



**TOWN OF CANMORE
AGENDA**

Committee of the Whole
Council Chamber at the Canmore Civic Centre, 902 – 7 Avenue
Tuesday, February 18, 2025 at 1:00 p.m.

Times are estimates only.

- 1:00 – 1:05 **A. CALL TO ORDER AND APPROVAL OF AGENDA**
 1. Land Acknowledgement
 2. Agenda for the February 18, 2025 Committee of the Whole Meeting
- 1:05 – 1:50 **B. DELEGATIONS**
 1. Legassy Municipal Services – 2025 Assessment Mail-out Summary
- 1:50 **C. MINUTES**
 1. Minutes of the January 21, 2025 Committee of the Whole Meeting
- 1:50 – 2:05 **Meeting Break**
- 2:05 – 2:25 **D. STAFF REPORTS**
 1. 2024 Report to the Community
 Purpose: To provide the Committee of the Whole with a year-end report on Council’s 2023-2026 strategic plan goals, summarizing what was accomplished.
- 2:25 – 2:30 **E. COUNCILLOR UPDATES**
 1. February 2025 Councillor Updates
- 2:30 – 2:35 **F. ADMINISTRATIVE UPDATE**
 1. February 2025 Administrative Update
- 2:35 **G. COUNCIL RESOLUTION ACTION LIST**
 1. Council Resolution Action List as of February 12, 2025
- H. CORRESPONDENCE – none**
- I. CLOSED SESSION – none**
- 2:35 **J. ADJOURNMENT**



6 Orion Close
St. Albert, AB
Ph: (780)418-8384
canmore@legassy.ca

2025 Assessment Mail-out Summary

for the



Assessment Overview – Assessment Roll

In Alberta, the Assessor is legislated to prepare assessments **annually**.

Assessments are legislated based on market value using mass appraisal methodology and reflect:

- the market value of property as of July 1, 2024
- the physical condition date of December 31, 2024

Market Value is the amount that a property might be expected to realize if it is sold on the open market by a willing seller to a willing buyer.

The legislation further stipulates that *an assessment of property based on market value*

- (a) must be prepared using mass appraisal,*
- (b) must be an estimate of the value of the fee simple estate in the property, and*
- (c) must reflect typical market conditions for properties similar to that property.¹*

The legislation requires the Assessor to assess the **fee simple estate**.

*Fee simple interest [is] absolute ownership unencumbered by any other interest or estate...
 leased fee interest [is] the ownership interest held by the lessor, which includes the right to the contract rent specified in the lease plus the reversionary right when the lease expires...
 leasehold interest [is] the interest held by the lessee (the tenant or renter) through a lease conveying the rights of use and occupancy for a stated term under certain conditions.²*

Property assessments represent an estimate of the value of the fee simple estate in the property as it existed on December 31, 2024.

Mass Appraisal consists of stratifying similar properties, analyzing market sales, cost data, income and expense information, and using this standard data to create valuation models that are applied to all similar properties.

Highest and Best Use is *a principle of appraisal and assessment requiring that each property be appraised as though it were being put to its most profitable use (highest possible present net worth), given probable legal, physical, and financial constraints. The principle entails first*

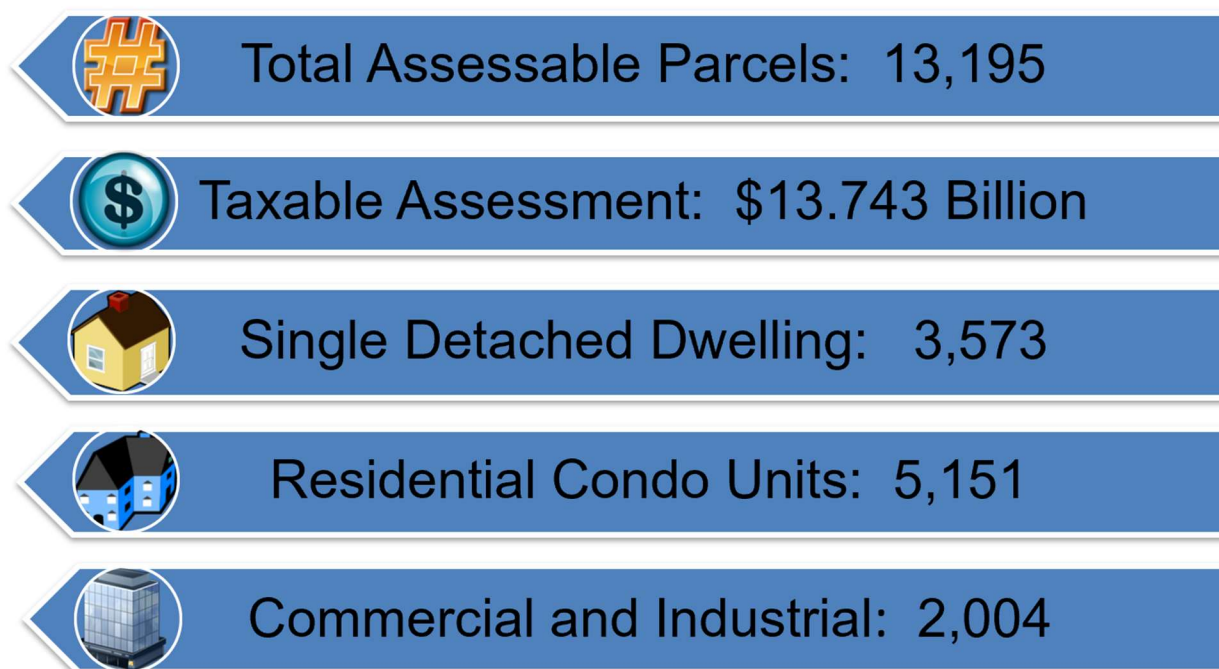
¹ *Matters Relating to Assessment and Taxation Regulation, 2018, Alta Reg 203/17*

² *Appraisal Institute of Canada, The Appraisal of Real Estate Third Canadian Edition, Vancouver, Canada, 2010, page 6.4*

identifying the most appropriate market, and second, the most profitable use within that market. The concept is most commonly discussed in connection with underutilized land.³

Property assessments in Alberta are prepared in accordance with the requirements of the *Municipal Government Act, R.S.A. 2000, c. M-26, (MGA)* and the *Matters Relating to Assessment and Taxation Regulation, 2018, Alta Reg 203/17, (MRAT)*.

Town of Canmore 2024 Assessment Roll for 2025 Taxation



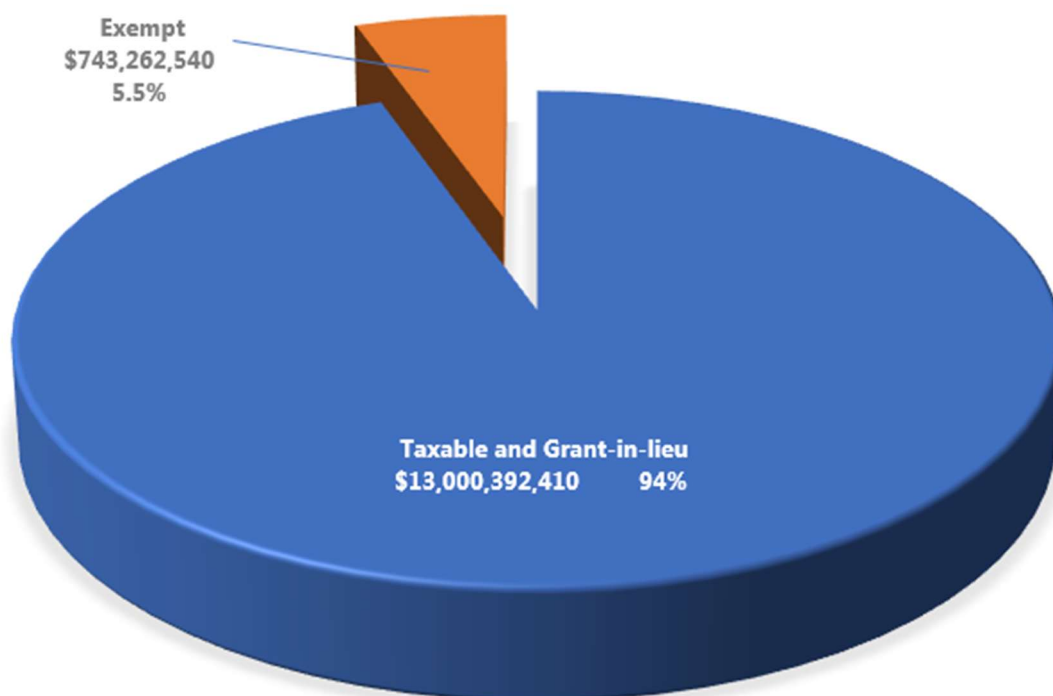
³ IAAO Glossary for Property Appraisal and Assessment, 2nd Edition, page 78

Taxable Assessment Base

(Includes Taxable and Grant-in-lieu)

Property Description		Previous	New	Growth	Inflation
*ME-D	DIP Machinery & Equipment	415,480	415,480	0	0
NR	Non-Residential	1,865,238,880	2,142,879,520	97,546,010	180,094,630
*NR-D	DIP Non-Residential	2,541,940	2,541,940	0	0
*NRL	Non-Residential – Linear	56,490,310	56,490,310	0	0
R	Residential	9,916,587,980	10,798,065,160	120,988,840	760,488,340
		11,841,274,590	13,000,392,410	218,534,850	940,582,970

**DI Assessments prepared by the province and not yet available.*



Market Change

Because assessments are based on market value, they will fluctuate with changes in the underlying real estate market. Changes in assessment due to market value do not result in new revenue to the Town.

Market Change is the year-over-year changes in market conditions that have resulted in increases or decreases from July 1, 2023, to July 1, 2024. Includes increases or decreases in value due to changing market demands for certain locations or physical characteristics but does not include any assessment growth.

Market Change	
Residential	7.7%
*Non-Residential	9.7%
Total	8.0%

**Includes lodging condos.*

Residential “Hot Spots”

General Data Corrections

- Additional resourcing and time management have improved assessment quality in the revaluation process and identified some areas that have been under / over-assessed.
 - Silvertip, Homestead River Lots and Cairns – as more sales have come on in the last year, these areas appear to have been under-assessed in the past.
- As the downtown neighbourhoods get built out, we are seeing redevelopment spread into other neighbourhoods such as TeePee Town, Lions, Three Sisters Drive and Larch which is driving up the prices of the older stock of housing. This is increasing the value of the land in those areas where minimal value is being attributed to the older improvements and they are primarily valued as redevelopment land.
- Re-inspection Areas
 - Cougar Creek East
 - Blue Grouse Ridge
 - Juniper Ridge
 - Homesteads/Homesteads Riverlots.

Non-Residential “Hot Spots”

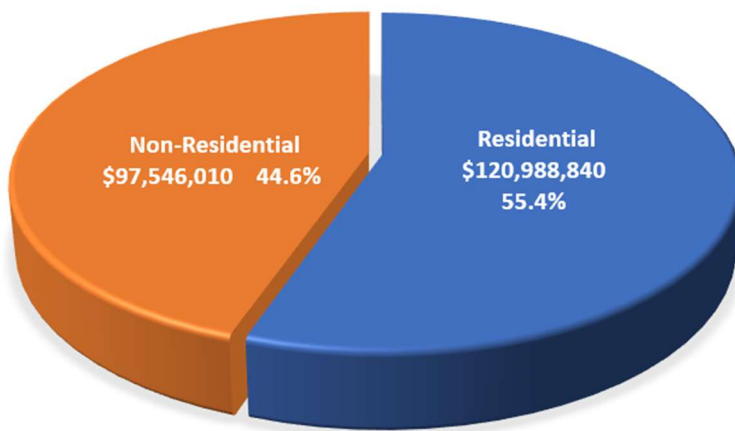
Areas that experienced higher than typical increases are:

- Lodging, +29.3%
- Downtown and BVT land

Assessment Growth

Assessment Growth is generally defined as new construction that adds value to a property or a change in use such as sub-division. Assessment growth occurs in addition to any changes in market conditions.

Property Description		Growth (\$)
R	Residential	\$120,988,840
NR	Non-Residential	\$97,546,010
		\$218,534,850



Growth (% of Base)

Residential:	0.9%
<u>Non-Residential:</u>	<u>0.8%</u>
Total:	1.7%

As the province is responsible for designated industrial property (DIP) and linear, it is not included in the information above.

