
Crowsnest Pass

Integrated Community Sustainability Plan (ICSP)

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Introduction

Crowsnest Pass (CNP) is a community nestled in the heart of the Rocky Mountains located in the southwest corner of Alberta along Highway 3. The breathtaking scenery of the Rocky Mountains is the backdrop of this vibrant community that provides residents and visitors with a wide variety of outdoor recreational opportunities while striving to preserve its unique cultural heritage.

Crowsnest Pass is at a critical sustainability cross roads and Council and Administration have decided to undertake the development of this Integrated Community Sustainability Plan (ICSP) in conjunction with the development of a Strategic Plan. Through the development and adoption of a Strategic Plan and an ICSP Crowsnest Pass will be positioned to respond to current and future issues and opportunities. The ICSP acts as an overarching planning guide for the municipality helping Council, staff and Administration plan for the future in the short, medium and long term.

Rural municipalities across Alberta are facing similar issues during this time of fiscal restraint as the economy begins to strengthen such as cut backs in government funding, difficulties in creating and maintaining employment opportunities and meeting the service level expectations of residents. On top of these issues, Crowsnest Pass, as a specialized municipality, faces unique challenges that are not faced by other municipalities. These unique challenges include:

- Geographic challenges
 - CNP is a linear municipality that is spread along over 27 km of Highway 3 which requires a significant investment into utility infrastructure to provide services to all areas within the municipality.
 - CNP has longer sewer, water and wastewater lines than a typical rural municipality because the community is spread along Highway 3.
 - Construction costs are higher than many municipalities because of CNP's location in the Rocky Mountains.
- Community challenges
 - CNP was amalgamated from six distinct communities which has significantly impacted CNP's ability to exist as a single unified community.
- Funding challenges
 - CNP faces many of the funding challenges of a rural County and an urban center while the funding provided by the government is based on CNP being an urban centre.
 - CNP faces a funding challenge in maintaining, upgrading and expanding the sewer, water and wastewater system to meet environmental standards and resident's needs.
- Economic challenge
 - CNP businesses face significant financial challenges in obtaining financing from banks/ financial institutions impacting the ability for the community to increase its industrial and commercial base.

Municipal Characteristics

The following table provides a select number of the municipality's physical characteristics and infrastructure.

Total Area of Municipality (hectares)	19,427	Population	5,749
Number of Hamlets	0	Number of Dwelling Units	3,315
Length of all Open Roads Maintained (kilometers)	168	Water Mains Length (kilometers)	90
Storm Drainage Mains Length (kilometers)	19	Wastewater Mains Length (kilometers)	70

Integrated Community Sustainability Plan Overview

In May 2005, the New Deal for Cities and Communities (NDCC) between Canada and Alberta was signed to transfer federal gas tax funding to Alberta municipalities. Subsequently, each Alberta municipality was invited to join this program and signed an agreement with the Province of Alberta outlining the requirements and benefits under the program.

The NDCC provides financial assistance to municipalities to support the sustainability of capital municipal infrastructure. Through this investment municipalities have the opportunity to maintain or enhance economic, social and cultural opportunities and well being, while protecting and improving the quality of the environment.

Funding under this program supports the development of public transit systems, and water and wastewater systems, solid waste management, community energy systems, and community capacity building.

Included in the list of eligible projects are design and engineering services, vehicle purchase, construction and rehabilitation. In addition, the program may include barrier-free transportation initiatives to improve accessibility for seniors and persons with disabilities.

As part of the agreement, municipalities are required to develop an Integrated Community Sustainability Plan (ICSP). This long-range plan has five dimensions – environmental, cultural, social, economic and governance – to be developed through public consultation and will provide direction to their Multi-Year Capital Infrastructure Plan.

This report provides a summary of Crowsnest Pass's vision of the future and how Crowsnest Pass will achieve this vision and ensure its sustainability.

Definition of Sustainability

Sustainability is a multifaceted concept that reflects a community's efforts in moving toward "sustainability", which is the ability of a municipality to meet the needs of the present, without adversely affecting the ability of the municipality's future generations to meet their own needs. The Integrated Community Sustainability Plan is a strategic document that is based on the five pillars of sustainability and closely linked to a municipality's Strategic Plan. The social, cultural,

environmental, economic and governance pillars of sustainability are essential to the ICSP process. Below is an explanation of each of the pillars of sustainability.

Economic: Sustainability in the economic dimension includes a diverse set of jobs and training opportunities, policies and programs for attracting investment and employment, promoting local entrepreneurship and business retention, and encouraging business links in the wider economy.

Environmental: An environmentally sustainable community strives to achieve a balance between quality natural environments and built environments that will protect and improve natural systems and supports energy efficiency. This is achieved through well designed municipal and land use planning, green space, supporting biodiversity, and mixed-use energy efficient buildings.

Social: This pillar includes the development of social and community services including emergency services, the opportunity to develop safe inclusive neighbourhoods, affordable housing for all demographics within the community and recreational activities to meet a range of demographic and economic markets.

Cultural: A culturally sustainable community is vibrant and festive, promotes cultural expression, preserves cultural heritage, encourages a variety of art forms, and has a strong sense of heritage and pride.

Governance: Governance includes strong, informed and effective leadership, inclusive partnerships with the community, instilling a sense of civic pride, responsibility and values, and ensuring the continuous improvement of the community through effective delivery of programs and services, monitoring, and feedback at all levels.

Integrated Community Sustainability Plan Summary

The following table provides an outline of Crowsnest Pass's ICSP. The following is a description of each column in the table.

