



Regular Council Meeting Agenda

Tuesday February 17th, 2026 | 1:30PM | Lake Louise Sport & Recreation Centre

1. **Call Meeting to Order**
 - a. Land Acknowledgement
2. **Adoption of Agenda / Call For Additions**
3. **Adoption of Council Minutes**
 - a. Budget Planning Session – Tuesday, January 20th, 2026
 - b. Regular Council Meeting – Tuesday, January 20th, 2026
4. **Financial Reports**
 - a. None Available
5. **Delegations**
 - a. Standing Council Update - Parks Canada
 - i. BFU Superintendent Introduction – Danielle Rubeling (*no attachments*)
 - ii. BNP & ID9 ESS Program Proposal
 - iii. LLYKFU Superintendent Community Plan Discussion – Francois Masse
 - b. Standing Council Update - Alberta Municipal Affairs (*no attachments*)
 - i. Staffing Update & Introduction
 - c. Standing Council Update – RCMP
 - i. CPP Letter & Update
 - d. Standing Council Update - Lake Louise Fire Department (*no attachments*)
 - e. CRPS International Student Program Presentation
 - f. Banff Community Wellness Centre Presentation
6. **Business & Discussion Items**
 - a. Remuneration Bylaw
 - b. ID9 Stakeholder Advocacy Committee Terms of Reference
 - c. Police Funding Model Estimate
7. **CAO & Committee Reports/Roundtable** (*no attachments*)
 - a. CAO Report
 - i. LLFH & LLMUR Update Re: Open House
 - ii. CAO Report Changes
 - b. Council Roundtable
8. **Correspondence & Reports**
 - a. Town of Banff January 13, 2026 Regular Meeting of Council
 - b. Town of Banff January 27, 2026 Regular Meeting of Council
 - c. LLYK Parks Canada Staff & Stakeholder Update - Ticketing in leaseholder parking areas
 - d. Banff Parks Canada Staff & Stakeholder Update - Spray Valley Middle Springs Wildfire Risk Reduction Project
 - e. LLYK Parks Canada Staff & Stakeholder Update - Resident Passes
 - f. LLYK Parks Canada Staff & Stakeholder Update - Minor demolition work in Banff, Kootenay and Yoho National Parks
 - g. LLYK Parks Canada Staff & Stakeholder Update - Engagement Update: Visitor Use Management in the Lake Louise Area
 - h. TIAA 2026 Tourism Advocacy Summit
 - i. TIAA Building destinations that actually matter | 2026 Alberta Tourism Advocacy Summit
 - j. TIAA Alberta Tourism Summit 2026 | Less than 2 weeks away
 - k. TIAA Alberta Tourism Insights - February 4, 2026
 - l. GoA Meeting with Minister Dan Williams
 - m. GoA Marigold Library Board
 - n. January Marigold Library System Board Updates & 2025 Service Highlights
 - o. AB Munis EOEP 2025 Year in Review & Upcoming Course Opportunities
 - p. AB Munis 2026 Call for Resolutions

- q. BLLT The Moment Get Involved in BLLT Advisory Groups
- r. BLLT The Moment: Register for a workshop with Rise Consulting!
- s. BVRH Monthly Package

9. Upcoming Meetings

- a. Regular Council Meeting | Tuesday March 10th 1:30pm | Banff Rocky Mountain Resort

10. Closed Session

- a. Lake Louise Fire Hall Update - covered under section 26 of the Access to Information Act
- b. Intergovernmental Review Discussion - covered under section 26 of the Access to Information Act

11. Adjournment

MINUTES OF THE BUDGET PLANNING SESSION
of the Improvement District No. 9 (BANFF) in the Province of Alberta
January 20, 2026 at 10:30am
Juniper Hotel & Zoom

COUNCIL MEMBERS PRESENT

| | |
|---------------------|------------|
| Jean-Marc Stelter | Chair |
| Don Beaulieu | Councillor |
| Julie Canning | Councillor |
| Alexandra Parkinson | Councillor |
| Dave Schebek | Vice Chair |

COUNCIL MEMBERS ABSENT**ADMINISTRATION PRESENT**

| | |
|-----------------|-------------------------------------|
| Kurtis Pratt | Deputy Chief Administrative Officer |
| Kassidy Stevens | Legislative Assistant |

ADMINISTRATION ABSENT

| | |
|----------------|------------------------------|
| Danielle Duffy | Chief Administrative Officer |
|----------------|------------------------------|

VISITING OFFICIALS**1. CALL TO ORDER**

Chair Stelter called the January 19, 2026 Budget Planning Session to order at 10:36am

2. APPROVAL OF AGENDA

01-20-01-2026 Chair Stelter **MOVED** to accept the January 19, 2026 Budget Planning Session agenda as presented.

MOTION CARRIED UNANIMOUSLY

3. 2025 Projected Budget Update

a. 2025 DRAFT Operating & Capital Budget Review

Council reviewed the 2025 ID9 Budget Summary including 2025 YTD Actuals and Projected Actuals. Administration was instructed to fix the spreadsheet to accurately reflect the predicted surplus of just under \$900,000 rather than \$535,061.81 and to send out to Council for their review at an upcoming meeting.

4. 2026 Grant in Aid Review

a. Tabled.

5. 2026 Draft Budget

a. Areas for Discussion

i. Membership, Conferences, and Travel

Council discussed attendance to conferences in 2026 and decided to limit each Councillor to two conferences they are able to attend per year. Vice Chair Schebek, Councillor Beaulieu, and Councillor Parkinson expressed interest in attending the Spring RMA Conference on March 16-18, 2026. Council decided that they would like to continue having lunch prior to the beginning of their monthly meeting.

ii. Advertising

Council discussed discontinuing their advertisement at the Banff Arena as they already regularly provide a Grant in Aid to Banff Minor Hockey.

iii. Office & IT

Council discussed their intent to purchase technology in 2026 and instructed administration to keep the technology budget as \$10,000 as presented.

b. 2026 Draft Budget Review

Council reviewed the proposed 2026 Draft Budget and requested Administration provide the following:

- i. An explanation as to why we are projecting utilities to increase at ~20%.
- ii. What we are projecting for fire hall reserve in 2026.
- iii. Explanations for items that are projected to be increasing in 2026.
- iv. Discussion at an upcoming meeting on lowering the transit budget.

6. ADJOURNMENT

02-20-01-2026 Councillor Canning **MOVED** to adjourn the January 19, 2026 Budget Planning Session at 12:33pm.

MOTION CARRIED UNANAMOUSLY

Minutes Approved on the 17th of February 2026.

Chair – Jean-Marc Stelter

Chief Administrative Officer – Danielle Duffy

MINUTES OF THE REGULAR MEETING OF COUNCIL
of the Improvement District No. 9 (BANFF) in the Province of Alberta
January 20, 2026 at 1:30pm
Banff Rocky Mountain Resort & Zoom

COUNCIL MEMBERS PRESENT

| | |
|---------------------|------------|
| Jean-Marc Stelter | Chair |
| Dave Schebek | Vice Chair |
| Don Beaulieu | Councillor |
| Julie Canning | Councillor |
| Alexandra Parkinson | Councillor |

COUNCIL MEMBERS ABSENT**ADMINISTRATION PRESENT**

| | |
|-----------------|-------------------------------------|
| Kurtis Pratt | Deputy Chief Administrative Officer |
| Kassidy Stevens | Legislative Assistant |

ADMINISTRATION ABSENT

| | |
|----------------|------------------------------|
| Danielle Duffy | Chief Administrative Officer |
|----------------|------------------------------|

VISITING OFFICIALS

| | | |
|---------------------|---|------------------|
| Nathan Pitcher | Corporal | Lake Louise RCMP |
| Tracey LeBlanc | Townsites and Realty Manager, LLYK Field Unit | Parks Canada |
| Dean Hadjievangelou | Constable | Banff RCMP |
| Qiang Li | Constable | Banff RCMP |

1. CALL TO ORDER

Chair Stelter called the January 20, 2026 Regular Council Meeting to order at 1:31pm.

Councillor Beaulieu began the meeting with a land acknowledgement.

2. APPROVAL OF AGENDA

Chair Stelter added item 7.c to the agenda "Special Council Meeting."

01-20-01-2026 Chair Stelter **MOVED** to accept the January 20, 2026 Council Meeting agenda as presented.

MOTION CARRIED UNANIMOUSLY

3. APPROVAL OF MINUTES

02-20-01-2026 Chair Stelter **MOVED** to accept the December 16, 2025 Regular Council Meeting Minutes as presented.

MOTION CARRIED UNANIMOUSLY

4. FINANCIAL REPORTS**a. November Year-to-Date Financial Statements**

03-20-01-2026 Chair Stelter **MOVED** to accept the November Year-to-Date Financial Statements as presented.

MOTION CARRIED UNANIMOUSLY

5. DELEGATIONS**a. Alberta Municipal Affairs Standing Update**
No one in attendance.**b. RCMP Standing Update**

Constables Dean Hadjievangelou and Qiang Li of the Banff RCMP introduced themselves to Council, reviewed and clarified information regarding assault files from previous years which have actually seen a reduction from 2024-2025, discussed traffic enforcement operations that have recently been conducted, informed Council on Sergeant Buxton-Carr's meeting with the Chinese Delegate, and discussed the recent Skijoring event that took place in Banff which saw them bring in double the human resources as they would usually have.

Corporal Nathan Pitcher of the Lake Louise RCMP informed Council that the detachment is currently at a full complement, discussed recent community involvement including the Chili for Charity event in December which raised over 700 pounds of food and clothing on top of the cash it raised, updated Council on traffic, sexual assault, and other crime statistics of the last month, discussed check stop efforts from over the holiday season, discussed their involvement in security at the Lake Louise Hotdogger, and updated Council on the prosecution of the two individuals involved in the Lake Louise Liquor Store incident.

c. Parks Canada Standing Update

Tracey LeBlanc of the LLYK Field Unit discussed how they are still awaiting the Parks Canada budget to be released, informed Council that they will be holding off on pursuing the EV Charging stations for the moment as another party may be interested in taking on the project, expects the fire hall lease to be signed by the end of the day, are actively working on finding ways to streamline snow removal on Slate Road, and will be arranging a time for the new acting superintendent to meet with Council.

04-20-01-2026 Councillor Canning **MOVED** for administration to coordinate a time to invite the new Banff Field Unit Superintendent to an upcoming Council Meeting.

MOTION CARRIED UNANIMOUSLY

d. Lake Louise Fire Department
No one in attendance.

6. BUSINESS AND DISCUSSION ITEMS

a. 1369058 Alberta Society Grant Review

04-20-01-2026 Councillor Beaulieu **MOVED** to approve 50% of the requested grant to 1369058 Alberta Society at an amount of \$356,188.57.

MOTION CARRIED UNANIMOUSLY

b. Remuneration Policy

*Councillor Schebek left the meeting at 3:30pm and re-entered at 3:33pm.
Councillor Parkinson left the meeting at 3:31 pm and re-entered at 3:33pm.
Councillor Canning left the meeting at 3:33pm and re-entered at 3:35pm.*

05-20-01-2026 Chair Stelter **MOVED** that administration make amendments to the Remuneration Bylaw as discussed and bring it to Council for review during the February 17, 2026 Regular Council Meeting.

MOTION CARRIED UNANIMOUSLY

c. ID9 Stakeholder Advocacy Committee Terms of Reference

06-20-01-2026 Councillor Canning **MOVED** to table this item until the February 17, 2026 Regular Council Meeting.

MOTION CARRIED UNANIMOUSLY

7. CAO & COMMITTEE REPORTS/COUNCIL ROUNDTABLE

a. CAO Report

Council reviewed the CAO Report and requested that administration look into altering the format of what is presented each month.

- i. RMA Conference Attendance & Minister Meeting (March 16-18 in Edmonton)
- ii. Minister Meeting (January 28 in Lake Louise)

07-20-01-2026 Councillor Canning **MOVED** that administration book a hotel room for Councillor Canning at the Fairmont Chateau Lake Louise for the night of January 28, 2026.

MOTION CARRIED UNANIMOUSLY

b. Council Roundtable

Chair Stelter provided a verbal report to Council on his attendance at the LLBMSS Regular Board Meeting as well as their Strategic Planning Session.

Vice Chair Schebek provided a verbal report to Council on his attendance at the ROAM Transit 3 Million Rider Celebration, a meeting with Parks Canada to discuss traffic and highways, a ROAM Transit strategic planning sessions, and the LLBMSS Strategic Planning Session.

Councillor Beaulieu provided a verbal report to Council on his attendance at the Bow Valley Regional Housing where he was recently appointed onto the HR Committee and informed Council he will be away from January 26th – February 5th.

Councillor Canning provided a verbal report to Council on the LLBMSS Strategic Planning Session which she found very productive. She also attended an AMPPE meeting where they are currently hiring for a new executive director.

Councillor Parkinson provided a verbal report to Council on her attendance at the ROAM Transit 3 Million Rider Celebration.

c. Special Council Meeting

08-20-01-2026 Councillor Parkinson **MOVED** to schedule a Special Council Meeting on February 10, 2026 at 1:30pm at the Lake Louise Sport and Recreation Centre.

MOTION CARRIED UNANIMOUSLY

8. CORRESPONDENCE & REPORTS

09-20-01-2026 Chair Stelter **MOVED** accept the correspondence and reports as information.

MOTION CARRIED UNANIMOUSLY

9. UPCOMING MEETINGS

a. ID9 Regular Council Meeting 1:30pm, Tuesday February 17, 2026 | Lake Louise Sport & Recreation Centre & Virtual

10. CLOSED SESSION

10-20-01-2026 Chair Stelter **MOVED** that due to Section 26 of the *Access to Information Act* that the meeting be taken into Closed Session to discuss some confidential matters of Council business at 4:03pm.

MOTION CARRIED UNANIMOUSLY

The following people remained in the closed session:

- Kurtis Pratt, Deputy Chief Administrative Officer
- Cassidy Stevens, Legislative Assistant

11-20-01-2026 Councillor Canning **MOVED** to end the Closed Session at 4:44pm.

MOTION CARRIED UNANIMOUSLY

12-20-01-2026 Councillor Beaulieu **MOVED** that administration present an action plan on providing accurate accounting at an upcoming meeting of Council.

MOTION CARRIED UNANIMOUSLY

13-20-01-2026 Councillor Canning **MOVED** that administration explore developing policies related to staffing, housing, wages, benefits, and operational costs that would span across the Sports and Recreation Society, LLBMSS, and ID9.

MOTION CARRIED UNANIMOUSLY

14-20-01-2026 Councillor Canning **MOVED** that administration compile a list of public speaking points and priorities for Council to use at an upcoming Council engagement.

MOTION CARRIED UNANIMOUSLY

11. ADJOURNMENT

15-20-01-2026 Councillor Beaulieu **MOVED** to adjourn the January 20, 2026 Regular Council Meeting at 4:49pm.

Minutes Approved on the 17th of February 2026.

Chair – Jean-Marc Stelter

Chief Administrative Officer – Danielle Duffy

DRAFT

Emergency Social Services (ESS)

Banff National Park Program Proposal

Purpose

To establish a community-centred Emergency Social Services (ESS) Program in Banff National Park (BNP) in partnership with Improvement District No.9 (ID9) and the Banff (BFU) and Lake Louise, Yoho and Kootenay (LLYK) Field Units. With direct support from the Lake Louise Fire Department and the Lake Louise RCMP. The ESS program will provide support for:

- Residents, businesses, and visitors within ID9

This program formally builds ESS capacity within BNP, reduces reliance on the Town of Banff's ESS capacity and ensures BNP can support residents during large-scale, complex, or concurrent incidents.

Gap Analysis

The Parks Canada Emergency Management and Planning (EMP) team in conjunction with ID9 CAO, LL RCMP and LLFD have been reviewing lessons learned, discussing with emergency response stakeholders, reviewing current legislation and understanding municipal best practices and current resources in relation to ESS. The following gaps were identified:

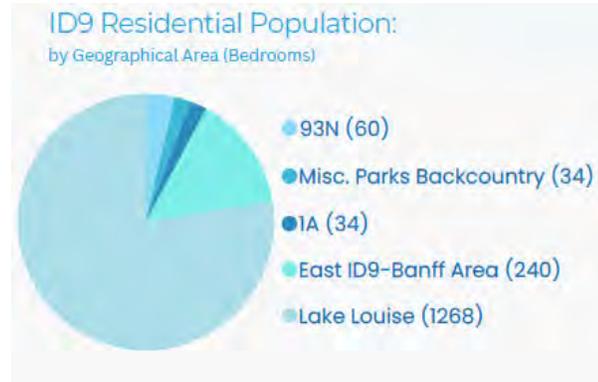
- Jurisdictionally it is unclear who is responsible for ESS, a unified, BNP collaborative approach is required.
- Town of Banff has indicated that they may not always be able to support BNP ESS needs during major events and access to Banff may be compromised depending on the incident.
- Evacuation planning has highlighted the absence of formalized ESS supports for residents and workers.
- Learning from the Verdant Creek Wildfire (with impacts to Sunshine) and the Charleston Residence fire in Lake Louise: ESS processes were not understood, resources were inconsistent, and reliance on Town of Banff and large employers filled gaps that may not be reliably supported in future events.
- Large employers (ski hills, hotels, tourism operators) have significant staff populations requiring support and have a role to play in being involved with the delivery of ESS capacity.
- BNP requires residents across the park who can support in scenarios where staff normally relied upon are themselves evacuated or unavailable.
- A BNP-wide volunteer pool strengthens redundancy, enhances interoperability across both Field Units and ID9, and supports sustained community engagement.

Benefits

- Strengthen operational partnerships with ID9, emergency partners and AEMA.
- Provides consistent and scalable ESS capacity for both Field Units and BNP during evacuations.
- Reduced dependency on the Town of Banff and establish sustainable ESS capability outside of Parks Canada.
- Allows BNP to contribute to regional resilience by having the ability to provide ESS support to surrounding jurisdictions should they lack capacity during large or complex emergencies.
- Plans and regional understanding of the process for activating ESS supports across BNP. Currently, ID9 can access provincial ESS supports as a municipal partner. It is not clear if Parks Canada can.
- Strengthens BNP's culture of emergency management, preparedness and community resilience.
- Ensures coordinated support for residents and workers during emergencies.

