



BANFF HOUSING CORPORATION

AGENDA ORDER OF BUSINESS

October 15, 2026

8:30-10:30

Ted Langridge

BHC Vision	BHC Mission	BHC Purpose
To provide eligible residents of Banff National Park a place to call home while fostering engaged and connected communities.	To provide a wide range of below-market housing options to eligible residents of Banff National Park that support the needs of our community within our built environment.	To manage the current and future homeownership and rental portfolios.

- 1.0 LAND ACKNOWLEDGEMENT
- 2.0 CALL TO ORDER
- 3.0 APPROVAL OF AGENDA
- 4.0 ADOPTION OF PREVIOUS MINUTES & PUBLIC ATTACHMENTS
- 5.0 NEW BUSINESS
 - 5.1 Rental income qualifiers / maximum limits
 - 5.2 RFD: Board Orientation Package review
 - 5.3 Outgoing board member recognition
- 6.0 ADMINISTRATIVE STAFF UPDATES
 - 6.1 Verbal briefing: 50 Wolf St
 - 6.2 Q3 Operations Report
- 7.0 CONFIDENTIAL ITEMS
- 8.0 FINANCIAL
 - 8.1 DRAFT 2027 budget
- 9.0 NEXT MEETINGS
 - **November 19, 2026**
 - **December 17, 2026 – Year End Recognition**
 - **January 21, 2027**
- 10.0 MOTION TO ADJOURN

Agenda Distribution

1 Administration, 4 Public Members, 2 Town
Council Members

2026 BHC Board Work Plan					
Q1 2026					
JANUARY	FEBRUARY			MARCH (end of Q1)	
Approval of 2026 work plan Update 2026 Strategic Priorities	ongoing cont'd	Q4 2025 YTD financial review	moved	Compliance update (in camera) Q4 2025 YTD financial review REVIEW DRAFTS V3	complete complete
Review 2025 Motions	complete	REVIEW DRAFTS V2 Strategic priorities Governance guide	cont'd cont'd	Strategic priorities Governance guide FINAL	con'd to Apr con'd to Apr
Q2 2026					
APRIL	MAY			JUNE (end of Q2)	
Annual 2025 Financial Audit: 2025 Audited Statements for review and approval CHRF transfer approval for 2025 OS transfer approval for 2025 Strategic priorities Governance guide FINAL Mock exercise MD Recruitment Plan Q1 Operations Reporting	complete complete complete con'd to May con'd to May complete	Q1 2026 financial review Briefings Rental Eligibility MS1 second mortgages Mock exercise MD Recruitment Plan	moved to June complete complete con'd to June con'd to June	Compliance update (in camera) Policy Review: <i>BHC Undertaking</i> <i>Eligible Home Buyer</i> <i>Electronic Voting</i> <i>Conflict of Interest</i> <i>Barrier Free Allocation</i> Mock exercise MD Recruitment Plan Q1 2026 financial review	complete complete complete complete complete complete complete complete
Q3 2026					
JULY	AUGUST			SEPTEMBER (end of Q3)	
Policy Review: <i>Fees and Charges (merge Admin Fee Policy)</i> <i>Operating Surplus</i> <i>Travel Expenses</i> <i>Purchasing Policy</i> Briefing <i>Board Remuneration options</i> Q2 Operations Reporting	complete con'd to Aug complete	Q2 2026 financial review 2027 Budget process begins Policy Review: <i>Tangible Capital Assets</i> Briefing <i>Board Remuneration options</i> BHC Board recruitment review Review update/orientation manual	complete con'd to Sep complete move to 2027 con'd to Oct	2027 Budget process continued Compliance update (in camera) Pending item / MD onboarding Briefing <i>Strategic annual CHRF budgetary options</i> <i>Reserve funds / history and</i> <i>and outflows / second mortgage options</i> <i>Rental / income limit options</i>	con'd to Oct complete complete moved to 2027 moved to Oct
Q4 2026					
OCTOBER	NOVEMBER			DECEMBER (end of Q4)	
2027 Budget process continued BHC Board Orientation Review Review orientation manual Draft 2027 Board Work Plan Q3 Operations Reporting <i>Rental / income limit options</i>	moved to Nov	Q3 2026 financial review Welcome new board members! Election of new officers Review/update signing authority Draft 2027 Board Work Plan Briefing <i>Report on E Voting clarity</i>		Year End Board recongition Compliance update (in camera) Briefing <i>Sellers/Buyers post sales survey results 2026</i>	



BANFF HOUSING CORPORATION

MINUTES OF THE BANFF HOUSING CORPORATION

Jim Bennett

September 17, 2026

8:30-10:30

BHC Vision	BHC Mission	BHC Purpose
To provide eligible residents of Banff National Park a place to call home while fostering engaged and connected communities.	To provide a wide range of below-market housing options to eligible residents of Banff National Park that support the needs of our community within our built environment.	To manage the current and future homeownership and rental portfolios.

BOARD MEMBERS PRESENT

Kaylee Ram

Barb Pelham

Pam Traut

Jeffrey Carpenter

Mark Walker

Lauren Aebig

Council Representative / Chair

Council Representative / Vice Chair

Public Member Director

Public Member Director

Public Member Director

Town of Banff Senior Administration

ADMINISTRATION PRESENT

Sharon Oakley

Darren Veres

Manager, Housing Sustainability, Town of Banff

Managing Director BHC

Board Member Absent

Melanie Petelle

Public Member Director

1.0 Land Acknowledgment: K. Ram

2.0 CALL TO ORDER

BHC26-82 K. Ram called the September 17, 2026, meeting of the Banff Housing Corporation to order at 8:32 a.m.

3.0 APPROVAL OF AGENDA

BHC26-83 Moved by B. Pelham to approve agenda.

CARRIED

4.0 ADOPTION OF PREVIOUS MEETING MINUTES & PUBLIC ATTACHMENTS

BHC26-84 Moved by M. Walker to approve the August 20, 2026, minutes.

CARRIED

5.0 NEW BUSINESS

5.1 Introduction of Darren Veres - new managing director.

5.2 Briefing: Second Mortgage reserve fund overview

BHC26-85 Moved by K. Ram to bring back a report for all BHC reserve funds, including any applied policy or allocation restrictions by end of Q1, 2027. **CARRIED**

5.3 Briefing: Rental Income Qualifiers will be brought back at October meeting.

BHC26-86 Moved by L. Aebig that the household maximum income criteria be simplified to a single threshold inclusive of all income sources contributing to the household.

BHC26-87 Moved by P. Traut that the lower-level income qualifiers be removed and that recommended minimum income thresholds be established, consistent with CMHC guidance that households should spend no more than 30% of gross income on housing costs.

BHC26-88 Moved by M. Walker to amend the eligibility requirements by inserting “residential” in “not own a property in the Bow Valley, from lake Louise to Kananaskis.

BHC26-89 Moved by B. Pelham to amend the eligibility requirements in the statement “Work a minimum of 30 hours per week [...] or be self-employed.

BHC26-90 Moved by J. Carpenter to amend the eligibility requirements to read: “Work a minimum of 30 hours per week [...] or be self-employed,” and to add a second priority category for individuals working in Banff National Park- ID9 jurisdiction.

6.0 ADMINISTRATIVE STAFF UPDATES

6.1 Verbal briefing: 50 Wolf St.

6.2 Verbal briefing: NBLC engagement has been delayed until Q4

7.0 CONFIDENTIAL ITEMS

BHC26-91 Moved by K. Ram that the BHC board members, pursuant to Section 17 (Disclosure to Personal Privacy), Section 24 (advice from officials), and Section 27 (privileged information) of the Freedom of Information and Protection and Protection of Privacy Act, recess at 10:06 am to the all of the chair, to reconvene in a closed meeting, conducted in council chambers, to consider confidential matters.

CARRIED

BHC26-92 Moved by K. Ram that the BHC board members come out of camera at 10:12 am. The board reconvened in their regularly scheduled meeting with K. Ram in the chair. **CARRIED**

8.0 FINANCIAL

8.1 The draft 2027 Budget review was received as information

9.0 NEXT MEETING DATES

- October 15, 2026
- November 19, 2026

10.0 MOTION TO ADJOURN

BHC26-93 Moved by P. Traut to adjourn at 10:23am.

CARRIED

Sharon Oakley

Recording Secretary

REQUEST FOR DECISION

Subject: Income Qualifiers for Rental Portfolio

Presented to: BHC Board of Directors
Submitted by: Darren Veres, Managing Director
and Heather Bolt, Operations Supervisor

Date: October 15, 2026
Agenda Item: 5.1

REASON FOR REPORT

Administration has brought forward the annual household income thresholds for the Board's review. The Board is being asked to consider the current minimum and maximum household income parameters for BHC's rental portfolio, with the objective of improving clarity, access, and administrative consistency while maintaining the program's core eligibility requirements.

Motions made at the September 17, 2026, BHC Board meeting:

BHC26-44 Moved by B. Pelham for BHC administration to review rental rate options with and without minimum income limits as part of the upcoming budget review process.

BHC26-86 Moved by L. Aebig that the household maximum income criteria be simplified to a single threshold inclusive of all income sources contributing to the household.

BHC26-87 Moved by P. Traut that the lower-level income qualifiers be removed and that recommended minimum income thresholds be established, consistent with CMHC guidance that households should spend no more than 30% of gross income on housing costs.

RECOMMENDATION

Administration recommends that the Board:

1. Approve the maximum gross household income limits proposed in this report.

BACKGROUND

In 2018, when Ti'nu was developed, BHC established rental income parameters using income-threshold and shelter-cost considerations available at that time. The parameters were intended to:

- support sustainable tenancies by identifying households with sufficient income to meet their rental obligations;
- support an intended housing-cost range in which tenant shelter costs represent approximately 19% to 32% of gross household income, consistent with CMHC's recommended shelter-cost guidelines.
- ensure below-market rental units remain available to households within the intended income range; and
- provide a consistent and transparent eligibility process.

Historic Maximum Household Income Calculation

Under the current income calculation framework, maximum household income limits are based on annual rent for each unit type.

For households with a single income, the maximum eligible income is calculated by dividing the total annual rent by 19%. This 19% benchmark was established to keep housing costs well below the Canada Mortgage and Housing Corporation's recommended affordability threshold for shelter costs. It also allows households to build savings, supporting a future transition to homeownership or market rental housing.

For households with two incomes, the maximum eligible income is higher. It is calculated using the single income minimum limit, plus an additional 23% to recognize the increased earning capacity of a two-income household.

Example:

1 bedroom income calculation / one income:

Rental rate	Maximum income calculation	Maximum income limit (1 income)
\$1225	$\$1225 \times 12 \text{ (months)} / 19\%$	\$77,376

1 bedroom income calculation / two incomes:

Rental rate	Maximum income calculation	Maximum income limit (2 incomes)
\$1225	$\$77,376 \text{ (max income above)} + 23\%$	\$95,173

Summary of Issue

Proposed Maximum Household Income Calculation

Administration proposes using the Stats Canada median family income for Banff published on the Government of Alberta's Regional Dashboard, as the baseline for establishing maximum household income limits. The Regional Dashboard data is based on the *Annual Income Estimates for Census Families and Individuals*, compiled using the federal T1 Family File.

The data is available at: <https://regionaldashboard.alberta.ca/region/banff/median-family-income/#/?from=2019&to=2023>

The dataset is updated annually and reports on median family income for municipalities. It includes income information for couple families, lone-parent families, and individuals without children.

The most recent available figure for Banff is the 2023 median family income of **\$108,530**. As BHC is establishing rental income parameters for 2027, as more recent data is not available, administration proposes applying a 2% annual inflationary adjustment - an escalation factor commonly used in financial, legal, and operational planning.

To ensure that BHC's rental income parameters are based on the most current available information, newly released statistics will be applied to the following year's income calculations.

2023 family median income	+2% 2024	+2% 2025	+2% 2026	2027
\$108,530	\$110,701	\$112,915	\$115,173	\$117,479

The projected 2027 median family income of \$117,476 would then be used to establish one maximum gross household income limit for each unit type. These calculations are based on commonly used rent to income percentages.

Unit Type	Percentage of projected median family income	Calculation	Proposed 2027 maximums	Current maximums
2BD	110%	\$117,476 x 110%	\$129,224	\$113,502 (1 or 2 incomes) \$139,607 (3 incomes)
1BD	85%	\$117,476 x 85%	\$99,855	\$77,376 (1 income) \$95,172 (2 incomes)
Studio	60%	\$117,476 x 60%	\$70,486	\$59,378 (2 incomes)

Below Market Housing Provider Comparables

Administration compared similar resort communities. All comparator communities reviewed use income-based eligibility tools; however, their approaches differ. Whistler primarily applies a rent-geared-to-income model, where rent is generally calculated at 30% of gross household income, subject to unit-specific minimum and maximum rents. Aspen/Pitkin County, Jasper, and Canmore use maximum household income thresholds to determine eligibility for below-market rental housing.

Jasper applies Alberta's Core Needs Income Threshold. Canmore uses a similar process to the proposed threshold for BHC and establishes unit-size-specific income caps within a framework tied to Area Median Income and affordability targets. Aspen/Pitkin County uses a customized schedule of income limits based on household composition and rental unit category. These approaches support BHC's use of transparent, annually reviewed income parameters that reflect both unit size and local housing affordability objectives.

Legacy consideration

Administration compared the most recent gross household income information for all current tenants against the proposed maximum income limits. Based on this review, no

current household would become ineligible solely based on these changes. There would be no legacy requirements.

SUMMARY

Administration proposes replacing BHC's current maximum household income framework, which applies different limits based on the number of household earners, with one maximum gross household income limit for each unit type. The proposed limits would be based on Banff's median family income, adjusted annually to establish a current income benchmark, and scaled according to unit size. This approach would retain maximum-income eligibility requirements while making the process clearer for applicants and more consistent for Administration.

RESPONSE OPTIONS

The Board may:

1. Approve the maximum gross household income limits proposed in this report
2. Retain status quo.

Banff Housing Corporation (BHC) Board Member Onboarding

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 - 8.1 **Rental** (Program Overview, Properties)
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 - 9.4 Housing Administrator
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- 10.0 Equity Share Sublease sample [Click HERE to review the sublease agreement](#)
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- 12.0 OneDrive link current BHC policies
 - 12.1 [BHC Policies](#)
- 13.0 [Housing Banff-Community-Housing-Strategy](#)
- 14.0 [TOB-2023-CSA-Final](#)
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- 15.0 2024 Bow Valley Regional Housing Needs Assessment [Click HERE to read the report](#)
- 16.0 Banff Housing Continuum
 - 16.1 [Housing Services – YWCA Banff](#)
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18.2 [Whistler Housing Authority](#)

18.3 [APCHA, CO | Official Website](#)



BANFF HOUSING CORPORATION

1.0 Welcome to the BHC Board of Directors!

On behalf of the Board of Directors and the Banff Housing Corporation staff, we are delighted to welcome you to our organization.

We are thrilled to have you join this team of passionate and dedicated Banffites, united by a shared commitment to advancing the mission and vision of the organization. Your expertise, unique perspective, and dedication to our community will undoubtedly be invaluable as we continue our work to serve the residents of Banff effectively.

As a Board member, you hold a vital role in shaping the future of the organization. Through strategic decision-making and upholding the highest standards of governance, you contribute directly to the success and sustainability of our initiatives.