Annual Ratio Study Report

**Town of Canmore Code: 0050 Assessment Year: 2024
Annual Audit Ratio Study Report**

Residential Assessment Level

Actual Use Group Description	Value Quartile Strata	NBR of IOV Used	Median Assessment Ratio	COD	Assessment Total for the Strata	Indicated Market Value	Parcel Count
Single Family Dwellings	VQ1	80	0.982	8.100	\$718,577,800	\$731,749,287	799
Single Family Dwellings	VQ2	80	0.976	10.700	\$776,664,000	\$795,762,295	637
Single Family Dwellings	VQ3	113	0.967	7.100	\$1,594,803,000	\$1,649,227,508	1,052
Single Family Dwellings	VQ4	117	0.969	8.000	\$2,557,097,000	\$2,638,902,993	1,084
Residential Condominium	VQ1	211	0.969	7.500	\$477,767,200	\$493,051,806	2,208
Residential Condominium	VQ2	286	0.965	6.200	\$798,651,000	\$827,617,617	1,210
Residential Condominium	VQ3	296	0.965	6.400	\$1,202,201,000	\$1,245,804,145	1,406
Residential Condominium	VQ4	304	0.958	7.800	\$2,339,131,000	\$2,441,681,628	1,539
Multi-Family	VQ1-4		1.000		\$108,718,000	\$108,718,000	15
Vacant Residential	VQ1-4	55	0.985	5.300	\$196,310,000	\$199,299,492	179
		1,542			\$10,769,920,000	\$11,131,814,771	10,129

**Town of Canmore Code: 0050 Assessment Year: 2024
Annual Audit Ratio Study Report**

Non-Residential Assessment Level

Actual Use Group Description	Value Quartile Strata	NBR of IOV Used	Median Assessment Ratio	COD	Assessment Total for the Strata	Indicated Market Value	Parcel Count
Industrial	VQ1-4	21	0.973	6.800	\$198,279,300	\$203,781,398	200
Retail, Office	VQ1-4	369	0.987	9.200	\$1,847,158,000	\$1,871,487,335	2,117
Vacant Non Res	VQ1-4	7	0.980	3.000	\$159,421,400	\$162,674,898	720
		397			\$2,204,858,700	\$2,237,943,631	3,037

Key Dates and Reminders

- Assessment Notice Mail-out: February 13
- Assessment Complaint Deadline: April 22

- Assessment Notice Mail-out of Linear Designated Industrial Property: January 31
Prepared by Provincial Assessor
- Assessment Notice Mail-out of Non-Linear Designated Industrial Property: February 28
Prepared by Provincial Assessor

Resources for Property Owners

- Town website - Assessment Information and FAQs
<https://canmore.ca/residents/property-tax/rates-assessments>
- Interactive Property Viewer Map (Town Website)
- The Town Assessor (Legassy Municipal Services)
Canmore@legassy.ca

Assessment Roll Summary

2024 Property Assessment
for 2025 Taxation

for the



6 Orion Close
St. Albert, AB T8N 6G2
Ph: (780) 418-8384

canmore@legassy.ca

February 18, 2025 Committee of the Whole 1:00 p.m.

Presentation Overview

- ▶ Assessment Overview
- ▶ 2024 Assessments (2025 Taxation)
- ▶ Market Changes
- ▶ Growth
- ▶ Key Dates
- ▶ Resources for Property Owners

Property Assessment

Assessment process in Alberta...



Legislated Assessment Process

Legislation stipulates that an assessment of property based on market value

- ▶ must be prepared using mass appraisal,
- ▶ must be an estimate of the value of the fee simple estate in the property, and
- ▶ must reflect typical market conditions for properties similar to that property.

Mass Appraisal

Mass appraisal is the legislated methodology used for valuing individual properties, and involves the following process:

- ▶ properties are stratified into groups of comparable properties;
- ▶ common property characteristics are identified for the properties in each group; and
- ▶ a uniform valuation model is created for each property group.

Property Assessments

Property assessments for the 2024 assessment year must be:

- ▶ an estimate of the value of the property on July 1, 2024 (Valuation Date), and
- ▶ reflect the physical condition of the property on December 31, 2024 (Condition Date).

2024 Assessments

For 2025 Taxation

February 18, 2025 Committee of the Whole 1:00 p.m.

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Effects of Market value

- ▶ Because assessments are based on market value, they will fluctuate with changes in the underlying real estate market.

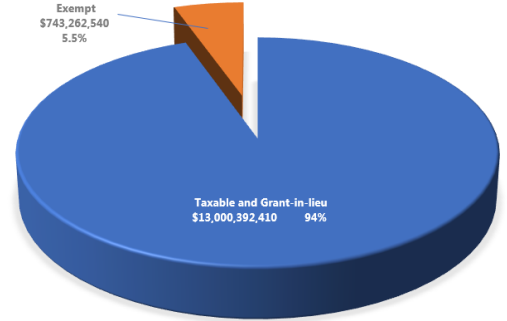


Market
Value



Additional
Municipal
Taxes

Taxable Assessment



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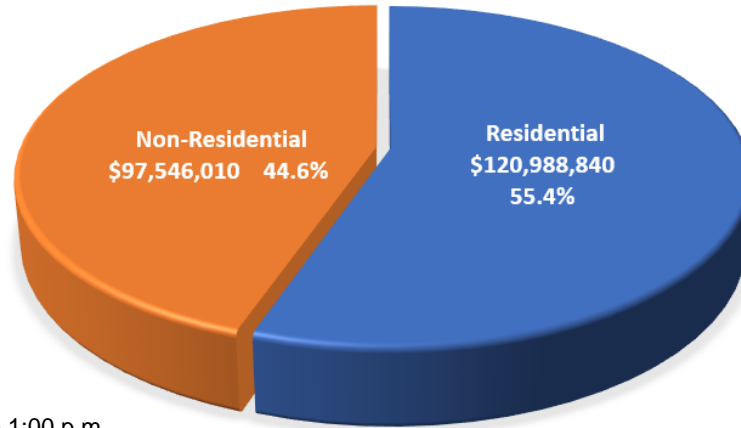
Market Change

Market Change	
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Assessment Growth

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Assessment Growth

	2023	2024
Residential	\$158M	\$121M
Non-Residential	\$54M	\$97M
Total	\$212M	\$218M

Notable Growth

Notable growth that came on in 2024:

- ▶ Spring Creek's Timberstone Mountain Lodge (Tourist Home Condos)
- ▶ Elk Meadows (Industrial Condos)
- ▶ 1717 Mountain Avenue (Visitor Accommodation Condos)

Non-Residential “Hot Spots”

- ▶ Lodging (excluding Condos): 29.3%
- ▶ Downtown Redevelopment Properties

Additional Hot Spots

- ▶ Residential re-inspection areas:
Cougar Creek East, Blue Grouse Ridge, Juniper Ridge, and Homesteads/Homesteads Riverlots.
- ▶ Redevelopment properties

Key Dates

- ▶ Assessment Notice Mail-out: **February 13, 2025**
- ▶ Assessment Complaint Deadline: **April 22, 2025**

Resources for Property Owners

Town website www.canmore.ca/assessments

- ▶ Assessment Information and FAQs
- ▶ Interactive Property Viewer Map

Legassy Municipal Services

- ▶ canmore@legassy.ca

Thank you

Questions?

TOWN OF CANMORE
MINUTES
Committee of the Whole
Council Chambers at the Civic Centre, 902 – 7 Avenue
Tuesday, January 21, 2025 at 1:00 p.m.

COUNCIL MEMBERS PRESENT

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

COUNCIL MEMBERS ABSENT

None

ADMINISTRATION PRESENT

Sally Caudill	Chief Administrative Officer
Whitney Smithers	General Manager of Municipal Infrastructure
Scott McKay	General Manager of Municipal Services
Cheryl Hyde	Manager, Municipal Clerk's Office
Ben Stiver	Municipal Clerk (recorder)
Chelsey Gibbons	Manager of Finance
Adam Driedzic	Town Solicitor
Adam Robertson	Manager of Communications

Mayor Krausert called the January 21, 2025 Committee of the Whole meeting to order at 1:00 p.m.

A. CALL TO ORDER AND APPROVAL OF AGENDA

- 1. Land Acknowledgement**
- 2. Agenda for the January 21, 2025 Committee of the Whole Meeting**

1-2025COW

Moved by Mayor Krausert that the Committee of the Whole approve the agenda for the January 21, 2025 meeting with the following item added under Section I: Closed Session:

Judicial Review of Division of Class 1 Property Bylaw 2024-19

Recommendation: That the Committee of the Whole close the meeting to the public to prevent disclosure of information that is subject to legal privilege in accordance with section 27(1)(a) of the *Freedom of Information and Protection of Privacy Act*.

CARRIED UNANIMOUSLY

B. DELEGATIONS – none

Minutes approved by: _____

C. MINUTES

2-2025COW

1. Minutes of the December 17, 2024 Committee of the Whole Meeting

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

CARRIED UNANIMOUSLY

D. STAFF REPORTS

1. Assessment Review Board Membership Options

Administration spoke to a written report to provide the Committee of the Whole with options for appointing members to the Assessment Review Board and get direction for bringing a recommendation to Council.

3-2025COW

Moved by Mayor Krausert that the Committee of the Whole direct administration to readvertise Assessment Review Board public member vacancies and bring a report to Council requesting the appointment of interested Banff and M.D. of Bighorn Assessment Review Board public members as well as other applicants from the three municipalities to the Canmore Assessment Review Board prior to April 30, 2025.

CARRIED UNANIMOUSLY

2. Palliser Lands Development Update

Administration, alongside Bronte McArthur and Greg Stewart from groundcubed, Lee Prevost from Boundary Design, Matthew Parks from Dialog Design, Ebony Rempel from YWCA Banff, and Kelly Learned from FRANK Design, spoke to a presentation that provided the Committee of the Whole with updates on the Palliser Lands Development.

Meeting Break from 2:02 p.m. – 2:15 p.m.

E. COUNCILLOR UPDATES

1. January 2025 Councillor Updates

Written report, received as information.

F. ADMINISTRATIVE UPDATE

1. January 2025 Administrative Update

Written report, received as information.

G. COUNCIL RESOLUTION ACTION LIST

1. Council Resolution Action List as of January 15, 2025

Written report, received as information.

H. CORRESPONDENCE

1. Letter to Premier Smith re GIPOT Shortfall and Election Costs

2. Letter from Minister Dreeschen re Automated Traffic Enforcement

Minutes approved by: _____

I. CLOSED SESSION

1. Judicial Review of Division of Class 1 Property Bylaw 2024-19

4-2024COW

Moved by Mayor Krausert that the Committee of the Whole close the meeting to the public at 2:33 p.m. to prevent disclosure of information that is subject to legal privilege in accordance with section 27(1)(a) of the *Freedom of Information and Protection of Privacy Act*.

CARRIED UNANIMOUSLY

Administration present at the closed session: Sally Caudill, Whitney Smithers, Scott McKay, Adam Driedzic, Cheryl Hyde, Chelsey Gibbons, Adam Robertson, and Ben Stiver.

5-2024COW

Moved by Mayor Krausert that the Committee of the Whole return to the public meeting at 3:16 p.m.

CARRIED UNANIMOUSLY

J. ADJOURNMENT

6-2024COW

Moved by Mayor Krausert that the Committee of the Whole adjourn the January 21, 2025 meeting at 3:17 p.m.

CARRIED UNANIMOUSLY

Sean Krausert
Mayor

Ben Stiver
Municipal Clerk

Minutes approved by: _____



Briefing

DATE OF MEETING: February 18, 2025 **Agenda #: D 1**

To: Committee of the Whole

SUBJECT: 2024 Report to the Community

SUBMITTED BY: Elle West, Community Evaluator

PURPOSE: To provide the Committee of the Whole with a year-end report on Council’s 2023-2026 strategic plan goals, summarizing what was accomplished.

EXECUTIVE SUMMARY

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

BACKGROUND/HISTORY

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

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

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

DISCUSSION

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

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

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

- Municipal initiatives and services are designed to increase affordability for residents.
- Emergency management communication is effective and adopted across our community.
- Municipal programs, facilities, and services help to attract and retain families and support community diversity.
- Employment opportunities that provide residents with a dignified and reasonable standard of living are widely available.

Our number one affordability issue is housing, as such the report highlights the actions underway to address our housing crisis. A number of big steps were taken in 2024 including the implementation of a Housing Action Plan, progress on Connect Downtown, construction in Stewart Creek for new non-market ownership units with Canmore Community Housing and planning for a new development at 100 Palliser Lane which will add new non-market rental units to Canmore Community Housing's pool.

Local transit ridership increased, and a new local route was added in 2024, with plans to increase the service offered in 2025.

In 2024 we have seen subscribers to the “Voyent Alert!” emergency alerting system move from 2100 to almost 6000.

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

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

Environmental sustainability has been a focus and 2024 saw several accomplishments. We accepted the new Climate Emergency Action Plan, which will guide our actions for the next ten years, and we accepted the new Human Wildlife Coexistence Implementation and Action Plan to create a sustainable balance between the Town's development and regional wildlife.

An increased budget for the fruit tree incentive removal program this year saw a total of 120 fruit trees removed from 73 properties.

Continued investment in infrastructure is showing its benefit as we are seeing more people choose to walk, cycle, and use transit. Pedestrian trips through the Bow Vally Trail/Railway Avenue intersection increased 19% over the previous year, and cycle trips increased 31%.

Canmore Fire Rescue conducted additional training to increase the number of team members available to complete FireSmart assessments and a total of 74 FireSmart assessments were completed in 2024, which is more than double the goal of 35.

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

Objectives:

- Right Relations with the Stoney Nakoda Nation and members of Treaty 7 and Metis District 4 are advanced.
- Inter-governmental, business, and not-for-profit relationships result in mutually beneficial outcomes.
- Meaningful, two-way public engagement and communication is civil, supportive, and productive.
- The community understands the value of a strong and healthy Public Service.

A continued focus on providing meaningful opportunities for engagement saw over 5400 people participate in both online and in-person opportunities to provide feedback on several initiatives, well over the set goal of 2600.

We continue to work closely with Treaty 7 Nations when planning and delivering events in Canmore. Public Works held several meetings and a ceremony with Stoney Nakoda members when bison bones were found on a project site and a groundbreaking ceremony was held at the site of the water treatment project. The Arts and Culture team collaborated with the Stoney Nakoda Nation to celebrate National Indigenous History Month, and for a National Day for Truth and Reconciliation event.

Some actions taken in 2024 have effects in multiple areas, such as the e-bike discount program. This is an environmental incentive, which also improves livability for members of the Affordable Services Program who received this discount, and it contributes to advancing the shift in multi-modal transportation.

A full list of activities accomplished for each goal is available in the 2024 Q4 OKRs Update, as well as all available metrics for the council approved objectives and key results that are aligned with the strategic plan.

