



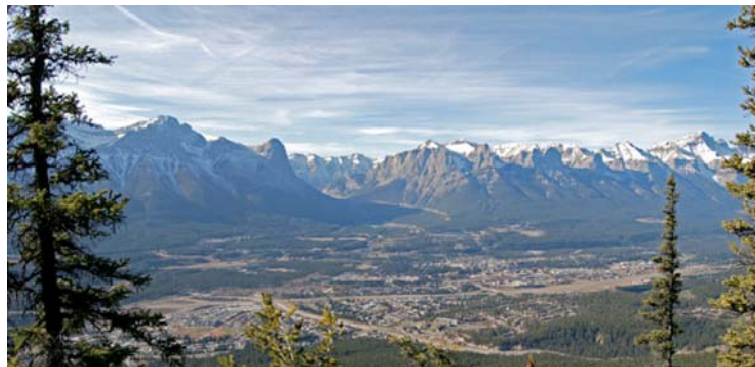
Town of Canmore

Sustainable Economic Development and Tourism Strategy

Approved By Council

June 15, 2010

Resolution #: 291-2010



Acknowledgements


The priorities and strategies to be found in these documents were prepared by a group of talented, passionate and committed Canmore leaders. They worked with the consulting team through many meetings and edits between September 2009 and February 2010. We would like to sincerely thank them for their contributions and for their passion about their community and its success in the long term. They are:

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- Gary Buxton, Town of Canmore;
- Teresa Mullen, Canmore Economic Development Authority ;
- John Samms, Tourism Canmore Kananaskis.

Western Management Consultants



Kent Stewart, ACP, MCIP, CMC, Director
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1.0 Introduction

Western Management Consultants, leading a team of consultants from Brent Harley and Associates and Desticorp UK Ltd., was retained by the Town of Canmore to assist with the development of a Sustainable Economic Development and Tourism Strategy.

The Western Management Consultants consortium worked with three groups of community volunteers to develop the strategy:

- The Task Committee – responsible for overall project oversight and for preparing the final strategy for submission to Council;
- The Economic Development Task Group – developing and refining strategies and actions under the economic development banner; and
- The Tourism Development Task Group – focusing on the development priorities, strategies and actions for the tourism sector.

The Strategy was managed by a Working Group comprising Canmore’s Manager of Planning and Development; John Samms, Executive Director of Tourism Canmore Kananaskis; and Teresa Mullen, Executive Director of the Canmore Economic Development Authority.

1.1 The Strategic Planning Model

The graphic presented as Exhibit 1 summarizes the *generic logic* of the strategic planning approach used by Western Management Consultants. This model offers a systematic and structured approach to Strategic Planning.

The top line of the hourglass involves the development or affirmation of the Canmore’s values, operating principles and vision. Values define the organization’s core beliefs and convictions; operating principles provide the parameters for how the organization conducts its business; and the vision describes the preferred future for the organization. The mission/mandate defines the core business; i.e., what do we do and who do we serve? We understand these elements of the plan have been established through broad community processes in past plans, and we needed only



to test, validate and perhaps make minor adjustments to them with the Task Committee.

The environmental scanning process included significant research and analysis of the organization's internal strengths and weaknesses and major trends and developments likely to impact the regional and provincial operating environments.

The environmental scan culminated in a SWOT assessment that helped inform the setting of a small number of strategic priorities (goals) that are critical to achieve the vision or preferred future.

Once agreement was reached on strategic priorities, each priority was assessed to determine where we currently are relative to the priority area and where we would like to be three to five years from now. The difference between the current and desired states was defined as key results that are measurable in terms of time quantity, quality and/or money. The key results define "what" we want to achieve for each priority area; and strategies define "how" we propose to deploy our energy and resources to achieve the desired outcomes. Once key results and broad strategies were established, more detailed tactical action plans were developed to support implementation of the strategies, including identifying required resources.

The final section on the hour glass addressed the need to review and update the strategic plan on an annual basis to ensure its continued relevance. The



Exhibit 1: Strategic Planning Process



annual review process involves conducting a status review to assess progress to date on plan initiatives; identifying emerging issues and challenges that could impact the strategic plan; making required changes to the plan; and preparing the budget to support plan implementation.

The *Board of Governors* of the organization (i.e., Town Council) usually focuses on setting the vision, values, principles, mission, strategic priorities and results to be achieved. Management's role usually focuses on supporting the work of the Board of Governors in setting the strategic directions for the organization; and developing and implementing strategies and action plans to support achievement of the strategic desired key results. The development of the tactical action plans and implementation plans often includes engaging the next level of management, which helps to ensure understanding and ownership of the proposed strategic directions. Funding mechanisms, roles, responsibilities, timing, and performance measurement approaches are also incorporated into this section.

While Council is the ultimate decision-making body, the voluntary Task Committee and Working Groups in Canmore provided a broad level of input. Input from other stakeholders was captured during the environmental scanning process and became part of the database the Task Committee used to inform their planning sessions.

1.1.1 Process Principles

The Strategy *process* is as important to the outcome as other factors. The process principles applied in the Canmore process included:

- Stay focused on meeting clear project objectives and deliverables;
- Work closely with a client Task Committee that serves as a process sounding board for the consultants;
- Bring the research data and homework to the table in clear, efficient formats;
- Have *the right people in the room* for each stage of strategy;
- Create lean, efficient process modules with clear questions evoking clear responses; and



- Be open and flexible to process changes that may be required as the project unfolds.

2.0 Vision for Canmore

The group agreed that the Vision for Canmore was one that is shared by the community and is captured in “*Mining the Future: A Vision for Canmore*”. Key elements of this Vision were adopted for the purpose of the Sustainable Economic Development and Tourism Strategy.

The definition of sustainability was adopted by the group from the value statement in *Mining the Future*:

“As a community we integrate our social, economic and environmental activities in ways that will enable us to meet the needs of the current generations without compromising the ability of future generations to meet their own needs.”

2.1 Vision Statement

The vision statement as developed in “*Mining the Future: A Vision for Canmore*” is as follows:

“As citizens of Canmore, we are proud of our community’s mining and mountain heritage, of the inspiring mountain landscape and the rich natural environment we share with species that define the Canadian West and wilderness, of the astonishing range of skills and talents demonstrated by our residents, of our exceptional commitment to the well-being of others in the community, and of our collective effort to be leaders in finding solutions to the challenges that confront our own and other mountain communities.

Understanding where we have come from, and what we value today, we imagine a future in which Canmore is:

- An accessible, friendly, inclusive and closely-knit community with a small town feel and a distinct identity anchored in its mountain surroundings and its mining past;



- A community populated by a wide range of individuals and families from different backgrounds and of different ages, interests, values, skills and economic means;
- A community that supports its diverse population with affordable housing, a strong and varied economy, a healthy environment, a full array of social services, abundant open space and ample opportunities for recreation and artistic expression;
- A community that acknowledges and works within the limits imposed by its geography and ecology, and that uses the best the world has to offer in designing a built environment that respects and is worthy of its natural environment; and
- A community that has become a leader in integrating its social, economic and environmental activities in ways that ensure its future generations will enjoy the same opportunities and quality of life as its current generation.

The Canmore of the future is a prosperous, vital, and vibrant community. Its great strength is its varied, resourceful, and engaged citizens, who thrive together on the strength of the community's long-term commitment to the diversity of its people and the health of the mountain landscape that shapes and sustains it."

2.2 Values

Mining the future also speaks to values that are shared in the community. These values were adopted for the economic development and tourism strategy:

"As citizens of Canmore, we share three community values that are so widely-held as to constitute the foundation of Canmore's civil society. They represent our highest aspirations as citizens, and should be acknowledged and respected as such. They should inform all of our thinking about the future, and all of our actions as we move towards that future.

As citizens of Canmore, we aspire to a future that fully expresses our community's foundational values. The values are:

1. **Sustainability**, which means that as a community we integrate our social, economic and environmental activities in ways that will enable us to meet the



needs of the current generations without compromising the ability of future generations to meet their own needs.

2. **Diversity**, which means managing our community in ways that attract, include, keep, and celebrate a wide range of people, perspectives, and lifestyles.
3. **Connectedness**, which means managing our community in ways that foster a shared sense of belonging among all citizens. A sense of belonging allows individuals to take responsibility for themselves while bearing in mind they are part of a larger community.”

2.3 Guiding Principles

The economic development and tourism planning group also adopted the Guiding principles as identified in Mining the Future, which focus on the following:

- Our Identity;
- Economic Sustainability;
- Social Fabric;
- Environmental Stewardship; and
- Civic engagement and Leadership.

