



2024 REPORT TO THE COMMUNITY



2024 COUNCIL PRIORITIES

IMPLEMENTING LIVABILITY

Canmore is a place where all residents can thrive



IMPLEMENTING LIVABILITY

See Objectives and Key Results starting on page 17 for updated numbers on each category

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

Key Results

Average monthly rental rates in Canmore increase by no more than 5% per year

Increase the number of non-market housing units available to residents

Increase Roam transit ridership on local and regional routes

Update on actions accomplished to date

Rental rates and housing action

Advancing housing action in 2024 continues, with the following initiatives underway:

- 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.

Increase Roam transit ridership

- **In the 2023-2024 budget, Council approved new services including:**
 - ~ 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:**
 - ~ 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 7,927 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.
- **Ongoing transit initiatives:**
 - ~ Local routes continue to operate seven days a week, from 6 a.m. to 11 p.m. on weekdays and 6 am to 9 p.m. on weekends.
 - ~ Service to Quarry Lake/Grassi Lakes was a summer-only service, with winter service offered in future years.



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

Key Results

Increase the number of local non-profits and businesses that participate in initiatives to increase affordability

Update on actions accomplished to date

Increase the number of participants in initiatives to increase affordability

- 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.

Community Volunteer Income Tax Program

- 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.

Family Connection Centre

- 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

Town of Canmore communication channels are aligned as a single source of truth within two hours of an incident

Increase the number of subscribers to the emergency notification service

Citizen perspective survey indicates that resident satisfaction with Emergency Preparedness increases

Update on actions accomplished to date

ToC Communications act as a single source of truth within two hours of an incident

- 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.

Increase subscribers to the emergency notification service and emergency preparedness

- 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

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

Increase proportion of Canmore's permanent population between the ages of 0 – 19

Update on actions accomplished to date

Increase events that support community diversity

- 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.

Increase participation in programs and supports for children/youth/families

- 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.
- 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 April 1 – Aug. 31 are advertised together in a spread in the *Rocky Mountain Outlook*. 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

Increase the number of Town of Canmore employees who live in Canmore

Increase the proportion of skilled labour jobs in the community

Diversify the economy

Update on actions accomplished to date

Increase the number of Town Staff who live in Canmore

- 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%.

Increase the proportion of skilled labour jobs in the community

- 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.

Diversify the economy

- 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 in participation from 2023, when 10 entrepreneurs started the program.



2024 COUNCIL PRIORITIES

IMPLEMENTING ENVIRONMENT

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



IMPLEMENTING ENVIRONMENT

See Objectives and Key Results starting on page 17 for updated numbers on each category

Objective 1: Wildlife encounters within Canmore’s urban footprint are reduced, and unauthorized human use in wildlife corridors is similarly reduced

Key Results

Decrease violations and use of unsanctioned trails in wildlife corridors and habitat patches

Increase compliance with waste bylaw requiring effective use of bear proof bins

Citizen perspective survey indicates the number of residents who think the Town is doing a good job of addressing the issue of human-wildlife interaction in the Town increases

Update on actions accomplished to date

Decrease use of unsanctioned trails

- 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.

Updates to the Animal Control Bylaw

- 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.

Increase awareness of Town of Canmore actions on Human Wildlife Coexistence

- 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), 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.
- 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.

Increase compliance with waste bylaw requiring effective use of bear proof bins

- 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

Reduce GHG emissions

Increase in number of annual requests for Firesmart home inventory from 10 to 35

Increase number of mock emergency exercises from one to two

Update on actions accomplished to date

Reduce GHG emissions

- In February 2024, Administration launched five incentive/discount programs. Two programs were targeted only to members of the Affordable Services Program: the E-Bike Discount and Home Upgrade Program. The other incentive programs included the Residential Solar Program, Commercial Solar Program, and a multi-family EV Charger Installation Pilot program. These programs are in addition to the 2022-2026 Clean Energy Improvement Program, which provides the up front 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.