- Sustainability Dimension – this column identifies which pillar the action applies to in the ICSP. There are actions that impact multiple pillars and we have tried to identify the pillar that is impacted the most by the action.
- Actions – the actions are the sustainability strategies identified by Council for each pillar.
- Timelines (Short, Medium or Long) – the timelines represent the timeframe for completion of the action. A short action should be completed within 1 year, medium within 2 to 5 years and long greater than five years.
- Link to Multi Year Capital Infrastructure Plan – this column identifies links to the long range infrastructure plan.
- Link to Other Municipal Plans – this column identifies links to current plans

Crowsnest Pass Integrated Community Sustainability Plan (ICSP)

1. Sustainability Vision					
Crowsnest Pass is a vibrant community with a growing and diverse economy built upon a unique industrial and cultural heritage providing a wide spectrum of outdoor activities while maintaining and conserving wildlife habitat and supporting a healthy quality of life for residents					
2. Sustainability Dimensions	3. Actions	4. Timelines (Short, Medium or Long)	5. Lead Department or Individual	6. Link to Multi Year Capital Infrastructure Plan	7. Link to Other Municipal Plans
Economic	Develop a long term municipal equipment upgrade/replacement plan	Short	Public Works		2010 Budget Equipment Replacement Plan
	Review and update the 10 year capital infrastructure plan (include sewer, water, roads, sidewalks and facilities)	Short	Public Works	Review and update of the plan	
	Review and increase the electrical distribution system as opportunities are presented	Short	Public Works		
	Review municipal funding provided to organizations for services similar to FCSS services	Short	Community Services		
	Determine the feasibility of hiring a full time emergency services chief	Short	CAO		
	Conduct a feasibility study for consolidating the public works buildings	Medium	Public Works		
	Complete the last third of the Blairmore Main Street project and consider future main street projects in other centres	Medium	Public Works	Include in plan	
	Conduct a feasibility study to determine which municipal buildings need to be replaced or consolidated	Medium	Public Works		
	Determine if the Municipality can recover the costs of providing emergency and disaster services	Medium	CAO		
	Determine the feasibility of hiring an economic development officer	Medium	CAO		
	Develop a strategy to address the inability of local businesses to access capital	Medium	CAO		
	Review and update the MDP	Medium	CAO		
	Develop an economic development plan	Medium	CAO		
	Develop an emergency road connecting Blairmore and Coleman	Medium	Public Works		
	Develop a marketing and promotion strategy	Medium	Senior Management Team		Economic Development Plan
	Lobby the Provincial Government to determine what is happening with Highway 3	Long	Council		
	Lobby provincial government to address municipal funding issues	Long	Council		
	Provide water/sewer services to the new development areas (west end)	Long	CAO		

2. Sustainability Dimensions	3. Actions	4. Timelines (Short, Medium or Long)	5. Lead Department or Individual	6. Link to Multi Year Capital Infrastructure Plan	7. Link to Other Municipal Plans
Environmental	Conduct a review and cost analysis of public transportation and public transportation policy	Short	Community Services		
	Review and renew water licenses	Short	Public Works		
	Conduct a review of the recycling program	Medium	Senior Management Team		
	Conduct a review and cost/benefit analysis of seasonal cleanup	Medium	Senior Management Team		
	Upgrade the Frank Sewer Plant	Medium	Public Works		
	Develop a plan for a green water source	Long	Public Works		
	Become more energy efficient in order to reduce cost (possible use of alternative energy sources such as wind, solar, etc)	Long	CAO		
	Fulfill commitment to be a bear smart community	Long	CAO		
	Participate in ORRSC to understand long term land use plans in the region	Long	Senior Management Team		

2. Sustainability Dimensions	3. Actions	4. Timelines (Short, Medium or Long)	5. Lead Department or Individual	6. Link to Multi Year Capital Infrastructure Plan	7. Link to Other Municipal Plans
Cultural	Develop a strategy to maintain and diversify volunteerism including the development of a volunteer registry	Short	Community Services		
	Appoint a community coordinator to coordinate events	Medium	Community Services		
	Explore the feasibility of developing a center appropriate for art, culture and musical events (orchestra, theatre, ect)	Medium	CAO		
	Conduct a fire and rescue protection services feasibility study	Medium	CAO		
	Support the development of heritage/ historical sites	Long	Legislative and Human Resources		
	Lobby Canada Post to ensure CNP is recognized as a single municipality	Long	Council		

2. Sustainability Dimensions	3. Actions	4. Timelines (Short, Medium or Long)	5. Lead Department or Individual	6. Link to Multi Year Capital Infrastructure Plan	7. Link to Other Municipal Plans
Social	Develop a communication plan to improve communication of the services provided within the community	Short	Legislative and Human Resources		
	Determine the feasibility of installing a chair lift at the ski hill to utilize the facility across all seasons (mountain bikers in the summer)	Short	CAO		
	Address community enhancement and beautification	Short	Senior Management Team		
	Identify a strategy to increase the utilization of recreation facilities within the Town	Short	Community Services		
	Conduct a feasibility study for a multi-use recreational facility	Medium	CAO, Senior Management Team		
	Encourage coordination between the various groups within the community	Medium	Community Services, Legislative and Human Resources		
	Support the development of affordable housing for seniors and low income residents	Long	Council, Senior Management Team		
	Lobby for increasing assisted living facilities for seniors - social housing facility	Long	Council, Senior Management Team		

2. Sustainability Dimensions	3. Actions	4. Timelines (Short, Medium or Long)	5. Lead Department or Individual	6. Link to Multi Year Capital Infrastructure Plan	7. Link to Other Municipal Plans
Governance	Develop a policy for governance training for Councilors	Short	CAO		
	Develop a long term plan to address the lack of office space at the Town office				
	Develop a succession plan strategy	Short	CAO		
	Develop and maintain a communication policy	Short	CAO		
	Review and improve communication within administration and between administration and Council	Long	Senior Management Team		
	Develop a long term plan to address the lack of office space at the Town office	Long	CAO		

