad’s report
- e) Other points of interest
  - September 1<sup>st</sup> - Started my “reign” as Deputy Mayor for the Town of Canmore
  - September 24 – September 27<sup>th</sup> – I attended the Alberta Municipalities Annual Conference.



- September 28<sup>th</sup> – I attended the local Truth and Reconciliation Round Dance in front of the Civic Centre
- October 1<sup>st</sup> – I attended the twice annual Alberta Safer Bars Council meeting in St Alberta on behalf of Alberta Municipalities.
- October 5<sup>th</sup> – Attended the Fire Hall’s Annual Pancake Breakfast – What a day!
- October 10<sup>th</sup> – I attended the Jasper fire response and recovery lunch and learn with many of my ToC colleagues
- October 15<sup>th</sup> – I attended a meet and greet with MLA Elmeligi and Canmore Council to discuss local priorities
- October 22<sup>nd</sup> – I attended a connect Downtown workshop to review the results of the recent round of public engagement.
- October 27<sup>th</sup> - 28<sup>th</sup> – As Deputy Mayor, I attended the Building for Sustainability Symposium to bring greetings on behalf of Council and the Town. I also participated in a lunchtime municipal perspectives panel with MD of Bighorn and Town of Banff representatives. I presented wrap up perspectives at the end of the symposium in concert with Nicolle Gwynne of ISL.





**Monthly Operations Brief**  
*September 2024*

## Housing Operations

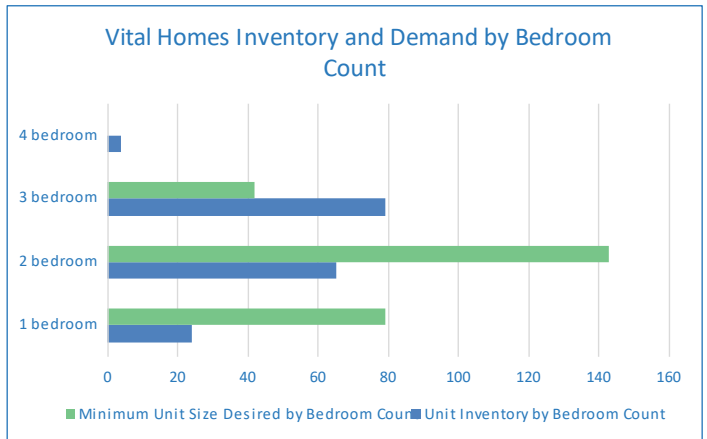
CCH saw two sales close in our Vital Homes program for the month of August, along with one other owner resale got to a conditional sale, with this transaction expected to go firm in the first half of September. With the sales pricing and information just about finalized, CCH is excited to finally be able to present sales information on the Stewart Creek townhouse development early in September. As our first new Ownership construction opportunity since Raven’s Ridge in 2021, anticipation is high, and we look forward to working with buyers soon! New approvals for applicants joining our Vital Homes programs leaned more towards our Rental program, with 20 households being approved to join the Vital Homes Rental waitlist and 11 households joining for the Vital Homes Ownership program. Given the time of year, application appointments were lower than in previous months, with 14 new applications for the Rental program in August, and only 5 new applications for the Ownership program. While the actual applications were lower in number, our Vital Homes Information Session continued to see full registration for August.

<b>CCH OPERATIONS REPORT</b>											
<b>August 2024</b>											
	OWN Program			RENT Program							
<b>Wait List:</b>	283	+6 over last month		218			+1 over last month				
<b>Applications YTD:</b>	88	+11 over last month, -13 over same time last year		114			+20 over last month -38 less than same time last year				
<b>Applications Received/Processed 2023:</b>	120			197							
<b>Current Occupancy:</b>				100%	Hector	100%	McArthur	100%	Wolf Willow	100%	NLCC
<b>Total Vital Home Units:</b>	173	2 closed sales, 1 conditional sale		60		48		2		1	
<b>Turnover YTD:</b>	5%	11		3%	2	2%	1	33%	1	0%	0
<b>Turnover 2023:</b>	11%	19 sales (19/173)		18%	11 Units (11/60)	31%	15 units (15/48)	30%	3 Units (3/9)	0%	0
↑ Above numbers updated as of August 30, 2024 ↑											

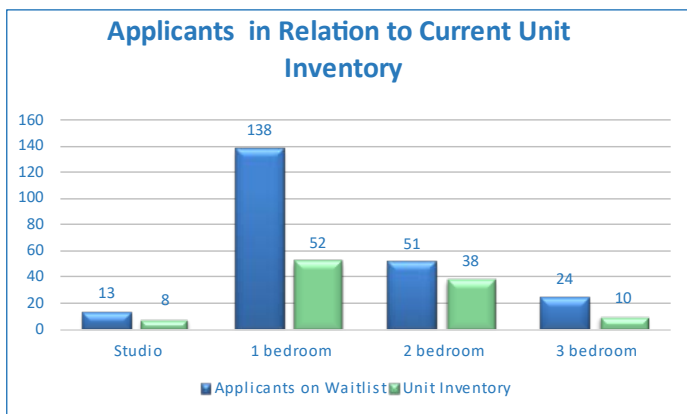


## Vital Homes Ownership Program

The Vital Homes Ownership Program waitlist now stands at 283 households, with another 6 application appointments already in place for the month of September. As noted above, two sales closed during the month of August (both of which were two of the four 4-bedrooms units within the Vital Homes Ownership Program), with another unit moving to a conditional sale during the last week of the month. Aside from the imminent release of the Stewart Creek townhome sale information, there are no current resales opportunities upcoming, however as per the chart interest remain extremely high for all unit types. While 3-bedroom units would seem to appear to have less demand than inventory, it should be noted that the above chart is based on minimum desired bedroom count, and that many applicants will check off both 2- and 3-bedroom units in terms of interest.



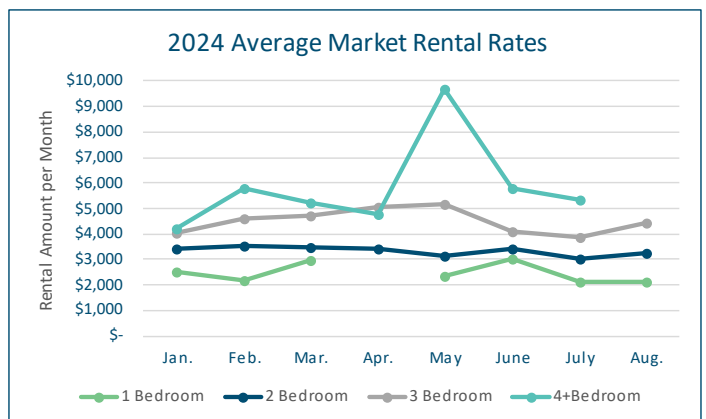
## Vital Homes Rental Program



The Vital Homes Rental program waitlist currently stands at 218 households, only up 1 total from the previous month when new applications and applicants removed for non-confirmation of eligibility are accounted for. As has historically been the case, the numbers of applicants looking for 1-bedroom units far outnumber other application types, and the total number of those approved applicants on the waitlist is almost three times the number of 1-bedroom units available within CCH’s inventory. The next possible period for unit vacancies (aside from unplanned lease breaks) would be the start of November where 11 leases are up for renewal.

## Canmore Rental Statistics for 2024

Market rental rates saw a slight upward trend again after last month’s decline in average and median lease rates, but still slightly below the high points that were seen back in the spring. Available inventory continues to be limited across all unit size types, with no 4+ bedroom listings becoming available in the month of August. This continues a trend of extremely limited inventory in the Canmore market, as at this time last year, there were 20 1-bedroom units available vs. 3 this month. This downward trend in availability of rental units applies to all unit sizes through our research and has also been noted in discussion with recent Rental applicants.





Through eight months of the year, the rates are showing to be more or less stable, with 1-bedroom units starting at or around \$2,000 per month, with an approximate \$1,000 per month increase with each bedroom added to the unit.

Canmore Rental Statistics for 2024		Jan.	Feb.	Mar.	Q1 Averages	Apr.	May	June	Q2 Averages	July	Aug.
1 Bedroom	Average	\$ 2,498.33	\$ 2,172.50	\$ 2,995.00	\$ 2,555.28		\$ 2,360.00	\$ 3,000.00	\$ 2,680.00	\$ 2,093.25	\$ 2,116.67
	Median	\$ 2,995.00	\$ 2,172.50	\$ 2,995.00	\$ 2,995.00		\$ 2,400.00	\$ 3,000.00	\$ 2,700.00	\$ 1,975.00	\$ 2,100.00
	Units Available	3	2	1	2	0	3	1	1	4	3
2 Bedroom	Average	\$ 3,415.83	\$ 3,514.72	\$ 3,499.09	\$ 3,476.55	\$ 3,433.85	\$ 3,144.44	\$ 3,391.67	\$ 3,323.32	\$ 3,010.00	\$ 3,277.00
	Median	\$ 3,050.00	\$ 3,500.00	\$ 3,247.50	\$ 3,247.50	\$ 3,400.00	\$ 3,200.00	\$ 3,225.00	\$ 3,225.00	\$ 2,950.00	\$ 4,450.00
	Units Available	12	11	12	12	13	9	6	9	7	7
3 Bedroom	Average	\$ 4,062.50	\$ 4,630.38	\$ 4,742.86	\$ 4,478.58	\$ 5,037.50	\$ 5,166.67	\$ 4,075.00	\$ 4,759.72	\$ 3,862.67	\$ 4,450.00
	Median	\$ 3,750.00	\$ 4,500.00	\$ 5,000.00	\$ 4,500.00	\$ 5,375.00	\$ 5,550.00	\$ 3,900.00	\$ 5,375.00	\$ 4,100.00	\$ 4,350.00
	Units Available	5	13	7	8	8	6	4	6	15	6
4+ Bedroom	Average	\$ 4,187.50	\$ 5,771.67	\$ 5,200.00	\$ 5,053.06	\$ 4,750.00	\$ 9,675.00	\$ 5,787.50	\$ 6,737.50	\$ 5,347.50	\$ -
	Median	\$ 4,250.00	\$ 5,000.00	\$ 4,800.00	\$ 4,800.00	\$ 4,750.00	\$ 9,675.00	\$ 5,150.00	\$ 5,150.00	\$ 5,347.50	\$ -
	Units Available	4	9	5	6	5	7	4	5	2	0
Summary Total		24	35	25	84	26	25	15	66	28	16

## Asset Management

All planned concrete work for the Hector at Palliser was completed as scheduled during the last two weeks of August, with residents able to enjoy the Labour Day weekend with no further disruption in terms of noise, access and parking. Feedback from residents has been positive to date, with Bremner Engineering working to mitigate disruption as much as possible and CCH is happy to have addressed several large maintenance projects this season. For McArthur Place, stage 1 of the concrete pathway and lighting work at McArthur Place is now anticipated to take place in September 2024 with an exact start date to be determined. Like the concrete work at The Hector, this will be the last planned piece of significant asset maintenance for 2024 at this location and CCH is looking ahead to possible projects to be undertaken in 2025 during their current budgeting process.

## 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.



## 205 Stewart Creek Rise – Ownership Townhouse Project

A final concrete pour has completed the foundation walls for the south building. Wood framing of this building is well underway and 1<sup>st</sup> level walls are completed. Backfill of the foundation is finished and remaining dirt will be moved to make room for the north building.

Next up is completion of 2<sup>nd</sup> level floor joists for the south building and installation of deep utilities at East corner of the site. The construction team continues to operate a safe work site while also minimizing disruptions to neighbours as best as possible.



205 Stewart Creek Rise is an 18-unit townhouse new residential project that will add inventory to the Vital Homes ownership program. There will be 10 three-bedroom row houses (each roughly 1,450 sq ft with attached garage) and 8 two-bedroom stacked townhouses (ranging from 780 – 840 sq ft with surface parking and dedicated, covered storage). 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 Development



The Development Permit process continues for 100 Palliser Lane, with the first round of review comments issued by the Town of Canmore. The project team is actively working on a formal response with minor adjustments being made to the building design.

Design of the structure is progressing with consideration given to incorporating green building features. All energy inputs are being analysed to optimize building performance in an effort to achieve the highest green building standard possible.



100 Palliser Lane is a 144-unit purpose built rental complex located in the Palliser area on the east side of the Trans-Canada Highway. This project will fill a significant demand in the rental housing program and will include two buildings: one 6 storeys and one 4 storeys. Underground and surface parking will be provided along with on-site amenity areas, permanent and dedicated bicycle storage 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 Prime Architectural Consultant, GGA Architecture, and pre-construction partner, Ledcor Construction Inc.