Increase Annual Requests for FireSmart Home Inventory

- We have exceeded the previously set 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 complimentary service, and the benefits associated.
- Assigned and trained a team member to be our FireSmart Coordinator to oversee the growing number of requests.

Increase mock emergency exercises from one to two

- 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

Increase the number of environmental incentive programs and the number of people receiving incentives with existing programs

Decrease the amount of waste per capita sent to landfill

Citizen perspective survey indicates an increase in satisfaction with the Town’s efforts to reduce our impact on Climate Change

Update on actions accomplished to date

Increase environmental incentive programs and the number of people receiving incentives

- 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 five 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 for 2024 for residents to have fruit trees removed from their property. A total of 120 fruit trees were removed from 73 properties.

Decrease amount of waste per capita sent to landfill

- 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

Decrease in the number of travel-related collisions and injuries on municipal roadways

Decrease of the number of vehicle registrations per capita basis

Increase the share of pedestrian and bike trips through the BVT/Railway intersection

Update on actions accomplished to date

Decrease number of travel related collisions and injuries on municipal roadways

- 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, seat belt, distracted driving, and other offences that are likely to cause collisions. Several joint operations with the RCMP have occurred related to distracted driving and seat belt offences.

Decrease numbers of vehicle registrations per capita

- 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 Bike 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.

Increase pedestrian and bike trips through the BVT/Railway intersection

- 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 TSMV 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.



2024 COUNCIL PRIORITIES

IMPLEMENTING RELATIONSHIPS

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



IMPLEMENTING RELATIONSHIPS

See Objectives and Key Results starting on page 17 for updated numbers on each category

Objective 1: Right Relations with the Stoney Nakoda Nation and members of Treaty 7 and Métis District 4 are advanced

Key Results

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

Increase the number of administrative departments who directly work with/ liaise with appropriate counterparts

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/Métis District 4 involvement

Update on actions accomplished to date

Increase Cultural Awareness Training

- 60% of all current staff have completed 1.0 Indigenous Cultural Awareness training (33% completion rate in casual employees, 56% completion rate in PT employees, 71% Completion rate in FT employees).
- 42% of all current staff have completed 2.0 Indigenous Cultural Awareness training (16% completion rate within casual employees, 27% completion rate in PT employees, 55% completion rate in FT employees).
- Human Resources has compiled a list of all current staff still requiring Indigenous Cultural Awareness training (1.0 & 2.0) and will be following 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 the departments with the highest amount of employee who haven't completed the training are the business units with the largest number of casual staff.

Increase the number of administrative departments who directly work with/ liaise with appropriate counterparts

- 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 ground breaking 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.

All 15 Calls to Action identified in the Town's Commitments to Truth and Reconciliation Calls to Action document are updated and advanced

- 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

Number of Town-supported not for profits with performance agreements, which may also include space allocation, increases

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

Update on actions accomplished to date

Increase Town-supported non-profits with performance agreements

- 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.

Increase the number of collaborative programs and services undertaken by the Town of Canmore

- 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:
 - ~ 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

Increase participation in engagement (online, in-person, etc.) activities

Citizen perspective survey indicates that residents have enough opportunities to provide input into decision-making about Town of Canmore projects and services increases

Update on actions accomplished to date

Increase participation in engagement activities

- 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

Citizen Perspectives Survey indicates an increase satisfaction with town programs and services

The number of respectful workplace incidents per year decreases

Update on actions accomplished to date

Increase satisfaction with town programs and services

- 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.

Number of respectful workplace incidents decreases

- 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.



2024 COUNCIL PRIORITIES

FOUNDATIONAL PILLARS

To achieve goals and results – and ultimately the community vision – a strong organization is needed

IMPLEMENTING FOUNDATIONAL PILLARS



Pillar #1 / Financial Stewardship: We protect and plan for the long-term interests of residents by managing assets and financial resources equitably and sustainably.

