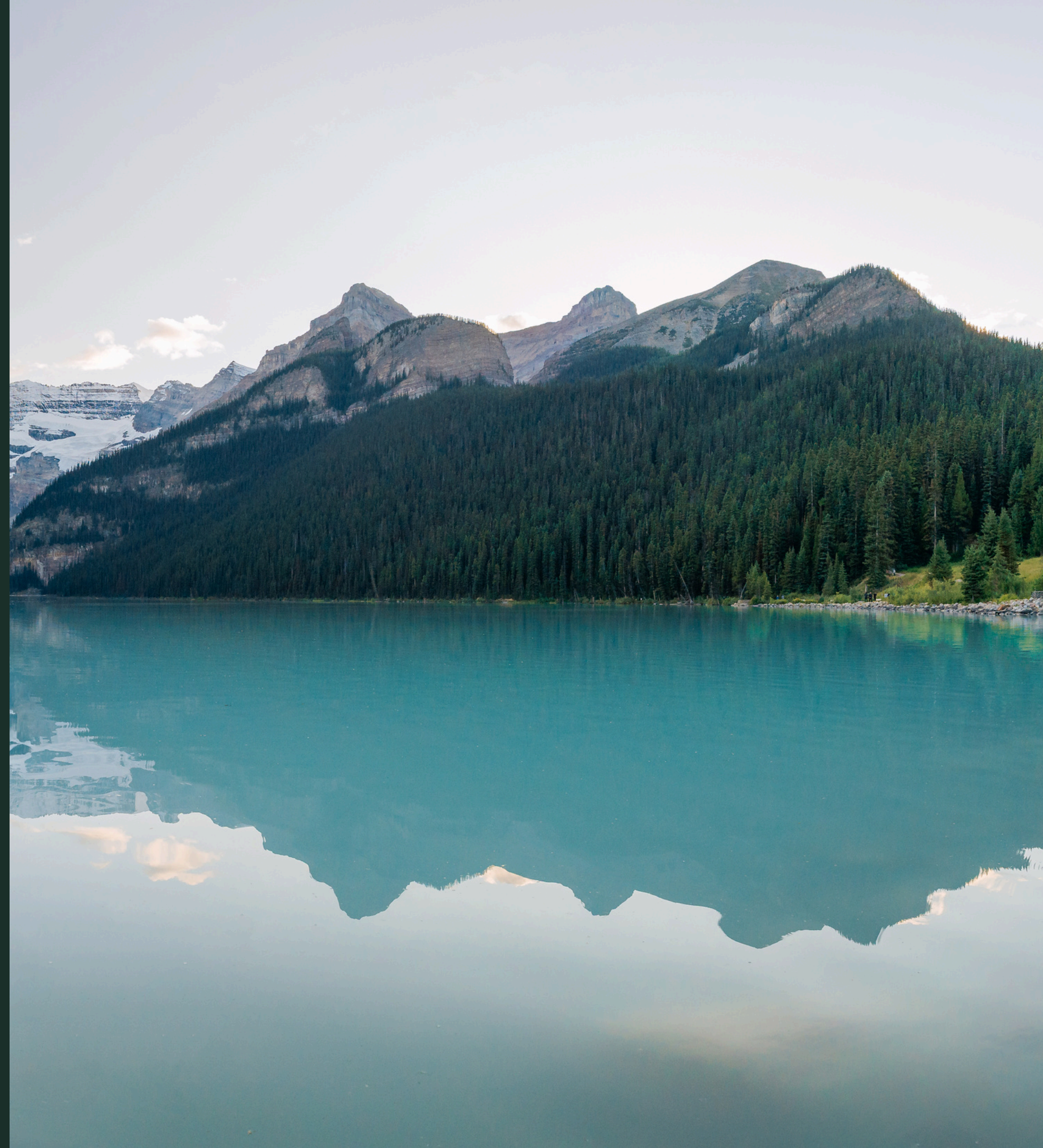


ID9

Strategy Review Session 2026

Presented by
the ID9 Administrative Team
Danielle Duffy
Kurtis Pratt

September 10, 2026



Agenda & Schedule

- Welcome & Framing The Session **9:30–9:45am**
- Review of Priorities & Progress **9:45–10:30am**
- Council Reflection & Lessons Learned **10:30–11:00am**
- *BREAK* **11:00–11:15am**
- 2027 Priority Setting **11:15–11:45am**
- Action Planning & Accountability **11:45–noon**
- Closing & Next Steps **noon–12:30pm**

A photograph of two people cross-country skiing on a snowy mountain slope. The person in the foreground is wearing a purple jacket and black pants, while the person in the background is wearing a yellow jacket. They are surrounded by snow-covered evergreen trees and a large, snow-capped mountain peak in the distance under a clear blue sky.