Regular Board Meeting  
Minutes  
Thursday, August 29, 2024, 10:00 a.m.  
Bow River Seniors Lodge, Canmore AB

**TELECONFERENCE:** Lisa Rosvold (Chair), Karen Marra, Joanna McCallum, Chip Olver, Ted Christensen, Don Beaulieu and Kateri Cowley

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

**1. CALL TO ORDER**

Vice-Chairperson K. Marra called the meeting to order at 10:16 a.m.

**2. ADOPTION OF AGENDA**

*Motion 24-058: J. McCallum* to approve the agenda. Carried unanimously.

**3. PRESENTATION AND GUESTS**

- a. **Vicki Lockwood** presented and discussed the Q2 2024 Financial Report (unaudited).  
*Motion 24-059: J. McCallum* to accept the report as information. Carried unanimously.

**4. APPROVAL OF MINUTES**

- a. **Regular Meeting of the Board:**

*Motion 24-060: D. Beaulieu* to approve the minutes of June 27, 2024, the regular meeting of the board as presented. Carried unanimously.

**5. CAO REPORT**

- a. **'This is Home' Redevelopment:** verbal updates provided and discussed.  
b. **2024 GOA Seniors Lodge Program Review:** report provided and discussed.

**6. CORRESPONDENCE AND INFORMATION**

- a. **August 2024 BVRH Bulletin and August BVRH Occupancy & Waitlist Report:** reports provided and discussed.  
*Motion 24-061: C. Olver* to accept the reports as information. Carried unanimously.


**7. DATE AND LOCATION OF NEXT MEETING(S)**

- a. **Next Regular Meeting of the Board:** to be discussed  
b. **Mid Term Strategic Plan Review:**  
October 9, 2024, starting at 9:00 a.m. in Bow River Lodge, Canmore.

**8. ADJOURNMENT**

*Motion 24-062: K. Cowley* that the meeting adjourn at 10:57 a.m. Carried unanimously.

  
\_\_\_\_\_  
Lisa Rosvold, Chairperson

  
\_\_\_\_\_  
Ian Wilson, CAO

**MINUTES PREPARED BY:** Jennifer Comighod, Client Services Manager



Regular Board Meeting Minutes  
Wednesday, October 9, 2024, 10:00 a.m.  
Bow River Seniors Lodge, Canmore AB

**PRESENT:** Lisa Rosvold (Chair), Karen Marra, Joanna McCallum, Chip Olver, Don Beaulieu and Kateri Cowley

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

**REGRET:** Ted Christensen

**1. CALL TO ORDER**

Chairperson L. Rosvold called the meeting to order at 9:18 a.m.

**2. ADOPTION OF AGENDA**

*Motion 24-063: J. McCallum* to approve the agenda. With the addition of 4.a. Personnel Committee and 9.e. Fidget blankets for the residents of Continuing Care (B). Carried unanimously.

**3. APPROVAL OF MINUTES**

**a. Regular Meeting of the Board:**

*Motion 24-064: C. Olver* to approve the minutes of August 29, 2024, the regular meeting of the board as presented. Carried unanimously.

**4. COMMITTEE REPORT**

**a. Personnel Committee:** verbal update provided and discussed.

**5. CAO REPORT**

**a. 2025 Budget Development:** report provided and discussed.

**6. NEW BUSINESS**

**a. Strategic Plan Mid-Term Review:** presented and reviewed.

**7. CORRESPONDENCE AND INFORMATION**

**a. RMO Article of September 6, 2024:** report provided and discussed.

**b. September 2024 BVRH Bulletin:** presented and reviewed.

*Motion 24-065: K. Marra* to accept the report as information. Carried unanimously.

**c. September 2024 Occupancy and Waitlist Report:** presented and reviewed.

*Motion 24-066: C. Olver* to accept the report as information. Carried unanimously.

**d. Fidget blankets for the residents of Continuing Care (B):** verbal update provided and discussed.

**8. DATE AND LOCATION OF NEXT MEETINGS**

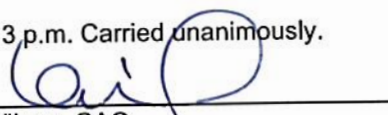
**a. Next Regular Meeting of the Board:** October 24, 2024, starting at 10:00 a.m. in Bow River Lodge, Canmore.

**b. AGM and Regular Meetings of the Board:** November 28, 2024, starting at 10:00 a.m. in Bow River Lodge, Canmore.

**9. ADJOURNMENT**

*Motion 24-067: K. Cowley* that the meeting adjourn at 12:13 p.m. Carried unanimously.

  
\_\_\_\_\_  
Lisa Rosvold, Chairperson

  
\_\_\_\_\_  
Ian Wilson, CAO

**MINUTES PREPARED BY:** Jennifer Comighod, Client Services Manager

# Monthly Bulletin

## September 2024



### NEWS, INITIATIVES, AND EVENTS

#### Accreditation

BVRH continues the accreditation process. Our care partners at SE Health are leading the project as we work together towards accreditation at our Bow River Lodge site. Accreditation, which is a daunting task, is used to prove and improve standards of care.

#### Bow River Lodge Open House

We held another very successful Open House at Bow River Lodge this month. Please stay tuned for more information about future events.

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#### PROGRAM OCCUPANCY RATES

Bow River Lodge - NSL	96%
Bow River Lodge – DSL	64%
Cascade House	75%
Bow River Homes	100%
Mount Edith House	100%
Community Housing	100%
Rent Supplement	100%

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#### 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](http://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](http://www.bvrh.ca)



# Monthly Bulletin

## October 2024



### NEWS, INITIATIVES, AND EVENTS

#### Annual External Audit

BVRH undergoes external audits annually. Kenway Mack Slusarchuk Stewart is a CPA firm that has conducted the last few audits. We held a tender for audit services this year and Ascend LLP submitted the winning bid.

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#### **PROGRAM OCCUPANCY RATES**

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### **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 as soon as we are able to. Our proposal will be reinforced with an enhanced business case being developed in collaboration with a broad-scale construction and design firm, who are lending us their expertise on a voluntary basis.

These projects 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.

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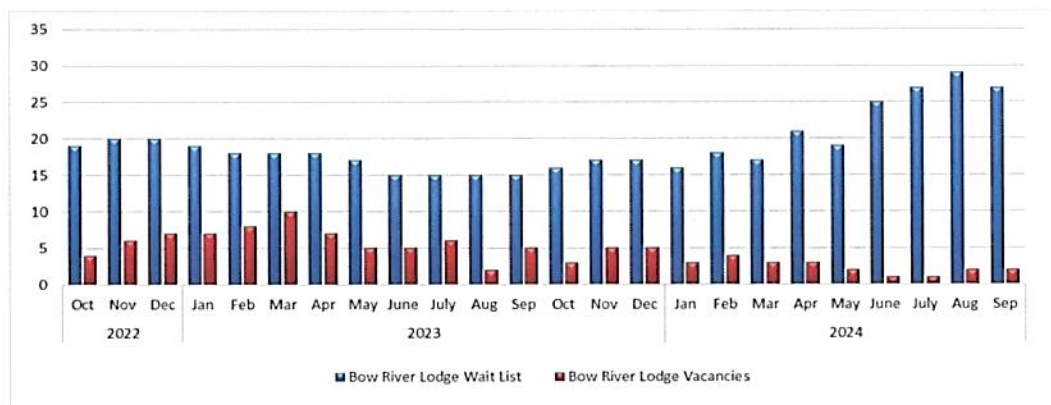
# September 2024 Occupancy & Waitlist Report



## Bow River Seniors Lodge in Canmore

Occupancy and waitlist as of September 26, 2024:

- The lodge has sixty-three residential suites.
- Of those suites, fifty-six are occupied or available for occupancy.
- The other suites are not available for occupancy. They are not captured in the chart below but include the following:
  - Five are utilized as storage or amenity space.
  - Two are being rehabilitated (one was a former office)
- 96% of the habitable suites are occupied or awarded pending move-in.
- Twenty-seven candidate households are wait-listed, and most are not ready to move in.



## Bow River Seniors Lodge – Continuing Care Home Type B (formerly Designated Supportive Living - DSL) in Canmore

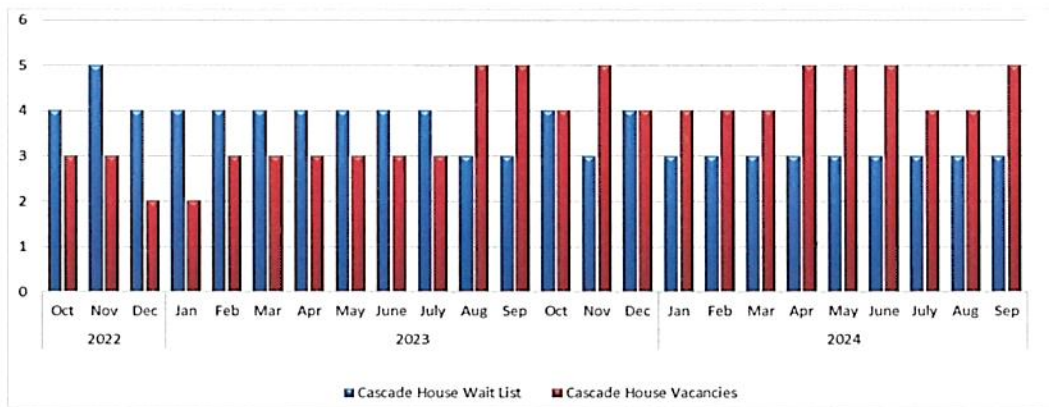
Occupancy as of September 26, 2024:

- There are sixty units in Continuing Care Home Type B.
- First floor – Type B (Secure Space) has thirty units at 27% occupancy
- Second floor – Type B (formerly DSL4) has thirty units at 100% occupancy.
- AHS controls the admissions process; we are not privy to waitlist information.

## Cascade House (Seniors Lodge) in Banff

Occupancy and waitlist as of September 26, 2024:

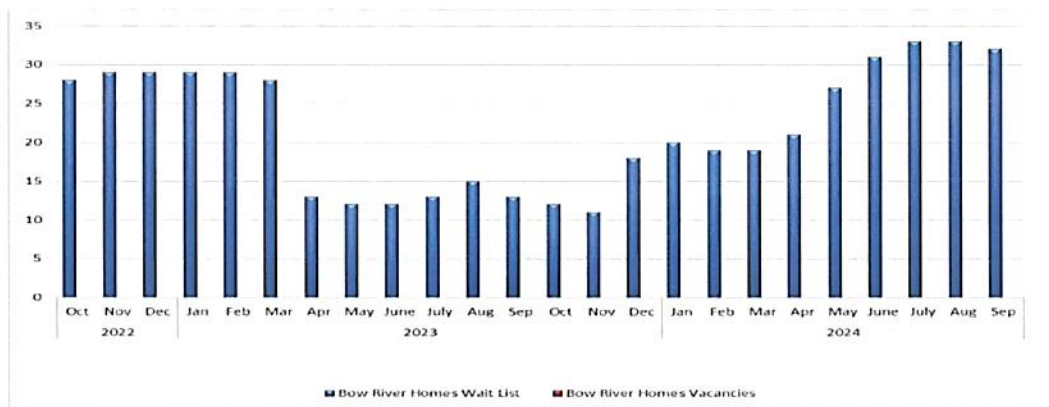
- The lodge has twenty-two residential suites.
- Of those suites, twenty are occupied or available for occupancy.
- The other suites are not available for occupancy. They are not captured in the chart below but include the following:
  - One is utilized as an amenity space.
  - One is being rehabilitated.
- 75% 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 September 26, 2024:

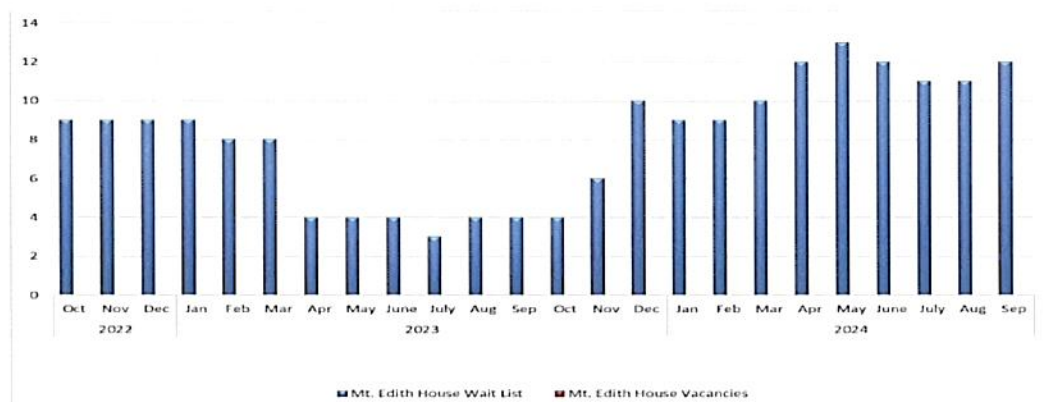
- The project has twenty-eight self-contained residential units.
- 100% of the habitable units are occupied or awarded pending move-in.
- Thirty-two candidate households are wait-listed.



