



## **MINING THE FUTURE A VISION FOR CANMORE**

**THE CONSULTANTS' REPORT**  
**From THE MINING THE FUTURE TEAM**

**JULY 4<sup>th</sup>**

# **MINING THE FUTURE**

## **TABLE OF CONTENTS**

### **1. WHY VISIONING?**

- Why visioning for Canmore?

### **2. THE REMIT**

- Background
- Purpose
- Deliverables

### **3. THE PROCESS**

- Overview of the project
- Map of the Mining the Future process
- The case for methods-based approach
- The case for dialogue
- Building Dialogue into the visioning process
- Logic of scenario creation

### **4. CRITICAL LEARNINGS**

- About the outcomes
- About the process

### **5. IMPLEMENTATION**

### **6. APPENDICES**

- Appendix 1: The World Café
- Appendix 2: The Scenarios
- Appendix 3: The Vision Document
- Appendix 4: Community Participants

## 1. WHY VISIONING?

*Many have asked us "Just what is a vision?" and "What difference will it make?"*

*What follows is one response to these questions.*

A vision is a rich, clear and inspiring picture of the state of some aspect of the world – one's self, family, company, town or country – at a time in the future. It expresses our *present imagination of what the future could be for us*.

Note the phrase in italics. It captures an essential feature of any vision of the future – the adequacy of the vision hangs on the degree to which we understand the world of which we are a part and how it actually works. Well-formed visions do not ask, "What future do we want?", but "In what conditions might we find ourselves in the future – conditions that our vision of the future must take into account, overcome and capitalize on?"

A vision can be positive or dark. A positive vision sets out the best state of affairs that we can imagine bringing into being. A dark vision pictures a negative state of affairs.

Neither a positive nor a dark vision is guaranteed; rather, both are conditional. The envisioned future will come into being if and only if certain conditions are met. So an athlete who sees herself on the podium at the Olympics ten years hence, knows that bringing the vision to reality will require a strenuous life in which much that is good will be sacrificed, both by her and by those who support her. She, and they, must be conscious, focussed, disciplined and dedicated. A dark vision of the future has a similar logic *for an opposite outcome*.

This means that a positive vision requires conscious commitment and intention to bring the envisioned state of affairs into being. Visions without such intentions are merely speculations and ungrounded wishes about the future. A vision, therefore, is neither a wish list nor someone else's responsibility to bring into being. Visions require that we put ourselves irrevocably in the picture; that we consciously acknowledge that we must be deeply involved in bringing the vision to life. We must not merely hold a vision; we must live it.

Living a vision, especially if it be at all serious and life-changing, requires that we make conscious and focussed choices. To live a vision is to make choices; to deny ourselves some options that may even be good in themselves. The view that we can have everything – that we do not have to choose among alternatives is incompatible with a vision-driven life. However, a rich, well-formed and inspiring vision can make hard choices easier. When faced with an opportunity, the question becomes, "*Will the*

*pursuit of this opportunity confirm and deepen our commitment to realizing our vision or does it dilute our commitment and distract us from the path to which we are committed?"*

## **WHY VISIONING IN CANMORE?**

The vision of Canmore in the future that is has emerged through the dialogues and conversations can play the role of choice making but only if:

- Our vision is clear, well-formed and inspiring.
- Our vision becomes our firm intention as that for which we are living.
- Our intention to realize the vision becomes central to our life.

Decision-making becomes easier when we can outline our vision clearly. Of course, we may be tempted to abandon our vision for the sake of some immediate gratification. A vision-driven life requires maturity; the capacity not only to chose amongst conflicting goals but to defer gratification. If we insist on having everything and having it now, we should be honest enough to stop talking about a vision-guided life.

Now that we know what we are getting into, the choice is ours.

## **2. THE REMIT**

### **BACKGROUND**

Canmore is a vibrant mountain community that has seen massive influx of new development and residents over the last decade that brings an ever-increasing diversity of interests and values to the town. The dynamic of change is forcing the community to re-evaluate its sense of identity and sense of place – who we are as a community, where we are going and what we will become. A community driven visioning process will generate the ideas, values and needs that will form Canmore's future.

### **PURPOSE**

Developing a community vision is a community building exercise where residents share information and ideas to create a common vision for the future. A vision document will result from a community driven process that will identify what Canmore wants to be in the future and give the community and Town Council direction of where Canmore is going and the decisions and resources required to attain that vision.

The need for a community vision was identified by Town Council in the 2005 Business Plan and will precede the rewrite of the Town's Municipal Development Plan in 2006. The Canmore Community Vision document will be used to establish the Town's strategic directions and implement the community vision.

### **DELIVERABLES**

Three documents form the suite of the deliverables. They are:

1. The Canmore Vision document. This document uses words and diagrams to illustrate the vision and guiding principles for the directions the community will move in the future.
2. The Consultants report – this document outlines the 10 month process with critical findings and suggestions for implementation.
3. A CD (and also hard copy) of all the information and data that was gathered as the process unfolded

In addition to a community based and community driven vision, the remit included the development of community capacity for dialogue about issues facing Canmore. Capacity building occurred through a series of briefing sessions about how to hold a conversation using the World Café technology (please refer to Appendix 1 for details). In addition for each round of conversations, the group hosts were provided with a guide book. Both the output from these conversations and the guide books can be found on the CD.

## **The special role of the Mayor and Council Members**

The Mayor and Council, rightly, did not want to interfere or be seen to be interfering in this community based process. However the consultants requested the inclusion of Council and senior Administration officials as a focus of learning in their own group throughout the 5 rounds of conversation. These conversations lasted through two rounds, with sporadic attendance at work parties and Canmore cafes. One exception was the attendance by His Worship, the Mayor, who attended every session unfailingly.

## **3. THE PROCESS**

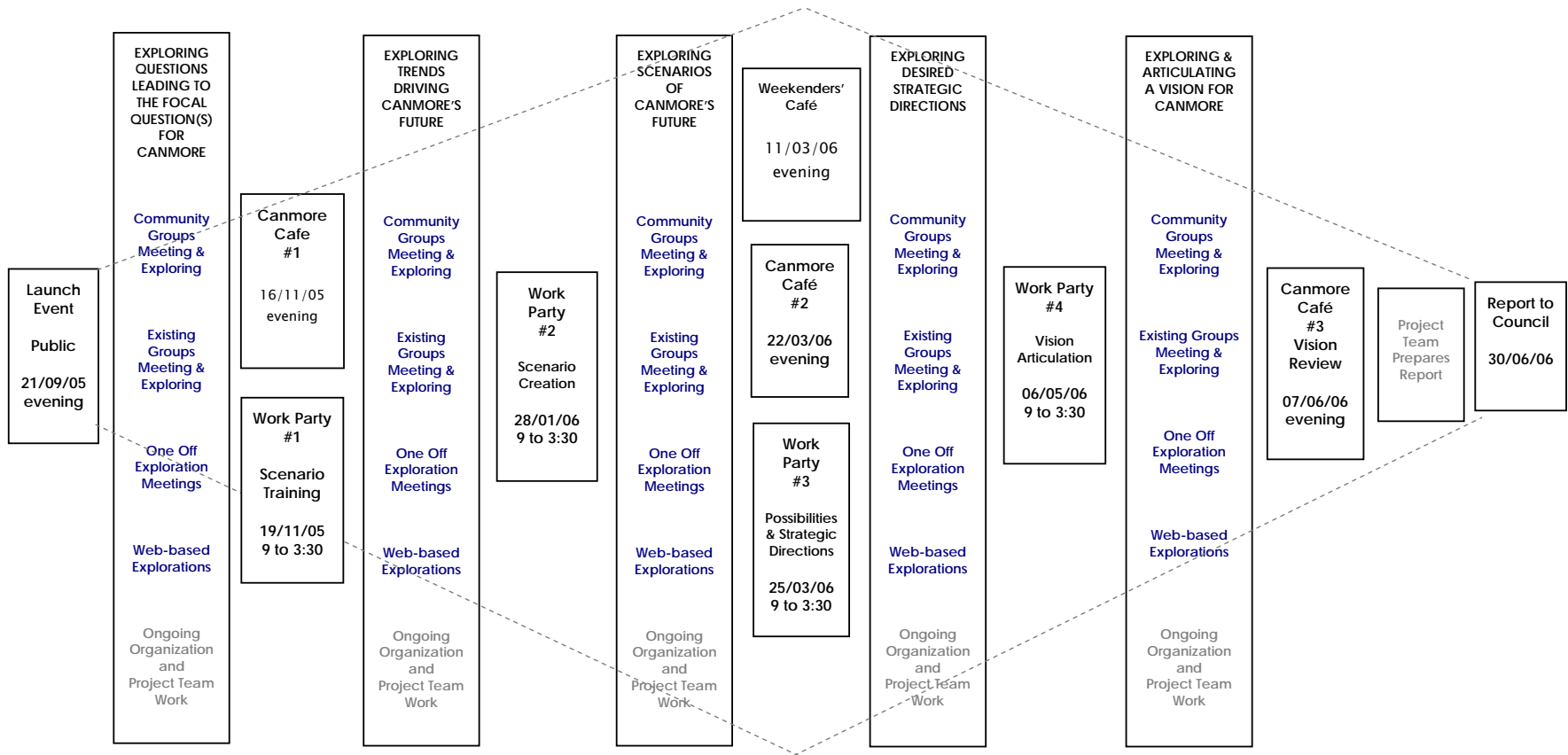
### **OVERVIEW**

The methodology – logic and main program elements – of the Canmore Visioning Process is set out in this section. In Part 1, we make the case for a method-based approach. Part 2 makes the case for dialogue as central to any acceptable method. Part 3 describes the various ways dialogue was built into the overall process. Part 4 explains the logic of the method we chose – scenario construction; and Part 5 lists the heuristic rules that guided our design and choice of methods.

First the overall process with the time line is on the next page which we followed throughout the process.

## MINING THE FUTURE

A Map and Time-Line of the Canmore Visioning Process



The grey dotted line indicates that up until the end of March 2006, the work is to stretch our minds and expand our options. From April to June, 2006, we will be narrowing options and making choices as a vision is articulated.

## I. THE CASE FOR A METHODS-BASED APPROACH

We chose to ground the design of Mining the Future (MTF) Canmore's visioning process in our knowledge of several particular futures-thinking methods because, in our experience, a methods-based approach to futures work is always more effective than a free-form approach. More specifically:

1. A project with a formal logic that utilizes one or more established methods provides comfort to the client and to participants that they are not entering into just another *blue-sky* exercise – one that is grand fun, but ultimately of little use.
2. A project with defined stages provides a logical map for participants. At every point in the journey they can determine where they are, have been, are going and what is next.
3. Established futures methods deal with the Amateur's Mistake – the single most common trap when thinking about the future. The mistake amateurs make is to ask, "*What kind of future do I/we/you want?*" This naive question is as understandable as it is wrongheaded as it leads us to fantasize about a future is a better version of the world we already know. The question does not prepare us for the many ways our actual future will be discontinuous with our past. It is understandable because it readily leaps to mind in virtually all futures-oriented conversations. By discussing it, it sounds as if we are talking about our future. But a few moments' reflection reveals that this question invites us both to move from fact to preference and to deflect our attention from the truly important issues of our future – "*In what kind of world could we find ourselves in the future?*"
4. Sound methodology enables us to deal with the many kinds of diversity that encountered in a community-involving process. Because of human differences, there must be more than one point of entry into the process, more than one time of entry, more than one way of participating and more than one time commitment required in order to participate.
5. A sound methodology is replicable. Therefore, over time practitioners can learn and the methods improved in ways that free-form processes do not allow.
6. Finally, attentive clients and participants will be aware of all of these factors and require that the process rest on and reflect a sound methodology.

## II. THE CASE FOR DIALOGUE

Wise people have long known that the process of becoming a human is necessarily a communal and dialogical process; that it is literally true that none of us can become a human person alone or without some form of verbal communication. In the 20<sup>th</sup> Century, these insights were brought back into the forefront and made for secure by the both linguistic analysts and cognitive psychologists. Further, the view that social realities are social constructs was firmly established. In short, dialogue is not merely a nice to have, it is both a human requirement and at the centre of the co-creation and evolution of every civilization. What we say, matters. The pun is intended.

That our capacity for dialogue diminished as the 20<sup>th</sup> Century progressed is widely-recognized. As electronic media emerged, it distracted us from the most human form of communication – talking with one another in face-to-face setting. Shared communication became briefer and more superficial. By the late 20<sup>th</sup> Century, the need to re-discover the art of dialogue – deep, humanizing conversation – had stimulated several books and practices dedicated to this end. The World Café dialogue process to spark these conversations was invented by Juanita Brown and her husband. (please refer to Appendix 1)

It is no accident, then, that dialogue was built into the heart of the Canmore Visioning Process.

### III. THE WAYS DIALOGUE WAS BUILT INTO THE CANMORE VISIONING PROCESS

Dialogue was at the heart of all but one of the ways citizens could participate in the Canmore Visioning Process. The only exception was by inputting one's views on the MTF website. The fact that this was the least used form of participation may not be an accident.

- Neighbourhood Groups... groups not already in existence were formed comprising people from the same street or area of town; OR who had similar interests; OR who were friends. They were constructed specifically for Mining the Future and in many cases would like to continue their discussions.
- Community Groups...groups who already exist in the community such as Canmore Economic Development Authority, the Biosphere Institute, Canmore Community Housing Corporation, Urban Development Institute and so forth. These groups used their regular meetings or their directors and members organized meetings of their membership specifically to join the dialogue on Canmore's vision. Details of these groups can be found in APPENDIX 4.
- Work Parties...one representative of each of the neighbourhood and community groups came together four times during the visioning process to spend a day working on different aspects of the process- first to discuss the driving forces, then to create the scenarios, then to develop the strategic directions and finally to debate the elements of the vision itself.
- Community Cafes...generalised discussions based upon The World Café technology for conversations developed by Juanita Brown. These cafes were an open invitation for people in Canmore to join the process and continue the conversation whether or not they were part of a specific group or not
- Ad Hoc conversations...on line forums for weekenders, on eon one discussions with people on the phone or in person all took place and added to the debate

## IV. THE LOGIC OF SCENARIO CREATION – THE STRUCTURE OF THE MINING THE FUTURE PROCESS

The Canmore visioning process was structured by the logic of the creation of strategic scenarios. Not only is this a well-developed method, it ensures that participants will consciously align with the reality that they face several possible futures and not the one they unconsciously take for granted.