Part 1:
**Welcome &
Framing the Session**

2026 ID9 Strategy Review Session

Welcome & Framing The Session



Opening Remarks from Chair Stelter

Welcome & Framing The Session

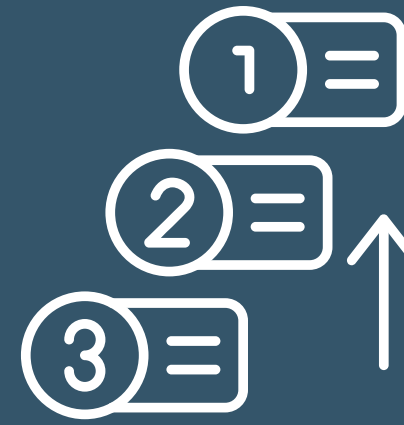
Session Purpose & Objectives



Reflect on
Progress



Align on
Lessons Learned



Revise
Annual Priorities



Build
Action Plan

Welcome & Framing The Session

Roundtable

What is one success from the past 12 months you're proud of?

What is one challenge still on your mind?





Part 2: Review of Priorities & Progress

2026 ID9 Strategy Review Session

Review of Priorities & Progress

Strategic Plan Priorities

Priorities from Strategic Plan (2023–2026):

- Infrastructure Investment – Fire Hall & Staff Housing
- Taxation (*renamed Financial Responsibility in 2024*)
- Internal Communications (*renamed Communications in 2024*)
- Tourism Implications
- Role Clarity

Review of Priorities & Progress

Infrastructure Investment Update

Current progress of the Fire Hall & Staff Accommodation Projects (past 12 months):

Major Project Milestones & Achievements

- Advanced two major capital projects from planning/design into active construction.
- Secured the necessary project approvals and continued coordination with Parks Canada, Alberta Infrastructure and Municipal Affairs.
- Worked through significant land lease and property requirements to enable construction to proceed.
- Finalized project direction, site requirements and construction planning for both facilities.
- Construction contracts awarded and site work commenced in summer 2026.
- Completed initial clearing, grubbing, surveying and site preparation.
- Established building control points, property lines and utility locations.
- Commenced rough grading and access preparation at the LLMUR site.
- Established equipment access and site preparation at the LLFH site.
- Continued active project management and coordination between ID9, contractors, consultants and government partners.

Review of Priorities & Progress

Infrastructure Investment Update



Review of Priorities & Progress

Financial Responsibility Update

Through a robust budget planning process, Council was able to demonstrate fiscal responsibility in the following ways:

Budget & Financial Management

- Managed an increase in the overall operating budget from \$8.63M in 2025 to \$9.77M in 2026 — an increase of approximately 13.1% in order to meet Provincial requirements and service level needs.
- Balanced significant increases in service costs and external requisitions with growth in the assessment base and disciplined financial planning.
- Maintained a focus on long-term sustainability while making historic investments in critical community infrastructure.

Tax Base & Revenue

- ID9's taxable assessment base increased from approximately \$1.38B in 2025 to \$1.50B in 2026 — approximately a 9.8% increase.

Review of Priorities & Progress

Financial Responsibility Update

Managing Increasing Service Costs

- Recognized and planned for a 31.4% increase in protective services expenditures, from approximately \$1.44M to \$1.89M.
- Managed a 22.8% increase in requisitions, primarily driven by education and senior housing obligations.
- Continued to identify efficiencies while maintaining core municipal and protective services.

Capital & Reserves

- Significantly expanded capital investment planning in 2026, with approximately \$16.36M in total capital revenue recognized at present.
- Advanced major capital priorities, including municipal staff housing and the Lake Louise Fire Hall, while identifying dedicated funding sources.
- Leveraged grants, reserves and other external funding to reduce reliance on taxation and debt.
- Planned approximately \$9.88M in capital reserve transfers across the five-year capital plan, supporting long-term financial sustainability.
- Maintained a long-term borrowing strategy while funding major infrastructure priorities.