**Mount Edith House (Seniors Self-Contained) in Banff**

Occupancy and waitlist as of September 26, 2024:

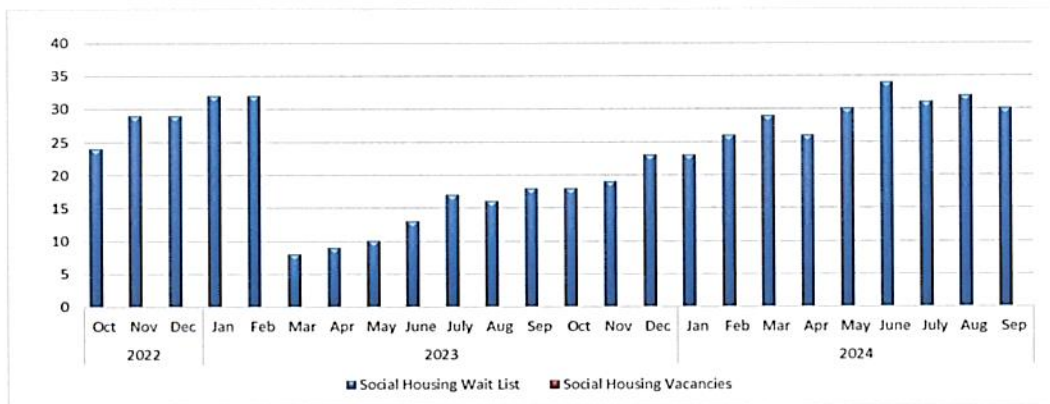
- The building has thirty-four self-contained residential units.
- 100% of the habitable units are occupied or awarded pending move-in.
- Twelve candidate households are wait-listed.



## Community Housing Projects in Canmore

Occupancy and waitlist as of September 26, 2024:

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



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

Occupancy and waitlist as of September 26, 2024:

- A monthly budget of \$32,583.00.
- Providing financial subsidies to sixty-one active client households.
- Thirteen candidate households are wait-listed.
- The monthly subsidy totalled \$30,781, averaging \$505.00 per client household.
- Of our active RS client households:
  - 47 live in Canmore
  - 10 live in Banff
  - 1 live in Deadman’s Flat
  - 3 live in Exshaw

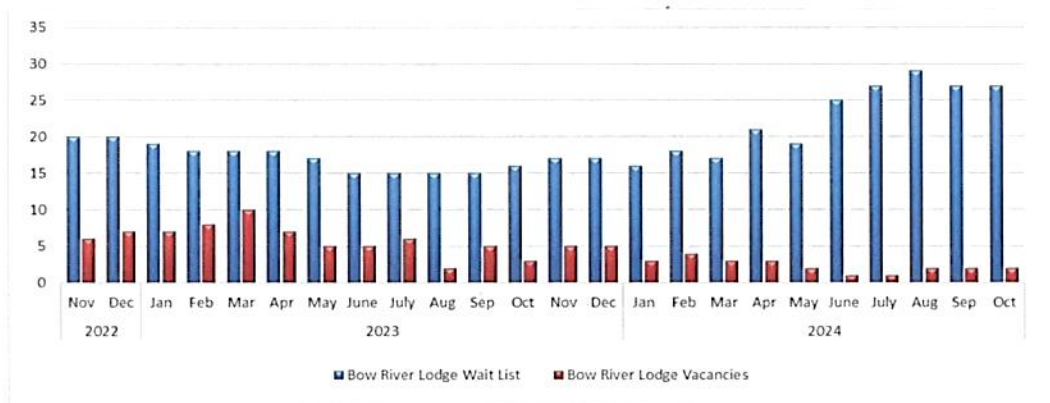
# October 2024 Occupancy & Waitlist Report



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  - Five are utilized as storage or amenity space.
  - Two are being rehabilitated (one was a former office)
- 96% of the habitable suites are occupied or awarded pending move-in.
- Twenty-seven candidate households are wait-listed, and most are not ready to move in.



## Bow River Seniors Lodge – Continuing Care Home Type B (formerly Designated Supportive Living - DSL) in Canmore

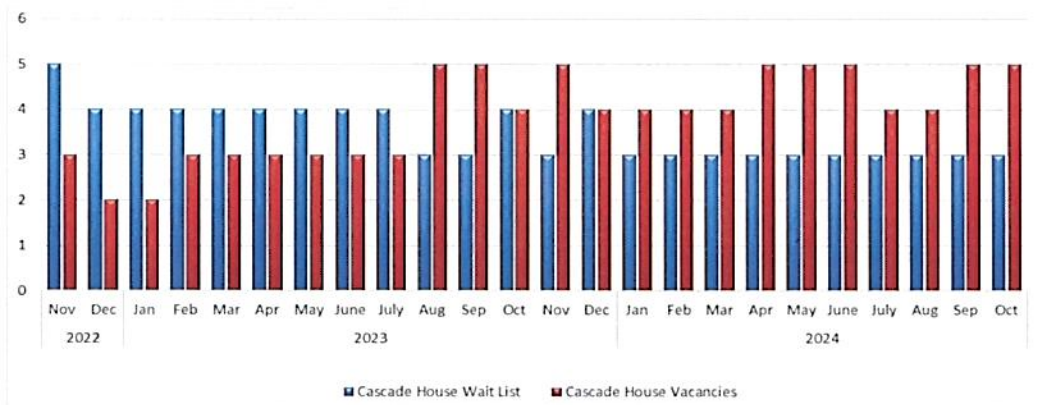
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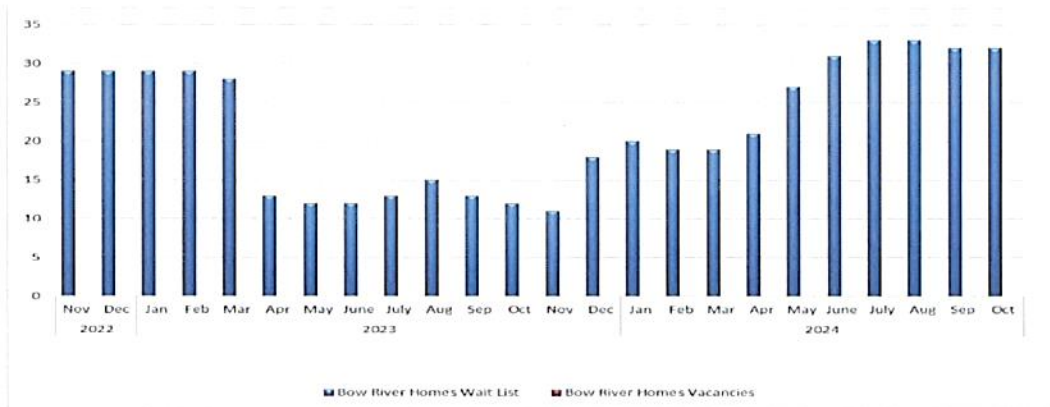
- The lodge has twenty-two residential suites.
- Of those suites, twenty are occupied or available for occupancy.
- The other suites are not available for occupancy. They are not captured in the chart below but include the following:
  - One is utilized as an amenity space.
  - One is being rehabilitated.
- 75% 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 October 15, 2024:

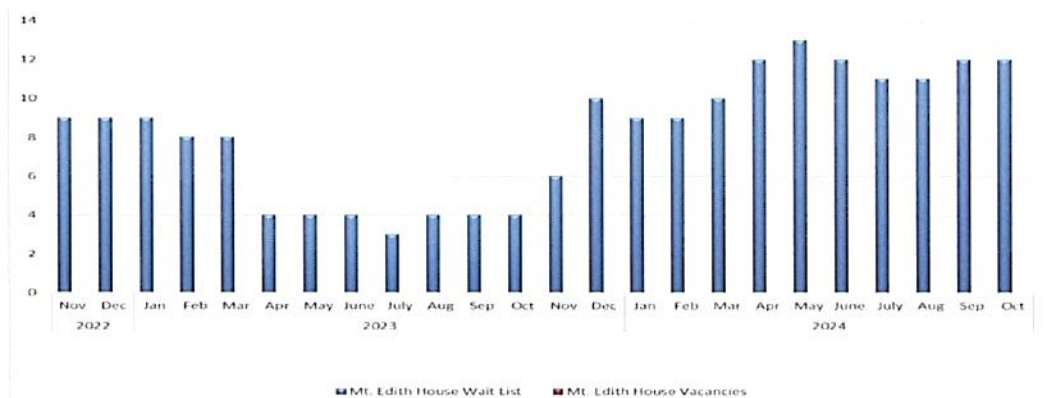
- The project has twenty-eight self-contained residential units.
- 100% of the habitable units are occupied or awarded pending move-in.
- Thirty-two candidate households are wait-listed.



**Mount Edith House (Seniors Self-Contained) in Banff**

Occupancy and waitlist as of October 15, 2024:

- The building has thirty-four self-contained residential units.
- 100% of the habitable units are occupied or awarded pending move-in.
- Twelve candidate households are wait-listed.





## Community Housing Projects in Canmore

Occupancy and waitlist as of October 15, 2024:

- The portfolio has fifty-eight individual residential units.
- Of those fifty-eight units, fifty-five are occupied or available for occupancy.
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Occupancy and waitlist as of October 15, 2024:

- A monthly budget of \$32,583.00.
- Providing financial subsidies to sixty-one active client households.
- Thirteen candidate households are wait-listed.
- The monthly subsidy totalled \$31,152, averaging \$511.00 per client household.
- Of our active RS client households:
  - 47 live in Canmore
  - 10 live in Banff
  - 1 live in Deadman's Flat
  - 3 live in Exshaw

**DATE OF MEETING:** November 19, 2024

**Agenda #:** F 1

## **A. CORPORATE STRATEGIC TEAM**

### **1. CAO**

- a) Work with Partners for Affordable Housing (Partners) has officially kicked off. Met with Partners, Lee Prevost of Boundary Design, and Kris Mathieu of CCH to discuss the projects in Palliser they are leading. Partners are also connecting with Canadian Rockies Public Schools about their project at the Lawrence Grassi site. Partners have formed an initial steering committee comprised of Mayor Krausert, Kris Mathieu, and the CAO. This committee will work with Partners to develop the Terms of Reference and a skill matrix for recruiting additional members. They are currently conducting interviews with local community members with a cross section of skills and abilities (development, real estate law, environment, supportive housing, etc.) to get a better understanding of local context. These interviews will also be used to potentially recruit additional committee members. Invitations for the interviews will be sent from Mayor Krausert to ensure the connection between Partners work and the Town is clear.
- b) Held a workshop with Council on the draft Introductory Municipal Service Level Review.
- c) Attended a meeting with Parks Canada, ID9, and Town of Banff on our collective state of wildfire readiness.
- d) Held a virtual all staff general assembly on October 23 to discuss cybersecurity, the fireguard project, the employee engagement survey, and the Livability Tax program.
- e) Attended the artsPlace Extending Our Reach Steering Committee meeting.
- f) Attended the Biosphere's monthly Earth Talk on the Bow Valley Fireguard (presented by the Town's Manager of Protective Services).
- g) Attended the annual pancake breakfast at the new fire hall.

### **2. General Manager of Municipal Services**

- a) Attended the Tourism Canmore Kananaskis Annual General Meeting.
- b) Attended the Fire Prevention Week Pancake breakfast.

### **3. Legal**

- a) The hearing for the offsite levy appeal to the LPRT has concluded. The Town's written request for direction from the LPRT is due on November 1<sup>st</sup>. There is no deadline for a decision at this time.
- b) Thunderstone Quarries has applied to the Court of King's Bench to strike the Stoney Nakoda Nations judicial review against the Town's adoption of the Smith Creek and Three Sisters Village ASPs.
- c) Stone Creek Resorts Inc is appealing a decision of the Subdivision and Development Appeal Board regarding a development permit for a Nordic Spa at 1 Silvertip Trail to the Court of Appeal.