To ensure your smooth integration into this role, we have prepared a comprehensive suite of resources, including detailed documents, in-person orientation sessions, and take-away materials. Additionally, we can arrange a portfolio tour to provide you with an immersive understanding of our operations and initiatives.

Once again, welcome to the team. We look forward to collaborating with you to make a lasting impact on the Banff community.

Banff Housing Corporation Board

Recruitment Profile

MANDATE

The Banff Housing Corporation Board (BHC) is an arm's length non-profit organization of the Town of Banff whose mission is to help the Town of Banff maintain a healthy and balanced community by offering housing opportunities to residents. The BHC's current focus is to manage properties within its portfolio and prepare for the expansion of the BHC's rental portfolio.

ELIGIBILITY

1. As per Banff Housing Corporation Bylaw 1-5, the Board consists of a minimum of six (6) to a maximum of seven (7) members comprised of:
 - One (1) senior Town of Banff Administrator;
 - Up to three (3) Town of Banff Council members; and
 - A minimum of three (3) public members:
 - One (1) but no more than two (2) Banff Housing Corporation owners or Banff Housing Corporation renters.
2. Residents of Banff.
3. Residents 18 years of age or older.

INELIGIBILITY

4. Citizens active on other Town of Banff Boards, Committees, Commissions, and Corporations.

DESIRED COMPETENCIES

5. Professional experience with leadership accomplishments. Experience in the areas of non-profit housing, real estate, property development, property management, building and development, staff accommodation/housing asset management/non-profit housing, accounting/finance will be considered particularly valuable.
6. Financial literacy and experience in business planning and the review of budgets.
7. A commitment to making Banff the best it can be for its citizens.
8. Understanding of global housing issues including affordable housing.

9. Previous board experience.
10. A strong public service orientation.
11. Integrity and high ethical standards.
12. Communication/interpersonal skills to facilitate discussion.
13. Effective listener.
14. Strong analytical skills.
15. Strategic and critical thinking skills.
16. Strong decision making skills.

TIME COMMITMENT

17. Board meetings are regularly scheduled for the third Thursday of every month for approximately two (2) hours.
18. Prepare for meetings by reading agendas, minutes reports and other documentation required to actively participate in them.
19. Special meetings may be called by the Chair of the Board.
20. Representation at Council/Shareholder meetings as required.
21. Miscellaneous commitments as they arise.

TERM

22. Terms for public members shall be broken out as follows:

- Two (2) - three (3) year terms; and
- Two (2) - two (2) year terms.

23. A maximum of two (2) back to back terms may be served.

TRAINING

24. The BHC will provide half day Board Orientation including a thorough overview of the organization and its programs.
25. Ongoing Banff Housing Corporation staff support/ liaison

GENERAL DUTIES

26. Understand and demonstrate a commitment to the Board's mandate and programs.
27. Attend meetings regularly.

- 28.**Contribute skills and knowledge by participating actively in meetings and committee work.
- 29.**Make inquiries when clarification or more information is needed.
- 30.**Understand and monitor the Board's financial affairs.
- 31.**Avoid any potential conflicts of interests.
- 32.**Understand and maintain confidentiality.
- 33.**Ensure the Board is complying with all legal and regulatory requirements.

REMUNERATION

- 34. Voluntary role. Service on the Banff Housing Corporation is without remuneration.

3.0 BHC Board Member Contact Information

Chair - Kaylee Ram, Council Member, Town of Banff

kaylee.ram@banff.ca

Vice Chair - Barb Pelham, Council Member, Town of Banff

barb.pelham@banff.ca

Lauren Aebig, Director, Corporate Services, Town of Banff Administrator

lauren.aebig@banff.ca

C 403-763-3631

Sharon Oakley, Manager, Housing Sustainability, Town of Banff

sharon.oakley@banff.ca

C 403-431-5243

Mark Walker, Public Member

walker.banff@gmail.com

Melanie Petelle, Public Member

lapetitefaun@hotmail.com

Darren Veres, Managing Director, Banff Housing Corporation

darren.veres@banff.ca

C 403-497-6253

VACANT



2026 Terms of Reference

Banff Housing Corporation Board Members

BHC Vision

To provide eligible residents of Banff National Park a place to call home while fostering engaged and connected communities.

BHC Mission

To provide and manage a wide range of below market housing options for residents of Banff National Park that support the needs of our community within our built environment.

BHC Purpose

To manage the current and future ownership portfolios.

Directors' Selection Process

Board members are appointed by the BHC shareholder (Town of Banff Council) at the annual organizational meeting in October of each year. Unless otherwise determined by a Town of Banff council meeting, the number of directors shall be a minimum of six (6) and a maximum of seven (7), of which one (1) must be a senior Town of Banff administrator, up to three (3) Town of Banff Council members, and a minimum of three (3) public members. The Shareholder would give preference to having one (1) but no more than two (2) Banff Housing Corporation homeowners or Banff Housing Corporation renters as public members.

Board Members' General Responsibilities

Directors are responsible for providing oversight and directing the BHC in establishing and approving the organization's Strategic Plan, ensuring the financial stability, viability and longevity of the organization, promoting a public understanding and awareness of the BHC, and advocating on behalf of the interests of the organization.

To govern the organization effectively, BHC Directors must be able to serve and contribute to the BHC in the following capacities:

- Familiarize themselves with their responsibilities with respect to the BHC's sublease agreement and enforcement policy.
- Familiarize themselves with the policies, bylaws, business plans, financial documents, and similar background information about the mandate and operations of the BHC.
- Familiarize themselves with the standard sublease agreement.
- Attend all Board meetings or give notice if they are unable to attend.
- Attend all board meetings actively in person or virtual. For online participation, the Board considers active engagement with the camera turned on.
- Be receptive to public points of view about the policies and operations of the BHC and communicate such to the Board; and



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- Refrain from committing the BHC to any policy or action without the agreement of the Board as a whole.
- Share responsibility for the integrity of Board decisions.
- Represent the BHC board's decision over personal opinions.
- Vote on all board motions unless a pecuniary interest has been declared

Board Members' role in relation to the BHC Board meetings

Board Members will:

- Suggest topics to the Board Chair for the preparation of the agenda for each Board meeting.
- Prepare for each board meeting by reading the board package in detail.
- Declare conflicts of interest whenever they arise, and act accordingly per the BHC's conflict of interest policy.
- Actively participate in Board discussions, sharing their opinions for and against the matter under consideration.
- Listen to and seek to understand the opinions of other Board Members; and
- Vote on matters before the Board, considering the mandate of the BHC and the best interests of the community as a whole; and
- Review and comment on meeting minutes to ensure completeness and accuracy; and
- Exercise their authority only through the Board as a whole or through a committee of the Board, or when the Board has delegated a portion of its responsibilities to an individual director; and
- Respect the decisions of the Board and govern themselves accordingly.

Board Members' role with the media

All media inquiries will be directed at the Board Chair or the Managing Director. These are the designated spokespeople for the Banff Housing Corporation.

Board Members' relationship with BHC administrative staff

Direction to BHC administrative staff is provided by the Managing Director. Individual Board Members do not provide direction to staff.

Board members may seek information or technical background from the Managing Director. If a request requires substantial time from staff, that request needs to be cleared by the Board as a whole.

Legislative Tips for Town of Banff Committee Members

Presiding Officer

- Vote on all items, unless required or permitted to abstain from voting;
- Shall participate remotely unless otherwise approved by Council or Committee by way of a majority vote (s. 7.32 b).
- Maintain order and preserve decorum and may, if necessary, call a member to order;
- Decide on Points of Order and Questions of Privilege, subject to appeals by Members.
- Determine which Member has the right to speak;

Updated October 2026



- Ensure that all Members who wish to speak on a motion have spoken;
- Ensure that the Members understand the motion before them, are ready to vote, and subsequently call the vote;
- Rule when a motion is out of order;
- Rule when a motion is contrary;
- At a Closed Meeting, ensure that only the matters that are approved to be discussed at the Closed Meeting are discussed.

Dealing with an Item at Council or Committee

1. The flow of each Council and Committee Agenda item is ordinarily:
2. Introduction/ presentation of item by Administration if applicable.
3. Questions of clarification from Members to Administration.
4. A motion being put on the floor.
5. Debate.
6. Mover responds to questions raised in debate as part of their closing remarks on the motion, if applicable; and
7. Vote.

Motions at committee level: Key Concepts

- A motion does not require a seconder.
- A recommendation in a report does not constitute a motion until it is moved at a meeting.
- A member who has moved a motion may not move an amendment to it.
- May take into consideration the input of Administration to ensure that any legal, financial, and operational impacts are professionally addressed and may be provided to the Municipal Clerk and Town Manager in writing before a Meeting to facilitate this process.
- Once a motion has been moved, before the vote, it is the property of Council or Committee and may only be withdrawn by the mover with unanimous consent of the members present.
- At any given time, only one amendment to the main motion, and only one amendment to that amendment shall be allowed; and
- Amendments shall be voted on in the reverse order to which they have been moved. When all amendments have been voted on, the main motion (as amended) shall be put to a vote (incorporating all adopted amendments).

Quorum: Definition and Exemptions

Quorum for all BHC Board Meetings is set at a majority (more than half) of all members of the body who are entitled to vote unless Council provides direction otherwise in a governance document. A board member participating remotely during a meeting is deemed to be present and will count towards quorums.

A quorum of regular membership is required to perform the following functions:

- Call the meeting to order;
- Confirm the Agenda;



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- Reconvene following a recess;
- Adjourn a meeting.

Unfinished Business remaining at the time of adjournment due to loss of Quorum shall be considered at the next Regular Meeting or a Special Meeting called for Unfinished business.

Declaration of Pecuniary and Conflicts of Interest

Directors of the Banff Housing Corporation must avoid and disclose any pecuniary interests or other conflicts related to agenda items. When a conflict arises, the director must declare it before the item is considered, leave the meeting room, and abstain from all discussion and voting on that matter. For transparency, the meeting minutes will record the declaration (in general terms), the reason for leaving, and the times the director exits and returns. These requirements ensure decisions are made solely in the best interests of the corporation and not for any personal benefit or detriment to a director.

Additional Resources

Robert's Rules of Order

<https://robertsrules.com/>

Town of Banff Procedures Bylaw 44-8

<https://banff.ca/DocumentCenter/View/255/Procedures-Bylaw-44-8?bidId=>

Council Policy C1011, Governance of Council Appointments of Public Members to Boards, Committees, Commissions, and Corporations

<https://banff.ca/DocumentCenter/View/300/-Committee-Appointments-Policy-C1011?bidId=>

BANFF HOUSING CORPORATION

BYLAW 1-5

1.0 DEFINITIONS

1.1 In this bylaw:

- a) "Corporation" or "BHC" shall mean the Town of Banff Housing Corporation.
- b) "Directors" shall mean the Board of Directors of the Corporation.
- c) "Present" shall mean present in person or by video communications tools.
- d) "Shareholder" means the Town of Banff, and decisions of the Shareholder shall be made by Council of the Town of Banff, where used in connection with any reference to a meeting of Shareholders means a Shareholder entitled to vote at that meeting.
- e) "User" means the individual or organization who benefit(s) from the activity.

2.0 SHARE CERTIFICATE

2.1 Subject to the provisions of the Business Corporations Act, the share certificate shall be in such form as the Directors approve by resolution.

3.0 DIRECTORS

3.1 Unless otherwise determined by a general meeting, the number of Directors shall be a minimum of six (6) and a maximum of seven (7) as determined by the Shareholder. The Board must include a senior Town of Banff administrator, up to three (3) Town of Banff council members, and a minimum of three (3) public members. All things being equal, in making their appointment the Shareholder would give preference to having one (1) but no more than two

(2) Banff Housing Corporation homeowners or Banff Housing Corporation renters as public members. Further, the appointed terms for at least three (3) of the public members shall be broken out into two (2) three (3) year terms and two (2) year terms with a maximum of two (2) back-to-back terms to be served. A former member may reapply for the Board of Directors after a one (1) year vacancy from the Board.

3.2 Notwithstanding to the above, one (1) Director may be an employee of the Government of Canada who has been nominated by the Federal Minister.

3.3 The Shareholder shall have the sole power, from time to time and at any time, to appoint any other person or persons as a Director or Directors, either to fill a casual vacancy or vacancies or as an addition or additions to the Board, but so that the total number of Directors shall not at any time exceed the maximum number fixed by this bylaw and the Articles of Incorporation.

3.4 The office of a Director shall automatically be vacated:

- a) If, by notice in writing to the Corporation, the Director resigns office.

- b) If the Director is removed by resolution of the Shareholder.
 - c) If the Director is absent from three (3) consecutive regular meetings of the Board of Directors (without the express consent of the Board), and other meetings of the Board of Directors during that period being special meetings of the Board of Directors or is absent from one third (1/3) of the meetings of the Board of Directors in a 12-month period.
- 3.5 Subject always to the provisions of the Business Corporations Act, the Corporations Articles, and any Unanimous Shareholders Agreement in effect from time to time, the Directors may meet together for the dispatch of business, adjourn and otherwise regulate their meetings and proceedings as they think fit, and the quorum necessary for the transaction of business shall be 4 if there are either 6 or 7 Directors.
- 3.6 A meeting of the Directors at which a quorum is present shall be competent to exercise all or any of the powers and discretions for the time being vested in or exercisable by the Directors generally.
- 3.7 Meetings of the Board of Directors shall be held within the Town of Banff. The Directors may make regulations regarding the manner and time that notice shall be given of such meetings. Until such regulations are made, meetings of the Board may be held at any time without formal notice if all the Directors are present or those absent have signified their consent to the meeting being held in their absence; and notice of any meeting where notice has not been dispensed with, delivered, mailed, or emailed, to each Director at their ordinary address two (2) days prior to such meeting, shall be sufficient notice of any meeting of the Directors. A Director may waive their personal notice of any meeting or an irregularity in any meeting notice. The Directors may by resolution appoint a regular time and place for meetings, and no further or other notice of such time and place than the entry of such resolution upon the minutes of the meeting at which it was passed shall be necessary.
- 3.8 A Director may at any time summon a meeting of the Directors by notice, served upon all members of the Board. Unless otherwise determined by the Directors, meetings shall be held in the Town of Banff, upon at least two (2) clear days' notice (calculated inclusive of Saturdays, Sundays, and holidays) but a Director may waive notice.
- 3.9 Minutes to be kept and circulated to the BHC Directors. Unapproved minutes will be posted online for public viewing one week after the BHC Directors meeting, and approved minutes will be circulated to the Shareholder following approval at the next scheduled meeting by the BHC Directors.

4.0 DIRECTORS REMUNERATION

- 4.1 Each Director shall be entitled to be remunerated from the Corporations funds for travel expenses while conducting authorized business for the Corporation in amounts to be fixed from time to time by the Directors.

5.0 OFFICERS AND AUDITOR

- 5.1 The Officers of the Corporation shall consist of a Chair and Vice Chair and such other officers as the Directors may from time to time appoint. Such persons holding such offices, besides fulfilling any duties assigned them by the Directors, shall have such powers as are usually incidental to such offices.
- 5.2 The Chair and Vice Chair shall be elected by the Board from amongst their number. The board may appoint a secretary. The Directors may appoint a temporary substitute for any of the above officers, who shall for the purpose of this bylaw, be deemed to be the officer for whom they are the temporary substitute for the duration of the temporary appointment.
- 5.3 The auditors of the Corporation will be the auditors designated from time to time to act as the auditors of the Town of Banff.
- 5.4 The Board may hire employee(s) or contractor(s) to carry out the business of the Corporation.