Update on actions accomplished to date

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.

Pillar #2 / Human Resources: People and culture are our strongest assets. We are inclusive and connected.

Update on actions accomplished to date

Staffing is the Town of Canmore's largest operating expense. To help recruit and retain highly qualified staff to continue to provide services, the cost-of-living allowance in 2024 was 5.5% to account for inflation and high cost of living.

Following the Reconciliation, Equity, Diversity, and Inclusion organizational audit that was completed in 2023 an internal steering committee is working to advance recommendations from the audit. We 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.

Pillar #3 / Community Engagement: We meaningfully engage with citizens for effective decision making.

Update on actions accomplished to date

See page 14 Objective #3 in Implementing Relationships for actions accomplished.

The **Community Monitoring** web-based tool makes it easier to monitor key community indicators and progress on our Strategic Plan.



2024 COUNCIL PRIORITIES

OBJECTIVES AND KEY RESULTS



GOAL 1: LIVABILITY

Canmore is a place where all residents can thrive

Key Objectives: What objectives will help us reach our goals?

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

Key Results: How will we know if we are progressing towards our objectives?

KR1: Average monthly rental rates in Canmore increases by no more than 5% per year

Baseline: Average rent of a one bedroom in 2022 was \$1,971

Actual as of Dec. 2024: Average rent of a one bedroom was \$2,171

Target/Target Quarter: \$2,070 / Q4 2023

Notes: 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

Baseline: 154 ownership and 121 rental units

Actual as of Dec. 2024: 173 ownership and 110 rental units

Target/Target Quarter: 210 ownership and 199 rental units / Q4 2026

Notes: 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 1,277 daily trips in 2022 to 2488 daily trips in 2026

Baseline: 1,277 daily trips

Actual as of Dec. 2024: 1,948 daily trips

Target/Target Quarter: 2,488 daily trips / Q4 2026

Notes: 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

Baseline: 15

Actual as of Dec. 2024: 24

Target/Target Quarter: 60 / Q4 2026

Notes: Community partners with the Affordable Services Program can be seen at: canmore.ca/affordableservices

Key Objective 2: Emergency Management Communication is effective and adopted across our community

Key Results: How will we know if we are progressing towards our objectives?

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

Baseline: N/A

Actual as of Dec. 2024: Achieved

Target/Target Quarter: Within 2 hours 80% of the time / Next event

Notes: 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

Baseline: 1,659

Actual as of Dec. 2024: 5,937

Target/Target Quarter: 10% per month / when 50% of adults is reached

Notes: Current number as of Dec. 10, 2024. In 2024 we have seen subscribers move from 2,100 to almost 6,000.

KR3: Citizen Perspectives Survey indicates that resident satisfaction with Emergency Preparedness increases from 89% in 2023 to 95% in the 2025 survey

Baseline: 89%

Actual as of Dec. 2024: N/A

Target/Target Quarter: 95% / Q3 2025

Notes: To be updated following 2025 Citizen Perspectives Survey.



GOAL 1: LIVABILITY

Canmore is a place where all residents can thrive

Key Objectives: What objectives will help us reach our goals?

Key Objective 3: Municipal programs, facilities, and services help to attract and retain families and support community diversity

Key Results: How will we know if we are progressing towards our objectives?

KR1: The proportion of Canmore’s permanent population between the ages of 0 to 19 increase from 22% in 2021 to 25% in 2026

Baseline: 22%

Actual as of Dec. 2024: N/A

Target/Target Quarter: 25% / Q4 2026

Notes: 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

Baseline: 12 of 40 events in 2023

Actual as of Dec. 2024: 18 of 48 events in 2024

Target/Target Quarter: 20 / Q4 2026

Notes: Updated annually following year end.

Key Objective 4: Employment opportunities that provide residents with a dignified and reasonable standard of living are widely available

Key Results: How will we know if we are progressing towards our objectives?