- d) The improvement of document templates and resource materials from 2021-2024 is contributing to more efficient service delivery and institutional knowledge for routine legal questions.

## B. MUNICIPAL SERVICES

### 1. Community Social Development

- a) The Bow Valley Non-Profit summit will be hosted by the Towns of Canmore and Banff in partnership with Wim and Nancy Pauw Foundation and Banff Canmore Foundation. It will run the evening of Nov 28<sup>th</sup> with a networking and keynote speaker at artsPlace followed by a full day of workshops and panel conversations at the Rocky Mountain Resort in Banff. The Summit workshop topics have been developed based on the results from an asset mapping collective event back in June of this year. We are expecting 50-75 participants.
- b) FCSS, in collaboration with ATB and Settlement Services, is hosting a three-part housing workshop series.
- Session 1: Buying your first home – *completed*
  - Session 2, Oct 30: Rentals and Roommates
  - Session 3, November 25th: Mortgages 101.
- c) The Town of Canmore is supporting an event marking the International Day of Persons with Disabilities. The event runs 5:30-8:00 on December 3<sup>rd</sup> at artsPlace. Join us for the International Day of Persons with Disabilities (IDPD), an annual event established by the United Nations to raise awareness about the challenges faced by persons with disabilities. This day serves as a reminder of our collective responsibility to better understand disabilities and promote the rights and well-being of persons with disabilities in our communities. This event is open to everyone and will include a resource fair of supports available for those with disabilities, a Mayor's Challenge highlighting the difficulties people with disabilities navigate every day, a silent disco with special headphones to showcase adapting for peoples' needs & the launch of special initiative for hidden disabilities.
- d) On October 19<sup>th</sup> the Family Connection Centre (FCC) hosted a successful Early Years Fair in Banff at the Fenlands, (a similar spring event was held in Canmore). 46 families (141 people in total) attended, learned about programs offered by the FCC and participated in activities on-site.

### 2. Recreation Services

- a) Four staff attended the annual Alberta Recreation and Parks Association Conference.
- b) In accordance with the Recreation Services Operating Policy, Elevation Place drop-in rates will increase on January 1, 2025, with membership fee increases scheduled as of February 1, 2025. Member communication will be sent at the end of November/early December.

### 3. Fire-Rescue

- a) Fire Prevention Week (Oct 6-12)– eight schools visits over four days and saw 652 children from pre-school through grade three receive fire prevention education.
- b) Public Grand Opening of Firehall/Pancake Breakfast – close to 1,000 people visited the hall on October 5<sup>th</sup>. Numerous station tours completed and well received. Food bank donations were \$1,000 + 259 lbs of food – 80% increase over 2023.
- c) FireSmart home assessments will wrap up for the season due to a change in season – 74 assessments completed this year, up from 33 in 2023 (224% increase).

#### 4. Protective Services

- a) The municipal enforcement department is focusing proactive enforcement efforts on clearing sidewalks and child safety seats in November.
- b) After an incident involving a dog found at large was discovered to be taken from Stoney Nakoda reserve lands without permission and subsequently returned to its rightful owner, the municipal enforcement department has strengthened relationships with the Stoney Nakoda Tribal Administration's protective services department and the recently formed Sacred Sûga Society. The Sacred Sûga Society is a new volunteer emergency dog rescue that is based out of Stoney Nakoda and focuses on helping owners take care of their dogs through education, supplies, and reunification when they are removed from the land. Their goal is to enhance the quality of life of each Sûga (dog) so they can continue to roam free without the owners being worried about them being taken away and fostered/adopted without their permission.
- c) The Town of Canmore participated in a regional emergency exercise demonstration at the Disaster Forum on November 5<sup>th</sup> with the Town of Banff. Members of administration played roles in both the Regional Emergency Coordination Centre and the Incident Command Post during this exercise demonstration.
- d) On October 16<sup>th</sup>, the Manager of Protective Services, Fire Chief, and Deputy Fire Chief participated in a South-Central Emergency Mutual Aid meeting that was hosted at the Canmore Fire Station. The meeting focused on the details of our mutual aid agreement that is signed with 26 other municipalities, offered the opportunity to ask the Southern Field Operations Manager with the Alberta Emergency Management Agency questions regarding changes to legislation and new training requirements under the Alberta Incident Management System, and provided the opportunity to connect with other Directors of Emergency Management across the region on what has been happening within their municipalities.
- e) The Canmore RCMP detachment continues to host "Coffee with a Cop" on the first Tuesday of every month. The location changed in November to the Beamers Coffee Shop at the Shops of Canmore. This monthly event provides an informal way for the community to engage with and ask questions directly to RCMP members. Community Peace Officers from the municipal enforcement department join when able. Coffee with a Cop has been added to the community calendar.

#### 5. Economic Development

- a) Economic Development staff and Mayor Krausert attended the EDA ministry dinner in Edmonton on October 24.
- b) The Main Street Pedestrian Zone was re-opened to vehicular traffic on October 15. This year we permitted 24 Main Street Pedestrian Zone Area (MSPA) permits which include retail and post and cable patios, as well as 10 in street patio applications within the large downtown area. The MSPA area included art by Cedar Mueller, and the Weekenders.
- c) The Major Event grant received five applications for funding totalling \$75,000 with \$35,000 available to be distributed in 2024. Applicants were informed on October 30. The review committee updated their scoring matrix to ensure a clear and transparent process as this is the first year our applications exceed the available funding.
- d) Arts & Culture
  - Winter Carnival – In 2025, the Winter Carnival will evolve through partnerships with the Folk Festival and Howl Experience, supporting local artists and enhancing community ties.

Goals include artist development, cultural workshops, and broad public engagement. Indoor performances will cater to young adults and visitors, while outdoor activities will celebrate diverse winter traditions for families and equity-deserving communities. The event name, still to be determined, will reference the 2023 partnership “The Warm Up” while honoring the Carnival’s legacy.

- The Three Sisters Gallery art exhibit, “Imagine,” will run from November 14 to January 27. It received applications from 22 artists, and ten have been selected to showcase 25 artworks.
- The Public Art Selection Subcommittee (PASC) is recruiting new members. As a subcommittee of the Cultural Advisory Committee, the PASC evaluates submissions for public art displays (such as Three Sisters Gallery) and proposals and arts grants (such as Lamphouse Bursary).
- Arts & Culture delivered its first sector development workshop of 2024 in October, featuring a guest speaker from Canadian Artists' Representation/Le Front des artistes canadiens (CARFAC), which advocates for artists' rights in Canada. Co-hosted with Studio 209, the event attracted visual and media artists, public art contributors, local nonprofit representatives, Stoney Nakoda artists, and emerging creatives. A second workshop on accountable land acknowledgments will take place on November 18, partnering with Bow Valley Immigration Partnership, Frankie D’s, artsPlace, Whyte Museum, and the Howl Experience.

## C. CORPORATE SERVICES

### 1. Communication

- a) Held a media event for the Cougar Creek Debris Flood Retention Structure on November 7.
- b) Launched the online declaration ([canmore.ca/housingdeclaration](http://canmore.ca/housingdeclaration)) and advertising campaign for the Livability Tax Program.
- c) See Attachments 1 and 2 of the Administrative Update for the Q3 update on Council’s Strategic Plan and the Objectives & Key Results Tracking Chart.

## D. MUNICIPAL INFRASTRUCTURE

### 1. Planning & Development

- a) Facilitated a pre-application meeting for Phase 1 Conceptual Scheme and Land Use amendment for the Smith Creek ASP development area.

### 2. Engineering Services

- a) Roundabout at Three Sisters Parkway (Highway 742) and Three Sisters Blvd: The developer substantially completed this Provincially owned intersection on Provincial secondary highway. While not a municipal facility, the Town was provided input into the design and will have some maintenance responsibilities for portions of the roundabout. Though used widely, turbo roundabouts are a newer design for North America. Though things may be confusing at first, the concept is simple – pick your lane before you enter the roundabout, and don’t change lanes once you are in the circle. This lack of lane changing in the circle has proven to reduce collisions. Don’t let the name fool you, you should take it slow. The posted speed is 30km / hr.
- b) Cougar Creek Long-term Mitigation (1545): Project milestone reached in November with full functional completion. This milestone was marked by an event at the firehall on November 7<sup>th</sup>. After a public safety assessment is completed for the finished structure and hazards are

addressed, public access up Cougar Creek will resume for the first time since 2020. This is expected to take place in late November. Landscaping will be completed in the spring, cleanup of the culvert area at Elk Run Blvd in summer 2025. Surplus material will remain on the Cougar Creek site until removed for use on Three Sisters Creek in 2025 or 2026.

- c) Bow Valley Trail and Teepee Town Rehab and Utilities (7297, 7323, 7324): Final surface works tie-ins north of Bow Valley Trail completed in early November. Some surface works improvements and permanent tie-ins on the south side of Bow Valley Trail will be completed in the spring, including bus stops and medians. Landscaping is partially complete with placement of topsoil, sod and trees along Bow Valley Trail. Landscaping will be completed in the spring.
- d) Bus Stop Improvements (7301): Bus stop civil work completed in early November. 16 bus stops saw infrastructure improvements in 2023/24. 10 shelters were installed this year and 6 more shelters will be installed in Spring 2025.

### 3. Facilities

- a) Operations
  - Public heated washrooms at Elk Run, Lions, Centennial, and Millenium parks are now shut down for the season.
  - Elevation Place Water Slide Repairs (7376): Project now substantially complete.

### 4. Public Works

- a) Parks
  - Our team continues to maintain the parks, manage scheduled programs to get ready for winter, and engage with the communities' reported concerns. We will have the last of our Seasonal Workers finish their contracts on November 8<sup>th</sup>.
- b) Streets and Roads
  - Snow and Ice Control (SNIC) – seasons change and so do the tasks for the Streets and Roads team as we head toward winter. In-house staff will be scheduled seven days a week to accommodate SNIC on our active transportation network, contracted services agreements begin for clearing roads and transit stops, and start up meetings are being held to support a successful collective delivery throughout the season. The Town clears 53 kms of paved trails and sidewalks during the winter.
  - Administrative Fleet Training – another training session for Administrative Fleet Vehicle usage will be held in November as we look to improve our staff training compliance in this area. Training covers booking and operating basics for the administrative fleet including electric vehicles.
  - Heli-pad repairs are complete – The heli-pad has been crack sealed, re-oriented, and re-painted successfully to improve its integrity and operating tenure. A decision was made a couple of years ago to cancel a full rehabilitation project after conducting a geotechnical survey that indicated surface improvements would be sufficient.

## c) Solid Waste Services

- School grade 4 Waste in Our World curriculum tours happened again this fall. Classes from Canmore and Banff toured the Waste Management Centre and learned about Canmore's recycling, food waste and garbage programs.
- An additional leaf and grass container was used this fall. This allowed residents to be able to deliver their leaves even when one container was taken away to be emptied.

## d) Utilities

- Regulatory: No contraventions to report.
- Operational Highlights:
  - Sewer Backup: EPCOR is responding to a complex sewer backup issue along Main Street. The issue highlighted the ***importance of property owners contacting EPCOR at the same time as contacting their plumber.*** Delays in contacting EPCOR reduces the ability for them to respond quickly.
  - Silvertip Reservoir Cleaning: Potable water reservoirs are cleaned on a five year cycle. The work was completed successfully without service interruptions.
  - Annual Wellhead Maintenance – EPCOR completed maintenance work on well no. 2 at Pumphouse 1 (across from Elevation Place). This resulted in closing the pedestrian access for three days.

## e) Sustainability

- A 2023 Climate Emergency Action Plan Annual Report has been attached to this Administrative Update as Attachment 3. This document is a reflection of the climate related work that was completed in 2023 and is an update to the Community and Corporate greenhouse gas emission inventories. A 2024 update will be provided next year once all energy data is compiled. Sustainability is working with Communications to share this information with the community.
- As of October 18<sup>th</sup>, 108 fruit trees have been removed from 64 properties in Canmore through the Town's Fruit Tree Incentive Program. There is still lots of funding remaining for landowners interested in removing their fruit trees in 2024.
- Town Administration has removed 74 fruit bearing trees from Town property in 2024, with 10 trees being replaced along the Cougar Commuter path.