The final 2024 Report to the Community is being finalized by a graphic designer at the time of printing. The report will be circulated directly to Council and available at www.canmore.ca as soon as it is available. The attachment in this agenda that is part of the Administrative Update is the same content as the report just in a different format.

FINANCIAL IMPACTS

N/A

INTEREST HOLDER ENGAGEMENT

Mayor Krausert will be delivering an address to the community that will be recorded and made available at canmore.ca in March 2025.

ATTACHMENTS

N/A

AUTHORIZATION

Submitted by:	Elle West Community Evaluator	Date: <u>January 17, 2025</u>
Approved by:	Adam Robertson Manager of Communications	Date: <u>January 24, 2025</u>
Approved by:	Ted Ruiters Fire Chief & Acting General Manager of Municipal Services	Date: <u>January 29, 2025</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date: <u>February 11, 2025</u>



Councillor Updates

DATE OF MEETING: February 18, 2025

Agenda #: E 1

1. Mayor Krausert

- a) Bow Valley Regional Transit Services Commission
 - I defer to Councillor Foubert's report.
- b) Tourism Canmore Kananaskis
 - Nothing new to report. The January meeting is after submission of this report.
- c) Emergency Management Committee
 - Nothing new to report. Next quarterly meeting is set for February 27, 2025.
- d) Human Wildlife Co-existence Roundtable
 - Nothing new to report. The next meeting is set for March 20, 2025.
- e) Town of Canmore – MD of Bighorn Inter-Municipal Committee
 - Nothing new to report. The next meeting is set for March 28, 2025.
- f) Regenerative Tourism Taskforce
 - Nothing new to report.
- g) Mid-Sized Cities Mayors' Caucus (MCMC)
 - The monthly MCMC Executive virtual meeting took place on January 15, 2025. We are currently in the process of finalizing data that will be provided by all member municipalities (e.g. property tax increases, certain demographics, etc.). The website is being updated and a social media plan is being developed.
 - The MCMC Executive met with Minister Dreeshen's Chief of Staff (Transportation & Economic Corridors) and policy advisors on January 22, 2025, with respect to the Automated Traffic Enforcement ("ATE") decision and its impact on member municipalities that had/are using ATE.
 - The MCMC Executive met with Minister Nixon (Seniors, Community & Social Services) on January 23, 2025, to brief him about MCMC and to discuss various programs within his portfolio.
 - Planning is taking place for an MCMC event in Edmonton for MLA's in conjunction with the Provincial budget. The event is scheduled for March 11, 2025, and will be attended by Mayors and CAO's from most member municipalities.
 - Advocacy efforts continue with respect to getting a provincial government mid-sized cities caucus.

- h) Advocacy on Behalf of the Town of Canmore (in addition to MCMC activities)
 - On January 13, 2025, along with the CAO, I participated in a meeting with Minister Loewen (Forestry & Parks) and chief elected officials and senior administration from Banff, MD of Bighorn, ID 9 as well as representation from Parks Canada to discuss wildfire preparedness in the Bow Valley.
- i) Events
 - On January 13, 2025, I participated in a press conference with Minister Loewen (Forestry & Parks) and Reeve Rosvold (MD of Bighorn) with respect to the Community Fireguard Project.
 - On January 15, 2023, I provided welcome remarks at the opening Hockey Day in Canada “Faceoff Event” hosted by Silvertip.
 - On January 16, 2023, I provided welcome remarks to the Hockey Day in Canada Banquet hosted at the Canmore Golf & Curling Club, which was also attended by Councillors Marra and Graham as well as the GM of Municipal Services.
- j) Miscellaneous
 - I continued with my regular appearance on Mountain FM with Rob Murray.
 - I conducted various media interviews, including: Rocky Mountain Outlook (various items), CBC Radio (purpose-built rental incentive policy).
 - On January 24, 2025, I had lunch with Mayors Genung (Cochrane) and DiManno (Banff) to share about top issues in our respective communities.

2. Councillor Foubert

- a) Bow Valley Regional Transit Services Commission
 - The Commission held a session for board members to go into the details of the recent Dillon study that looked at what demand would create in terms of future fleet and facility needs over the next 30 years.
- b) Community Grants Selection Committee
 - Nothing new to report.
- c) Canmore Museum Society
 - The Museum's most recent board meeting was cancelled.
- d) Downtown Canmore Business Improvement Area (BIA)
 - The BIA is working towards changing the boundary of the zone it represents. The changes involve the engagement of businesses in the areas of expansion.
 - Building a robust events/vibrancy/activation calendar is also a priority and a sub-committee has been established to continue success of our recent Window Wonderland promotion
- e) Subdivision and Development Appeal Board
 - Appeal hearing PL20240362 adjourned from January 13, 2025 to February 6, 2025.
 - Attended orientation and Andre Giannandrea was reappointed as Chair.

- f) Other points of interest
 - Attended Minister Loewen's recent fireguard announcement at the CNC January 15, 2025.
 - Attended the New Year's party for Roam Transit at CanGolf.
 - Volunteered at Hockey Day in Canada events.

3. Councillor Graham

- a) Biosphere Institute of the Bow Valley
 - No meetings to report on.
- b) Bow Valley Wildsmart
 - No meetings to report on.
- c) Canmore Mountain Arts Foundation
 - Balanced budget for 2024, we were expecting a small deficit.
- d) Other points of interest
 - Attended Minister Loewen's press conference on the Fire Guard.
 - Attended several Hockey Day in Canada events in Canmore. Well attended and well run, looked like a resounding success. I am looking forward to the debriefing reports from various agencies.
 - Attended a retirement party for Therese Rogers.

4. Councillor Hilstad

- a) Canmore Community Housing (CCH)
 - Please see Attachment 1 for CCH Operations Report for January.
 - CCH was approached by second homeowners who have been long-term supporters of CCH, to see if CCH would be interested in purchasing their home which they currently rent out at below market rates. CCH has completed the purchase and added the unit to our Vital Homes Ownership program and will be looking to list it this month.
- 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 oldest living land animal is named Jonathan, a 192ish-year-old giant tortoise. (192 being the conservative estimate as he may be older)

5. Councillor Mah

- a) Bow Valley Waste Management Commission
 - The commission met on January 23, 2025 and monthly financial updates confirm that the Commission is on firm financial footing.
 - We were given a presentation from Paul Ryan of SAEWA, updating us on the status of their mission to create energy from waste.
- b) Canmore Community Housing (CCH)
 - I defer to Councillor Hilstad's report for operations summary.
 - The CCH Executive Director (ED) Review Committee is currently collating all feedback information from staff and board members. As head of the review committee, Board Chair Rob Murray and I will be meeting with Kris Mathieu in early February to discuss results and steps forward.
- c) CAO Performance Review Committee
 - Nothing to report.
- d) Cultural Advisory Committee
 - The Cultural Advisory Committee met on January 20, 2025.
 - The call for Main Street Artwork in the pedestrian zone has finished. The selections committee will be convening in late February.
 - I was part of the Lamphouse Emerging Artist Bursary Committee, and we have made final selections. Names of those artists will be released publicly through Arts and Culture once all applicants have been notified.
- e) Emergency Management Committee
 - I defer to Mayor Krausert's report.
- f) Other points of interest
 - On Thursday, January 9, 2025, I attended a retirement event for Therese Rogers. Was great to have her celebrated!
 - Serving in the role of Deputy Mayor, I was able to receive, on the Town of Canmore's behalf, a photograph depicting various Stoney Nakoda elders and their hockey team: The Tomahawks! This exchange happened on Saturday, January 18, 2025, coinciding with Hockey Day in Canada.
 - Another highlight of Hockey Day in Canada was that we were able to bring the Stanley Cup into the tipi!



6. Councillor Marra

- a) Assessment Review Board
 - Nothing to report.

- b) Bow Valley Regional Housing
 - The Board met with the Auditors prior to audit process.
 - The Board also approved the 2025 Budget.
 - See Attachments 2 – 4 for newsletter and waitlists

- c) Bow Valley Waste Management Commission
 - I defer to Councillor Mah's report.

- d) Canmore/MD of Bighorn Intermunicipal Committee
 - No meetings.
 - Next meeting is scheduled for February 2025.

- e) Canmore Public Library
 - No meeting in January.

- f) Southern Alberta Energy from Waste Association
 - Updates on future project and presentation of draft Memorandum of Understanding (MOU).
 - MOU to have a legal review before moving forward.

- g) Subdivision and Development Appeal Board
 - Nothing to report.

- h) Other points of interest
 - I attended and volunteered at the Scotiabank Hockey Day in Canada events.

7. Councillor McCallum

- a) Assessment Review Board
 - Nothing new to report.

- b) Bow Valley Regional Housing
 - I defer to Councillor Marra's report.

- c) Canmore Planning Commission
 - Training for the new cohort is planned for January 29, 2025.
 - Nothing new to report.

- d) Canmore Community Housing
 - I defer to Councillor Hilstad's report.

- e) Other points of interest
 - I enjoyed watching Canmore's final New Year's Eve fireworks display.
 - I attended Therese Rogers' Retirement Farewell.
 - I participated in Alberta Municipalities Prospective Candidate Video.





Housing Operations

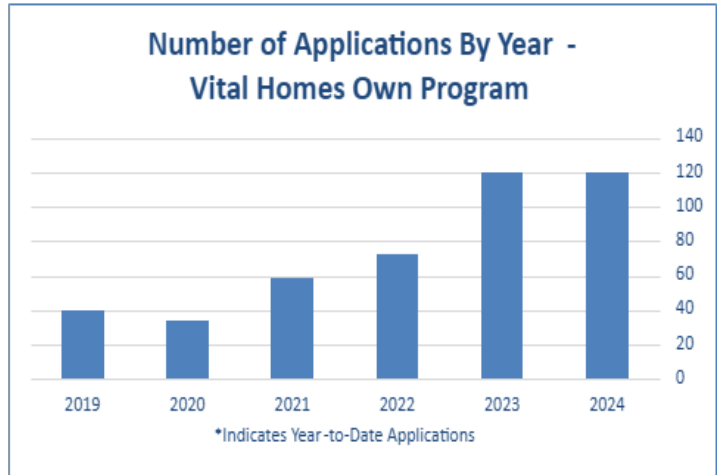
While 2024 began with a flurry of activity in the Vital Homes Ownership program, resale listings became scarce during the second half of the year with only 1 listing coming up. This was offset however by the launch of our Ptarmigan Pointe development, which saw 10 of the 18 units proceed to a firm sale before the holidays and several more coming under contract early in the new year. Construction continues to move along briskly, and CCH looks forward to being able to secure occupancy for our buyers later this year. The Vital Home Ownership program continued to see strong growth in 2024, with 120 new applicants joining the program this year and just over 300 households now on our waitlist. The Vital Homes Rental Program did not see as much growth in 2024, however the total household waitlist is very similar to 2023 year end numbers, with 206 households now part of the program vs. the 200 households that were on the list at the end of 2023. Low tenancy turnover during the past year is the main driver for wait times, as only 6 of the total 108 purpose-built rental units welcomed new tenants last year, but CCH is hopeful with continued progress on our 100 Palliser project, that we will be able to ease these wait times as new inventory can be welcomed into our portfolio.

CCH OPERATIONS REPORT										
December 2024										
	OWN Program			RENT Program						
Wait List:	301	+1 over last month		206			-6 over last month			
Applications YTD:	120	+5 over last month		147			+7 over last month -50 less than same time last year			
<i>Applications Received/Processed 2023:</i>	120			197						
Current Occupancy:			100%	Hector		100%	McArthur		100%	Wolf Willow
Total Vital Home Units:	173			60			48		2	
Turnover YTD:	5%	11	5%		3	6%		3	67%	2
Turnover 2023:	11%	19 sales (19/173)	18%		11 Units (11/60)	31%		15 units (15/48)	30%	3 Units (3/9)
↑ Above numbers updated as of December 31, 2024 ↑										

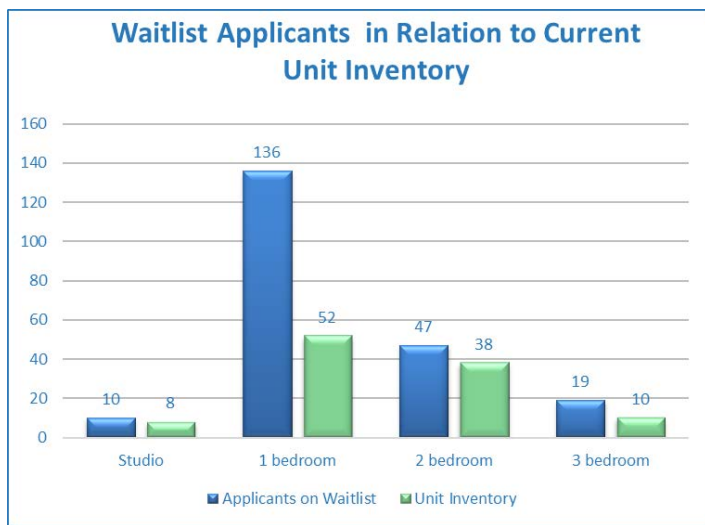


Vital Homes Ownership Program

December 2024 was, as expected for the time of year, a slower month for new applicants joining the program with only 2 new applicants during that period. As per the chart however, the total numbers of new applicants for the year prior and significantly higher than the previous 4 years before that. There were minimal waitlist removals throughout 2024, as most applicants continued to submit their eligibility documentation as required every 12 months as part of our Vital Homes program. As noted in the summary above, the lack of resale listings in the second half of 2024 was a key contributor to the total waitlist just cresting 300 households by the end of the year, however with our Ptarmigan Pointe units gaining occupancy later this year, and several resale listings coming online in January 2025 (with more known to come in late winter), we do hope to see more households be able to leave the waitlist during this year.