Those familiar with scenario creation will recognize that we followed the pattern established by the Global Business Network, who built on the experience of the Royal Dutch Shell Group. The process has the following major steps:

### i. The Focal Question – Getting Started

Several questions are used to engage the participants in the work. These questions also serve to get under the surface of presenting issues to the questions and issues that underlie them. This process assumes that most of us do not know what is really troubling us or important to us; that we have to talk things through to surface and get at such matters. Questions such as the following are helpful in this process.

- **Past Changes:** *how does Canmore's present environment – social, psychological, economic, environmental, etc – differ from the environment Canmore was in 1960? 1975? 1990? What forces were/are driving these changes?*
- **Lessons From the Past:** *What made Canmore successful in the past? What do we need to remember from our past and bring to our future? What does Canmore "need to forget"? Are there failures from which we need to learn?*
- **Current Constraints:** *What features of Canmore's life or situation cannot be easily changed? Which constraints have a negative influence on our future? Which enhance it? Which need to be changed for Canmore to be successful in the future?*
- **Signals of Change:** *What recent events, news items or comments have caught your attention as a signal of change that could have an important influence on our future? To which does Canmore need to attend?*
- **Critical Decisions:** *What are the most critical decisions that will influence Canmore's future that are now on our plate, or soon to be?*
- **Dark Spot:** *Is there a dark spot on Canmore's horizon that could have a substantial impact on its future? What is it? When will it be in play?*

- **Good Future:** *If you looked back from 2030, when Canmore is thriving with a high quality of living, what story would you tell about why Canmore has done so very well? What went right internally and externally for that story to happen? What challenges were overcome?*
- **Windfall:** *If Canmore received a large one-time capital infusion, how would you spend the money to increase our future success? On what would you not spend the money?*
- **Oracle:** *Suppose you met an oracle who knew the future: What two questions would you ask about Canmore's future?*
- **Reputation/Legacy:** *How would you like Canmore to be known in 2020? What is your own role in making this happen?*

## ii. The Forces Driving Change

Given the concern that is at the heart of the focal question, the forces driving change of that concern are identified, explored and then ranked for both importance and uncertainty. The latter concept refers to the range of possible futures – the higher the uncertainty, the wider the range of possible outcomes in the future. The point is that one can plan for important forces that are relatively certain, e.g. the demographic structure over 15 years; whereas one must create alternative scenarios around important, but uncertain forces over the same time period, e.g. the rate and pace of economic growth or technological developments. The objective is to surface the two driving forces that are both most important and most uncertain. These are then used as axes of the scenarios.

In order to get warmed up the idea of the forces now driving change, the ways Canmore had changed over the past 25 years were identified and explored.

The forces identified during the MTF process were:

- **Governance:** The extent and quality of citizen participation, quality of leadership in the town and the community; effectiveness of town management and administration.
- **Economic Prosperity:** Growth rates – boom to bust; shifts in structure of the local economy / new industries (e.g., knowledge based / tourism / social & health services / technology impacts / college or university / spiritual centre, etc.); income and wealth levels; education levels (locally, provincially & nationally).
- **Demographic Shifts:** Extent of population growth. aging population / retirees; shift from boomers to post-boomer generation; population density (e.g., high rises); growth / decline of families; growth / decline of “part-time” residents.

- **Environmental Factors:** Preservation of regional environmental integrity; value placed on environment / natural capital / wildlife protection / etc.; extent of conflicts; threat of catastrophic events – forest fires, declining water flows, and so forth.
- **Aspirations and Values:** Aspirations of the community; living focus – e.g., simplicity and simple living – “small town feeling”; sustainability – evolution of the concept & support across economic, social, environmental and community sustainability.
- **Social Fabric:** Fragmentation and polarization or social cohesiveness; feelings of safety; community involvement / participation / volunteers; diversified values / perspectives / ages / incomes – social mix; inclusive or exclusive?; separate or integrated communities?
- **External Reputation:** Perception of Canmore nationally and internationally: impacts tourism, investment, attraction of new residents; development of distinct identity – such as a centre for arts, health & wellness, environmental management, sustainability.
- **Physical “built” Structures:** Physical size of town; addition of new facilities – e.g., seniors’ facilities, theatre, cultural centre, entertainment, etc; style and look of new buildings; big box / national stores vs. local stores and services; evolution of downtown core.
- **Land Use:** Real estate trends – boom and bust cycles – prices and affordability – increased affluence; restrictions / limitations on development or rapid “uncontrolled” growth?; shifts in land ownership – one or two major owner or many?; density patterns.
- **Government Policy:** Provincial and Federal Government policy decisions – such as national parks policy changes; tax policies – local and provincial responsibilities & funding; environmental policies; provincial land use policies, for example release / management of land in the valley.
- **Global Economic Trends:** Growth of China & relationship with US; economic growth affecting tourism and investment from US, Asia and Europe.
- **Recreation Trends:** Outdoor recreation major factor attracting people to Canmore – will this lifestyle become more attractive?; will trends toward “healthy lifestyles” increase attractiveness of Canmore?; demands for more recreation – e.g., hiking and skiing trails – create overuse and impact the experience?; how to manage demand & pressure on natural environment.
- **Culture and the Arts:** Evolution of Canmore as artist / culture centre – inspiration for culture and the arts; emergence of artistic community – cooperatives – centre for the arts.

- **Technology:** Evolution of information technology – internet, wireless, broadband, etc – creates opportunities for Canmore – professionals / service providers / medical experts / outsourcing functions – growth in home-based businesses; communications increase Canmore exposure to global community – and global trends / values to Canmore.

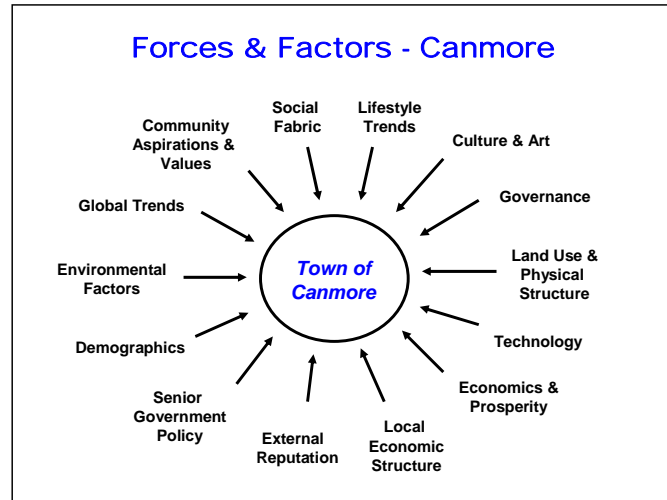


Chart #1  
Driving Forces Shaping Canmore

The two forces chosen as the axes for the creation of scenarios were:

- **The Rate and Pace of Economic Growth and Prosperity**
- **The Cohesiveness of the Community**

### iii. Creation of Scenario Worlds and a Scenario for each

The next task was to tease out the kind of society (scenario world) that would exist in Canmore in 2020 for each of the four combinations of the two key drivers of change. The story-line (scenario) of how each of these world could credibly emerge from today's Canmore was then articulated for each scenario world. This experience reinforced the key point of the whole visioning project – we in Canmore face a range of futures. We do not face just one future, especially not the one we tend, quite unconsciously, to take for granted.

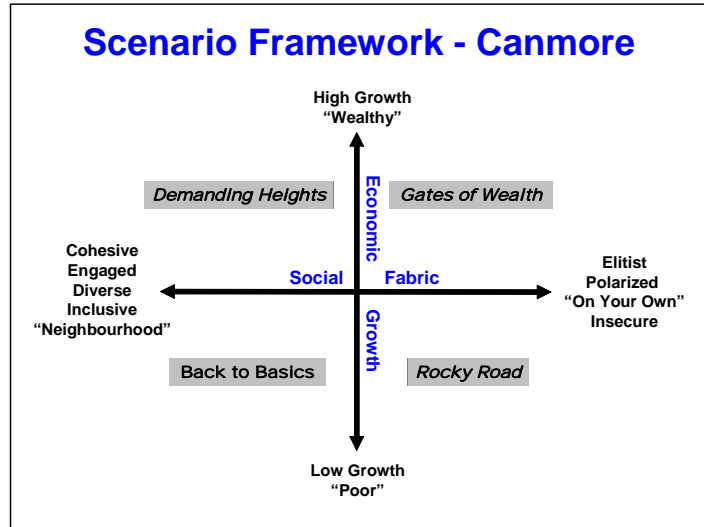


Chart #2  
Scenario Framework

The complete written scenarios are in Appendix 2.

#### iv. Strategic Directions

One underlying caveat emerged from the discussions – no matter which scenario was discussed and no matter which future faces Canmore, all paths lead towards the need for a cohesive community.

Six strategic directions were identified. You will note that over the course of the rest of the project these have been refined, refocused and re-defined through the community dialogues.

##### 1. Our Identity

- Our identity is based on our profound sense of place. This includes our environment, our sense of community, and the decisions we make with regard to land use development. It also includes the need to think about how to maintain this into the future.
- Clarify the limits of Canmore – recognition that there are limits.
- Honour our mountain identity.
- Maintenance of our heritage: awareness of where we came from, who we are, what our limits are (here, the sustainability question is about carrying capacity, footprint size and accommodation between wildlife and people) and how these affect our identity.

## 2. The Social Connection

- Promote and sustain social connectedness by being involved, compassionate and welcoming (through events, communications and through the creation of gathering places)
- Through engaging communication (such as a Canmore intra-net)
- Through the built environment – physical lay-out to relate to social interaction. Through structures and activities to bring people together
- Need to have integration of occasional residents
- Ongoing conversations between the community and its formal leaders.
- Communications to:
  - Learn more about what is going on and how we might provide our views into what is happening.
  - To provide a consistent message in all marketing about whom and what Canmore is, no matter who is doing the marketing.

## 3. Environmental Stewardship

- Footprint size and the implications for land use development
- Set aside land for wildlife
- Sustainability – its specific meaning for Canmore would be uncovered by pursuing the Natural Step
- Carrying capacity – what does it actually mean for Canmore?
- Don't postpone important decisions about our environment
- Locals need to be better stewards on an individual basis.

## 4. Diversity

- Diversity is a strategic direction with three elements to it:
  - a. Economic diversity:
    - Economics – policy to enable economic diversity (give it teeth)
    - We are more than just tourism and construction
    - Prosperity is not to be determined only by economics
    - Diversity connected to the idea of community through ensuring downtown feels as if it is the heart of the community
  - b. Social diversity:
    - People from all walks of life, age, ethnic background and social and economic strata
    - Identify implications of this direction and be prepared to take action to ensure it happens
    - Social sustainability through the maintenance of a diverse community which is able to afford to live in Canmore. As the occasional resident population grows and the core permanent residents numbers decline or stabilize at a particular number. There can be an enhancement of that stability through development of a variety of affordable housing.
    - Pursue the notion of Centre of Excellence (to promote health and well being, and a healthy lifestyle. Through a centre such as this

there can be connections between individual development and community development)

- c. Diversity of Activities
  - o Balancing recreation opportunities with the environment
  - o Canmore as an arts and cultural centre
  - o Be creatively diverse – with incoming populations there is a mixture of people whose skills and interests can be drawn upon
  - o Education and self improvement are key elements.

## 5. Rebuilding Democracy

This direction concerns itself both with formal leadership as well as informal leadership through the continued engagement of a wide spectrum of the larger community:

- Leadership is demonstrated by the sense of responsibility and accountability – both at Council and Administration level and amongst the people of Canmore
- Town Administration needs to be better connected to the community
- Political system should be aligned with the long term goals of the community – through strategic thinking, creativity and innovation
- Better decision making
- Continue the conversations of Mining the Future in an ongoing dialogue to hold and maintain the vision (and to change it as necessary as time moves on)
- Sustainability and defence of the vision by including the vision in ongoing planning activities, revisiting it and including citizens in the process
- Coordinate intelligence of what is happening elsewhere that might apply to Canmore in the future.

## 6. Long Term Monitoring and Measurement

- We need to ensure we are responsible to hold and sustain the Vision into the future, but there are some questions:
  - o How do the conversations keep going to ensure this happens?
  - o How is the vision translated into planning and other documents of the Town?
- How to measure sense of community? Is it measured by basic services?
- What elements are deemed important and is that a shared importance?

## v. A Vision Statement

This is the first step in the process that moves beyond the logic of scenario creation. Therefore, we had to invent away to proceed when we reached this point.

Essentially, we poured over the material generated to date and teased out two types of information:

- **Foundational Values** – guiding principles that will always be in play in any decision-making process.
- **Components of the Vision** – key elements of Canmore’s life around which the vision would be organized. Of course it is recognized that the elements we identified are aspects of a single ecology and not stand-alone units.

The three Foundational Values identified for Canmore are:

- **Sustainability:** integrating our social economic and environmental activities in ways that will enable us to meet the needs for today without compromising the ability of future generations to meet their own needs.
- **Diversity:** managing our community in ways that attract, include, keep and celebrate a wide range of people, perspectives and lifestyles.
- **Connectedness:** managing our community in ways that foster a shared sense belonging among all citizens

The five Components of the Vision for Canmore are:

- **Identity:** Our identity in Canmore is defined by our unique landscape and unique people who live here. It is what makes us special. What we do here (our lifestyle and activities), how we connect to other people (by maintaining the small town feel), and how we choose to live (full or part time) and excel (in sports, the arts, wellness) in this landscape is what creates this community’s sense of place.
- **Economic Sustainability:** This component is about the viability of the local economy over time. This does not mean that change will not happen. Whatever the outcome of change, the economy remains viable. We want to shape and build upon the drivers of the economic base - including tourism, knowledge-based entrepreneurship, wellness, lifestyle, and retirement income - in light of the foundational values of the Vision. This component allows for the participation a diverse workforce with a range of skills, ages and abilities and ensures they are supported over time. This is intricately linked with the “social fabric” vision component.