# 2024 Council Priorities

## Progress as of September 30, 2024



### Implementing LIVABILITY

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

Objective #1	
Municipal initiatives and services are designed to increase affordability for residents	
Key Results	Update on actions accomplished to date
<p>Average monthly rental rates in Canmore increase by no more than 5% per year</p>	<p><b>Rental Rates and Housing Action</b></p> <p><i>Advancing housing action in 2024 continues, with the following initiatives underway:</i></p> <ul style="list-style-type: none"> <li>• CCH continues to work on planning and pre-construction for a new development at 100 Palliser Lane, which will add much needed non-market rental housing to the CCH pool.</li> <li>• CCH continues construction at 205 Stewart Creek Rise, which will add new non-market housing to the ownership pool.</li> <li>• Administration is working to forward progress on the Livability Taskforce's recommendations to phase out tourist homes and create property tax structures to incentivize full-time, long-term occupancy of residential units. Declaration for residency status will begin in October with new property tax structures set to begin with the 2025 property tax year.</li> <li>• Work on Connect Downtown is progressing. The second phase took place over the summer.</li> <li>• The 2024 Safe Park Program ran from May 1 - Sep 30 this year, with 62 registered vehicles occupied by 75 local workers.</li> <li>• See Objectives and Key Results Tracking chart at the bottom for updated rental rates and non-market units available.</li> </ul>
<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><b>Increase Roam Transit Ridership</b></p> <ul style="list-style-type: none"> <li>• In the 2023-2024 budget, Council approved new services including:                             <ul style="list-style-type: none"> <li>○ Local Quarry Lake/Grassi Lakes route</li> <li>○ Increase in regional transit service</li> <li>○ Increase in weekend and weekday local service to match regional service</li> </ul> </li> <li>• Results of service increase:                             <ul style="list-style-type: none"> <li>○ Local Route 5 ridership increased by 73% in 2023 over 2022. Route 5 is among the fastest growing Roam routes.</li> <li>○ Regional Route 3 ridership increased by 70% in 2023.</li> </ul> </li> </ul>



<p>Increase the number of local non-profits and businesses that participate in initiatives to reduce the living wage</p>	<ul style="list-style-type: none"> <li>• <b>Ongoing transit initiatives:</b> <ul style="list-style-type: none"> <li>○ Local routes 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.</li> <li>○ Service to Quarry Lake/Grassi Lakes was a summer-only service, with winter service offered in future years.</li> <li>○ See Objectives and Key Results Tracking chart at the bottom for updated ridership numbers.</li> </ul> </li> </ul> <p><b>Increase the number of local non-profits and businesses that participate in initiatives to reduce living wage</b></p> <ul style="list-style-type: none"> <li>• There are 23 local community partners providing Affordable Services Program (ASP) participants with offers and discounts in addition to those that are offered by the Town of Canmore.</li> <li>• Income thresholds for qualifying for the Affordable Services Program were increased at the beginning of the year to reflect Cost of Living Adjustments.</li> <li>• The E-bike Discount program for Affordable Services Program participants was administered through 5 local bike shops that each provided additional discounts to program recipients.</li> <li>• Air Filter Workshop: FCSS offered this workshop free for Affordable Services participants, with funding for supplies from the sustainability department and facilitation time donated by the Bow Valley Clean Air Society (BVCASS). Participants learned how to build a high quality air filter to improve air quality in their homes.</li> </ul> <p><b>Community Volunteer Income Tax Program</b></p> <ul style="list-style-type: none"> <li>• FCSS's Community Volunteer Income Tax Program (CVITP) completed 270 tax returns which enabled participants to receive a total of \$1,885,714 in benefits</li> </ul> <p><b>Family Connection Centre</b></p> <ul style="list-style-type: none"> <li>• The Family Connection Centre (FCC) supports all children/youth and families with free programming, support and services. The focus is on prevention and early intervention for families and youth aged 0-18 years. The FCC offers programs and services geared towards early childhood development, child and youth development, parent education, family support, and home visitation.</li> </ul>
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Objective #2	
Emergency Management Communication is effective and adopted across our community	
Key Results	Update on actions accomplished to date
Town of Canmore communication channels are aligned as a single source of truth within 2 hours of an incident	<p><b>ToC Communications act as a single source of truth within two hours of an incident</b></p> <ul style="list-style-type: none"> <li>• <i>Voyent Alert!</i> 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 <i>Voyent Alert!</i> subscribers.</li> </ul>

<p>Increase the number of subscribers to the emergency notification service</p> <p>Citizen perspective survey indicates that resident satisfaction with Emergency Preparedness increases</p>	<p><b>Increase number of subscribers to the emergency notification service</b></p> <ul style="list-style-type: none"> <li>• An update to the Information Officer’s guide has been 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.</li> <li>• We developed emergency response plans for unsheltered individuals and have plans for extreme cold events.</li> <li>• We hosted a FireSmart forum and participated in other in-person speaking events to inform the community on our preparedness messaging.</li> <li>• See Objectives and Key Results Tracking chart at the bottom for updated emergency notification numbers.</li> </ul>
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Objective #3	
Municipal programs, facilities, and services help to attract and retain families and support community diversity	
Key Results	Update on actions accomplished to date
<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 proportion of Canmore’s permanent population between the ages of 0 – 19</p>	<p><b>Increase events that support community diversity</b></p> <ul style="list-style-type: none"> <li>• The Arts and Culture team collaborated with the Stoney Nakoda Nation to celebrate National Indigenous History Month. Events included performances by Stoney Nakoda Drummers and Singers and an Indigenous Market. A Story Walk with a Stoney Nakoda Elder was set up in Rotary Friendship Park for June and July 2024. The arts team also offered free shuttles for Canmore residents to attend the powwow in Mini Thni.</li> <li>• The Arts team provided a Stoney Nakoda led cultural learning session to staff on June 15<sup>th</sup>, with content pertaining to history of Indigenous events, and current best practices of production and support for Indigenous events.</li> <li>• Community Social Development hosted a Progress Pride Flag raising event for International Day Against Homophobia, Transphobia and Biphobia. Speakers this year included the mayor, students from CCHS GSA, Canmore Pride and a member of the Two Spirit community. Attendance in 2024 is up significantly over 2023.</li> <li>• Family and Community Support Services hosts Settlement Services staff one day a week for drop-in services to improve newcomer access.</li> <li>• Canada Day celebrations included representation of Indigenous communities from Blackfoot and Stoney Nations</li> <li>• National Day for Truth and Reconciliation event was held on September 28th and was organized in collaboration with the Stoney Nakoda Nation. The event included a pipe ceremony, a feast, and a round dance. Community partnerships with Howl Experience and Rotary Club of Canmore enabled the participation of 25 youth (aged 14 to 30), and 6 seniors (+65).</li> <li>• In collaboration with Canmore Pride, TOC hosted a Pride Pancake Breakfast. This drop in event was hosted during Canmore Pride week to bring community members and families together through food, games, and crafts.</li> </ul>

	<p><b>Increase participation in programs and supports for children/youth/families</b></p> <ul style="list-style-type: none"> <li>• <i>The Family Connection Centre continues to offer programs for families and children ages 0 – 18. The department is seeing increases in programming reach and registration. Adventure Club, an un-parented summer program, provides families with outdoor social/emotional programming for children ages 5-12</i></li> <li>• <i>The Family Connection Centre collaborated with the Pauw Foundation to support families with nutritious snacks and meals during our parent education offerings. There has been an increase in registration for these offerings since we have been able to support the whole family with food and child development.</i></li> <li>• <i>Programs offered by Recreation and Community Social Development from April 1 – Aug. 31 are 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 broad range of free and paid programming at one time.</i></li> <li>• <i>To support parents seeking childcare alternatives and program opportunities, Big Fun camp registration begins a week before registration for all other programming.</i></li> </ul>
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Objective #4	
Employment opportunities that provide residents with a dignified and reasonable standard of living are widely available	
Key Results	Update on actions accomplished to date
Increase # of Town of Canmore employees who live in Canmore	<p><b>Increase # of Town Staff who live in Canmore</b></p> <ul style="list-style-type: none"> <li>• <i>Administration contracts Peka to manage the Town of Canmore’s staff accommodation, with 5 individually rented bedrooms.</i></li> <li>• <i>See Objectives and Key Results Tracking chart at the bottom for the number of Town employees who live in Canmore.</i></li> </ul>
Increase the proportion of skilled labour jobs in the community	<p><b>Increase the proportion of skilled labour jobs in the community</b></p> <ul style="list-style-type: none"> <li>• <i>The Canmore Business Alliance members worked to identify Labour Market Recruitment and Retention Strategy project priorities and leads. Some of the identified areas include attraction, job fairs, training and skill development, job training and advocacy efforts.</i></li> </ul>
Diversify the economy	<p><b>Diversify the economy</b></p> <ul style="list-style-type: none"> <li>• <i>Economic Development is working on a Business Survey for October 2024 to identify the current state of business in Canmore and identify areas of support. Additionally, a Master Your Disaster, business emergency preparedness workshop was scheduled with the business community.</i></li> </ul>



# Implementing ENVIRONMENT

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

Objective #1	
Wildlife encounters within Canmore’s urban footprint are reduced, and unauthorized human use in wildlife corridors is similarly reduced	
Key Results	Update on actions accomplished to date
<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>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><b>Decrease use of unsanctioned trails</b></p> <ul style="list-style-type: none"> <li>• Council approved the Management Recommendations and Implementation Plan for the Lower Silvertip Wildlife Corridor (LSWC) on March 5, 2024. The plan includes a recommendation to consolidate and manage trails within the LSWC.</li> <li>• The Town in partnership with landowners of the LSWC purchased wildlife monitoring cameras for the corridor to be deployed and monitored by the province. The Town is also in partnership with the Canmore Area Trails Strategy (CATS) to conduct engagement on the trails located within the LSWC. Following the completion of the CATS engagement additional direction will be available for trail consolidation within the LSWC.</li> </ul> <p><b>Updates to the Animal Control Bylaw</b></p> <ul style="list-style-type: none"> <li>• 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 fine for an off-leash dog, increasing the minimum fine amount for a dog threatening or chasing wildlife, and limiting the number of dogs that one person can bring to an unfenced off-leash dog park.</li> </ul> <p><b>Increase awareness of ToC action on HWC</b></p> <ul style="list-style-type: none"> <li>• Council accepted the Human Wildlife Coexistence Implementation and Action Plan for planning purposes on March 5, 2024.</li> <li>• Council also accepted a revision to a capital project for a detailed design for wildlife exclusion fencing around two downtown parks (Lions Park and Millennium Park), update signage for off 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.</li> <li>• The wildlife exclusion fencing design around Lions Park and Millennium Park is 60% complete. Final design will be completed in late summer/early fall.</li> <li>• The Biosphere Institute of the Bow Valley is contracted to run a second year of the Keep Wildlife Alive Ambassador program where staff go door-to-door in Canmore talking to residents about the importance of wildlife attractant removal.</li> </ul>

	<ul style="list-style-type: none"> <li>• 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 includes a major radio ad spend, a newspaper ad campaign, and ROAM bus panels.</li> <li>• During the spring/early summer of 2024, Administration worked with a contracted arborist to remove fruit trees from Town land.</li> </ul> <p><b>Increase compliance with waste bylaw requiring effective use of bear proof bins</b></p> <ul style="list-style-type: none"> <li>• The Municipal Enforcement department inspects waste, recycling, and food waste containers, as well as grease bin enclosures at commercial food establishments, increasing owner’s knowledge and compliance of commercial waste regulations. As a result of 134 inspections, there are 32 non-complaint containers being replaced with animal proof containers, new enclosures for 32 grease/cooking oil bins, and 10 non-compliant pedestrian garbage containers are being removed or replaced.</li> </ul>
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Objective #2	
Canmore as a community collaborates to reduce our impact on climate change and prepare for climate adaptation	
Key Results	Update on actions accomplished to date
<p>Reduce GHG emissions</p> <p>Increase in number of annual requests for Firesmart home inventory from 10 to 35</p> <p>Increase number of mock emergency exercises from 1 to 2</p>	<p><b>Reduce GHG emissions</b></p> <ul style="list-style-type: none"> <li>• In February 2024, Administration launched five incentive/discount programs. Two programs were targeted only to members of the Affordable Services Program: the E-Bike Discount and Home Upgrade Program. The other incentive programs included the Residential Solar Program, Commercial Solar Program, and a multi-family EV Charger Installation Pilot program. These programs are in addition to the 2022-2026 Clean Energy Improvement Program, which provides the upfront cost for energy efficient home retrofits, with financing paid back over time via property tax.</li> <li>• Council accepted the Climate Emergency Action Plan (CEAP) for planning purposes on July 2, 2024. The CEAP identifies 93 actions to reduce emissions and build community resilience. The CEAP sets an emission reduction target of net zero by 2050.</li> </ul> <p><b>Increase Annual Requests for FireSmart Home Inventory</b></p> <ul style="list-style-type: none"> <li>• Canmore Fire-Rescue completed FireSmart Property assessments on 33 houses, 13 condo buildings and 15 Town of Canmore buildings/infrastructure for a total of 61 assessments.</li> <li>• In July, Advanced FireSmart Home Assessment Training was completed with 6 additional Fire team members, for certification to complete FireSmart Assessments.</li> <li>• A FireSmart Community Forum was held on June 16, 2024</li> </ul> <p><b>Increase mock emergency exercises from 1 to 2</b></p> <ul style="list-style-type: none"> <li>• An inter-agency evacuation workshop was held in May 2024 to work through tabletop evacuation operations in the Peaks of Grassi and Silvertip neighbourhoods.</li> </ul>