Residents

There are approximately 1,636 residents living throughout Banff National Park, including the community of Lake Louise and excluding the Town of Banff boundary. A detailed breakdown has been provided by ID9 as follows:



Program Model

In line with municipal and provincial frameworks, an ESS plan will be developed outlining clear activation criteria, roles, responsibilities, and workflows. Field Unit Superintendents retain ultimate jurisdictional authority.

The following outlines the initial implementation plan.

Community-Based Volunteer Approach

- Volunteers drawn from throughout BNP, including Lake Louise, ID9, and major employers.
- Participants would be recruited based on expected duration in the area (preferred minimum of 2 years)
- Volunteers would support reception centre operations during emergencies, including prolonged power outages, evacuations, sheltering needs, etc.

Recruitment & Coordination

- ID9 will issue a volunteer call-out in February and will work with employers to support the initiative and encourage staff participation. Similar to Lake Louise Fire Department recruitment.
- Parks Canada and ID9 will work together to coordinate ESS training with AEMA.
- Parks Canada EMP team will lead development of the BNP ESS plan in collaboration with ID9.

Field Unit Involvement

- Both LLYK and BFU will support the community-centred ESS program; however, there is no obligation for Field Units to assign operational staff to ESS roles. Participation by Parks Canada staff is voluntary and consistent with existing models, such as the Banff and Lake Louise Volunteer Fire Department programs, in which Parks Canada, as an employer, may choose to support staff participation.

Training Delivery

Training is essential for an ESS program to be effective and aligned with best practices. Standardized training delivered by AEMA ensures the BNP Program is integrated with:

- ESS roles and responsibilities
- Reception Centre setup and operations
- Access to AEMA's registration and tracking tools (e.g. digital registries)

- Consistent processes that align BNP with municipal and provincial ESS partners

The Town of Banff will also be invited to participate in the training to further strengthen collaboration and interoperability with the Town of Banff ESS program.

The AEMA ESS team will deliver a mix of classroom-based learning and interactive workshop/exercise simulation. While it will be tailored to the BNP context, the course is standardized and aligned with provincial and municipal programs.

Training will include the following:

Day 1 - ESS Familiarization (AM classroom-based, PM interactive workshop)

- What is ESS, why it matters, how it works
- Scope, limitations and responsibilities
- How ESS integrates into ICS and ECC structures
- Local Context for Banff National Park

Day 2 – ESS Implementation (Workshop/exercise based with summary debrief)

- Setting up a reception center, including registration and tracking
- Role based simulation/exercise tailored to local context
- Course debrief

Financial Cost

There is minimal cost to establish and operationalize the ESS program.

- Training facility will be provided by ID9.
- Minor hospitality expenses may be incurred.
- Parks Canada EMP staff time will be required for ESS plan development.
- AEMA provides ESS training at no cost.

Community Priorities Plan Leadership Invitation Letter

Feb. 4, 2026

Dear Chair Stelter,

As Alberta's provincial police service, the RCMP is continually working to modernize and strengthen the way we partner with communities to address local public safety needs. This letter is being shared to provide early awareness of an upcoming change to the community priority planning process and to support timely engagement with local leadership ahead of the next planning cycle.

Beginning in February 2026, Alberta RCMP detachments will be transitioning to a new Community Priorities Plan (CPP) for the 2026–2027 cycle. This updated approach replaces the previous Annual Performance Plan (APP) and is intended to serve as the primary framework for identifying and tracking policing priorities at the community level.

The CPP is intentionally community-led. It was developed to strengthen collaboration with municipal and Indigenous leadership and to ensure that the priorities of your police service are directly informed by the communities we serve. The CPP is designed to support meaningful dialogue, shared understanding, and clear, achievable priorities that reflect local realities.

This early communication is intended to allow community leaders sufficient time to begin considering local priorities and engaging with constituents before formal planning begins.

Community Priorities Plan Overview

Step One: Preparation and Consultation (February 2026)

Community leaders consult with their constituents in advance of meeting with the RCMP to gather ideas, concerns, and objectives related to community safety. This initial consultation is the first of two points of engagement and is an important step in ensuring that policing priorities are built with the community, not for the community.

Should community leaders wish to involve their Detachment Commander in these early community discussions, requests can be made directly to the detachment and support will be provided.

The purpose of this stage is to develop a clear understanding of community-specific concerns and objectives to inform upcoming discussions.

Step Two: Engagement Meeting (March 2026)

An engagement meeting is held between community representatives and the Detachment Commander. This meeting provides an opportunity for community representatives to share feedback gathered during consultations and to discuss community perspectives openly.

All relevant concerns, ideas, and objectives are welcome for discussion at this stage. These conversations help build a shared understanding between the community and the detachment and support alignment as priorities begin to take shape.

Following this initial engagement meeting, the Detachment Commander will take the identified community priorities and meet with their leadership team to develop an operational plan outlining how the RCMP will work to deliver on those priorities.

Step Three: Finalizing Priorities

A subsequent meeting will be held between community representatives and the Detachment Commander where possible, during which the proposed plan will be presented to the community for review. This meeting will provide an opportunity for community leaders to offer feedback, seek clarification, and confirm alignment before priorities are finalized.

Following engagement and discussion, the Community Priorities Plan is finalized. The goal of this stage is to confirm a consolidated list of up to three community policing priorities that accurately reflects and encompasses the concerns and objectives raised through earlier engagement.

Once confirmed, the plan is endorsed by the Detachment Commander and community leadership. Progress will be monitored through regular reporting, with adjustments made as required to ensure priorities remain responsive and aligned over time.

Detachments Serving Multiple Communities

For detachments that serve multiple municipalities, this CPP process will be conducted with each community group. Engagement, consultation, and feedback will be gathered independently to ensure each community's unique needs and perspectives are understood. Overall, detachment priorities will then be developed based on the totality of feedback received across all participating communities.

Next Steps - Community Consultation and Engagement

As part of the CPP process, community leaders are encouraged to begin consulting with their constituents to gather input on local safety concerns, emerging issues, and opportunities for collaboration. Community leaders may choose the consultation methods that best suit their communities, such as surveys, town halls, meetings, or other engagement activities. Detachment Commanders may be invited to attend these conversations where appropriate, or consultations may be conducted independently, with feedback shared at a later stage.

This early engagement will help inform discussions with your Detachment Commander as CPP development progresses. Your partnership is essential to ensuring policing priorities reflect the unique needs of your community. Further information and guidance will be provided by your local detachment as the CPP process moves forward.

Thank you for your continued partnership and leadership in supporting community safety.

Sincerely,



Sgt. Susan Richter
Detachment Commander
Lake Louise RCMP



S/Sgt. Mike Buxton-Carr
Detachment Commander
Banff RCMP

CRPS International Student Program

Presentation for ID9. February 2026



Our International Student Program is impactful...



Not just for the High School students who come here, but also

Locally!

Inspiring Hearts and Minds

Global reach to date:

582 international students

From 30 countries

Averaging ~ 50 students/year

= countless local friendships &
exposure to diverse world-views
for local students.

More than 300 local families have been
part of our program's rich history.



Where do our students come from?

- 1. Germany
- 2. Austria
- 3. Switzerland
- 4. Spain
- 5. Mexico
- 6. Italy
- 7. France
- 8. Japan
- 9. China
- 10. Denmark
- 11. Belgium
- 12. Czech Republic
- 13. Poland
- 14. Finland
- 15. Australia
- 16. Brazil
- 17. Netherlands





2025-26 marks 30 years for CRPS



A Proverbial whirlwind



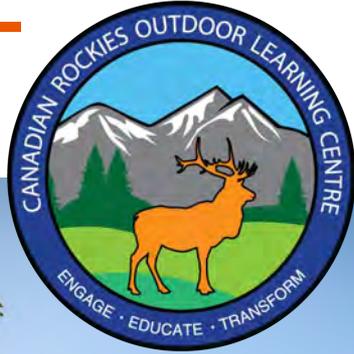
Moments that have touched our hearts



Picture perfect bliss
Teamwork



EXCITING PARTNERSHIPS close to home



Lake  Louise
SKI RESORT



Outdoor Learning Centre Partnership:

- MONTHLY STUDENT ACTIVITIES
- WILD

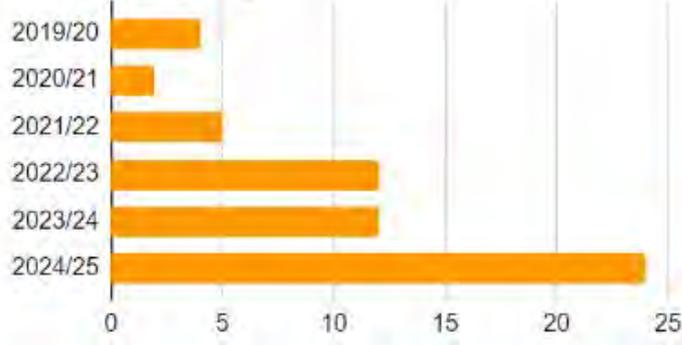


Overnight trip to Nordegg Hostel last winter



Lake Louise partnership

Ski Academy



| | |
|---------|----|
| 2019/20 | 4 |
| 2020/21 | 2 |
| 2021/22 | 5 |
| 2022/23 | 12 |
| 2023/24 | 12 |
| 2024/25 | 24 |



One semester program (22 days on snow)

Full season program (44 days on snow)

**The humble
beginnings.
Kicking off our
Ski Academy
during
A Pandemic**

2019-2020



2022-23



2023-24



Ski Academy 2024-25 (semester 1 students & coaches)



Jon Albisu de la Fuente
CIPS Ski Academy 2024-25

Jacob Baumer
CIPS Ski Academy 2024-25

Katja Koch
CIPS Ski Academy 2024-25

Leire Marti Gavin
CIPS Ski Academy 2024-25

Lily Kurashima
CIPS Ski Academy 2024-25

Jan Melcher
CIPS Ski Academy 2024-25

Jinte Willcox
CIPS Ski Academy 2024-25

Felix Eglsseer
CIPS Ski Academy 2024-25

Ester Reyes Carrillo
CIPS Ski Academy 2024-25

Sonsles De la Fuente Ruiz
CIPS Ski Academy 2024-25

Hannah Huebner
CIPS Ski Academy 2024-25

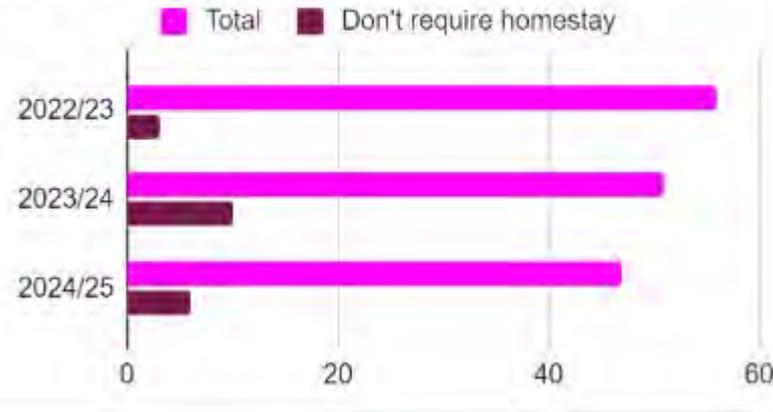
Fernando De la Fuente Ruiz
CIPS Ski Academy 2024-25

The limiting factor for growth/sustainability of ISP

of Homestay Families determines our future



Homestay



Homestay is Our Future

- **Keeping up with Demand:**
Student registrations are coming in earlier than ever
- **Concerned with capacity:** as long-term host families move on in life fewer new ones are coming forward (similar trends across Canada since Covid)
- **We're looking for New Homestay Families who match our values...** is that you? Or someone you know?



What we're looking for

Room in your heart and your home for a teenager...who wants to learn how you live!



- 5-10 month commitment
- Banff or Canmore homes
- Private bedroom
- 3 healthy meals daily

What you'll receive

Human connection and a global world view... right from your own backyard!



- Monthly stipend
- Homestay Community events
- Ongoing support
- Lifelong memories

HOMESTAY



Hi, I'm Kristen, and this is Mark, Stella, and Vendy.

Sign up today



or Help Spread the Word!



I'm interested!

Contact Me

Do you know where to find our Homestay Application?

www.crps.ca

homestay@crps.ca

You can help **DRIVE INTEREST** to our website!

Questions??

Please contact:

Laura Mooney

Homestay Coordinator

Homestay@crps.ca

403-609-6072



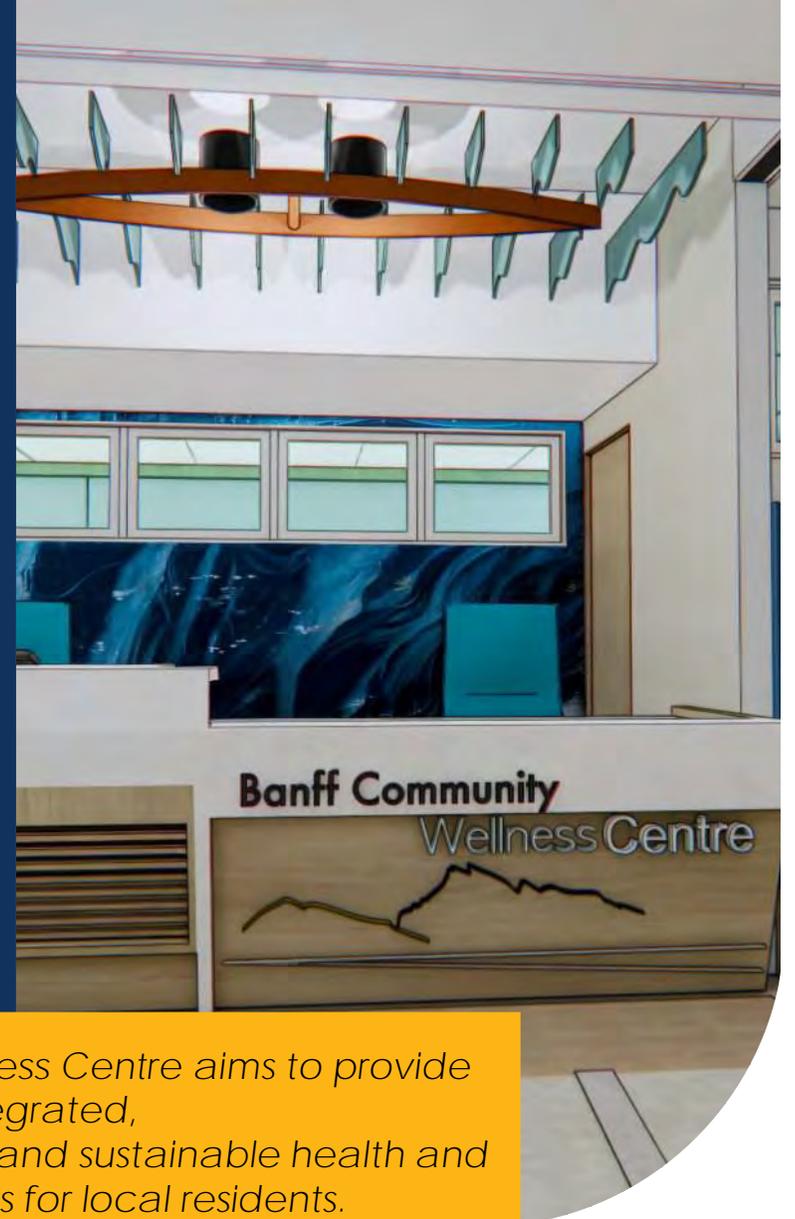
Covenant

Banff Community Wellness Centre

Presented by: Margie Smith

Site Administrator

Banff Mineral Springs Hospital



The Community Wellness Centre aims to provide integrated, innovative, accessible and sustainable health and support services for local residents.



IMPACT:



The Banff Community Wellness Centre will have transformative impacts across the community's health and social landscape:

- Co-locate health and social service providers for integrated care
- Address gaps in mental health, addictions support, and system navigation
- Improve continuity of care and reduce barriers for vulnerable populations
- Collaborative efforts will continue to address gaps in health services and supports, ensuring wraparound care for residents.
- The Community Wellness Centre will enable sustainable, integrated local services that respond to community needs.

Covenant

Partnership with the Wim and Nancy Pauw Foundation and Covenant Foundation

Seed funding from Wim and Nancy Pauw foundation of \$1,000,000.00

Total project cost \$1,900,000.00 *TBC



WIM & NANCY
PAUW
FOUNDATION



Covenant
Foundation



Current State

Phase 1 Concept Funding: Includes conceptualization and feasibility assessment, architectural renderings and plans, and Class C budget estimates with contingency allowances.

Completed

Phase 2 – Pre-Construction Funding: Includes carry-over items from Phase 1, land use and regulatory planning, surveying and engineering verifications, site prep, design and development, approvals and documentation, and Class B budget estimates.