- **Social Fabric:** Connectedness and sense of belonging are the watchwords of this component. Embracing diversity is the means to enable a well stratified (different ages, family make-up, income levels, interests) community to be maintained. We will continue to support mechanisms that keep people in the community who are already here.
- **Environmental Stewardship:** The fact that Canmore is geographically bounded and that it shares the area with other species means that there are physical realities to the community. This component is about resilience (ecosystem health) in terms of ecological integrity, and resilience in terms of the changing relationship that the community has with it as it moves into the future. It requires the demonstration of individual and community responsibility towards the natural environment.
- **Civic Engagement and Leadership:** Inclusiveness is the focus here. Civic engagement augments all other vision components by providing for all voices to be heard through clearly articulated inclusive forums so that decision making is consistent with the Vision. Leadership, both formal and informal, provides the basis upon which continued engagement occurs. Visionary leadership will ensure the continued engagement of the community.

The detailed Vision document is in Appendix 3.

## V. THE HEURISTIC RULES THAT GUIDED THE MINING THE FUTURE PROCESS

Throughout the project the Mining the Future team has been guided by the following insights. They are not the complete set; rather, they are all those that we can articulate consciously at the moment:

- Those citizens who participate will do so with quite different degrees of understanding, commitment and time;
- Those who participate will come with very different learning styles, personality profiles and backgrounds. Most will be unaware of the ways these dimensions of their lives influence their experience and behaviour;
- Most of those who do not participate will not do so because the project did not register with them as a real possibility for their involvement;
- For this project to make a significant difference, a critical mass of citizens must become committed to it;
- It is a learned skill, not a natural inclination, to see the future as a co-created artefact and, therefore, as something we can and will construct together for good or ill.
- Our job as facilitators has been to enable as many persons as possible to learn their way into this experience and perspective.

## 4. CRITICAL LEARNINGS

a. about the outcomes

1. **Social cohesion/connectedness** has emerged as **THE** critical element of the vision. No one was willing to sacrifice community for other goals.
2. **Integration.** Despite the critical role of community, there was strong support that social, economic and environmental objectives needed to be “integrated”. This is not easy and cannot necessarily be contained in any single decision but rather as an intent over the range of decisions that need to be taken. For example, recognition of environmental limits (or population limits) is inherently in conflict with affordable housing (social cohesion element) in an open market economy.
3. **Civic Engagement and Leadership** is a critical component. We believe that the Mining the Future process has altered the way and expectations of how civic engagement should be undertaken in Canmore. Future public engagement processes need to reflect this new reality through the broader inclusion of a wider range of perspectives (NOT the usual suspects!!). This is seen by participants to be exciting stuff. Because strategic conversations are now normal – neither the strategic focus nor the fact of serious conversations – folks are more pleased and excited by the experience than might otherwise be the case.
4. **Inclusive Community.** The concept of Canmore as a “community” evolved as the project progressed. For example, initially there was a sharp division between “permanent” and “part-time” residents. By the end this division had lost its importance. A new inclusiveness seemed to emerge in which Canmore was a community for all – full-time, part-time and visitors, with a clear conclusion not to differentiate these groups in our language. It is not a resort community solely focused on tourists – a subtle but important distinction.
5. **Small Mountain Town.** In discussions of the vision, “mountain” was used to summarize a range of aspects of Canmore, from mountain vistas to recreational activities to distinct lifestyles. The term was not always well articulated or similarly defined across individuals, but “mountain” was an important descriptor that has meaning for many.

Similarly, the phrase “small town” was frequently used to reflect a sense of belonging, an ability to meet people you know regularly on the street and yet an openness to newcomers and visitors. So “town” was another term with meaning in distinguishing Canmore that should be articulated and intentionally kept alive in thinking about the future.

**6. Physical Character.** The aesthetics and physical attractiveness of Canmore did not get, perhaps, the level of discussion that it should have. This has two elements. One is the aesthetics of buildings, streets and spaces. Height limits and common exterior looks are part of that aesthetics. Second is the social influence of architecture and spatial design. A key consideration that emerged in discussing community cohesion was the need to design meeting places. The idea is that planning and architecture can create places of convergence, where people come together to talk or to play. These might be park, square, coffee shop and so forth. This design element, along with architectural / aesthetic standards, should be considered in the planning process.

**7. Vision Keepers.** A major concern that was expressed by many was the question of accountability. Who would be responsible for implementing the vision developed in the MTF process? The proposal for a group of "*Vision Keepers*" who are knowledgeable and have participated in the process is intended to create a group with the specific responsibility to ensure the vision remains a part of town planning and decision making into the future. This is an important mechanism that legitimizes the work and visibly demonstrates openness, transparency and accountability.

b. about the process

Creating a vision can be done! It is possible for a community to create a shared vision that will make real differences. But not just any old process will work. Success depends on the rest of the **required** learnings listed here being honoured:

**1. A far better than average client:**

- Who has and trusts her intuition.
- Who is trusted as the leader of the client's organization.
- Who is willing to work along side others as learners.

**2. A better than average team:**

- A project manager who knows the work and the town. One who is known and trusted and who has good intuition, the sense to trust it and the capacity to act on it.
- Several team members (3 would be too few) who bring diverse gifts, including: knowledge of the town, communications, administration, serious knowledge of futures and foresight work, process design.
- All team members must have some reflective capacity.
- Large enough that at least 2-3 persons can facilitate the work locally.

### **3. Time for the team to be together:**

- To get to know each other and build confidence.
- To surface and align unspoken assumptions/differences.
- To come to shared understandings about the work; shared models.
- To make it up as they go along.

**4. Time for new insights to emerge.** The September to June timing worked very well. The fact is that most foresight exercises are far too short. They do not allow for new insights to grow and take root; therefore one's going in consciousness is reinforced, not challenged. This is hard work and it needs time to get into the saddle and learn to ride into the future; not just push one's prior commitments into the future.

**5. Dialogue:** Human life can be seen as a series of conversations. If so, any successful group will be in intense conversations daily. Therefore, a process that is essentially a structured dialogue – figured and re-configured – is essential.

### **6. Sound methods:**

- Grounded in good theory, research and concepts.
- Structured – with steps and phases.
- Tested over time in other settings.
- Able to get past the "*What future do I/We want?*" syndrome by allowing the time for a co-created vision to emerge as being necessary and as deeply human work.

**7. A "map" of the process** that allows folks to have at least some dim sense of where they are, where they have been and what comes next.

**8. Information generation** - the reports that were created through the Panoramic software at each stage were very useful.

**9. Follow-up is necessary.** A vision is necessary, but a line of sight to actual decision rules and work plans needs to be developed.

## 5. IMPLEMENTATION

The Mining the Future Vision provides a broad, ambitious and comprehensive overview of the future we desire as Canmore citizens. While we understand that the changes inherent in the Vision will not occur all at once, but rather incrementally over time, there is nonetheless a clear, insistent expectation that the Vision will be reflected in decisions that are made in the future. . . and that the future starts today.

### A. Applying the Values to future decision making

Decision making becomes easier when we know the values that are in the hearts of Canmore’s citizens. On the basis of the Mining the Future process, there is no evidence that a business-as-usual approach towards dealing with the future will sustain the qualities that residents value about Canmore. Local government is such a complex, time-consuming job that officials alone cannot lead such an effort. The private sector has shown that, in a complex, rapidly-changing environment, it is possible to direct incremental change in a way that demonstrably improves a large and complex entity (such as Canmore).

By way of example, the following table suggests some ways in which the foundational values can act as a guiding force in community decision making.

<b>Foundational values for Canmore</b>	<b>Move Canmore from . . . . .</b>	<b>To a Canmore that . . . . .</b>
Diversity	<p>engaging the “usual suspects” in traditional hearings</p> <p>relying on tourism as the foundation of the economy</p> <p>a community that is struggling to keep young families</p>	<p>hears all voices in a variety of formats and venues and moves towards consensus</p> <p>works towards a variety of different economic activities through policies and practices</p> <p>has enough stock of affordable housing to accommodate those in need</p>
Sustainability	<p>a place where sustainability is a little understood idea</p> <p>a rapidly growing community</p>	<p>clearly understands the meaning of sustainability and the trade offs it requires</p> <p>uses caution to ensure the pace of growth is manageable</p>

	thinking about limits occasionally or only in terms of footprint of the town	understands limits on all fronts – environmental, social and economic
Connectedness	<p>a community that differentiates between part- and full- time residents</p> <p>a community that is socially fragmented by resident status, neighbourhood, employment, income, etc.</p> <p>a community divided by geography and infrastructure (i.e., the river and transportation corridor)</p>	<p>actively welcomes residents of all types</p> <p>is connected through integrated community associations and networks</p> <p>is easily connected geographically through pathways, buses and architecture</p>

## **B. Continuing the Dialogue.**

The type of conversations and dialogue that occurred during Mining the Future were acknowledged by many participants to offer a new, exciting, and very productive way to engage in civic discourse. Because of the results – which in some instances included traditional adversaries sitting down to share information, seek common ground based in common values, and work together to arrive at “common good” solutions – there is an expectation that those types of conversations will continue into the future.

## **C. Vision Accountability and Implementation Monitoring**

From Mining the Future’s public launch at the Civic Centre in the fall of 2005 to the final Canmore Café in the late spring of 2006, participants expressed a consistent and abiding concern regarding: 1) Vision accountability; and 2) the monitoring of its implementation. As a result, elements of accountability and monitoring are common to all of the guiding principles. Below is a possible framework for addressing Vision accountability and monitoring.

1. Identify the criteria (performance measures, metrics) that need to be used to measure progress, or the lack thereof, for each guiding principle.
2. Devise specific rating systems/genuine progress indicators for each principle.
3. Monitor on a regular basis.

4. Integrate existing monitoring mechanisms into a complete set for each principle.
5. Develop the monitoring and accountability metrics and processes during implementation of the vision using community input, web forums, advertising and community café conversations.
6. Work through formal or informal decision-making processes to ensure that there are links between the criteria and goals within each principle and links that integrate all the principles and values together.

#### **D. NEXT STEPS**

As one way to keep the process of community dialogue moving ahead, we have proposed the creation of an oversight group whom we are calling the *Vision Keepers*. While a full set of terms of reference for this group needs to be developed in the implementation phase of Mining the Future, the role of the Vision Keepers would be to ensure that dialogue and conversations continue, to create opportunities for their continuance, and to provide insight for Mayor and Council as to the integration of decisions and Canmore's Vision.

We are proposing that the work for stage 2 during 2006-2007 is the development of the action plan using the *Vision Keepers* as guides to the continued engagement of Canmorites in the Municipal Development planning process. This will help to embed the vision in the revised MDP and revised land-use By-law.

## APPENDIX 1: THE WORLD CAFÉ

**Café Know How** The key to creating a successful World Café conversation is employing seven guiding principles, which *when used in combination* foster courageous conversations and collective intelligence.

**The World Café process is particularly useful in the following situations:**

- \* When you want to generate input, share knowledge, stimulate innovative thinking, and explore action possibilities around real life issues and questions
- \* To engage people--whether they are meeting for the first time, or are in established relationships--in authentic conversation
- \* To conduct in-depth exploration of key strategic challenges or opportunities
- \* To deepen relationships and mutual ownership of outcomes in an existing group
- \* To create meaningful interaction between a speaker and the audience
- \* To engage groups larger than 12 (we've had up to 1200) in an authentic dialogue process

### **Clarify The Context**

There is an old saying that if you don't know where you are going any road will get you there. When you have a clear idea of the what and why of your Café then the how becomes much easier. Here are a few questions to ask yourself and those helping you plan:

- What is the topic or issue we want to address or explore?
- Who needs to be invited to participate in this conversation?
- Who represents both the conventional and the unconventional wisdom?
- How long do we have for the inquiry?
- What line(s) of inquiry do we want to pursue? What themes are most likely to be meaningful and stimulate creativity?
- What is the best outcome we can envision? How might we design a path toward that outcome?

## **Hospitable Space**

Most meeting places are sterile, cold, and impersonal. Consider choosing warm, inviting environments with natural light and comfortable seating. Honour our long traditions of human hospitality by offering food and refreshments. Hospitable space also means "safe" space--where everyone feels free to offer their best thinking.

Hospitable space begins with the invitation to attend a Café. Include the theme or central question you'll be exploring in your Café in the invitation. State it as an open-ended exploration, not a problem-solving intervention. Use color, hand printing, graphics and other ways to make it stand out from the deluge of paper and e-messages we all receive.

## **Explore Questions That Matter**

Knowledge emerges in response to compelling questions. Find questions that are relevant to the real-life concerns of the group. Powerful questions that "travel well" help attract collective energy, insight, and action as they move throughout a system. Depending on the timeframe available and your objectives, your Café may explore a single question or use a progressively deeper line of inquiry through several conversational rounds.

As we have worked with groups over the years we have asked hundreds of people what makes a powerful question. Several themes have emerged. A powerful question:

- Is simple and clear
- Is thought provoking
- Generates energy
- Focuses inquiry
- Surfaces assumptions
- Opens new possibilities
- Invites deeper reflection
- Seeks what is useful

One potential pitfall is posing questions that ask about the nature of truth. Philosophers have spent thousands of years arguing the nature of truth and many of the wars in history have been fought over such questions. We are seeking to reach "shared understanding about what is meaningful to each individual." Such shared understanding does not mean that we all share the same perspective on what is true, but rather, that each participant has the opportunity to share what is true and meaningful for them. This in turn will allow us all to see our collective situation in a different light, hopefully enlarging our individual views of truth along the way. Our experience has been that questions which focus on "What is useful here?", are more effective at generating engagement on the part of participants and tend to provoke less defensive reactions than questions which focus on "What is true?"

## **Encourage Everyone's Contribution**

People engage deeply when they feel they are contributing their thinking to questions that are important to them. Encourage all participants to contribute to the conversation. As Meg Wheatley says "Intelligence emerges as a system connects to itself in new and diverse ways." Each participant in the Café represents an aspect of

the whole system's diversity and as each person has the chance to connect in conversation more of the intelligence inherent in the group becomes accessible.