6.0 MEETINGS BY VIDEO COMMUNICATIONS

- 6.1 A Director may participate in a meeting of Directors or of a committee of Directors by means of video communications applications and/or telephone that permit all persons participating in the meeting to hear each other.
- 6.2 A Shareholder or any other person entitled to attend a meeting of Shareholders may participate in the meeting by means of video communications that permit all persons participating in the meeting to hear each other.

7.0 EXECUTION OF INSTRUMENT

- 7.1 Deeds, transfers, assignments, contracts, obligations, certificates, and other instruments required by law or otherwise by these bylaws or any resolution of the Board or Shareholders of the Corporation to be executed under corporate seal may be signed on behalf of the Corporation by one or more persons who holds office of the Chair, Vice Chair, or any other office created by bylaw or resolution of the Board. In addition, the Board may from time to time direct the way the person or persons by whom any particular instrument or class of instruments may or shall be signed. Any signing officer may affix the corporate seal to any instrument requiring the same. Signing authority will be designated to eligible board members from time to time.

8.0 SHARES AND SHAREHOLDERS

- 8.1 The Town of Banff shall own all the shares of the Corporation.
- 8.2 The shares of the Corporation shall be non-transferrable.
- 8.3 The Corporation shall not pay dividends to the Shareholders.

9.0 INCOME

- 9.1 The Corporation shall not pay any part of its revenue to or make it otherwise available for the personal benefit of any person.
- 9.2 The Corporation shall conduct its business in a user pay manner with profits, if any, applied to promoting the objects of the Corporation.

10.0 TOWN MANAGER

- 10.1 Notwithstanding anything elsewhere contained in this bylaw:
 - a) notice of all general meetings and notice of all meetings of Directors shall be given to the Town manager at the same time and in the same manner as such notices are given to Shareholders and Directors, respectively.
 - b) The Town Manager or anyone appointed by the Town Manager shall be entitled to attend any general meeting and any meeting of the Directors.
 - c) The Town Manager or anyone appointed by the Town Manager may inspect or audit the books, accounts, and records of the Company, or any of them, and take copies or extracts therefrom.

11.0 MANDATE

- 11.1 The mandate and obligations of the Corporation shall include:
 - a) To have a sole Shareholder, being the Town of Banff.
 - b) Maintain and manage ground leases held by the Corporation on corporate sponsored housing projects or for proposed housing projects.
 - c) To sublease lands to individuals by way of a Sublease agreement, where appropriate.
 - d) To manage and maintain on a contract basis, if required, all the Town of Banff Housing Stock.
 - e) To operate independently under the direction of its Board of Directors in accordance with any directions given by the Shareholder from time to time.

- f) To remain accountable to the Shareholder and the citizens of Town of Banff by operating in accordance with the policies established by the Town Council, through Town Administration participation on the Board of Directors, and through the provision of audited financial statements.
- g) To conduct its business in a not-for profit manner with a user-pay mandate. The Corporation will hire staff and expend funds necessary to complete its mandate within its operating budget.
- h) To monitor and enforce all terms and conditions of occupancy, sublease sale, resale, and rental of Corporation housing units.
- i) To implement a selection procedure by which eligible residents are permitted to purchase, or re-sell Corporation housing units. In so doing, the Corporation will develop and maintain a list of qualified potential future purchasers of existing BHC properties.
- j) To implement a selection procedure by which eligible residents are permitted to rent Corporation community housing units.
- k) To accept transfer of the Middle Springs 1 Housing Development second mortgages and transfer to housing specific capital reserves.
- l) To expend any excess revenue over expenditures to further fulfil its mandate of providing, operating, and maintaining housing in the Town of Banff.
- m) Make recommendations to the Town of Banff on housing with respect to the Banff Housing Corporation portfolio and with respect to BHC or Town of Banff owned rental properties.
- n) To manage housing of various types and density within the Corporation's portfolio to help the Town of Banff maintain a healthy and balanced community.
- o) To participate in community conversations with respect to housing in the Town of Banff.

12.0 REPEAL

12.1 Bylaw 1-4, Banff Housing Corporation as amended, is repealed.

13.0 ENACTMENT

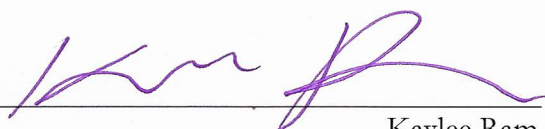
13.1 This bylaw comes into force when it approved by the Shareholder.

- The Corporation shall be one to which Section 129 of the *Municipal Government Act*, R.S.A., 1980, Ch. M-36 applies.

Approved by the Shareholder the 23rd day of June, 2026.



Corrie DiManno
Mayor



Kaylee Ram
Banff Housing Corporation Board Chair

Governance and Parliamentary Process



PROCEDURAL TIPS FOR TOWN OF BANFF
BOARDS, COMMISSIONS, COMMITTEES, AND
CORPORATIONS (BCCCs)

Goals of this Presentation

To help BCCC public members gain a better general understanding of basic parliamentary procedure as directed by the Town of Banff Procedures Bylaw 44-8 and Roberts Rules of Order, including:

- Understanding what the procedural rules for governing bodies are and why exist;
- Review the key roles of the Chair;
- Meeting Agendas and Minutes;
- Types of Motions;
- Debate vs Discussion;
- Advisory or Decision making bodies; and
- How and when to move into a closed (confidential) meeting.

What are your Meeting rules?



- “Robert’s Rules or something?”
- “Isn’t there a Bylaw that tells us how to do this?”
- “Where is the Clerk when you need them?”
- “Honestly, I have no idea!”

Hierarchy of Procedural Rules

The hierarchy of rules governing the procedure and conduct of deliberative assemblies, which includes the Town of Banff (ToB) BCCCs, is:

- Provincial Legislation – the *Municipal Government Act* (MGA), *Freedom of Information and Protection of Privacy Act* (FOIP), and other legislation (top of the pyramid – cannot be ignored!);
- The ToB Procedures Bylaw 44-8 (middle layer, can be relaxed/ changed); and
- Current addition of Robert's Rules of Order (RRONR) (bottom of pyramid – only applicable if nothing else addresses the specific issue)

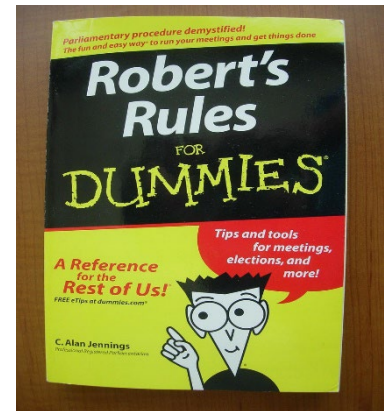
The rules contained in this Bylaw shall be used to facilitate progress and shall be applied in the spirit of fairness, equality, and common sense. - Procedures Bylaw 44-8



Why is Procedure Important?

Following a set of accepted procedural rules provides process through which an organization, whether large or small, can work out satisfactory solutions:

- In a **fair and consistent manner**;
- To the **greatest number of issues**;
- In the **least amount of time**.



Having an established rules of order (Procedures Bylaw and RRONR) facilitates the work of the BCCCs and provides a clear way to resolve questions of procedures – **particularly when disagreements or problems arise!**

Why have Meetings?

- To ensure all members receive the same information at the same time;
- To plot strategy;
- To plan and make budgets;
- Reduce tensions and conflict by discussing issues openly in a respectful manner (transparency);
- To make decisions on recommendations;
- To provide recommendations to other BCCCs or Council/ assign tasks to Administration

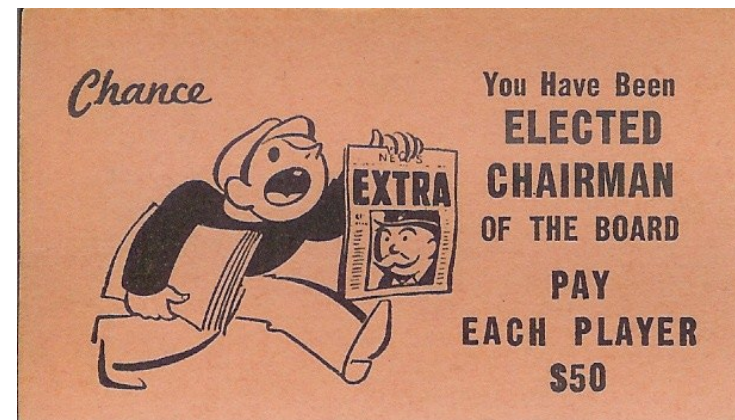
Ok, But Why have Rules in a Meeting?

- So that business gets done and decisions can be made;
- So that meetings do not last all day long;
- For order, efficiency, public confidence, and good governance;
- To protect the rights of:
 - ❖ Individual members of the BCCC;
 - ❖ The minority of the BCCC;
 - ❖ The majority of the BCCC; and
 - ❖ Members who are absent.



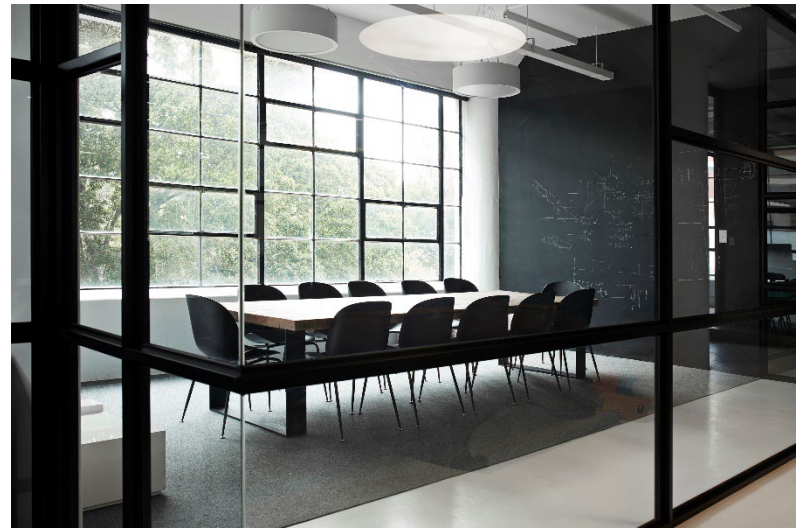
Key Roles of the Chair

- Call the meeting to order on time;
- Acquire and apply knowledge of bylaws and basic procedural rules;
- Use procedural rules sparingly but firmly when necessary;
- Call on members in an impartial way;
- Restate all motions accurately when made and again prior to vote (very important!)
- Announce the results of a vote immediately and correctly;
- Encourage respectful debate among members;
- Stay composed during the meeting;
- Keep business moving along; and
- Has the same rights and privileges of all other members (including making motions; speaking in debate; and voting).



Who must be Present to hold a Meeting?

- Quorum – how ever this is defined in your founding documents (Bylaw or Policy) – typically majority (more than half) of all members entitled to vote.
- Chair or Presiding Officer.
- Administrative Support for the BCCC
(or Municipal Clerk/
Legislative Assistant).



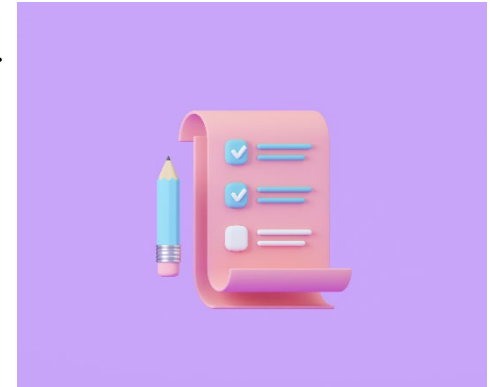
How Business is Brought forward on an Agenda

- Agendas are prepared and distributed to BCCC Members and the public by the Administrative Support for the BCCC using timelines outlined in the Procedures Bylaw;
- Agenda topics are determined by way of:
 - ❖ The BCCCs yearly workplan;
 - ❖ Previously approved direction from the BCCC;
 - ❖ Previously approved direction from Council;
 - ❖ Unfinished business from a previous meeting; and
 - ❖ Emergent issues in the community that fall within the jurisdiction of the BCC.



Order of Business of Meetings

The Procedures Bylaw outlines the Order of Business for BCCC Meetings.



A typical Agenda will include:

- | | |
|---|---------------------------|
| 1. Call to Order | 6. Unfinished Business |
| 2. Confirmation of Agenda | 7. Administrative Reports |
| 3. Confirmation of minutes | 8. New/Urgent Business |
| 4. Delegations | 9. Confidential Items |
| (Standing Item) | 10. Adjournment |
| 1. Public Input on Approved
Agenda Items | |

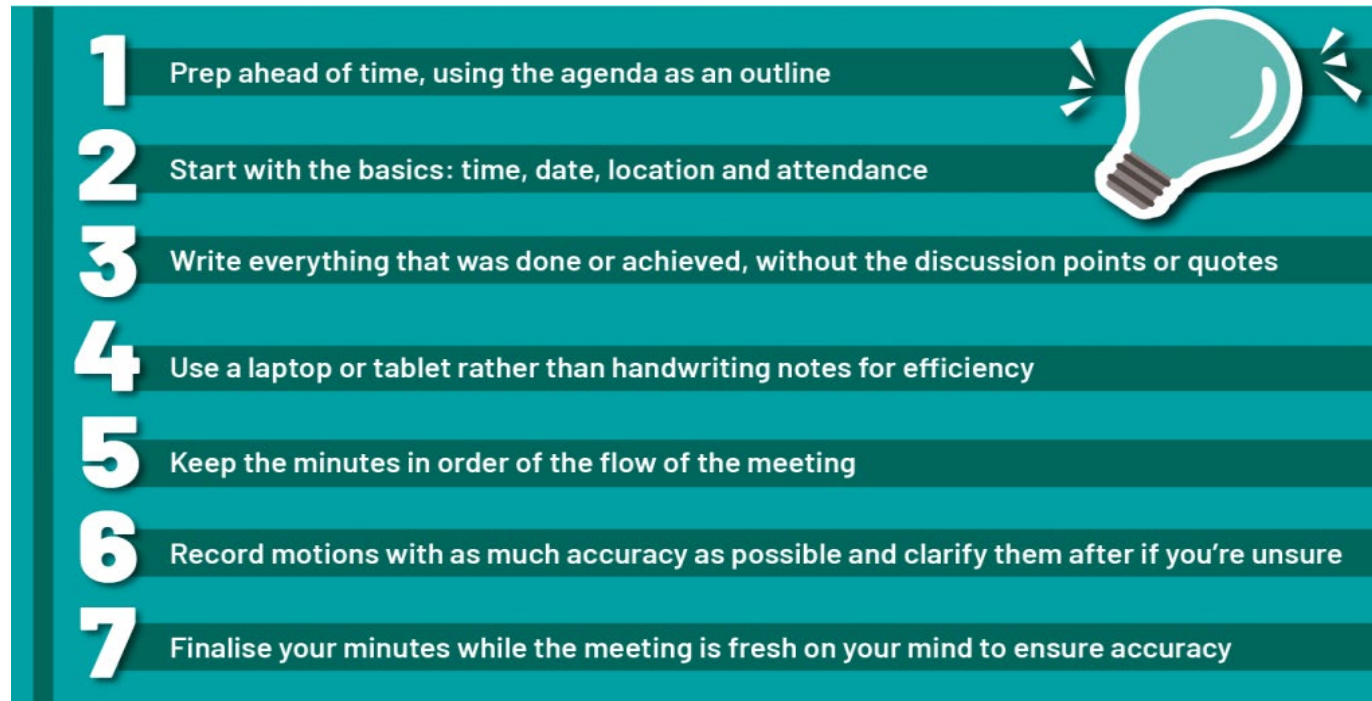
Did you Know....