KR1: Increase the number of Town of Canmore employees who live in Canmore from 74% to 85% by 2026

Baseline: 74%

Actual as of Dec. 2024: 78%

Target/Target Quarter: 85% / Q4 2026

Notes: Percentage of full time employees.

KR3: No single industry makes up more than 15% of Canmore’s economy by 2026

Baseline: 14%

Actual as of Dec. 2024: 15%

Target/Target Quarter: No more than 15% / Q4 2026

Notes: Up to date per November 2024.

KR2: Increase the proportion of skilled labour/high paying jobs in the community from 40% to 45% by 2026

Baseline: 40%

Actual as of Dec. 2024: N/A

Target/Target Quarter: 45% / Q4 2026

Notes: To be updated following the next census in 2026.



GOAL 2: ENVIRONMENT

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

Key Objectives: What objectives will help us reach our goals?

Key Objective 1: Wildlife encounters within Canmore’s urban footprint are reduced, and unauthorized human use in wildlife corridors is similarly reduced

Key Results: How will we know if we are progressing towards our objectives?

KR1: Zero violations and use of unsanctioned trails in wildlife corridors and habitat patches by 2026

Baseline: N/A

Actual as of Dec. 2024: N/A

Target/Target Quarter: 0% / Q4 2026

Notes: Data is being collated by the province.

KR2: 100% compliance with waste bylaw requiring effective use of bear proof bins by 2026

Baseline: N/A

Actual as of Dec. 2024: 80%

Target/Target Quarter: 100% / Q4 2026

Notes: 134 site inspections were conducted, resulting in 17 warnings, 8 violation tickets, and 46 investigations.

KR3: Citizen perspective survey indicates the number of residents who think the Town is doing a good job of addressing the issue of human-wildlife interaction in the Town increases from 74% in 2023 to 80% in the 2025 survey

Baseline: 74%

Actual as of Dec. 2024: N/A

Target/Target Quarter: 80% / Q3 2025

Notes: To be updated following 2025 Citizen Perspectives Survey.

Key Objective 2: Canmore as a community collaborates to reduce our impact on climate change and prepare for climate adaptation

Key Results: How will we know if we are progressing towards our objectives?

KR1: Decrease Canmore’s total greenhouse gas emissions by 7% by 2026 from the 2022 baseline

Baseline: 455,634 tonnes CO₂e in 2022

Actual as of Dec. 2024: 9% reduction to 416,304 tonnes CO₂e in 2023

Target/Target Quarter: 7% reduction in annual GHGs by 2026, compared to 2022 / Q4 2026

Notes: 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

Baseline: 10

Actual as of Dec. 2024: 74

Target/Target Quarter: 35 / Q4 2024

Notes: 41 houses, 16 condo/townhouses, 17 TOC buildings for 2024

KR3: Increase number of emergency exercises (mock or real) from 1 to 2 annually

Baseline: 1

Actual as of Dec. 2024: 2

Target/Target Quarter: 2 / Q4 2024

Notes: There were two exercises completed in 2024.



GOAL 2: ENVIRONMENT

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

Key Objectives: What objectives will help us reach our goals?

Key Objective 3: The community is aware of the Town of Canmore's environmental leadership

Key Results: How will we know if we are progressing towards our objectives?

KR1: Increase the number of incentive programs (i.e. e-bikes, low income retro and commercial solar) from 2 to 5 by 2026

Baseline: 2

Actual as of Dec. 2024: 5

Target/Target Quarter: 5 / Q4 2026

Notes: The Town launched 5 GHG reduction incentive programs:

- Affordable Services Program E-Bike Discount
- Home Upgrades Program for Affordable Service Member
- 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

Baseline: 10 solar in 2022 and 17 tree in 2022

Actual as of Dec. 2024: 22 solar, 73 tree

Target/Target Quarter: 20 solar and 34 tree / Q4 2026

Notes: 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

Baseline: 0.59 Tonnes per capita

Actual as of Dec. 2024: 0.59 Tonnes per capita in 2023

Target/Target Quarter: 0.50 Tonnes per capita / Q4 2026

Notes: 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

Baseline: 75%

Actual as of Dec. 2024: N/A

Target/Target Quarter: 80% / Q3 2025

Notes: To be updated following 2025 Citizen Perspectives Survey.