We have found that on occasion it is helpful to have a "talking object" on the tables. Originally used by numerous indigenous peoples, a talking object can be a stick or stone, a marker or salt shaker, almost anything so long as it can be passed among the people at the table. There are two aspects to the talking object. Whomever holds the talking object is the only one empowered to speak. And whomever is not holding it is empowered to listen. For the speaker the responsibility is to focus on the topic and express as clearly as possible their thoughts about it. For the listeners, the responsibility is to listen to what the speaker is saying with the implicit assumption that they have something wise and important to say. Listen with a willingness to be influenced, listen for where this person is coming from and appreciate that their perspective, regardless of how divergent from your own, is equally valid and represents a part of the larger picture which none of us can see by ourselves.

It is not necessary to use a talking object all the time, but in cases where the topic being explored raises impassioned responses, it can be a very effective way to ensure everyone has the opportunity to contribute, even if they simply choose to hold the talking object and observe a few minutes of silence.

### **Connect Diverse Perspectives**

Ask members to offer their individual perspectives and listen for what is emerging "in the middle of the table". Use the tablecloths and markers to create a "shared visual space" through drawing the emerging ideas. Sometimes the co-created pictures can really be worth a thousand words in showing the relationships between ideas.

Setting up your Café in conversational rounds and asking people to change tables between rounds allows for a dense web of connections to be woven in a short period of time. Each time you travel to a new table you are bringing with you the threads of the last round and interweaving them with those brought by other travelers. As the rounds progress the conversation moves to deeper levels. People who arrived with fixed positions often find that they are more open to new and different ideas.

### **Listen Together and Notice Patterns**

Listening is a gift we give to one another. The quality of our listening is perhaps the most important factor determining the success of a Café. Whole books and courses have been written about how to listen. One of our favourite analogies comes from jazz great Wynton Marsalis who explains that when jazz musicians get together to jam, whoever is the best listener ends up contributing the most to the music, because they are able to play off of whatever is being offered by the other cats in the band. Café conversations share that jazz element, of inviting each person to express themselves authentically, and those who listen skilfully are able to easily build on what is being shared. A few tips for improving our listening:

- Help folks to notice their tendency to plan their response to what is being said actually detracts from both the speaker and the listener
- Listen as if each person were truly wise, and sharing some truth that you may have heard before but do not yet fully grasp

- Listen with an openness to be influenced by the speaker
- Listen to support the speaker in fully expressing themselves
- Listen for deeper questions, patterns, insights and emerging perspectives
- Listen for what is not being spoken along with what is being shared

### **Share Collective Discoveries**

Conversations held at one table reflect a pattern of wholeness that connects with the conversations at the other tables. The last phase of the Café involves making this pattern of wholeness visible to everyone. To do so, hold a conversation between the individual tables and the whole group. Ask the table groups to spend a few minutes considering what has emerged in their Café rounds that has been most meaningful to them. Distil these insights, patterns, themes and deeper questions down to the essence and then provide a way to get them out to the whole room. After the report out, the whole group may wish to take a few minutes of silent reflection and consider:

- What is emerging here?
  - If there was a single voice in the room, what would it be saying?
  - What deeper questions are emerging as a result of these conversations?
  - Do we notice any patterns and what do those patterns point to, or how do they inform us?
  - What do we now see and know as a result of these conversations?
-

## APPENDIX 2:

### Future of Canmore Scenarios

#### Introduction

Conversations amongst neighbourhood and community groups and two Work Parties created a list of 14 forces will drive, shape and influence Canmore's future. They are:

<i>Forces Shaping Canmore's Future</i>	<i>Description</i>
<b>Governance</b>	Two way connection between the community and its decision makers. How are citizens engaged? How are agencies accountable?
<b>Economic Growth &amp; Prosperity</b>	Both the rate of economic growth and the ability to generate wealth in Canmore
<b>Local Economic Structure</b>	The basis of Canmore's business economy
<b>Demographic Shifts</b>	The make-up and characteristics of Canmore's population
<b>Natural Environmental Factors</b>	The quality, quantity and diversity of Canmore's ecosystem(s).
<b>Aspirations and Values</b>	The core beliefs of people in Canmore and what is important to us. Identity – how does Canmore define itself or think of itself.
<b>Social Fabric</b>	Sense of community
<b>External Reputation</b>	Canmore's image
<b>Land Use &amp; Physical Structure</b>	Decisions about the character and type of development and use of the land
<b>Government Policy</b>	Federal and Provincial decisions and their effect on Canmore
<b>Global Trends</b>	Events outside the community that have impacts on Canmore
<b>Lifestyles</b>	Trends and choices in lifestyle, activities, lifestyle pursuits of both Canmore's residents and visitors
<b>Culture and the Arts</b>	Emergence of and support for the arts as a contributor to Healthy lifestyle
<b>Technology</b>	Advances in information technology and their impact on Canmore

In order to build scenarios, the most important forces that also have the widest possible range of outcomes were identified. These are called the **Critical Uncertainties**. Four critical uncertainties were identified:

- **Economic Growth Rate And Prosperity** – seen as the driving engine of any scenario.
- **Environmental Resources** – rated highly not only because of where Canmore is located but also as creating connections between sustenance, environmental quality and spirituality.
- **Social Fabric** – the heart and soul of the community and the connectedness between people.
- **Governance** – the means by which we as individuals can participate and make something happen in the community.

Each of the four was tested out in a scenario “dry run” to determine which two would create the most interesting stories to work with and from which to learn. The two uncertainties that were chosen are: **Social Fabric** and **Economic Growth Rate and Prosperity**.

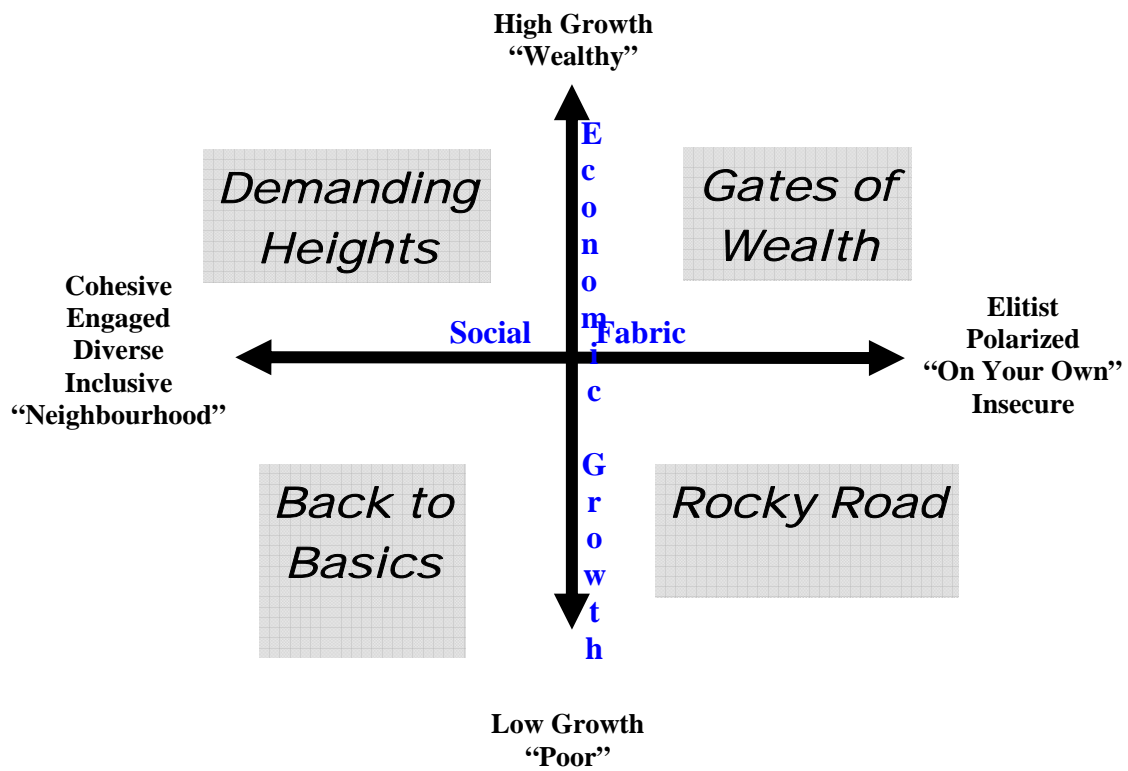
Note that the other forces are not forgotten. All FOURTEEN forces become part of the narrative in the scenarios.

## The Scenarios

The four scenarios developed from the Work Party are in the diagram below. The story behind them appears in the following pages.

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# Scenario Framework - Canmore



## *Gates of Wealth (top right)*

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### **Overview**

In "***Gates of Wealth***" economics and wealth drive change. A strong global and Alberta economy drives tourism and an influx of wealthy individuals continue to buy upscale homes in Canmore. Pressure for development extends across sectors, from exclusive residential communities to upscale restaurants to new hiking trails to national brand stores to widened roads and intersections. Some projects are controversial but opposition is fragmented with limited resources. Provincial interests support development. Rising house prices drive up the cost of living affecting low paid service workers and young families. There is investment in worker hostels and low rent accommodations but attitudes to "transient workers" is one of indifference, at best.

Expansion transforms Canmore. Eventually, development slows. An aging population demands more services. Both public and, often exclusive, private facilities expand. A growing number of formerly part-time residents now chose to live full-time in Canmore. Young professionals are also attracted by the natural beauty and lifestyle symbolized by mountain living. Many service workers are bussed in. Young families are few. A polarized social structure contrasts three groups: a large aging and wealthy population; a dynamic globe-trotting young professional set; and a poor, transient service-work population. Public community participation is minimal. Physical and social meeting places are sharply divided.

From this transformation a new place emerges. To some Canmore is "Aspen North". To others it is a place of beauty, simplicity and security. To others it is a playground for active lifestyles. To the older, longer-term residents, it is a place to be preserved and protected. Pressure mounts to restrict development. Loss of environment, loss of friendliness, loss of "small town atmosphere" is lamented. Canmore's expanded ecological footprint has encroached on natural habitats and undermined the ecological integrity of the region. Wildlife is severely altered. Legal battles – haves vs. have-nots – dominate any discussion of development. Population stabilizes at 30,000 but there is little sense of stability in "***Gates of Wealth***".

### **The Story – Looking Back from 2030**

The story of Canmore goes back a long way, but the current town began to form in the 1990s. Restrictions in Banff shifted tourism development and oil and gas wealth created a surge in interest in mountain chalets and weekend homes. Development, population and real estate prices boomed. The momentum continued into the new century and even accelerated. Tourism grew with new golf courses, hiking and ski trails, hotels and restaurants. And wealthy individuals, particularly from Calgary, brought new, larger and more expensive properties. They were attracted by the natural beauty, recreation and lifestyles of mountain living. There were fears that the pace of development was too fast and unbalanced – weighted to high end properties

– encroaching on wildlife habitat, damaging the environment and undermining the social character of the community. Others marveled at the business dynamism of new stores, housing and facilities, upgrading of infrastructure and sense of pride in an increasingly recognized place in Canada and internationally. Both were right

### **Expansion and Growth**

The momentum of wealth, growth and development accelerated in the first decade of the new century. Despite the political instability, the global economy experienced strong growth. And the Alberta economy boomed under an avalanche of energy dollars. Tourism grew and the influx of wealthy buyers seeking second homes accelerated.

Pressure on development was intense. Some residential developments involved redevelopment of older properties into higher density 2-3 storey condo complexes, but the majority of projects focused on new upscale housing attracting very high prices. By default these were “exclusive”. A few initially, and more later, restricted access to these private communities. Although few had actual gates, they became known as “gated communities”. The demand for properties sent real estate prices upward. Old residents were appalled, but secretly smiling as their own property appreciated. New comers seeking jobs as well as lifestyle were equally dismayed at the lack of rental accommodations or housing at “affordable” costs. For those working in low-paying service jobs, living costs were astronomical. Some hostels and dedicated housing was built for “transient” workers, but the demand far exceeded supply and there was local resistance to such housing.

### **Demand for Services**

The growing and increasingly affluent population created a range of new pressures on the town. There was pressure to expand roads, sewage, water, welfare and other municipal services. There was pressure to expand hospitals, schools and cultural facilities as well as recreational facilities such as biking, hiking and ski trails. There were commercial pressures as retailers sought more space to capture the market created by a growing and affluent population. Local restaurants and stores seeking permits to expand were inevitably joined by a number of national retailers. Some sought locations in existing retail areas; other “big-box” retailers sought new “edge-of-town” locations.

### **Conflicts**

These developments brought forward an ongoing battle between groups “for” and “against” development. The pro-development group saw growth as exciting, beneficial and inevitable. New hotels, restaurants and upscale homes added to the attractiveness and reputation of Canmore. Investments in hiking and ski trails, golf courses, spas and other recreational facilities added to the diversity and quality of life for residents of Canmore. Rising wealth and property tax revenues meant that investments to upgrade roads,

parks, water and sewage treatment – to name a few – could be undertaken to enhance living in Canmore while reducing the impact on the environment.

The anti-development group focused on the loss of habitat and wildlife, loss of natural environment and loss of ecological integrity. They lamented the loss of community and character – the small-town feel of knowing people on the street, taking time for a chat or a coffee and having a say in how things were done. “Dark windows” and uncontrolled development were leading to unsustainable ecological and social outcomes.

Battles were won and lost but passion for systems was no match for projects with money. It was easier to get approval of an individual project, which might have significant merits, than to stop all development. The town council could direct and alter but could seldom stop development initiatives. In part, this reflected legal challenges and in part, constraints and conditions imposed by the Alberta Government. The council, for example, had no control over crown lands released for development by the provincial government.

### **Transformation**

Growth couldn't continue forever. But the period of growth had transformed Canmore. By the second decade, Canmore's population was larger, older and more socially divided. An older population, wealthy and influential, demanded more health facilities. This included an expanded public system and a number of exclusive private facilities. Many of the new elderly were former part-time residents who decided to retire full time in Canmore. This large, aging and wealthy group formed one important social group in the community.