Objective #3	
The community is aware of the Town of Canmore’s environmental leadership	
Key Results	Update on actions accomplished to date
<p>Increase the number of environmental incentive programs and the number of people receiving incentives with existing programs</p> <p>Decrease the amount of waste per capita sent to landfill</p> <p>Citizen perspective survey indicates an increase in satisfaction with the Town’s efforts to reduce our impact on Climate Change</p>	<p><b>Increase environmental incentive programs and the number of people receiving incentives</b></p> <ul style="list-style-type: none"> <li><i>In Q1, 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. All incentives are to be completed by year end 2024. 20 participants were selected by lottery to participate in the residential solar incentive and three were selected to participate in the commercial solar incentive.</i></li> <li><i>The E-bike Discount program successfully ran in spring 2024 with 25 participants from the Affordable Services Program.</i></li> <li><i>The Home Upgrades Program is nearing completion with 5 households in Canmore receiving deep energy retrofits, and three households receiving a home visit, education and an energy saving kit.</i></li> <li><i>Administration 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></li> <li><i>The Fruit Tree Incentive Program budget has been increased from \$10,000 to \$60,000 for 2024 for residents to have fruit trees removed from their property.</i></li> </ul> <p><b>Decrease amount of waste per capita sent to landfill</b></p> <ul style="list-style-type: none"> <li><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></li> <li><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></li> </ul>

Objective #4	
Safe multi-modal transportation shift is advanced	
Key Results	Update on actions accomplished to date
Decrease in the number of travel-related collisions and injuries on municipal roadways	<p><b>Decrease number of travel related collisions and injuries on municipal roadways</b></p> <ul style="list-style-type: none"> <li><i>Construction is underway on transportation improvement projects in the Bow Valley Trail &amp; Teepee Town areas. The project includes extending the separated cycle and pedestrian pathways from Williams Street to Hospital Place, new bus stops to service the Grassi Lakes transit route, significant improvements to Bow Valley Trail crosswalks in addition to drainage improvements and underground utility upgrades.</i></li> </ul>

<p>Decrease of the number of vehicle registrations per capita basis</p> <p>Increase the share of pedestrian and bike trips through the BVT/Railway intersection</p>	<ul style="list-style-type: none"> <li>• <i>Municipal Enforcement follows the Alberta Traffic Safety calendar to focus on proactive enforcement, including crosswalk, school bus, seatbelt, distracted driving, and other offences that are likely to cause collisions. Several joint operations with the RCMP have occurred related to distracted driving and seatbelt offences.</i></li> </ul> <p><b>Decrease numbers of vehicle registrations per capita</b></p> <ul style="list-style-type: none"> <li>• <i>Work on the West Bow River Pathway is complete and will be maintained year-round as a key connector pathway to increase accessibility.</i></li> <li>• <i>An official opening to celebrate the path with the community took place in May 2024 which included over 50 residents and community partners including Community Cruisers, CAMBA, and Rocky Mountain Adaptive.</i></li> <li>• <i>Local transit continues with increased frequency on weekdays and weekends.</i></li> <li>• <i>Route 12 with service to Quarry/Grassi Lakes route launched in spring 2024.</i></li> <li>• <i>See Objectives and Key Results Tracking chart at the bottom for updated vehicle registration numbers.</i></li> </ul> <p><b>Increase pedestrian and bike trips through the BVT/Railway intersection</b></p> <ul style="list-style-type: none"> <li>• <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></li> <li>• <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></li> </ul>
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# Implementing RELATIONSHIPS

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

Objective #1	
Right Relations with the Stoney Nakoda Nation and members of Treaty 7 and Metis District 4 are advanced	
Key Results	Update on actions accomplished to date
<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><b>Increase Cultural Awareness Training</b></p> <ul style="list-style-type: none"> <li>• See Objectives and Key Results Tracking chart at the bottom for updated training numbers.</li> </ul> <p><b>Increase the number of administrative departments who directly work with/liaise with appropriate counterparts</b></p> <ul style="list-style-type: none"> <li>• Administration is encouraging developers to work with Indigenous communities to create Indigenous street names in new subdivisions.</li> <li>• 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.</li> <li>• Public Works held several meetings and a ceremony with Stoney Nakoda community members when bison bones were found on a project site. A groundbreaking ceremony was also held at the site for the Water Treatment Plan replacement project.</li> <li>• Arts and Culture engaged with Stoney Nakoda community for National Indigenous Peoples Day, Canada Day and the National Day for Truth and Reconciliation.</li> <li>• Input opportunities were provided to Stoney Nakoda Chiefs, CAOs, and consultation office by Planning for the Downtown Connect project and Emergency Management is currently leading a formal consultation process with all Treaty 7 Nations for the Community Fireguard project.</li> </ul> <p><b>All 15 Calls to Action identified in the Town's Commitments to Truth and Reconciliation Calls to Action document are updated and advanced</b></p> <ul style="list-style-type: none"> <li>• Following the Reconciliation, Equity, Diversity, and Inclusion organizational audit completed in 2023, an internal steering committee is working to advance recommendations from the audit. Administration has hired a part-time REDI Advisor to help advance this work. Updating the Town's Calls to Action is planned for the October committee meeting</li> </ul>



Objective #2	
Inter-governmental, business, and non-for-profit relationships result in mutually beneficial outcomes	
Key Results	Update on actions accomplished to date
<p>Number of Town-supported not for profits with performance agreements, which may also include space allocation, increases</p>	<p><b>Increase Town-supported non-profits with performance agreements, which may include space allocations</b></p> <ul style="list-style-type: none"> <li>• 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 has been formalized via a lease.</li> <li>• See Objectives and Key Results Tracking chart at the bottom for updated Town supported non-profit numbers.</li> </ul>
<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><b>Increase the number of collaborative programs and services undertaken by the Town of Canmore</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Increased inter-municipal collaboration throughout the Bow Valley. For example:               <ul style="list-style-type: none"> <li>○ Regional Emergency Management Grant and bylaw</li> <li>○ Improved relationship with MD of Bighorn</li> <li>○ Bow Valley Municipal Leaders Caucus</li> <li>○ Collaboration on event promotion with Town of Banff</li> <li>○ Developing cohesive wildlife coexistence educational messaging for 2024 across the Bow Valley as part of the Human-Wildlife Coexistence Technical Working Group</li> <li>○ The environmental teams of Town of Canmore, Town of Banff, and the MD of Bighorn continue meeting bi-monthly to identify alignment in climate and environmental action</li> </ul> </li> <li>• Mayor's engagement with community members, organizations, and other levels of government on employee housing continues.</li> </ul>

Objective #3	
Meaningful, two-way public engagement and communication is civil, substantive, and productive	
Key Results	Update on actions accomplished to date
<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><b>Increase participation in engagement (online, in-person, etc.) activities</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• In 2024, Administration will continue focusing on creating opportunities for residents to provide input on projects and programs.</li> <li>• See Objectives and Key Results Tracking chart at the bottom for updated public participation numbers.</li> </ul>

Objective #4	
The community understands the value of a strong and healthy public service	
Key Results	Update on actions accomplished to date
<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><b>Citizen Perspective Survey indicates an increase satisfaction with town programs and services</b></p> <ul style="list-style-type: none"> <li>• We anticipate looking for feedback Town of Canmore programs and services in the coming year, helping us understand what is working well and where we have opportunities for improvement.</li> <li>• 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. One of the tactics for 2024 includes sharing six key stories for the year that will frame how the work the Town of Canmore is doing advances community priorities.</li> </ul> <p><b>Number of respectful workplace incidents decreases</b></p> <ul style="list-style-type: none"> <li>• The Town’s Health and Safety Committee established a working group to develop standardized processes, protocols (including pre-, during-, and post-incident reporting), roles, responsibilities, training, and tools that will be aligned across all departments. Our priority is to update the organization-wide violence and harassment prevention plan, focusing on OH&amp;S compliance, to eliminate or mitigate the number and impact of negative interactions between town employees and the public or patrons.</li> <li>• See Objectives and Key Results Tracking chart at the bottom for updated respectful workplace incidents</li> </ul>



## Implementing FOUNDATIONAL PILLARS

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"> <li>• 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.</li> <li>• The first phase of a service level review to inventory all services provided by the Town of Canmore is complete and will be reviewed with Council at a workshop in early October. The municipal service level inventory (MSLI) creates 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.</li> </ul>
<p>Pillar #2 – Human Resources – People and culture are our strongest assets. We are inclusive and connected</p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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 have hired a part-time REDI Advisor to help advance this work.</li> <li>• The HR department is prioritizing leadership development with semi-annual training activities for managers.</li> <li>• 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. Working groups are now working to action and improve specific recommendations from the JHSC.</li> </ul>
<p>Pillar #3 - Community Engagement - We meaningfully engage with citizens for effective decision making</p>	<p><a href="#">See third row under Relationships</a> for actions accomplished.</p> <p>The <b>Community Monitoring</b> web-based tool makes it easier to monitor <a href="#">key community indicators</a> and <a href="#">measure progress on Council Strategic Plan</a>.</p>

Objectives and Key Results Tracking Chart							
Goals	Objectives	Key Results	Baseline	Actual as of Sep 30, 2024	Target	Target QTR	Notes
	What objectives will help us reach our goals?	How will we know if we are progressing towards our objectives?					
<b>G1: Livability - Canmore is a place where all residents can thrive</b>	<b>O1: Municipal initiatives and services are designed to increase affordability</b>	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. To be updated annually following 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 110 rental units	210 ownership and 199 rental units	Q4 2026	Units available through the CCH Vital Homes program. Stewart Creek is an 18-unit townhouse ownership development that should be completed in Summer 2025.
		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	1959 daily trips year to date average	2488 daily trips	Q4 2026	Met 37% increase to 1756 daily trips in 2023. 2024 growth of 18% year-to-date with slowing trend in recent months. Routes included = Route 3 (Canmore-Banff), Route 5C (Cougar Creek), Route 5T (Three Sisters) and Q3 Route 12 (Grassi Lakes) was added.
		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	23	60	Q4 2026	<a href="#">Community partners with the Affordable Services Program can be seen here.</a>
	<b>O2: Emergency Management Communication is effective and adopted across our community</b>	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	5860	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.
	<b>O3: Municipal programs, facilities, and services help to attract and retain families and support community diversity</b>	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.

	<b>O4: Employment opportunities that provide residents with a dignified and reasonable standard of living are widely available</b>	KR1: Increase # of ToC employees who live in Canmore from 74% to 85% by 2026	74%	75%	85%	Q4 2026	Percentage of full time employees
		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.
<b>G2: Environment - Canmore is a recognized leader in managing human impact on our environment</b>	<b>O1: Wildlife encounters within Canmore's urban footprint are reduced, and unauthorized human use in wildlife corridors is similarly reduced</b>	KR1: Zero violations and use of unsanctioned trails in wildlife corridors and habitat patches by 2026	N/A	N/A	0%	Q4 2026	Data is being collated by the province.
		KR2: 100% compliance with waste bylaw requiring effective use of bear proof bins by 2026	N/A	80%	100%	Q4 2026	17 warnings, 8 violation tickets, 46 investigations. 134 site inspections were conducted.
		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.
	<b>O2: Canmore as a community collaborates to reduce our impact on climate change and prepare for climate adaptation</b>	KR1: GHG inventory reduces by x% for corporate and y% for community by 2026  Reccomended update for this KR: Decrease Canmore's total greenhouse gas emissions by 7% by 2026 from the 2022 baseline.	455,634 tonnes CO2e in 2022	9% reduction 416,304 tonnes CO2e in 2023	7% reduction in annual GHGs by 2026, compared to 2022	Q4 2026	GHG emissions are calculated/inventoried on an annual basis and measured in carbon dioxide equivalent (CO2e). The inventory for 2023 was completed in September 2024, indicating a 9% reduction from the 2022 baseline. In July 2024, Council adopted the Climate Emergency Action Plan (CEAP) for planning purposes, which set a new baseline year of 2022 (the previous one was 2015) and a GHG emission reduction target of net zero by 2050 for the Town. A total of 93 actions were identified to be implemented or initiated over the next 10 years. The 2026 targets are based on the modeled emissions trajectory (low carbon pathway) and recommended timeline for actions mapped out by the consultants who created the CEAP, as opposed to a linear reduction to the ultimate target of net zero emissions by 2050. Corporate emissions (from municipal facilities and operations) are incorporated into the community-wide low carbon pathway. While there are a number of specific and ambitious actions targeting corporate GHGs, the CEAP does not set a separate corporate target like there was with the previous 2018 Climate Action Plan.
		KR2: Increase in number of annual requests for Firesmart home inventory from 10 to 35 by 2026	10	61	35	Q4 2026	33 houses, 13 condo/townhouses, 15 TOC buildings as of September 30, 2024
		KR3: Increase number of emergency exercises (mock or real) from 1 to 2 annually	1	1	2	Q4 2024	There were two exercises in 2023. There has been one exercise completed in 2024 and one planned for the fall.