The principles included in Economic Sustainability are particularly relevant to this strategy, and repeated below:

“**Economic sustainability:** We acknowledge the importance of a strong economy to our overall well-being, and how important it is that our economy remains viable over time. At present, we see ourselves primarily as a successful tourism community. To achieve the strong, resilient economy we believe necessary for future success, we will need to build on the tourism base to create a balanced economy that draws from many sources, including knowledge-based industry, entrepreneurship, retirement and investment income, wellness and mountain lifestyle. Economic sustainability requires a diversity of income sources and the participation a diverse workforce – one with a range of skills, ages, means and abilities – that is supported by the community over time.”



2.4 Conclusion

The Vision, Values, and Guiding Principles as set out above are those that have informed the development of Canmore's Sustainable Economic Development and Tourism Strategy.

The Town of Canmore has already developed a number of systems, regulations, and measurement and reporting requirements for decision making that would be applied to initiatives recommended in this strategy. These approaches are recognized in this strategy, and any additional mechanisms for performance measurement are identified in this document.



3.0 Strategic Assessment

3.1 Introduction

The consultants worked with the various groups to prepare background material, and then discuss and assess findings in three areas:

- Long-term positioning of Canmore for the future;
- Experience of comparable destinations; and
- Environmental scan for Canmore.

Following discussion of these findings, the groups prepared the SWOT for Canmore – its strengths, weaknesses, opportunities and threats – in relation to its aspirations as a lifestyle community and destination.

3.2 Preparing for the Future

Anna Pollock, CEO of Desticorp UK Ltd. made a presentation to the strategy group at the outset of the planning process. The summary of her comments can be found in Appendix 1 (Section 2.2.3), and can be summarized as follows:

- Key change drivers will impact Canmore as well as all other communities. These change drivers include:
 - The stalling of positive forces that have driven tourism, with increasing economic uncertainty going forward;
 - Growing perception that community collaboration and self-determination will drive tourism decisions for the destination;
 - Increasing recognition of limits to economic growth and consumption; and
 - Movement from push marketing to pull marketing with consumers increasingly becoming partners.

As Canmore has already determined its future scale, its residents should decide what kind of community it wishes to create and what occupational mix it wishes to attract that could operate in harmony with the community values and Canmore's



unique geographical setting. Does Canmore want to be a resort community that tolerates residents or an authentic community that welcomes visitors?

Ms. Pollock suggested that in times of such economic uncertainty, the real issue would revolve around the concept of resilience. How best might the community withstand external shocks and adjust to unpredictable changes in rates of economic growth in the markets on which it depends, while living within the limits set by the environment?

3.3 Comparable Destinations

Brent Harley of Brent Harley and Associated Ltd., addressed the lessons learned from comparable destinations. A summary of his findings are contained in Appendix 1 (Section 3), and included the following lessons:

- **Vision** – ensure it is clear to all, as it is the foundation of all the community does;
- **Address issues of housing affordability** – it is the cornerstone for maintaining a reliable, trained workforce;
- **Address issues of sustainability** – environmentally, economically, and socially;
- **Communicate continuously** – use the Internet as a key, affordable tool; and
- **Sustained prosperity** - successful tourism and lifestyle oriented communities strive to achieve *sustained prosperity*.

3.4 Environmental Scan for Canmore

An extensive environmental scan was conducted for Canmore, and is contained in its full detail in Appendix 1 (Section 2.0). The group culled from this research the following factors which the group considered relevant to Canmore.



3.4.1 Internal Factors

Internal factors reference those factors which are internal to Canmore, or which are controlled internally to a large extent. The highest priority factors were:

- **Availability of affordable housing** – ensuring affordable housing was available for residents was the highest rated factor internal to Canmore;
- **Coordination of activities** – between organization influencing economic growth and community sustainability; and
- **Environmental sustainability** – the Canmore environment is the core reason it is considered a desirable community by residents, non-permanent residents, destination tourists and pass-through visitors.

Other important factors included:

- **Relationships** – Good relations between permanent residents and non-permanent residents is critical to the image of Canmore. Increasingly positive relationships should be developed; and
- **High cost of non-residential development** – the cost of land and total development cost in the non-residential sectors pushes some development to other communities and regions.

3.4.2 External Factors

External factors which are most influential for Canmore include:

- **Prosperity of Calgary and region**– continued prosperity and economic growth in Calgary and the region will mean continuing day visitation, overnight visitation and amenity migration over time, all important drivers of the Canmore economy.
- **Shocks to international travel** – Global recession, pandemics and other factors influence international travel. Canmore relies on US and overseas visitation for a good share of its tourism markets, so economic shocks will affect our economy.



- **Ability to diversity our economy** – Reliance on one sector is both a strength and a weakness. Without diversification Canmore is subject to significant peaks and valleys.

Factors considered moderately important to the economic strategy in the coming five years included:

- **Global financial situation** – The 2009 crisis underlines the value of global financial stability. Canada’s GDP, exchange rate, employment, Personal Disposable Income (PDI) and other factors depend on stable global finances.
- **Price stability of oil and gas** – Alberta’s strong economy depends on stable and relatively high oil and gas pricing. This is the source of personal disposable income for many Albertans, and the PDI of Albertans is critical to the success of Canmore business.
- **Prosperity of US economy** – US prosperity drives much of Canada’s export success, impacts Canadian household incomes as well as US household’s ability to travel internationally.
- **Provincial funding** – related to oil and gas price stability, provincial funding impacts support systems for many initiatives in economic development.
- **Environmental changes** – impacting snowfall, ski areas, pine beetle spread, etc. could all impact Canmore.

3.5 Strengths, Weaknesses, Opportunities, Threats (SWOT)

Strengths and weaknesses reference elements of Canmore that are internal in nature. Opportunities and Threats generally reference factors outside the Canmore area. The group prioritized the SWOT in rank order of importance for the coming five years, in the following sections.

3.5.1 Strengths

- Spectacular setting;
- Excellent outdoor recreation amenities;
- Robust vision for the community through *Mining the Future*;



- Livability and the commitment to the maintenance of livability;
- Great local restaurants, retail, local business quality;
- Proximity to Calgary and it's international airport; and
- Proximity to Kananaskis and Banff, Banff National Park, ski areas and many other outdoor recreation opportunities in protected settings.

Other strengths identified in the research included:

- The Nordic Centre and Provincial Park is a significant asset that can support Canmore's competitive advantage in sport and outdoor recreation;
- Community values around healthy living, environmental sustainability, and an educated, highly energetic population;
- A robust and sizable health and wellness sector that can be the base for future growth and differentiation of Canmore; and
- Surrounding area's momentum as an international tourism destination benefits Canmore.

3.5.2 Weaknesses

- Poor communication, clarity and coordination amongst organizations;
- Affordable housing is not available in the volume required in the community;
- Lack of embracing tourism by the community as a whole, creating a sense of ambivalence toward tourism as an economic driver; and
- Lack of rich, current data on non-permanent residents and visitors.

Other weaknesses mentioned in the research:

- Evening entertainment activities and product could be enhanced;
- Weak relationship with the Town of Banff, Parks Canada, Banff Lake Louise Tourism and the ski areas;
- Lack of a local Chamber of Commerce; and



- Lack of a deep understanding of and vision for tourism in the community.

3.5.3 Opportunities

- The major opportunity for Canmore is to create a cohesive brand as a “lifestyle community,” and to deliver on the brand promise for residents, amenity migrants and tourist visitors.
- The community can create transformational experiences (inspire stories about people being touched); thereby creating word of mouth “reputation” as a community that is different and desirable.
- Knowledge, expertise, wealth and influence of second home owners can be leveraged for the benefit of the community and the second home owners alike.
- Knowledge workers (mobile workforce, teleworkers, home businesses, contract workers) represent strength in the community, and this can be leveraged for economic development.
- Partner with Aboriginal/First Nations to enrich our story – history, spiritual stories of the region.
- Alberta Regional Market – smart approaches to encourage spending regionally.
- Preserve the visual aesthetics.
- Stimulate and influence organizations to increase collaboration and cross-sector support.

Other comments from the research:

- Health and wellness diversification is an opportunity we can move forward on.
- Develop a strong regional context, image and working relationship with the Town of Banff, Parks Canada, the ski areas, economically (tourism, shared transportation systems, marketing, etc.), socially (employee base, programs, schools, etc.), environmentally (complementing the Park, green relationships, etc.), and culturally (the arts).