A second group was made of young, well-off professionals who chose to live and work in Canmore. Many were connected and traveled globally. All were well-educated, independent, knowledge workers. Some were entrepreneurs leading small businesses. Some were independent consultants and contractors. All relied on broad band connections to do their work.

This new “jet set” was in sharp contrast to the third social group: the relatively poor, often temporary, low-paid workers in the service industry. Their attraction to Canmore was the lifestyle – skiing, sex and simplicity. Few could afford to live in Canmore. Many were bussed in from Kananaskis Flats, Cochrane and Calgary – the bedroom communities for Canmore.

### **Social Divides**

There was little overlap or interaction amongst these groups. There was no social or spatial overlap as each group tended to use different places, from restaurants and pubs to stores, trails and means of transportation. No group was committed to Canmore as a place. Some related to a neighbourhood, or a street or pub, but few related to Canmore as single community.

## **Restrictions**

By the 2020's Canmore's population stabilized at 30,000 people. After the surge, development had continued in a piecemeal, ad hoc way. The tripartite social structure had solidified and a multifaceted place had emerged. The wealth and night life, typified by the young professionals, gave Canmore a feel of Aspen North. The impressive grandeur of the mountains still signaled a place of beauty, simplicity and protection to older residents. There were feelings of nostalgia and a desire to preserve and protect what they themselves had transformed a decade and more earlier.

The mixture of views created a strong new political landscape. Old enemies started coming together to preserve and the community. Former developers – now retired – were lamenting the loss of environment, loss of wildlife, loss of friendliness and loss of small town feel. Canmore's expanded boundaries had encroached on natural habitat and undermined the ecological integrity of the region. The nature of development had distorted the social structure of the community. Time could not be turned back, but further development could be stopped. Now the legal challenges were between "haves" and "haves". The tide switched: new developments were almost always defeated.

## **2030**

Canmore has stabilized economically, socially and environmentally. Selective redevelopment is carefully managed within strict codes on size, appearance, height and materials to ensure the character of the town is maintained. New social alliances have emerged supporting efforts to address some of the serious environmental issues and promote citizen input. The mountains remain. Tourism is still the largest industry. There are a variety of knowledge-based businesses and an important health care sector. Canmore's reputation, however, is not based on character or economy. Canmore is known as a place of beauty and wealthy.

## *Back to Basics (Bottom Left)*

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### **Overview**

In "*Back to Basics*" the economic boom collapses creating community and environmental challenges. Political instability and protectionism slow global economic growth. Oil demand softens and prices fall. Alberta's rampant growth collapses in a state of shock. Demand for second homes in Canmore plunges. At the same time slow growth affects tourism. Coupled with increasingly unpredictable snowfall, Canmore's attractiveness for high end winter visitors falls. Hotel occupancy rates fall. Some are converted to condos. Residential and commercial real estate prices plateau then fall. Development grinds to a halt. Employment in construction and services falls leading to an exodus of both transient workers and young families. Business failures darken store fronts in the downtown. Initially, reduced development pressure eases the demand on municipal resources. But eventually falling market prices puts pressure on town revenues. The town takes leadership in cutting costs but this impacts both social services and maintenance investments in major facilities.

Many residents are initially relieved at the slow down in growth. But as the impacts, particularly the social impacts, become more obvious, a groundswell of concern arises demanding change. There is pressure on council to act but there is also informal community leadership that initiates actions. Neighbourhoods, community groups, churches, schools and other groups undertake projects from food donations to park clean-ups to trail maintenance to elderly support. The business community also responds. Town promotions from winter ski events to summer festivals are created with both municipal and community group support. Lobby efforts with the Province provide some support for small business.

Lifestyles become more "basic". Some adapt to reduced opportunities by seeking or creating multiple jobs. Some commute to Calgary. Others reduce costs and simplify lifestyles. Biking and walking increase. New entrepreneurs from knowledge-based to craft and art emerge – all attracted by the lifestyle of health, recreation and simplicity.

Lack of resources, however, has a toll. Failure to maintain facilities has environmental impacts. Water and sewage facilities deteriorate. While the average ecological footprint per person declines, the overall impact of the town's activities increases. The increased use of wood for heating, affecting forested areas nearby, is one example.

By 2030 Canmore has experienced and survived another boom-bust cycle. A new, more stable community with a strong sense of place, self-reliance and local control has emerged. Challenges remain. Although pressure on the environment has fallen from the days of rapid development, new challenges from the lack of resources have emerged.

## **The Story – Looking Back from 2030**

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At the turn of the century, Canmore was on an economic roll. New homes, new hotels, new restaurants, new roads – the town was booming. Strong global growth and escalating energy prices created conditions for growth. Although tourism was temporarily slowed by 9 / 11 and security concerns, growth returned mid-decade. And wealthy oil executives from Calgary drove demand for housing. Real estate prices jumped. There was concern about the social and environmental impacts of growth, but the momentum seemed unstoppable. It wasn't.

### **Global Fall**

The global economic boom proved unsustainable. The hectic pace of growth in China and India eventually slowed. The US twin deficits could not be maintained forever creating political and economic repercussions. US-China relations, for example, became increasingly strained and conflictual. Political instability in the Middle East created a price premium for some time, but eventually the high energy prices impacted growth – and in turn energy prices.

### **Impacts on Canmore**

The result on Canmore was twofold. First, slower growth and increased security concerns affected global tourism. Canmore was not immune. Second, the fall in oil and gas prices created a sharp adjustment in cash flow and attitudes in Alberta. Projected investments in oil sands, for example, did not materialize. Optimism – some later said blind optimism – was rapidly replaced by dire pessimism. The actual shift in incomes and wealth was much less than the shift in attitudes. Nevertheless, the impact on Canmore was large and dramatic. Demand for recreational housing collapsed and real estate prices followed.

The full impact of the changes in tourism and energy took some years to fully unfold. Expectations persisted for some time that the changes were temporary. Energy prices “had to come back” because we are running out of oil. And the slowdown in tourism was only a blip – it would come back next year – or the next. After several years this view began to lose favour. The changes were more than cyclical: they were becoming recognized as longer term and structural in nature.

The economic impact of the changed circumstances was first felt in construction. Layoffs happened quickly. Some found work – temporarily – in service jobs which held up longer. Eventually demand for service jobs also tapered off. The young and mobile needing work – singles and young families – were compelled to leave. A few found work in Calgary and commuted daily. The loss of jobs reflected loss of business and increased business failures. “Dark windows” began to take on a new meaning as store fronts on the main street were closed. “For sale” and “for lease” replaced “open for business”. For some hotels, the fall in business forced investors to rethink their

operations. Rather than close these relatively new buildings, a number were converted to condos.

### **Municipal Pressures**

The impact on the municipality was more subtle. Initially, the slowdown in development reduced financial pressures as up front costs for sewage, water and roads declined. With time, however, the falling market prices for property undermined the tax base. Resistance to rate increases seemed to increase disproportionately as house prices fell. This necessitated cut backs in some programs and deferrals on capital spending on repairs and maintenance. Putting off maintenance “for a year or two” had little impact in the short term but could prove disastrous in the longer term. Both facilities and social services were affected by the cut backs.

For some – indeed many – the slow down in growth was viewed as a blessing. They were relieved to see the hectic pace of development decline. But few wanted it to collapse completely. As jobs disappeared, property prices fell, businesses failed, maintenance of public facilities and roads showed deterioration and social services declined, views of relief were replaced by views of dismay.

### **Social Fabric**

As economic and social reality took hold, a bottom-up social response emerged. Canmore’s social capital – the social networks and relationships that underlay the neighbourhoods, community groups and institutions – began to assert itself. There was a growing sense of “we are in this together” and “we need to take action ourselves”. A need to common action and self-reliance reinforced a sense of social cohesion. Formal and informal support groups emerged around churches, neighbourhoods and ad hoc groups. Helping the less fortunate was a common theme. Philanthropy from wealthy part-time residents increased. Do-it-yourself projects to maintain or expand trails, clean up parks or streams and help older neighbours – paint the town brought volunteers together to paint the home of less well-off senior in a day – sprang up.

These community changes were supported by town leadership that helped to focus and support local projects and coordinated connections between groups. The business community, for example, linked with local groups of volunteers to develop a number of community / business events promoting Canmore. Joint town, business and community efforts were also directed to the Provincial and Federal Governments to lobby for support for the community. Some small business initiatives were successful.

### **Lifestyle Basics**

From these changes a new Canmore began to take place. A strong sense of community emerged. Much of the small town feel had returned. Lifestyles were simple and more basic. Although some survived daily commutes to Calgary or worked at two jobs to make a living, the pace of life was much

slower. People had to adapt to live in Canmore. Walking and cycling was common and supported: cars were discouraged. There were social pressures to conform that some found oppressive while others found exhilarating. This new lifestyle and image of Canmore attracted new residents and entrepreneurs both knowledge based and locally based – arts, crafts, repairs, etc.

### **Environmental Strains**

Not all was well in the valley. While the population stabilized at 15,000, the impact on the environment continued to increase. The driver was not development, at least in the traditional sense, but lifestyles and resources. Constrained resources meant that public facilities such as water and sewage treatment suffered. This was a slow decline, exasperated by falling water flows in the Bow river as the effects of climate change took effect. Less resources had an impact on sustaining ecological integrity.

Ironically, a shift to a more basic lifestyle also had impacts. The number of people cutting trees for wood for home heating increased dramatically. Some cutting was managed: some was not. Increased use of trails for recreation affected the immediate environment and led to demands for more trails. At the same time, human encounters with wildlife increased. The net result, unexpected by many, was that even with “simple lifestyles” the ecological impact could be high. Sustainability was a complicated and difficult result to achieve.

### **2030**

Canmore has changed. The pace of life has slowed. The driven economy early in the century has contracted and stabilized. Socially the cauldron of the economic bust has resulted in a renewed, cohesive and dynamic community. Lifestyles are simpler and less hectic. Problems remain. Environmental integrity is at the top of the list. But the sense of place and optimism is such that nothing seems insurmountable.

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## *Demanding Heights (Top Left)*

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### **Overview**

**Demanding Heights** is a story of the slow development of a commitment to create together a new future for Canmore and the whole Bow Valley. The main drivers are strong economic growth, an equally strong commitment to being a town that is fit to live in and the foresight and courage of those who lead us, both the Town Council and a critical mass of opinion leaders from every sector of our society and economy.

Through Mining the Future we have learned that drifting on the economic tide would not lead us to a future that was satisfying for most of us; that as a town we have real choices about what we could become; and that the price of a future that would work for all was that many of us would have to become more inclusive, insightful, courageous and wise.

This is an institutional and governance challenge, as well as a call for personal responsibility. Early moves includes the new Council of Vision Keepers – an inclusive cross-sectoral body with a formal mandate to hold and extend the vision and mark our progress; high speed access to the internet to every inch of the town; and the mandate to extend the Town's planning capacity to include fore - sighting and to become a resource to the whole town and not just Administration. These three actions will allow an ongoing dialogue amongst interested citizens to emerge and be sustained.

It will be a constant struggle, especially in the first decade, to hold and keep to the vision. Newcomers – be they retirees, environmentalists or developers – arrive with their old assumptions. We are not very good at explaining the new assumptions to which we are committed. e.g. "None of us should expect to get everything we want." Further, it will take some time to get the Alberta Government to treat us as a test bed for new ideas. First they ignore us; then they fight us. At last, they see us as an asset.

In time, however, the journey will become easier. More of us understand more deeply just what we are about and why. New technologies and organizational forms enabled more consistent participation. In addition, we are able to enhance both our sense of community and our physical environment. Of course, it does not hurt that we were able to attract funding as a significant social experiment and that we are held up in many circles as a positive example to be emulated. Our success becomes self-reinforcing, for example, both knowledge work and knowledge workers are created.

### **The Story – Looking Back from 2030**

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We can see now that, in 2006, we had only a dim sense of the work that lay before us. Maybe that was a good thing. In 2006, by the standards of the day, much was working for us. Our economic growth was strong. Alberta was prosperous. We were learning to cooperate with the MD, Banff and Banff National Park. The environment and the community were securely on

our radar, along with wealth creation. In short, the pressures for overt change were not huge.

But there were also signs that too much of a good thing can be a curse, not a blessing. House prices had already moved beyond the capability of service workers and were moving beyond the grasp of young professionals. The unreal wages of the oil patch were luring away some of our best. The slow degradation of our physical environment and our own community was an increasing worry. There was a wide-spread sense, just under the surface, that we needed a truly new future; that a better version of yesterday might not serve us well tomorrow.

In hindsight, the visioning process was a critical step in the right direction. One of the surprises was that the vision was not the blueprint that so many of us had anticipated. Rather, it expressed a new aspiration – a new sense of what we could do and become together over time, if we had the wit and courage to commit to a finding and marking a new path for Canmore.

### **Global Trends**

By 2030, it was clear that the dream that all societies will evolve into industrial societies is not on. The limits of the Earth's atmosphere and resources put an end to this long-held aspiration. The dominant view of opinion leaders swung from "sustainability means that we can and must keep the industrial game going" to "the only sustainable society and economy is one that has evolved into a truly post-industrial form." This meant that any jurisdiction that already knew something about this transformation was being sought out as a model. While small, Canmore prospered in part from a steady stream of folks who want to learn from us.

The worst global nightmares have been delayed or avoided. Neither the American Empire nor the American dollar, collapsed. However, both are evolving. A new and more respectful multilateralism replaced the arrogance of Empire and the Euro is accepted beside the dollar as a global currency. This did not mean that all is well. However, it did mean that the long slow slide into international chaos, that marked the early years of the 21<sup>st</sup> Century, was reversed. A version of Canmore's vision is beginning to take hold among international opinion leaders in all sectors. This fundamental change is seen as a hopeful sign.

### **Economic Growth and Prosperity**

Overall, Canmore's economic challenges stem from too much growth and prosperity, rather than too little. Housing costs threaten to rise out of sight for all but the rich; Alberta's labour shortage was not dealt with by the province; and labour costs feed both inflation and frustration as service-on-demand can no longer be provided. Taken together, these trends threaten to cannibalize our community and our reputation as a low-to-mid-level tourist destination.