GOAL 2: ENVIRONMENT

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

Key Objectives: What objectives will help us reach our goals?

Key Objective 4: Safe multi-modal transportation shift is advanced

Key Results: How will we know if we are progressing towards our objectives?

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 year Average)

Baseline: 130 and 16

Actual as of Dec. 2024: In progress, 128 and 17 in 2023

Target/Target Quarter: 87 and 10 / Q4 2026

Notes: 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 0.75 to 0.68 by 2026

Baseline: 0.75

Actual as of Dec. 2024: 0.78

Target/Target Quarter: 0.68 / Q4 2026

Notes: 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

Baseline: 11%

Actual as of Dec. 2024: 14%

Target/Target Quarter: 16% / Q4 2026

Notes: Summer months of July and August measured.
Year to December Stats: Vehicle trips +3%, pedestrian trips +19%, cycle +31%, transit +18%. Trends positive overall.



GOAL 3: RELATIONSHIPS

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

Key Objectives: What objectives will help us reach our goals?

Key Objective 1: Right Relations with the Stoney Nakoda Nation and members of Treaty 7 and Métis Region 3 are advanced

Key Results: How will we know if we are progressing towards our objectives?

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

Baseline: 100% of current staff have taken Level 1

Actual as of Dec. 2024: 64% Level 1 (FT -1 year or under)
74% Level 2 (FT - over 1 year)

Target/Target Quarter: 100% / Q4 2024

Notes: 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 tenent 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

Baseline: 5

Actual as of Dec. 2024: 8

Target/Target Quarter: 10 / Q4 2026

Notes: 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/Métis District 4 involvement by 2026

Baseline: N/A

Actual as of Dec. 2024: N/A

Target/Target Quarter: N/A / Q4 2026

Notes: Work to be undertaken by REDI steering committee and specific OKR created.

Key Objective 2: Intergovernmental, business, and not for profit relationships result in mutually beneficial outcomes

Key Results: How will we know if we are progressing towards our objectives?

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

Baseline: 2

Actual as of Dec. 2024: 4

Target/Target Quarter: 5 / Q4 2026

Notes: 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

Baseline: 15

Actual as of Dec. 2024: 21

Target/Target Quarter: 25 / Q4 2026

Notes: 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.



GOAL 3: RELATIONSHIPS

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

Key Objectives: What objectives will help us reach our goals?

Key Objective 3: Meaningful, two-way public engagement and communication is civil, substantive, and productive

Key Results: How will we know if we are progressing towards our objectives?

KR1: Participation in engagement (online, in-person, etc.) activities increases from 2,000 engagements to 2,600 by 2026

Baseline: 2,000

Actual as of Dec. 2024: 5,465

Target/Target Quarter: 2,600 / Q4 2026

Notes: 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

Baseline: 62%

Actual as of Dec. 2024: N/A

Target/Target Quarter: 70% / Q3 2025

Notes: To be updated following 2025 Citizen Perspectives Survey.

Key Objective 4: The community understands the value of a strong and healthy public service

Key Results: How will we know if we are progressing towards our objectives?

KR1: Citizen Perspectives Survey indicates an increase satisfaction with town programs and services from 86% in 2021 to 90% in the 2025 survey

Baseline: 86%

Actual as of Dec. 2024: N/A

Target/Target Quarter: 90% / Q3 2025

Notes: 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

Baseline: 21

Actual as of Dec. 2024: 73

Target/Target Quarter: 10 or less / Q4 2026

Notes: 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.