- The Procedures Bylaw allows agendas to be altered – either by adding or removing business – but once the Agenda is set (approved) or otherwise published (online through Banff.ca for the public), it is the property of the voting body (BCCC). Changes or deletions from the set/ published Agenda may only be considered at the Meeting itself;
- To alter a set/ published Agenda at the meeting, a Member would simply propose a motion to amend – either by adding or removing business – during Confirmation of the Agenda. The first Item of business on an Agenda is typically a motion of confirm that Agenda.

Record of Proceedings – Minutes

Meeting Minutes are the official (legal) record of Meetings.

- 
- 1** Prep ahead of time, using the agenda as an outline
 - 2** Start with the basics: time, date, location and attendance
 - 3** Write everything that was done or achieved, without the discussion points or quotes
 - 4** Use a laptop or tablet rather than handwriting notes for efficiency
 - 5** Keep the minutes in order of the flow of the meeting
 - 6** Record motions with as much accuracy as possible and clarify them after if you're unsure
 - 7** Finalise your minutes while the meeting is fresh on your mind to ensure accuracy
- The infographic consists of a teal background with horizontal stripes. A lightbulb icon is positioned on the right side, spanning across steps 1, 2, and 3. The numbers 1 through 7 are large and white, each followed by a white text description of a step.

Minutes are a record of what is done/ decisions made at a meeting, not necessarily what is said.

Did you Know....



The Procedures Bylaw indicates that:

Minutes of a Meeting shall be adopted by motion at the following regular Meeting, regardless of whether or not the same Members are present. Wherever possible, the motion to adopt minutes shall be made by a Member who was present at the Meeting where the minutes were taken.

What is a Motion?

- A motion is a formal proposal by a member to do something. Motions are the basis of the group decision-making process. They focus the group on what is being decided. Generally, a motion should be phrased in a way to take an action or express an opinion
- There are various types of motions:
 - ❖ Main motion;
 - ❖ Amending motion;
 - ❖ Postponing motion; and
 - ❖ And so many more!



Main Motion

- The main motion is the formal proposal by a member, made during a meeting, that the BCCC take certain action. Motions are the only way decisions can be made and direction given;
- It should include a “**who, what, when, and how**”;
- Motions should be worded in an **unambiguous and complete form**;
- The motion needs only be moved - **no** seconder required!
- The motion is officially placed on the floor **after** the Chair re-states the motion (ex: I move that ...);
- After the Chair states the motion, the mover no longer owns the motion – **the BCCC owns it!** It can only be withdrawn or amended by a majority vote or by unanimous consent;
- The mover of a motion has the first right to speak to their motion, if they choose to do so, as well as the right to close debate, again if they choose to do so;
- Motions should be restated by the Chair immediately prior to the vote so that all members are clear on what they are voting on and so that the motion can be accurately records. This is very important because the motion represents the will of the BCCC; and
- The vote of each member carries equal weight.

Main Motion Cont'd.

A good motion should contain:

- A specific action

That the Municipal Planning Commission **approve Development Permit application 23DPXX for a proposed Home Occupation Type 1 (cigar delivery service) at 123 Banff Drive, subject to the conditions of approval attached as Appendix 'A'.**

- If the action is not immediate, a time frame for the action is necessary

That Council direct Administration to return to a future meeting of Council **no later than Q1 of 2025** with a report addressing financial implications, if any, of Proposed Bylaw XXX-XX.

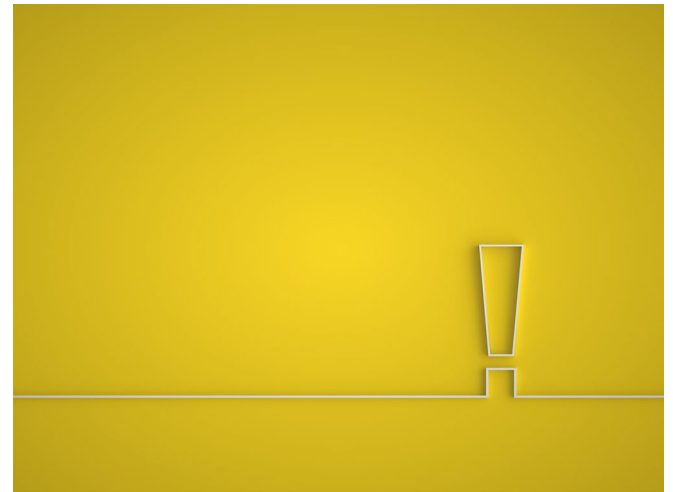
- From whom the action is required

That Council **direct Administration** to return to a future meeting of Council no later than Q1 of 2025 with a report addressing financial implications, if any, of Proposed Bylaw XXX-XX.

- Identify how the action should be undertaken:

That Council direct Administration to continue with the purchase of an Agenda Management, **at a cost of \$25,000, to be funded through the Budget Stabilization Reserves.**

Remember....



Once a main motion is on the floor, it belongs to all of Council or Committee. From that point on, it can only be amended by an amending motion. If the member who made the motion would like to withdraw it, The Mayor/Chair must ask for unanimous consent of the body to do so. Withdrawn motions are not included in the Minutes of a meeting.

Did you know....



The Administrative Recommendation contained in a report may be moved as a main motion

Note: a motion is only a motion when made by a member of the BCCC. Recommendations contained in reports are simply that, a recommendation and can not be considered or voted on unless moved by the BCCC)

Amending Motion

Prior to calling the vote, a main motion can be changed, improved, and perfected by the BCCC by way of the amending process (**ex: I move to amend the main motion as follows**). If an amending motion is made and supported by a majority vote, the original main motion is then considered in its amended form,

A motion can be amended in one of three ways:

- 1) **Adding or inserting words;**
- 2) **Striking or deleting words;**
- 3) **Striking and inserting words (this applies to entire paragraphs).**

When all is said and done, the vote on the main motion, whether amended or not, is what matters because it is the main motion that provides direction to Administration and represents the BCCCs ultimate decision.

Postponing Motions

A postponing motion is when the BCCC would like to delay a decision on a motion, or even an entire report, to a later time, either within the same meeting or to another meeting date altogether.

- A postponing motion can be made at any time during discussions and **takes precedence** (must deal with this prior to continuing);
- Ideally a postponing motion will include a **specific time/event (when)** when it will return before the BCCC;
- A postponed item/ motion will return to the BCCC exactly how it was put aside (will not be reintroduced with new information); and
- **Ex: I move to postpone discussion of Item 7.1 until the December Regular Meeting of the BCCC.**

Did you know...

Where there appears to be no opposition to routine business (ex. adopting the minutes, taking a recess, or adjourning) **unanimous consent** can be used to save time – no motion or vote is required!



Discussion vs. Debate

In smaller BCCCs some informal discussion of a matter will occur without a motion on a floor. Although a full a free discussion should be encouraged, a BCCC must be careful not to get so consumed with a discussion that decisions are not made!

All members of a BCCC have the right to ask questions relating to a topic (discussion) and enter in to debate on motions once made.

- Discussion occurs prior to a motion being made. It should be focused on questions of clarification to presenters and not on opinions and merits of an idea;
- Debate occurs once a motion has been made. It is at this time that members can debate the merits of a motion/ express opinions, support, or concerns.

During either discussion or debate, the Chair recognizes only one speaker at time. There should be no side discussions! That speaker is said to have the floor.

- There are no time limits around discussion;
- The Procedures Bylaw sets limitations to debate (Members may debate more than once for a maximum of five minutes

Discuss and deliberate the issues respectfully – not personalities! It's okay to have different opinion.

Who is Responsible??

- Council is a deliberative assembly – they should deliberate among themselves (not with staff) – they are the ultimate decision makers on nonoperational matters (Administration's duty!);
- Council make decisions through motions or resolutions;
- The MGA indicates Council may delegate some authority to other individuals or entities – they can create BCCC (MPC and Community Art Committee). These entities are typically advisory (can provide the ultimate decision maker – Council – with their advice) and able to make some decisions over topics which fall under their jurisdiction (as granted to them by Council):

Ex: Municipal Planning Commission:

- ❖ Can provide advise to Council on potential amendments to the Land Use Bylaw (cannot pass these themselves); and
 - ❖ Can approved development permit applications;
- The MGA states that Council's must establish certain entities (**such as a Subdivision and Development Appeal Board or an Assessment Review Board**). These entities are decision making bodies for topics that fall within their jurisdiction;
 - A BCCC should update Council regularly on their activities.



Freedom of Information and Protection of Privacy (FOIP) Act (1995)

FOIP is 1 of the 3 privacy Acts in Alberta

- HIA (*Health Information Act*, 2001)
- PIPA (*Personal Information Protection Act*, 2004)



FOIP applies to:

- Provincial public bodies, local public bodies (such as Municipalities), and the boards, commissions, committees, and corporations created by local public bodies;
- It Excludes RCMP and Parks Canada (different privacy legislation applies)

The FOIP Act aims to strike a balance between the public's right to know and an individual's right to privacy, as those rights relate to information held by public bodies.

FOIP – In Parts

There are two major parts of the Act:

- The first deals with access to records held by public bodies as defined under the Act; and
- The second deals with rules concerning protection of the privacy of personal, and other, information that is held by public bodies.

And 5 Key Principles:

- Right of access to records;
- Protection of individual privacy;
- Access to own personal information;
- Correction of personal information; and
- Independent review by Information and Privacy Commissioner



Can a BCCC discuss Confidential Information?



Yes! The MGA, FOIP, and Procedures Bylaw allow a BCCC to discuss confidential information in a closed (not in public) meeting.

BUT! This information must fall under the categories (Sections) outlined in FOIP.

Closed (In Camera) Meetings

Section 197 of the MGA states that:

- Councils and Council Committees **must** conduct their meetings in public **unless** the matter to be discussed is within one of the exceptions to disclosure in Division 2 of Part 1 of the FOIP Act (Sections 16 – 29); and
- Council or Council Committees must pass a motion stating the reason that the section of FOIP that applies before closing any or part of a meeting to the public.

Mandatory Reasons for In Camera Discussions

- Section 16 – Disclosure harmful to business interests of a third party
- **Section 17 – Disclosure harmful to personal privacy**
- Section 20 – Disclosure harmful to law enforcement
- **Section 27 – Privileged Information**

Discretionary Reasons for In Camera Discussion

- Section 18 – Disclosure harmful to individual or public safety
- **Section 19 – Confidential Evaluations**
- Section 20 – Disclosure harmful to law enforcement
- **Section 21 – Disclosure harmful to intergovernmental relations**
- **Section 23 – Local Body Confidences**
- **Section 24 – Advice from Officials**
- **Section 25 – Disclosure harmful to economic interests of a public body**
- Section 26 – Audits
- **Section 27 – Privileged Information**
- Section 28 – Disclosure harmful to the conservation of heritage sites.
- Section 29 – Information that is or will be available publicly



Motion to Move into a Closed Meeting

That Committee recess at 4:32 p.m., to the call of the chair, to reconvene in a closed meeting, to be conducted in the Council Boardroom and virtually using a confidential Zoom Meeting environment, pursuant to Sections 17 (Disclosure to personal privacy) and 19 (Confidential evaluations) of the *Freedom of Information and Protection of Privacy Act*, to consider confidential matters with respect to Item 12.1, Confidential Request for Decision: Resignations and Appointment Recommendation of Public Members to the Community Art Committee.

Closed Meeting Discussions and Decisions

ONLY discuss the subject topic once in closed Meeting.

Discussions are appropriate but decisions **CAN NOT** be made and voted on during closed meeting except for a motion to recess



Returning to a Public Meeting

There is no time limit for a Closed Meeting, but once the confidential discussions are completed, the BCCC must return to a public meeting.

A motion to recommence the public meeting is required:

I move that Committee rise and report.

(used when all discussions are completed, and a motion/ decision can be considered)

I move that Committee rise without reporting.

(used when additional public discussion will occur)



Motions after a Closed Meeting

The following wording should always be included in a main motion after a closed meeting discussion:

I move that the Committee direct that the closed meeting discussions remain confidential pursuant to Sections 17 (Disclosure harmful to personal privacy), 19 (Confidential Evaluations), and 27 (Privileged information).

Do You Have Any Questions ??



Helpful Resources

Municipal Government Act

<https://kings-printer.alberta.ca/documents/acts/m26.pdf>

Freedom of Information and Protection of Privacy Act

https://kings-printer.alberta.ca/1266.cfm?page=F25.cfm&leg_type=Acts&isbncln=9780779762071



Town of Banff Procedures Bylaw 44-8

<https://banff.ca/DocumentCenter/View/255/Procedures-Bylaw-44-8?bidId=>

Robert's Rules of Order

<https://robertsrules.com/>

Council Policy C8002-1, Video Recording and Live Streaming of Legislated Meetings

<https://banff.ca/DocumentCenter/View/9496/Policy-C8002-1-Video-Recording-and-Live-Streaming-of-Council-Meetings?bidId=>

Council Policy C1011, Governance of Council Appointments of Public Members to Boards, Committees, Commissions, and Corporations

<https://banff.ca/DocumentCenter/View/300/-Committee-Appointments-Policy-C1011?bidId=>



QUICK TIPS

Legislative Cue Cards for Council and Committee Meetings

Based on Procedures Bylaw 44-8

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Role of the Presiding Officer

S 15.1 to 15.7

The Presiding Officer shall:

- Vote on all items, unless required or permitted to abstain from voting;
- Shall participate remotely unless otherwise approved by Council or Committee by way of a majority vote (s. 7.32 b).
- Maintain order and preserve decorum and may, if necessary, call a Member to order;
- Decide on Points of Order and Questions of Privilege, subject to appeals by Members;
- Determine which Member has the right to speak;
- Ensure that all Members who wish to speak on a motion have spoken;
- Ensure that the Members understand the motion before them, are ready to vote, and subsequently call the vote;
- Rule when a motion is out of order;
- Rule when a motion is contrary;
- At a Closed Meeting, ensure that only the matters that are approved to be discussed at the Closed Meeting are discussed.

Re-Ordering the Agenda

S. 8.11, 8.12, 8.24 – 8.26, 8.13 – 8.15, 9.21,

Re-Order the Agenda

Once a Council or Committee Agenda is set or otherwise published, it is the property of the voting body. The Agenda is confirmed at the beginning of every meeting. During this time, Members may change the order of business by way of a majority vote by:

- Postponing an Item to a specific time in the Agenda or day (A motion to postpone is debatable only with respect to time);
- Bringing an Item forward;
- Referring an Item to a Committee or to Administration for further action;
- Adding an Item of Urgent Business

Urgent Business is business, which is of an urgent nature, which requires action prior to the next regular Council Meeting. Urgent Business should be considered for addition to the Agenda during the confirmation of the Agenda but may be added at another time in the Meeting. Please refer to sections

Removal of Items from Agenda

Once an Agenda is set or otherwise published, items may be removed from the Agenda by unanimous consent of the members present.