While it not obvious in 2006 - business-as-usual would not do. The bullet was bitten, in 2008 when priorities were set for the firing-order of new developments; developments that increase the quality of living for existing citizens were first in line with more land was made available for affordable housing. Growth of high-end developments was deliberately slowed in order to relieve the pressure and maintain a satisfying quality of living.

The early years were marked by many struggles, but we knew that we must stand for something beyond getting rich. Over the last twenty-five years, growth and prosperity have been conceived in broader ways and have become much more integrated with the other concerns of our citizens – a sense of community, safe streets, a trustworthy society, a thriving physical environment and a priority on increasing the overall quality of living.

### **Aspirations and Values**

Explicit and shared aspirations for our future are the way we put our values to work and make them effective. Lest this sound easy; it was not. We have paid a huge price for a desirable future, in time, energy, attention and caring.

It may well be that our shared values for the future have changed more than any other feature of our lives. In 2006, they were mostly kept to ourselves, rather than shared; piece-meal, rather than community-wide; and focussed on the near-term, rather than the future we were committed to creating together. Now our sense of the aspirations we share is so rich and robust that it has political currency. There is a political will in the community that our opinion leaders neglect at their peril. We know we are in the process of becoming a community that is self-governed, adaptable to all the drivers/factors, robust, caring, capable, inclusive and widely-known, respected and emulated.

### **Leadership and Governance**

From one angle, the story of our success has been a story of the gifted leadership that emerged in the community in all sectors. Of course, the legal leadership of the Mayor and Council was critical. Without them, none of this would have taken root. However, we soon learned that legal leadership is not enough. Leadership was called for from the opinion leaders in every sector. That such leadership emerged among us is the key factor that led to our success.

Over time we developed the first town to become seriously self-governing. We worked long and hard to develop a widely-shared sense of what we valued and what that meant for what we would become. We started with the Vision Keepers Council, expanded that into on-going community councils and then to an inclusive Citizen's Council. We even developed new dialogue centre – a unique facility which was explicitly designed to allow several hundred people to successfully work through contentious issues together. We are recouping our investment, by hosting groups from all over the world

who want to experience the processes, technologies and space that we have developed.

### **Social Fabric/Capital**

Concern that we were losing our small-town feel was a major concern that was clearly articulated during Mining the Future in 2006. This concern led us to the Nurturing Community pilot project – a five year, community development effort that received funding from foundations, Alberta Community Development and Heritage Canada. This told us that our concerns were well founded and that there was a path we could take to the re-creation of a lively and multi-faceted sense of community. It also alerted us to the fact that urban design, street patterns and architecture all have a huge impact on the formation of community. Now we are a model for the work of developing and maintaining a robust and reliable sense of community.

### **External Reputation/Influence**

We are the most influential community in Canada and one of the few truly influential in the world. People come here from all over to see what we have done and how we have done it. All put bodies in our hotels and food in those bodies. Most are able to pay us for our time. As long as we keep learning and pushing the envelope we will be creating knowledge jobs for our children and grandchildren.

In addition, our reputation as learners and pioneers is attracting others. We now have several research centred think tanks focussed on one aspect or other of the character and requirements of the emerging future. Young people from all over the world are coming to live here – persons who are explicitly looking to live in a community that is moving beyond the understandings and aspirations of both pre-Industrial and Industrial societies. The upside is that such persons have revered the aging of our population; the downside is that we run the risk of filling the valley to its carrying capacity.

### **Local Economic Structures**

We now have one of the most knowledge-intense economies in Canada. Virtually nothing that we do is untouched by our passion to access and utilize the highest-quality knowledge in all that we do. For example, the Economic Development Authority is now the Canmore Council for Wealth Creation. It is responsible for all kinds of wealth creation – social, human, environmental, as well as economic. We have moved beyond the sense that “business is just business” or that “the environment must trump all other concerns.” All are being held tightly together.

We have transformed our tourism by developing and inter-relating several emerging niches, in addition to the nature-based tourism we now have – spiritual tourism, learning tourism, cross-cultural tourism.

One of the things that confirmed our new commitments was the choice in 2017 of Canmore as the sight of the North American node of the Global Leadership Research and Development Centres. We are one of five such centres around the world with an explicit mandate to develop persons between 30 and 45 who are capable of growing into significant societal leaders.

### **Environment**

We now realize that the deepest issues and conflicts are not those between developers and environmentalists. In the future we are viewing jointly the environment a series of dynamics systems and ecologies, rather than fragments and sectors. We collectively see our place in the environment. We work together in new ways to ensure those whose primary interest is economics, those whose primary interest is the physical environment and those whose primary interest is human well-being make decisions that consider the broader bottom lines. Each decision will take into consideration that environmental factors are as important as the others.

### **2030**

We share a lively sense that as a town we have crossed a historic watershed – we are no longer striving to extend the 20<sup>th</sup> Century, but are struggling to pioneer 21<sup>st</sup> Century ways of living. The big picture is very satisfying, but it is still a struggle. Being lead dog in deep snow without a map or compass is hard work. But the experience of deep human satisfaction that comes from doing the work and the heart-felt gratefulness of others that we are doing it keeps us going. As does the thought that, great as it was, the 20<sup>th</sup> Century is well and truly over; that our work is not to continue it, but to stand on its achievements and move on.

## ***Rocky Road***                      ***(Bottom Right)***

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### **Overview**

***Rocky Road*** is the story of a descent into impoverishment caused by external factors – Alberta’s economy slowly fails - as well as internal ones, but resulting in a slowed growth for Canmore. While the truly rich still have money to burn, the rest face tough choices. There is an increased spread between the haves and have-nots and increased local conflicts as each seeks his/her own way/interest. Security becomes one of the central issues – witness gated communities in Canmore, the need for high security for the rich and high crime for the poor; high distrust for all. The environment and the community are cannibalized in the name of necessity and a short, narrow view of life prevails. There are declines in everything - social services, community facilities slowly degrade, the population declines as those who can, seek a better life elsewhere and the local economy slowly falls apart. Some people even talk about re-opening the coal mine in Canmore.

### **The Story – Looking Back from 2030**

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How did we let it slip away – our sense of community, our respect for the environment, our desirability as a tourist destination and our local economy? That question plagued us in the early 2020s - in 2030, we know.

It turns out that we were not worse than others. But we did suffer from a widespread human affliction – continuing to behave in ways that once worked for us long after the conditions that made them successful had changed into a fundamentally new condition. There is even a name for it – *overshoot*. Just like a frog that is slowly being heated in a pot until it dies, we did not notice the weak signals that our situation was changing enough to warrant new responses, so we just tried harder to make the things we already knew how to do, work for us. We know now that should have been putting our energy into adaptation strategies, rather than assuming continuity.

It is hard to blame us. After all, in 2006, when all of this got started, no town, city, province or country was equipped to notice, let alone respond to the slow but profound changes that would in time challenge our ways of living. No-one believed that such change was actually real enough to actually plan for or even think deeply about. No-one had an organized and competent way to understand or do anything about it. All of our energy was devoted to making the world we already knew work for us. We simply missed the fact that a new set of conditions that required new ways of living were sneaking up on us.

By the time enough of us became conscious enough to realize what was happening to us, it was far too late to avoid the place in which we now find ourselves.

## **Global Trends**

The catastrophe of the collapse of the USA dollar, that so many feared in 2006 – including the Governor of the Bank of Canada – did not happen. No dramatic action caught our attention. Instead we saw, but missed the significance of, a long, slow deterioration of the value of the USA dollar. It was not until 2014, that the Euro was accepted as a petro-dollar. It was 2022, before a Canadian Looney was worth more than a US buck. China did not seriously attempt to destabilize the USA until 2027. We now live in the global depression that resulted.

The world economy mainly grew, due to the emergence of a strong consuming class in India and China. While the price of oil rose to \$175 before the depression of 2027, this was only a 5% yearly increase. This was only a third of the rate the price increased between 1990 and 2006, so no one was alarmed. At first we coped by spending Alberta's windfalls, then by increasing energy efficiency and by cutting back on frills. We started to cannibalize expenditures that really mattered – housing, food and education. Now even health care has been added to the mix. The impacts on us in Canmore were multiple. In time, there was less money from the province and lower discretionary expenditures to fuel the local economy.

It is now obvious that global climate change is real. The Gulf Stream that used to warm Europe, is now 10% of what it was in 1975. In 2006, it had declined by 25%, but this was not enough to notice. Now, southern Europe is awash in environmental refugees. There is increasing pressure for Canada to take more than the 2,000,000 people to whom we have committed. But resistance to taking more than 5% of our population is fierce. We have our own problems of population dislocation, as a twenty year drought has made the Palliser Triangle unfit for humans and animals. Under these pressures, Canadian civility is slipping away.

## **Leadership and Governance**

We wanted to believe the promises of an easy future made by our leaders. We liked the fact that they ridiculed as extreme and beat down those people who set out a path to the future by thinking, imagination, scrimping, saving and working hard to adapt to new conditions. We spouted the prairie populist view that politicians have an obligation to reflect our views. Give the people what they want. They did.

The trouble was that we did not want to hear hard news, anymore than our leaders were willing to speak it. While we told ourselves we were doing heroic work, we conspired together to make sure the truth was not told, and if told, seen as not credible. Those who feared that retail democracy could not cope with the emerging conditions of the 21<sup>st</sup> Century were proven to be prophetic.

In Canmore, Mining the Future failed. We did not take the opportunity to engage our minds or our imaginations about what we in Canmore could

become. We wanted comfort now and elected those who promised it to us. We were among the vast majority of North Americans who simply could not bring ourselves to believe that there were good reasons to fundamentally alter either our view of the world or our way of life.

### **Economics and Prosperity**

The rise of Asian manufacturing and increasing price of both petroleum products and the Canadian dollar took its toll first in Central Canada. We did not really pay attention until 2015, when they began a serious attempt to insist that we share our petroleum-based wealth. By then we in the West were rich enough to buy them off. We did not see that a truly serious raid on our wealth would emerge in 2026.

The twenty year drought started in 2009. Of course, we spend tens of billions with the mistaken notion that we could send out way out of it. By the time we came to terms with the need to abandon the Palliser Triangle, we had wasted billions and lives. Of course, every dollar we misspent on this effort was not available for roads, research or municipalities.

In spite of the rising price of oil and gas we never seemed to have enough to go around. The list of demands was long – health care, the infrastructure costs to support oil sands development, weather-caused disaster relief, drought-related expenditures and growing energy subsidies. Further, we got hooked on Ralph's Bucks and insisted that we each receive an oil dividend every year. The thought that a few hundred dollars is not a strategic amount, but that \$1.5 b is, did not really register. Paying attention was not our strong suit. The net effect of Peak Oil on Alberta was negligible at first as it drove the price and Alberta's revenues higher. To make things worse, inflation was back. Our overheated economy was stoked further. The only response until 2016 was to make the changes that fed growth. The idea of actually slowing growth to a more reasonable pace, got no serious hearing. The net effect was that even in the midst of such cash flows, the amount of support to municipalities from the province actually was steady until 2017 and then it began to decline.

It was 2025, before it became clear that China was getting set to challenge the USA for global dominance. By then those with money invested in gold. Softer investments, such as tourism and even education, had dried up. Alberta was no longer attractive enough to sustain the flow of foreign investment. And by 2030, we were in sad shape economically. Rather than being a leader in the process of adapting to new conditions we found ourselves as laggards – unprepared for our new world.

### **Social Fabric**

The story of the disintegration of the social fabric of the province and Canmore is the same. It was slow, not well-seen or understood, and ultimately fatal to the town we had known. By 2030, the small town feel we

had once taken for granted, was replaced by a market-driven community in which each looked after his or her own.

At first, the increasing prosperity of Canmore was welcomed. Rising house prices drove up the value of our investments. Our apparent good fortune seemed to confirm our wisdom and the virtue of free markets. But it also meant that our response in almost all areas was small and slow. This is as true of the provision of affordable housing as it was in our meagre attempts to sustain our social infrastructures or to re-knit Canmore's social fabric. In hindsight, all were too little, too late.

In our defence, there were some spirited efforts in 2008 to get the province to let us be a site for some pilot projects in municipal governance. But these were futile. Albertans eyes were full of dollars signs; the stars had dimmed. Social innovation was not on our radar. Why bother, when it could not be commercialized.

Erosion of our social fabric through the steady increase in the price of housing meant that most of the children who were born here could no longer live here. In one blow, local knowledge was lost and the average age of the population was increased. Many of those who came here were older and mostly interested in a tranquil place in which they could enjoy their own lives. Having neighbours who were real neighbours did not interest them; all that they asked was they were not disturbed. A sense of community was not cherished.

As safety became an issue, those with money invested in security technology and services. It was not their concern that most folks were at risk and exposed to higher crime rates. Social matters, including social services and the arts, had always played second or third fiddle to economic wealth creation. So when things began to get tight, at first we scrimped, then offered benign neglect and finally we cut back. The rationale was that first you have to make it before you spend it, so economics trumped all.

A climate was established that saw no real problems with gated communities when they emerged in about 2017. After all, many of those who owned houses in Canmore also owned houses in gated communities in the USA and Mexico. Slowly, as the gap between rich and poor grew, the influence of the rich on the policies of the town also grew. This, of course, led to many of the less wealthy to withdraw their commitment to the well-being of the whole town, just as the rich already had. By 2027, when the global economy virtually collapsed, by its normal patters of life, Canmore no longer remembered the likes of Ron Marra, let alone honoured his commitment to the whole population.

### **Local Economy**

As young people left and both inflation and housing prices rose, the quality of service in Canmore declined in every area of our lives. Those who could

afford Calgary-based service hardly noticed. Those who could not went without and in time sought out less-pricey places to live. Our tourist business suffered. The lack of reasonably priced help drove us out of the low and mid cost tourist markets. Again, the rich hardly noticed. By 2017 over 50% of Canmore residents were part-timers. In the short-run, this evolution seemed to be working, but it was failing by 2027. By then it was dawning on us that a town without a vibrant local economy was not very attractive as a tourist destination, as it also offered little that made life vibrant. Further, the truly rich have options; they can travel the world. Given this, there are not enough of them to keep us as major player in the tourist business.