Vital Homes Rental Program

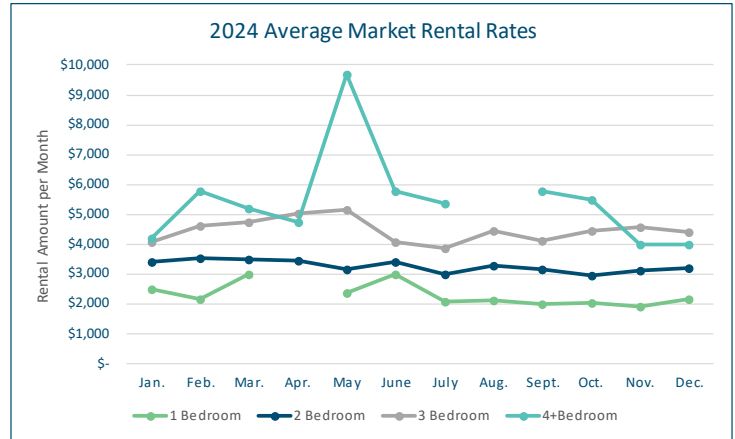


With some removals throughout the year, the total Vital Homes Rental waitlist only saw a modest total increase from 2023 but with the key demand in units continuing to be seen for 1-bedroom units within our portfolio. With limited inventory turnover throughout the year and based on the wait times that those that were able to secure accommodation from our waitlist, we can expect that new applicants looking for all types of units could expect a wait time of around 2 years as we enter 2025. Although the 100 Palliser project will add over 140 units to our total rental inventory, with construction timelines for a complex of that size, only current tenant turnover for the next 2 years will be able to create new opportunities for those on the waitlist.

CCH can note anecdotally that most if not all new applicants within the last few months of 2024 seemed to be aware of the current wait times for units, so whether or not this information was the main factor behind reduced applications this year compared to 2023 is hard to say but the community at large does seem to be aware of what our waitlist looks like at this time. This may all change throughout the course of the year and return to levels seen in 2022 and before (which was closer to 25-30% turnover per year), but even with our revised lease structure and rates, we have not seen any signs of turnover rates increasing based on renewals in late 2024 and early 2025.

Canmore Rental Statistics for 2024

In reviewing our market rental statistics, our findings could be summarized as 2024 being a year of extremely limited inventory coming available during any given month with rental rates being relatively stable throughout the year. Only 4-bedroom units tended to see the most fluctuation throughout the year, though this is likely a result of average rental rates being significantly impacted by outliers within the limited inventory available in a given month (May being the obvious example). In reviewing historical data and excluding the period of time of 2020-2022 when we know that occupancy would be impacted due to the pandemic, inventory is still significantly lower across all unit types compared to the 2019 and earlier years. While we recognize that there are many in the community that may be offering lease rates lower than what is shown in the above and below charts to existing tenants, it's important to note that our research only reviews those units being offered for new rentals but this may also explain the limited inventory compared to previous years as existing tenants are secure in their accommodation and property owners do not need to advertise to fill a vacancy. CCH Administration would also note that many applicants to our Vital Homes Rental program in recent months have noted they are joining as they property they are in is going up for sale, so with those units likely leaving the rental market we would anticipate continued pressure on rental rates in 2025.



Rental statistics have historically been recorded by CCH administration on a weekly basis by reviewing local property management websites and online resources such as RentFaster and Kijiji, with every care taken to not include those listings that may only be 30 days in length (the minimum required to qualify for a long-term rental in Canmore). While these sites are not reviewed daily, CCH administration is confident that the statistics recorded are providing a good depiction of market rates in the Canmore area.

Canmore Rental Statistics for 2024		Q1 Averages	Q2 Averages	Q3 Averages	Q4 Averages	Annual Average
1 Bedroom	Average	\$ 2,555.28	\$ 2,680.00	\$ 2,074.57	\$ 2,047.06	\$ 2,170.97
	Median	\$ 2,995.00	\$ 2,700.00	\$ 2,100.00	\$ 2,000.00	\$ 2,995.00
	Units Available	2	1	4	3	3
2 Bedroom	Average	\$ 3,476.55	\$ 3,323.32	\$ 3,156.08	\$ 3,093.59	\$ 3,399.93
	Median	\$ 3,247.50	\$ 3,225.00	\$ 3,050.00	\$ 2,895.00	\$ 3,225.00
	Units Available	12	9	7	11	10
3 Bedroom	Average	\$ 4,478.58	\$ 4,759.72	\$ 4,136.93	\$ 4,470.74	\$ 3,959.27
	Median	\$ 4,500.00	\$ 5,375.00	\$ 4,100.00	\$ 4,250.00	\$ 4,500.00
	Units Available	8	6	10	8	8
4+Bedroom	Average	\$ 5,053.06	\$ 6,737.50	\$ 5,571.25	\$ 4,493.33	\$ 5,895.28
	Median	\$ 4,800.00	\$ 5,150.00	\$ 5,571.25	\$ 4,000.00	\$ 4,900.00
	Units Available	6	5	1	2	4
Summary Total		84	66	66	70	286



Asset Management

2024 saw significant work completed at both of our purpose-built rental properties, with extensive concrete pathway remediation and eaves trough replacement work completed at the Hector at Palliser, and substantial bathroom renovations in many units at McArthur Place along with the installation of a new lighted concrete pathway at the rear of the A building. Both buildings also saw full repainting/restaining projects during the year, and CCH continues to work with PEKA to identify and correct other smaller maintenance projects throughout the year as required. While we don't have as many substantial exterior maintenance projects planned for the 2025 year, we continue to evaluate what projects may be required in the coming years and plan to undertake the necessary work with as limited disruption to our tenants as possible.

Housing Development

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



Much progress has been made over the last month on both north and south buildings. Weather conditions continue to be mostly favourable for construction up to this point of the winter season.

The south building now has windows and doors installed. This has allowed insulation to move along inside the units and even drywall has started.

The north building is seeing the remaining trusses installed and then sheeted. Electrical and plumbing rough-in work continues inside a portion of the units.



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 an update to the DC District underway to ensure the appropriate site setback requirements coincide with the proposed development plans. This is being ran in conjunction with the DP application.

Design drawings are at a level near construction-ready and energy modelling report has been prepared ahead of the Building Permit submission. All energy inputs have been analysed to optimize building performance to achieve a high green building standard.





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. This project is 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
Friday, December 20, 2024, 10:00 a.m.
Bow River Seniors Lodge, Canmore AB

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

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

1. CALL TO ORDER

Chairperson K. Marra called the meeting to order at 10:58 a.m.

2. ADOPTION OF AGENDA

Motion 24-085: L. Rosvold to approve the agenda. Carried unanimously.

3. APPROVAL OF MINUTES

a. Regular Meeting of the Board:

Motion 24-086: K. Cowley to approve the minutes of November 28, 2024, the regular meeting of the board as presented. Carried unanimously.

4. CAO REPORT

- a. This is Home' Redevelopment:** verbal briefing report provided and discussed.
- b. 2025 Supportive Living and Continuing Care Budget:** report provided and discussed.
Motion 24-087: J. McCallum to approve the proposed 2025 Supportive Living and Continuing Care Operating Budgets as presented. Carried unanimously.
- c. 2025 Capital and Reserve Budget Development:** report provided and discussed.

5. NEW BUSINESS

- a. 2024 Unrecoverable Accounts Receivable:** to be discussed in the next meeting.
- b. 2024 Housing Needs Assessment:** report provided and discussed.
Motion 24-088: L. Rosvold to accept the report as information. Carried unanimously.

6. CORRESPONDENCE AND INFORMATION

- a. December 2024 BVRH Bulletin:** presented and reviewed.
- b. December 2024 Occupancy and Waitlist Report:** presented and reviewed.
Motion 24-089: D. Beaulieu to accept the December 2024 BVRH Bulletin and December 2024 Occupancy and Waitlist Report as information. Carried unanimously.
- c. Roundtable discussion:** a roundtable discussion was held.

7. DATE AND LOCATION OF NEXT MEETING

- a. Regular Meetings of the Board:** January 23, 2025, starting at 10:00 a.m. in Bow River Lodge, Canmore.

8. ADJOURNMENT

Motion 24-090: J. McCallum that the meeting adjourn at 12:20 p.m. Carried unanimously.



Karen Marra, Chairperson



Ian Wilson, CAO

MINUTES PREPARED BY: Jennifer Comighod, Client Services Manager



Monthly Bulletin

January 2025

NEWS, INITIATIVES, AND EVENTS

Dental Hygienist Onsite

Kristy Gerber and her team from *My Mobile Dental Hygienist* are now offering mobile services to our Bow River Lodge and Bow Rive Homes clients at our Canmore Campus. Please contact them at (403) 988-1691 or by email at info@mmdh.ca for more information.

Continuing Care Wing Occupancy

The first floor continues to fill slowly through a measured, responsible pace. As of writing 40% of the spaces are open and we anticipate full occupancy in 2025. We, along with our partners SE Health have proven that employee housing is key to maintaining the staff levels required to operate the care facility; BVRH will increase the number of double-occupancy employee housing spaces from four to seven in 2025.

2025 Budget Development

The 2025 Budget Development process is nearly complete.

- Supportive Living and Continuing Care clients can expect inflationary increases of approximately 3% to lodge accommodation and continuing care accommodation fees.
- Our combined 2025 operating budgets are expected to total approximately \$10.5 million, \$9.7 million of which serves our Supportive Living and Continuing Care clients in Banff and Canmore.
- The budget is 11% higher than 2024 because occupancy rates continue to rise at Bow River Lodge and new revenues are being realized through employee housing in Canmore and market rental housing for seniors in Banff.
- Our total 2025 Municipal Requisition will support our lodge supportive living programs and is expected to be unchanged from 2024. Requisition levels have been quite stable since 2021.

2024 External Audit

BVRH undergoes external audits annually. Ascend LLP will conduct the 2024, 2025 and 2026 audits and have commenced their work for this year.

PROGRAM OCCUPANCY RATES

Bow River Lodge - SL	100%
Bow River Lodge – CCHTB	70%
Cascade House	71%
Bow River Homes	100%
Mount Edith House	100%
Community Housing	100%
Rent Supplement	100%

SPECIAL PROJECTS

This is Home (Phase 3+)

Considering ongoing, stubborn uncertainty in the interest rate markets, rising construction costs and challenges aligning GOA and CMHC funding, as well as funding program requirements, we will not submit our proposal to Alberta Seniors, Community, and Social Supports until the next round later in 2025. Upon consultations with senior staff from the Ministry and housing consultants, we will revise some components of our proposal and provide more detail for others. Our proposal will be reinforced with an enhanced business case in development in collaboration with a broad-scale construction and design firm, who are lending us their expertise on a voluntary basis. Meanwhile, we will seek CMHC seed funding to advance our planning to get to constructions-ready status.

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, this time they have \$150 million to fund projects.

These projects, if approved, will refresh much of our Community and Seniors' Independent Housing stock while adding different types and affordability levels of housing to the region in Canmore and perhaps elsewhere. We hope that the GOA will appreciate and be able to approve the opportunity here and that we will be able to collaborate with them, the Town of Canmore, and ideally other Housing Agencies to address some of the housing crisis in the Bow Valley.

BOW VALLEY REGIONAL HOUSING

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

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

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

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

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

OUR MISSION STATEMENT

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

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

Our projects include the following:

- Seniors' lodges in Canmore and Banff provide room and board to the 150 residents.
 - The Continuing Care Home Type B (formerly 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

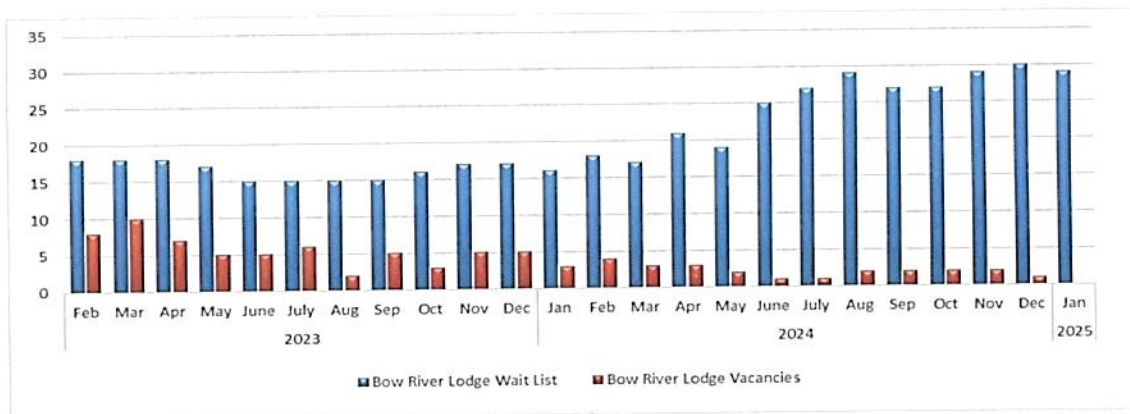


More information is available on our website at www.bvrh.ca

Bow River Seniors Lodge in Canmore

Occupancy and waitlist as of January 14, 2025:

- 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:
 - Four are utilized as storage or amenity space.
 - Two are being rehabilitated (one was a former office).
- 100% of the habitable suites are occupied or awarded pending move-in.
- Twenty-nine 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 January 14, 2025:

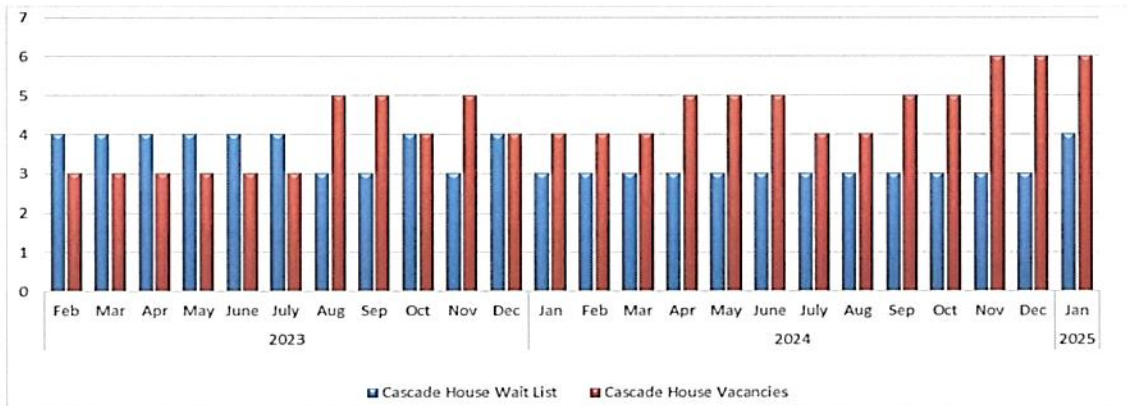
- There are sixty units in Continuing Care Home Type B.
- First floor – Type B (Secure Space) has thirty units at 43% occupancy.
- Second floor – Type B (formerly DSL4) has thirty units at 97% occupancy.