Dealing with an Item

At Council or Committee

S. 8.27

Dealing with an Item at Council or Committee

The flow of each Council and Committee Agenda item is ordinarily:

1. Introduction/ presentation of item by Administration if applicable;
2. Questions of clarification from Members to Administration;
3. A motion being put on the floor;
4. Debate;
5. Mover responds to questions raised in debate as part of their closing remarks on the motion, if applicable; and
6. Vote.

Dealing with an Item

At a Public Hearing

S. 11.0

A Public Hearing shall include:

- 1) A presentation from Administration and questions of clarification from Council;
- 2) Opening of the Public Hearing*;
- 3) An acknowledgment of public written submissions received by the Municipal Clerk (written submissions included in the Agenda will not be read aloud);
- 4) Public verbal submissions and questions of clarification from Council to the speakers, in the following sequence (five minutes per speaker, exclusive of questions of Council)**:
 - a) The applicant (if applicable)
 - b) Those in favour; and
 - c) Those against.
- 5) Council questions of the applicant in response to public presentations (if applicable);
- 6) Closing comments from Administration and further questions of clarification from Council; and
- 7) Closing of Public Hearing (if appropriate)*.

**A motion to open and close a Public Hearing is not required.*

***Members of the public may participate remotely or address Council in person.*

Dealing with Bylaws at Council

S. 9.26 – 9.29

Order of Proceeding of Bylaws at Council

- 1) Motion for Introduction and First Reading of Bylaw (vote without amendment or debate) Member may ask questions concerning the bylaw provided that such questions are simply to clarify the intent, purpose or objective of the bylaw, and do not indicate the Member's opinion for or against the bylaw. Debate on a motion for first reading must be confined to the appropriateness of continuing with further consideration of the bylaw.
- 2) After a motion for second or third reading of a bylaw, Members may:
 - a) Debate the substance of the bylaw;
 - b) Propose and vote on amendments to the bylaw,
 - c) Refer by motion the bylaw to Administration for further information or a Committee for further review, and/ or
 - d) Make a motion to postpone the vote on a motion for a reading.
- 3) Second Reading of Bylaw (as amended or not);
- 4) Authorization of Third Reading (unanimous approval is required); and
- 5) Third reading (as amended or not).

Motions at Council or Committee

Key Concepts

S. 9.0

Motions at Council or Committee: Key Concepts:

- A motion does not require a seconder;
- A recommendation in a report does not constitute a motion until it is moved at a meeting;
- A member who has moved a motion may not move an amendment to it;
- May take into consideration the input of Administration so as to ensure that any legal, financial, and operational impacts are professionally addressed and may be provided to the Municipal Clerk and Town Manager in writing prior to a Meeting to facilitate this process;
- Once a motion has been moved, prior to the vote, it is the property of Council or Committee, and may only be withdrawn by the mover with unanimous consent of the members present;
- At any given time, only one amendment to the main motion, and only one amendment to that amendment shall be allowed; and
- Amendments shall be voted on in the reverse order to which they have been moved. When all amendments have been voted on, the main motion (as amended) shall be put to a vote (incorporating all adopted amendments).

Quorum

Definition and Exemptions

S. 7.34, 8.19 – 8.23

Quorum: Definition and Exemptions

Definition: A quorum for Meetings shall be a majority (more than half) of all the Members of the body who are entitled to vote unless Council provides otherwise in a governance document. A Member who is participating remotely is deemed to be present at the Meeting and will count towards quorum¹.

The Mayor is a full voting member at both Council and the Governance and Finance Committee, with all the other rights and privileges of other members, and if present, is counted to determine if the number of members required for quorum is present. A quorum of regular membership is required to perform the following functions:

¹ A member who declares a pecuniary interest on an Agenda item, or who is ineligible to vote on a Public Hearing item, is not considered a part of the quorum for that item.

- Call the meeting to order²;
- Confirm the Agenda;
- Reconvene following a recess;
- Adjourn a meeting.

Unfinished Business remaining at the time of adjournment due to loss of Quorum shall be considered at the next Regular Meeting or at a Special Meeting called for the purpose of Unfinished Business³.

² A Council or Committee meeting is allowed a 30 minute grace period following the start time of a Meeting in order to form a Quorum of its Members.

³ Unless 2/3 of Council agrees in writing, 24 hours' notice to the public is required to hold a special Council Meeting.

Debate

S. 9.20 – 9.21, 15.3 b), 15.9

Debate

- Each member may debate more than once on a motion if introducing new information, with an allocation of no more than five (5) minutes, per initial debate and two (2) minutes per subsequent debate, subject to the discretion of Council or Committee.
- There is no time limit for questions of members;
- The Presiding Officer is not required to vacate the chair to join debate;
- Debate is closed by the mover of the motion after all other Members have been given an opportunity to speak. The Member may speak for two minutes; and
- Members may not engage in debate with or ask argumentative questions of the public.

Speakers Making Public Presentations

S. 11.0 and S. 12.0

Speakers Making Public Presentations (Including at Public Hearings)

- Have a five-minute time limit, exclusive of questions from Members;
- May only speak once, unless granted exception by a majority vote of the body;
- During a Public Hearing, an Applicant may be recalled to answer questions of clarification from Council;
- Must state their name, who they represent (if anyone) and provide the correct spelling of their name for inclusion in the Minutes of the Meeting;
- May, with the consent of the Presiding Officer, provide presentation material to Council or Committee to be included in the Corporate Record for the Meeting;
- Will not read Written Submissions already included in the Agenda; and
- During a Regular Meeting may only speak to approved Agenda Items and not Items included as a Standing Item, unfinished business, or a confidential item.

Voting

S. 2.1.16, 2.1.30. 2.1.31

S. 9.24, 10.0, 15.10

Voting

- Every member present at a Meeting of Council or Committee must vote on every matter put to vote, unless the Member declares a Pecuniary Interest, or has abstained from voting on a matter due to absence from the Public Hearing.
- Any question receiving a tie vote is defeated;
- No Member shall leave a Meeting after a question has been put to vote;
- All votes shall be decided by a majority vote (more than half) of Members present except for the following:

The same or substantially the same motion that receives the same outcomes at two Meetings shall not be revisited for six months after the date of the original motion, unless the Members, by a two-thirds vote, agree to do so.

- Unanimous Consent means an informal way of taking a vote, used only for routine and non-controversial decisions, usually of procedural nature;

Voting

Declaration of Pecuniary Interest

S. 9.30, 10.5, 16.5 d)

Declaration of Pecuniary Interest

Declaration of “Pecuniary Interest” at Council must be made of a Council Member has a conflict of interest regarding a particular report. The Member must leave the room and abstain from voting on that item.

When the Mayor or a Councillor declares a “Pecuniary Interest” and leave the room, the time they left, the time they returned, and the reason they left must be documented in the minutes.

The *Municipal Government Act* outlines Pecuniary Interest of Councillors in Division 6 (S. 169 through 173).

Motions Taking Precedence

Main Motions

S. 9.0

Main Motions:

- Do not require a seconder;
- A recommendation in a report:
 - Is not a motion unless a Member moves it; and
 - May be moved as the main motion with or without an amendment included.
- After a motion has been made and is being considered, no other motion may be made except for:
 - A motion to amend the motion on the table;
 - A motion to refer the main motion to some other group for consideration (may include a definite time that the motion will be returned to Council);
 - A motion to postpone the main motion to a definite time (usually the next regular Meeting); or

- A motion to postpone a main motion indefinitely.
- When a motion has been made, all discussion shall be restricted to the subject of the motion except when:
 - A Member believes that a rule or procedure pertaining to the conduct of the Meeting has been violated; or
 - A Member requires more information about a rule or procedure before proceeding with debate or making a motion; or
 - A Member believes the comfort, dignity, safety or reputation of the organization or an individual is at stake, or that confidential information is about to be revealed⁴.

⁴ Any matters brought forward shall be considered immediately and ruled upon by the Presiding Officer.

Motions Taking Precedence

Point of Order

S. 2.1.22

S. 6.0

S. 15.6 c), and 15.8

Point of Order

Any member who notices a breach of the rules has the right to call immediate attention to the fact and insist that the rules be enforced.

A “Point of Order” is a statement by a Member indicating that the action or procedure in question conflicts with the order of procedures as indicated in Procedures Bylaw 44-8, relevant legislation (MGA), or another parliamentary procedure (such as Roberts Rules of Order).

A “Point of Order” can also be a question to obtain information on the procedures of Council or Committee to assist a Member to:

- Make an appropriate motion;
- Enforce the rules;
- Raise on another Point of Order;
- Understand the procedure; or
- Understand the effect of a motion.

When a Member feels that a Point of Order is required, they may interpret the proceedings by stating, for example:

Point of Order, the Procedures Bylaw indicates that a Member may only speak for five minutes, and the current speaker has been speaking for six minutes.

Whether characterized as a 'Point' or a 'Question', this secondary motion is still privileged and will take precedence when called. This means it will be dealt with prior to continuing the conversation/ debate on another motion.

Enforcement of Rules based on Point of Order and Challenge the Presiding Officer

When a Presiding Officer interrupts a Member to enforce the rules, the Member must stop speaking and wait for the Presiding Officer to explain the reason for the interruption, and to cite the rule which has been breached. After being called to order, a Member may appeal the ruling of the Presiding Officer in accordance as follows:

- a) The Member explains the basis for their appeal;
- b) The Presiding Officer puts the appeal to a vote immediately and without debate: “Shall the ruling of the Chair be upheld?”;
- c) The decision of the Presiding Officer is final unless reversed by a vote of the majority Members present without debate.

The Presiding Officer shall be governed by the vote of the majority of Members present.

Motions Taking Precedence

Question of Privilege

S. 2.1.25

S. 15.6 c), and 15.8

Question of Privilege

A “Question of Privilege” refers to matters affecting the rights and immunities of Council or Committee collectively or the propriety of the conduct of individual Members and includes, but is not limited to, the following:

- The comfort of Members (ex: there is noise outside the Meeting room and Members cannot hear presenters);
- To request additional clarification on a topic;
- The conduct of Members (Council Code of Conduct Bylaw);
- The conduct of Administration or members of the public in attendance at the Meeting (S. 15.14 and 15.15 of the Procedures Bylaw); and
- The reputation of Members or of Council as a whole

Whether characterized as a ‘Point’ or a ‘Question’, this secondary motion is still privileged and will take precedence when called. This means it will be dealt with prior to continuing the conversation/ debate on another motion.

Calling a Member to Order

S 15.11 – 15.13

Calling a Member to Order

The Presiding Officer may call to order any Member who is out of order during the proceeding of a Meeting.

When a Member has been warned about breaches of order but continues to engage in them, the Presiding Officer may name the Member by stating his or her name and declaring the offence. The Recording Secretary shall note the offence committed by the Member in the minutes of the proceedings; and

In accordance with Section 6.2, the Member may appeal the ruling of the Presiding Officer Please refer to page 37 for this process.

Motions Out of Order

S. 9.6, 9.22 – 9.25

Motions Out of Order

Are motions that are:

- The same or substantially the same to one voted on twice, with the same outcomes, within the last 6 months, without reconsidering the original motion;
- A motion
- Contrary to bylaw, legislation, or a previous motion;
- Similar to an item which has been tabled;
- Reconsidering a motion to reconsider at the same meeting;
- Referencing an item to a Committee if the final report of the Committee is complete;
- Out of the scope of Council or Committee business; and/or
- Contrary to procedures and privileges, in which the Presiding Officer may refuse and cite the rule without comment.

*A motion containing several distinct recommendations is not out of order for that reason alone.

Motions may also be ruled out of order if they are contrary in nature. This refers to motions that are contrary to procedures, privileges, a law, or a previous motion, but also applies to amendments to main motions.

If your amendment is **opposite in nature** to the **essence** of the motion being amended or a motion already adopted and still subject to Reconsideration, then it is contrary. A simple example would be proposing an amendment to a motion to disallow an action that the main motion would allow (turning a positive into a negative).

Defeated Motions

S. 9.23 and 10.3

A Defeated motion is one that does not receive the required number of votes, typically a majority of Members present⁵, or if it receives a tie vote.

A defeated motion may be revisited at a subsequent Meeting, not the same meeting, by being reintroduced as new business, following the normal processes that apply to the introduction of new business.

⁵ The only type of motion that requires a two-thirds vote is a vote on a motion to revisit the same or substantially the same motion that receives the same outcomes at two meeting within six months after the original motion.

Changing Vote or Withdrawing Motion

S 9.8

Changing a Vote:

When may a Member change their vote?

When voting by any method except ballot or other method providing secrecy, if the result of a vote has been declared, a Member may change their vote, but only with unanimous consent of the body and without debate.

A Member has the right to change their (non-ballot non-secret vote) at anytime until the vote is declared. This is not addressed in the Procedures Bylaw but is outlined in Roberts Rules.

Withdrawing A Motion:

A motion may be withdrawn at any time before voting, subject to no objection from any Member present. Motions withdrawn in this manner shall not be recorded in the minutes.

Report Motions

Postponing a Report or Motion

S 9.7, 9.21, 9.29

Motion to Postpone:

- Should include the time or date to which the motion is postponed and may include the reason for postponing;
- Debate is only permitted as to time;
- Can be to a future date or later in the same meeting;
- A motion to postpone takes precedence over other motions related to the item;
- Postponed reports are dealt with exactly as they are postponed (no new materials can be added, or anything removed);
- Postponed reports or motions will be included in the Agenda for the appropriate Meeting as Unfinished Business.
- Member of the Public may not provide verbal or written submission to Council or Committee as part of the new meeting date for the postponed Item unless granted permission by majority vote of the body.

Suggested Wording:

I move to postpone Item [insert Item number and Report title} to the [insert future date and meeting type] in order to [insert reason if applicable].

*A motion to postpone indefinitely is permissible. It is ultimately a motion that if adopted means the body has agreed not to decide on the topic. It should be used sparingly.

Report Motions

Referring a Report or Motion

Referring a Report or Motion

When several details need to be worked out or additional information is required, a body may determine it best to refer a report or motion to Administration or another Committee to undertake this work. A report that has been referred is considered as having been dealt with (a decision rendered). A new report will come forward with the information requested by Council or the Committee.

A motion to refer a report or motion is debatable (should be restricted to the pros and cons of making the referral and to the appropriate details of the motion, not to whether the main motion has merit) and does take precedence over other associated motions on the floor.

Suggested Wording:

I move to refer Item [insert Item number and Report title} to the [Administration, Committee, etc.] for a further report on [what information you are seeking] to return to the [date and meeting].

Motion to Refer:

- Should include:
 - the time or date to which the motion/ report should return
 - the reason for referring (what information are you seeking); and
 - who is responsible for providing said information.
- Takes precedence over other motions related to the item;
- Require an additional motion of the body should the referral date not be met (to grant an extension);
- Referred Reports/ Motions will return as new business;
- May be required to be forwarded to Council for their adoption;
- Member of the Public may provide additional verbal or written submission to Council or Committee as part of the new meeting date for the referred Item.