### **The Environment**

The story we told ourselves was that we were respecting and protecting the environment. The truth that can now be seen is that at almost every turn when there was a serious conflict between the keeping a more pristine environment and sacrificing economic value, we chipped away at the environment. No single decision made much of a difference, but over 25 years we cannibalized much that we had inherited. The irony is that now wild animals are again common in much of Europe, especially Eastern Europe. Folk who used to come here for a wilderness experience have options closer to home, at less cost. Given the state of the global economy, this is now a major factor in the reduction in the use of the wilderness around Canmore. Ironically, if the demand is depressed long enough, the Earth may repair itself.

### **2030**

The core of the story is that our desire to maximize cash flows as quickly as possible over the last 25 years is that many who no longer live here are very rich indeed. They are thankful for Alberta, but would not retire here. Having made this bed, they do not way to sleep in it. However, those who could not escape were stuck in a province that has largely been sacrificed at the altar of economic greed. We in Canmore have performed neither better nor worse than our fellow citizens. The failure has been widespread, slow and thorough. And, we are no longer the future. We have indeed, travelled a very rocky road.

## APPENDIX 3: THE VISION DOCUMENT



### MINING THE FUTURE A VISION FOR CANMORE

The future is not some place we are going, but one we are creating.  
The paths to it are not found but made, and the activity of making them  
changes both the maker and the destination.

John Schaar

## Setting the stage

A vision is a rich, clear and inspiring picture of some aspect of the world – of our own life or of our family, company, town or country – at a time in the future. It expresses our *present imagining of what the future could be for us*. In the autumn of 2005, Canmore’s Mayor and Council asked the community to create a vision for the future of the town. At the heart of the project – named *Mining the Future* – lay the question: “What kind of community can we as citizens imagine Canmore becoming in the years ahead?”

The Canmore Vision was created from the ground up, and as such is much more than the Vision Statement itself. The 500-plus Mining the Future participants identified key community **values**, community **principles** that guide our actions as Canmorites, **goals** that we will need to reach to become the community we have imagined, and **criteria** to help us make the decisions that will help us achieve our goals. Together, the values, principles, goals and criteria constitute the Canmore Vision. The Vision Statement, which at best expresses the intent of the Vision, is only the peak of the mountain; the Vision’s full value lies in what was learned along the climb.

## How we went about it

Mining the Future has been an exemplary demonstration of grass-roots democracy. Involving over 400 citizens participating either as individuals or as members of 40-plus volunteer neighbourhood and community groups, the visioning process proceeded through multiple rounds of Café discussions and weekend work parties. Encompassing ten months’ effort, Mining the Future involved four broad steps:

1. Participants first identified local, national, and international forces that might affect Canmore’s future.
2. On the basis of those forces, they then developed four possible scenarios for Canmore’s future, each of which presented a distinct world in which we might someday live and work.
3. In turn, the scenarios provided the grounding for robust, often challenging, and ultimately rewarding discussions about what kind of future we as Canmorites want, and how we can move towards that future. Questions asked and answered included: “What values and principles do we share as citizens that will help us create the future we want?” “What goals will guide us towards that future?” And, “What decision-making criteria do we need in order to reach our goals?”
4. Finally, participants sought to define the spirit of the Canmore they envisioned, distilling 10 months’ effort into an overarching Vision Statement.

## This document

Although this document has been prepared for presentation to Council by the Mining the Future team leaders, the real authors are the citizen participants of the process. This is their – our! – voice. Each part of Vision – Statement, Principles, Goals and Criteria – is presented in turn. The document concludes with a section on “Realizing the Vision,” and an appendix of several definitions that should be helpful in interpreting the Vision.

## Vision Statement

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;
- 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 generations.

The Canmore of the future is a prosperous, vital, and vibrant community. It's 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.

## Values

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.

## Guiding Principles

Aside from our foundational values, we as Canmore citizens share five guiding principles – important community ideals that constitute the pillars of the vision and that will steer us toward the future we seek.

**As citizens of Canmore we aspire to a future that retains and builds on our core guiding principles. They are:**

1. **Our identity.** We recognize ourselves to be:
  - Healthy, active people who share a passion for mountain culture, environment, aesthetics, and recreation;
  - Highly skilled people with a diversity of talents who are involved personally and professionally in our community and the world-at-large;
  - People who have chosen to live here, who are able to reflect on who they are and why they live here, and who are committed to continually renewing their relationship with each other, the community, and the mountain landscape; and
  - People who excel in all aspects of life, but particularly so in sports, the arts, and wellbeing.

2. **Economic sustainability.** We acknowledge the importance of a strong economy to our overall wellbeing, 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.
3. **Social fabric.** We are proud of our history as a close-knit, supportive and caring community, and we envision a future in which Canmore's social fabric remains as tightly woven as in the past. We believe that embracing diversity, and managing our community in ways that support diversity, is the means to creating and maintaining a strong social fabric. To maintain that fabric's strength – woven from the warp and weft of different people of all ages and backgrounds, family make-up, income levels, values, and interests – we will need to not only support current practices and policies that keep people here who are already in the community, but discover and implement new practices and policies as well.
4. **Environmental stewardship.** We recognize that Canmore is both geographically bounded and ecologically significant. Further, we acknowledge that Canmore is part of a wider ecosystem and that we as human residents share the valley with many other species of plants and animals. Accordingly, we acknowledge that our geography and ecology impose limits that cannot be ignored. Environmental stewardship means that we ensure our mountain ecosystems remain healthy over time, and that we work towards our common future without squandering either our cultural or natural capital. It requires the demonstration of individual and community responsibility towards the natural environment.
5. **Civic engagement and leadership.** We note the community's history of strong citizen engagement in important civic issues. The future we envision builds on that engagement, with an expanded voice for citizens in making key decisions. A variety of new forums that support meaningful community dialogue, information sharing, and informed deliberation will be required to make decisions that are consistent with the Vision. Continued and expanded citizen engagement will require visionary leadership from both our elected officials and our individual residents.

# Goals and Decision-making Criteria

To achieve our Vision, we need both goals and decision-making criteria that are consistent with our values and guiding principles. The following two tables articulate those goals and criteria. The top of each table reminds us of Canmore's foundational values. Below, the left hand column provides the rationale for the goals and criteria, and the other columns provide the specific goals and criteria linked to the five guiding principles. Although the goals and criteria are numbered, the numbers do not imply any particular priority or ranking.

## FOUNDATIONAL VALUES FOR CANMORE

**SUSTAINABILITY:** . . . integrating 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.

**DIVERSITY:** . . . managing our community in ways that attract, include, keep, and celebrate a wide range of people, perspectives, and lifestyles.

**CONNECTEDNESS:** . . . managing our community in ways that foster a shared sense of belonging among all citizens.

	<i>Identity</i>	<i>Economic Sustainability</i>	<i>Social Fabric</i>	<i>Environmental Stewardship</i>	<i>Civic Engagement And Leadership</i>
<p><b>GOALS</b></p> <p>As citizens of Canmore, we believe the following goals must be actively and tirelessly pursued if we are to realize our Vision. As a community, we must:</p>	<ol style="list-style-type: none"> <li>1. Understand, cherish and maintain the diverse nature of Canmore’s landscape, heritage and people</li> <li>2. Recognize that our sense of community, including both ourselves and those who visit us, is the core of our identity</li> <li>3. Acknowledge that our identity includes regional and international tourism, recreation and mountain lifestyles, and a focus on wellness and excellence in sport</li> </ol>	<ol style="list-style-type: none"> <li>1. Build a strong, vibrant and diversified local economy and business base that is resilient to changes in any one sector</li> <li>2. Develop and implement a clear marketing plan based on Canmore’s strengths and that has positive consequences for the social fabric</li> <li>3. Blend and integrate the needs of Canmore’s local population with the needs of its visitors and those who serve them</li> </ol>	<ol style="list-style-type: none"> <li>1. Acknowledge and strengthen our social connections and manage the pressure that will be placed on them over time</li> <li>2. Recognize and strengthen Canmore as a diverse, inclusive community, integrating residents of all ages, income levels and skills</li> <li>3. Meet the needs and aspirations of permanent residents while integrating new full and part time residents</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintain the biodiversity and ecological integrity of the Bow Valley ecosystem</li> <li>2. Encourage and support programs and activities intended to create an educated and engaged public that embraces environmental stewardship</li> <li>3. Define and promote the entire spectrum of cultural and ecological values associated with our mountain landscape</li> <li>4. Acknowledge and respect the needs of both humans and wildlife regarding the use of the natural landscape</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop and refine ways for the citizens of Canmore to engage in public policy processes that move well beyond open houses and public hearings</li> <li>2. Nurture a well informed and broad-based electorate that is empowered to vote, to be involved in community decisions, and to make a positive contribution to the community</li> <li>3. Recognize and utilize the diverse range of talents and perspectives of citizens</li> </ol>

	<p>4. Create a balanced relationship between the Canmore that serves tourists and the Canmore that serves a large local, non-tourist population</p> <p>5. Recognize and redefine our connection and working relationships with the nearby communities of Banff, Exshaw, Lake Louise, Morley, Calgary</p> <p>6. Retain Canmore’s small town character – open, friendly, easily accessible – while developing its global connections</p> <p>7. Preserve and celebrate our mountain heritage</p> <p>8. Develop excellence in arts and culture, environmental stewardship and wellness</p>	<p>4. Develop a large base of staff who are committed to local businesses, and provide diverse, permanent employment opportunities for locals</p> <p>5. Research and distribute information regarding current and emerging economic drivers, including tourism, knowledge-based work, second-home ownership, retirement and investment income, entrepreneurship, wellness, and lifestyle</p>	<p>4. Ensure all citizens have access to basic levels of safe, secure, affordable and appropriate shelter</p> <p>5. Encourage and support a broad range of community activities and programs</p> <p>6. Support the growing community interest in wellness, which encourages personal responsibility and community engagement</p>	<p>5. Acknowledge there are geographic and ecological limits in the Bow Valley, and that the reality of limits must be considered in discussions regarding continued use of the landscape by people and other species</p> <p>6. Connect Canmore’s role as a gateway community to Provincial and National Parks to the regional ecosystem; maintain regional connectivity of the surrounding landscape</p> <p>7. Exercise leadership in environmental excellence through innovation and creativity.</p>	<p>4. Encourage and support policies, programs, and activities that will increase Canmore’s leadership capacity and the capacity of all citizens to exercise civic responsibility</p> <p>5. Revise the Town’s of Canmore decision making structures to reflect significantly increased and long-term citizen engagement</p> <p>6. Increase the capacity for, and clarity of, formal community communications</p> <p>7. Monitor and evaluate the Town of Canmore’s decisions to ensure the community’s long-term vision is upheld over time.</p>
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## FOUNDATIONAL VALUES FOR CANMORE

**SUSTAINABILITY:** . . . integrating 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.

**DIVERSITY:** . . . managing our community in ways that attract, include, keep, and celebrate a wide range of people, perspectives, and lifestyles.

**CONNECTEDNESS:** . . . managing our community in ways that foster a shared sense of belonging among all citizens.

	<i>Identity</i>	<i>Economic Sustainability</i>	<i>Social Fabric</i>	<i>Environmental Stewardship</i>	<i>Civic Engagement And Leadership</i>
<p><b>CRITERIA</b></p> <p>Decisions consistent with the following criteria will help us move toward achieving our goals. Accordingly, will the decision to be made. . .</p>	<ol style="list-style-type: none"> <li>1. Be consistent with, and strengthen the value of Canmore’s identity</li> <li>2. Strengthen our connectedness by creating means to create a strong sense of belonging</li> <li>3. Demonstrate the relationship between the natural landscape and our identity</li> </ol>	<ol style="list-style-type: none"> <li>1. Support local businesses</li> <li>2. Encourage economic diversity</li> <li>3. Increase our capacity to attract new business that will enhance and complement the tourism industry through policies of the Town</li> </ol>	<ol style="list-style-type: none"> <li>1. Contribute to a dynamic, well-stratified demographic profile</li> <li>2. Provide basic social services for all citizens</li> <li>3. Ensure cooperation by community services, education and health authorities, and faith communities</li> <li>4. Ensure access to support and services within the community for people with special needs</li> </ol>	<ol style="list-style-type: none"> <li>1. Enhance community understanding of the responsibilities and trade-offs involved with living with wildlife in the Bow Valley</li> <li>2. Provide opportunities for individuals to participate responsibly in wilderness recreational activities</li> <li>3. Use the precautionary principle as defined below</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop pro-active planning that involves citizens and integrates community input into decision making</li> <li>2. Use a variety of ways to ensure citizen engagement</li> <li>3. Clearly communicate to the community at large and by 1 and 2 above foster a sense of trust and ownership in civic engagement processes</li> </ol>

	<p>4. Market and promote our identity in a way that supports and enhances our vision</p> <p>5. Communicate Canmore's identity to residents, newcomers and visitors</p>	<p>4. Promote entrepreneurial networking among business professionals, including self-employed residents</p> <p>5. Integrate all of our values and guiding principles into our economic decision making</p>	<p>5. Provide a mix of affordable housing options for all who require it</p> <p>6. Ensure the design of physical facilities and activities that encourage people to come together (pedestrian areas, trails, meeting places in new developments)</p>	<p>4. Be made with community collaboration on environmental issues</p> <p>5. Define the environmental and social impacts on an economic endeavour</p> <p>6. Maintain regional wildlife connectivity, ecological integrity and biodiversity (do no harm)</p>	<p>4. Continue to build capacity for continuing dialogue for formal and informal community leaders</p>
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## REALIZING THE VISION

The Mining the Future Vision provides a broad, ambitious and comprehensive overview of the future we desire as Canmore citizens. While we understand that the changes inherent in the Vision will not occur all at once, but rather incrementally over time, there is nonetheless a clear, insistent expectation that the Vision will be reflected in decisions that are made in the future. . . and that the future starts today.

This section is not an implementation plan. By “realizing the Vision” we mean using the Vision’s foundational values and guiding principles to think about the decisions we make in the community. The following points constitute findings and suggestions from the Mining the Future process that may add some clarity to the task of the putting the values and principles to work.