- AHS controls the admissions process; we are not privy to the waitlist information.

Cascade House (Seniors Lodge) in Banff

Occupancy and waitlist as of January 14, 2025:

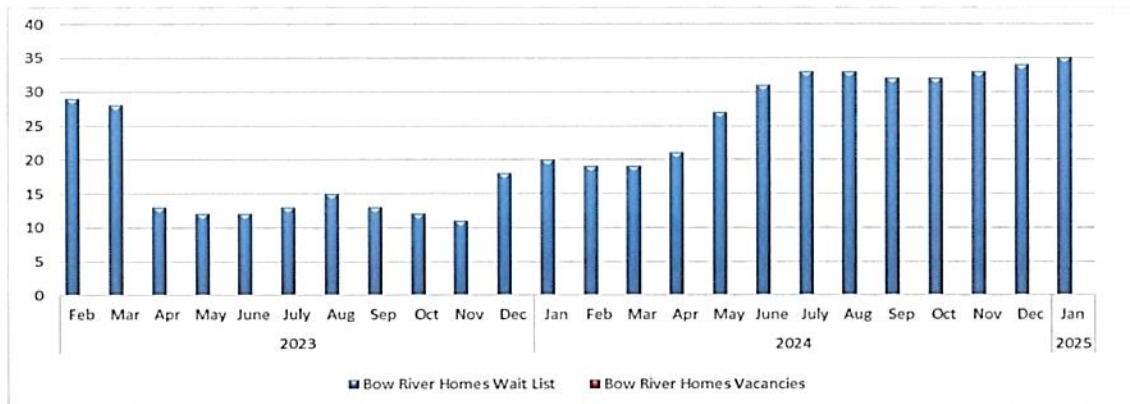
- The lodge has twenty-two residential suites.
- Of those suites, twenty are occupied or available for occupancy.
- The other suites are not available for occupancy. They are not captured in the chart below but include the following:
 - One is being rehabilitated.
- 71% of the habitable suites are occupied or awarded pending move-in.
- Four candidate households are wait-listed, and all of them are not yet ready to move in.



Bow River Homes (Seniors Self-Contained) in Canmore

Occupancy and waitlist as of January 14, 2025:

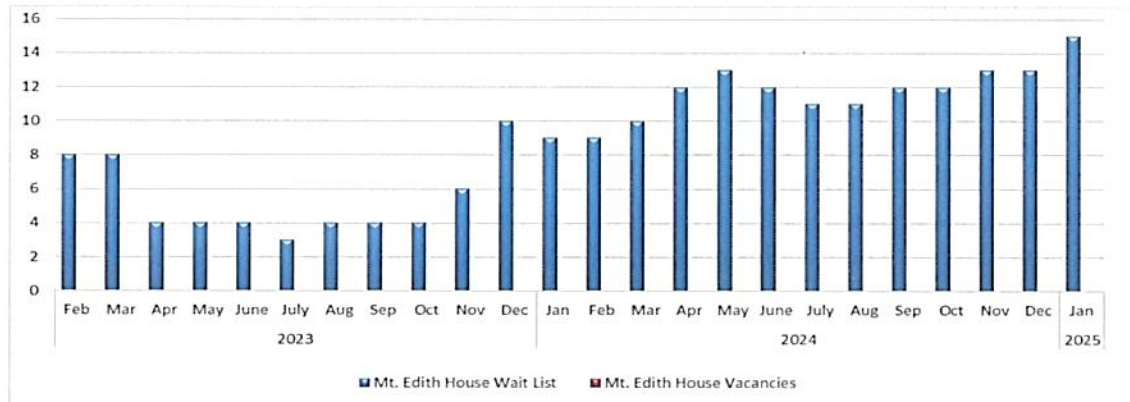
- The project has twenty-eight self-contained residential units.
- 100% of the habitable units are occupied or awarded pending move-in.
- Thirty-four candidate households are wait-listed.



Mount Edith House (Seniors Self-Contained) in Banff

Occupancy and waitlist as of January 14, 2025:

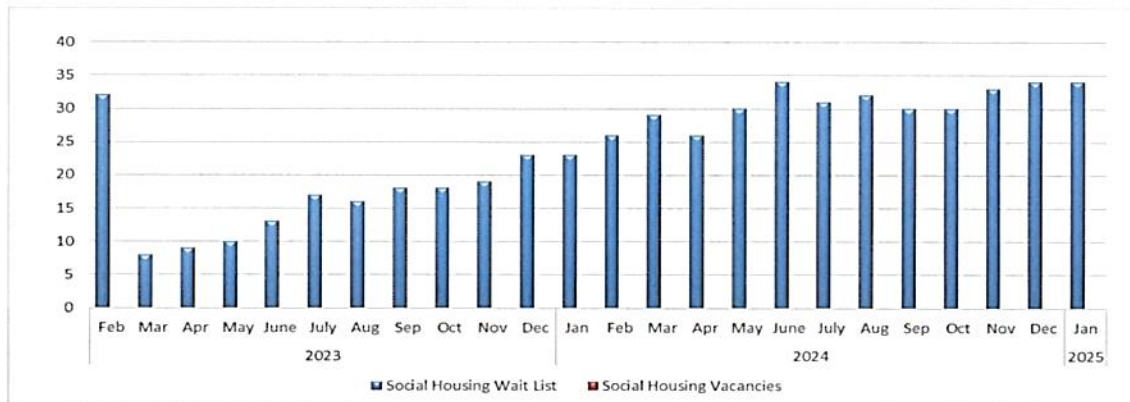
- The building has thirty-four self-contained residential units.
- 100% of the habitable units are occupied or awarded pending move-in.
- Thirteen candidate households are wait-listed.



Community Housing Projects in Canmore

Occupancy and waitlist as of January 14, 2025:

- The portfolio has fifty-eight individual residential units.
- Of those fifty-eight units, fifty-seven 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:
 - One is being rehabilitated.
- 100% of the habitable units are occupied.
- Thirty-four candidate households are wait-listed.



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

Occupancy and waitlist as of January 14, 2025:

- A monthly budget of \$37,717.00.
- Providing financial subsidies to sixty-three active client households.
- Eighteen candidate households are wait-listed.
- The monthly subsidy totalled \$32,478.00, averaging \$515.00 per client household.
- Of our active RS client households:
 - 50 live in Canmore

- 10 live in Banff
- 1 lives in Deadman's Flat
- 2 live in Exshaw



DATE OF MEETING: February 18, 2025

Agenda #: F 1

A. CORPORATE STRATEGIC TEAM

1. CAO

- a) Recruitment for a new General Manager of Corporate Services is underway.
- b) Attended Provincial announcement about fire guard and then organized a meeting of elected officials and CAOs from the M.D. of Bighorn, Canmore, Banff, Lake Louise, and Parks Canada to provide Minister Loewen with information about the fire smart efforts in each community and our efforts to collaborate and prepare together.
- c) Attended the January Mid-sized Cities Mayors Caucus virtual meeting.
- d) Met with the CAO from the M.D. of Bighorn to advance follow up items from the last Intermunicipal Committee meeting.
- e) Had a meet and greet with new ED of BOWDA.
- f) Attended the internal Reconciliation, Equity, Diversity, and inclusion meeting.
- g) Ongoing meetings with Partners for Affordable Housing.
- h) Met with CAOs from Banff and Cochrane.

2. General Manager of Municipal Infrastructure

- a) Kicked off the Moustache Lands feasibility study and participated in ongoing project management meetings.
- b) Had a meet and greet with new ED of BOWDA.
- c) With the managers of Planning & Development and Engineering, participated in a Municipal Affairs engagement session on Enabling Growth and Housing Affordability. The focus of the engagement was on development permitting timelines.

3. Legal

- a) The Town is responding to an application for judicial review of Division of Class 1 Property Bylaw 2024-19 and seeking an expedited court hearing in advance of the next Tax Rate Bylaw.
- b) The Town is negotiating Joint Use and Planning Agreements (JUPAs) with school boards operating in the municipality. JUPAs are a requirement of the Education Act and Municipal Government Act that replaces the current use of Joint Use Agreements by adding new content on municipal and school planning in addition to facilities use.
- c) Multiple land transactions with goals related to affordable housing are underway or under development.

B. MUNICIPAL SERVICES

1. Community Social Development

- a) Update to Affordable Services Program Tier thresholds. Thresholds have been updated to reflect inflation.

Family Size	Tier 1 (2024)	Tier 1 (2025)	Tier 2 (2024)	Tier 2 (2025)
1 (individual)	\$35,846	\$39,293	\$52,950	\$58,041
2 (no kids) Adult Couple	\$53,904	\$59,087	\$67,953	\$74,486
2 (kids) Adult + Child	\$71,962	\$78,881	\$89,485	\$98,089
3	\$77,257	\$84,685	\$94,901	\$104,026
4	\$82,552	\$90,489	\$96,369	\$105,634
5	\$87,847	\$96,293	\$100,000	\$109,615

- b) The Family Connection Centre has expanded their ‘Getting Ready for Kindergarten’ from Elizabeth Rummel School to Alpenglow School and the Our Lady of the Snows Elementary School.
- c) The Family Connection Centre is piloting a new program – Mindful Mommas; offering a 1.5-hour respite support to new mothers. This is a collaboration with Right from the Start, Alberta Health Services Mental Health Team and Artsplace. The pilot was quickly fully registered with a robust wait list.

2. Fire-Rescue

- a) The Larch Vegetation Management Phase 2 Fire Resource Improvement Association of Alberta (FRIAA) grant has been approved for \$162k and work is underway.
- b) Canmore Fire Rescue is part of the Sirens for Life Blood donor clinic – to date have had 20 people participate on our team.
- c) FireSmart Canada – Neighbourhood Recognition Program is kicking off with Peaks of Grassi

3. Protective Services

- a) The Government of Alberta’s Bow Valley Vegetation Management Strategy is complete. This document will provide strategic guidance by land managers in the development of future operational wildfire mitigation and vegetation management plans. The Manager of Protective Services, Supervisor of Environment and Sustainability, and a Deputy Fire Chief all provided input into this document.
- b) Administration has applied for an Intact Climate Resiliency Grant to support wildfire mitigation projects on critical infrastructure and to offer a subsidy for residents. Grant applications were due on January 31st and funded projects will be announced in March.
- c) The Manager of Protective Services/Director of Emergency Management has been providing information and participating in exercise planning ahead of the G7 Summit. Throughout these meetings, the Town of Canmore has been able to demonstrate cooperation and collaboration with the Town of Banff and MD of Bighorn’s emergency management programs as the Directors of Emergency Management have worked as a regional team to increase capacity.

- d) The Town of Banff and Town of Canmore participated in a regional emergency management exercise in Banff on January 23, 2025. This exercise provided an opportunity for discussion and learning for both municipality's incident management teams.
- e) In January, the Municipal Enforcement department focused proactive enforcement on ensuring that headlights/tail lights were operational on vehicles and on abandoned vehicles. In February, they are focusing on distracted driving and the open door section of the Community Standards Bylaw.

4. Economic Development

- a) In 2024, we issued 35 motion picture-related film permits, 5 drone permits, and 117 photography-related film permits. As a comparator, in 2023, we issued 19 motion picture-related film permits.
- b) The 2025 Main Street Pedestrian Zone dates are May 12th – October 17th. Commercial set-ups are to commence on May 14th. In-street patio permit timelines will align with these dates as well. The permitting submission platform will be live as of March 3rd.

Arts & Culture:

- c) On February 27, 2025, the Winter Carnival evolves into The Warm Up, a collaboration with the Folk Festival, The Howl Experience, and Connect Downtown. The event will honor the Winter Carnival's legacy with activities for all ages, cultural performances, and a focus on community engagement and local artists. Outdoor festivities will celebrate winter traditions, while indoor events will cater to young adults and visitors. The Warm Up will also align with the downtown Area Redevelopment Plan, offering a unique opportunity to connect the community with the ongoing transformation of downtown and its future vision.
- d) Lamphouse Emerging Artist Bursary – This bursary supports Canmore artists with funding for education, supplies, or residencies. In 2025, the bursary has increased to \$3,500, with \$1,000 designated to supporting a local high school student. Award winners for 2025 are Wilma Graul (high school- dance), Patrick Jakubiec (contemporary art), Nurdjana de Rijcke (music).
- e) The Three Sisters Gallery (at Elevation Place) show Imagine ran from November 14, 2024, to January 27, 2025. The exhibition received a record-breaking 96 submissions, with 22 artists selected to showcase their work. Imagine explored nature through the lens of the microcosm, offering perspectives, sights, sounds, or spaces that hold nature's small, tiny, or hidden worlds. The gallery's next exhibition, Voice of the Wild, will run from February 12 to May 21, 2025.