Completion February 2026

Phase 3 – Construction Funding: The total project cost will be finalized before Phase 3 begins and will depend on the scope of work and securing full funding. **Completion December 2026**





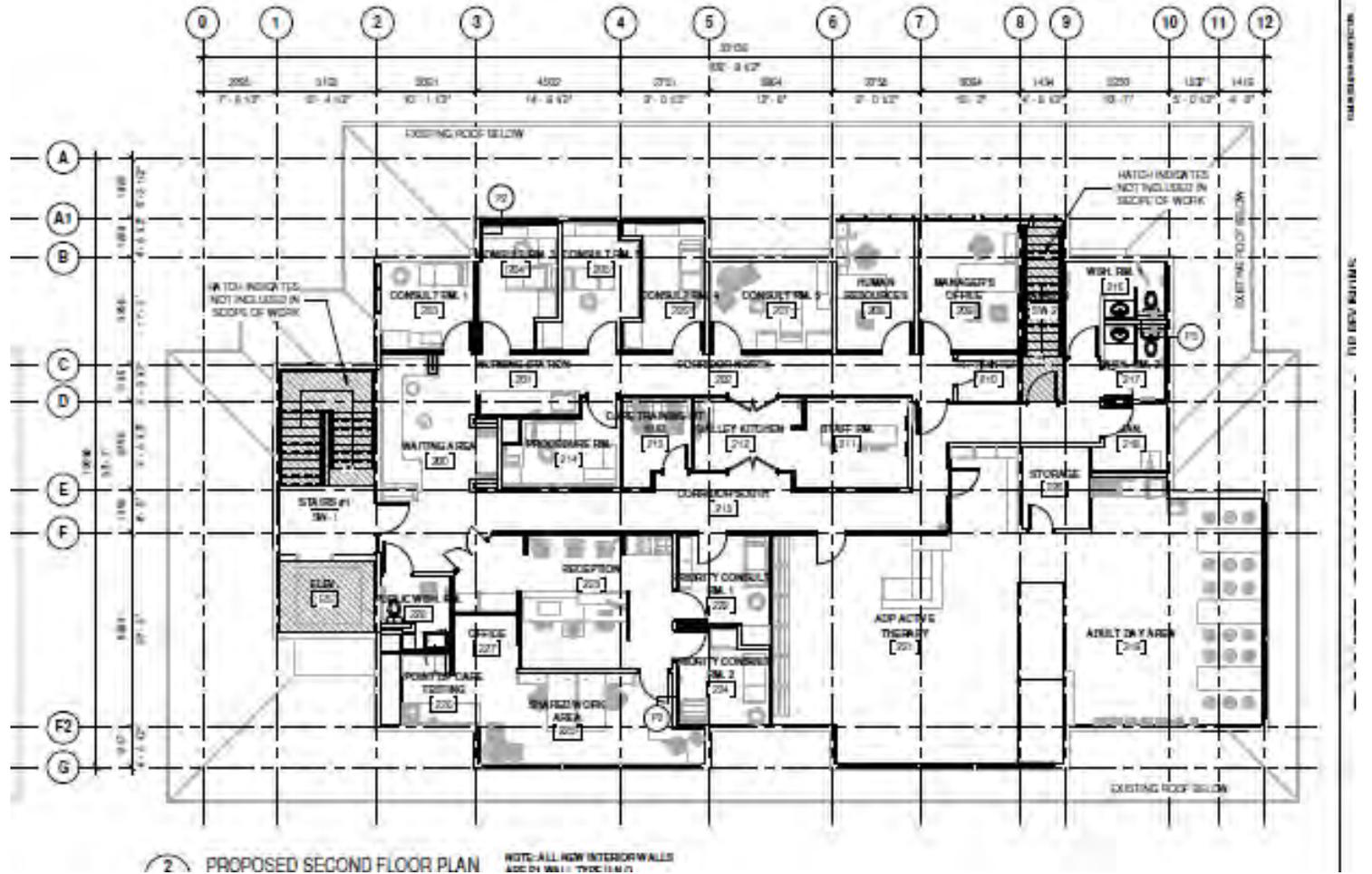
Applying Inclusive and Universal Design

- Offer all-gender washrooms and changerooms with strong privacy features, accessible layouts, and inclusive signage.
- Use good lighting, open sightlines, and clear wayfinding to support a secure, welcoming environment.
- Incorporate artwork and design elements that reflect diverse identities and family structures.
- Create adaptable spaces—family rooms, private care areas, multipurpose community zones.
- Involve people of diverse genders, sexualities, and abilities in planning and evaluation.

Next Steps

Exploring all avenues of funding

- Government
- Local Donations
- Fundraising activities
- Grants
- Ideas



The Community Wellness Centre Advisory Council is composed of engaged leaders representing key stakeholder groups.

Purpose is to guide and support the development and ongoing operation of the Community Wellness Centre.



Questions





Issue Brief
2026-02-17

Agenda Item 6a. | Councillor Remuneration Bylaw Review

Background

In 2025, Council provided direction to Administration on changes they would like made with the Remuneration Bylaw. On January 20th, Administration presented the proposed changes and received feedback regarding changes needed to the transportation section and the conference rates.

The amended bylaw has been attached for Councils review and approval.

Recommendation

That the council review and approve the amendments to the Council Remuneration Bylaw if appropriate.

**AMENDED BYLAW NO. 2019-02****A BYLAW OF IMPROVEMENT DISTRICT NO 9 TO ESTABLISH RATES FOR REMUNERATION AND EXPENSE CLAIMS FOR COUNCIL MEMBERS**

WHEREAS Section 275 of the Municipal Government Act being chapter M-26 of the Revised Statutes of Alberta 2000 empowers a Council to provide for the payment of a remuneration to its members for attending to or performing their duties and also for the payment of reasonable allowances for travelling and for subsistence and out of pocket expenses incurred for attending the same, and

WHEREAS appointed Committee members may be requested by Council to incur travel, subsistence and out of pocket expenses incurred for attending to and performing their duties, and

NOW THEREFORE the Council of the Improvement District #9 (ID9) in the Province of Alberta enacts as follows:

1. Definitions

In this Bylaw, unless the context otherwise requires:

- a) "Attendance" means attendance in person or via virtual attendance (i.e. teleconference / electronic means).
 - b) "Council" or "Members of Council" means the duly appointed municipal officers of Improvement District No. 9, including Councillors and the Chair.
 - c) "Per Diem Rate" means the remuneration rate set by Council for attendance at Meetings.
2. The Chair and Councillors of ID9 Council shall be paid a per Council meeting rate, determined by Council from time to time and as outlined in Appendix A, for all officially set Council meetings, for attending to their Council assignments, and for all other meetings of Council that are set by motion of Council.
- a. Rates will be paid based on the role of the Chair or Councillor during that meeting. For example, if a Councillor holds the role of Chair for an assignment, they will be paid at the Chair rate for those meetings.
3. The Chair and Councillors of ID9 Council shall be paid a travel allowance in the amount determined by Council set forth in Appendix A.
- a. Transportation: Those furnishing transportation will be paid a rate per kilometer.
4. The Chair and Councillors of ID9 Council shall be paid a per diem in the amount determined by Council set forth in Appendix A.
5. Any reimbursements for Council work, travel, lodgings or any other expenses incurred as a result of the Chair and Councillors carrying out ID9 business, in addition to their Council assignments or in addition to that which is set forth in this bylaw may be reimbursed upon motion of Council.
6. Expense claim forms are to be submitted to the Chief Administrative Officer at minimum on a monthly basis.
7. Appendix A sets forth the allowable rates which can be amended from time to time by motion of Council.

Bylaw 2012-04 is hereby rescinded.

READ A FIRST TIME this 8th day of May 2019.

READ A SECOND TIME this 8th day of May 2019.

READ A THIRD TIME AND PASSED this 8th day of May 2019.

AMENDED A FIRST TIME this 14th day of December, 2021.

AMENDED A SECOND TIME this 14th day of December, 2021.

AMENDED A THIRD TIME AND PASSED this 14th day of December, 2021.

AMENDED A FIRST TIME this 17th day of February, 2026.

AMENDED A SECOND TIME this 17th day of February, 2026.

AMENDED A THIRD TIME AND PASSED this 17th day of February, 2026.

Chair

Chief Administrative Officer

Appendix A

Meeting Remuneration Rates (Council Meetings, Assignments etc.)

| | | |
|-------------|-----------------------|----------|
| Chair: | Meeting Up to 3 Hours | \$330.00 |
| | Meeting Over 3 Hours | \$530.00 |
| | Meeting Over 5 Hours | \$755.00 |
| Councillor: | Meeting Up to 3 Hours | \$295.00 |
| | Meeting Over 3 Hours | \$460.00 |
| | Meeting Over 5 Hours | \$655.00 |

Transportation Remuneration

- Airfare, Taxi Services, Parking Fees: Incurred Cost only for meetings & events approved upon motion of Council.
- Mileage per kilometre rate: Canada Revenue Agency Recommended Rates as updated annually on January 1st
 - Travel in a personal vehicle to and from Regular Council Meetings, Organizational Meetings, Special Council Meetings, and appointed committee meetings that take place within Improvement District No. 9 are eligible for mileage claims, but travel time is not to be included in the meeting length.
 - Travel in a personal vehicle to and from appointed committee meetings, pre-approved conferences, seminars, workshops, courses, meetings, and Professional Development activities that take place outside of Improvement District No. 9 are eligible for mileage claims, as well as eligible to claim travel time compensation at the meeting remuneration rates.

Hotel & Lodgings Remuneration

If away from home overnight only for meetings & events approved upon motion of Council.

- Actual Lodging Expenses Reimbursed According to Submitted Receipt

Meals Remuneration Allowance (or per diem)

These amounts provided as a per diem for those standard meal times, or parts of the day, while away from home only for meetings & events approved upon motion of Council.

If away from home for a 4 hour period or greater between midnight-10:30am

Breakfast \$20.00

If away from home for a 4 hour period or greater between 10:30am-3:30pm

Lunch \$25.00

If away from home for a 4 hour period or greater between 3:30pm-midnight

Dinner \$40.00

Note: Meals included in any registration fees, complimentary within a hotel stay, or provided during any meeting, conference or matter of Council Business will not be eligible for the per diem meal claim for that meal time or part of the day.

Exception: if appropriate dietary accommodations are not provided, the Councillor or Chair may submit for a meal remuneration.

Exception: if all members of Council attending a meeting, event, conference or other function approved upon motion of Council, they may determine to organize an inclusive team-building meal. If that is the case, no meal allowance will be paid and the full cost of the meal (less alcohol) for Council and staff will be covered.

Monthly Incidental Expense Allowance

| | |
|------------|----------------|
| Chair | \$135.00/month |
| Councillor | \$70.00/month |

ID9 Stakeholder Advocacy Committee

Terms of Reference (Draft)

1. Purpose

The Stakeholder Advocacy Committee (“the Committee”) is established by Council to provide structured, balanced, and proactive advocacy on behalf of all stakeholders within Improvement District No. 9 (ID9). This includes residents, leaseholders, businesses, and partner agencies, across the entirety of ID9—not solely those residing in the community of Lake Louise. The Committee will support Council by identifying issues, opportunities, and shared priorities that strengthen the wellbeing, sustainability, and representation of the district as a whole.

2. Mandate

The Committee will:

1. **Identify and communicate interests** of ID9 stakeholder groups to Council, ensuring representation is district-wide and equitable.
2. **Provide informed recommendations** that support Council’s advocacy and relationship-building with the Government of Alberta, Parks Canada, regional partners, and other agencies.
3. **Support transparent engagement** by developing methods to share information and receive input from across the district.
4. **Advise on priority areas** as they coincide with the Strategic Goals as determined by Council.
5. **Respect jurisdictional limits**, ensuring all recommendations align with the legislative framework governing Improvement Districts.

3. Scope of Work

The Committee’s work will include, but is not limited to:

- Reviewing district-wide stakeholder concerns and preparing summary reports for Council.
- Recommending advocacy positions or strategies for Council consideration.
- Assisting in the development of communication channels to maintain strong relationships with key partners and community groups.
- Monitoring issues relevant to ID9 such as tourism impacts, emergency services, recreation, housing, transportation, and municipal service delivery.
- Hosting or participating in stakeholder engagement sessions when directed by Council.

Out of Scope:

- Operational decision-making or administrative direction.
- Engagement in political campaigning or advocacy outside the authority of ID9.
- Acting as a substitute for Council’s statutory roles or responsibilities.

4. Composition

The Committee shall be composed of **up to twelve (12) members**, reviewed and appointed by Council, to represent the business and residential base in the ID, including:

- Three (3) Members of Council
- Two (2) resident representatives from the community of Lake Louise
- One (1) resident representative from an OCA on the West end of ID9
- One (1) resident representative from an OCA/Business on the East end of ID9
- Two (2) business representatives from the community of Lake Louise
- One (1) business representative from an OCA on the West end of ID9
- One (1) business representative from an OCA/Business on the East end of ID9
- 1 Agency Representative

Administrative Support:

- The Chief Administrative Officer (CAO) or designate shall act as a non-voting administrative liaison, providing support, background materials, and facilitation as required.

Selection Criteria:

Members should collectively demonstrate:

- A strong understanding of ID9's unique governance context
- Experience with stakeholder engagement or advocacy
- Commitment to representing district-wide interests
- Ability to collaborate, communicate respectfully, and maintain impartiality

5. Chair and Vice-Chair

- The Committee will elect a Chair and Vice-Chair at its inaugural meeting and annually thereafter.
- The Chair is responsible for meeting management, agenda guidance, and liaising with the CAO or designate.

6. Meetings

- The Committee will meet **bi-annually**, or as required at the call of the Chair.
- Quorum shall consist of **50% +1 of voting members**.
- Meetings may be held in-person, virtually, or as a hybrid format to ensure accessibility for district-wide representation.

7. Reporting

- The Committee will provide **written recommendations or summary reports** to Council following each meeting, outlining key issues, progress, and recommendations for the upcoming year.

8. Term of Appointment

- Members shall be appointed for **two-year terms**, renewable at Council's discretion.
- Vacancies occurring mid-term may be filled by Council through targeted or open recruitment.

9. Review of Terms

These Terms of Reference will be **reviewed annually** by Council and updated as required to reflect evolving district needs or governance considerations.

Renewed Police Funding Model Preliminary 5-year Estimate for Improvement District No. 09 (Banff)

Thank you for connecting with the Police Funding Model team and for providing a designated contact to receive your estimated municipal contributions under the renewed Police Funding Model (PFM). Based on the most recent data available to the ministry, we have prepared a preliminary five-year estimate to assist with your municipal budget process for PFM costs moving forward, effective April 1, 2026.

It is important to note that the estimate provided is an approximation. Final amounts payable under the renewed PFM will be based on current data when calculations are completed each March.

| Fiscal year | Percentage | Municipal Share before modifiers |
|-------------|------------|----------------------------------|
| 2026–27 | 22% | \$178,972.08 |
| 2027–28 | 24% | \$210,861.65 |
| 2028–29 | 26% | \$306,624.80 |
| 2029–30 | 28% | \$426,315.92 |
| 2030–31 | 30% | \$654,585.65 |

Important Notes:

- This preliminary estimate for Improvement District No. 09 (Banff) is provided for budget planning purposes only.
- All figures are subject to revision.
- Base cost calculations are derived from 2024–25 PPSA frontline policing actuals, with an assumed year-over-year increase of 8% applied to PPSA frontline policing costs.
- The five-year projection is based on Municipal Affairs 2024–25 population data, equalized assessment values, preliminary RCMP occurrence statistics, and RCMP hard vacancy rates. Final invoiced amounts will reflect updated data as it becomes available.
- Modifications to the base formula will be implemented in phases: the weighted occurrences factor will take effect on April 1, 2028, with full model implementation completed by April 1, 2030.

Please contact the PFM team at abpfm@gov.ab.ca if you require any clarification regarding these estimates.



**MINUTES OF THE
REGULAR MEETING OF COUNCIL
of the Town of Banff in the Province of Alberta
Tuesday, January 13, 2026, at 9:00 a.m.**

COUNCIL MEMBERS PRESENT

| | |
|--------------------|-----------------------------|
| Corrie DiManno | Mayor |
| Barb Pelham | Councillor and Deputy Mayor |
| Brian Standish | Councillor and Acting Mayor |
| Michelle Backhouse | Councillor |
| David Fullerton | Councillor |
| Marc Ledwidge | Councillor |

COUNCIL MEMBERS ABSENT

| | | |
|------------|------------|---------------------|
| Kaylee Ram | Councillor | (Absent with Leave) |
|------------|------------|---------------------|

ADMINISTRATION PRESENT

| | | |
|--------------------|---|------------------------|
| Kelly Gibson | Town Manager | |
| Lauren Aebig | Director, Corporate Services | |
| Jason Darrah | Director, Communications & Marketing | |
| Darren Enns | Director, Planning & Environment | |
| Alison Gerrits | Director, Community Services | |
| Adrian Field | Director, Engineering | |
| Paul Godfrey | Director, Operations | |
| Katherine Severson | Director, Emergency & Protective Services | |
| Palki Biswas | Finance Controller | (Remote Participation) |
| Kenna Ozbick | Visitor Events Specialist | |
| Renée Lavergne | Information Governance Coordinator | (Remote Participation) |
| Lisa Lee | Executive Assistant, Office of the Mayor | (Remote Participation) |
| Carolynn Grey | Legislative Advisor | (Remote Participation) |
| Kiersten McDonald | Legislative Advisor | (Remote Participation) |
| Libbey McDougall | Municipal Clerk | |



Confirmed January 27, 2026

Town of Banff Regular Meeting of Council
January 13, 2026

1.0 CALL TO ORDER

Present at Call to Order: (6): Mayor DiManno, Councillor Backhouse, Councillor Fullerton, Councillor Ledwidge, Councillor Pelham, and Councillor Standish

Absent with Leave: (1): Councillor Ram

Mayor DiManno called the January 13, 2026, Regular Meeting of Council to order at 9:00 a.m.

2.0 CONFIRMATION OF AGENDA

2.1 Revised Agenda for the January 13, 2026, Regular Meeting of Council

COU26-001 **Moved by** Councillor Pelham

That the Revised Agenda for the January 13, 2026, Regular Meeting of Council be confirmed.

For: (6): Mayor DiManno, Councillor Backhouse, Councillor Fullerton, Councillor Ledwidge, Councillor Pelham, and Councillor Standish

MOTION CARRIED

3.0 CONFIRMATION OF PREVIOUS COUNCIL MINUTES

COU26-002 **Moved by** Councillor Ledwidge

That following minutes be confirmed by way of an omnibus motion:

3.1 Minutes of the December 09, 2025, Regular Meeting of Council

3.2 Minutes of the December 16, 2025, Regular Meeting of Council

For: (6): Mayor DiManno, Councillor Backhouse, Councillor Fullerton, Councillor Ledwidge, Councillor Pelham, and Councillor Standish

MOTION CARRIED

4.0 INVITED PRESENTATIONS

No Invited Presentations were scheduled as part of this meeting.