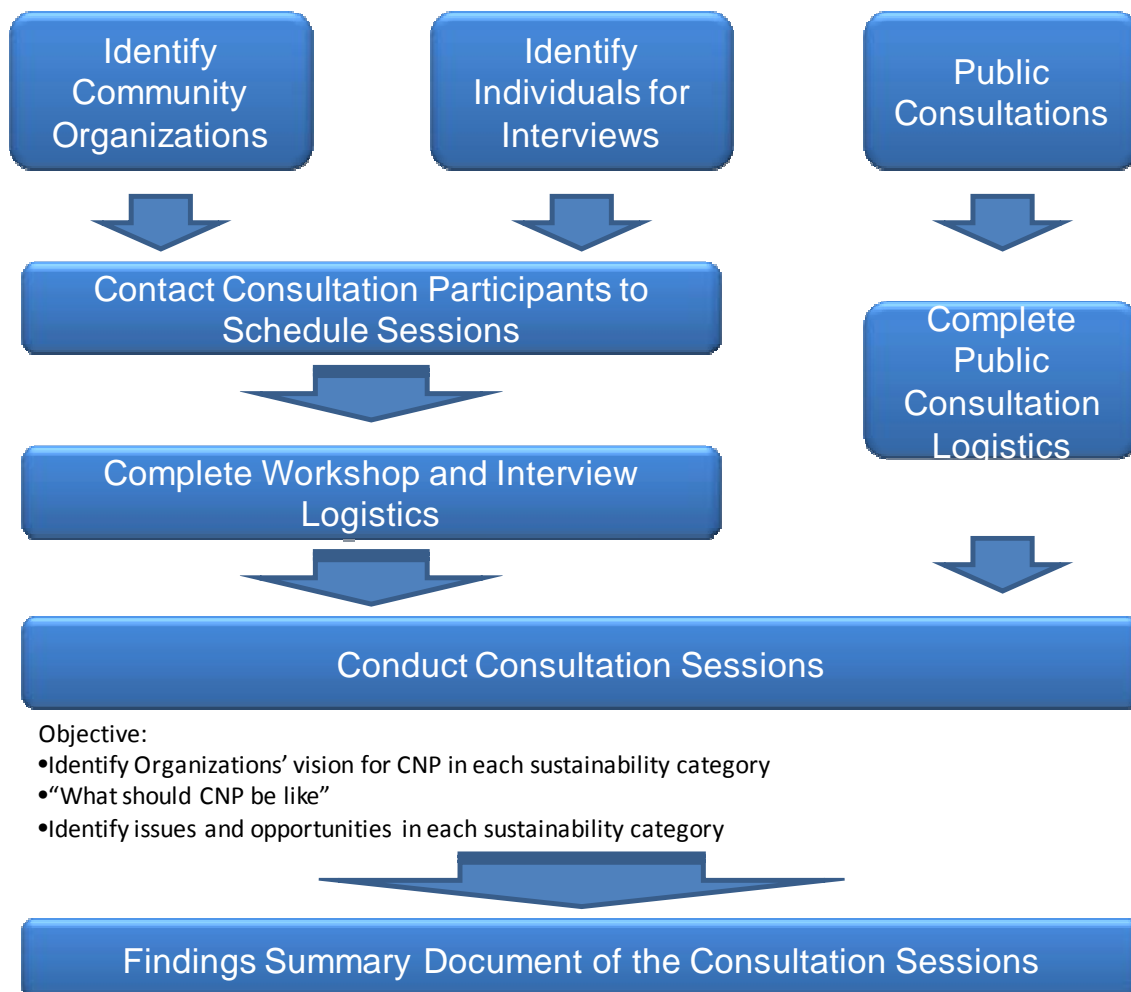
Sustainability Vision

The vision for Crowsnest Pass is a vibrant community with a growing and diverse economy built upon a unique industrial and cultural heritage providing a wide spectrum of outdoor activities while maintaining and conserving wildlife habitat and supporting a healthy quality of life for residents.

Through the development of the Strategic Plan and ICSP Crowsnest Pass will be positioned to respond to the issues facing all municipalities in Alberta and facing the issues and opportunities unique to a specialized municipality.

ICSP Stakeholder Consultation Overview

A requirement of an ICSP is to conduct public consultation with residents within the municipality. Our approach to stakeholder consultation for this project is summarized in the following diagram.



Findings in the Summary Document are used in developing the ICSP with Council

In developing the ICSP we conducted four public consultations that lasted approximately 2 hours each and conducted workshops with three community organizations. Over 30 residents participated in the public consultation sessions and the community organization workshops. Additional workshops were conducted with Administration and Council in order to build the ICSP.

Appendix A: Public Consultation Findings

Crowsnest Pass is required to conduct public consultation sessions as part of an Integrated Community Sustainability Plan (ICSP) in order to incorporate the sustainability vision, issues and opportunities identified by the residents of the municipality. Russell Farmer and Associates conducted four public consultation sessions as well as conducting small group interviews with Community Futures, the Quad Squad and the Historical Society. The following is a summary of the findings provided from the consultation sessions.

Sustainability Vision

Participants were asked to identify words, statements and phrases that represent their vision of a sustainable Crowsnest Pass in the year 2025.

- Community where there is a future for young families and professionals as well as seniors
 - Another 2000 residents
 - A sustainable community with an identity that parents and children can take pride in
 - A recreation destination
 - A prosperous community where there is a good solid tax base with a diversified population base
- A CNP that is unified as a single community
 - The town needs to come together as CNP rather than as separate communities within CNP
 - There needs to be a single CNP postal code
- CNP will not be able to rely on mining for employment
- There is a small amount of natural resource energy in the area but it will not be a driver for CNP
- Service infrastructure is what keeps the town viable
- CNP is a retirement community for people moving from Calgary
- Vision is a small, hustling town with cute artsy retailers focused on the history in the town and commercial businesses
- If Seniors have an activity that they want to do they will form a group and do the activity
- Need to develop a plan to build the town into a business center
- New people in the community bring a different perspective to the community
- The community needs to be growing not declining – need to draw in the young professionals with families to the community
 - Need to have jobs for young professionals within the community
- A community that is not a Canmore or Banff and not a National Park

Economic Development and Planning

- Major issue is that there are no jobs in CNP

- Need to attract jobs because the jobs attract people and industry to the area
- Need to attract jobs that are not minimum wage jobs
- There is an opportunity to draw in telecommuters into the community who are able to work from home
 - Artists, designers, engineers, ect
 - Research and development opportunities follow a professional base
 - Could lead to light industry such as graphic design, software design, ect.
- Community needs to develop an economic base for internal jobs from the local economy
- A distribution industry could work well here because they are close to the US border
- Need to develop service jobs that come from education and professional jobs
- Attract a secondary industry for 10 – 15 years to employ 100 people and simultaneously attract other industries sequentially
- Need to have a community that is attractive to those industries
- Need to understand what is happening with Highway 3 in order to plan effectively for industry and commercial growth
- The town needs to market and promote what the town has in order to attract more tourists
- The town does not have a lot of land for development – there are issues with some of the land available as the soil may not be stable (slack piles)
 - Industrial land is not serviced by the town
- There are opportunities for expanding surgery in the hospital into areas such as knee reconstruction, ect.
- There are opportunities to increase tourism by continuing to develop and market the heritage of the town
- Center of Excellence for field studies should go forward
 - An excellent way to draw professionals to the community
- There could be education within the town (Nippon institute) which could bring in instructors/professors to the town if expanded
 - The town has the facilities and connection to the internet to offer college/university courses within the town
 - There are student nurses who are working in the hospital
 - There may be opportunities to attract a satellite campus to the town from other universities/colleges
- CNP is missing a conference center for large groups
- There is a lack of hotels and restaurants in town
 - Municipality just shut down a conference center – Crowsnest Pass Centre
 - There is a need for a bigger hotel that can accommodate these types of uses
- Need to make the town attractive to developers and provide efficient services for developers who want to develop in town
- No big industrial developments within the town
 - There are transportation issues
 - No manufacturing