C. CORPORATE SERVICES

1. Communication

- a) The Q4 update on Council's Strategic Plan and Objective's and Key Results is attached to the Administrative Update as Attachments 1 and 2.

2. Municipal Clerk

- a) In 2024, the clerk's office responded to thirteen requests for access to information requests under the Freedom of Information and Protection of Privacy Act. Nine requests were completed within the 30-day time limit, three required 30-day extensions due to the number of records

involved, and one, which involved provision of approximately 60,000 responsive records, was completed in six months after an extension was approved by the Privacy Commissioner.

Responding to requests has changed from being an occasional occurrence to being part of everyday operations. Prior to 2023 we averaged about four requests a year. In 2023 we received eleven, 2024 was thirteen, and so far in 2025 we have received four new requests.

D. MUNICIPAL INFRASTRUCTURE

1. Engineering Services

- a) Complete Street Improvements Railway to Main (7359)
 - Administration did not receive an acceptable proposal through the procurement process initiated in November. Schedule requirements, and resourcing for 2025 are considered factors in the lack of submissions. The team is considering options, including re-tender with a more flexible phasing of construction, a focus on deep utilities only in 2025, and most surface works in 2026.

2. Facilities

- a) Civic Centre Cooling Project (7227): Administration has been in communication with the province regarding the implementation status and the need to extend the deadline. The province granted the extension from December 1, 2024 to December 1, 2025. The required equipment was ordered in 2024, and project implementation is expected to occur within the first half of 2025.
- b) EP Waterslide Area Repairs (7376): Upon reopening the waterslide in the new year, there were concerns the water flow rates may have been too high and could create a potential safety concern. As such, the waterslide was closed and re-commissioned by the original manufacturer. While it was closed, several other tests were conducted to assess where water from the slide area may be infiltrating into the basement. Investigations are still ongoing and will likely get addressed during the scheduled 2025 aquatic centre shutdown.

3. Public Works

- a) Parks
 - Recruitment for Parks Seasonal workers has started, with the posting up as of January 6th, 2025.
 - Rinks are all open for business and being heavily utilized by the public.
- b) Solid Waste Services
 - Extended Producer Responsibility – The collection agreement between Circular Materials and the Town has been full executed. Collections funding will begin in April 2025. We are currently working with Circular Materials to also be a receiving facility for the recyclables.
 - Tree Depots – the 4 Christmas tree depots were in place as of December 22, 2024 until the end of January 2025. The trees were chipped weekly so that the piles do not become too big.
 - Collection Vehicles – The first of 3 replacement vehicles has arrived after a 4-year supply chain delay. The other 2 should be delivered in 2025.

c) Utilities

- Regulatory: No contraventions to report.
- Service Updates:
 - December 30, 2024 – Resident reported a noisy water line. EPCOR responded and determined it is a leak on the service line, the water line between the water main in the street to the home. There are some scenarios to be evaluated as the responsibility for repairs is determined based on the location of the leak along the service line. If the leak is on the street side of the property line, it is the responsibility of the Town and if it's between the property line and the home it's the responsibility of the property owner. Administration and EPCOR are receiving costs and finalizing an approach to repair the service.
 - January 1, 2025 – Abnormal flow patterns were noticed coming from Pumphouse 1 (across from Elevation Place). EPCOR investigated and found a vault housing a pressure reducing valve was full of water. The pilot control valve was found to be leaking and repaired.
 - January 9, 2025 – EPCOR responded to a call regarding a frozen water meter and leaking pipe along Railway Avenue. The curbstop was found to be inoperable and repaired the following day.

d) Sustainability

- The first year of the Climate Action Incentive Program was completed in 2024. The results are as follows:
 - Three commercial and multi-family properties were provided an incentive of \$20,000 each for large solar arrays.
 - 19 residential homeowners received an incentive of \$1250.
 - A total of 365 kW of solar were installed in 2024 through the two solar incentive programs.
 - 17 EV ready charging stalls were installed for a total of \$16,000.
 - The Home Upgrades Program (Affordable Services Retrofit) funded retrofits for five homes and education/energy saving kits for three homes for a total of \$74,000. The results of this program were presented at the September 17th Committee of the Whole Meeting.
- The 2025 Climate Action Incentive Program opened for public intake on February 12th. The following incentives and budget allocation from the Sustainability Reserve are being offered in 2025:
 - Commercial and Multi-Family Solar –\$60,000
 - Residential Solar –\$25,000
 - Commercial and Multi-Family Electric Vehicle Chargers - \$40,000
 - Affordable Services Home Upgrades Program –\$74,000
 - Affordable Services E-bike Discount Program –\$50,000 (\$25,000 Sustainability Reserve and \$25,000 from Graymont Carbon Reduction Fund)
- All programs are operating as they did in 2024 except for the Electric Vehicle Charger program, the main program differences between 2024 and 2025 are highlighted below:

2024 Program:

- An EV Readiness Research Pilot for new and existing Multi-Family Buildings.
- The incentive was for 75% of the cost to install EV Readiness (conduit and panel capacity) for a future EV charger, up to a maximum of \$3,000 per stall for existing buildings and \$1,500 for new construction.
- The pilot had a research focus and confirmed that local costs and challenges for EV charger infrastructure align with data from other jurisdictions

2025 Program:

- Focused on public/shared Level 2 charger installation, instead of just ‘readiness’.
- Includes both commercial parking lot owners in addition to multi-family buildings.
- The incentive will be for 75% of the cost to install a publicly-available* Level 2 charger, up to \$10,000.
- This program change provides more equitable and immediate access to charging, with charging options for people who currently own an EV, or plan to buy one soon.
- Charging on commercial lots also provides an option for visitor vehicles which are our largest source of GHGs.

**For commercial lots the charger must be accessible for all customers and employees with an EV, for multi-family buildings the charger is to be shared for use by for all residents of that building/ development with an EV.*

4. Planning and Development

- a) The department’s application portal has been expanded to include all planning, development, and building-related applications. All applications must be submitted to portal.canmore.ca for initial processing.
- b) Recruitment for one permanent position (Development Planner) and two term positions (Development Planner and Senior Development Planner) has commenced.
- c) Public Engagement for Connect Downtown is scheduled for mid-February. A collaboration with the Folk Festival (the Warm Up) has been planned for late February.

Objectives and Key Results Tracking Chart							
Goals	Objectives	Key Results	Baseline	Actual as of Dec 20, 2024	Target	Target QTR	Notes
	What objectives will help us reach our goals?	How will we know if we are progressing towards our objectives?					
G1: Livability - Canmore is a place where all residents can thrive	O1: Municipal initiatives and services are designed to increase affordability	KR1: Average monthly rental rates in Canmore increases by no more than 5% per year	Average rent of a one bedroom in 2022 was \$1,971	Average rent of a one bedroom in 2024 was \$2,171	\$2,070	Q4 2023	Based on Canmore Community Housing's compilation of average advertised rental listings as of November 30, 2024.
		KR2: Number of non-market housing units available to residents increases from 275 to 409 by 2026	154 ownership and 121 rental units	173 ownership and 110 rental units	210 ownership and 199 rental units	Q4 2026	Units available through Canmore Community Housing's Vital Homes program.
		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	1948 daily trips	2488 daily trips	Q4 2026	Local routes: 5 (5T & 5C) and 12 (Grassi Lakes) Regional route: 3 (Canmore-Banff) Approximately 13% ridership growth required in each of the next two years to reach target.
		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	24	60	Q4 2026	Community partners with the Affordable Services Program can be seen at: canmore.ca/affordableservices
	O2: Emergency Management Communication is effective and adopted across our community	KR1: Town of Canmore communication channels are aligned as a single source of truth within 2 hours of an incident meeting the MEMP criteria 80% of the time	N/A	Achieved	within 2 hours 80% of the time	Next event	Voyent Alert! was used in January to issue an ice jam watch to the community during the cold snap. Alerts were issued simultaneously to the Town of Canmore's website, Facebook account, and to Voyent Alert! subscribers.
KR2: Sign up of subscribers increases by 10%/month until more than 50% of adult residents are subscribed		1659	5937	10% per month	when 50% of adults is reached	Current number as of Dec. 10, 2024. In 2024 we have seen subscribers move from 2100 to almost 6000.	
KR3: Citizen Perspectives 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 Perspectives Survey.	
	O3: Municipal programs, facilities, and services help to attract and retain families and support community diversity	KR1: The proportion of Canmore's permanent population between the ages of 0 to 19 increase from 22% in 2021 to 25% in 2026.	22%	N/A	25%	Q4 2026	To be updated following the next census in 2026.
		KR2: Increase proportion of Town hosted/permitted events that support community diversity and increase the number of events that highlight the work/culture/activities of traditionally marginalized populations from 12 to 20 by 2026	12 of 40 events in 2023	18 of 48 events in 2024	20	Q4 2026	Updated annually at year end.

Objectives and Key Results Tracking Chart							
Goals	Objectives	Key Results	Baseline	Actual as of Dec 20, 2024	Target	Target QTR	Notes
	What objectives will help us reach our goals?	How will we know if we are progressing towards our objectives?					
G1: Livability con't	O4: Employment opportunities that provide residents with a dignified and reasonable standard of living are widely available	KR1: Increase # of ToC employees who live in Canmore from 74% to 85% by 2026	74%	78%	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%	15% in 2024	no more than 15%	Q4 2026	Up to date per November 2024
G2: Environment - Canmore is a recognized leader in managing human impact on our environment	O1: Wildlife encounters within Canmore's urban footprint are reduced, and unauthorized human use in wildlife corridors is similarly reduced	KR1: Zero violations and use of unsanctioned trails in wildlife corridors and habitat patches by 2026	N/A	N/A	0%	Q4 2026	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	134 site inspections were conducted, resulting in 17 warnings, 8 violation tickets, and 46 investigations.
		KR3: Citizen Perspectives 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 Perspectives Survey.
	O2: Canmore as a community collaborates to reduce our impact on climate change and prepare for climate adaptation	KR1: 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	The wording for this KR has changed from previous quarters, due to the Climate Emergency Action Plan (CEAP) which was adopted by Council for planning purposes in July 2024. 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. Corporate emissions (from municipal facilities and operations) are incorporated into the community-wide low carbon pathway.
		KR2: Increase in number of annual requests for Firesmart home inventory from 10 to 35 by 2026	10	74	35	Q3 2024	41 houses, 16 condo/townhouses, 17 TOC buildings for 2024
		KR3: Increase number of emergency exercises (mock or real) from 1 to 2 annually	1	2	2	Q4 2024	There were two exercises completed in 2024, one in May and one in November.

Objectives and Key Results Tracking Chart							
Goals	Objectives	Key Results	Baseline	Actual as of Dec 20, 2024	Target	Target QTR	Notes
	What objectives will help us reach our goals?	How will we know if we are progressing towards our objectives?					
G2 con't: Environment - Canmore is a recognized leader in managing human impact on our environment	O3: The community is aware of the Town of Canmore's environmental leadership	KR1: Increase the number of incentive programs (i.e. e-bikes, low income retro and commercial solar) from two to five by 2026.	2	5	5	Q4 2026	The Town launched 5 GHG reduction incentive programs: - Affordable Services Program E-Bike Discount - Home Upgrades Program for Affordable Services Members - Residential Solar Incentive - Commercial Solar Incentive - EV Charger Installation Pilot Program
		KR2: Increase the number of people receiving incentives with the two existing incentive programs (residential solar and fruit tree removal) by 100% by 2026.	10 solar in 2022 and 17 tree in 2022	22 solar and 73 tree	20 solar and 34 tree	Q4 2026	Final 2024 Numbers: - 120 Fruit Trees were removed from 73 properties - 19 residential solar incentives with estimated GHG reduction of 95 tonnes - 3 commercial/multifamily solar incentives with the average GHG reduction being 123 tonnes/year
		KR3: Decrease the amount of total waste per capita sent to landfill from 0.59 Tonnes per capita to 0.50 Tonnes per capita by 2026.	0.59 Tonnes per capita	0.59 Tonnes per capita in 2023	0.50 Tonnes per capita	Q4 2026	10,083 Tonnes in 2023. Population based on 2023 federal estimation (17,092). 2024 data not yet available.
		KR4: Citizen Perspectives Survey indicates an increase in satisfaction with the Town's efforts to reduce our impact on Climate Change from 75% in 2023 to 80% in the 2025 survey	75%	N/A	80%	Q3 2025	To be updated following 2025 Citizen Perspectives Survey.
	O4: Safe multi-modal transportation shift is advanced	KR1: The number of travel-related collisions on municipal roadways decrease by 10% annually from 130 in 2022 to 87 in 2026, and the number of associated injuries decrease by 15% annually from 16 in 2022 to 10 in 2026. 3-yr Average.	130 and 16	In progress. 128 and 17 in 2023	87 and 10	Q4 2026	Q2 2024 - 44 Collisions, 11 of which involved injuries. Q2 2023 - 68 Collisions, 8 of which involved injuries. Year end data for 2024 not yet available.
		KR2: Decrease of the number of vehicle registrations per capita basis from .75 to .68 by 2026	0.75	0.78	0.68	Q4 2026	As of March 31, 2024 there were 13,486 vehicles registered to a Canmore address. Permanent population is based on the 2024 federal estimation (17,200). To be updated annually following provincial fiscal year end.
		KR3: Share of ped/bike trips through the BVT/Railway intersection increases from 11% in 2022 to 16% by 2026	11%	14%	16%	Q4 2026	Summer months of July and August measured. Year to December Stats: Vehicle trips +3%, pedestrian trips +19%, cycle +31%, transit +18%. Trends positive overall.