Minutes confirmed by: On Original On Original



5.0 PUBLIC INPUT ON APPROVED AGENDA ITEMS SCHEDULED AS PART OF THE REGULAR MEETING OF COUNCIL

5.1 Written Submissions

Council, by unanimous consent, received the following Written Submission for the Corporate Record:

- 5.1.1 Jen Tweddell, Board Chair, Community Cruisers: Letter Re: Funding for Bike All Winter, Dated January 09, 2026 (Item 7.4, Request for Decision: 2026-2028 Operating Budget and 2026-2035 Capital Budget Finalization)

5.2 Verbal Submissions

Council, by unanimous consent, received the following Verbal Submission for the Corporate Record:

- 5.2.1 Mike Kelly, Executive Director, Banff & Lake Louise Hospitality Association (Item 7.4, Request for Decision: 2026-2028 Operating Budget and 2026-2035 Capital Budget Finalization)

6.0 UNFINISHED BUSINESS

No items of Unfinished Business were scheduled as part of this meeting.

7.0 ADMINISTRATIVE REPORTS

- 7.1 Request for Decision: Proposed Borrowing Bylaw 495 – Wolf Street Housing Capital Project – Phase II

COU26-003 **Moved by** Councillor Backhouse

That Bylaw 495 be read a second time.

For: (6): Mayor DiManno, Councillor Backhouse, Councillor Fullerton, Councillor Ledwidge, Councillor Pelham, and Councillor Standish

MOTION CARRIED



COU26-004 **Moved by** Councillor Pelham

That Bylaw 495 be read a third time.

For: (6): Mayor DiManno, Councillor Backhouse, Councillor Fullerton, Councillor Ledwidge, Councillor Pelham, and Councillor Standish

MOTION CARRIED

7.2 Request for Decision: Proposed Update to Special Events Policy C5001-1

Council, by unanimous consent, recessed the meeting at 10:25 a.m. for a fifteen minute break.

Council reconvened the meeting at 10:46 a.m. with Mayor DiManno in the Chair.

COU26-005 **Moved by** Councillor Ledwidge

That Policy C-5001-2 Special Events Policy (Attachment 2) be amended in section 4.7, Definitions, on page 2 of 20, by deleting the words “September Labour Day Long Weekend” following the words “May Victoria Day Long Weekend to” and substituting with the words “Thanksgiving Long Weekend”, so that the section reads as follows:

4.7 **Peak Season** means the busiest time of year for tourism and local activity, spanning May Victoria Day Long Weekend to Thanksgiving Long Weekend, when visitor numbers are highest and community infrastructure is most impacted.

And further, that any other use of the words “Labour Day” and “Labour Day Long Weekend” in the document be deleted and substituted with the words “Thanksgiving Long Weekend”.

For: (6): Mayor DiManno, Councillor Backhouse, Councillor Fullerton, Councillor Ledwidge, Councillor Pelham, and Councillor Standish

MOTION CARRIED



COU26-006 Moved by Councillor Backhouse

That Policy C-5001-2 Special Events Policy (Attachment 2) be further amended in subsection 5.10(e) by deleting the words “, flea market booths or second hand products,” following the words “sale of professional services” and substituting with the words “and flea market booths” so that this subsection reads as follows:

- e) Not include the sale of professional services, flea market booths; and,

For: (6): Mayor DiManno, Councillor Backhouse, Councillor Fullerton, Councillor Ledwidge, Councillor Pelham, and Councillor Standish

MOTION CARRIED

COU26-007 Moved by Mayor DiManno

That with respect to Item 7.2, Request for Decision: Proposed Update to Special Events Policy C5001-1, the following be adopted, **as amended by COU26-005 and COU26-006:**

That Council approve Policy C5001-2 Special Events Policy (Attachment 2), **as amended.**

For: (6): Mayor DiManno, Councillor Backhouse, Councillor Fullerton, Councillor Ledwidge, Councillor Pelham, and Councillor Standish

MOTION CARRIED

7.3 Briefing: 2025 Municipal Election and Next Steps

COU26-008 Moved by Councillor Ledwidge

That with respect to Item 7.3, Briefing: 2025 Municipal Election and Next Steps, the following be adopted:

That Council receive the 2025 Municipal Election and Next Steps Briefing for the Corporate Record.

For: (6): Mayor DiManno, Councillor Backhouse, Councillor Fullerton, Councillor Ledwidge, Councillor Pelham, and Councillor Standish

MOTION CARRIED



7.4 Request for Decision: 2026-2028 Operating Budget and 2026-2035 Capital Budget Finalization

COU26-009 **Moved by** Mayor DiManno

That the 2026-2028 Operating Budget – (Service Review and Financial Statement Versions) (Attachment 1a and 1b) be amended by removing the Industrial Compound Area Redevelopment Plan.

For: (6): Mayor DiManno, Councillor Backhouse, Councillor Fullerton, Councillor Ledwidge, Councillor Pelham, and Councillor Standish

MOTION CARRIED

COU26-010 **Moved by** Mayor DiManno

That with respect to Item 7.4, Request for Decision: 2026-2028 Operating Budget and 2026-2035 Capital Budget Finalization, the following be adopted, **as amended by COU26-009**:

That the 2026-2028 Operating Budget (Service Review and Financial Statement Versions) (Attachment 1a and 1b) be approved, **as amended**.

For: (6): Mayor DiManno, Councillor Backhouse, Councillor Fullerton, Councillor Ledwidge, Councillor Pelham, and Councillor Standish

MOTION CARRIED

COU26-011 **Moved by** Councillor Fullerton

That with respect to Item 7.4, Request for Decision: 2026-2028 Operating Budget and 2026-2035 Capital Budget Finalization, the following be adopted:

That the 2025-2035 Capital Budget (Attachment 2) be approved.

For: (6): Mayor DiManno, Councillor Backhouse, Councillor Fullerton, Councillor Ledwidge, Councillor Pelham, and Councillor Standish

MOTION CARRIED



COU26-012 **Moved by** Councillor Pelham

That with respect to Item 7.4, Request for Decision: 2026-2028 Operating Budget and 2026-2035 Capital Budget Finalization, the following be adopted:

That Council confirm the Council Expectations, Successes, Challenges & Opportunities, and Council Priorities as noted in the 2026 Service Review Documents (Attachment 3).

For: (6): Mayor DiManno, Councillor Backhouse, Councillor Fullerton, Councillor Ledwidge, Councillor Pelham, and Councillor Standish

MOTION CARRIED

Councillor Ledwidge declared a conflict of interest in accordance with Section 172.1 of the *Municipal Government Act*, with respect to Motion COU26-013, as he is a volunteer with the Community Cruisers organization. Councillor Ledwidge abstained from discussion and voting on the Motion COU26-013 and left the meeting at 11:57 a.m.

COU26-013 **Moved by** Mayor DiManno

That with respect to Item 7.4, Request for Decision: 2026-2028 Operating Budget and 2026-2035 Capital Budget Finalization, the following motion arising be adopted:

That Council confirm ongoing commitment of funding \$10,000 per year to the Bike All Winter program, funded through the Visitor Pay Parking Operating Reserve.

For: (5): Mayor DiManno, Councillor Backhouse, Councillor Fullerton, Councillor Pelham, and Councillor Standish

MOTION CARRIED

Councillor Ledwidge returned to the meeting at 12:06 p.m.



COU26-014 **Moved by** Councillor Backhouse

That with respect to Item 7.4, Request for Decision: 2026-2028 Operating Budget and 2026-2035 Capital Budget Finalization, the following be adopted:

That Council approve the following motions, as recommended by the Governance and Finance Committee during the 2026 Service Review Meeting:

| Motion Number | Governance and Finance Committee Recommendation |
|---------------|---|
| FIN25-177 | That Council direct Administration to return as part of the 2027 Service Review Process (Q4 2026) with a New Service Level Request for the following enhancements to existing bus stops: a. Middle Springs Stop - addition of lighting; and b. Valley View Stop - addition of a shelter and lighting. |
| FIN25-197 | That Council direct Administration to return to Council with a Report, by Q3 2026, outlining the possibilities of installing an “Every Child Matters” themed crosswalk on the southside of the Thunder Medicine Pipe Bridge, which should address issues such as budgetary implications for installation and the potential requirement of a new Council policy addressing use of public space for community groups. |
| FIN25-205 | That Council direct Administration to engage with all landowners on 300 Lynx Street regarding redevelopment and contributing to the budget for the streetscape redevelopment with respect to amended New Service Level Request, NSLR-2026-17, 300 Block Lynx – Pedestrian Improvements, outlined on pages 33 through 38 of the 2026 Service Review document for Planning. |
| FIN25-209 | That Council direct Administration to return to Council, through the Governance and Finance Committee, no later than Q4 2026, with a review of the Banff Streetscape Design Guidelines. |
| FIN25-222 | That Council direct Administration to prioritize paver replacement for Banff Avenue, outlined as Option 2 on pages 14 through 16 of the 2026 Service Review document for Streets, as part of the Capital Projects included in the Sidewalk Improvement Program for 2026 to 2029 rather than proceeding with New Service Level Request, NSLR-2026-25, Banff Avenue Paver Replacement. |

For: (6): Mayor DiManno, Councillor Backhouse, Councillor Fullerton, Councillor Ledwidge, Councillor Pelham, and Councillor Standish

MOTION CARRIED

Minutes confirmed by: On Original On Original



COU26-015 Moved by Mayor DiManno

That with respect to Item 7.4, Request for Decision: 2026-2028 Operating Budget and 2026-2035 Capital Budget Finalization, the following motion arising be adopted:

That Council revisit motion COU25-475 so that amendments may be considered to the 2026 Council and Committee Calendar.

For: (6): Mayor DiManno, Councillor Backhouse, Councillor Fullerton, Councillor Ledwidge, Councillor Pelham, and Councillor Standish

MOTION CARRIED

COU26-016 Moved by Mayor DiManno

That Council amend the 2026 Council and Committee Calendar by cancelling the Tuesday, January 20, 2026 Budget Finalization Meeting of Council, scheduled to commence at 9:00 a.m. in the Council Chamber.

For: (6): Mayor DiManno, Councillor Backhouse, Councillor Fullerton, Councillor Ledwidge, Councillor Pelham, and Councillor Standish

MOTION CARRIED

COU26-017 Moved by Mayor DiManno

That the 2026 Council and Committee Calendar be approved, **as amended by COU26-016.**

For: (6): Mayor DiManno, Councillor Backhouse, Councillor Fullerton, Councillor Ledwidge, Councillor Pelham, and Councillor Standish

MOTION CARRIED

8.0 NOTICE OF MOTION

No Notice of Motions were included as part of this meeting.



9.0 COMMITTEE REPORTS

Council, by unanimous consent, received the following Committee Report for the Corporate Record:

- 9.1 Confirmed Minutes of the November 28, 2024 Annual General Meeting of the Bow Valley Regional Housing Board
- 9.2 Confirmed Minutes of the October 16, 2025 Regular Meeting of the Bow Valley Regional Housing Board, November 2025 Waitlist & Occupancy Report and Bow Valley Regional Housing Bulletin for November and December 2025

10.0 NEW/URGENT BUSINESS

No items of New/Urgent Business were included as part of this meeting.

11.0 CONFIDENTIAL ITEMS

No Confidential Items were scheduled as part of this meeting.

12.0 CORRESPONDENCE

No items of Correspondence were received for this meeting.

13.0 ADJOURNMENT

COU26-018 **Moved by** Councillor Standish

That the January 13, 2026, Regular Meeting of Council adjourn at 12:12 p.m.

For: (6): Mayor DiManno, Councillor Backhouse, Councillor Fullerton, Councillor Ledwidge, Councillor Pelham, and Councillor Standish

MOTION CARRIED

On Original

Corrie DiManno
Mayor

On Original

Libbey McDougall
Municipal Clerk

Minutes confirmed by: On Original On Original



**MINUTES OF THE
REGULAR MEETING OF COUNCIL
of the Town of Banff in the Province of Alberta
Tuesday, January 27, 2026, at 2:00 p.m.**

COUNCIL MEMBERS PRESENT

| | |
|--------------------|-----------------------------|
| Corrie DiManno | Mayor |
| Barb Pelham | Councillor and Deputy Mayor |
| Brian Standish | Councillor and Acting Mayor |
| Michelle Backhouse | Councillor |
| David Fullerton | Councillor |
| Marc Ledwidge | Councillor |

COUNCIL MEMBERS ABSENT

| | | |
|------------|------------|-----------------------------|
| Kaylee Ram | Councillor | (On Council Approved Leave) |
|------------|------------|-----------------------------|

ADMINISTRATION PRESENT

| | | |
|--------------------|---|------------------------|
| Kelly Gibson | Town Manager | |
| Alison Gerrits | Acting Town Manager and Director, Community Services | |
| Lauren Aebig | Director, Corporate Services | (Remote Participation) |
| Jason Darrah | Director, Communications & Marketing | |
| Adrian Field | Director, Engineering | (Remote Participation) |
| Paul Godfrey | Director, Operations | |
| Dave Michaels | Acting Director, Planning & Environment | (Remote Participation) |
| Katherine Severson | Director, Emergency & Protective Services | (Remote Participation) |
| Philipp Leberer | Energy Coordinator | |
| Shannon Shaw | Environmental Educator | (Remote Participation) |
| Renée Lavergne | Information Governance Coordinator | (Remote Participation) |
| Kiersten McDonald | Legislative Advisor | (Remote Participation) |
| Libbey McDougall | Municipal Clerk | |



1.0 CALL TO ORDER

Present at Call to Order: (6): Mayor DiManno, Councillor Backhouse, Councillor Fullerton, Councillor Ledwidge, Councillor Pelham, and Councillor Standish

Absent with Leave: (1): Councillor Ram

Mayor DiManno called the January 27, 2026, Regular Meeting of Council to order at 2:01 p.m.

2.0 CONFIRMATION OF AGENDA

2.1 Revised Agenda for the January 27, 2026, Regular Meeting of Council

COU26-019 **Moved by** Mayor DiManno

That the Revised Agenda for today’s meeting be amended by including:

- A Written Submission entitled “5.1.2, Lynne Huras, Manager/ Curator, Luxton Home Museum: Letter Re: Banff Street Pole Banner Program (Item #: 7.1 Request for Decision: Street Pole Banners Policy C5007 Update (Proposed Policy C5007-1)”;
- An Item of Urgent Business entitled “10.1, Verbal Request for Decision: Community Consultation on How to Administer Remaining Commercial Development Allotment in the town of Banff (Motion FIN26-009, approved as part of the January 27, 2026, Regular Meeting of the Governance and Finance Committee)”.

For: (6): Mayor DiManno, Councillor Backhouse, Councillor Fullerton, Councillor Ledwidge, Councillor Pelham, and Councillor Standish

MOTION CARRIED

COU26-020 **Moved by** Councillor Ledwidge

That the Revised Agenda for the January 27, 2026, Regular Meeting of Council be confirmed, **as amended by Motion COU26-19.**

For: (6): Mayor DiManno, Councillor Backhouse, Councillor Fullerton, Councillor Ledwidge, Councillor Pelham, and Councillor Standish

MOTION CARRIED

3.0 CONFIRMATION OF PREVIOUS COUNCIL MINUTES

Minutes confirmed by: On Original On Original



3.1 Minutes of the January 13, 2026, Regular Meeting of Council

COU26-021 **Moved by** Councillor Backhouse

That the Minutes of the January 13, 2026, Regular Meeting of Council be confirmed.

For: (6): Mayor DiManno, Councillor Backhouse, Councillor Fullerton, Councillor Ledwidge, Councillor Pelham, and Councillor Standish

MOTION CARRIED

4.0 INVITED PRESENTATIONS

No Invited Presentations were scheduled as part of this meeting.

5.0 PUBLIC INPUT ON APPROVED AGENDA ITEMS SCHEDULED AS PART OF THE REGULAR MEETING OF COUNCIL

5.1 Written Submissions

Council, by unanimous consent, received the following Written Submissions for the Corporate Record:

5.1.1 Tera Swanson, Online Public Submission Form received January 23, 2026 (Item #: 7.1 Request for Decision: Street Pole Banners Policy C5007 Update (Proposed Policy C5007-1))

5.1.2 Lynne Huras, Manager/ Curator, Luxton Home Museum: Letter Re: Banff Street Pole Banner Program (Item #: 7.1 Request for Decision: Street Pole Banners Policy C5007 Update (Proposed Policy C5007-1))

5.2 Verbal Submissions

No Verbal Submissions were provided as part of this meeting.

6.0 UNFINISHED BUSINESS

No items of Unfinished Business were scheduled as part of this meeting.

7.0 ADMINISTRATIVE REPORTS

7.1 Request for Decision: Street Pole Banners Policy C5007 Update (Proposed Policy C5007-1)



COU26-022 **Moved by** Mayor DiManno

That proposed Council Policy C5007-1, Street Pole Banners (Attachment 2), be amended as follows:

- Section 5. Definitions, by adding the following new subsection 5.1, and renumbering the remaining subsections accordingly:

5.1 **Not-for-Profit Organization** means a club, society, community group or association that is organized and operated solely for social welfare, civic improvement, pleasure or recreation, or any other purpose except profit, for the benefit of local community.

- In Section 6. Criteria and Procedures, subsection 6.1.d), first sentence, by adding the words “for Not-for-Profit Organizations only” following the words “There may be instances where application and installation fees may be waived by Council”, so that it reads as follows (emphasis added)

d) There may be instances where application and installation fees may be waived by Council **for Not-for-Profit Organizations only**, if applicants request waiver of the fees in an application form submitted by October 15 in the year before requested installation date. Council reviews all requests to waive fees during annual budget deliberations, usually in November-December. In rare circumstances, requests for Council’s consideration to waive fees may be accepted if submitted more than 90 days ahead of the proposed installation date, and the proposed banner relates to an emergent event or activity that was not known in October of the previous year.

For: (6): Mayor DiManno, Councillor Backhouse, Councillor Fullerton, Councillor Ledwidge, Councillor Pelham, and Councillor Standish

MOTION CARRIED

COU26-023 **Moved by** Councillor Backhouse

That with respect to It 7.1, Request for Decision: Street Pole Banners Policy C5007 Update (Proposed Policy C5007-1), the following be adopted, **as amended by Motion COU26-022:**

That Council adopt proposed Street Pole Banners Policy C5007-1 (Attachment 2), **as amended.**

For: (6): Mayor DiManno, Councillor Backhouse, Councillor Fullerton, Councillor Ledwidge, Councillor Pelham, and Councillor Standish

MOTION CARRIED

COU26-024 **Moved by** Councillor Pelham



That with respect to It 7.1, Request for Decision: Street Pole Banners Policy C5007 Update (Proposed Policy C5007-1), the following be adopted:

That Council direct Administration to return to the 2027 Service Review Process with a report outlining options to add additional street pole banner holders on other streets.