### A. Key Findings

A number of insights cut across the Mining the Future discussions so consistently that they merit special mention. They are:

- **Connectedness.** Social cohesion or connectedness emerged as a critical foundational value – and perhaps *the foremost* foundational value of the Vision. As a whole, the community is not willing to sacrifice social cohesion for other goals.
- **Civic Engagement.** Similarly, civic engagement and leadership emerged as a critical guiding principle. We believe the Mining the Future process has altered the expectation of how civic engagement should be undertaken. Future public engagement processes need to reflect a new approach to civil dialogue, one characterized by town-hall style community information-sharing, the inclusion of the widest possible number of voices, and more participatory decision-making.
- **Physical Character.** Physical character has two elements. The first is the aesthetics of buildings, streets and spaces. Height limits and common exterior looks are part of that aesthetics. The second is the social influence of architecture and spatial design. A key consideration that emerged in discussing community cohesion was the need to design meeting places. The idea is that planning and architecture can create places of convergence – for example, parks, squares, pedestrian-only streets or lanes, and coffee shops – where people come together. This design element, along with the architectural and aesthetic standards, should be considered in the planning process. One of the processes’ persistent themes was that innovative, world class design will be necessary if Canmore is to accommodate its anticipated growth and still meet the expectations of its citizens as to the “highly liveable” community described in the Vision.

### B. Applying the Values.

Decision making becomes easier when we know the values that are in the hearts of Canmore’s citizens. On the basis of the Mining the Future process, there is no evidence that a business-as-usual approach towards dealing with the future will sustain the qualities that residents value about Canmore. Local government is such a complex, time-consuming job that officials alone cannot lead such an

effort. The private sector has shown that, in a complex, rapidly-changing environment, it is possible to direct incremental change in a way that demonstrably improves a large and complex entity (such as Canmore).

By way of example, the following table suggests some ways in which the foundational values can act as a guiding force in community decision making.

Foundational values for Canmore	Move Canmore from . . . .	To a Canmore that . . . .
Diversity	<p>engaging the “usual suspects” in traditional hearings</p> <p>relying on tourism as the foundation of the economy</p> <p>a community that is struggling to keep young families</p>	<p>hears all voices in a variety of formats and venues and moves towards consensus</p> <p>works towards a variety of different economic activities through policies and practices</p> <p>has enough stock of affordable housing to accommodate those in need</p>
Sustainability	<p>a place where sustainability is a little understood idea</p> <p>a rapidly growing community</p> <p>thinking about limits occasionally or only in terms of footprint of the town</p>	<p>clearly understands the meaning of sustainability and the trade offs it requires</p> <p>uses caution to ensure the pace of growth is manageable</p> <p>understands limits on all fronts – environmental, social and economic</p>
Connectedness	<p>a community that differentiates between part- and full- time residents</p> <p>a community that is socially fragmented by resident status, neighbourhood, employment, income, etc.</p> <p>a community divided by geography and infrastructure (i.e., the river and transportation corridor)</p>	<p>actively welcomes residents of all types</p> <p>is connected through integrated community associations and networks</p> <p>is easily connected geographically through pathways, buses and architecture</p>

### **C. Continuing the Dialogue.**

The type of conversations and dialogue that occurred during Mining the Future were acknowledged by many – and perhaps most – participants to offer a new, exciting, and very productive way to engage in civic discourse. Because of the results – which in some instances included traditional adversaries sitting down to share information, seek common ground based in common values, and work together to arrive at “common good” solutions – there is an expectation that those types of conversations will continue into the future.

As one way to keep the process of community dialogue moving ahead, we have proposed the creation of an oversight group whom we are calling the *Vision Keepers*. While a full set of terms of reference for this group needs to be developed in the implementation phase of Mining the Future, the role of the Vision Keepers would be to ensure that dialogue and conversations continue, to create opportunities for their continuance, and to provide insight for Mayor and Council as to the integration of decisions and Canmore’s Vision.

As Canmore has become a larger and more complex community – with more people, more money, more interests – it has become increasingly difficult for an individual, or even a group of individuals, to be able to significantly affect a community just by his or her own personal efforts. While it cuts against the “rugged individualism” character/tradition of the West to work in groups (and while it cuts even more sharply to bring groups together into coalitions), the complex nature of opportunities and challenges have made it exceptionally difficult for lone individuals or lone groups to effect meaningful change. We see the Vision Keepers, in conjunction with the Mining the Future conversational forms, to be a critical force in keeping the Vision alive and moving it forward.

### **D. Vision Accountability and Implementation Monitoring**

From Mining the Future’s public launch at the Civic Centre in the fall of 2005 to the final Canmore Café in the late spring of 2006, participants expressed a consistent and abiding concern regarding: 1) Vision accountability; and 2) the monitoring of its implementation. As a result, elements of accountability and monitoring are common to all of the guiding principles: Identity; Economic Sustainability; Social Fabric; Environmental Stewardship; and Civic Engagement and Leadership. Below is a possible framework for addressing Vision accountability and monitoring.

7. Identify the criteria (performance measures, metrics) that need to be used to measure progress, or the lack thereof, for each guiding principle.
8. Devise specific rating systems/genuine progress indicators for each principle.
9. Monitor on a regular basis.
10. Integrate existing monitoring mechanisms into a complete set for each principle.
11. Develop the monitoring and accountability metrics and processes during implementation of the vision using community input, web forums, advertising and community café conversations.
12. Work through formal or informal decision-making processes to ensure that there are links between the criteria and goals within each principle and links that integrate all the principles and values together.

## Appendix: Definitions

**Citizens of Canmore:** For the purposes of this document – and to begin to create a language of cohesion in Canmore – the term “citizen” does not differentiate between full and part time residents.

**Ecological Integrity:** Ecological integrity is the condition in which all of Nature’s structures and processes continue to function at a high level, and in which all currently existing plant and animal species persist in viable populations. The needs and aspirations of the human population are included as a component of the Bow Valley ecosystem.

**Economic Sustainability:** Economic sustainability means economic activity that contributes to a community’s quality of life without compromising the natural environment. An economically sustainable community:

- provides readily-accessible and diverse employment opportunities that offer meaningful work at reasonable rates of pay, and that build upon skills and knowledge present in the community;
- has services and supports in place that can provide economic security in the event of disability or disease; and
- makes optimum use of renewable resources and full use of the best available technology, materials, and design.

**Liveable Community:** A liveable community is an attractive, accessible, pedestrian-oriented community that supports the needs of a diverse population and labour force with quality affordable housing, ample open spaces, convenient transportation alternatives, social services, a strong economy, healthy environment, and a distinct sense of identity.

**Precautionary Principle:** The idea that if the consequences of an action are unknown, but are judged to have some potential for major or irreversible negative consequences, then it is best to avoid taking that action. In practice the principle is most often applied in the context of the impact of human society or new [technology](#) on an [ecosystem](#), as the environment is a [complex system](#) where the consequences of some kinds of actions can be unpredictable.

## APPENDIX 4: GROUP HOSTS

	Groups	Group Hosts		May 6 Reps.	March 25 Reps.	Jan. 28 Reps.	Nov. 19 Reps.	Round 5	Round 4	Round 3	Round 2	Round 1
1	Biosphere	Bob, Bruce	Janes/Gleigg	Cliff	Bob	Bob	Melanie	n/a	9	6	5	8
2	Bow Valley Interagency	Brenda	Caston	Brenda	Brenda	Brenda	Brenda	3	7	7	10	10
3	Canmore Hotel Motel Ass.	Dany	Stadmueller	n/a	n/a	n/a	n/a	n/a	n/a	n/a	4	n/a
4	CEDA Board Group	Teresa	Mullen	n/a	n/a	n/a	Teresa	n/a	n/a	n/a	n/a	12
5	CEDA Business Group	Teresa	Mullen	Teresa	Teresa	Teresa	Teresa	15	20	30	n/a	40
6	Community Housing	Cleo/Susann	Prelwitz	Cleo	Cleo	Cleo	Michael	6	6	6	6	6
7	Cougar Creek Group	Christie	McLaren	Carole/Jennifer	Carole	Carole	Brenda	11	11	11	11	11
8	Downtown	Roberta	Clark	Teresa	n/a	Tanya/Roberta	Tanya	7	5	8	8	13
9	Eagle Terrace	Vijay	Domingo	Vijay	Vijay	n/a	n/a	3	1	3	5	6
10	Educators/Downtown	Jane	Neil	n/a	n/a	Jane	Jane	n/a	n/a	3	6	8
11	Family Group	Barb	Schneider	n/a	n/a	Barb	Barb	n/a	n/a	n/a	6	6
12	Family Group	Gareth/Julia	Thomson/Lynx	Julia	Julia	Julia	Julia	5	9	9	4	7
13	Friends/Associates	Priscilla	Janes	John	Priscilla	John	Priscilla	10	8	8	8	10
14	Grade 5 - LG	Cori	Fraser	n/a	n/a	n/a	n/a	n/a	n/a	20	n/a	n/a
15	Grade 5/6 - LG	Sandy	Duggledy	n/a	n/a	n/a	n/a	n/a	n/a	20	n/a	n/a
16	Grade 6 - LG	Sarah	Johnson	n/a	n/a	n/a	n/a	n/a	n/a	20	n/a	n/a
17	Grade 9 Socials Studies A	Roy	Fraser	n/a	n/a	n/a	n/a	n/a	n/a	20	n/a	n/a
18	Grade 9 Socials Studies B	Roy	Fraser	n/a	n/a	n/a	n/a	n/a	n/a	20	n/a	n/a
19	Health Conscious Group	Angie	Evans	Angie	n/a	Angie/Gini	Angie	3	3	4	5	6
20	Larch	Lisa	deSoto	Lisa	Lee	Lisa /Lee	Tamara	n/a	11	11	11	11
21	Larch/Educators	Monika	Helbig	n/a	n/a	n/a	n/a	n/a	n/a	3	4	n/a
22	Mixed Group	Barbara	Mendaglio	Barbara/Jacqui	Barbara	Barbara	n/a	4	4	7	8	n/a
23	Peaks	Morley	Fast	Morley	Joey	Morley	Melanie	n/a	n/a	3	6	6
24	Recreationalists	Jake	Pryor	n/a	n/a	n/a	Jake	n/a	n/a	n/a	6	n/a
25	River Road	Cathy	Jones	Cathy	Cathy/Peter	Cathy	n/a	8	8	8	8	8
26	Silver Tip	Amy	Krause	Amy	Amy	Jenaya	Amy	3	4	4	6	9
27	Silver Tip	Curtis	Findlay	Curtis	Curtis	Curtis	Laurie	n/a	4	10	n/a	5
28	Small Business	Pamela	Hilstad	Pamela	Tanya	Pamela	Pamela	3	4	2	4	4
29	Staff Housing	Heather/Brenda	Kallio	Heather	Heather	Brenda	Heather	3	4	4	5	5
30	Teachers/Recreationalists	Allister	Darichuk	Allister	Allister	Allister	Jeff	n/a	6	5	6	6
31	Three Sisters	James	Scott	n/a	n/a	James	James	7	7	6	5	7
32	Three Sisters	Greg	Andrews	Greg	n/a	Pam	Pam					
33	Three Sisters Drive	Felicity with Jen	Edwards	Jim	Jim	Felicity	Felicity	5	5	5	5	5
34	Town Council	Mayor Ron	Casey	Ron	Ron		Andre					
35	UDI	Susan, Frank	Barry/Kernick	Frank	Frank	Frank	Frank	33	33	33	33	n/a
36	Weekenders	Susan	Cook	Susan/Alasdair	Susan/Alasdair	n/a	n/a	9	9	n/a	n/a	n/a
37	Young Families	Jake	Pryor	n/a	n/a	n/a	Jake	n/a	n/a	n/a	6	6
	Additional Attendee			Dave Huggill	Heather Walter		Jenny Feherty					
	Additional Attendee			Jean Stamis			Jean Stamis					
	<b>Group Totals</b>			29	24	27	27	138	178	296	191	215

## APPENDIX 4: Events

EVENT	Numbers of Attendees
Launch Sept. 21	167
Group Host Orientation Oct. 5	13
Group Host Orientation Oct. 18	14
Café 1 - Nov. 17	63
Café 2 - Mar. 22	41
Café 3 - June 7	46
Weekenders Café - Mar. 11	14
Work Party 1 - Nov.19th	27
Work Party 2 - Jan. 25	27
Work Party 3 - Mar. 25	24
Work Party 4 - May 6	29
School Board - March 21	16
Policing Committee	13
Policing Committee #2	13
Spiritual Group	25
FCSS	21
Round 1 Group Participants	215
Round 2 Group Participants	191
Round 3 Group Participants	296
Round 4 Group Participants	178
Round 5 Group Participants	138

## APPENDIX 4: Neighbourhoods Represented

<b>Neighbourhoods Represented</b>
Carey
Cougar Creek - west
Downtown
Eagle Terrace
Elk Run
Larch
Peaks of Grassi
Rundle View
Silver Tip
South Canmore
Teepee Town
Three Sisters
Three Sisters Drive
Cougar Creek - east
Lions Park

## APPENDIX 4: Community Groups/Affiliations

<b>Groups/Affiliations</b>	<b>Ages</b>
Biosphere	Children
Bow Valley Interagency	Youth
Canmore Community Housing	Young Adults
Canmore Hotel Motel Association	Adults
CEDA Board	Seniors
CEDA Business Group	
Family and Community Support Services	
Grade 5 - Lawrence Grassi School	
Grade 5/6 - Lawrence Grassi School	
Grade 6 - Lawrence Grassi School	
Grade 9 Socials Studies A - Canmore Collegiate	
Grade 9 Socials Studies B - Canmore Collegiate	
Health Conscious Group	
Mix of Family and Friends	
Mixed Friends Group	
Policing Committee	
Recreationalists	
Retired Friends/Associates	
Retirees	
School Board	
Small Business	
Spiritual Group	
Staff Housing	
Teachers	
Town Council	
Urban Development Institute	
Weekenders A	
Weekenders B	
Young Adults	
Young Families	