3.5.4 Threats

- Recession – weak origin markets, low natural gas prices, cyclical downturn.
- Housing market – long-term collapse of the second home market would hurt Canmore.
- Deterioration – killing the “Golden Goose” (too much success?).
- Affordability – both in terms of resident housing and affordable second home inventory.
- Competition in region.
- Oil price increases – dependence on commodity-driven economy.

The other research contributions:

- Lack of influence on major attractions in region, and a dependency on their success.
- Limited ability of the municipal politicians to understand and communicate with the members of the community, including businesses.

The SWOT helps in setting our strategic priorities and identifying key results and action that are needed. It also serves as a benchmark relative to issues, one which the community can check on at regular intervals to gauge progress.

3.6 Conclusion

This strategic assessment formed the basis for addressing the Strategic Priorities, Key Results, Strategies and Actions developed by the participants as they developed the plan.



4.0 STRATEGIC PRIORITIES AND KEY RESULTS

Strategic Priorities are those few things which, if done well and at the right time, will move the community forward effectively toward its goals. They focus organizational and individual energy on what is considered most important.

Based on the strategic assessment, the planning group prepared the Strategic Priorities for Canmore for the coming five years. The seven major priorities are identified below. While priorities are numbered for reference, this does not indicate a particular order of importance or priority of activities.

4.1 Canmore's Strategic Priorities for Sustainable Economic and Tourism Development, 2010-2015

STRATEGIC PRIORITY #1: TOURISM AND EVENTS: Enhance tourism and events as a sustainable, environmentally responsible economic driver for Canmore, increasing visitation and economic impact by 10% (\$13 million) equivalent to 2% per year by 2015.

STRATEGIC PRIORITY #2: HEALTH AND WELLNESS: Health and Wellness becomes a defined, recognized, and integrated sector of the Canmore economy, and grows in employment and income by 3-5% by 2015.

STRATEGIC PRIORITY #3: NON-PERMANENT RESIDENTS: Non-permanent residents are engaged as an important economic driver in our community.

STRATEGIC PRIORITY #4: KNOWLEDGE-BASED AND ARTS SECTOR SPECIALISTS: Harness and mine our complement of knowledge-based specialists and leverage their expertise and magnetism to build sustainable groups of practice which support our economic development drivers.



STRATEGIC PRIORITY #5: SMALL/HOME-BASED BUSINESSES: Harness and mine our complement of small/home-based specialists and leverage their expertise to build sustainable groups of practice which support our economic development drivers.

STRATEGIC PRIORITY #6: ECONOMIC DEVELOPMENT AND TOURISM

CAPACITY: The capacity of Canmore partners to plan and deliver efficient and effective economic development and tourism strategies, achieving or exceeding planned and measurable outcomes, is in place and functioning well by December 2011.

STRATEGIC PRIORITY #7: INFRASTRUCTURE DEVELOPMENT: The necessary high quality infrastructure to support sustainable economic development and tourism is in place by 2015 and beyond.

4.2 Summary of Key Results for Canmore, 2010-2015

Key Results are specific, future oriented statements relating to the outcomes Canmore will achieve to realize its Strategic Priorities.

For each Strategic Priority the Key Results that will move us forward in the next five years were developed by the planning group. They are summarized in the tables on the pages that follow.



Strategic Priorities and Key Results: Canmore Sustainable Economic Development and Tourism Strategy	
STRATEGIC PRIORITY #1: TOURISM AND EVENTS: Enhance tourism and events as a sustainable, environmentally responsible economic driver for Canmore, increasing visitation and economic impact by 10% (\$13 million) equivalent to 2% per year by 2015.	
KR #	Key Results
KR 1-1	A sustainable funding formula for tourism marketing is in place in Canmore by December 2011.
KR 1-2	Inter-municipal transportation services are in place between Banff and Canmore (2011) and between Calgary and Canmore (2015).
KR 1-3	Canmore expands year-round event offerings.
KR 1-4	Canmore's active, vibrant downtown appeals to residents and visitors during daytime and evenings and sustains a diverse, vibrant mix of arts, entertainment and retail amenities.
KR 1-5	Tourism and Recreation experiences offered by Canmore businesses (e.g., interpretive, cultural, recreation, health and wellness) are enhanced and/or developed by 2013.
KR 1-6	Canmore becomes a community of "Service Excellence" deploying a Canmore branded program for service excellence by December 2012.
KR 1-7	By 2015, Canmore's tourism industry is recognized as having established a high level of environmental sustainability standards.
KR 1-8	Visitor accommodation demand and supply is monitored and interpreted, and acted on to enhance market sustainability.

Strategic Priorities and Key Results: Canmore Sustainable Economic Development and Tourism Strategy	
STRATEGIC PRIORITY #2: HEALTH AND WELLNESS: Health and Wellness becomes a defined, recognized, and integrated sector of the Canmore economy, and grows in employment and income by 3-5% by 2015.	
KR #	Key Results
KR 2-1	Canmore identifies and develops its Health and Wellness sector.
KR 2-2	Community and visitors recognize Canmore as a destination for health and wellness opportunities by December 2011.
KR 2-3	Health and Wellness utilization is monitored to provide the necessary data to support industry growth.

Strategic Priorities and Key Results: Canmore Sustainable Economic Development and Tourism Strategy	
STRATEGIC PRIORITY #3: NON-PERMANENT RESIDENTS: Non-permanent residents are engaged as an important economic driver in our community.	
KR #	Key Results
KR 3-1	A detailed understanding of the demand characteristics and dynamics of the non-permanent residents is developed through market research completed by December 2011.
KR 3-2	Non-permanent residents' use of their properties increases by December 2012.

Strategic Priorities and Key Results:	
Canmore Sustainable Economic Development and Tourism Strategy	
STRATEGIC PRIORITY #4: KNOWLEDGE-BASED AND ARTS SECTOR SPECIALISTS: Harness and mine our complement of knowledge-based specialists and leverage their expertise and magnetism to build sustainable groups of practice which support our economic development drivers.	
KR #	Key Results
KR 4-1	A detailed Knowledge-Based and Arts Sector Specialists Evaluation Survey and subsequent action plan for Canmore is completed by December 2013.
KR 4-2	Marketing for new businesses attraction, existing expansion and success focuses on four major clusters connected to the key economic drivers: Tourism and Events (including sport and recreation), Arts & Culture , Health and Wellness and Knowledge Based Businesses .

Knowledge Based Working Definitions

A knowledge based worker is an individual specialist, valued for their ability to:

- ♦ interpret information within a specific subject area
- ♦ advance the overall understanding of that subject
- ♦ conduct focused analysis, design and/or development
- ♦ utilize research skills to define problems and to identify alternatives
- ♦ assess input in order to evaluate complex or conflicting priorities
- ♦ use their expertise and insight to solve problems
- ♦ influence company or industry direction
- ♦ use a variety of information technology roles

Knowledge worker contributions will serve to expand the knowledge assets of a company, increase the overall value of its intellectual capital, and may create patents around their assets.

A knowledge based business employs individual specialists, and will:

- ♦ interpret information within a specific subject area
- ♦ advance the overall understanding of that subject
- ♦ conduct focused analysis, design and/or development
- ♦ utilize research to define problems and to identify alternatives
- ♦ assess input in order to evaluate complex or conflicting priorities
- ♦ use their expertise to solve problems
- ♦ influence other businesses in the same or related industries
- ♦ use a variety of information technology means

Knowledge based businesses rely on their knowledge assets, the value of its intellectual capital and create patents around their assets.

Strategic Priorities and Key Results: Canmore Sustainable Economic Development and Tourism Strategy	
STRATEGIC PRIORITY #5: SMALL/HOME-BASED BUSINESSES: Harness and mine our complement of small/home-based specialists and leverage their expertise to build sustainable groups of practice which support our economic development drivers.	
KR #	Key Results
KR 5-1	A detailed Small and Home -Based Business Evaluation Survey for Canmore is completed by December 2013.
KR 5-2	Support known small and home-based businesses entities with known/established clusters of specialists already in the community.

Strategic Priorities and Key Results: Canmore Sustainable Economic Development and Tourism Strategy	
STRATEGIC PRIORITY #6: ECONOMIC DEVELOPMENT AND TOURISM CAPACITY: The capacity of Canmore partners to plan and deliver efficient and effective economic development and tourism strategies, achieving or exceeding planned and measurable outcomes, is in place and functioning well by December 2011.	
KR #	Key Results
KR 6-1	Canmore economic development and tourism organizations are reviewed and organization relationships are adjusted by December 2010.
KR 6-2	Renewed organization(s) adjust strategic plans for 2011 and are implementing strategies by December 2011.
KR 6-3	Formalize a strong and positive relationship with regional stakeholders in support of the strategic priorities of this strategy by December 2010.
KR 6-4	Develop a coordinated and cohesive community brand and comprehensive communication plan that incorporates and supports economic development initiatives and tourism promotion in conjunction with larger community marketing, by December 2010. The brand and communications/messaging can be used by all sectors of the community for marketing purposes.