Report Motions

Receive a Briefing for the Corporate Record

A Motion to Receive a Briefing for the Corporate Record

A motion to receive a Briefing or recommendation for the Corporate Record:

- A Briefing is a report to Council or Committee that is submitted for informational purposes (not actionable decisions to be made);
- Is a motion to receive the Briefing or recommendation for information. This type of motion occurs when no actionable decision is required (made to acknowledge an item, Report, or recommendation and have it placed in the Corporate Record of that meeting for reference);
- If presented at a Committee who reports to Council, may still need to be forwarded to Council for final adoption;
- Is typically a Briefing and a Verbal Briefing that does not contain recommendations that are required to be voted on; and
- May be done by way of unanimous consent (an informal way of taking a vote, used only for routine and non-controversial decisions, usually of procedural nature).

Amendments to Motions

S. 9.3,
S. 9.12 – 9.16
S. 9.29

Amendments to Motions:

- Motions may be amended by:
 - Adding or deleting portions of the motion;
 - Adding new components; and
 - Deleting portions in their entirety.
- A recommendation contained in a Report may be moved as the main motion to and Item with an amendment already included;
- Unless being moved with an amendment included, a main motion must be put on the floor before an amendment may be proposed;
- A Member who moved a main motion may not move a sperate amendment to that motion (should move the main motion with the amendment already included);
- A friendly amendment, or a change in wording that enhances and strengthens the original motion, but does not change the intention, may be proposed and adopted if no Members present object.

- Only one amendment to main motion and only one amendment to that amendment will be allowed;
- Amendments are voted on in the reverse order in which they are moved:
 - Amendment to Amendment;
 - Amendment; then
 - Main motion, as amended (if amendments pass)
- The Municipal Clerk will ensure amendments are displayed on the overhead screen to ensure they are captured correctly;
- Whenever possible, amendments should be submitted to the Municipal Clerk in writing;
- After a motion (amending or otherwise) has been moved it is the property of Council or the Committee and may only be withdrawn by the mover with unanimous consent of the Members; and
- A Member may not move an amendment that does not relate to the subject matter of the main motion or that is contrary to the main motion.

Suggested Wording:

**after Recommendations in a Report have been moved.

I move that the recommendations contained in Report [insert name of Report] be amended by:

- Deleting the words “xxxxx” in Recommendation #____ and substituting with the words “xxxxx”
- Adding the words “xxxxx” to Recommendation #_____ following the words “xxxxx”
- Adding a new Recommendation # as follows: “xxxxxxx”
- Deleting Recommendation #____ in its entirety.

Reconsideration

S. 9.22 – 9.25

Reconsideration

A motion to “Reconsider” poses the question “Shall we give further consideration to a motion already voted on?” Council or Committee can only reconsider a motion where irreversible action has not occurred.

An **adopted** motion may be revisited at a subsequent meeting if:

- The motion is brought forward by a Member on the prevailing side (voted to approve the motion); or
- The motion is brought forward by a Member who was not present when the original vote was held.

*An adopted motion may be brought forward by any Member after six months have passed from the date it was originally approved.

A **defeated** motion may be revisited at a subsequent meeting if:

- It is introduced as new business, and the normal process for introducing new business is applied (typically by way of a Notice of Motion submitted in accordance with Sections 8.16 through 8.18)

*The same or substantially the same motion that receives the same outcomes at two Meetings shall not be revisited for six months after the date of the original motion unless the Members agree to revisit. This type of motion requires a two-thirds vote.

**Debate on reconsideration is limited to⁶:

- the reasons for or against reconsideration; and
- Whether the intention of the reconsideration is to rescind (refuse) or amend the original motion.

⁶ If a reconsideration motion is approved, the original motion is replaced on the floor and Council, or the Committee may then debate the merits of the proposal.

Motion Arising

S. 2.1.20

S. 9.18 – 9.19

Motion Arising

A Motion Arising must:

- Be directly related to and arise from an item which has just been considered;
- Be made before another item is in from of the body; and
- Not require significant administrative effort to respond to (determined by the Presiding Officer in consultation with Administration)⁷

These types of motions may occur at both Council and Committee meetings.

⁷ Should the proposed motion arising require:

- Significant Administrative resources,
- A reconsideration of a motion adopted at an earlier Meeting, or
- Professional, legal, or finical input

It is not a motion arising but may be submitted as a Notice of Motion

Notice of Motion

S. 2.1.21

S8.16 – 8.18

S. 9.19

S. 13.4

S.14.3 & 14.11

Notice of Motion

A Notice of Motion is a submission made by one or more Members of Council that provides notice to the body of their intention, and supporting rationale, of bringing forward a proposed resolution for Council's consideration. It is a great tool for Members to forward work that may not be currently a direction of Council.

A Notice of Motion:

- Raises a significant issue affecting all or part of the town of Banff;
- Directs Administration to undertake a significant amount of work to respond;
- Provides sufficient detail so that the subject of the motion and any proposed action can be determined; and
- May be brought as Urgent Business.

*There is a template for Notice of Motions available in SharePoint and through the Municipal Clerk's Office.

Urgent Business

S. 2.1.32

S. 8.13 – 8.15

Urgent Business

Business, which is of an urgent nature and that would require action in timely manner, may be brought forward as Urgent Business to a Meeting. It is a best practice to always ensure the public is aware of the topics Council or a Committee will be discussing at any given Meeting. To ensure continued transparency, adding an item of Urgent Business to a published Agenda (no notice to the Public) must be kept to a minimum.

Urgent Business:

- May be added to a Meeting agenda by way of a majority vote at any point in the meeting (typically done during Confirmation of the Agenda – start of the Meeting);
- If provided in writing will be distributed prior to the Meeting whenever possible;
- May be a Notice of Motion;
- Must be business that cannot wait until the next meeting for which submission deadlines have not passed.

Recess

S. 7.27

Recess

136

75

The Procedures Bylaw does not outline scheduled recesses and the regulations set out in the most recent edition of Roberts Rules of Order may be applied. A recess provides for a short break in the proceeding. All recesses must be done by way of a motion or unanimous consent⁸. This motion is considered privileged and may be used even if the body is in the middle of a discussion/ debate.

A motion to Recess:

- Can't interrupt a speaker who has the floor;
- Isn't debatable;
- Is amendable with respect to the length of the recess, with no debate permitted on such an amendment;
- Must have a majority vote; and

⁸ A motion to recess is the only motion and vote that a Council or Committee may entertain while in a closed meeting (S. 7.27).

- Cannot be reconsidered;
- May be made at anytime and should, whenever possible include a time to Reconvene⁹.

Suggested wording:

I move the Council recess until 3:00 p.m.

Suggested wording to reconvene after a Recess:

The recess has ended, and the Meeting will come to order.

⁹ A Motion to recess may be done to the Call of the Chair (no fixed time).

Adjournment

Adjournment

- A Regular Meeting of Council may not exceed 4 hours in length. Once four hours have passed, the Meeting will be considered adjourned, with or without a motion, unless a motion to extend the meeting has been adopted by way of a majority vote of Council;
- A Meeting is deemed to be adjourned when a quorum is not assembled withing 30 minutes after the fixed start time.

A motion to Adjourn may be moved at any time except when:

- Another Member has the floor (Member must wait to be recognized by the Presiding Officer);
- Voting procedures are ongoing; or
- While in a closed meeting.

*A Meeting is not Adjourned until the Presiding Officer declares it adjourned.

Closed Meeting

S. 2.1.8

S. 7.17 – 7.31

S. 7.37 & 7.38

Closed Meeting Sessions

- Closed Meeting means a meeting in the absence of the public. Items considers in Closed Meeting must have an exception disclosure from FOIP (Section 16 though 29 of this Act) and no business other than that outlined in the motion to move into closed meeting may be discussed;
- A Closed Meeting cannot exclude Members and there is no time limit for questions of Members while in a closed meeting;
- Remote participation is permitted in closed meeting;
- A Closed Meeting should include a Designated Officer, or their delegate;
- Administration may be excluded from a Closed Meeting session;
- Members of the public may be invited into a closed meeting if deemed appropriate by the body;
- No bylaw or resolutions can be passed in closed meeting. The only motions permitted are:
 - A motion to move back into public session; and
 - A motion to recess (either to reconvene in closed or public);

Closed Meeting Motions

S. 7.19, 7.21, 7.27,

Closed Meeting Motions

A Member may make a motion at anytime in a meeting to moved into closed meeting. This motion should contain:

- The applicable section of FOIP;
- Where the Closed Meeting will be held;
- The titles of Item(s) to be discussed and general reason for the closed meeting session; and
- Any Members of Administration who are to be included in the Closed Meeting session.

While in Closed Meeting, Council or Committee may not make motions other than those discussed on page 82. Council or Committee may craft a confidential motion to vote on in public. It is imperative the Clerk is involved in this process. This confidential motion may be brought forward in public as follows:

That Council approved confidential recommendations 1 and 2 as contained in the confidential distribution¹⁰.

¹⁰ The confidential distribution will be included as part of the Corporate Record and will contain the direction being adopted by Council or the Committee.

Rise and Report Motions

Rise and Report

- After moving back into public, Council/ Committee must rise and report. If wishes to continue discussing a topic in public, the motion would be to rise without reporting.

Ready to render a decision:
That Council rise and report.

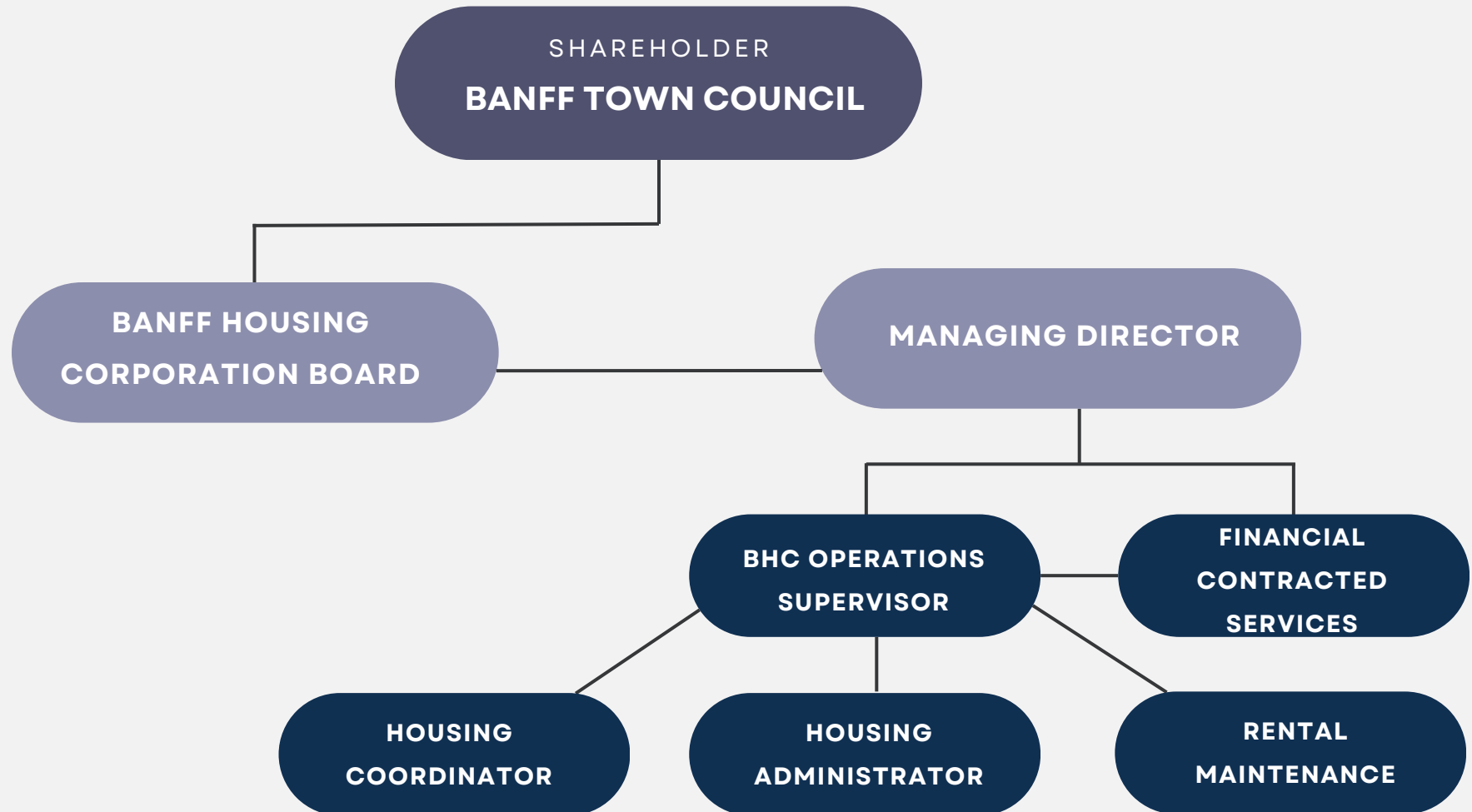
Desire to continue discussion and debate in public prior to rendering a decision:
That Council rise without reporting.

If Council/ Committee is ready to render a decision the motion should include:

- Report name;
- Decision to be voted on;
- The applicable sections of FOIP, and if anything is to remain confidential;
- Date or event after which the report may be made public.

BANFF HOUSING CORPORATION

ORGANIZATIONAL CHART



Managing Director

Banff Housing Corporation

Position Summary

The Managing Director is the chief executive of Banff Housing Corporation (BHC). Reporting to the BHC Board of Directors, the Managing Director is accountable for the corporation's overall leadership, performance, and administration, including strategic direction, governance support, operational oversight, regulatory compliance, financial stewardship, people leadership, asset management, and stakeholder relations.

The Managing Director leads a complex municipal housing corporation operating within Banff's unique housing environment, including below-market rental housing, resale-restricted and equity-share ownership models, and Parks Canada's eligible residency requirements. The role ensures that BHC's programs, services, and assets are managed effectively, responsibly, and in alignment with Board direction, legislative and regulatory requirements, and approved housing priorities.

Working closely with the Town of Banff Administration, the Managing Director aligns BHC's operations, with Council-approved housing priorities, funding commitments, and implementation programs, while preserving BHC's corporate independence under Bylaw 1.4. This is a full-scope executive role requiring strategic leadership, sound judgment, and the ability to ensure effective execution across a broad range of operational, financial, compliance, and development functions.

Core Areas of Responsibility

1. Governance and Board Relations

- Serve as the principal advisor to the BHC Board on strategic, operational, financial, risk, and policy matters.
- Ensure the Board receives timely, accurate, and relevant information to support effective governance, oversight, and decision-making.
- Lead the preparation of Board agendas, reports, recommendations, and performance dashboards/KPIs.
- Support Board policy compliance and governance practices consistent with Bylaw 1.4 and applicable corporate requirements.
- Ensure transparent and timely reporting to the Town as shareholder and funding partner, as required.

2. Strategy and Planning

- Lead the development, implementation, and ongoing evaluation of multi-year strategic, business, and operational plans across rental housing, ownership programs, and development activities.
- Ensure BHC plans, priorities, and resource allocations are aligned with Town of Banff housing policy, Council-approved actions, and relevant funding commitments.
- Oversee the integration of implementation milestones associated with the external funding agreements and other municipal, provincial, and federal initiatives.
- Advise the Board on strategic opportunities, emerging risks, and organizational priorities that affect BHC's long-term sustainability and impact.