- Attract commercial and light manufacturing into the town with a small foot print
 - Small businesses are the backbone of the town and need to be supported by Council
 - Provide incentives to draw commercial and light industry back to town
- There is a shortage of affordable housing because many houses are owned by people who do not live in CNP
 - There is a small stock of rental properties within CNP and high rent which is too high for most people living in CNP
 - There is a need for more affordable senior housing such as assisted living facilities ranging from independent living to fully supported living
- Need to ensure the long term sustainability of the trail system to continue to draw users to the area
 - LUF may limit access to multi-use trails
 - Developing and maintaining the trail system employs contractors in town and increases the economy in town
 - There may be long term sustainability if a user pay system is put in place by the provincial government
 - Atv manufacturers may be drawn back to town if CNP can promote and leverage the trail system
 - Market trail system to increase the number of dollars brought into the town
- Focus on tourism may be a problem because tourism types of jobs are usually low wages and there isn't housing available to the workers who would be part of tourism
 - Really like living in CNP and think that tourists will take away what draws people to CNP
- Marketing the town and tourism is the future of the town
 - The town could become a mecca for quadders, sledders, hikers and cross-country skiers
- The town needs to be willing to move forward with development
- The town could market the golf course

Infrastructure and Public Works

- Roads are in disrepair in the community
- Would like to have their streets plowed more than once a year (2 or 3 times)
- There is a need for sidewalks on streets other than the main streets as people may fall if walking on icy streets
- There is a need to review the public works department
 - Public works seems to be busy and they have a lot of people but nothing seems to get done within the community
 - Level of service is different in each area because of dedicated crew
 - No service level standard within public works
 - Perception is that there are a lot of public work employees and residents are not sure what they do

- Review the public works department and focus on providing services in the most efficient manner possible
- The public works shops should be consolidated to one building to increase efficiency
- Some of the land the public workshops are currently on could be used for a better use
- The town needs to set the example by clearing snow from sidewalks, ect for the rest of the community
- The town needs to replace aging infrastructure but doesn't have the tax base
- No plan in place for infrastructure improvements
 - If there is a plan it is never communicated
 - Very reactive versus proactive
 - Need to be more proactive
 - Comes down to having trained personnel in public works
 - Majority of staff are not trained properly and don't follow any of the safety rules

Recreation and Community Events

- Need to have a multi-use recreational facility to draw young families to the town
 - Indoor swimming pool, racquet ball courts, ect. currently they have to go to Sparwood for these services
 - Need a multi-use recreational facility but will need to figure out how to fund the facility
 - Including conference center and performance arts center
- The ski hill is good for small children and kids to use on the weekends
 - Ski hill needs a chair lift so that the area can be used during the summer for mountain bikers
 - Could the ski hill be passed to an organization/group within town?
 - The ski hill is not open during hours when working adults could use the lift
 - Poor communication of when the ski hill is open and when it is closed
- Adult education programs could be expanded
 - Currently, local artists offer classes
- CNP has great culture within the town
 - Orchestra
 - Community choir
 - Nostalgia for coal mining which is preserved through heritage groups in the community
- The town should form a partnership with the Quad Squad in order to connect the walking trails in town
- Need to have a recognized trail system within the town
- Need to have CNP events which celebrate the whole community
- Promote and nurture cycling competitions and running competitions and events within the town

- Develop into a mecca for outdoor sports that are able to respect and share the landscape
- There is a need for a community coordinator to coordinate all of the events that happen in CNP
 - There is a strong volunteer base within the town but it is becoming more difficult to find new volunteers for events
 - Eliminate the duplication between the events if there is someone who is dedicated to a single event
 - Opens the opportunity to increase sponsorship for events
- Need to ensure there is back country access in the community

Environment and Waste Management

- The town has good water and sewer
 - There are still homes and facilities that utilize septic fields and holding tanks and need to be moved onto the town's sewer system
- Inefficient weed control within the town and the town sprays for weeds in the wrong parts of town
- The recycling program is inefficient because residents have to drive to a centralized location
 - Is an issue because there is a significant seniors population who are unable to drive
 - There are not enough bins in each community
- The Town Rounder should be available for use by everyone in the community
 - Program needs to be expanded
 - There is an opportunity for seniors and kids to use the expanded program
 - Nippon school students would also use the bus
- Need to develop staging areas for off highway vehicles adjacent to the community
 - There needs to be a motorized and non-motorized trail system within the town
- The town needs bear proof garbage disposal bins
 - Could be done by centrally located bear proof sites
 - Some weekenders leave their garbage on the curb when they leave for the weekend which increases the risk of wildlife issues
- Need a review of the garbage system to evaluate the value of the system versus the cost of the system
- Focus on more efficient energy use in the municipality's buildings and facilities
- Spring cleanup – should this continue?

Emergency and Community Services

- Services are excellent
- The town has excellent health services
- Municipality needs to recover the costs of providing emergency and rescue services in the north and south of the town
- Review the fire department to consolidate buildings and reduce duplication of equipment

- Determine if the town needs the current number of volunteer fire fighters as there is a cost associated with each fire fighter
 - Does not make sense to have complete duplication of fire equipment
- Elderly care was identified as one of the most important issues in the survey conducted by community futures
 - Could be an area for economic development
 - Currently don't have assisted living but they are trying to address this gap right now through the Provincial Government – York Creek Lodge
 - Needs a major overhaul
- Need to increase the utilization of facilities within the town and recognize and act on opportunities as they are identified
- There are two branches of the public library in the community
 - This should be amalgamated
 - The two branches serve seniors who are not able to travel from community to community