For: (6): Mayor DiManno, Councillor Backhouse, Councillor Fullerton, Councillor Ledwidge, Councillor Pelham, and Councillor Standish

MOTION CARRIED

7.2 Briefing: E-bike Rebate Program Update

COU26-025 **Moved by** Councillor Fullerton

That with respect to Item 7.2. Briefing: E-bike Rebate Program, the following be adopted:

That Council receive the E-bike Rebate Program Update Briefing for the Corporate Record.

For: (6): Mayor DiManno, Councillor Backhouse, Councillor Fullerton, Councillor Ledwidge, Councillor Pelham, and Councillor Standish

MOTION CARRIED

8.0 NOTICE OF MOTION

No Notice of Motions were included as part of this meeting.



9.0 COMMITTEE REPORTS

COU26-026 **Moved by** Councillor Pelham

That Council receive the following Committee Reports for the Corporate Record:

9.1 Confirmed Minutes of the December 08, 2025 Regular Meeting of the Bow Valley Regional Housing Board, December 2025 Waitlist & Occupancy Report, and Bow Valley Regional Housing Bulletin for January 2026

9.2 Confirmed Minutes of the November 24, 2025, Regular Meeting of the Bow Valley Regional Transit Services Commission

For: (6): Mayor DiManno, Councillor Backhouse, Councillor Fullerton, Councillor Ledwidge, Councillor Pelham, and Councillor Standish

MOTION CARRIED

10.0 NEW/URGENT BUSINESS

10.1 Verbal Request for Decision: Community Consultation on How to Administer Remaining Commercial Development Allotment in the town of Banff (Motion FIN26-00, approved as part of the January 27, 2026, Regular Meeting of the Governance and Finance Committee)

COU26-027 **Moved by** Mayor DiManno

That with respect to Item 10.1, Verbal Request for Decision: Community Consultation on How to Administer Remaining Commercial Development Allotment in the town of Banff (Motion FIN26-00, approved as part of the January 27, 2026, Regular Meeting of the Governance and Finance Committee), the following be adopted:

That Council direct Administration to return to a future meeting of Council no later than Q2 2026, with a report outlining options on how to administer remaining commercial development allotment in the town of Banff and budgetary implications for community consultation.

For: (6): Mayor DiManno, Councillor Backhouse, Councillor Fullerton, Councillor Ledwidge, Councillor Pelham, and Councillor Standish

MOTION CARRIED



11.0 CONFIDENTIAL ITEMS

11.1 Confidential Request for Decision: Appointment of Public Members to Quasi-Judicial Boards and Police Governance Committee

COU26-028 **Moved by** Mayor DiManno

That Council, pursuant to Section 17 (Disclosure harmful to personal privacy) and Section 19 (Confidential evaluations) and Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*, recess to the call of the chair at 2:57 p.m., to reconvene in a closed meeting conducted in the Council Chamber and a confidential Zoom meeting environment, to consider confidential matters with respect to Item 11.1 Confidential Request for Decision: Appointment of Public Members to Quasi-Judicial Boards and Police Governance Committee.

For: (6): Mayor DiManno, Councillor Backhouse, Councillor Fullerton, Councillor Ledwidge, Councillor Pelham, and Councillor Standish

MOTION CARRIED

Council reconvened in closed meeting at 3:06 p.m. with Mayor DiManno in the Chair

Council recessed in closed meeting at 3:34 p.m. and reconvened in public at 3:36 p.m. with Mayor DiManno in the Chair.

Individuals in attendance during the closed meeting discussions with respect to Item 11.1, Confidential Request for Decision: Appointment of Public Members to Quasi-Judicial Boards and Police Governance Committee:

Members of Administration:

Clerk: L. McDougall (Municipal Clerk) and K. McDonald (Legislative Advisor)

Advice: A. Gerrits (Acting Town Manager)

COU26-029 **Moved by** Mayor DiManno

That Council rise and report.

For: (6): Mayor DiManno, Councillor Backhouse, Councillor Fullerton, Councillor Ledwidge, Councillor Pelham, and Councillor Standish

MOTION CARRIED

COU26-030 **Moved by** Councillor Backhouse

That with respect to Item 11.1, Confidential Request for Decision: Appointment of Public Members to Quasi-Judicial Boards and Police Governance Committee, the following be adopted:

That Council :

1. Appoint Joanna McCallum to the Banff Assessment Review Board to three year terms commencing January 01, 2026, and ending December 31, 2029;
2. Appoint the following individuals as public members to the Development Appeal Board to one year terms ending on the 2026 Annual Organizational Meeting of Council:
 - a. Dana Humbert; and
 - b. Rod Forsythe.
3. Accept Heather Bodnarchuk's resignation from the Police Governance Committee and thank her for her interest in serving on this Committee;
4. Appoint Julie Canning as a public member to the Police Governance Committee to complete the remainder of a three-year term ending on the 2028 Annual Organizational Meeting of Council;
5. Thank all individuals who applied to serve on the Quasi-Judicial Boards and Police Governance Committee;
6. Direct that this Report be released as a public document upon; and
7. Direct that Confidential Attachments 1 and 2, as well the closed meeting discussions, remain confidential pursuant to Section 17 (disclosure harmful to personal privacy) and 19 (confidential evaluations) of the *Freedom of Information and Protection of Privacy Act*.

For: (6): Mayor DiManno, Councillor Backhouse, Councillor Fullerton, Councillor Ledwidge, Councillor Pelham, and Councillor Standish

MOTION CARRIED

12.0 CORRESPONDENCE

- 12.1 Correspondence: Letter: Re: 108 Glacier Drive – Development Permit 25D88, Dated January 20, 2026, Received from Ken & Margaret Riordon

COU26-031 **Moved by** Mayor DiManno

That with respect to Item 12.1, Correspondence: Letter: Re: 108 Glacier Drive – Development Permit 25DP88, Dated January 20, 2026, Received From Ken & Margaret Riordon, the following be adopted:

That Council receive the emailed Correspondence from Ken & Margaret Riordon, Re: 108 Glacier Drive – Development Permit 25DP88, Dated January 20, 2026, for the Corporate Record.

For: (6): Mayor DiManno, Councillor Backhouse, Councillor Fullerton, Councillor Ledwidge,



Town of Banff Regular Meeting of Council
January 27, 2026

Confirmed February 10, 2026

Councillor Pelham, and Councillor Standish

MOTION CARRIED

13.0 ADJOURNMENT

COU26-032 **Moved by** Councillor Standish

That the January 27, 2026, Regular Meeting of Council adjourn at 3:50 p.m.

For: (6): Mayor DiManno, Councillor Backhouse, Councillor Fullerton, Councillor Ledwidge, Councillor Pelham, and Councillor Standish

MOTION CARRIED

On Original

Corrie DiManno
Mayor

On Original

Libbey McDougall
Municipal Clerk

Minutes confirmed by: On Original On Original

Staff & Stakeholder Update - Resident Passes

1 message

LLYK Lotissements Urbains / LLYK Townsites (PC) <llyklotissementsurbains-llyktownsites@pc.gc.ca>
To: "LLYK Lotissements Urbains / LLYK Townsites (PC)" <llyklotissementsurbains-llyktownsites@pc.gc.ca>

Mon, Jan 26, 2026 at 8:19 AM

Staff and Stakeholder Update

Resident Passes

January 26, 2026

What's happening?

Beginning today, Residents Passes will be issued at the Townsites and Realty administration desk located inside the Lake Louise Visitors Center, through the door to the right of the main desk. Resident passes are available for individuals who are considered eligible residents of Banff National Park.

What you need to know?

In order to obtain a pass, you must provide the following:

- **Recent proof of employment** such as a paystub within 30-60 days, a Record of Employment, or an offer letter.
- Proof of residency in Lake Louise, such as a **current and valid** driver's license, utility bill, bank statement, rental agreement, etc. **showing your current address**.

along with:

- **A government issued photo ID** (unless providing a driver's license).

One pass will be issued per person.

Passes for additional vehicles can be granted upon production of the ownership/registration for *both* vehicles registered under the same name.

Questions?

Townsites and Realty

Lake Louise Yoho Kootenay Field Unit

Parks Canada

llyklotissementsurbains-llyktownsites@pc.gc.ca

 **Staff Stakeholder Update - 2026-01-26 - Resident Passes.pdf**
152K

2026 Tourism Advocacy Summit | Feb 8–10 | Hotel Block Ends Jan 23

1 message

Tourism Industry Association of Alberta <info@tiaalberta.ca>
Reply-To: Tourism Industry Association of Alberta <info@tiaalberta.ca>
To: daniellemorine@improvementdistrict9.ca

Wed, Jan 14, 2026 at 3:42 PM



Tourism Advocacy Summit 2026
February 8 - 10 | JW Marriott Edmonton ICE District

Where Alberta’s tourism leaders, government decision-makers, and industry innovators come together to shape the future of tourism.

REGISTER NOW!

WHAT YOU WILL GAIN



Shape Alberta’s Tourism Future

Engage in high-level conversations influencing tourism policy, investment readiness, and long-term competitiveness.

Hear From Industry & Government Leaders

Gain insight from senior voices across Destination Canada, Travel Alberta, Indigenous tourism, aviation, culture, and economic development.

Turn Insight Into Action

Explore practical sessions on AI, workforce strategy, destination development, and tourism as sovereign infrastructure.

Connect With Decision-Makers

Build meaningful relationships with leaders and partners from across Alberta and Canada.

FEATURED SPEAKERS & PROGRAM HIGHLIGHTS



This year's Summit features an exceptional lineup of speakers and panelists, including:

- Senior leadership from Destination Canada, Travel Alberta, Parks Canada, and Indigenous tourism organizations
- Economic outlook and policy insights from government and industry economists
- Forward-thinking sessions on AI, data, and cyber readiness for tourism businesses
- Panels focused on air access, workforce pathways, destination development, and investment-ready communities

The full agenda is available on the **TIAA website**.

[VIEW FULL AGENDA AND SPEAKERS](#)

NETWORK & EXPERIENCE



Beyond the main stage, the Summit offers curated networking opportunities designed to spark collaboration and connection:

- Welcome & networking reception
- Evening partner dinners and after-hours events
- Informal spaces to connect with peers, partners, and policymakers

Hotel Room Block Ends Friday, January 23

A preferred conference rate is available at the [JW Marriott Edmonton ICE District](#) for Summit attendees.

We strongly encourage you to book early, as availability is limited.

REGISTER HERE FOR SUMMIT



SUMMIT ADD-ON: AI APPLIED | Christopher Penn



Move Beyond AI Hype. Learn What Actually Works.

Immediately following the Tourism Advocacy Summit, TIAA is pleased to offer an **exclusive, full-day intensive AI workshop** designed for senior leaders who need to see **real business value** from artificial intelligence.

This hands-on session is ideal for marketing, communications, and strategy leaders who are tired of theoretical conversations and ready to apply AI in ways that drive productivity, insight, and ROI.

What You'll Learn

- What the smartest organizations are doing with AI *right now*
- How to apply AI to marketing, research, planning, and decision-making
- Practical frameworks you can implement immediately
- How to reduce risk, save time, and improve outcomes using AI tools

Workshop Details

- **Date:** Wednesday, February 11, 2026
- **Location:** JW Marriott Edmonton ICE District
- **Format:** Full-day, hands-on intensive
- **Registration:** Separate ticket required

This workshop is a natural extension of the Summit for leaders looking to leave Edmonton with **practical skills**, not just inspiration.

LEARN MORE AND REGISTER HERE!

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Alberta Tourism Summit 2026 | Less than 2 weeks away

1 message

Tourism Industry Association of Alberta <info@tiaalberta.ca>
Reply-To: Tourism Industry Association of Alberta <info@tiaalberta.ca>
To: Alberta Tourism Partner <daniellemorine@improvementdistrict9.ca>

Tue, Jan 27, 2026 at 1:10 PM



2026 Alberta Tourism Advocacy Summit

Less than 2 weeks until the start of Alberta's premier tourism event

Alberta's tourism sector has lead the nation in tourism growth, growing 4x the Canadian average over the past 5 years. The industry has come together, from every region of Alberta, hunting as a pack to drive results that matter for business and communities. Demand has rebounded, yield continued to grow, and visitation has returned across many Alberta markets.

But the conditions that supported that growth will not hold indefinitely.

Today, tourism businesses are be operating in a far more complex environment shaped by:

- Canada–U.S. trade uncertainty and geopolitical pressure, affecting travel sentiment, costs, and competitiveness
- Structural changes to immigration and workforce programs, tightening access to labour just as service demand remains high
- Air access constraints and route economics, limiting growth and market diversification
- Rising cost pressure and capital discipline, changing what is investable

GROWING DEMAND IN A VOLATILE WORLD

New tourism revenue growth in Alberta will not come from momentum alone. The 2026 Tourism Advocacy Summit is a working conference bringing together tourism operators, hoteliers, experience providers, restaurateurs, investors, municipalities, and government decision-makers from across Alberta to focus on the levers that actually determine competitiveness and drive business results.

Across three days, the program tackles:

- **Demand diversification**, with a strong focus on meetings, conventions, incentives, and sport tourism (MCIT) as year-round demand anchors
- **Workforce access and labour pathways**, including how immigration and training changes will affect operating capacity
- **Air access and connectivity**, and what must change for Alberta to compete internationally
- **Destination development, land use, and investment readiness**, separating bankable projects from aspirational ones
- **National and global market outlooks**, grounding decisions in what is actually happening beyond Alberta

With 40+ speakers and panelists, the Summit combines national expert perspectives with on-the-ground expertise and case studies from communities and operators.

2026 Alberta Tourism Advocacy Summit

February 8–10, 2026

JW Marriott Edmonton ICE District

REGISTRATION

Attendance is limited. Don't delay.

FULL SUMMIT AGENDA RELEASED

With 40+ speakers and panelists confirmed, the the 2026 Summit spans the issues shaping tourism performance over the next 12–24 months.

Below are just a few of the anchor sessions now confirmed. Each sits within a three-day agenda designed to move beyond discussion and into real signals, decisions, and direction for operators and communities.

[👉 View the full agenda](#)

KEITH HENRY
President & CEO
Indigenous Tourism Association of Canada

CHRISTINE LOTH-BOWN
VP, External Relations & Visitor Experience
Parks Canada

DAVID GOLDSTEIN
CEO, Travel Alberta
Deputy Minister, Tourism & Sport

DANIELLE VLEMMIKS
(Moderator)
Principal
Illumine Advisory

SEBASTIAN BENEDICT
CEO
Tourism Industry Association of Canada

MAUREEN RILEY
Vice President, Industry Engagement
Destination Canada

TOURISM ADVOCACY SUMMIT 2026

Insights Panel
TOURISM ON THE WORLD STAGE

TOURISM INDUSTRY ASSOCIATION OF ALBERTA

AGENDA HIGHLIGHT

Is Canada, and Alberta, as competitive as we think we are?

Expect a candid discussion from our national expert panel with representatives from; Destination Canada, Indigenous Tourism Association of Canada, Travel Alberta and Parks Canada, on where Canada is winning, where we are being outcompeted on air access, product, and policy, and, what Alberta needs to do differently if it wants to lead rather than react.

Summit Exclusive

FROM OPPORTUNITY TO REALITY

GROWING ALBERTA'S TOURISM LANDSCAPE

TOURISM INDUSTRY ASSOCIATION ALBERTA

KEVIN WEIDLICH
VP Commercial & Destination Development
Travel Alberta

MIRANDA ROSIN
Director, Tourism Policy & Strategy
Ministry of Tourism & Sport
Government of Alberta

ROB SIMIERITSCH
Executive Director
All-Season Resorts Branch
Ministry of Tourism & Sport
Government of Alberta

TOURISM ADVOCACY SUMMIT 2026

AGENDA HIGHLIGHT

From Policy to Projects

For operators and communities with projects on the table, this is one of the most practically useful sessions in the agenda. Connecting Tourism Development Zones, land-use planning, and all-season resort policy to real commercial outcomes with representatives from the Government of Alberta, All-Seasons Resort Branch and Travel Alberta. Where approvals get stuck, where timelines can be fast-tracked, and how operators can engage earlier to reduce risk and unlock private investment. Walk through how Alberta is changing the way tourism development actually happens.



Why the Tourism Advocacy Summit Delivers Value

The Tourism Advocacy Summit has become one of Alberta's most effective industry convenings because it delivers measurable value, not just conversation.

In past years, the Summit has brought together 300+ operators, destination leaders, investors, and senior government decision-makers, creating one of the largest concentrations of tourism decision-makers in the province.

Post-Summit feedback consistently shows strong results:

- **94% of attendees reported direct value to their organization**
- **98% said they would attend again**
- **Many cited new partnerships, clearer policy signals, and stronger strategic alignment**

With 40+ speakers and panelists and participants from across Alberta, the Summit offers rare shared context at a time when decisions are becoming more consequential. Attendees value the ability to pressure-test assumptions, validate strategy, and build relationships early.

If you're planning beyond this season, the Tourism Advocacy Summit is where alignment forms, before decisions are locked in elsewhere.

[REGISTER HERE FOR SUMMIT](#)

SUMMIT ADD-ON WORKSHOP

AI APPLIED FOR TOURISM BUSINESSES

Stop using trial and error and learn how to optimize your workflow.



A MASTER IN AI MARKETING AND COMMUNICATIONS

Christopher Penn

Move Beyond AI Hype. Learn What Actually Works. Hands-On.

Immediately following the Tourism Advocacy Summit, TIAA is pleased to offer an exclusive, **full-day intensive AI workshop** designed for senior leaders who need to see real business value from artificial intelligence.

This hands-on session is ideal for marketing, communications, and strategy leaders who are tired of theoretical conversations and ready to apply AI in ways that drive productivity, insight, and ROI.