Review of Priorities & Progress

Communications Update

Partnerships & Advocacy

- Maintained collaboration with the Government of Alberta, Municipal Affairs, Alberta Infrastructure and Parks Canada.
- Continued advocacy for infrastructure investment reflecting the unique needs of a high-visitation community.
- Navigated complex jurisdictional, land, funding and approval requirements.
- Strengthened communication and coordination with project partners as construction moved forward.

Community & Communications

- Developed an ID9 Advisory Committee
- Provided ongoing community updates throughout the project development process.
- Held community engagement/open house activities to explain the projects and respond to questions.
- Developed project FAQs addressing key community concerns.
- Successfully hosted the August 31, 2026 groundbreaking ceremony for both projects.
- Increased public awareness of the history, need and long-term benefits of the projects.

Review of Priorities & Progress

Tourism Implications Update

- Worked directly with an Advisory Committee to hear the unique needs of service delivery operators in the region.
- Recognized tourism impacts in planning and decision-making, including the significant demands placed on local infrastructure and services by visitors.
- Advocated for funding models that better reflect tourism pressures, recognizing that ID9 provides services and infrastructure supporting a community with a high volume of visitors.
- Advanced major infrastructure investments to ensure community facilities and emergency services can support both residents and the visiting public.
- Progressed the new Lake Louise Fire Hall, strengthening emergency response capacity and providing a modern facility better suited to the operational demands of a high-visitor destination.
- Advanced the Lake Louise Multi-Unit Residential project, supporting the recruitment and retention of essential municipal and public-service employees needed to maintain services in a tourism-driven community.
- Continued to balance community needs with tourism pressures, ensuring investments support quality of life for residents while maintaining the services and infrastructure expected of a world-class destination.
- Continued advocacy for sustainable long-term infrastructure funding, recognizing that visitor-driven demand can exceed what traditional population-based funding models provide.

Review of Priorities & Progress

Role Clarity Update

Unfortunately, no work has been done on the jurisdictional review in 2026 (since 2024) aside from continued advocacy.

A scenic landscape photograph of a mountain range. In the foreground, there are trees with bright yellow autumn leaves, some of which are out of focus. The middle ground shows a valley with a mix of green evergreen trees and yellow deciduous trees. In the background, there are large, rugged mountains with grey rock faces and some snow patches. The sky is a clear, bright blue. A dark grey rectangular text box is positioned on the left side of the image, containing white text.

Part 3: **Reflection & Lessons Learned**

2026 ID9 Strategy Review Session

Reflection & Lessons Learned

Roundtable Discussion

Where did Council demonstrate strong alignment and teamwork?

What worked well?