Governance

- There are issues with the leadership provided by Council
 - Council is seen as a roadblock to new development within the town and is perceived to micro manage in operational meetings
- Council has a 4 to 3 division and this has paralyzed the local government
 - Council is not working together effectively
 - Council is perceived as micro managing administration
 - There is a perception that Council does not implement plans that are developed
- Council does not have a vision
 - Planning shouldn't be done in a piecemeal fashion
 - Should be appropriate areas for development as well as protected areas for wildlife
 - Develop long term plans to understand what the community should look like in 5, 10, 20 years
 - Land use planning – plan for where the commercial, residential development should be concentrated
 - How to link the vision to getting a cohesive vision
 - Figure out how to change the attitude within the community of the separate municipalities
 - Determine the strength of each area and try to build on each strength
 - Having a bedroom community would be an advantage for attracting professionals
 - Having businesses in a single corridor would be a better advantage as well
 - Tourism service center, tourism site, residential area, medical area, ect
 - View each community as a neighborhood in a larger area
- Bylaws need to be enforced – major issue with all groups

- There needs to be consequences for breaking bylaws
 - Bylaws need to be enforced – particularly the unsightly properties, community standards bylaw and development bylaws
- Need to have architectural guidelines for the town
 - Provide a 10 year timeframe to remove trailers from their lots
- Need an off highway vehicle bylaw that can be enforced by the town
 - Currently the bylaw is not being enforced
- The town needs a plan for developing the trail system within the town in collaboration with the other organizations within the town
 - Plan for motorized and non-motorized trails
- Lack of choice for who is on Council and lack of business leadership on Council
- There is a perception that there are too many employees in administration compared to other communities around CNP
 - Unsure of what the people in administration are doing
 - Fernie has 16 versus the approximately 30 in CNP
- Council should pursue funding issues with the Provincial Government

Appendix B: Administration Workshop Findings

The following is a summary of a workshop conducted with Administration in order to identify sustainability issues and opportunities within CNP.

The participants in the workshop included the CAO and Senior Management Team

Infrastructure and Public Works

What key issues are present?

- In 5 – 10 years the municipality will need to replace/upgrade the major sewage plant
- Upgrade to undersized or deteriorating sewer and water lines
- Supporting infrastructure for strategic development
- Recycling asphalt, crushing and using the asphalt for gravel roads to reduce needs for dust repression which should reduce dust complaints
 - Recycling concrete as well
- Tax base in Crowsnest Pass – how to expand the tax base, infrastructure is key to this, make better use of what is existing by rezoning, use infrastructure in support of economic development
- Expanding/upgrading the electrical distribution system
- Financial support for existing infrastructure, offsite levies, availability of grants federally and provincially, tax base being able to afford the infrastructure that exists and the development of the infrastructure
- Services in support of new economic development – being able to keep up with the urban sprawl of the municipality
- Design efficiency of infrastructure – amount of infrastructure versus the amount of capital, costs are inflated compared to other communities which leads to financial challenges
 - The provincial and federal governments do not acknowledge that Crowsnest Pass is a special municipality
 - Per capita infrastructure versus a per capita grant structure for the special municipality
 - Capital is declining rather than increasing
- Atlas road – currently a forestry road and in the next 2 – 4 years the municipality should acquire the road and maintain the road in support of tourism industry and other uses
- Significant increase in infrastructure when the highway is re-routed around the municipality (long range: 30 – 40 years) and the municipality needs to maintain the connecting roads between the communities
- Average age of the public works equipment which leads to high maintenance costs, low value of the assets, inefficient (fuel) and equipment doesn't meet environmental standards
- Centralization of public works in the Frank industrial park – 6 current shops
 - Have to move the equipment up and down the highway to move equipment
 - Partial centralization of staff at key times of the year
 - One storage and one maintenance shop in each ward
 - Feasibility study? Logistics of providing services

- Efficient inventory tracking and distribution system
- Connecting Bellevue and Hillcrest water systems (last system to connect into the other water systems)
- Municipality is using more water per capita than Alberta environment thinks they should be using
 - Infrastructure replacement helps reduce the amount of water used/lost
- Competition of land with nature conservancy areas within the land – running water/sewer pipes around sensitive areas

What opportunities exist?

- Become more energy efficient in order to reduce cost – alternative energy sources such as wind, solar, etc
- Integrate technology into operations to increase efficiencies and reduce costs – purchasing/tracking system and GPS systems
- Increase electrical distribution system – take over the electrical developments that are coming up if they are economical
- Providing water/sewer services to the new development areas
- Metering the water supplied to the municipality – do not currently meter their water
- Move the ski hill and golf course off of the water system

What should be the priorities for Crowsnest Pass in this area?

- Supplying potable water to residents and treating wastewater as a matter of public safety
- Collection and treatment of wastewater

Emergency Services

What key issues are present?

- Largest volunteer fire department in Canada outside of cities – approx 100 volunteer fire fighters
 - Four fire departments and one rescue department
 - All providing similar services other than rescue
 - A paid system would be very costly for the municipality
- Geographically dispersed – could the fire halls be consolidated without risk?
 - Feasibility study for emergency services needed
- Shift work impacts the number of volunteers available at a time
- Community of 6 – 8,000 has six pumper units versus the average of three pumper units
 - Providing an urban standard in a large rural area
 - Municipality has twice the amount of infrastructure and equipment than municipalities of comparable size
 - Hillcrest and Bellevue should be one facility
 - All four chiefs are very good and they provide a high level of services with highly trained people and a high level of equipment to the detriment of the municipality
- Assign the disaster services from the CAO to a different member of administration

- Co-response for ambulance – volunteers in rescue or fire will respond to a call for ambulance services – lobbying the province to pay for this service
- Monitor the level of policing service provided to the municipality
 - Have a working sergeant on every shift
- High pressure on fire and rescue because of the volume of traffic that passes through the municipality and the hazardous materials transported
- Inability to collect rescue service fees from people who need to be rescued

What opportunities exist?

- Need to have a full time emergency services/fire chief
- Cost share the costs for maintaining a ready emergency services for providing services to neighbouring municipalities
- Lobby for province to pay for response to medical emergency calls
- High pressure on fire and rescue because of the volume of traffic that passes through the municipality and the hazardous materials transported – have an immediate response to this through rescue/fire services
- Develop a collection policy for collecting bad debts

What should be the priorities for Crowsnest Pass in this area?

- Hiring an emergency services/fire chief
- Feasibility study to determine the possibility of consolidating the fire and rescue services

Community Services

What key issues are present?