Objectives and Key Results Tracking Chart							
Goals	Objectives	Key Results	Baseline	Actual as of Dec 20, 2024	Target	Target QTR	Notes
	What objectives will help us reach our goals?	How will we know if we are progressing towards our objectives?					
G3: Relationships Respectful authentic relationships are the foundation on which our future success is built.	O1: Right Relations with the Stoney Nakoda Nation and members of Treaty 7 and Metis District 4 are advanced	KR1: 100% of current staff complete Level 2 Indigenous Cultural Awareness Training by the end of 2024 and 100% of new hired complete Level 1 Indigenous Cultural Training within 1 year of being hired	100% of current staff have taken Level 1	64% Level 1 (FT -1 year or under) 74% Level 2 (FT - over 1 year)	100%	Q4 2024	60% of all current staff have completed or registered for Level 1 training and 42% of all current staff have completed or registered for Level 2 training.
		KR2: In acknowledgement of the tenet of "nothing about us without us", increase the number of administrative departments who directly work with/liaise with appropriate counterparts, when possible, Stoney Nakoda Administration, increases from five (CSD, EcDev, EM, Fire, Ex office) to ten by 2026.	5	8	10	Q4 2026	Added: Planning, Public Works, and Engineering
		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 District 4 involvement by 2026		N/A		Q4 2026	Work to be undertaken by REDI steering committee and specific OKR created
	O2: Intergovernmental, business, and not for profit relationships result in mutually beneficial outcomes	KR1: Number of Town-supported not for profits with performance agreements, which may also include space allocation, increases from 2 to 5 by 2026 for organizations that support council's strategic plan aligned with Town priorities	2	4	5	Q4 2026	Biosphere Institute, Tourism Canmore Kananaskis, Rocky Mountain Heritage Foundation and Canadian Mountain Arts Foundation (artsPlace)
		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	21	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) - Bow Valley Interagency Wildfire Committee - G7 Summit: Regional engagement and participation in exercise planning and execution

Objectives and Key Results Tracking Chart							
Goals	Objectives	Key Results	Baseline	Actual as of Dec 20, 2024	Target	Target QTR	Notes
	What objectives will help us reach our goals?	How will we know if we are progressing towards our objectives?					
	O3: Meaningful, two-way public engagement and communication is civil, substantive, and productive	KR1: Participation in engagement (online, in-person, etc.) activities increases from 2000 engagements to 2600 by 2026	2000	5465	2600	Q4 2026	Number includes both online and in-person opportunities.
		KR2: Citizen Perspectives 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 Perspectives Survey.
G3: Relationships con't	O4: The community understands the value of a strong and healthy public service	KR1: Citizen Perspectives 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 Perspectives Survey
		KR2: The number of respectful workplace incidents per year have decreased from 21 in 2022 by more than 50% by 2026	21	73	10 or less	Q4 2026	Includes interactions with public and between workers. The Town is making a concerted attempt to encourage employees to report disrespectful interactions instead of just accepting them.

2024 Council Priorities

Progress as of December 20, 2024

See attached Objectives and Key Results Tracking Chart for updated numbers on each category



Implementing 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>Rental rates and housing action</p> <p>Advancing housing action in 2024 continues, with the following initiatives underway:</p> <ul style="list-style-type: none"> • Canmore Community Housing (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. • CCH continues construction at 205 Stewart Creek Rise, which will add new non-market housing to the ownership pool. • The Livability Tax Program is now in effect. Council approved a budget for the program and declarations are underway for the first year. • We have seen 15 Tourist Homes convert to Residential, since the personal use declaration option has been removed. • Work on Connect Downtown is progressing. The second phase took place over the summer. • The Safe Park Program ran from May 1 to September 30 this year, with 62 registered vehicles occupied by 75 local workers.
<p>Increase the number of non-market housing units available to residents</p>	<p>Increase Roam transit ridership</p> <ul style="list-style-type: none"> • In the 2023-2024 budget, Council approved new services including: <ul style="list-style-type: none"> ○ Local Quarry Lake/Grassi Lakes route ○ Increase in regional transit service ○ Increase in weekend and weekday local service to match regional service • Results of service increase: <ul style="list-style-type: none"> ○ Local Route 5 ridership increased by 73% in 2023 over 2022. ○ Regional Route 3 ridership increased by 70% in 2023. ○ Growth of 11% average across all routes in 2024, with an 18% increase on Route 5 and 5.5% increase on Route 3. ○ Route 12 (Grassi Lakes) saw 7927 riders on a 3 day per week service with increasing uptake over the season. In 2025 a 7 day per week service and a maturing route should see a significant increase in ridership.
<p>Increase Roam transit ridership on local and regional routes</p>	This content is now part of the previous row's update on actions

O#1 con't: Municipal initiatives and services are designed to increase affordability for residents	
Key Results	Update on actions accomplished to date
Increase the number of local non-profits and businesses that participate in initiatives to increase affordability	<ul style="list-style-type: none"> • Ongoing transit initiatives: <ul style="list-style-type: none"> ○ Local routes continue to operate seven days a week, from 6 a.m. to 11 p.m. on weekdays and 6 am to 9 pm on weekends. ○ Service to Quarry Lake/Grassi Lakes was a summer-only service, with winter service offered in future years. <p>Increase the number of participants in initiatives to increase affordability</p> <ul style="list-style-type: none"> • There are 24 local community partners providing Affordable Services Program participants with offers and discounts in addition to those that are offered by the Town of Canmore. • Income thresholds for qualifying for the Affordable Services Program were increased at the beginning of the year to reflect Cost of Living Adjustments. • The E-bike Discount program for Affordable Services Program participants was administered through five local bike shops that each provided additional discounts to program recipients. • Air Filter Workshop: Family and Community Support Services 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. Participants learned how to build a high-quality air filter to improve air quality in their homes. <p>Community Volunteer Income Tax Program</p> <ul style="list-style-type: none"> • Family and Community Support Services' Community Volunteer Income Tax Program completed 270 tax returns which enabled participants to receive a total of \$1,885,714 in benefits <p>Family Connection Centre</p> <ul style="list-style-type: none"> • 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.

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 two hours of an incident	<p>ToC Communications act as a single source of truth within two hours of an incident</p> <ul style="list-style-type: none"> • 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.

O#2 con't: Emergency Management Communication is effective and adopted across our community	
Key Results	Update on actions accomplished to date
<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>Increase subscribers to the emergency notification service and emergency preparedness</p> <ul style="list-style-type: none"> • 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. • We hosted a FireSmart forum and participated in other in-person speaking events to inform the community on our preparedness messaging. • Work on the Community Fireguard is underway. • We developed emergency response plans for unsheltered individuals and have plans for extreme cold events.

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>Increase events that support community diversity</p> <ul style="list-style-type: none"> • In 2024, the Arts and Culture team permitted 46 events, 16 of which focused on traditionally marginalized populations, or highlighted the work, culture, or activities of these groups. Notable events like the Ukraine Independence Day Festival and Canmore Pride Festival reflect a growth from 2023, when a total of 13 diversity-focused events were held. These events, alongside the Town's expanding Cultural Sector Development Program, demonstrate Canmore's increasing commitment to diversity, inclusion, and cultural expression. Additional municipally permitted events, including the Terry Fox Race, CPKC Holiday Train, Folk Music Festival, and Canada Day Breakfast, support family engagement and community connection. • Community Social Development hosted a Progress Pride Flag raising event for International Day Against Homophobia, Transphobia and Biphobia. Attendance in 2024 is up significantly over 2023. • Family and Community Support Services (FCSS) hosted an event in recognition of International Day of Persons with Disabilities in partnership with Bow Valley Connections Centre, Vecova, Bow Valley Equine Adaptive, Rocky Mountain Adaptive, artsPlace and community members with lived experience. • FCSS hosts Settlement Services staff one day a week for drop-in services to improve newcomer access. <p>Increase participation in programs and supports for children/youth/families</p> <ul style="list-style-type: none"> • The Family Connection Centre (FCC) 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

O#3 con't: Municipal programs, facilities, and services help to attract and retain families and support community diversity

Key Results	Update on actions accomplished to date
	<ul style="list-style-type: none"> • The FCC supports 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. • In collaboration with Settlement Services the FCC is offering opportunities such as family lunch: connect and create for new to Canada families. • The FCC has increased opportunities for families needing a quieter space offering a 'sensory friendly time' designed specifically for those who could benefit from a low sensory environment. • Programs offered by Recreation and Community Social Development from Apr 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. • To support parents seeking childcare alternatives and program opportunities, Big Fun camp registration begins a week before registration for all other programming.

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
<p>Increase # of Town of Canmore employees who live in Canmore</p> <p>Increase the proportion of skilled labour jobs in the community</p> <p>Diversify the economy</p>	<p>Increase # of Town staff who live in Canmore</p> <ul style="list-style-type: none"> • Administration contracts Peka to manage the Town of Canmore's staff accommodation, with five individually rented bedrooms. Occupancy rate has fluctuated between 66% and 100% <p>Increase the proportion of skilled labour jobs in the community</p> <ul style="list-style-type: none"> • The Canmore Business Alliance members worked to implement recommendations out of the Labour Market Recruitment and Retention Strategy and developed a lunch and learn calendar for 2025 targeting key recommendations. Each member will lead one to two sessions in a year. <p>Diversify the economy</p> <ul style="list-style-type: none"> • Economic Development completed a business survey in 2024. The information will assist in the development of programs and support the business community in future years. Outside of the need for housing, financial literacy, HR tools and supervisor training have been identified as areas of focus. • SMARTstart Entrepreneurship training program launched its fifth cohort with 16 entrepreneurs representing 15 businesses. This is an increase participation from 2023, when 10 entrepreneurs started the program.



Implementing 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>Decrease use of unsanctioned trails</p> <ul style="list-style-type: none"> • Council approved the Management Recommendations and Implementation Plan for the Lower Silvertip Wildlife Corridor (LSWC) on March 5, 2024. The plan includes a recommendation to consolidate and manage trails within the LSWC. • 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.
<p>Increase compliance with waste bylaw requiring effective use of bear proof bins</p>	<p>Updates to the Animal Control Bylaw</p> <ul style="list-style-type: none"> • To support human wildlife coexistence and to encourage a decrease in negative interactions between pets and wildlife, changes were made to the animal control bylaw, including increasing the minimum 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.
<p>Citizen Perspectives 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>Increase awareness of ToC action on HWC</p> <ul style="list-style-type: none"> • Council accepted the Human Wildlife Coexistence Implementation and Action Plan for planning purposes on March 5, 2024. • Council also accepted a revision to a capital project for a detailed design for wildlife exclusion fencing around two downtown parks (Lions Park and Millennium Park), to 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. • The wildlife exclusion fencing design around Lions Park and Millennium Park is complete and submitted as two capital projects for 2025 and 2027. • The Biosphere Institute of the Bow Valley successfully ran for a second year the Keep Wildlife Alive Ambassador program where staff go door-to-door in Canmore talking to residents about the importance of wildlife attractant removal. 624 doors were knocked on with 330 residents being home and engaged with. Half of the residents spoken with were not aware of the incentive program. 275 pledges were made to take action on fruit trees in the community.

O#1 con't: 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
	<ul style="list-style-type: none"> • Cohesive messaging for a Bow Valley-wide wildlife coexistence messaging campaign stemming from the Human-Wildlife Coexistence Technical Working Group was developed and deployed. The collaborative campaign launched in August 2024 and included a major radio ad spend, a newspaper ad campaign, and ROAM bus panels. • During the spring/early summer of 2024, Administration worked with a contracted arborist to remove 74 fruit trees from Town land. <p>Increase compliance with waste bylaw requiring effective use of bear proof bins</p> <ul style="list-style-type: none"> • 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-compliant 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.

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 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>Reduce GHG emissions</p> <ul style="list-style-type: none"> • In February 2024, Administration launched five incentive/discount programs. Two programs were targeted 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. • 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. <p>Increase Annual Requests for FireSmart Home Inventory</p> <ul style="list-style-type: none"> • We have exceeded the goal by double, ending 2024 with 74 FireSmart assessments. • In 2024 we conducted additional training with the Fire-Rescue Team, resulting in 10 team members currently trained to complete assessments. • Completed a FireSmart Community Forum in June 2024, which included promotion of this complementary service, and the benefits associated. • Assigned and trained a team member to be our FireSmart Coordinator to oversee the growing number of requests. <p>Increase mock emergency exercises from one to two</p> <ul style="list-style-type: none"> • An inter-agency evacuation workshop was held in May 2024 to work through tabletop evacuation operations in the Peaks of Grassi and Silvertip neighbourhoods. • A second exercise was cohosted with Banff Emergency Services at the Disaster Forum in November 2024.

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 Perspectives Survey indicates an increase in satisfaction with the Town’s efforts to reduce our impact on Climate Change</p>	<p>Increase environmental incentive programs and the number of people receiving incentives</p> <ul style="list-style-type: none"> • 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. 20 participants were selected by lottery to participate in the residential solar incentive, with 19 completing the installations by Q4, and three were selected to participate in the commercial solar incentive. • Three multi-family buildings participated in the EV charger readiness pilot installing 17 EV ready parking stalls. • The E-bike Discount program successfully ran in spring 2024 with 25 participants from the Affordable Services Program. • 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. • 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. 85 people were able to participate in the Bike All Winter program as a result of Town funding. • The Fruit Tree Incentive Program budget has been increased from \$10,000 to \$60,000 in 2024 for residents to have fruit trees removed from their property. A total of 120 fruit trees were removed from 73 properties. <p>Decrease amount of waste per capita sent to landfill</p> <ul style="list-style-type: none"> • In 2022, waste per capita was 0.59T, which remained the same in 2023 due to construction waste going to the Francis Cooke Landfill. Data for 2024 is not yet available. • Administration will run an educational campaign using existing operational budget in 2025 to encourage residents to divert organic waste to the food waste stream.