<p><b>O3: The community is aware of the Town of Canmore's environmental leadership</b></p>	<p>KR1: Increase the number of incentive programs (i.e. e-bikes, low income retro and commercial solar) from two to five by 2026.</p>	2	5	5	Q4 2026	<p>The Town launched 5 GHG reduction incentive programs:</p> <ul style="list-style-type: none"> <li>- Affordable Services Program E-Bike Discount</li> <li>- Home Upgrades Program for Affordable Service Member</li> <li>- Residential Solar Incentive</li> <li>- Commercial Solar Incentive</li> <li>- EV Charger Installation Pilot Program</li> </ul>
	<p>KR2: Increase the number of people receiving incentives with the two existing incentive programs (residential solar and fruit tree removal) by 100% by 2026.</p>	10 solar in 2022 and 17 tree in 2022	12 residential solar 1 commercial solar 50 fruit tree	20 solar and 34 tree	Q4 2026	<p>The Solar Incentive and Fruit Tree Removal Incentive in 2023 were fully subscribed. The budgets for each program have been increased for 2024:</p> <ul style="list-style-type: none"> <li>- Solar Incentive: now divided into residential and commercial, with a total budget of \$85,000, up from \$12,500.</li> <li>- Fruit Tree Removal Incentive: budget increased from \$10,000 to \$60,000 for 2024.</li> </ul> <p>Final 2024 participation numbers will be updated at year end.</p>
	<p>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.</p>	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.
	<p>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</p>	75%	N/A	80%	Q3 2025	To be updated following 2025 Citizen's Perspective Survey
<p><b>O4: Safe multi-modal transportation shift is advanced</b></p>	<p>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</p>	128 and 15	In progress. 128 and 17 in 2023	86 and 10	Q4 2026	To be updated annually following year end.
	<p>KR2: Decrease of the number of vehicle registrations per capita basis from .75 to .68 by 2026</p>	0.75	0.84	0.68	Q4 2026	<p>As of March 31, 2024 there were 13,486 vehicles registered to a Canmore address. Permanent population is based on the 2021 federal census (15,990).</p> <p>To be updated annually following provincial fiscal year end.</p>
	<p>KR3: Share of ped/bike trips through the BVT/Railway intersection increases from 11% in 2022 to 16% by 2026</p>	11%	14%	16%	Q4 2026	<p>Summer months of July and August measured. Year to September 30th stats: Vehicle trips +3%, pedestrian trips +26%, cycle (summer) +54%, transit +18%. Trends positive overall.</p>

<b>G3: Relationships - Respectful authentic relationships are the foundation on which our future success is built.</b>	<b>O1: Right Relations with the Stoney Nakoda Nation and members of Treaty 7 and Metis Region 3 are advanced</b>	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	78% Level 1 52% Level 2	100%	Q4 2024	78% of current staff have completed or registered for Level 1 training and 52% have completed or registered for Level 2 training.
		KR2: In acknowledgement of the tenant of "nothing about us without us", increase the number of administrative departments who directly work with/liaise with appropriate counterparts, when possible, Stoney Nakoda Administration, increases from five (CSD, A&E, EM, Fire, Ex office) to 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
	<b>O2: Intergovernmental, business, and not for profit relationships result in mutually beneficial outcomes</b>	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	19	25	Q4 2026	Added: - Bow Valley Municipal Leaders Caucus - Environmental bi-monthly meetings with Banff, & MD of Bighorn - Human-Wildlife Coexistence Technical Working Group - Community Fireguard Program (KID, GoA, MD of Bighorn)
	<b>O3: Meaningful, two-way public engagement and communication is civil, substantive, and productive</b>	KR1: Participation in engagement (online, in-person, etc.) activities increases from 2000 engagements to 2600 by 2026	2000	5365	2600	Q4 2026	
		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
	<b>O4: The community understands the value of a strong and healthy public service</b>	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	63	10 or less	Q4 2026	End of year 2023 = 44 incidents



# Canmore Climate Emergency Action Plan

Annual Status Update  
2023

Town of Canmore | 907 7 Avenue | Canmore, AB | T1W 3K1



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## Executive Summary

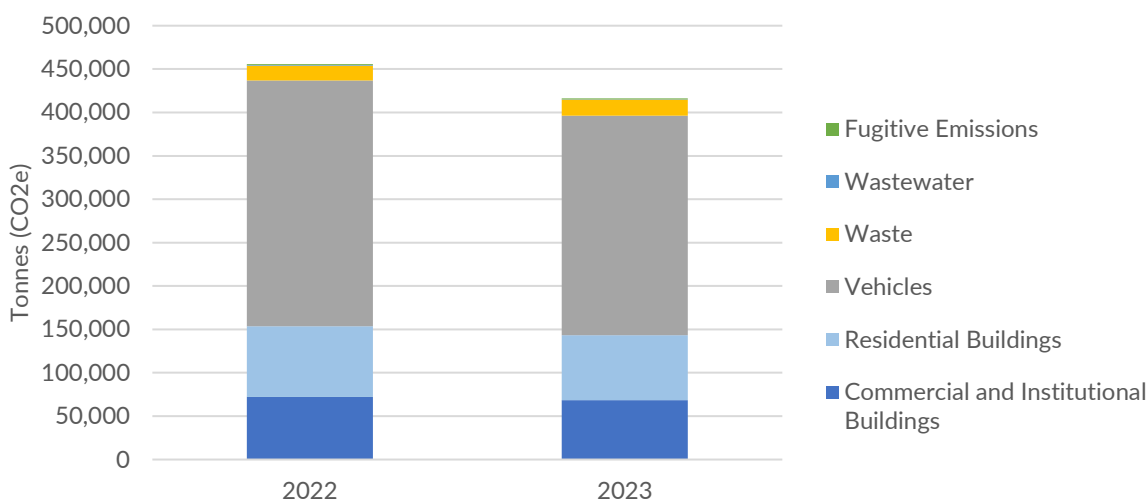
In July 2024, the Town of Canmore adopted the Climate Emergency Action Plan (CEAP). It is a combined strategy for both climate change mitigation (reducing greenhouse gas emissions) and adaptation (preparing for the impacts of a changing climate). The CEAP replaced the previous 2010 Environmental Sustainability Action Plan, the 2016 Climate Change Adaptation Background Report and Resilience Plan and the 2018 Climate Action Plan. The CEAP will be the sole guiding strategy for the Town’s work on climate change mitigation, adaptation and resilience. Going forward, Administration will compile an annual status update on progress and actions undertaken in the previous calendar year, as well as an update to the greenhouse gas (GHG) inventory. 2023 represents the first annual status update for the CEAP.

In 2023, community-wide GHGs decreased by 9% compared to 2022, which is the baseline year set by the CEAP. This is mainly attributed to a decrease in local fuel sales which is used to estimate transportation emissions, and the provincial electricity grid transitioning away from coal. GHGs from municipal operations, referred to as “Corporate” emissions, decreased by 8%, mainly due to the decrease in emissions from grid electricity generation. The relative sources of GHGs as well as the data and trends that influence the inventory are provided in Section 1.

Unlike a GHG inventory, the Town’s progress on adaptation and resilience can’t be easily measured quantitatively. Annual status reports will focus on the actions that have been undertaken. While 2023 preceded the adoption of the CEAP, there was notable progress made in this area including the Wildfire Smoke and Extreme Heat Emergency Response Plans, and continued work on Fire Smarting and the Cougar Creek debris flood retention structure. Additional detail is provided in Section 2.

## Section 1: Climate Change Mitigation

### 2023 Canmore Community Greenhouse Gas Inventory



Target: Net zero emissions by 2050

## Community GHG Inventory Data and Trends

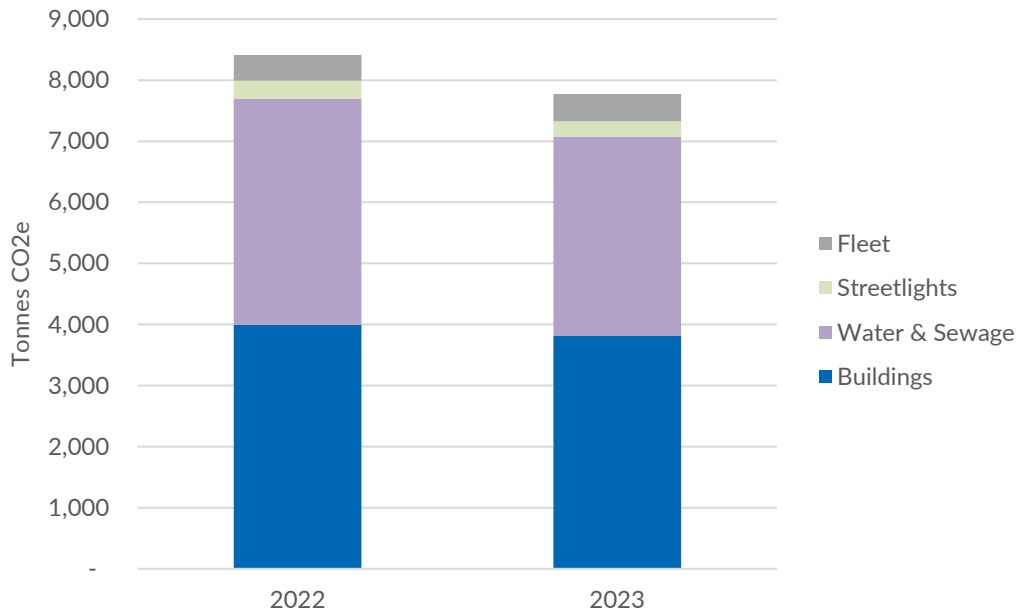
	2022	2023	Increase/decrease from 2022*
<b>Greenhouse gas (GHG) emissions</b>			
Total GHGs (tonnes CO <sub>2</sub> e)	455,634	416,304	-9%
<b>Buildings</b>			
Electricity consumed (kWh)	124,583,779	126,741,905	2%
Natural gas consumed (GJ)	1,573,187	1,518,842	-3%
Solar cumulative installed capacity (kW)	2,245	2,348	5%
Generated solar electricity (kWh)	2,119,660	2,216,097	5%
Solar as a percentage of grid electricity consumption	1.7%	1.7%	0%
GHGs reduced due to solar (tonnes CO <sub>2</sub> e)	1,239	1,130	-9%
GHGs from buildings (tonnes CO <sub>2</sub> e)	153,594	143,225	-7%
<b>Vehicles</b>			
Motor vehicles registered to a Canmore address	13,008	13,486	4%
Hybrid and Plug-in Hybrid Electric Vehicles	287	379	32%
Battery Electric Vehicles	101	138	37%
Electric Vehicles and Hybrids as a percent of total vehicles	3.0%	3.8%	29%
Local Route 5 ROAM Transit ridership	180,090	311,377	73%
GHGs from vehicles (tonnes CO <sub>2</sub> e)	283,184	252,975	-11%
<b>Waste and Wastewater</b>			
Solid waste landfilled (tonnes)	9,395	10,083	7%
GHGs from solid waste (tonnes CO <sub>2</sub> e)	17,185	18,439	7%
GHGs from wastewater (tonnes CO <sub>2</sub> e)	507	543	7%

\*Green percentages denote trends that contribute to GHG reduction, whereas red denote increased GHGs