- Government requires a 9% reduction in FCSS budget
- Need to create services to grow and support the volunteer community within the municipality
- Voice in how regional services are looked at and provided across the region
 - Providing services within the community
- Difficult to provide effective services to the wide range of demographics within the community
 - Large senior population with a small toddler population – issues trying to provide services to each group
- Rate payers provide \$1 million in support to recreation services and council will need to prioritize the types of services that they want to support
- Maintenance of old facilities and rationalization of the facilities
 - Strategy for facility maintenance/elimination/replacement
- Political influence over administrative decisions – passions for recreation are high and everyone wants to maintain all of the facilities that the municipality has
 - Emotion overcomes the rationalization of the facilities
- Develop dynamic programs to meet the needs of the community
 - Put resources in place to accommodate dynamic programs
- Increasing usage of trails, hiking, etc by weekenders

- People are currently able to use resources/facilities for free
- Build new facilities rather than maintaining old facilities
- Transportation of residents to the facilities if the facilities are consolidated
 - Cost of “Town Rounder” bus (expanded use of bus, diversify riders)
- Providing senior and handicap transportation services outside normal hours

What opportunities exist?

- Put a kiosk out at the cross country trails to monitor if people have a pass to use the trails
- Multi-cultural facility – complete a study to determine if a new facility will reduce overall operating costs
- Municipality has a symphony that doesn’t have an appropriate facility to play in – multi-cultural facility
 - Library needs a new facility
 - Art gallery status in the municipality
- Long range planning for recreation facilities
- Energy efficiencies around linking pools, arenas, art galleries, etc such as cogeneration and utilization of green technology
- Evaluation of community halls/senior centers and their utilization – the town supports many community halls
- Improved communication to the public of the services available to the community
- Old hospital land could be used for a new facility
- Approach council to diversify ridership on the “Town Rounder”

What should be the priorities for Crowsnest Pass in this area?

- Consolidation of facilities and programs

Economic Development and Planning

What key issues are present?

- Competition of land with nature conservations
- Closure of another potential school – does the municipality take on facility/sports field?
- Development and utilization of conference/spa facilities
- Land sales of bare land/reserves – they have a land bank scheme for the municipality
 - Service lots, put on the market for fair market reasonable amount and this money goes back into a reserve to be used for potential future development to increase tax base
- Municipality providing available land for industry – currently have two locations and they need another location
- Need fully serviced industrial land
 - Municipality has attempted this but current landowners would not pay for it
 - If there is a redevelopment they may force owners to put in services – need council approval

- Joint projects with community groups in branding, tourism and capitalize on Crowsnest Mountain as a vision quest site
- Land use and planning in the municipality for the two industrial areas within the community
 - Location of industrial and commercial development
 - Too close to residential development
- Beautification of the municipality
- Municipality needs to develop community standards
- Municipality should have an economic development officer

What opportunities exist?

- Centralizing industrial and commercial development within one area
- Draw international dollars by creating an international resort – utilize West Castle, Fernie for skiing
 - Motorized recreational opportunities
 - Protect in the future years to go back to grassy mountain
- Electrical distribution system and electrical generation with a public/private partnership
 - Mine and Devon need electricity
 - Money is needed for investment into the system
 - Provides higher end jobs and brings in more of an industry
 - Municipality has efficient burning coal and could also use wind
- Development of a center of excellence for field studies – municipality provides a supporting role
- Economic development officer with a passion to bring technological industries into the community – have a rail line going through and south highway going east to west and part of the scenic route to the west coast, key entry to the US
- Developing the heritage/historical tourism aspects of the municipality – preserving buildings, developing stories and promotion of heritage/historical tourism
- The municipality is on a major highway that provides a scenic route to the west coast, has a rail system moving through the municipality and is a key point of entry to the states

What should be the priorities for Crowsnest Pass in this area?

- Hire an economic development officer
- Attracting further industrial development
- Economic diversification within the municipality

Recreation and Community Events

What key issues are present?

- Create recreational opportunities in the municipality to bring people into the community so that they can stay – creating, marketing, promoting the opportunities
- Not enough fixed roof accommodation during large community events but not enough people stay in the community to build this type of accommodation and maintain during the off season

- There is a need for additional campground facilities
- Pressure on the volunteers during community events exceeds the number of volunteers available
 - Community events during July and August every second weekend
- Municipality is capturing an economic benefit from community events held in the community

What opportunities exist?

- The municipality could have additional campgrounds for the summer
- Municipality needs to capture as much economic benefit as possible from community events
- Municipality needs to capitalize on the environment and landscape opportunities
- Municipality needs to capture the money brought into surrounding regions by the weekend campers/quads – how do you bring them in?
- Early senior population – good volunteers, they promote the various recreation facilities such as trails, arts, etc – promote programs and facilities and events

What should be the priorities for Crowsnest Pass in this area?

- Development of a new multi-purpose facility – communicating the need to the residents
- Finalization of walking trails and continued maintenance

Operational Excellence and Governance

What key issues are present?

- Succession planning due to a significant number of retirements in the next 10 years
 - Capturing information as people leave the municipality
- Significant money spent on contracting engineering services and the municipality doesn't have the resources to support the results of the services
 - Don't have the capability to put out a tender
 - Don't have the support (IT, ect) to complete these types of services – professional engineer, surveyors, office space
- Availability of municipal office space
- Organizational culture is an issue – change not always welcome
 - Unionized environment
- Skill level of staff can be improved through training, etc
- The use of technology in the municipality, the way the organization is run through policies and the structured way that the municipality does business needs improvement
 - Policies and bylaws need improvement
- Document storage issue – significant fire risk with storage of paper within administrative facilities
- The use of internal communication tools and training to use the tools
- Trust issue between management and employees – cultural issue
 - Perception of an adversarial relationship between management and employees
- Change is not always welcome due to the organization's culture

- Provincial and federal regulations/work environment/standards/policies have changed and it is difficult to communicate the changes to employees and get buy-in
- The issues identified about council in the Cuff report
 - Respect between administration and Council
- Trust and respect between council and administration
- CAO attraction and retention
- There is a need for a salary study and benchmarking within the municipality
 - What can the municipality afford?

What opportunities exist?

- Implementation of the recommendations of the Cuff report
- The municipality needs a new administrative office
- Communication of what types of services are provided within the community
- The municipality has good people in place within the municipality
 - IT is growing and making changes
 - Budgeting process improving
- The municipality needs to lower operating costs – engineering, new technology, ect
- Implement the land banking approach
- Training opportunities and safety meeting processes being conducted within the municipality
 - Union has agreed to joint management committees
 - Opportunity to break down barriers and move through changes together

What should be the priorities for Crowsnest Pass in this area?