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- What the smartest organizations are doing with AI *right now*
- How to apply AI to marketing, research, planning, and decision-making
- Practical frameworks you can implement immediately
- How to reduce risk, save time, and improve outcomes using AI tools

Workshop Details

Date: Wednesday, February 11, 2026

Location: JW Marriott Edmonton ICE District

Format: Full-day, hands-on intensive

This workshop is a natural extension of the Summit for leaders looking to leave Edmonton with practical skills, not just magical thinking.

[LEARN MORE AND REGISTER](#)

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Thank you 2026 Summit sponsors and supporters



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Alberta Tourism Insights - February 4, 2026

1 message

TIAA <info@tiaalberta.ca>
Reply-To: TIAA <info@tiaalberta.ca>
To: Alberta Tourism Partner <daniellemorine@improvementdistrict9.ca>

Wed, Feb 4, 2026 at 1:00 PM

[View this email in your browser](#)



February 4, 2026

ALBERTA TOURISM INSIGHTS

FORTRESS MOUNTAIN RESORT LISTENING SESSIONS



Fortress Mountain Resort is inviting Albertans to help shape the future of an iconic mountain as plans move into the public consultation phase for a new, all-season destination in the heart of Kananaskis Country. The proposed master-planned resort would revitalize a historic brownfield ski area into a contemporary, year-round hub for gondola-served sightseeing, trail networks, adventure activities, a vibrant resort village, and a mix of accommodations for approximately 7,000 guests and over 600 employees at full build-out.

Information on the project can be found at www.fortressmountainresort.com and on the Government of Alberta's All-Season Resorts public notice page at: <https://www.alberta.ca/all-season-resorts-public-notice>.

The Government of Alberta's formal public consultation for the Fortress Mountain Resort proposal runs from January 28 to February 27, 2026. During this period, the project team will host a series of open-house style public listening sessions in Canmore, Calgary, and Edmonton, where attendees can review project materials, speak with members of the planning and operations team, and provide feedback that will be summarized and included in the regulatory record.

FMR Public listening session details

Canmore – Canmore Miner's Union Hall, 728 7 St

February 17, 2026, 2:00 p.m. – 7:00 p.m., Union Hall

Calgary – Mount Royal University, 4825 Mount Royal Gate SW

February 20, 2026, 2:00 p.m. – 7:00 p.m., Room EC2010

Edmonton – Stanley A. Milner Library, 7 Sir Winston Churchill Sq NW

February 23, 2026, 2:00 p.m. – 7:00 p.m., Civic Employee Fund Room 1

In addition to the in-person sessions, members of the public can share feedback at any time during the consultation window by completing the online survey, available here:

[Public Survey - Fortress Mountain Resort](#)

LEARN MORE

TIAA IN THE NEWS | PLAN FOR PARKS

Albertans expect sustainable high quality outdoor recreation and resorts

TIAA president and CEO Darren Reeder joined Alberta Primetime to discuss the Province's new Plan for Parks, Alberta's outdoor recreation potential, and the recent development application for Fortress Mountain.

More broadly, the Plan for Parks and emerging Crown land strategy signal a shift toward more intentional planning for both conservation and outdoor recreation. TIAA's 2022 Crown land recreation study found that Albertans spend approximately \$2.3 billion annually on recreation trips on provincial lands, contributing \$2.8 billion to provincial GDP, with an additional \$376 million in related equipment and accessory spending, activity that has historically been wildly under-recognized in policy and investment decisions.

These figures reinforce why TIAA has consistently advocated for clearer policy direction, appropriate infrastructure, and recognition of outdoor recreation as a serious economic driver for communities across Alberta. Getting this right is about balance: expanding opportunities for Albertans and visitors to enjoy public lands, while safeguarding the natural landscapes that make the province distinctive. TIAA is excited to see how these pieces fit together and what they could mean for the future of Alberta's tourism and outdoor recreation economy.

[Read Full Story](#)



INDUSTRY NEWS

ALBERTA GAINS VALUABLE NEW AIR ROUTE

The announcement of new direct flights between Abu Dhabi (UAE) and Calgary marks another step forward for Alberta's trade, tourism, and international market diversification efforts. Coming on the heels of recent provincial and federal trade missions, this is a concrete example of diplomacy translating into real economic connectivity.

Connecting Alberta directly to one of the world's most economically consequential regions strengthens access to new visitor markets, supports investment attraction, and reinforces Alberta's role as an international gateway and a business partner.

[Press Release](#)

“ THIS IS EXACTLY HOW TRADE MISSIONS SHOULD WORK, BUILDING RELATIONSHIPS THAT LEAD TO REAL ECONOMIC OUTCOMES, ACROSS MULTIPLE SECTORS ”

ANDREW REEDER, PRESIDENT & CEO OF TMAA



TOURISM ADVOCACY SUMMIT 2026

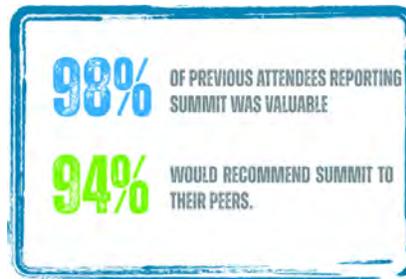
JW Marriott
Edmonton
February 8-10, 2026

TOURISM INDUSTRY ASSOCIATION ALBERTA

REGISTRATION FOR SUMMIT CLOSES FRIDAY

Join 40+ speakers, senior leaders, and decision-makers from across Alberta at the 2026 Alberta Tourism Advocacy Summit. Two days focused on demand growth, workforce realities, air access, destination development, and investment-ready outcomes.

[REGISTER HERE](#)



INDIGENOUS RECONCILI-ACTION PLAN

CALGARY TELUS CONVENTION CENTRE

The Calgary TELUS Convention Centre has unveiled Canada's first Indigenous ReconciliAction Plan for a convention centre, embedding reconciliation into operations through partnerships with Indigenous leaders, cultural awareness training, and commitments to relationship-building and inclusive opportunities. This represents a tangible step toward moving beyond symbolic acknowledgements to meaningful action in how venues engage with Indigenous communities.

[Read More](#)

FAIRMONT CALGARY ANNOUNCED

BMO CENTRE & C+E DISTRICT BRINGING NEW HOTEL CONSTRUCTION



With the expanded BMO Centre now operating at Tier-1 scale, Calgary is translating sports, entertainment, and convention infrastructure into real private capital. The Truman hotel at Stampede Park and the newly announced Fairmont Hotels & Resorts Calgary signing reinforce

growing demand for premium and convention-oriented room supply. TIAA notes this is a strong signal of investor confidence at a time when few, if any, Canadian cities are advancing major new hotel projects.

Press Release

GOVERNMENT NEWS



YOUTH WORKER INCENTIVE FOR TOURISM BUSINESSES

Tourism and hospitality are among Canada's largest and most stable youth employers with **25% of working youth employed in tourism-related industries**, making the sector a critical on-ramp to skills, income, and long-term careers.

The **Alberta Youth Employment Incentive** helps tourism and hospitality businesses hire even more young Albertans (ages 15–24) by offsetting wage and training costs. Employers can receive up to **\$7,500** per location for hiring 1–5 youth, depending on hours worked.

For operators facing tight labour markets, this is a practical tool to bring new talent and passion into the sector.

[Learn More & Apply](#)

PARKS CANADA FEEDBACK OPEN ON BANFF AVE. 200 BLOCK

BANFF GATEWAY VISITOR RECEPTION

Parks Canada's international design competition for the 200-Block of Banff Avenue, including a new visitor centre and enhanced public spaces, is now open for public feedback through February 27, 2026, with six design proponents advancing concepts for this central gateway site in Banff National Park.

TIAA supports this long discussed strategic investment in visitor reception and placemaking. As the primary federal steward actively marketing and attracting millions of visitors into the national park each year, Parks Canada plays a central role in shaping how visitors arrive, circulate, and access Banff's service centre amenities. From TIAA's perspective, this redevelopment presents an important opportunity to more deliberately address gateway parking, circulation, and visitor access, rather than continuing to rely on systems that were not designed to absorb national-park-scale visitation.

Getting this right will help ensure that investment in public spaces and visitor services translates into a smoother, more functional arrival experience for both visitors and the community.

Let's Talk Mountain Parks - Banff Avenue 200 Block



ADVOCACY IN ACTION

ALBERTA TOURISM PERFORMANCE AND OUTLOOK SURVEY

Alberta tourism has delivered strong growth for five straight years, but decisions heading into 2026 are becoming more complex as costs rise and constraints tighten.



This 8-minute, confidential Leger–TIAA survey captures what operators are actually facing, from margins and workforce pressures to insurance, financing, and regulation, while there is still time to influence outcomes.

Your input directly shapes TIAA's advocacy priorities for the year ahead.

START SURVEY

IEC UPDATE - PARTNER ADVOCACY

Earlier this month, tourism employees across Alberta began experiencing inconsistent access to AHCIP health cards for IEC Working Holiday and Young Professionals through registry offices, creating uncertainty for workers and employers during seasonal hiring and onboarding.

Following coordinated and aligned advocacy by TIAA, AHLA, BLLHA and CSAWA; and constructive engagement with the Government of Alberta, AHCIP health cards for IEC workers will resume through registry offices later this week.

TIAA thanks Tourism and Sport, Alberta Health, and government officials for working with industry partners to restore clarity and continuity.

IEC workers form a vital part of Alberta's tourism workforce, particularly in seasonal job categories such as ski operations, guiding and outdoor recreation, accommodation, food and beverage, and visitor attractions. Alberta's world-class operators, destinations and facilities attract IEC participants from around the world, strengthening the workforce in rural and resort communities where labour supply is often most constrained.

IEC participants are tax-paying workers who help businesses operate at peak capacity and support Alberta's ambition to grow the visitor economy toward \$25 billion in annual visitor spending. Most come from Canada's key Western trading partners, making the IEC program both a workforce asset and a platform for cross-cultural exchange and long-term market growth.

NEWS SHORTS

INTERNATIONAL/NATIONAL

- [Destination Canada - Destination Development Hub](#)

ALBERTA TOURISM NEWS

- [Mount Norquay Celebrates 100 Years!!!](#)
- [Alberta Parks - Operations/Maintenance](#)
- [Jasper Wildfire Recovery: How to Visit Responsibly](#)

ALBERTA EVENTS

- [2026 International Indigenous Tourism Conference](#)
February 17-19 | Edmonton
- [Canadian Culinary Alliance | Taste of Place Summit 2026](#)
June 15, 16 | Edmonton
- [2026 Alberta Food & Beverage Awards](#)
June 6 | Edmonton

THE REST OF THE STORY...



“ WITH ALL DUE RESPECT TO THE EASTERN PROVINCES THERE IS NO COMPARISON TO SKIING IN THE CANADIAN ROCKIES ”

PRIME MINISTER MARK CARNEY



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ALBERTA
MUNICIPAL AFFAIRS

*Office of the Minister
MLA, Peace River*

AR121124

December 10, 2025

Mr. Dave Schebek
Chairperson
Improvement District No. 09 (Banff)
PO Box 58
Lake Louise AB T0L 1E0

Dear Chairperson Schebek:

Thank you for meeting with me and my team during the Rural Municipalities of Alberta Fall 2025 Convention and taking time to discuss jurisdictional challenges, infrastructure funding and grants, and your interest in further delegation of authority to your council.

I valued our discussion and learning more about your municipality's perspectives. I remain committed to advocating with Parks Canada on behalf of the Improvement District. As part of the next steps, I intend to write to the federal Minister to request the resumption of discussions on a jurisdictional review. When appropriate, I will ensure representatives from the Improvement District are included in these conversations.

I have copied my colleague, the Honourable Martin Long, Minister of Infrastructure, for his awareness of your concerns relating to delays with the fire hall and staff accommodations project, and your desire for direct communication with Infrastructure on this project, rather than all communications flowing through Municipal Affairs.

I took note of your interest in further delegation of authority to your council to minimize delay in operational timelines. I have directed Municipal Services Division staff to provide me with further information on the current delegation order and options for change.

It was a pleasure meeting you and members of your council. Representing the needs of your community is an important job, and I look forward to working with you to ensure your community stays strong, safe, and sustainable.

Sincerely,

Dan Williams, ECA
Minister of Municipal Affairs

cc: Honourable Martin Long, Minister of Infrastructure
Danielle Duffy, Chief Administrative Officer, Improvement District No. 9
Gary Sandberg, Assistant Deputy Minister, Municipal Services Division



ALBERTA
MUNICIPAL AFFAIRS

*Office of the Minister
MLA, Peace River*

AR121157

January 20, 2026

Mr. Jean-Marc Stelter
Chair
Improvement District No. 9
PO Box 58
Lake Louise AB T0L 1E0

Dear Mr. Stelter:

Please be advised that pursuant to the enclosed Ministerial Order No. MSD:006/26, Councillor Alexandra Parkinson has been appointed to the Marigold Library Board as a member representing Improvement District No. 9 pursuant to Section 16 of the *Libraries Act*.

The term of Councillor Parkinson's appointment is effective the date of the Ministerial Order and expires immediately before the commencement of the Improvement District's 2026 organizational meeting.

I wish Ms. Parkinson, the library board, and Improvement District No. 9, continued success in their endeavours.

Sincerely,

Dan Williams, ECA
Minister of Municipal Affairs

Attachment: Ministerial Order No. MSD:006/26

cc: Ms. Danielle Duffy, Chief Administrative Officer, Improvement District No. 9



ALBERTA
MUNICIPAL AFFAIRS

*Office of the Minister
MLA, Peace River*

MINISTERIAL ORDER NO. MSD:006/26

I, Dan Williams, Minister of Municipal Affairs, pursuant to Section 16(b) of the *Libraries Act*, make the following order:

1. That Alexandra Parkinson is hereby appointed to serve as a member of the Marigold Library Board, effective on the date of this order and continuing until immediately before the commencement of the Improvement District No. 9 2026 Organizational Meeting.
2. Ministerial Order No. MSD:030/25 is hereby rescinded.

Dated at Edmonton, Alberta, this 20th day of January, 2026.



Dan Williams
Minister of Municipal Affairs

Board Updates



January 24, 2026 Board Meeting Highlights

Welcome

Marigold Board welcomed Brenda Balutis, the recently appointed representative from the Town of Canmore.

Financial Statements

Unaudited financial statements to December 31, 2025 were accepted as presented.

Marigold Library System Plan of Service 2026—2030

Communications & Engagement Manager Jessie Bach presented the draft Plan of Service, *Strengthening Connections, Building Capacity*. The Board accepted the Plan as amended. The Province of Alberta Municipal Affairs Public Library Services Branch requires a current Plan of Service prior to issuing funding for library systems.

Community Libraries' Plans of Service

Chief Operating Officer Laura Taylor presented a proposed extension for the community libraries' Plans of Service, to 2030. The Marigold Board serves as the Governing Board for seven libraries in municipalities without library boards (Berry Creek, Bighorn, Carseland, Gleichen, Langdon, Millarville, and Rumsey Community Libraries).

Learning Opportunities for Marigold Board Members

The [Public Library Services Branch \(PLSB\)](#) Advisory team will deliver two webinars for library system board members on **February 10 and 11, 2026**. They will focus on the relationship between library systems and participating libraries, and the role of system board members.

Click the link(s) below to register:

[Feb 10, 2026, 6:30-8:00 PM](#)

[Feb 11, 2026, 2:00-3:30 PM](#)



Upcoming Board Meetings:

Saturday, April 11, 2026 9:30 AM

Marigold Library System & Western Irrigation
District Community Room, Strathmore

Saturday, August 22, 2026 9:30 AM

Marigold Library System & Western Irrigation
District Community Room, Strathmore

Questions?

Contact CEO Lynne Price
lynne@marigold.ab.ca

Marigold Library System

B 1000 Pine Street
Strathmore Alberta, T1P 1C1 | 1-855-934-5334
marigold.ab.ca

Board Updates—January 24, 2026



Digital Service Update: Savannah Sillito

The Board heard a presentation from Digital Experience Consultant Savannah Sillito.

In the past year Marigold launched new website updates and features based on library staff feedback, including the new room reservation feature, which one library noted has increased usage, assisted advocacy efforts, and saved staff time. A new email notification system was launched, making emails more colourful and modern. Patrons now have the option to use a digital library card and as of January 2026, over 900 digital cards have been registered. Savannah traveled to a number of libraries for in-person training and hosted webinars on a variety of topics.

CEO & COO Updates

CEO L. Price presented Marigold’s 2025 service highlights to the Board. Staff were acknowledged for the launch of TRACpac+, the introduction of new website features and functionality, IT projects including comprehensive support for new library builds, driver safety, a successful Marigold Conference, and much more. The Marigold Board was also recognized for their contributions to Marigold’s success in 2025. See the attached “2025 Highlights & Achievements” for a detailed list of service highlights.

Lynne provided an update on advocacy effects in support of the Alberta Municipalities’ Resolution passed in fall, which focused on an request to increase per capita funding and apply current population to the provincial funding formula.

Long-term employees Barb Froese and Mike Froese have provided notice of their retirement for March 31. Barb and Mike, who began work at Marigold in 2007 and 2010 respectively, have been an integral part of the Marigold family for many years, and have made significant contributions to Marigold’s success.

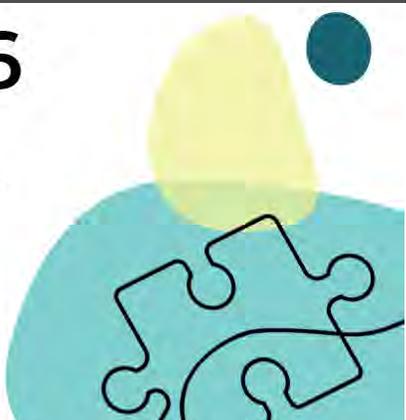
COO L. Taylor provided an update on the Marigold facility. Laura also shared information about the regional library systems’ salary survey, the [Marigold Making a Difference Awards](#), and eResource news. In February, Laura will be participating in a virtual “train the trainer” event hosted by the Centre for Free Expression.