Strategic Priorities and Key Results: Canmore Sustainable Economic Development and Tourism Strategy	
STRATEGIC PRIORITY #7: INFRASTRUCTURE DEVELOPMENT: The necessary high quality infrastructure and initiatives to support sustainable economic development and tourism is in place by 2015 and beyond.	
<p>The following issues were identified as essential to maintaining the infrastructure that supports the tourism industry, economic development initiatives and the priorities and results identified in this Strategy. Without these issues being addressed, the results anticipated will not be achieved. However, the strategies required to ensure these issues are addressed have community wide implications and are best addressed in other policy documents of the Town. Council and the Community must however, ensure these issues continue to be addressed with a view to their implications on economic and tourism support and development.</p> <p style="text-align: center;">This Strategy is not likely to succeed if these items are neglected or directions shifted.</p>	
KR #	Key Results
KR 7-1	<p>The Town's affordable housing strategy provides a good supply of quality housing for workers from all sectors into the future.</p> <p>RELEVANT POLICY: Comprehensive Housing Action Plan (CHAP), PAH Policy</p>
KR 7-2	<p>Recreational infrastructure is developed to support residential and visitor populations in Canmore and area.</p> <p>RELEVANT POLICY: Recreation Master Plan, Trails Master Plan, Recreation Facility Contribution Policy</p>
KR 7-3	<p>Canmore moves towards a reduced carbon footprint community with policy and decisions required to meet this high standard.</p> <p>RELEVANT POLICY: Green Building Policy, Environmental Sustainability Action Plan (ESAP), Transportation Master Plan</p>
KR 7-4	<p>Canmore's growth management policy and plans continue to protect the natural environment as an economic development asset.</p> <p>RELEVANT POLICY: Municipal Development Plan, Land Use Bylaw</p>
KR 7-5	<p>Canmore's growth management policy and plans continue to protect the appearance of the built community as an authentic Rocky Mountain small town.</p> <p>RELEVANT POLICY: Municipal Development Plan, Land Use Bylaw (Architectural & Urban Design Standards)</p>

Strategic Priorities and Key Results: Canmore Sustainable Economic Development and Tourism Strategy	
STRATEGIC PRIORITY #7: INFRASTRUCTURE DEVELOPMENT: The necessary high quality infrastructure to support sustainable economic development and tourism is in place by 2015 and beyond.	
KR 7-6	Canmore's growth management policy and plans continue to measure change in relation to the concept of sustainable prosperity, and official plans are adjusted as required to meet the goals of Canmore. RELEVANT POLICY: Municipal Development Plan, Land Use Bylaw
KR 7-7	To reinforce and promote the role of the downtown commercial area as Canmore's primary area of social interaction and a focus of civic and cultural identity. RELEVANT POLICY: Municipal Development Plan, Land Use Bylaw, Town Centre Enhancement Concept Plan

5.0 STRATEGIES AND ACTION PLANS

The tables following summarize the strategies/action plans and timing for the Key Results identified by the planning group. References to “Stakeholder(s)” refer to the organization(s) that would be interested in participating, coordinating with and leading other partners in accomplishing the strategy. It does not indicate their sole responsibility for a strategy. The acronyms refer to specific organizations as follows:

- TOC – Town of Canmore;
- TCK – Tourism Canmore Kananaskis;
- DMF – Destination Marketing Fund
- CHLA – Canmore Hotel and Lodging Association
- CEDA – Canmore Economic Development Authority;
- BOWDA – Bow Valley Developers Association;
- BRZ – Canmore Business Revitalization Zone;
- CNC – Canmore Nordic Centre; and
- HCA – Healthy Canmore Association.

Further detail in this regard of who will be responsible for implementing Action Plans is contained in the Implementation section (5.1).

It is not the intent to fully detail strategies and actions in these tables, as it is likely that the details will need to be tailored to the circumstances in place when the activity is undertaken. They are descriptions of **how** to accomplish the key results. Each strategy will have many specific tasks or actions, which will be identified and addressed by the organization(s) tasked with its implementation.

In the tables following timelines have been assigned to each strategy by the Working Group. These timelines are generic, referring to the start and completion of the specific strategies within a time band:

- Short Term – 1-3 years;
- Medium Term – 3-5 years; and
- Long Term – 5 years or over.

Some of the strategies are identified as long term, and their execution lies outside the time period of this plan.



STRATEGIC PRIORITY #1: TOURISM AND EVENTS: Enhance tourism and events as a sustainable, environmentally responsible economic driver for Canmore, increasing visitation and economic impact by 10% (\$13 million) equivalent to 2% per year by 2015.			
<i>Key Results (The WHAT)</i>	<i>Strategies (The HOW)</i>	<i>Timelines</i>	<i>Stakeholder(s)</i>
KR 1-1: A sustainable funding formula for tourism marketing is in place in Canmore by December 2011.	➤ The Town of Canmore (TOC) to enter into a collaborative review process of alternative funding formula models for tourism marketing in similar communities with CEDA, TCK and CHLA. Hotel tax, Destination Marketing Funding, municipal bylaw-based comprehensive business levy funding, and grant-based funding are the main sources to be considered.	Short Term	TOC, TCK, DMF, CHLA, CEDA
	➤ TOC to work with lead the partnership in the implementation approach to long-term, sustainable funding with all key stakeholders involved.	Medium Term	TOC, TCK, DMF, CHLA, CEDA
	➤ Review and adjustment of the funding model will occur at regular intervals going forward.	Medium Term	TOC, TCK, DMF, CHLA, CEDA

STRATEGIC PRIORITY #1: TOURISM AND EVENTS: Enhance tourism and events as a sustainable, environmentally responsible economic driver for Canmore, increasing visitation and economic impact by 10% (\$13 million) equivalent to 2% per year by 2015.			
<i>Key Results (The WHAT)</i>	<i>Strategies (The HOW)</i>	<i>Timelines</i>	<i>Stakeholder(s)</i>
KR 1-2: Inter-municipal transportation services are in place between Banff and Canmore (2011) and between Calgary and Canmore (2015).	➤ Continue to work through a regional commission structure (with Banff) towards a public/private service model for services between Canmore and Calgary.	Short Term	TOC, TCK
	➤ A transportation service operator is sourced to deliver the services. Continue to work through a regional commission structure (with Banff and Banff National Park) towards a public/private service model.	Short Term	TOC, TCK
	➤ A marketing/communications strategy is prepared and executed in support of the service. A wide variety of riders is stimulated to use the service.	Short Term	TOC, TCK
	➤ Benchmark and evaluate the business, ridership and success of the service, make adjustments and needed, and plan the next phase of services.	Medium Term	TOC, TCK
	➤ Negotiate expanded service with private operators, public agencies and governments for regular service between Canmore and Calgary.	Long Term	TOC, TCK

STRATEGIC PRIORITY #1: TOURISM AND EVENTS: Enhance tourism and events as a sustainable, environmentally responsible economic driver for Canmore, increasing visitation and economic impact by 10% (\$13 million) equivalent to 2% per year by 2015.			
<i>Key Results (The WHAT)</i>	<i>Strategies (The HOW)</i>	<i>Timelines</i>	<i>Stakeholder(s)</i>
KR 1-3: Canmore expands year-round event offerings	<ul style="list-style-type: none"> ➤ Conduct a community symposium in existing event issues and on new event development, inviting: <ul style="list-style-type: none"> • Event operators; • Event facility managers (e.g. CNC, TOC); • Business groups; • Event coordinators / managers; and • Community members. ➤ Based on the input from the symposium, establish a Task Group to evaluate new event proposals. 	Medium Term	TOC, TCK, DMF, CEDA, CNC
	<ul style="list-style-type: none"> ➤ Prepare and execute a Volunteerism Plan for Canmore which addresses the existing and forecast situation, volunteer needs, recognition and celebration, major event requirements and related matters. 	Medium Term	TOC, TCK , CNC
	<ul style="list-style-type: none"> ➤ Develop a feasibility, planning and evaluation template that can be used to facilitate new event development and funding proposals. 	Medium Term	TOC, TCK, DMF, CEDA, CNC