- Succession planning within the municipality
- Orientation strategy for council after elections have occurred
- Focus on revenue opportunities/diversification within the municipality

Environment and Waste Management

What key issues are present?

- Recycling program – cardboard, tin, glass, office paper: is this enough recycling?
 - People want more such as curb side recycling
- Energy management planning within the municipality's operations
- If the garbage service was not a local provider the rates would likely increase
- Address bylaws on garbage
- Gravel roads maintenance program including dust control
 - What is the standard?

What opportunities exist?

- Use of thermal energy within the municipality
- The municipality is a partner in the Coweley/Crowsnest Pass landfill that has lots of room to expand

- Garbage service is effective for residential and commercial and the municipality not willing to subsidize
- Users of the municipality's services think that the cost is reasonable

What should be the priorities for Crowsnest Pass in this area?

- Promote and enhance recycling and maintain the contracted service for garbage
- Develop an energy management plan
- Reduce the amount of energy used by the municipality

Appendix C: Council Workshop Findings

The following section provides a summary of the findings collected during a workshop with Council where Council was asked to identify sustainability issues and opportunities within CNP.

Infrastructure and Public Works

- Frank sewer plant – major \$\$s and they have to upgrade the plant
 - Upgrading the plant in Hillcrest right now
 - Big funding \$\$
 - Alberta Environment is insisting that they put another cell on the sewer plant
- Aging infrastructure within a spread out municipality
 - Have replaced a fair amount of the aging infrastructure
 - Caught up in funding restrictions
 - Main street upgrade in the 90s and there is still a 1/3 of that to go
 - Have lines in the ground that are 30 or so years old and need to be replaced
- Main street project (west end) needs to be completed
- Sewer and water lines need to be replaced
 - There is a plan but funding is a problem
 - Fifteen year plan that public works has for progression
- Secure potable or fresh water supply
 - Develop licenses for water
 - Update the water withdrawal licenses
- Municipal shops – spread out right now and they need to be looked at to increase efficiency
 - Determine the feasibility of the location of the shops
 - May be on valuable land and the land could have better use
 - Cost is an issue – had a plan to replace the Coleman shops to consolidate them as the cost increased so they were not addressed
 - Limited resources – not as much money in reserve
 - Need a plan for meeting the \$\$ values
 - One central shop – issue is a long drawn out municipality and driving the equipment around the Town
 - Question whether the trucks should be in residential area
 - Central shop issue – manpower hours are wasted because the workers report to a central office and it takes time before they are actually working
 - Need a feasibility study
- Look at a different set up in how they direct their manpower
 - Address the job issues that need to be done for the day
 - Needs to be more input from the management staff to the crews
 - Crews are not receiving very good direction of what needs to be done and how it needs to be done
 - Assistant and Superintendent are spending too much time in the office

- Conflict between the assistant and superintendent is causing issues
 - Direction should be set late in the day for the next day and the assistant and superintendent should be checking on the work
 - Don't need to have the superintendent running around checking up on everyone – the lead hands should be told what to do and report back when finished
 - If there is an issue due to superintendent or employee then they need to be dealt with
- The municipality should have an engineer on staff rather than farming out the service
 - Does the engineering skill set need to be in the supervisory staff
 - Ideal if lead hands were not unionized
 - Review the need for an engineer on staff
 - Difficult to tell a union guy what to do if you are another union guy
 - Having the engineer could free up time for assistant to be in the field more
 - Difficult to find an engineer that is interested in the work
 - Salary could be prohibitive
 - Question is what would the engineer do?
 - Need a study to determine if this is feasible
 - Public works superintendent that is an engineer
- The municipality gets stuck in a rut with engineering
 - Engineering should be on a tendering basis over time
- Relationship between Council to administration to employees
 - The communication/information is not as efficient as it should be
 - From administration is not flowing down to the workforce
 - Conflicting information being provided to the workforce by administration
 - Need a clear message being provided to employee
- Municipal buildings are old and scattered around the municipality
 - Should be consolidated if possible
 - Municipal office
 - Indoor Public Swimming Pool
 - Fitness center
 - Art gallery, community halls
 - Library has disability access issues
 - Should be consolidated into a more energy efficient structure as part of a larger multi-use facility
 - Need a feasibility study to determine whether this is more efficient
 - Community of 5800 people can't afford a covered pool
 - Have an outdoor pool that works well in the summer when it is open
 - Municipality can't afford the cost of a new pool
 - The pool provides a way to attract new families, ect in the long term
 - Need a third party to determine this – feasibility
 - May make sense based on other issues other than just \$\$\$
- Evaluating public works equipment
 - Buying, leasing, other possible options
 - What equipment do they need, what equipment is better

- Maintenance options/scheduling for the equipment
- Review the services provided by Public Works and service levels provided
 - Such as snow removal
 - Standardization of service standards by the public works staff
 - Implementation of the policies around service levels
 - Getting pressure to buy more equipment through employees
 - New equipment that is not being used by the staff
 - Issue is that they may not be receiving unbiased information about equipment from the staff
 - Have a superintendent that is very good at “doing the job” and have an assistant that is very good “technically”
 - This is the conflict within the department
 - Council is not provided enough about the use and maintenance of equipment within the municipality in order to make informed decisions
 - Difficult for Council to say no with the information that they are provided
 - Council wants numbers and facts to make decisions
 - Need to have a replacement plan in place for the equipment
 - Don't have the IT to track the maintenance of equipment
 - Public works equipment, lifecycle, maintenance and tracking
- Old hospital in Crowsnest Center
 - Council decision is to shut down the center

Emergency and Community Services

- FCSS – funding is a key
 - Duplication of the services provided within the community
 - Funding multiple groups to do the same thing
- RCMP – regionalization of the members
 - Safety issues for the RCMP and may be a significant response time
 - Numbers may decrease
- Fire stations – should there be four stations
 - Retention of volunteers for the fire department
 - Maybe moving to paid fire department
 - Reducing the number of fire departments
 - Response times for fire for four stations versus 2
 - There needs to be stations on each side of the slide
 - Duplication and cost for equipment for emergency services
 - Particularly for equipment that is not essential for the fire department
 - Issue with moving to two departments – you need to retain the equipment but you still need the apparatus
 - Emergency coordinator – don't believe it should be a fire chief
 - Need someone to coordinate the departments
 - Rescue and fire to merge
 - Need to have someone above them to keep them getting along
 - Rescue cost to be borne by the rescuer – not paid for the municipality