May 13, 2026

Annual Marigold Library System Conference for library staff and board members

Best Western Premier Calgary Plaza Hotel and
Conference Centre—Calgary, AB
www.marigoldconference.ca



2025 Highlights & Achievements Marigold Library System

In 2025, we once again saw an increase in the number of books, DVDs, video games, and more borrowed from library collections across the system. Marigold responded by focusing on expanding community capacity, evaluating and refining our services and workflows, and advocating for the value of Marigold and public library service. This approach enabled us to strengthen service delivery and deepen our support for member libraries through thoughtful stewardship and effective use of existing resources.

It is always a challenge to select highlights, given the scope of work, initiatives, and engagement Marigold staff undertake in a year. Here are some highlights from 2025:

The launch of TRACpac+, the new online library catalogue, was a major consortia-wide initiative completed in 2025. During the nine-month rollout Marigold's team demonstrated exceptional commitment and technical expertise, helping keep the project on schedule and producing all launch communications and marketing material. The project required close collaboration between the TRAC regional systems to develop training tools and resources for library staff and patrons. Special recognition is extended to Kristine den Boon, Director of Service Delivery, who chaired the implementation team and provided key leadership.

Marigold's IT Services team supported construction and renovation projects, in Airdrie and Acme, with Richard Kenig, Director of IT Services, coordinating with contractors, municipalities, and Municipal Affairs Public Library Services Branch throughout these projects. IT staff completed onsite installations of the access points, switches, and phone systems.

Marigold IT completed new server installations at Marigold HQ while ensuring libraries experienced zero downtime.

Marigold's Collection Services team completed a major cleanup of cataloguing metadata. Accurate, consistent metadata improves patron discovery and circulation processes, strengthens reporting and collection analysis, and prepares Marigold for future technology initiatives.

In late 2024, Marigold's Delivery Services team introduced new workflows that significantly increased efficiency for our larger libraries. Several Directors and Managers have reported saving weeks—if not months—of staff time in 2025. The new workflow allowed library staff to focus more on patron services and make better use of workroom space.

Marigold hosted two SAIT practicum students and welcomed the SAIT Library Technician class to headquarters for a tour. Practicum students provide valuable project support for Marigold while strengthening our relationship with SAIT and helping develop future library professionals through hands-on experience and mentorship.

Staff introduced several new website features based directly on member library feedback.

Marigold's delivery drivers had another accident-free year on the routes!

Below is a selection of quotations from and about Marigold staff, and the work we do!

The purpose of Marigold makes me very proud of working here. I absolutely love it. Marigold is the greatest work environment I have ever experienced. I also think Marigold is the best employer in Strathmore.

I just want to tell you how thankful I am for the amazing service I get from my library consultant. [She] is quick, responsive, helpful, and she never makes me feel badly when I have dropped the ball. I hope you know what a gem she is.

[The room booking software] has increased the usage, because people find the calendar more accessible and easier to book. This increased usage helps our advocacy related to the need of a bigger library and how the library continues to support personal and community needs. It isn't just the increased usage, even though more groups are using the space the amount of administrative time related to coordinating room bookings has decreased. Win-Win!

I just wanted to extend a big thank you to the staff at Marigold who compile and send out the newsletter called Professional Development Resources for Library Staff & Board Members...I find this resource so helpful and relevant to not just my own training needs and interests, but for so many folks on our team. I wanted to take a minute to say the newsletter is great, appreciated, and well-used here!

Thank you so much for negotiating a lower price for us! This is awesome!

I really like reading the informal newsletters about what's happening throughout Marigold. I especially enjoy seeing the various activities that other libraries are hosting.

I'm reaching out to express my appreciation for your efforts, and those of others at Marigold, to host the PLSB ILL meeting on Friday. The great facilities helped make the day a pleasurable experience.

I got a thank you card in the mail yesterday, from the Book Vault at Norquest College (in Ft. Saskatchewan, one of our donation spots). Good to know that we're making a difference there!

Thank you for the way you distill information neatly and effectively. The regulatory environment is changing a lot for us these days. It is so helpful to have it all laid out for us.

Thanks so much for making the trek out last night. The trustees found the information in your talk helpful and interesting. I think the scope of collaboration and the nature of the work that you do isn't always apparent to them otherwise.

EOEP 2025 Year in Review & Upcoming Course Opportunities

1 message

Executive Assistant on Behalf of Dana Mackie <ea_dmackie@abmunis.ca>
To: Danielle Duffy <danielleduffy@improvementdistrict9.ca>

Fri, Jan 16, 2026 at 11:55 AM

Hello,

On behalf of the Board of Directors of Alberta's Elected Officials Education Program (EOEP), I share the **attached letter** with key information about upcoming course opportunities for your council in 2026 as well as an overview EOEP's successes over the last year.

In addition to the letter, please note that registration is currently open for two online courses that will start later this month:

- **Effective Meetings course** – teaches procedural rules and best practices for your council to conduct productive meetings.
 - Starts January 28, 2026.
- **Munis 101 course** – a great foundational summary of what any new elected official needs to know when starting on council.
 - Starts January 22, 2026.

Learn more about these courses and register at [Upcoming Courses | EOEP](#). To help plan your professional development, you can see the full schedule of courses that EOEP will offer in 2026 and 2027 at [Two-Year Course Roadmap | EOEP](#).

Alberta Municipalities and the Rural Municipalities of Alberta are proud to collaborate through EOEP to offer practical and impactful education to all municipal elected officials in Alberta. We look forward to hosting you at a future course.

Sincerely,

Dana Mackie MBA | Chief Executive Officer

D: 780.431.4535 | C: 780.271.7251 | E: DanaM@abmunis.ca
300-8616 51 Ave Edmonton, AB T6E 6E6
Toll-Free: 310-MUNI | 877-421-6644 | www.abmunis.ca



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We respectfully acknowledge that we live, work, and play on the traditional and ancestral territories of many Indigenous, First Nations, Métis, and Inuit peoples. We acknowledge that what we call Alberta is the traditional and ancestral territory of many peoples, presently subject to Treaties 4, 6, 7, 8 and 10 and Six Regions of the Métis Nation of Alberta.

 **EOEP 2025 A Year In Review.pdf**
368K



Year In Review 2025 and Upcoming Course Opportunities

With the new year underway and the busy post-election period behind us, we hope your council is getting comfortable settling into your new role. As Alberta’s primary provider of professional development for municipal elected officials, we want to share some highlights from 2025 and let you know about upcoming courses that you can take advantage of in 2026.

A Snapshot of EOEP in 2025

In 2025, EOEP delivered 20 courses to elected officials across Alberta through a mix of online and in-person formats.

- 1100+ elected officials trained
- 100+ municipalities represented
- 9 Munis 101 courses delivered to help new councils meet their orientation requirements
- 6 municipalities visited through in-person courses
- 4 courses updated to improve learning outcomes
- 1 new course launched – Employment of the CAO
- 93% satisfaction rating over those 20 courses

Hosting nine Munis 101 courses from September to November 2025 represented a significant investment to help ensure councils had various options to meet the new legislative requirements for orientation after the election. We were pleased to have hundreds of elected officials join us for Munis 101 courses in Calgary, Edmonton, Grande Prairie, Fort Saskatchewan, Lethbridge, Oyen, and online.

Course Updates

To address emerging issues and improve the learning experience for participants, EOEP worked with experienced leaders to update four of our certificate courses. This included using clearer plain-language explanations, stronger alignment with council decision-making and adding more practical examples drawn from real municipal scenarios.

As a result of input from elected leaders, EOEP also launched a new course in 2025 called, Council’s Role in Employment of the CAO. This course focuses on council’s role as the employer of the CAO and teaches best practices in managing that relationship, including performance management and what to do when needing to oversee a transition in the CAO role. Informed by interviews with elected officials and CAOs, this course is grounded in real municipal experience, reflecting the complexities councils face in this role.

Jointly owned by Alberta Municipalities (ABmunis) and the Rural Municipalities of Alberta (RMA), EOEP provides professional development for municipal elected officials that is grounded in real municipal experience.

Certificate Courses

Munis 101

Budgeting & Finance

Land Use Planning & Approvals

Public Engagement

Regional Collaboration

Service Delivery

Strategic Planning

Other Courses

Effective Meetings

Employment of the CAO

Rates

In-person = \$425

Online = \$295



“Strong Leadership Starts Here”



Graduates of EOEP - Municipal Elected Leaders Certificate (MELC)

In 2025, 27 elected officials were awarded EOEP’s [Municipal Elected Leaders Certificate](#) (MELC) through the University of Alberta’s Augusta Extended Education. Congratulations to the 2025 graduates on their achievement and commitment to strengthening municipal governance!

The MELC recognizes elected officials who complete EOEP’s seven core courses focused on the roles and responsibilities of municipal governance and reflects a commitment to professional development in the elected official role.

Learning Opportunities in 2026

To help elected officials better plan for professional development, EOEP released a [two-year course schedule](#) as well as a roadmap to obtain the Municipal Elected Leaders Certificate.

EOEP plans to host 18 courses in 2026, with most courses offered twice per year with online and in-person options available. The following courses are now open for registration.

Effective Meetings

- Date: Jan 28 | Feb 4 | Feb 11, 2026
- Time: 1:00 pm – 3:30 pm
- Format: Online Zoom
- Cost: \$295 + GST --- [Register](#)

Munis 101

- Date: January 22 | January 29, 2026
- Time: 1:00 pm – 4:30 pm
- Format: Online Zoom
- Cost: \$295 + GST --- [Register](#)

Look for more courses to be available online in February and in-person at RMA’s Spring 2026 Convention and ABmunis’ Spring 2026 Municipal Leaders’ Caucus, both in March in Edmonton. To be notified when a course opens for registration, make sure you are subscribed to ABmunis’ [The Weekly newsletter](#) or RMA’s [Contact newsletter](#).

Moving Forward

As you move forward in your council role, remember that EOEP is here to help. EOEP courses will help you fill gaps in your knowledge so that you are more confident and informed in your decision-making. Courses are grounded in real municipal experience and create opportunities for you to connect and learn from your elected peers from across the province. If you have questions about EOEP, please contact our Registrar, Jenn Anheliger at Registrar@eoep.ca. Thank you for your service and dedication to your community and best wishes for a productive year ahead.

Sincerely,

Duane Gladden
EOEP Board Director
CEO, Rural Municipalities of Alberta

Dana Mackie
EOEP Board Director
CEO, Alberta Municipalities

“Strong Leadership Starts Here”

2026 Call for Resolutions

1 message

Executive Assistant on Behalf of Dana Mackie <ea_dmackie@abmunis.ca>
To: Danielle Duffy <danielleduffy@improvementdistrict9.ca>

Mon, Feb 2, 2026 at 1:43 PM

Dear Mayors, Councillors, and CAOs,

Is there a municipal issue that you think requires advocacy by Alberta Municipalities (ABmunis) to the provincial or federal governments? Sponsoring a resolution for debate at ABmunis' 2026 Convention is an excellent way to bring attention to an issue and empower ABmunis to take action if your resolution is supported by the majority of ABmunis' members.

Alberta Municipalities members are now invited to submit resolutions for debate at our 2026 Convention in Edmonton, September 23-25. If your municipal council is interested in sponsoring a resolution, please visit our [Resolutions page](#) to access all the details, including our Guide on 2026 Resolutions, Resolution Template, and Resolutions Policy.

Deadline for 2026 Resolutions

This year, the deadline for submitting a resolution is May 31, 2026. Don't delay because the councils for the moving and seconding municipality must approve the resolution by the May 31 deadline.

Notify Us!

Email resolutions@abmunis.ca as early as possible to notify ABmunis of your interest in submitting a resolution. ABmunis' advocacy staff can save you time by:

- Answering questions you might have about the resolution process.
- Providing input on your draft resolution before you present it to your council for approval.
- Informing you if another municipality is planning a similar resolution.
- Identifying municipalities that may be willing to second your resolution.

We look forward to seeing you all at the 2026 ABmunis Convention!

[Dana Mackie MBA](#) | Chief Executive Officer

D: 780.431.4535 | C: 780.271.7251 | E: DanaM@abmunis.ca
300-8616 51 Ave Edmonton, AB T6E 6E6
Toll-Free: 310-MUNI | 877-421-6644 | www.abmunis.ca



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We respectfully acknowledge that we live, work, and play on the traditional and ancestral territories of many Indigenous, First Nations, Métis, and Inuit peoples. We acknowledge that what we call Alberta is the traditional and ancestral territory of many peoples, presently subject to Treaties 4, 6, 7, 8 and 10 and Six Regions of the Métis Nation of Alberta.

The Moment: Get Involved in BLLT Advisory Groups

1 message

Banff & Lake Louise Tourism <members@news.banfflakelouise.com>
Reply-To: Banff & Lake Louise Tourism <members@news.banfflakelouise.com>
To: danielleduffy@improvementdistrict9.ca

Thu, Jan 22, 2026 at 9:00 AM

January 22, 2026

[View Web Version](#)



The Moment

See you at the Member Open House!



Get involved in a Banff & Lake Louise Tourism Advisory Group

Express your interest in joining one of BLLT's Advisory Groups this year. These groups give you the opportunity to provide input on business priorities. They also help to inform BLLT's business planning, strategies, and tactics in a working-group format.

Express your interest by **February 11, 2026** for the following Advisory Groups:

- Marketing
- Travel Trade
- Business Events
- Events

[Express Your Interest](#)

Join us at the Member Open House

Join us at the Member Open House—in person today, **Thursday, January 22**, or online on Friday, January 23.

Learn how BLLT's 2026 priorities translate into practical support for your business, from market insights and data tools to expanded events, responsible visitation efforts, and programs that help you reach the right visitors at the right time.

We look forward to sharing how BLLT is ready to adapt, ready to partner, and ready to help your business thrive in the year ahead. See you there!

In person Member Open House

Date: January 22, 2026

Time: 4pm - 5pm (presentation starts at 4.15pm), cocktail reception 5pm - 6pm

Location: Moose Hotel & Suites

[**Register**](#)

If you cannot attend in person, you can attend virtually on the following day.

Virtual Member Open House

Date: January 23, 2026

Time: 10am - 11am

[**Register**](#)

SnowDays Festival returns

The annual SnowDays Festival began last week with an exciting mix of new and returning experiences across Banff and Lake Louise. The festival is designed to attract visitors during the non-peak season, giving a meaningful winter boost to local businesses and workers.

This year introduces the brand-new Art of Ice: Carving Competition, featuring world-class carvers, alongside TRIBUTE Banff, a culinary celebration showcasing local food and craft spirits.

The first weekend kicked off with favourites like Skijoring, Play Zone, SnowNights, and the Bear Street Hub.

Thank you for your support with Skijoring. Many local businesses and partners contributed through activations, livestreams, and pivoting their operations. We're taking feedback and reviewing the weekend to help shape future events.

SnowDays continues for another three weeks with more activities and experiences. Check out the full schedule on the Member Portal.

[SnowDays Schedule](#)



How the Global Destination Sustainability Index can help shape the future of Banff and Lake Louise

In December, the Lead Tourism for Good Speaker Series explored how the Global Destination Sustainability Index (GDS-Index) can guide Banff and Lake Louise toward a more regenerative future.

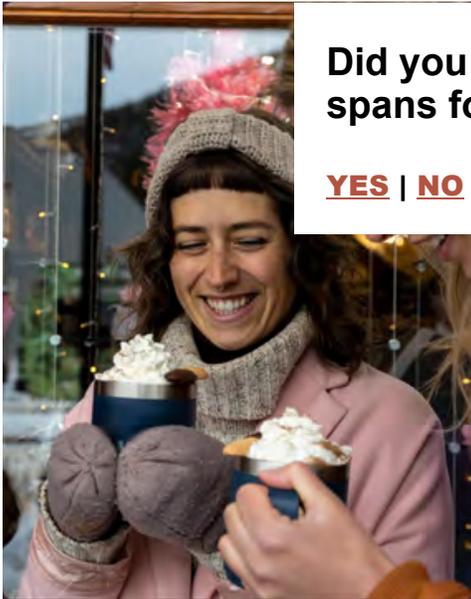
A huge thank you to our speakers Alexis Kereluk (Partner, ConnectSeven Group) and Guy Bigwood (CEO & Chief Changemaker, Global Destination Sustainability Movement) for sharing powerful insights.

Thank you to all BLLT members and partners that joined us. It was a full house and everyone was engaged and full of discussion!

If you couldn't make it, read the wrap up story. The next Lead Tourism for Good Speaker Series will be in the spring! Stay tuned.

[Read the Story](#)

Weekly Snap Poll



Did you know SnowDays Festival spans four weekends this year?

YES | NO

Virtual Member Workshop

Relationship Building: Opening Relationships in a Good Way

Feb. 25, 2026 | 10 am - 12 pm | Online

Engaging with Indigenous communities in a good way is at the heart of this virtual workshop with [Rise Consulting](#), rooted in the values of respect, reciprocity, and relationship.

Through practical insights on trust-building and cultural understanding, participants will learn how to nurture meaningful, long-term partnerships that honour the lands and the people who have cared for them since time immemorial.

[Register](#)

What's Happening

2026 Alberta Tourism Advocacy Summit

Join us at the 2026 Tourism Advocacy Summit on February 8–10, at the JW Marriott Edmonton ICE District. This summit is hosted by the Tourism Industry Association of Alberta (TIAA) to connect with leaders, policymakers, and innovators driving change.

The 2026 Summit will continue to facilitate practical strategies and insights, empowering our industry to push to new heights and inspire greater excellence and innovation across Alberta's visitor economy.

[Learn More & Register](#)

Register for Mountain Madness Relay

It's time to register your colleagues or friend group for Banff's Mountain Madness Relay Race. Running for 50 years, the relay has teams of five participating at all levels in a downhill ski, run, skate, cross-country ski and snowshoe to a fantastic time.

Some compete for the fastest time, while others compete for prizes in team names or best costumes, and all have a great time in the event and post-race gathering.

The race is on Friday, February 13, but teams need to **register by February 6**.

[Learn More & Register](#)

December Travel Media Highlights

BLLT's earned media efforts continued to deliver strong results in December. Coverage appeared in 92% of targeted outlets, generating 12 stories

across Canada, the US., and the UK featuring 41 member businesses.