	<p>➤ Support existing events by:</p> <ul style="list-style-type: none"> • Preparing and communicating an events calendar; • Marketing events in key target markets (Calgary, Edmonton, other Alberta); • Measuring the impacts of major events on the community (economic, social and image impacts); and • Supporting infrastructure development decisions that assist existing major events. 	Medium Term	TOC, TCK, DMF, CEDA, CNC
	<p>➤ Aggressively market both existing and new events by having TCK work closely with event organizers to plan and execute marketing initiatives.</p>	Medium Term	TOC, TCK, CEDA, CNC
	<p>➤ Benchmark and measure event impacts (economic, publicity and PR, social, image).</p>	Medium Term	TOC, TCK

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<i>Key Results (The WHAT)</i>	<i>Strategies (The HOW)</i>	<i>Timelines</i>	<i>Stakeholder(s)</i>
KR 1-4: Canmore’s vibrant downtown appeals to residents and visitors during daytime and evenings and sustains a diverse, vibrant mix of arts, entertainment and retail amenities.	<ul style="list-style-type: none"> ➤ Consult with downtown stakeholders concerning the major challenges and opportunities in maintaining a vibrant downtown area. Address hours of operation, walkability, wayfinding, architectural ambiance, business mix and other matters relevant to downtown economic sustainability. 	Short Term	BRZ, TOC, CEDA, TCK
	<ul style="list-style-type: none"> ➤ Develop or adjust a business plan to facilitate the emergence of an active, vibrant downtown that would appeal to tourists as well as to local people. 	Short Term	BRZ, TOC, CEDA, TCK
	<ul style="list-style-type: none"> ➤ Prepare and execute policy changes required to foster downtown improvement 	Short Term	BRZ, TOC
	<ul style="list-style-type: none"> ➤ Monitor and evaluate results. Adjust the plan and supports as necessary. 	Medium Term	BRZ, TOC

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<i>Key Results (The WHAT)</i>	<i>Strategies (The HOW)</i>	<i>Timelines</i>	<i>Stakeholder(s)</i>
<p>KR 1-5: Tourism and recreation experiences offered by Canmore businesses (e.g., interpretive, cultural, recreation, health and wellness, etc.) are enhanced and/or developed by 2013.</p>	<ul style="list-style-type: none"> ➤ Inventory current supply and assess gaps and identify new opportunities. ➤ Assess businesses offering tourism, cultural and recreational experiences now and their potential to expand. ➤ What do we want to offer as tourism/cultural/recreational experiences? ➤ What role could or should camping play in increasing visitation? ➤ Assess potential for building on existing recreational and sporting businesses and activities, including: <ul style="list-style-type: none"> • Mountaineering & climbing; • Sports camps; • Mountain biking; • Hiking; • Cross country skiing. ➤ Where are the gaps/opportunities? 	Short Term	TCK, CHLA, DMF, CEDA, CNC
	<ul style="list-style-type: none"> ➤ Create a communications plan to promote opportunities to existing businesses and to potential entrepreneurs interested in Canmore. 	Medium Term	TCK, CHLA, DMF, CEDA, CNC

	➤ Execute the communications plan in key markets and assess response.	Medium Term	TCK, CHLA, DMF, CEDA
	➤ Attract entrepreneurs to business opportunities through expansion of existing businesses or creation of new businesses. Provide mentorship and support to these new businesses.	Long Term	TCK, CHLA, CEDA
	➤ Measure results and associated business growth through economic and social impact assessment.	Long Term	TCK, CEDA

STRATEGIC PRIORITY #1: TOURISM AND EVENTS: Enhance tourism and events as a sustainable, environmentally responsible economic driver for Canmore, increasing visitation and economic impact by 10% (\$13 million) equivalent to 2% per year by 2015.			
<i>Key Results (The WHAT)</i>	<i>Strategies (The HOW)</i>	<i>Timelines</i>	<i>Stakeholder(s)</i>
KR 1-6: Canmore becomes a community of “Service Excellence” deploying a Canmore branded program for service excellence, by December 2012	➤ A group of community leaders from tourism, hospitality, and retail sectors are brought together to develop and implement a branded service quality program.	Medium Term	CHLA, TCK, DMF, BRZ
	➤ Promote the program to key stakeholders	Medium Term	CHLA, TCK, DMF, BRZ
	➤ Owners, managers and employees are informed and educated on the program		
	➤ Implement the program sector by sector once a critical mass of businesses in each sector is on board		
	➤ Recognize and celebrate successful businesses and employees under the program.	Long Term	TOC, CHLA, TCK, DMF, BRZ
	➤ Incorporate the program into the marketing messages of all organization promoting Canmore. [See KR 6-5]	Long Term	TOC, CHLA, TCK, DMF, BRZ
➤ Benchmark and measure results of the program on the community.	Long Term	TOC, CHLA, TCK, DMF, BRZ	

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<i>Key Results (The WHAT)</i>	<i>Strategies (The HOW)</i>	<i>Timelines</i>	<i>Stakeholder(s)</i>
KR 1-7: By 2015, Canmore’s tourism industry is recognized as having established a high level of environmental sustainability standards.	<ul style="list-style-type: none"> ➤ Identify and confirm adoption of national standards available for subsectors of the tourism industry. 	Medium Term	CHLA, TCK, DMF
	<ul style="list-style-type: none"> ➤ Develop and implement a communications/awareness program for tourism providers to encourage adoption of the appropriate standards for their subsector. 	Medium Term	CHLA, TCK, DMF
	<ul style="list-style-type: none"> ➤ Benchmark current levels of standard adoption in subsectors. 	Medium Term	CHLA, TCK, DMF
	<ul style="list-style-type: none"> ➤ Implement appropriate standards in subsectors. 	Long Term	CHLA, TCK, DMF
	<ul style="list-style-type: none"> ➤ Evaluate compliance with standards and influence upgrades of tourism operations. 	Long Term	CHLA, TCK, DMF

STRATEGIC PRIORITY #1: TOURISM AND EVENTS: Enhance tourism and events as a sustainable, environmentally responsible economic driver for Canmore, increasing visitation and economic impact by 10% (\$13 million) equivalent to 2% per year by 2015.			
<i>Key Results (The WHAT)</i>	<i>Strategies (The HOW)</i>	<i>Timelines</i>	<i>Stakeholder(s)</i>
KR 1-8: Visitor accommodation demand and supply is monitored and interpreted to enhance market sustainability.	➤ Continue to improve hotel occupancy tracking for both fixed roof and condo accommodation, and report results to the community.	Short Term	TCK, CHLA, DMF, TOC, CEDA
	➤ Evaluate and assess the number of non-commercially registered tourist home rental units, and their economic impact.	Medium Term	TCK, CHLA, CEDA, TOC
	➤ Continue to develop and market creative, collective promotional offers (packages) to strategic markets during critical periods.	Medium Term	TCK, CHLA, DMF, TOC
	➤ Monitor and measure impacts on the accommodation sector on a regular basis.	Medium Term	TCK, CHLA, DMF, TOC, CEDA

STRATEGIC PRIORITY #2: HEALTH AND WELLNESS: Health and Wellness becomes a defined, recognized, and integrated sector of the Canmore economy, and grows in employment and income by 3-5% by 2015.			
<i>Key Results (The WHAT)</i>	<i>Strategies (The HOW)</i>	<i>Timelines</i>	<i>Stakeholder(s)</i>
KR 2-1: Canmore identifies and develops its Health and Wellness sector.	<ul style="list-style-type: none"> ➤ Prepare a specific Health and Wellness Sector Development Opportunities Plan by June 2010: <ul style="list-style-type: none"> • Inventory of existing offerings (done); and • Gap analysis of what is missing. ➤ Ensure the development/refinement of the Healthy Canmore Association (HCA) to enable leadership and accountability for Health and Wellness plan; <ul style="list-style-type: none"> • Establish a mission, vision and values, strategic business plan, membership structure; and • Establish a revenue formula that enables sustainable funding to support the delivery of the mandate. 	Complete	Complete
	<ul style="list-style-type: none"> ➤ Develop of a health and wellness web portal (a single, unified, inclusive interactive site for sharing and sourcing of information on Canmore businesses and events) in conjunction with the community brand and comprehensive communication plan KR 6-4. 	Short Term	HCA, CEDA
	<ul style="list-style-type: none"> ➤ Focus on developing and integrating wellness events in conjunction with KR 1-3. Augment existing events, such as Life Fest. Integrate health and wellness elements into existing festivals. 	Medium Term	HCA, CEDA, TOC, TCK, CHLA, DMF