3. Housing Portfolio Operations and Program Administration

- Provide executive oversight and accountability for BHC's housing portfolio, including below-market rental assets such as Ti'nu Apartments, Moffat Manor, future portfolio additions, and ownership-based programs including equity-share and price-restricted housing models.
- Oversee the delivery of operational and administrative functions across the portfolio, including leasing, occupancy, rent administration, maintenance, unit turnover, tenant and homeowner relations, contractor performance, resale approvals, sublease administration, and annual declaration processes.
- Ensure service standards, portfolio performance, building operations, and program administration are managed effectively and in compliance with applicable legislation, regulatory requirements, health and safety standards, Residential Tenancies Act obligations, and approved program terms.
- Direct operating, administrative, and lifecycle planning to preserve asset conditions, mitigate risk, sustain service quality, and maintain the long-term integrity of both rental and ownership programs.
- Maintain program and portfolio integrity through clear governance, consistent interpretation of rules, transparent processes, effective communications, and appropriate oversight of compliance and decision-making practices.
- Oversee compliance systems, documentation standards, file management, monitoring, and enforcement processes, including liaison with Parks Canada Realty where required. Ensure sensitive compliance matters are managed through fair, consistent, well-documented, and legally defensible processes.

4. Regulatory and Program Integrity

- Ensure appropriate corporate practices are in place for privacy, records management, procurement, insurance, and enterprise risk management.

- Provide organizational oversight to ensure all occupants meet Parks Canada eligible residency requirements and that BHC's practices remain aligned with applicable reporting and regulatory obligations.

5. Development and Capital Projects

- Lead BHC's role in TOB housing development and capital initiatives, including the operational integration of new projects such as Wolf Street.
- Oversee BHC's participation in pre-development due diligence, project feasibility analysis, pro formas, design review, and implementation planning.
- Ensure development and capital projects align with BHC's operating requirements, affordability objectives, funding conditions, and applicable program and design expectations.
- Direct planning for the transition of new projects from development through occupancy and into ongoing operations.

6. Funding and Partnerships

- Oversee funding relationships, compliance obligations, and reporting associated with Town, provincial, and federal housing programs and funding streams.
- Maintain effective relationships with CMHC, Government of Alberta, lenders, and other funding and financing partners.
- Ensure timely and accurate reporting on outcomes, funding conditions, and project and program performance.
- Identify, evaluate, and advance partnership opportunities that strengthen BHC's financial capacity, operational effectiveness, and strategic objectives.

7. Finance and Asset Management

- Provide overall leadership and accountability for annual operating and capital budget development, financial oversight, and long-term fiscal planning.
- Provide oversight into financial audits, controls, cash flow management, and financial reporting to the Board.
- Direct long-term asset management, reserve planning, and capital replacement strategies for BHC's housing portfolio.
- Ensure financial decisions appropriately balance affordability objectives, organizational sustainability, and prudent stewardship of corporate assets.

8. People Leadership and Organizational Culture

- Lead, support, and hold accountable a small, high-performing team to deliver on BHC's strategic and operational objectives.
- Oversee organizational capacity across operations, administration, compliance, customer service, and project delivery.

- Foster a culture of service excellence, accountability, collaboration, safety, and continuous improvement.
- Ensure appropriate organizational structure, role clarity, and use of contractors and consultants to support current operations and future growth.

9. Community Relations

- Provide leadership for transparent, professional, and effective communication with tenants, homeowners, applicants, and community members.
- Oversee productive working relationships with Town departments, employers, developers, social agencies, Indigenous partners, and other external partners.
- Represent BHC credibly and professionally in public, inter-organizational, and sector settings.
- Ensure issues and interested party concerns are managed with sensitivity to community context, political considerations, and reputational risk.

10. Policy Development and Advocacy

- Advise the Board on policies and policy updates related to eligibility, compliance, rental and resale administration, and program operations.
- Monitor emerging housing policy, funding, legislative, and regulatory changes relevant to BHC's mandate and operations.
- Provide informed, practical local insight to municipal, provincial, and federal partners to support program improvement, funding access, and regulatory flexibility where appropriate.
- Support continuous improvement in BHC policy and program frameworks to strengthen clarity, fairness, and operational effectiveness.

Key Requirements / Selection Criteria

Education

A degree in business, public administration, planning, real estate, finance, accounting, construction management, project management, or a related field is required. A master's degree or a relevant professional designation such as CPA, PMP, RPP, or equivalent is considered an asset.

Experience

The ideal candidate will bring:

- 7 to 10 years of progressive senior leadership experience in non-profit housing, municipal housing, accommodation sector, property and project management, social planning management, asset management, or related field.

- Demonstrated success leading housing operations and multi-unit residential projects, capital initiatives, or development activities.
- Experience reporting to, advising, or working closely with a Board of Directors or similar governing body.
- Experience overseeing budgets, contracts, organizational risk, regulatory compliance, and cross-sector stakeholder relationships.
- Experience operating in a public sector, municipal, quasi-public, or politically sensitive environment is strongly preferred.
- Experience leading within a small organization or lean operating environment, with the ability to balance strategic leadership and operational oversight.

Technical Knowledge

The successful candidate will demonstrate knowledge of:

- Affordable housing finance, including project pro formas, capital stacks, operating sustainability, subsidy structures, and reserve planning.
- Federal and provincial affordable housing funding and financing programs, including CMHC and Government of Alberta programs.
- Alberta's Residential Tenancies Act and Parks Canada eligible residency legislation and their practical implications for housing operations.
- Procurement, vendor management, insurance, enterprise risk management, and building operations.
- Capital planning and asset management for multi-unit residential properties.
- Governance, policy implementation, and accountability practices within a municipally connected or publicly accountable organization.

Core Competencies

The Managing Director will be expected to demonstrate strength in the following areas:

- Strategic and operational leadership
- Governance and Board relations
- Financial stewardship and business acumen
- Risk, contract, and compliance management
- Political acuity and sound judgment
- Stakeholder engagement and relationship management
- Development and partnership leadership
- Clear, credible, and professional communication
- Equity, inclusion, and respectful service delivery

- Team leadership, coaching, and organizational development

Conditions of Employment

- Satisfactory criminal record check
 - Valid driver's license
 - Ability to work occasional evenings and weekends for Board meetings, resident meetings, community engagement activities, or operational requirements
-

Residency / Location

The successful candidate must be eligible to reside in Banff or be able to establish and maintain eligibility consistent with Parks Canada requirements or otherwise be able to commute reliably to Banff.

A strong in-office presence and commitment to being visible in the community; the successful candidate need not currently live in Banff but must be present and engaged locally.

Compensation

Salary: [\$120,000 – \$130,000 annually] + **Benefits:** retirement pension, health, dental, 3 weeks' vacation entitlement

Conditions of Employment

- Satisfactory criminal record check
- Valid driver's license
- Ability to work occasional evenings and weekends

JOB DESCRIPTION

Banff Housing Corporation Operations Supervisor



Reports to: Managing Director
Department: Banff Housing Corporation

Job Profile

The Banff Housing Corporation (BHC) is a separate corporation wholly owned by the Town of Banff. BHC manages and expands a diverse portfolio of below-market housing options for Banff residents, including rental housing and homeownership units offered under price-restricted or equity-share agreements with sublease arrangements.

Reporting to the Managing Director, the Operations Supervisor is responsible for operational leadership for the Banff Housing Corporation's rental and homeownership portfolios. The role is responsible for staff supervision, building and portfolio operations, financial administration, compliance activities, Board and governance support, records and reporting, communications, and program coordination.

The role works closely with the Housing Administrator and Lead Maintenance to support day-to-day operations, ensure compliance with program requirements, and maintain positive relationships with clients, homeowners, tenants, contractors, and other stakeholders. The position requires sound judgment, initiative, confidentiality, and the ability to manage competing priorities in a multifaceted housing environment.

Key Responsibilities

1. Operational Leadership and Portfolio Oversight

Area of responsibility

Provide day-to-day operational leadership for Banff Housing Corporation's rental and homeownership portfolios, ensuring services are responsive, well-coordinated, financially sustainable, and aligned with Board direction, agreements, policies, and applicable legislation.

Key tactics and accountabilities

- Coordinate and monitor daily operations across BHC's rental housing, homeownership, administrative, and program functions.
- Establish clear work plans, service standards, task priorities, and follow-up processes for operational activities.

- Hold regular operational meetings with the Lead Maintenance position and Housing Coordinator to review priorities, resident concerns, vacancies, maintenance activities, compliance matters, and emerging risks.
- Identify operational gaps, recommend solutions, and implement approved improvements to service delivery, business processes, and internal controls.
- Coordinate the implementation of projects, programs, new developments, and initiatives affecting BHC operations.
- Maintain current knowledge of Banff's housing context, BHC programs, rental-market conditions, and client demand to support operational planning and decision-making.

2. Staff Supervision and Workplace Practices

Area of responsibility

Supervise assigned staff and support a safe, respectful, accountable, service-oriented workplace.

Key tactics and accountabilities

- Directly supervise the Lead Maintenance and Housing Coordinator positions and provide functional directions to other BHC operational staff as assigned.
- Set performance expectations, assign work, monitor deliverables, provide coaching, and address performance or conduct matters in accordance with Town of Banff and BHC practices.
- Conduct regular one-on-one meetings and support staff development, cross-training, succession planning, and operational continuity.
- Develop, implement, and maintain operational human-resources practices, including employee expectations, workplace safety procedures, and role-specific guidance.
- Promote a respectful workplace and ensure staff interactions with tenants, homeowners, contractors, applicants, and partners are professional, equitable, and confidential.

3. Rental Portfolio and Building Operations

Area of responsibility

Support safe, well-maintained, tenant-focused rental operations for BHC-managed buildings.

Key tactics and accountabilities

- Oversee operational coordination for all BHC rental buildings.
- Work with the Lead Maintenance position to develop and maintain preventive-maintenance schedules, annual maintenance plans, and building-condition priorities.
- Support life-cycle planning, capital renewal planning, asset-condition tracking, and maintenance-related reporting.
- Monitor maintenance requests, contractor activities, service standards, urgent repairs, and tenant communication to ensure timely resolution.
- Coordinate with service providers and contractors as required to support safe and effective building operations.

- Escalate significant building, safety, financial, tenant, or reputational risks to the Managing Director in a prompt manner.
- Participate in an after-hours rental emergency maintenance on call rotation and must be available to work a flexible and occasionally irregular schedule, including evenings and weekends, as operationally required.

4. Homeownership Program Administration and Compliance

Area of responsibility

Administer and support compliance with BHC homeownership agreements, program requirements, and enforcement processes.

Key tactics and accountabilities

- Coordinate the annual homeowner declaration process, including verification of insurance, principal-residence status, and eligibility requirements.
- Maintain complete, accurate, and secure homeownership records, including agreements, subleases, correspondence, declarations, approvals, and compliance documentation.
- Receive, document, assess, and coordinate responses to complaints and potential breaches using BHC's approved complaints-based enforcement process.
- Prepare correspondence, notices, documentation, and recommendations related to non-compliance, with appropriate consultation with the Managing Director and legal services where required.
- Ensure homeowners receive clear, timely, and consistent information regarding their obligations, program requirements, and BHC processes.

5. Financial Management and Business Administration

Area of responsibility

Support sound financial stewardship, budget management, forecasting, reconciliation, and reporting for BHC operations and developments.

Key tactics and accountabilities

- Lead BHC's financial and administrative operations, including annual operating budgets, capital budgets, multi-year planning, and life-cycle forecasting.
- Monitor financial performance including revenues, expenses, rent statements, commitments, variances, and forecasts and identify and address issues promptly.
- Coordinate accounts payable, receivable, financial reporting, audit preparation, and information requests with contracted service providers, Town of Banff Finance, auditors, funders, banks, and other advisors.
- Provide regular financial updates, quarterly reports, annual forecasts, and risk-based recommendations to the Managing Director and BHC Board of Directors.
- Ensure timely and accurate financial, operational, administrative, and funder reporting, including requirements related to the Government of Alberta, CMHC, and Housing Accelerator Fund initiatives.

- Draft, maintain, and administer agreements, contracts, correspondence, reports, business plans, policies, procedures, templates, and other operational documents.
- Keep the BHC Operations Manual current, practical, and aligned with legislation, Board policy, agreements, and day-to-day operating practices.
- Coordinate legal, audit, banking, financial, legislative, and other specialized professional services as directed
- Provide support to the Board of Directors in the absence of the Managing Director related to meeting agenda development, distribution and attendance.
- Preparation and regular update of Board Orientation manual

6. Governance, Policy, and Board Support

Area of responsibility

Provide reliable administrative and governance support to the BHC Board of Directors and ensure operational practices reflect approved policy and direction.

Key tactics and accountabilities

- Prepare Board meeting agendas, briefing materials, reports, financial updates, recommendations, and supporting documentation.
- Track Board resolutions, action items, approvals, and deadlines; coordinate implementation and report back on progress.
- Draft, review, and maintain correspondence, agreements, contracts, operational reports, business plans, and administrative documents.
- Recommend, develop, implement, and maintain operational policies, procedures, templates, and administrative practices, subject to Board approval where required.
- Review and update the BHC Operations Manual regularly to ensure it remains practical, current, and aligned with legislation, policy, agreements, and actual operating practices.
- Coordinate specialized services—including legal, audit, banking, financial, legislative, and other professional advice—as directed.

SHAREHOLDER

6. Records, Data, Privacy, and Reporting

Area of responsibility

Maintain accurate, accessible, secure, and defensible operational records and reporting systems.

Key tactics and accountabilities

- Maintain records-management and filing systems using approved platforms, including Arcori, SharePoint, QuickBooks, and related BHC systems.
- Establish clear document-control practices for agreements, tenant and homeowner files, financial records, maintenance documentation, Board materials, and program files.
- Ensure personal information and confidential business information are collected, stored, accessed, retained, and disclosed in accordance with applicable privacy requirements and corporate practices.

- Prepare accurate operational, program, financial, and administrative reports for management, the Board, funders, and other authorized parties.
- Monitor data quality and ensure records support audit readiness, enforcement decisions, operational continuity, and informed management decisions.

7. Communications, Client Service, and Public Awareness

Area of responsibility

Deliver clear, accessible, professional, and consistent communications to tenants, homeowners, applicants, service providers, and the broader community.

Key tactics and accountabilities

- Oversee and prepare operational correspondence with homeowners, renters, applicants, contractors, and service providers.
- Ensure communications are accurate, timely, respectful, accessible, and aligned with BHC and Board approved messaging.
- Maintain current operational content for the BHC website, forms, notices, and public-facing materials.
- Develop and distribute, at minimum, semi-annual newsletters or mailouts for homeowners and waitlisted applicants.
- Respond appropriately to sensitive or complex inquiries, complaints, and client concerns, using discretion and escalating matters when required.
- Support outreach and public awareness activities that improve understanding of BHC programs, eligibility requirements, responsibilities, and services.

Experience and Qualifications

Education

Diploma or certification in business, property management, or a related field.