December's reach totaled 83 million, driven by placements in leading publications including *Yahoo*, *Travel + Leisure*, *Condé Nast Traveler*, and the *New York Post*—bringing our total to nearly 1.2 billion for 2025!

Among the highlights:

- **Condé Nast Traveler (US):** [*A Reimagined Banff, From Glacial-Fed Spas to New Ski Terrain*](#) showcases Banff's new wellness experiences and expanded ski terrain.
- **Travel + Leisure:** [*This Massive North American Ski Resort Is Located Inside an Iconic National Park*](#) highlights Banff's rare combination of world-class skiing in a national park.
- **Yahoo:** [*I Visited Banff in December, and I'm Convinced It's the Capital of Christmas*](#) captures Banff's festive winter magic and holiday appeal.

Head to the [Member Portal](#) for a full roundup of media coverage.

Forward this newsletter to a colleague and encourage them to **sign up**.

Please visit our [Member Portal](#), updated frequently, for the most trusted information. Please direct any questions you have for us to memberservices@banfflakelouise.com.



Banff & Lake Louise Tourism



Suite 300, Cascade Plaza, 317 Banff Ave. PO Box 1298
Banff Alberta, Canada T1L1B3

Phone: 403-762-0270 Fax: 403-762-8545

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The Moment: Register for a workshop with Rise Consulting!

1 message

Banff & Lake Louise Tourism <members@news.banfflakelouise.com>
Reply-To: Banff & Lake Louise Tourism <members@news.banfflakelouise.com>
To: danielleduffy@improvementdistrict9.ca

Tue, Feb 3, 2026 at 5:08 PM

February 3, 2026

[View Web Version](#)



The Moment

Register for a brand-new virtual workshop!



Learn more about engaging with Indigenous communities

Engaging with Indigenous communities in a good way is at the heart of this virtual workshop with [Rise Consulting](#), rooted in the values of respect, reciprocity, and relationship.

Through practical insights on trust-building and cultural understanding, participants will learn how to nurture meaningful, long-term partnerships that honour the lands and the people who have cared for them since time immemorial.

Join us online on February 25, 2026, at 10 am - 12 pm. Please register.

Rise Consulting is purpose-driven Indigenous-owned national management consultancy supporting Truth and Reconciliation in Canada.

[Register](#)

Nominations for Board of Director positions open

Banff & Lake Louise Tourism is seeking nominations for Board of Director positions for the following:

- Lodging Business Category (three-year term)
- Retail Business Category (three-year term)
- Transportation, Attractions and Entertainment Business Category (three-year term)

Learn more about the commitment and the nomination and election process on the Member Portal.

[Learn More](#)

Last call to get involved in a BLLT Advisory Group

Express your interest in joining one of BLLT's Advisory Groups this year. These groups give you the opportunity to provide input on business priorities. They also help to inform BLLT's business planning, strategies, and tactics in a working-group

format.

Express your interest by **February 11, 2026** for the following Advisory Groups:

- Marketing
- Travel Trade
- Business Events
- Events

[Express Your Interest](#)



Stories from the Trails

Banff Borrows—One Year On

One year in, “Banff Borrows”, a reusable cup program is demonstrating how small, collective actions by visitors and residents can support the destination’s vision to Lead Tourism for Good.

Banff Borrows is a partnership of organizations in Banff National Park that are working together to reduce unnecessary single-use waste by providing reuse solutions for local businesses and events.

The program is powered by Muuse and supported by the Town of Banff, Banff & Lake Louise Hospitality Association, Biosphere Institute of the Bow Valley, and Banff & Lake Louise Tourism.

Learn more about how the program's doing and how your business can participate!

[Read the Story](#)

2026 Business Plan presentation recording

Thank you to everyone who joined us at the Member Open House! The virtual presentation has been recorded for those who were unable to attend the in-person or online session. Visit the Member Portal to view the recording.

[View Recording](#)

Weekly Snap Poll



**Did you know Banff & Lake Louise
Tourism has expanded its winter events
portfolio in 2026?**

YES | NO

Final Week of SnowDays Festival

SnowDays wraps up this week with Ice Magic in Lake Louise and Art of Ice: Carving Competition in Banff as the weekend's anchor events. See the remaining event schedule:

- [Play Zone](#) Thursday Feb. 5 - Sunday Feb. 8
- [Bear Street Hub](#) Select days until Feb. 8
- [SnowNights](#) Now until Feb. 8
- [Hot Chocolate Trail](#) Now until Feb. 8
- [Ice Magic](#) Feb. 5 - 8
- [Art of Ice: Carving Competition](#) Feb. 6 - 8

Due to unusually warm weather, the snow sculptures are no longer holding their shape as intended. To keep everyone safe and ensure the best possible experience, they have now been removed.

What's Happening

Provide feedback on the conceptual designs for a reimagined visitor centre and community space in Banff

Parks Canada, in collaboration with the Royal Architectural Institute of Canada (RAIC), is working through a design competition to develop a conceptual design for a reimagined visitor centre and community space in Banff.

Six designs have been received, and Parks Canada is embarking on an engagement period to seek feedback on these designs. This feedback will help inform the jury's recommendation of a winning design to Parks Canada.

Between now and February 27, 2026, explore the six designs and have your say by completing the survey!

[Learn More & Take the Survey](#)

CBC Olympic Watch Party

CBC and the Banff Public Library are hosting an Opening Ceremony Watch Party during SnowDays to mark the start of the Milan 2026 Olympics.

On February 6, from 11am - 3pm, visitors and the community can watch the Olympic Opening Ceremonies on a big screen in Banff Central Park or inside the library, explore the library's Olympic collection, and participate in family winter activities such as curling and hockey mini golf. CBC personalities will also be in attendance.

Share this event with your community or guests who may be interested in attending!

[Learn More](#)

Tourism Industry Business Outlook Survey

The Tourism Industry Association of Alberta (TIAA) would like to hear from tourism operators about issues and challenges currently facing the tourism industry. The data and feedback you provide will help inform advocacy messaging to government officials to ensure that Alberta's tourism industry is well-positioned for recovery and sustainable growth.

[Take the Survey](#)

Fortress Mountain Resort Public Listening Sessions

The Government of Alberta is holding public listening sessions as part of the formal consultation process for the [Fortress Mountain Resort](#) proposal under the All-Season Resorts framework. These sessions are an opportunity to review project information and provide feedback that will be included in the regulatory record.

The Canmore session is being held on February 17 from 2pm - 7pm at the Canmore Miner's Union Hall.

Two other sessions are planned for Calgary and Edmonton. Each session will

include project boards, members of the Fortress planning and operations team, and opportunities to share feedback.

An online survey is also available for those who prefer to participate digitally during the consultation window (January 28–February 27, 2026).

[Take the Survey](#)

Forward this newsletter to a colleague and encourage them to [sign up](#).

Please visit our [Member Portal](#), updated frequently, for the most trusted information. Please direct any questions you have for us to memberservices@banfflakelouise.com.



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PRESENT: Lisa Rosvold, Jeff Mah, Rob Murray, David Fullerton, Kaylee Ram, Jenny Heath, and Don Beaulieu

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

1. CALL TO ORDER

Chairperson L. Rosvold called the meeting to order at 9:46 a.m.

2. ADOPTION OF AGENDA

Motion 25-053: K. Ram to approve the agenda. Carried unanimously.

3. APPROVAL OF THE CONSENT AGENDA

Motion 25-054: J. Heath to approve the consent agenda as presented. Carried unanimously.

4. NEW BUSINESS

- a. **2026 Continuing Care Operating Budgets:** report provided and discussed.
Motion 25-055: R. Murray to approve the 2026 Continuing Care Operating Budgets as presented. Carried unanimously.

5. IN-CAMERA

a. **CEO Annual Review**

Karen Marra, previous Chairperson, joined the meeting for the In-Camera session.

Motion 25-056: J. Mah to take the meeting in camera. Carried unanimously.

Motion 25-057: J. Heath to take the meeting out camera. Carried unanimously.

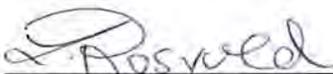
Motion 25-058: J. Heath to accept the 2025 CEO review as presented and to approve the CEO salary adjustment in accordance with the 2025 policy.

6. DATE AND LOCATION OF NEXT MEETING

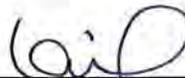
- a. **Regular Meetings of the Board:** January 14, 2025, starting at 9:00 a.m. in Bow River Lodge, Canmore.

7. ADJOURNMENT

Motion 25-059 J. Mah that the meeting adjourns at 11:31 a.m. Carried unanimously.



Lisa Rosvold, Chairperson



Ian Wilson, CEO

MINUTES PREPARED BY: Jennifer Comighod, Client Services Manager

December 2025 Occupancy & Waitlist Report



Bow River Seniors Lodge in Canmore

Occupancy and waitlist as of December 31, 2025:

- The lodge has sixty-three residential suites.
- Of those suites, fifty-seven are occupied or available for occupancy.
- The other suites are not available for occupancy. They are not captured in the chart below, but include the following:
 - Three are utilized as storage or amenity space.
 - Three are being rehabilitated.
- 100% of the habitable suites are occupied.
- Thirty-eight candidate households are wait-listed.



Bow River Seniors Lodge – Continuing Care Home Type B (formerly Designated Supportive Living - DSL) in Canmore

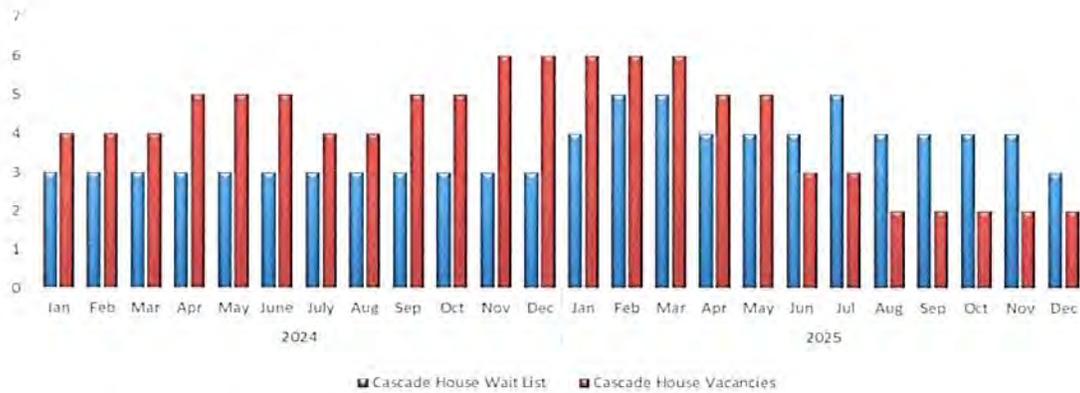
Occupancy as of December 31, 2025:

- There are sixty units in Continuing Care Home Type B.
- First floor – Type B - Secure Space has thirty units at 73% occupancy.
- Second floor – Type B (formerly DSL4) has thirty units at 97% occupancy.
- AHS controls the admissions process; we are not privy to the waitlist information.

Cascade House (Seniors Lodge) in Banff

Occupancy and waitlist as of December 31, 2025:

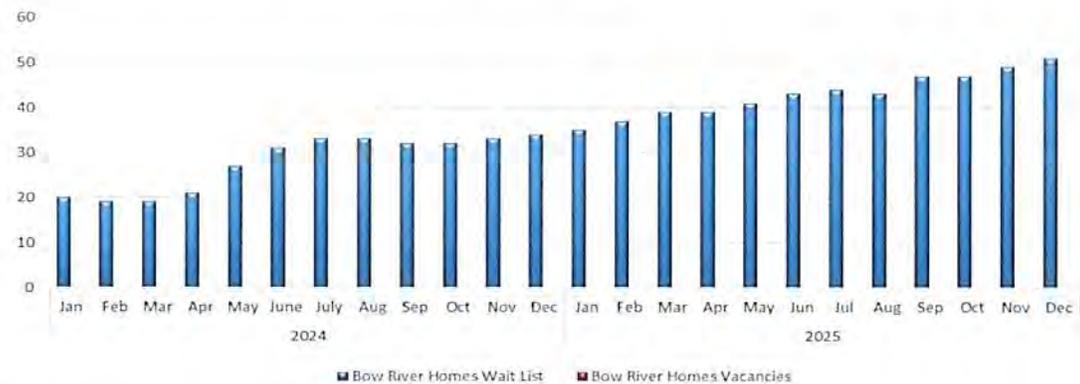
- The lodge has twenty-three residential suites.
- Of those suites, twenty are occupied or available for occupancy
- The other suites are not available for occupancy. They are not captured in the chart below, but include the following:
 - Three are being rehabilitated.
- 90% of the habitable suites are occupied.
- Three candidate households are wait-listed, and all of them are not yet ready to move in.



Bow River Homes (Seniors Self-Contained) in Canmore

Occupancy and waitlist as of December 31, 2025:

- The project has twenty-eight self-contained residential units.
- Of those units, twenty-seven are occupied.
- The other units are not available for occupancy. They are not captured in the chart below, but include the following:
 - One is being rehabilitated.
- 100% of the habitable units are occupied.
- Fifty-one candidate households are wait-listed.



Mount Edith House (Seniors Self-Contained) in Banff

Occupancy and waitlist as of December 31, 2025:

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



Community Housing Projects in Canmore

Occupancy and waitlist as of December 31, 2025:

- The portfolio has fifty-eight individual residential units.
- Of those fifty-eight units, fifty-four are occupied or available for occupancy.
- The other units are not available for occupancy. They are not captured in the chart below, but include the following:
 - Four are being rehabilitated.
- 100% of the habitable units are occupied or awarded pending move-in.
- Forty-nine candidate households are wait-listed.



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

Occupancy and waitlist as of December 31, 2025:

- A monthly budget of \$47,134.25.
- Providing financial subsidies to seventy-nine active client households.
- Thirty-one candidate households are wait-listed.
- The monthly subsidy totalled \$45,567.00, averaging \$577.00 per client household.
- Of our active RS client households:
 - 66 live in Canmore
 - 10 live in Banff
 - 1 lives in Deadman’s Flat
 - 2 live in Exshaw

Monthly Bulletin

January 2026



NEWS, INITIATIVES, AND EVENTS

Happy New Year!

We wish you all the very best in 2026!

2026 BVRH Board of Directors

The Board held our AGM last month and appointed our executive and committee members for the year.

- Chair: Lisa Rosvold
- Vice Chair: Jeff Mah
- Executive Committee:
 - Lisa Rosvold
 - Jeff Mah
 - Ian Wilson
- Community Integration Committee:
 - Lisa Rosvold
 - Kaylee Ram
 - Rob Murray
- Personnel Committee:
 - Lisa Rosvold
 - Jenny Heath
 - Don Beaulieu

2025 Budget Development

The 2026 Budget Development process is nearly complete. The Board approved the 2026 Continuing Care Operating Budget in December and will review the 2026 Capital and Reserve Budget this month.

- Supportive Living and Continuing Care clients can expect inflationary increases of approximately 3% to lodge accommodation and continuing care accommodation fees.
- Our combined 2026 operating budgets are expected to total approximately \$11.3 million, \$10.1 million of which serves our Supportive Living and Continuing Care clients in Banff and Canmore.
- Our total 2026 Municipal Requisition will support our lodge supportive living programs and is expected to drop slightly compared to 2025. Requisition levels have been quite stable since 2021.

Continuing Care Wing Occupancy

The first floor continues to fill at a measured pace. As of writing 5% of the spaces are occupied and we anticipate full occupancy by the end of February.

Major Renovation Planned for Woodlands

The province has approved the replacement of all windows and exterior stucco, which will significantly improve the sustainability of the housing.

PROGRAM OCCUPANCY RATES

| | |
|-------------------------|------|
| Bow River Lodge - SL | 100% |
| Bow River Lodge – CCHTB | 85% |
| Cascade House | 90% |
| Bow River Homes | 100% |
| Mount Edith House | 100% |
| Community Housing | 100% |
| Rent Supplement | 100% |

SPECIAL PROJECTS

This is Home (Phase 3+)

We will apply to Alberta Seniors, Community, and Social Supports' Affordable Housing Partnership Program (AHPP) shortly. Our proposal will be reinforced with an enhanced business case developed in collaboration with a broad-scale construction and design firm, who are lending us their expertise on a voluntary basis.

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

BOW VALLEY REGIONAL HOUSING

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

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

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

As the HMB for the Bow Valley region, BVRH is responsible for social housing and affordable supportive living accommodation for seniors throughout Kananaskis Country, the Bow Corridor, the MD of Bighorn, and all of Banff National Park.

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

OUR MISSION STATEMENT

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

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

Our projects include the following:

- Seniors' lodges in Canmore and Banff provide room and board to the 140 residents.
 - The Continuing Care Home Type B with Secure Space wing at Bow River Lodge in Canmore delivers 24-hour care accommodations to the region through sixty suites that provide appropriate care and accommodation to our most vulnerable seniors.
 - Cascade House in Banff has four apartments for independent seniors.
- Seniors' self-contained independent housing buildings in Canmore and Banff that include a total of 62 one-bedroom apartments.
- Family housing residences in Canmore include 38 townhouses and 20 houses.
- Employee housing units in Canmore include eight double-occupancy units.
- Rent Supplement Programs currently provide financial assistance to approximately 70 households in the Bow Valley.
- Planning is underway for re-profiling a part of the Bow River Lodge site to increase the number of seniors' self-contained suites while adding other affordable housing options.

OUR VISION STATEMENT

Bow Valley Regional Housing collaborates with relevant agencies, ensuring that suitable programming mitigates the housing needs of our client base.

- We make decisions and recommendations using relevant and valid community trends and housing needs data.
- We obtain funding to develop infrastructure that meets identified needs in social and supportive income-appropriate housing programs.
- We embrace principles that incorporate innovation, service excellence, best practices, and energy efficiency.
- We attract, retain, and support highly qualified and caring staff.

The BVRH team includes approximately sixty employees based at Bow River Seniors Lodge in Canmore and Cascade House in Banff. Our Central Administration and Maintenance Teams are based in Canmore and serve all our projects. We have dedicated Housekeeping and Food Services Teams at both lodges.

OUR VALUES