Objective #4	
Safe multi-modal transportation shift is advanced	
Key Results	Update on actions accomplished to date
<p>Decrease in the number of travel-related collisions and injuries on municipal roadways</p> <p>Decrease of the number of vehicle registrations per capita basis</p> <p>Increase the share of pedestrian and bike trips through the BVT/Railway intersection</p>	<p>Decrease number of travel related collisions and injuries on municipal roadways</p> <ul style="list-style-type: none"> • Construction is nearing completion on transportation improvement projects in the Bow Valley Trail & 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. • 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. <p>Decrease numbers of vehicle registrations per capita</p> <ul style="list-style-type: none"> • Work on the West Bow River Pathway is complete and will be maintained year-round as a key connector pathway to increase accessibility. • An official opening to celebrate the path with the community took place in May 2024 which included over 50 residents and community partners including Community Cruisers, Canmore and Area Mountain Biking Association, and Rocky Mountain Adaptive. • Local transit continues with increased frequency on weekdays and weekends. • Route 12 with service to Quarry/Grassi Lakes route launched in spring 2024. <p>Increase pedestrian and bike trips through the BVT/Railway intersection</p> <ul style="list-style-type: none"> • Summer share of walk and cycle trips in 2024 is estimated at 14%, approaching our 2026 target of 16%. New facilities on Bow Valley Trail and Railway to be constructed during the 2024/25 season are planned, and a new grocery store in Gateway of Three Sisters Mountain Village is expected to shift vehicle travel outside the core in 2026, in support of achieving this key result. • 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 is scheduled to begin spring, 2025.



Implementing RELATIONSHIPS

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

Objective #1	
Right Relations with 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 District 4 involvement</p>	<p>Increase Cultural Awareness Training</p> <ul style="list-style-type: none"> 60% of all current staff have completed 1.0 Indigenous Cultural Awareness training (33% completion rate in casual employees, 56% completion rate in part time employees, 71% completion rate in full time employees) 42% of all current staff have completed 2.0 Indigenous Cultural Awareness training (16% completion rate within casual employees, 27% completion rate in part time employees, 55% completion rate in full time employees) Human Resources has compiled a list of all current staff still requiring Indigenous Cultural Awareness training (1.0 & 2.0) and will follow up with employees' managers to better understand the barriers that are preventing their staff from attending the training (i.e. workshop schedules, budget restrictions, etc.) Important to note that departments with the highest amount of employee who haven't completed the training are the business units with the largest number of casual staff. <p>Increase the number of departments who work with/liaise with appropriate counterparts</p> <ul style="list-style-type: none"> Administration is encouraging developers to work with Indigenous communities to create Indigenous street names in new subdivisions. 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. 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. Arts and Culture engaged with Stoney Nakoda community for National Indigenous Peoples Day, Canada Day and the National Day for Truth and Reconciliation. 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. <p>All 15 Calls to Action identified in the Town's Commitments to Truth and Reconciliation Calls to Action document are updated and advanced</p> <ul style="list-style-type: none"> Following the Reconciliation, Equity, Diversity, and Inclusion (REDI) 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 2025 committee meetings.

Objective #2	
Inter-governmental, business, and non-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>Increase the number of collaborative programs and services undertaken by the Town of Canmore with the Federal or Provincial government, the MD of Bighorn, Town of Banff, or Kananaskis Improvement District</p>	<p>Increase Town-supported non-profits with performance agreements</p> <ul style="list-style-type: none"> • Administration implemented a Facility Use Framework to allocate remaining space in the Protective Services Building (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. <p>Increase the number of collaborative programs and services undertaken by the Town of Canmore</p> <ul style="list-style-type: none"> • Administration continues to invest significant effort into advocacy for provincial policy changes on additional revenue tools for municipalities with visitor-based economies. Traditional municipal revenue sources and provincial grant funding sources do not account for visitor tourism demand on Town of Canmore services. The ability of tourism-based local governments to upgrade existing infrastructure to accommodate visitor demand and/or invest in new infrastructure to support the development of the tourism industry is limited. • Increased inter-municipal collaboration throughout the Bow Valley. For example: <ul style="list-style-type: none"> ○ Regional Emergency Management Grant and bylaw ○ Improved relationship with MD of Bighorn ○ Bow Valley Municipal Leaders Caucus ○ Collaboration on event promotion with Town of Banff ○ Developing cohesive wildlife coexistence educational messaging for 2024 across the Bow Valley as part of the Human-Wildlife Coexistence Technical Working Group ○ The environmental teams of Town of Canmore, Town of Banff, and the MD of Bighorn continue meeting bi-monthly to identify alignment in climate and environmental action ○ Bow Valley Community Fireguard Project has the Town of Canmore leading the project in partnership and support of the MD of Bighorn, Kananaskis Improvement District, Alberta Forestry & Parks ○ Bow Valley Interagency Wildfire Committee ○ G7 Summit – Regional engagement and participation in exercise planning and execution • Mayor’s engagement with community members, organizations, and other levels of government on employee housing continues.

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 Perspectives Survey indicates that residents have enough opportunities to provide input into decision-making about Town of Canmore projects and services increases</p>	<p>Increase participation in engagement activities</p> <ul style="list-style-type: none"> 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. In 2024, Administration continued to focus on creating opportunities for residents to provide input on projects and programs.

Objective #4	
The community understands the value of a strong and healthy public service	
Key Results	Update on actions accomplished to date
<p>Citizen Perspectives Survey indicates an increase satisfaction with town programs and services</p> <p>The number of respectful workplace incidents per year decreases</p>	<p>Increase satisfaction with town programs and services</p> <ul style="list-style-type: none"> A new storytelling tactic has been launched – Our Big Stories. The tactic aims to focus on key initiatives that are being advanced in the community and put them in distinct buckets that residents can relate to. We continue to work to make it easier for residents to find, register and access Town of Canmore programs and services. Another key change made in 2024, was the addition of a multi-page spread in the local newspaper launching programs in advance of registration. <p>Number of respectful workplace incidents decreases</p> <ul style="list-style-type: none"> 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 Occupational Health and Safety compliance, to eliminate or mitigate the number and impact of negative interactions between town employees and the public or patrons.



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"> • Significant capital investment is needed for the maintenance, rehabilitation, and replacement of existing Town of Canmore assets. An update to the Long-Term Financial Strategy and Asset Management Strategy is being undertaken to improve the organization’s finances and overall financial sustainability. • The first phase of a service level review to inventory all services provided by the Town of Canmore is complete and was 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.
<p>Pillar #2 Human Resources: People and culture are our strongest assets. We are inclusive and connected.</p>	<ul style="list-style-type: none"> • Staffing is the Town of Canmore’s largest operating expense. To help recruit and retain highly qualified staff to continue to provide services, the cost-of-living allowance in 2024 was 5.5% to account for inflation and high cost of living. • Following the Reconciliation, Equity, Diversity, and Inclusion (REDI) 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. • The Human Resources department is prioritizing leadership development with semi-annual training activities for managers. • An organizational vision for a leadership-driven health and safety culture has been developed. A newly structured Joint Health and Safety Committee (JHSC) has been formed. Working groups are now working to action and improve specific recommendations from the JHSC. The Town completed the annual Health and Safety Audit in November 2024. Audit results have increased across all measured areas and would indicate the updated approach to health and safety is having positive results.
<p>Pillar #3 Community Engagement: We meaningfully engage with citizens for effective decision making.</p>	<p>See objective #3 in Relationships for actions accomplished.</p> <p>The Community Monitoring web-based tool makes it easier to monitor key community indicators and progress on our Strategic Plan.</p>

Council Resolution Action List							G1
Motion #	Agenda Item	Resolution	Council Mtg Date	Service Area	Action Status	Last Update	Date Complete
99-2021	MOU with Stoney Nakoda	Direct administration to investigate and report back on the scope, process and resources needed to establish a Memorandum of Understanding (MOU) with the Stoney Nakoda Nation.	27-Apr-21	CST	The Stoney Nakoda Nation have indicated that they would like access to lands within the Town of Canmore boundaries for cultural ceremonies. This would help build relationships that will assist with establishing an MOU. Council approved a request to advance this work at the Sept 7, 2021 council meeting. Administration continues to reach out to the Stoney Nakoda Administration to advance this work.	2-Jan-25	
216-2021	Advancing Truth and Reconciliation with the Stoney Nakoda Nation	Direct administration to work with the Stoney Nakoda Nation to identify lands within the Town of Canmore boundaries that would be appropriate for cultural ceremonies and assist with any necessary agreements for the use of these lands.	7-Sep-21	CST	Work is ongoing. The next step for this item rests with the Stoney Nakoda Nation.	2-Jan-25	
122-2023	Housing Action Plan	Direct administration to investigate and report back on changes to residential districts in the Land Use Bylaw that can facilitate provision of additional housing supply.	6-Jun-23	CST	Administration proposed a 2025 capital project at the December 10, 2024 Finance Committee meeting to rewrite the existing Land Use Bylaw, which will encompass this direction. Final approval of the budget occurred on February 11, 2025	10-Dec-24	18-Feb-25
124-2023	Housing Action Plan	Direct administration to report back on options and funding required for adding a comprehensive planning process to establish parameters to consider infill, or “missing middle” housing opportunities in established neighbourhoods and explore options for eliminating single detached dwellings.	6-Jun-23	CST	Administration proposed a 2025 capital project at the December 10, 2024 Finance Committee meeting to rewrite the existing Land Use Bylaw, which will encompass this direction. Final approval of the budget occurred on February 11, 2025	10-Dec-24	18-Feb-25
208-2023	LUB Amendment 2023-20 – CPC Authority and Referrals and Subdivision Authority, Development Authority (DA), and CPC Establishment Bylaw Amendment 2023-28 – DA and CPC	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	

132-2024	Council Remuneration Committee	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	Review of the policy was brought to December COW meeting. The policy was approved at the February 4, 2025 meeting.	17-Dec-24	18-Feb-25
246-2024	Business Registry Licence	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.	Administration presented anticipated financial impacts of Business Registry Bylaw amendments to the Finance Committee on December 5, 2024. Proposed bylaw amendments are being worked on and will be presented to Council in 2025.	5-Dec-24	
254-2024	Property Tax Task Force - Livability Program Revenue	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	The Property Tax Taskforce work will be advanced in 2025.		
278-2024	Land Transaction - Teepee Town Right of Way Pilot Project	Direct the proceeds of the sale of a parcel of land created by Road Closure Bylaw 2024-17 to Canmore Community Housing for the purpose of advancing their Palliser lands development portfolio.	3-Dec-24	Planning			
305-2024	2025 Interim Budget Approval, 2025 Master Fee Schedule, and Cancellation of Capital Projects	Direct administration to cancel capital projects CAP 7183, CAP 7259, CAP 7292, CAP 7293, CAP 7335, and CAP 7372.	10-Dec-24	Finance	Final approval of the budget occurred on February 11, 2025	11-Feb-25	18-Feb-25
36-2024COW	Council Remuneration Policy (EX-002)	Direct administration to amend the proposed Council Remuneration Policy by striking out section 14(g) from "Basic Rate" and inserting section 14(g) under "Per Diems".	17-Dec-24	HR	Council Remuneration Policy was approved at the February 4, 2024 Regular Meeting of Council	18-Dec-24	18-Feb-25

37-2024COW	Council Remuneration Policy (EX-002)	Direct administration to amend the proposed Council Remuneration Policy by inserting “, including sub-committees,” into section 16(c) after “commissions”.	17-Dec-24	HR	Council Remuneration Policy was approved at the February 4, 2024 Regular Meeting of Council	18-Dec-24	18-Feb-25
38-2024COW	Council Remuneration Policy (EX-002)	Direct administration to present the dates in which the last two per diem rate changes occurred and calculate the cumulative cola increases, in line with staff, for both figures.	17-Dec-24	HR	Council Remuneration Policy was approved at the February 4, 2024 Regular Meeting of Council	18-Dec-24	18-Feb-25
39-2024COW	Council Remuneration Policy (EX-002)	Direct administration to amend section 23 of the proposed Council Remuneration Policy to allow for use of personal vehicles for overnight trips without a reduced compensation rate.	17-Dec-24	HR	Council Remuneration Policy was approved at the February 4, 2024 Regular Meeting of Council	18-Dec-24	18-Feb-25
9-2025	Destination Stewardship Council	Direct administration to respond collaboratively if and when approached by the Town of Banff to explore the creation of a Destination Stewardship Council with partners within the Bow Valley.	7-Jan-25	CST			
3-2025COW	Assessment Review Board Membership Options	Direct administration to readvertise Assessment Review Board public member vacancies and bring a report to Council requesting the appointment of interested Banff and M.D. of Bighorn Assessment Review Board public members as well as other applicants from the three municipalities to the Canmore Assessment Review Board prior to April 30, 2025.	21-Jan-25	MCO	Based on Council Motions 228-2024 and 229-2024. Applications are live and advertisements will be in the RMO during the weeks of Feb 6 and Feb 13, with a due date of Feb. 17, 2025.	30-Jan-25	
27-2025	Council Remuneration Policy (EX-002)	Direct administration to work with the next Council Remuneration Committee to undertake an evaluation of the long-term impact of the inclusion of COLA on per diem rates and bring back recommendations for an approach to per diems that accounts for COLA over time.	2-Feb-25	HR			