## 2023 Community Energy Expenditure

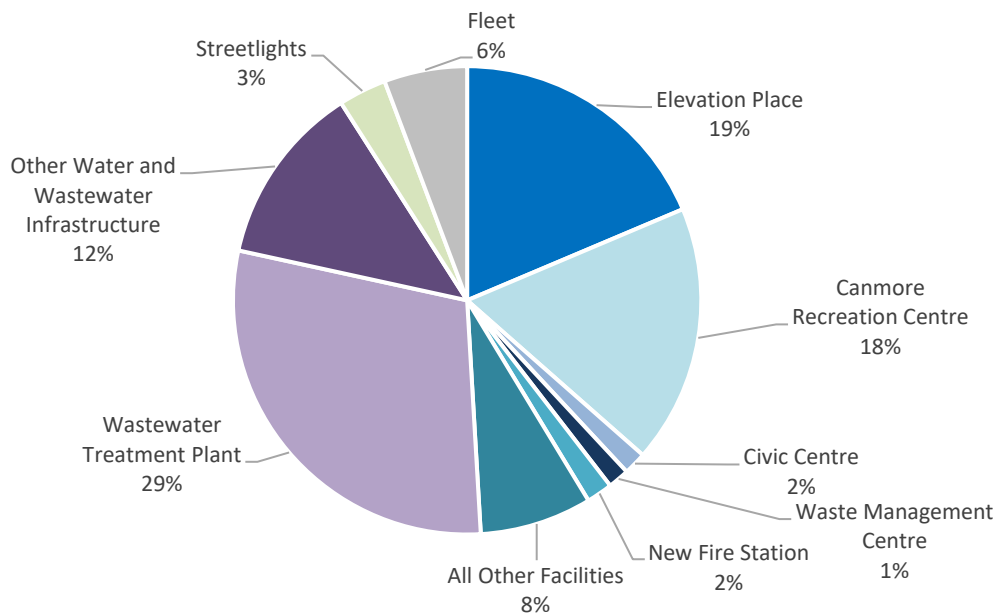
Community-wide, it is estimated that residents, businesses and visitors in Canmore spent approximately \$34.9 million on electricity and \$17.5 million on natural gas to power and heat their homes and buildings. Rooftop solar installations on homes and businesses saved community members over \$250,000.

### 2023 Canmore Corporate Greenhouse Gas Inventory



Target: Net zero emissions by 2050

### 2023 Canmore Corporate Greenhouse Gas Emission Sources



In 2023, GHGs from Town of Canmore municipal buildings and operations totaled 7,772 tonnes of CO<sub>2</sub>e, which represents 1.8% of the emissions from the entire community.

## Corporate GHG Inventory Data and Trends

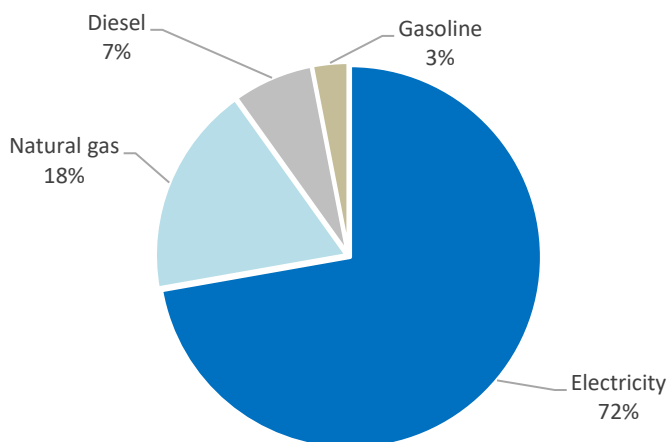
	2022	2023	Increase/decrease from 2022*
<b>Greenhouse gas (GHG) emissions</b>			
Total greenhouse gas emissions (tonnes CO2e)	8,412	7,772	-8%
Corporate GHGs as a percentage of total community emissions	1.8%	1.9%	n/a
<b>Municipal facilities, streetlights, and water and wastewater energy</b>			
Electricity consumed (kWh)	9,250,327	9,465,331	2%
Natural gas consumed (GJ)	50,353	49,499	-2%
Solar PV total installed capacity (kWDC)	1,013	1,190	17%
Generated solar electricity (kWh)	888,250	972,307	9%
Electricity offset by solar	6.3%	6.0%	-5%
GHGs reduced due to solar (tonnes CO2e)	673	496	n/a**
GHGs from facilities, streetlights, and water and wastewater energy	7,992	7,326	-8%
<b>Fleet</b>			
Diesel fuel (L)	111,260	117,713	6%
Gasoline (L)	47,431	49,708	5%
Total fossil fuel (L)	158,691	167,421	6%
Electricity consumed (kWh)***	n/a	2,240	n/a
Number of battery electric fleet vehicles	1	3	200%
GHGs from fleet (tonnes CO2e)	420	446	6%
<b>Incentives</b>			
Residential solar incentives (# of households)	7	8	14%

\* Green percentages denote trends that contribute to GHG reduction, whereas red denotes increased GHGs

\*\* As grid electricity becomes 'cleaner', the GHGs reduced from solar will decrease

\*\*\* 2023 was the first full year with fleet EVs

## 2023 Corporate Energy Expenditure



In 2023, the Town spent \$2,341,057 on electricity, natural gas, diesel and gasoline.

The Town's rooftop solar installations offset the total cost of electricity by 5.7% in 2023, providing \$57,918 in revenue from exporting solar electricity to the grid and \$42,422 in savings from directly offsetting electricity consumption

## Section 2: Climate Change Adaptation

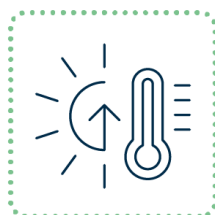
The CEAP modeled the projected impacts of a changing climate to Canmore, from now to 2070. The highest risks in relative order are listed below. Actions undertaken in 2023 to adapt and build resilience to these risks are also provided below.



Wildfire and Smoke



Steep Creek Flooding



Extreme Heat



Riverine Flooding



Dry Weather Conditions/  
Drought

- Created emergency response plans for extreme heat and wildfire smoke, in addition to existing wildfire and flood emergency response plans.
- Held an exercise to test the new extreme heat and wildfire smoke plans from an emergency social services perspective.
- Removed 63 hazard trees through the mountain pine beetle program and FireSmarted 16.6 hectares of land.
- Installed five new Purple Air Monitors throughout the community, and indoor monitoring stations at Elevation Place, the Civic Centre, and Canmore Recreation Centre.
- Designated facilities as cooling centres and clean air shelters.
- Continued work on the Cougar Creek debris flood retention structure and seasonal flood risk monitoring.

## Section 3: Equity and Co-Benefits

As the CEAP is implemented, conscious effort must be made to foster an inclusive approach to climate action, addressing issues like intergenerational equity, income inequality, housing affordability, and global equity. Special considerations need to be made to ensure more vulnerable residents are not adversely impacted by climate action and have fair access to the benefits and incentives provided through the Town's work on climate. Actions that advance equity, affordability, and co-benefits, such as improved air quality and health, will be prioritized and highlighted in future annual updates.

### End Notes

The CEAP established a new 2022 baseline and a new, more ambitious, 2050 target for net zero emissions. Going forward, 2022 will be used as the baseline for all GHG reporting as opposed to the previous Climate Action Plan's baseline year of 2015. This change is due to the more robust transportation modeling and forecasting that was used in the CEAP. For reference, if the Town had continued using 2015 as the baseline for comparison, 2023 would represent a 26% reduction in Corporate GHGs, and a 10% reduction in community-wide GHGs.

Canmore's GHG inventory scope and methodology follows the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (GPC) and is compiled using the Partners for Climate Protection Milestone Tool. Notable sources of GHG emissions not accounted for in the inventory include upstream emissions associated with the production and transportation of food, consumer goods and services, embodied carbon in building materials, domestic and international air travel and long-distance vehicle travel by residents and visitors, and fugitive emissions from wastewater treatment and refrigerants.

Council Resolution Action List							G1
Motion #	Agenda Item	Resolution	Council Mtg Date	Service Area	Action Status	Last Update	Date Complete
99-2021	<b>MOU with Stoney Nakoda</b>	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.	1-May-24	
216-2021	<b>Advancing Truth and Reconciliation with the Stoney Nakoda Nation</b>	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.	1-May-24	
16-2023FIN	<b>2024 Operating Budget Motion</b>	Direct administration to return in the 2025 budget process with options to no longer use the photo radar reserve to fund equivalent of 1.5 RCMP officers.	31-Oct-23	CST	Will be included as part of the options presented to finance committee during the 2025-2026 budget process	4-Sep-24	
122-2023	<b>Housing Action Plan</b>	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 will be proposing a capital project in 2025 to renew the existing Land Use Bylaw, which will encompass this direction.	23-Sep-24	
124-2023	<b>Housing Action Plan</b>	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 will be proposing a capital project in 2025 to renew the existing Land Use Bylaw, which will encompass this direction.	23-Sep-24	
193-2023	<b>2023 Capital Budget Amendment Large Item Collection Vehicle</b>	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	Will be included as part of the options presented to finance committee during the 2025-2026 budget process	4-Sep-24	
208-2023	<b>LUB Amendment 2023-20 – CPC Authority and Referrals and Subdivision Authority, Development Authority (DA), and CPC Establishment Bylaw Amendment 2023-28 – DA and CPC</b>	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 in the first quarter of 2025.	27-Aug-24	
114-2024	<b>Fireworks Ban and Fire Bylaw Amendment 2024-11 - Community Safety</b>	Direct administration to include increased cultural programming for Canada Day and New Year's Eve celebrations as an option for finance committee during the 2025-2026 budget process.	4-Jun-24	CST	Will be included as part of the options presented to finance committee during the 2025-2026 budget process	4-Sep-24	
132-2024	<b>Council Remuneration Committee</b>	Direct administration to return to Council with an update to the Council Remuneration Policy as recommended by the Council Remuneration Review Committee.	18-Jun-24	CST	Administration intends to bring forward results and option in late 2024 or early 2025.	18-Jun-24	
228-2024	<b>Committee Appointments</b>	Direct administration to source additional appointees to Assessment Review Board by: 1) Seeking an agreement with a neighbouring municipality to second members of their Assessment Review Board, and bring said agreement to Council for approval by April 30, 2025; or 2) If said agreement is not feasible, then initiate a further round of recruitment from residents of Canmore to sit on the Assessment Review Board, and bring the candidates to Council for consideration prior to April 30, 2025.	22-Oct-24	CST			
229-2024	<b>Committee Appointments</b>	Direct administration to engage with neighbouring municipalities, i.e. the Town of Banff and the Municipal District of Bighorn, to explore working with the Town of Canmore to develop a regional Assessment Review Board.	22-Oct-24	CST			
246-2024	<b>Business Registry Licence</b>	Direct administration to return with recommended amendments to the Business Registry Licence Bylaw that will explore requiring all individually titled visitor accommodation units to obtain a business licence and that the display of the licence be subject to the same requirements as tourist homes and that administration include any additional resources required to process the anticipated increase in business licences as an option for Council as part of the 2025/2026 budget process.	5-Nov-24	Eco Dev.			
254-2024	<b>Property Tax Task Force - Livability Program Revenue</b>	Direct administration to include exploration of the collection of Livability Program revenue from the "Residential Vacant Services Land" subclass as part of the upcoming Property Tax Task Force.	5-Nov-24	CST			





ALBERTA

SENIORS, COMMUNITY AND SOCIAL SERVICES

*Office of the Minister*

His Worship Sean Krausert  
Mayor  
Town of Canmore  
902 - 7 Ave  
Canmore, AB T1W 3K1

Dear Mayor Krausert:

Thank you for your letter to the Honourable Danielle Smith, Premier of Alberta; the Honourable Ric McIver, Minister of Municipal Affairs; and me regarding housing development in Canmore. As Minister of Seniors, Community and Social Services, I am pleased to respond on behalf of government.

I appreciated the opportunity to meet and discuss the housing initiatives underway in Canmore. We agree that providing housing is a shared responsibility with all orders of government, and I welcomed the opportunity to learn about the work the town is undertaking to address Canmore's need for more housing to support low- and middle-income Albertans.

Alberta's government is committed to ensuring Albertans in all communities have access to safe, secure and stable housing. The government is focused on finding innovative solutions that encourage new investments in housing while ensuring Albertans can find homes that fit their budgets.

Thank you for following up on this important issue.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Jason Nixon'.

Jason Nixon  
Minister of Seniors, Community and Social Services

cc: Honourable Danielle Smith  
Premier of Alberta

Honourable Ric McIver  
Minister of Municipal Affairs