STRATEGIC PRIORITY #2: HEALTH AND WELLNESS: Health and Wellness becomes a defined, recognized, and integrated sector of the Canmore economy, and grows in employment and income by 3-5% by 2015.			
<i>Key Results (The WHAT)</i>	<i>Strategies (The HOW)</i>	<i>Timelines</i>	<i>Stakeholder(s)</i>
	<ul style="list-style-type: none"> ➤ Design of a health and wellness integration support package to integrate existing events with health and wellness that could include: <ul style="list-style-type: none"> • Volunteer list • An “influence your event checklist” for businesses looking to hold events (how an event can take advantage of health and wellness opportunities) • An annual health and wellness events listing • An opportunities matchmaking tool to make it easy for consumers and practitioners to assemble multiple services 	Medium Term	HCA, CEDA
	<ul style="list-style-type: none"> ➤ Increase business and investment (number of target new or expanded businesses) in Health and Wellness by focusing on key elements and subsectors, and by fostering growth in tertiary businesses and diversification of the sector. Increase investment by \$1.5 million in: <ul style="list-style-type: none"> • Rehabilitation; • Treatment; • Rejuvenation; • Preventative; and • Spiritual/emotional/mental wellness subsectors. 	Medium term	HCA, CEDA

STRATEGIC PRIORITY #2: HEALTH AND WELLNESS: Health and Wellness becomes a defined, recognized, and integrated sector of the Canmore economy, and grows in employment and income by 3-5% by 2015.			
<i>Key Results (The WHAT)</i>	<i>Strategies (The HOW)</i>	<i>Timelines</i>	<i>Stakeholder(s)</i>
KR 2-2: Community and visitors recognize Canmore as a destination for health and wellness opportunities by December 2011.	➤ Use Health and Wellness consortium and electronic portals to continuously disseminate information on the Health and Wellness cluster.	Short Term	HCA, CEDA, TCK, DMF, CHLA
	➤ Facilitate meetings of health and wellness professionals, and create common image and to work together to increase market reach, attract new or expand existing businesses in Canmore.	Short Term	HCA
	➤ Development of a marketing plan including a health and wellness positioning for Canmore that coordinates with community marketing & communications plan (KR 6-4) and includes a communications plan, and that supports the various actions identified and community needs	Medium Term	HCA, CEDA, TCK
	➤ Research and assess the economic contribution of the Health and Wellness sector in other destination communities, and communicate the results to local residents.	Medium Term	HCA, CEDA
	➤ Research and evaluate local awareness of health and wellness as an economic sector, benchmarking present awareness and measuring awareness increases on a regular basis.	Medium Term	HCA, CEDA
	➤ Promote Health and Wellness sector through information sharing and marketing, and expand local awareness and the reputation of Canmore outside the community.	Long Term	HCA, CEDA, TOC, TCK

	<ul style="list-style-type: none"> ➤ Develop recognition initiatives to highlight business growth and success in the health and wellness sector, publicizing this to local residents as well as visitor target markets. 	Long Term	HCA, CEDA, TOC, TCK
	<ul style="list-style-type: none"> ➤ Evaluate the service on a regular basis, making adjustments as required. 	Medium Term	HCA, CEDA

STRATEGIC PRIORITY #2: HEALTH AND WELLNESS: Health and Wellness becomes a defined, recognized, and integrated sector of the Canmore economy, and grows in employment and income by 3-5% by 2015.			
<i>Key Results (The WHAT)</i>	<i>Strategies (The HOW)</i>	<i>Timelines</i>	<i>Stakeholder(s)</i>
KR 2-3: Health and Wellness utilization is monitored to provide the necessary data to support industry growth.	➤ Assess the utilization level of health and wellness sector presently operating in Canmore. Identify areas of unused capacity, skill shortages and opportunity.	Short Term	HCA, CEDA
	➤ Measure the tourism visitation level – Who comes for health and wellness stays? Develop indicators to measure growth in visitation over time.	Medium Term	HCA, TCK, CHLA, DMF
	➤ Consider health visitation marketing plans in concert with organizations marketing Canmore.	Medium Term	HCA, CEDA, TCK, DMF
	➤ Benchmark and track change in visitation over time. Expand marketing campaigns as collaborative initiatives by the health and wellness sector if utilization and opportunity assessment suggests it is warranted and can be sustained.	Medium Term	HCA, CEDA, TCK, CHLA, DMF

STRATEGIC PRIORITY #3: NON-PERMANENT RESIDENTS: Non-permanent residents are engaged as an important economic driver in our community.			
<i>Key Results (The WHAT)</i>	<i>Strategies (The HOW)</i>	<i>Timelines</i>	<i>Stakeholder(s)</i>
KR 3-1: A detailed understanding of the demand characteristics and dynamics of the non-permanent residents is developed through market research completed by December 2011.	<ul style="list-style-type: none"> ➤ Facilitate a process to engage stakeholders to establish benchmarking and tracking tools to measure changing perceptions and satisfaction with Canmore among non-permanent residents. 	Short Term	CEDA, TOC, BOWDA
	<ul style="list-style-type: none"> ➤ Develop a research process to collect market data on existing and prospective non-permanent residents. 	Short Term	CEDA, TOC, BOWDA
	<ul style="list-style-type: none"> ➤ Measure satisfaction increases among non-permanent residents through research processes. 	Short Term	CEDA, TOC, BOWDA

STRATEGIC PRIORITY #3: NON-PERMANENT RESIDENTS: Non-permanent residents are engaged as an important economic driver in our community.			
<i>Key Results (The WHAT)</i>	<i>Strategies (The HOW)</i>	<i>Timelines</i>	<i>Stakeholder(s)</i>
KR 3-2: Non-permanent residents' use of their properties increases by December 2012.	➤ Assess extent of the dark window issue within specific areas of Canmore. (e.g., through property management firms, concierge services, cleaning services).	Short Term	CEDA, TOC, BOWDA, TCK
	➤ Work with development industry to determine tactics and policies that will support increased utilization, including: <ul style="list-style-type: none"> • Increasing usage by existing owners; • Increasing usage by others while owners are absent; • Investigating opportunities for additional short term rentals; and • Improving commuter opportunities for commuting to work. 	Short Term	CEDA, TOC, BOWDA
	➤ Develop mechanisms to help Canmore businesses to engage non-permanent residents.	Short Term	CEDA, TOC, BOWDA, TCK, BRZ
	➤ Facilitate engagement in the community, volunteer opportunities, utilization of community facilities and charitable foundation related opportunities.	Medium Term	CEDA, TOC, BOWDA
	➤ Draft new Town of Canmore policies focused on increased utilization.	Medium Term	TOC
	➤ Execute the policies.	Medium Term	TOC
	➤ Monitor results.	Medium Term	TOC, CEDA

	<ul style="list-style-type: none"> ➤ Evaluate results and change the tactics if necessary. 	Medium Term	CEDA, TOC, BOWDA
	<ul style="list-style-type: none"> ➤ Promote increased ownership by new residents and increased visitation by existing non-permanent residents, for example: <ul style="list-style-type: none"> • Proactive, personal/electronic direct strategy. Develop communication tools specifically focusing on informing this audience of the many events, activities, initiatives (cultural, entertainment, etc.) and lifestyle amenities that should draw them to Canmore more often. [See KR 6-5] 	Medium Term	CEDA, TOC, BOWDA, TCK

STRATEGIC PRIORITY #4: KNOWLEDGE-BASED AND ARTS SECTOR SPECIALISTS: Harness and mine our complement of knowledge and arts-based specialists and leverage their expertise and industry magnetism to build sustainable groups of practice which support our economic development drivers.

<i>Key Results (The WHAT)</i>	<i>Strategies (The HOW)</i>	<i>Timelines</i>	<i>Stakeholder(s)</i>
<p>KR 4-1: A detailed Knowledge-Based and Arts Sector Specialists Evaluation Survey and opportunities identification is completed by December 2013.</p>	<p>Conduct a survey inventory, research and analysis to enhance our understanding of what we have in Knowledge Based and Arts Sector Specialists “Clusters” in the community. Identify as priority subsectors that complement the strategic clusters in the economic development plan, including:</p> <ul style="list-style-type: none"> ➤ Tourism and Events: <ul style="list-style-type: none"> • Culinary Arts and food services; • Hospitality; and • Tourism, conference and event support services. ➤ Arts and Culture (performing, visual, design); ➤ Health and Wellness: <ul style="list-style-type: none"> • Recreation and Sport Support; • Mountain and winter recreation; and • Health and Wellness providers and support services. ➤ Knowledge Based Businesses: <ul style="list-style-type: none"> • Environmental and Sustainability Information and Innovation; and • Environmental Research. <p>Other clusters may be discovered during the research stage.</p>	Medium Term	CEDA

	➤ Determine what possible economic impact these clusters could have in the community if assisted and grown.	Medium Term	CEDA
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STRATEGIC PRIORITY #4: KNOWLEDGE-BASED AND ARTS SECTOR SPECIALISTS: Harness and mine our complement of knowledge and arts-based specialists and leverage their expertise and industry magnetism to build sustainable groups of practice which support our economic development drivers.