- Particularly when it is not within the municipality
 - Recover the \$500 cost for investigating a fire
 - Off of the insurance company rather than the resident
 - Need to educate the residents of this
- Bylaw/peace officer should be self-funded
 - Through traffic tickets, etc
- Curfew/vandalism – for youth within the community
 - Issue is age not the curfew
- Library – do we need two branches
 - One branch will need transportation
- Could the art gallery go into another building
- Public transportation

Economic Development and Planning

- Off highway bylaw – should this be there or not
 - Could encourage people to come in
 - Something like Ozart trail
 - May hurt the community – they lifted the curfew for the Jamboree
 - The economic benefits are great enough to not need the bylaw
 - People who are traveling to Crowsnest Pass with their equipment and are transporting their atvs to where they can use them
 - Spin off economics benefit the rest of the municipality
 - They have a decent staging area, have a good bylaw officer and they are now working on signage indicating where they need to go
 - Staging area for atvs, enlarge the existing areas
- Economic development officer, marketing and public relations
- Community enhancement – unsightly premises bylaw
- Community signage – look at the signage bylaw and how it changes things
- Long term planning
- Volunteer registry – many community organizations and many groups
 - Including boards
 - Boards need education about the roles and responsibilities of a board and board members
 - Orientation for boards
 - Provincial government offers this type of training free
- Coordination of the various groups within the municipalities
 - Some of the organizations don't work together well
 - How does the municipality encourage this
 - Could have a pool of \$\$ that the organizations have access to if they work together
- Location of commercial/industrial/residential zones
 - Separate industrial from residential
 - Coal trucks, log trucks being parked in residential areas

- ORRISA
 - Old man regional planning commission (past name)
 - Regional planning – about 85 communities within it
 - Country residential, high density
 - Affordable housing
- Weight factor for trucks on pavement
- Need to look at the issue
- Blended commercial/industrial/residential issues
- Need to have a conversation about this
- Blairmore and Coleman have many buildings vacant in main street
- Community standards bylaw
- Focus on Tourism, building up commercial that comes with it
- Tourist transportation (light rail)
 - Could be viable in the long term
 - Municipality used to have the day liner between CNP to Lethbridge
 - Chair lift up to the mountain
- Highway 3
 - Certainty of the highway
 - Not the municipality's infrastructure but impacts the municipality
- Architectural standards
 - Signs, main street have a specific look
- Affordable housing
- Dealing with Chamber of Commerce and business licenses
 - Chamber wants \$\$ from the businesses licenses

Recreation and Community Events

- Coordination and communication of events
- Expansion of current events
- Duplication of services and facilities (consolidation)
 - Ball fields in hillcrest
- Upgrading of facilities (possibly replacing)
 - Long term strategy
- Mountain bike trails/hiking trails (outdoor)
- Expansion of events over seasons
- Cultural events (historical, music, arts)
- Competitive events (sports, summer/winter games)
- Signage for walking trails, historical sites, flora and fauna around the community
- Washroom facilities along trails, picnic areas, comfort stations with low flow toilets
- Fully support snowmobile and atv trails to the south and west areas
 - Trying to make the area south of town a nature area with no traffic
- Trail riding businesses, horse trails within those areas
- Beautification of the municipalities
- Promote more kayaking, water use, etc

Operational Excellence and Governance

- Review how some of the facilities are run by not for profit societies
- Better public relations with the media
- Empire building within the departments in the administration
 - Administration is asking for more and more people within administration
 - They currently have around 20 people
- Look at staffing levels within administration
 - Reviewing office staffing level
 - Public works staffing levels
 - Is there enough administration
 - Review all departments across the organization
 - Management and staff compliments and structure within the organization
- Do they need to hire an emergency coordinator or hire someone to run the departments
- Roles and responsibilities of Council and Administration
 - Council is policy and administration is to implement policy
 - The lines should not be crossed
 - Separation of the roles and responsibilities of Council and Administration
 - A little of both crossing the line
 - Public education of the roles and responsibilities of Council and Administration
- Stronger orientation for new Council
 - Understanding roles and responsibilities
- Work practices – the way the organization deploys staff, running back and forth across the communities
 - Why are people running from town to town
- Reviewing the CUPE contract for future negotiations
- Changing the culture within the municipality to a one municipality mindset rather than individual communities
 - Issue is that the crews only know the district where they are located
 - Assign crews to designated communities
- Morale within administration is not good which leads to bad moral across the organization
 - Too much infighting in administration
 - CAO not dealing with this to Council's satisfaction
 - Council hasn't given the CAO direct, specific information either
 - It isn't all of administration
 - Issue is community wide
- The public needs to make appointments to see people within the office – policy with administration
- Budget process has improved – this year they did budget by variance
 - Said there would be no more than 3% increase and come back to Council with the budget
 - Council needs to set direction for the budget to make this issue work

- Insurance – over/under insurance, type of insurance, periodicity of review
 - Insurance levels were okay this year
 - Need to review the insurance on a regular basis
 - They do this now
- Review policies and bylaws more frequently than they currently do
 - They are reviewing them now
- How often they do strategic planning and visioning sessions
 - Review of fees, charges, corporate reviews

Environmental Waste Management

- Recycling – regional landfill to cover costs of recycling and handle
- Locations for collections
 - Will people drive their recycling to a depot
 - What to do to encourage recycling
- Spring/fall cleanup
 - If cancelled then the bylaw officer would need to deal with this issue
 - \$150k to do a spring cleanup
- Garbage costs
 - User pay or cost per bag
 - Currently have 5 bag limit and a size limit
- Plastic bags
 - Good or bad?
 - Is there biodegradable plastic bags
- Plastic water bottles
- Open wood burning fireplaces
 - Should there be a bylaw
- Low flow facilities
 - Toilets, meters, etc.
- Toxic roundup – twice instead of once
- Municipality to look at environment efficiencies
 - Is this feasible?
 - In the school they put a reflex system in which greatly reduced power
- Composting
 - In the landfill it was very cost ineffective due to the volume
 - Issue whether you want to bear the cost