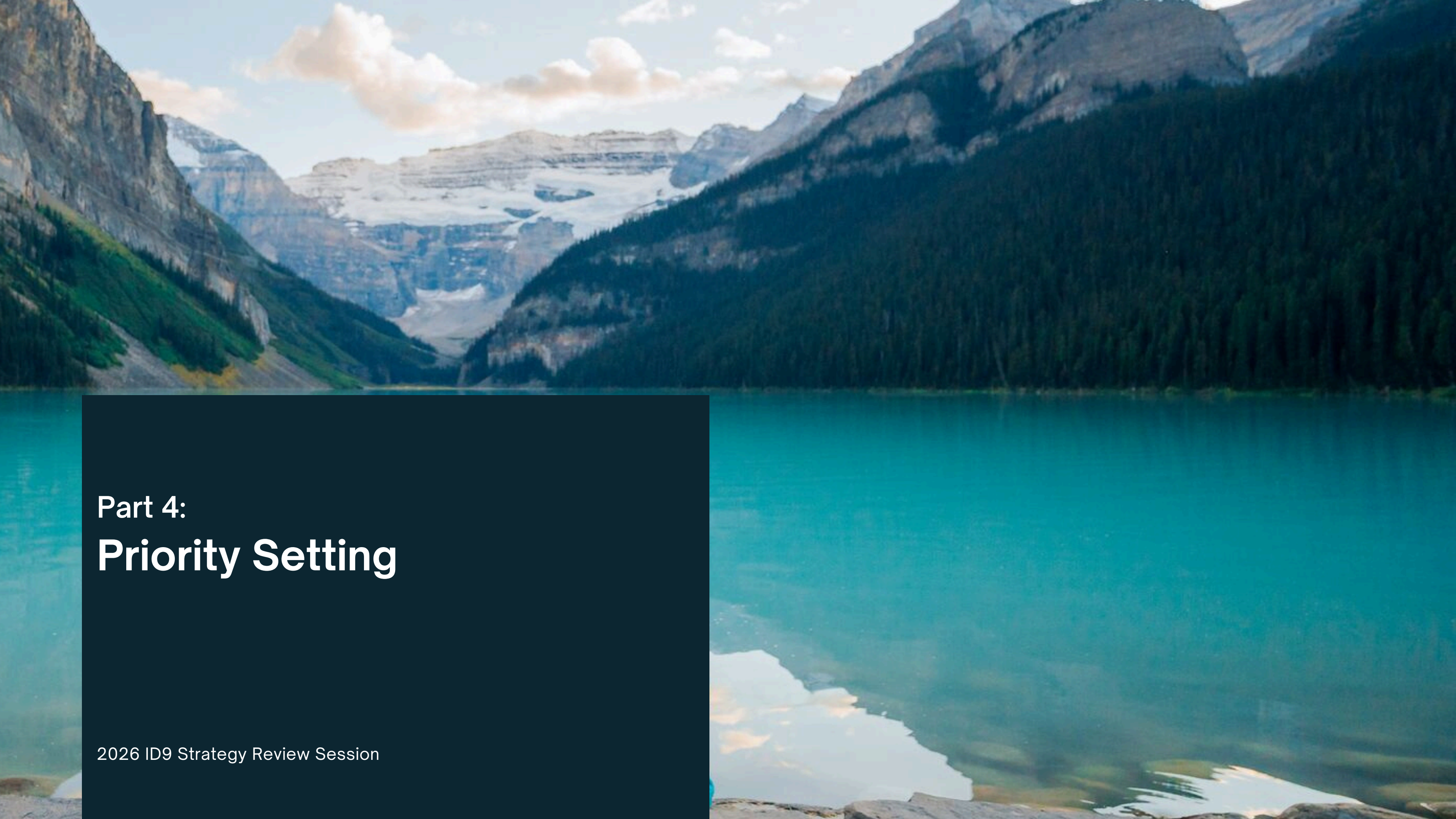
Where is more effort needed?

Any other areas of discussion that should be considered?



BREAK

2026 ID9 Strategy Review Session



Part 4: **Priority Setting**

2026 ID9 Strategy Review Session

Priority Setting

Reminder of Current Priorities

1. Infrastructure Investment – Fire Hall & Staff Housing
2. Financial Responsibility
3. Communications
4. Tourism Implications
5. Role Clarity

Priority Setting

Discussion

What priorities should remain?

What should be added?

What should be reframed?



Part 5: **Action Planning & Accountability**

2026 ID9 Strategy Review Session

Action Planning & Accountability

For each new priority...

1. Key actions for the next 12 months
2. Responsible lead (Council, CAO, committee, partner, etc.)
3. Metrics or milestones for review

Action Planning & Accountability

Council Updates & Tracking

1. How would you like progress to be tracked?
2. How would you like to be updated (quarterly updates, CAO report tracking, etc.)



A scenic landscape photograph of a mountain lake. In the foreground, a calm lake reflects the surrounding environment. The middle ground is filled with numerous tall, slender trees with vibrant golden-yellow foliage, likely larches, growing on a rocky slope. In the background, rugged, dark grey mountain peaks rise against a blue sky with scattered white clouds. The overall scene is peaceful and captures the beauty of autumn in a high-altitude environment.

Part 6: Closing & Next Steps

2026 ID9 Strategy Review Session

Closing & Next Steps

To Do

- 1.Action Plan
- 2.Budget Implications
- 3.Other action items...

Closing & Next Steps

Closing Remarks

Is there anything you'd like to discuss that has not been brought up?





Thank You

for a great year!

September 10, 2026