<i>Key Results (The WHAT)</i>	<i>Strategies (The HOW)</i>	<i>Timelines</i>	<i>Stakeholder(s)</i>
	➤ Based on the research conducted and the results, prepare an action plan to support, attract and retain knowledge and arts-based businesses and workers.	Medium Term	CEDA
	➤ Develop benchmarking and tracking capabilities to measure change in utilization and in satisfaction among target audiences.	Medium Term	CEDA
	➤ Execute the action plan(s).	Medium Term	CEDA
	➤ Measure results. Change approaches as required.	Medium Term	CEDA

STRATEGIC PRIORITY #4: KNOWLEDGE-BASED AND ARTS SECTOR SPECIALISTS: Harness and mine our complement of knowledge and arts-based specialists and leverage their expertise and industry magnetism to build sustainable groups of practice which support our economic development drivers.

<i>Key Results (The WHAT)</i>	<i>Strategies (The HOW)</i>	<i>Timelines</i>	<i>Stakeholder(s)</i>
KR 4-2: Marketing for businesses attraction and expansion, entrepreneurial growth and success focuses on four major clusters connected to the key economic drivers: Tourism and Events (including sport and recreation), Arts & Culture , Health and Wellness and Knowledge Based Businesses . (Following completion of 4-1)	<ul style="list-style-type: none"> ➤ Prepare tailored marketing plans for each of the major sub-segments identified as having potential for Canmore. Link these marketing plans to the economic development strategy for these sub-segments, and coordinate planning between the various parties involved. 	Long Term	CEDA, TOC
	<ul style="list-style-type: none"> ➤ Execute marketing and communication plans for business attraction, and business retention. 	Long Term	CEDA, TOC
	<ul style="list-style-type: none"> ➤ Benchmark and monitor results. 	Long Term	CEDA
	<ul style="list-style-type: none"> ➤ Evaluate success and adjust plans as needed. 	Long Term	CEDA

STRATEGIC PRIORITY #5: SMALL/HOME-BASED BUSINESSES: Harness and mine our complement of small/home-based specialists and leverage their expertise to build sustainable groups of practice which support our economic development drivers.			
<i>Key Results (The WHAT)</i>	<i>Strategies (The HOW)</i>	<i>Timelines</i>	<i>Stakeholder(s)</i>
<p>KR 5-1: A detailed Small and Home - Based Business Evaluation Survey for Canmore is completed by December 2013.</p> <p>(To be done in conjunction with KR 4-1)</p>	<ul style="list-style-type: none"> ➤ Create a locally relevant definition of target small business and home- based businesses. ➤ Design and conduct a detailed small and home-based business survey focused on questions such as: <ul style="list-style-type: none"> • What businesses are they and what do they do? • Do they plan on growing? • What do they want or need, sector by sector? • What support(s) do they need, sector by sector? • What inputs (goods and services) do they need, and are these available in Canmore? ➤ Identify clusters and assess the results, and group the small and home-based businesses, with a view to the strategic sectors identified: <ul style="list-style-type: none"> • Tourism and Events; • Health and Wellness; and • Knowledge and Arts - Based Industries; and • Other clusters may be discovered during the research stage. 	Medium Term	CEDA, TOC
	<ul style="list-style-type: none"> ➤ Address the potential economic and social impact of each major small and home-based business cluster on the community. 	Medium Term	CEDA

STRATEGIC PRIORITY #5: SMALL/HOME-BASED BUSINESSES: Harness and mine our complement of small/home-based specialists and leverage their expertise to build sustainable groups of practice which support our economic development drivers.			
<i>Key Results (The WHAT)</i>	<i>Strategies (The HOW)</i>	<i>Timelines</i>	<i>Stakeholder(s)</i>
<p>KR5-2: Support known small and home-based businesses entities with known/established clusters of specialists already in the community.</p> <p>(Following completion of 5-1)</p> <p>(To be done in conjunction with KR 4-2)</p>	<p>➤ For the most prominent clusters with known businesses in Canmore, prepare and execute plans to support the existing operators in terms of their upstream and downstream requirements. Examples include:</p> <ul style="list-style-type: none"> • Orthopedic Surgeons – Canmore has a cluster of these professionals. • Water and climate change research community, where a knowledge-based institute could be established. • A possible culinary school/training facility for Canmore. 	Medium Term	CEDA, TOC
	<p>Complete specific small and home-based business sector assessments, and identify specific leading sectors in Canmore by December 2015. (Likely Tourism and Events (including sport and recreation), Health and Wellness and Non-Permanent Residents unless the evaluation survey indicates different sectors.)</p>	Medium Term	CEDA
	<p>Prepare realistic plans to grow these sectors over the coming 10 years.</p>	Medium Term	CEDA
	<p>Review business support infrastructure and services needed to help businesses grow and flourish. React to, create, respond and provide resources, facilities and programs that assist small businesses to grow and develop, focusing on the items that create the most substantial impact.</p>	Medium Term	CEDA

STRATEGIC PRIORITY #5: SMALL/HOME-BASED BUSINESSES: Harness and mine our complement of small/home-based specialists and leverage their expertise to build sustainable groups of practice which support our economic development drivers.			
<i>Key Results (The WHAT)</i>	<i>Strategies (The HOW)</i>	<i>Timelines</i>	<i>Stakeholder(s)</i>
	Prepare specific marketing plans for the highest priority sectors.	Medium Term	CEDA, TOC
	Execute marketing plans for these small and home-based sectors where the studies suggest this will be supportive.	Long Term	CEDA, TOC
	Benchmark and monitor results.	Long Term	CEDA
	Evaluate success and adjust plans as needed.	Long Term	CEDA, TOC

STRATEGIC PRIORITY #6: ECONOMIC DEVELOPMENT AND TOURISM CAPACITY: The capacity of Canmore partners to plan and deliver efficient and effective economic development and tourism strategies, achieving or exceeding planned and measurable outcomes, is in place and functioning well by December 2011.			
<i>Key Results (The WHAT)</i>	<i>Strategies (The HOW)</i>	<i>Timelines</i>	<i>Stakeholder(s)</i>
KR 6-1: Canmore economic development and tourism organizations are reviewed and organization adjustments are made by December 2010.	➤ Complete third party review of organization mandates, staffing, systems, structures, funding, and challenges.	Short Term	TOC, CEDA, TCK, CHLA, DMF, BRZ
	➤ Meet with Board Chairs/Boards of relevant organizations to clarify challenges discuss workable options.	Short Term	TOC, CEDA, TCK, CHLA, DMF, BRZ
	➤ Agreements on direction of change are formalized, a plan and process for moving forward is agreed, and related Memorandum of Understandings are completed.	Short Term	TOC, CEDA, TCK, CHLA, DMF, BRZ

STRATEGIC PRIORITY #6: ECONOMIC DEVELOPMENT AND TOURISM CAPACITY: The capacity of Canmore partners to plan and deliver efficient and effective economic development and tourism strategies, achieving or exceeding planned and measurable outcomes, is in place and functioning well by December 2011.			
<i>Key Results (The WHAT)</i>	<i>Strategies (The HOW)</i>	<i>Timelines</i>	<i>Stakeholder(s)</i>
KR 6-2: Organization(s) adjust strategic plans for 2011 and are implementing strategies by December 2011.	➤ Organizations involved in the formalized change process work through the relevant changes in mandate, structure and operations.	Medium Term	TOC, CEDA, TCK, CHLA, DMF, BRZ
	➤ Reorganization strategies and tactics are implemented.	Medium Term	TOC, CEDA, TCK, CHLA, DMF, BRZ
	➤ Organization's working relationships are solidified, monitored, measured and any further changes required are put into place.	Medium Term	TOC, CEDA, TCK, CHLA, DMF, BRZ

STRATEGIC PRIORITY #6: ECONOMIC DEVELOPMENT AND TOURISM CAPACITY: The capacity of Canmore partners to plan and deliver efficient and effective economic development and tourism strategies, achieving or exceeding planned and measurable outcomes, is in place and functioning well by December 2011.

<i>Key Results (The WHAT)</i>	<i>Strategies (The HOW)</i>	<i>Timelines</i>	<i>Stakeholder(s)</i>
<p>KR 6-3: Formalize a strong and positive relationship with regional stakeholders in support of the strategic priorities of this strategy by December 2011.</p> <p>(Build efforts with Banff around the regional transportation system initiatives.)</p>	<p>➤ Work with partners to plan and convene a series of meetings focused on working together, particularly with critical stakeholders including:</p> <ul style="list-style-type: none"> • Canmore Nordic Centre • Alberta Tourism, Parks & Recreation • Banff Lake Louise Tourism • Banff National Park <p>➤ Structure the agenda to address the priority opportunities in this strategy from the perspective of all parties.</p>	Short Term	TOC, CEDA, TCK, DMF, CNC
	<p>➤ Collaboratively define opportunities and issues, and processes to address them together.</p>	Short Term	TOC, CEDA, TCK, DMF, CNC
	<p>➤ Address the highest priority opportunity or issue together, and monitor the issues and challenges for all parties as the process moves forward, in order to capture lessons for other initiatives.</p>	Short Term	TOC, CEDA, TCK, DMF, CNC
	<p>➤ Measure results, celebrate successes, and investigate failures to ensure we build on our experience.</p>	Medium Term	TOC, CEDA, TCK
	<p>➤ Jointly celebrate new relationships between these parties so that both the leadership and citizens are aware of renewed and very positive working relationships.</p>	Medium Term	TOC, CEDA, TCK

STRATEGIC PRIORITY #6: ECONOMIC DEVELOPMENT AND TOURISM CAPACITY: The capacity of Canmore partners to plan and deliver efficient and effective economic development and tourism strategies, achieving or exceeding planned and measurable outcomes, is in place and functioning well by December 2011.

<i>Key Results (The WHAT)</i>	<i>Strategies (The HOW)</i>	<i>Timelines</i>	<i>Stakeholder(s)</i>
<p>KR 6-4: Develop a coordinated and cohesive community brand and comprehensive communication plan that incorporates and supports economic development initiatives and tourism promotion in conjunction with larger community marketing, by December 2010. The brand and communications/messaging can be used by all sectors of the community for marketing purposes.</p>	<p>➤ Review and consider existing and recent historic branding programs in the community.</p>	Short Term	TOC, TCK, CEDA, BOWDA, CNC, BRZ
	<p>➤ Work with key stakeholders to develop a cohesive community brand that reflects community values and is consistent and aligned across all organizations and sectors of the local economy. It should suggest how people would “feel” if they visited or moved to Canmore.</p>	Short Term	TOC, TCK, CEDA, CHLA, DMF, BOWDA, BRZ, HCA, CNC
	<p>➤ Work with each community marketing partner to assist with brand implementation, positioning, messaging and differentiation.</p>	Short Term	TOC, TCK, CEDA, CHLA, DMF, BOWDA, BRZ, HCA, CNC
	<p>➤ Prepare collateral material for all partners to use in support of the Brand and overall image, taglines and messaging.</p>	Short Term	TOC, TCK, CEDA, CHLA, DMF, BOWDA, BRZ, HCA, CNC

	<p>➤ Prepare a comprehensive communications plan for the cohesive community brand, addressing key messages to all priority audiences for all aspects of the brand. While audiences will be specifically identified in the communications plan, they would include all non-profit organizations involved in Canmore, all Executives and members of key stakeholder organizations identified in this plan, Canmore Council, key stakeholders in nearby communities (e.g., Banff), all relevant organizations involved in the delivery of services identified in the plan, and citizens of Canmore and area communities. The communication mix will be clearly identified and costs estimated in this plan.</p>	Short Term	TOC, TCK, CEDA, CHLA, DMF, BOWDA, BRZ, HCA, CNC
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STRATEGIC PRIORITY #6: ECONOMIC DEVELOPMENT AND TOURISM CAPACITY: The capacity of Canmore partners to plan and deliver efficient and effective economic development and tourism strategies, achieving or exceeding planned and measurable outcomes, is in place and functioning well by December 2011.

<i>Key Results (The WHAT)</i>	<i>Strategies (The HOW)</i>	<i>Timelines</i>	<i>Stakeholder(s)</i>
	<ul style="list-style-type: none"> ➤ A strong Web presence will be fundamental to the communications plan. Determine if the lead “portal” for communications should be through the TOC website, or through another means. Tourism Canmore Kananaskis, for example, has launched a booking engine on their website, and consideration for whether that website should be optimized differently/separately from the portal site is a key consideration. Separate sites would still retain links to the TOC site in any case. Specific expertise on portal development and website optimization may be required to address this area of the plan. 	Short Term	TOC, TCK, CEDA, CHLA, DMF, BOWDA, BRZ, HCA, CNC
	<ul style="list-style-type: none"> ➤ Execute the communication plan. 	Short Term	TOC, TCK, CEDA, CHLA, DMF, BOWDA, BRZ, HCA, CNC
	<ul style="list-style-type: none"> ➤ Monitor and evaluate the results of the communication. Adjust the plan and execute new tactics in response to findings. 	Short Term	TCK, CEDA, BOWDA, HCC, CNC, TOC

5.1 Implementation: The Next Steps

The Sustainable Economic Development and Tourism Strategy was presented to Council of the Town of Canmore in April, 2010. It was reviewed via the Town's web site and in public open houses. Council must now determine how it will adopt the Strategic Priorities of the plan within its statutory framework.

Organizational change recommendations were made by the Consultant and work on these changes has begun, with the intent of refreshing organizational connections.

5.1.1 Implementation

Section 5, "Strategies and Action Plans" outlines an approximate schedule of actions, and whom should be involved in those actions.

What is needed in the immediate future once this Strategy is approved, is the preparation of an Implementation Plan that would:

- Clearly outline the principal organization (WHO'S LEADING?) responsible for completion of the action item; and
- Outline the associated organizations (WHO'S HELPING?) that would participate in the action item; and
- Prioritize the action items into a detailed schedule (BY WHEN?);
- Identify existing or new financial and staffing resources required (WITH WHAT?) to complete the action item.

The Implementation Plan should be prepared by CEDA in conjunction with the Town of Canmore, who would be accountable for its preparation, but will require the active participation of representatives from all the associated groups, including:

- TCK - Tourism Canmore Kananaskis;
- DMF - Canmore Destination Marketing Fund
- BRZ - Canmore Downtown Business Revitalization Zone;
- HCA - Healthy Canmore Association;
- CHLA - Canmore Hotel and Lodging Association;
- BOWDA - Bow Valley Builders and Developers Association; and
- CNC - Canmore Nordic Centre



The Implementation Plan should be completed as quickly as possible and will form an integral part of the ongoing discussions regarding organizational reform. The Implementation Plan should be completed to a point that work can commence on certain action plans as part of the budgeting cycle for 2011 for each of the organizations.

5.1.2 Monitoring

To ensure that this Strategy also is a living document to which all organizations participating hold some accountability, it is recommended that there be an annual monitoring and review component. This will assist in evaluating progress towards achieving the Strategy's stated objectives, and in maintaining long term accountability of the stakeholders.

It is recommended that CEDA be appointed to prepare the annual report to the community, through Town Council and the boards of the respective stakeholder organizations on the status of the Strategy. The annual report should consider and recommend modifications to the strategy from stakeholder consultation and subsequent assessment by the CEDA Board. The annual update report will require the ongoing support of stakeholders to provide the necessary information and progress reports to CEDA so that this report can be prepared. All stakeholder organizations will therefore need to commit to being accountable to assisting CEDA in ongoing monitoring and reporting in a cooperative fashion.

It is recommended that the annual report be prepared no later than April of each calendar year, commencing in 2012. The annual report should provide a status update on any actions that are part of the Action Plans contained in the Strategy, and present any relevant statistical data or information that illustrates progress towards achieving the Strategy's objectives.

After a period of 3 or 4 years, in 2014 or 2015, a more detailed assessment of the overall Strategy should be completed, to determine progress towards all of the Strategic Priorities and Key Results. At that point, it can be evaluated if the Strategy needs to be revisited, priorities shuffled or a new strategy is required. This overall review should again be prepared by CEDA with the support of the other stakeholders.





Western Management Consultants