Experience

- Progressive related experience in property management, real estate, residential ownership, rental housing services, housing administration, or a related field.
- Experience administering operating budgets, business plans, portfolio processes, and administrative functions in a multifaceted work environment.
- Experience managing homeowner and tenant matters, coordinating housing transactions, and working effectively with clients or stakeholders in complex or emotionally charged situations.
- Understanding of the Banff Housing Corporation model, the Banff housing context, and residential tenancy legislation is an asset.

Knowledge, Skills, and Abilities

- Knowledge of administrative, operational, and business practices relevant to housing, property management, and portfolio administration.
- Working knowledge of the Alberta Residential Tenancies Act and related legislation, or the ability to acquire and apply this knowledge quickly.
- Strong written and verbal communication skills, including the ability to prepare professional correspondence, agreements, reports, and related documentation.
- Ability to interpret, coordinate, and report on financial information, rental rate calculations, and portfolio-related transactions.
- Strong organizational, interpersonal, and problem-solving skills, with the ability to manage multiple priorities, deadlines, interruptions, and sensitive interactions.
- Demonstrated ability to work independently and exercise sound judgment, discretion, initiative, and professionalism.
- Proficiency in all Microsoft Office applications
- Experience with QuickBooks or general bookkeeping practices is an asset.

Additional Requirements

- Occasional lifting of up to 30 pounds.
- Ability to work in an environment involving frequent interruptions, time-sensitive matters, and emotionally complex interactions.
- Satisfactory references from a minimum of two recent employers are required

JOB DESCRIPTION

Banff Housing Corporation Housing Coordinator



Reports to: Operations Supervisor
Department: Banff Housing Corporation

Job Profile

The Banff Housing Corporation (BHC) is a separate corporation wholly owned by the Town of Banff. BHC manages and expands a diverse portfolio of below-market housing options for Banff residents, including rental housing and homeownership units offered under price-restricted or equity-share agreements with sublease arrangements.

Reporting to the Operations Supervisor, the Housing Coordinator coordinates and administers key functions across BHC's ownership and rental portfolios. The role is responsible for homeowner and tenant services, resale and new-home sales administration, lease management, inspections, maintenance coordination, policy compliance, records, and portfolio reporting.

The position works closely with the Housing Administrator and Lead Maintenance to support day-to-day operations, ensure compliance with program requirements, and maintain professional relationships with homeowners, tenants, applicants, contractors, service providers, and other interested parties.

Key Responsibilities

1. Ownership Portfolio Administration

Area of responsibility

Coordinate homeownership transactions, homeowner services, and compliance activities in accordance with BHC agreements, policies, and program requirements.

Key tactics and accountabilities

- Administer resale and new-home sales processes, including applications, registered resale lists, listings, showings, allocations, transactions, legal documentation, buyer onboarding, walkthroughs, and warranty matters.
- Coordinate ownership related documentation and financial administration, including administration fees, mortgage and sublease consents, payout statements, discharge documentation, and related charges.
- Liaise with homeowners, prospective purchasers, financial institutions, mortgage brokers, lawyers, Parks Canada, condominium associations, and other parties to support housing transactions and resolve inquiries.

- Maintain accurate and secure ownership files, agreements, transaction records, correspondence, compliance documentation, and related reports.
- Support the implementation and enforcement of homeownership policies, including principal-residence, full-time occupancy, and other sublease requirements.
- Attend the annual condominium association meetings as requested to provide representation of the organization.

2. Rental Portfolio and Tenant Services

Area of responsibility

Coordinate lease administration, tenant services, unit inspections, and rental portfolio activities to support safe, compliant, and tenant-focused operations.

Key tactics and accountabilities

- Strong working knowledge in the application of Alberta's Residential Tenancies Act to residential tenancy operations.
- Coordinate lease administration and tenant-management activities, including eligibility, requalification, lease signing and renewals, onboarding, compliance, and tenant communications.
- Conduct annual unit inspections and coordinate follow-up actions with Housing Administrator, Lead Maintenance, and Operations Supervisor where necessary, to address maintenance, tenancy, and safety concerns.
- Maintain accurate rental files, agreements, inspection records, tenant documentation, reports, financial tracking, and rental-rate information.
- Support the development, implementation, and enforcement of rental policies, procedures, occupancy requirements, and applicable residential tenancy legislation.
- Respond to tenant inquiries and concerns in a timely, professional, and confidential manner, escalating complex matters as appropriate.

3. Maintenance and Service Coordination

Area of responsibility

Coordinate maintenance planning, service providers, and operational follow-up for BHC managed rental properties.

Key tactics and accountabilities

- Work with Lead Maintenance to coordinate maintenance scheduling, inspections, and follow-up activities for units.
- Monitor maintenance-related issues and service-provider performance, ensuring concerns are communicated and addressed in a timely manner.
- Support records and reporting related to maintenance activities, contracted services, building operations, and portfolio condition.
- Participate in the after-hours rental emergency maintenance on-call rotation and work flexible hours, including evenings and weekends, as operationally required.

4. Records, Reporting, and Operational Support

Area of responsibility

Maintain accurate, accessible, and reliable portfolio records, documentation, and reporting to support BHC operations and decision-making.

Key tactics and accountabilities

- Maintain current, complete, and secure records for ownership and rental portfolio activities, including agreements, correspondence, transactions, inspections, maintenance, and client files.
- Prepare and coordinate operational reports, financial tracking, supporting documentation, and information requests related to portfolio activities.
- Draft and maintain correspondence, forms, notices, agreements, and other administrative documents.
- Support implementation of BHC policies, procedures, templates, and operational practices.
- Ensure personal and confidential information is handled in accordance with applicable privacy requirements and BHC practices.

Experience and Qualifications

Education

Diploma or certification in business, property management, or a related field.

Experience

- Progressive related experience in property management, real estate, residential ownership, rental housing services, housing administration, or a related field.
- Experience administering operating budgets, business plans, portfolio processes, and administrative functions in a multifaceted work environment.
- Experience managing homeowner and tenant matters, coordinating housing transactions, and working effectively with clients or stakeholders in complex or emotionally charged situations.
- Understanding of the Banff Housing Corporation model, the Banff housing context, and residential tenancy legislation is an asset.

Knowledge, Skills, and Abilities

- Knowledge of administrative, operational, and business practices relevant to housing, property management, and portfolio administration.
- Working knowledge of the Alberta Residential Tenancies Act and related legislation, or the ability to acquire and apply this knowledge quickly.

- Strong written and verbal communication skills, including the ability to prepare professional correspondence, agreements, reports, and related documentation.
- Ability to interpret, coordinate, and report on financial information, rental rate calculations, and portfolio-related transactions.
- Strong organizational, interpersonal, and problem-solving skills, with the ability to manage multiple priorities, deadlines, interruptions, and sensitive interactions.
- Demonstrated ability to work independently and exercise sound judgment, discretion, initiative, and professionalism.
- Proficiency in Microsoft Office applications, particularly Word and Excel.
- Experience with QuickBooks or general bookkeeping practices is an asset.

Additional Requirements

- Occasional lifting of up to 30 pounds.
- Ability to work in an environment involving frequent interruptions, time-sensitive matters, and emotionally complex interactions.
- Satisfactory references from a minimum of two recent employers are required

JOB DESCRIPTION

Banff Housing Corporation Housing Administrator



Reports to: Operations Supervisor
Department: Banff Housing Corporation

Job Profile

The Banff Housing Corporation (BHC) is a separate corporation wholly owned by the Town of Banff. BHC manages and expands a diverse portfolio of below-market housing options for Banff residents, including rental housing and homeownership units offered under price-restricted or equity-share agreements with sublease arrangements.

Reporting to the Operations Supervisor, the Housing Administrator provides administrative and client service support across BHC ownership and rental programs. The position supports effective service delivery through front-line reception, records administration, waitlist and lease processes, homeowner and tenant communications, financial tracking support, program coordination, and maintenance-related administrative functions.

The role works closely with the Housing Coordinator, Lead Maintenance, and other staff to support day-to-day operations, maintain accurate records, and ensure responsive service to clients, tenants, and the public. The position requires strong organization, professionalism, confidentiality, and the ability to manage multiple priorities in a client focused environment.

Standard of Conduct

- Maintain strict confidentiality and privacy of all information related to current, former, and prospective clients, tenants, homeowners, and BHC operations.
- Demonstrate a high standard of personal and client-focused services to tenants, homeowners, applicants, and members of the public in all interactions and responsibilities.
- Ensure work is carried out in accordance with relevant legislation, corporate policy, Board direction, and Town of Banff administrative practices, as applicable.
- Represent BHC professionally as the primary public reception point.

Administrative Functions – Organization

- Direct clients to the appropriate services, and local resources as necessary
- Provide support in financial functions as required including completing monthly credit card reconciliations and submitting bank deposits.
- Updating dedicated web information and content when required

- Conduction data research as required
- Maintain internal tracking documents, market rental statistics and operational statistical documents.

Administrative Functions – Ownership

- Process and invoice new Registered Resale List (RRL) applications.
- Maintain the RRL database and update the communications database.
- Assist in the development of the BHC Homeowner and waitlist newsletters with content support and review from the Operations Supervisor.
- Update the BHC website and other public-facing ownership information, as required.
- Assist with new listing and open house preparations, consents, board signature coordination, and invoice for all ownership-related services, as required.
- Provide backfill support to the home sales services as required.
- Prepare, review, and coordinate correspondence, and related materials related to ownership administration.
- Provide administrative support to the Operations Supervisor on annual homeowner invoicing and follow-up on past accounts receivable related to annual administration fees.
- Provide support on the annual homeowner declaration process, maintain database and supporting documents, and follow up as required.

Administrative Functions – Rental

- Support rental waitlist management, including processing new applications and the annual waitlist requalification process.
- Support lease administration, including new tenant onboarding, showings for vacant units, lease signing, security deposit collection, preparation of welcome packages and keys, and move-in inspections.
- Complete annual requalification of existing tenants and process lease renewals.
- Maintain accurate tenant database records and respond to tenant requests and questions in a timely and professional manner.
- Coordinate and administer tenants and support programs, including lending programs, annual bike audit, support the execution of community events and any other related service initiatives.
- Support building maintenance administration by working with Lead Maintenance to schedule and coordinate daily and weekly unit maintenance requests.
- Order maintenance parts and supplies based on inventory requirements.
- Participate in an after-hours rental emergency maintenance on-call rotation and must be available to work a flexible and occasionally irregular schedule, including evenings, weekends, and non-traditional hours, as operationally required.

Experience and Qualifications

Education

Post-secondary diploma or certification in office administration or a related field, or an equivalent combination of education and experience.

Experience

Minimum two years of administrative experience in an office environment with frequent interruptions and client service responsibilities.

Experience working with confidential information, time-sensitive matters, deadlines, website updates, and general office administration.

Experience working effectively with clients or stakeholders in emotionally charged situations.

Experience supporting housing, property management, tenant services, bookkeeping, database administration, or related administrative functions is an asset.

Knowledge, Skills, and Abilities

Knowledge of administrative practices, records management, client service delivery, and office procedures relevant to housing or property management environments.

Strong written and verbal communication skills, including the ability to prepare professional correspondence and maintain effective working relationships with clients, tenants, staff, and community partners.

Strong organizational, interpersonal, and problem-solving skills, with the ability to manage multiple priorities, deadlines, interruptions, and sensitive interactions.

Demonstrated ability to work independently and exercise sound judgment, discretion, initiative, and professionalism.

Proficiency in Microsoft Office applications, particularly Word and Excel.

Experience with housing inventory management software is an asset.

Experience with QuickBooks or general bookkeeping practices is an asset.

Additional Requirements

Must be available to work a flexible and occasionally irregular schedule, including evenings, weekends, and non-traditional hours, as operationally required.

Occasional lifting of up to 30 pounds.

Ability to work in an environment involving frequent interruptions, time-sensitive transactions, and emotionally complex interactions.

Satisfactory references from a minimum of two recent employees are required.

OR

Experience and Qualifications

Post-secondary diploma or certification in office administration or a related field, or an equivalent combination of education and experience.

Minimum two years of administrative experience in a fast-paced office environment with client service responsibilities and frequent interruptions.

Experience handling confidential information, deadlines, records, correspondence, website updates, and general administrative processes.

Experience supporting housing, property management, tenant services, bookkeeping, database administration, or similar functions is an asset. GOV Ai job descriptions.docx

Strong communication, organizational, interpersonal, and problem-solving skills, with the ability to manage multiple priorities and respond effectively in sensitive or emotionally charged situations.

Ability to work independently and demonstrate sound judgment, discretion, initiative, and professionalism.

Proficiency in Microsoft Office; experience with housing management software, QuickBooks, or general bookkeeping is an asset.

Ability to work flexible hours as required and perform occasional lifting of up to 30 pounds

JOB DESCRIPTION

Banff Housing Corporation Building Maintenance Lead



Reports to: BHC Supervisor
Department: Banff Housing Corporation

JOB PROFILE:

The Banff Housing Corporation (BHC) is a unique, separate corporation wholly owned by the Town of Banff. With its own mandate, mission, and vision, the BHC is dedicated to managing and expanding a diverse portfolio of below-market housing options exclusively for Banff residents. This portfolio includes 133 rental units as well as 216 homes in the homeownership program, offered under price-restricted or equity-share agreements with sublease arrangements.

The Banff Housing Corporation Building Maintenance Lead coordinates and oversees the day-to-day operations and maintenance of the entire BHC rental portfolio.

KEY RESPONSIBILITIES:

Responsible and accountable for **performance of operating systems and maintenance of building(s) (internal and external) grounds, and common areas.**

- Managing allocation of expenses and cost controls within the annually approved operating budget.
- Identifying and implementing the right performance metrics and benchmarking to validate operational expenses and proposed business enhancements.
- Professional interactions with contractors and residents and effective communication among internal and cross departmental employees (Ambassador for the BHC)
- Allocating own time and resources to ensure priorities are ranked and optimum workload productivity and personal wellness are achieved.
- Ensuring employees are trained, engaged and efficient in performance of their duties

Position-specific duties, include (and if not represented will be assumed where appropriate):

- Day-to-day operations of the Ti'nu buildings, general maintenance, and janitorial tasks.
- Perform resident service requests in addition to routine repair and maintenance for in-suite, interior and exterior common areas.
- Complete repairs and maintenance of vacant suites.

- Ability to complete appliance repairs, routine plumbing repairs, repairs and maintenance requiring carpentry skills, painting, basic electrical repairs, safety use and maintain tools of the job.
- Perform all facets of the job in accordance with legislation applicable to the jurisdiction, including health and safety standards, building codes, fire codes, OH&S, WHIMIS, and human rights.
- Pro-actively inspect grounds, facilities, and equipment to determine if repairs or preventative maintenance is required.
- Regular review of preventive maintenance needs for short and long term repair work
- Tracking system for deficiencies, damages, and repairs.
- Assist in the development of the Ti'nu operational budget.
- Monitor performance of external contractors to ensure quality workmanship and customer service.
- All other duties within the scope of the job as requested by management.

Administrative responsibilities, including:

- Working with preventative maintenance software accurately and effectively.
- Organizing and prioritizing workload independently and allocating appropriate time and resources on a daily, weekly, monthly, and annual basis.

Financial & Business responsibilities, including:

- Assisting with the development of operating budgets for BoD approval.
- Providing regular financial reports or operational updates for BoD review.
- Managing allocation of expenses and controlling costs within the BoD-approved operating budget and reviewing accuracy/rationale in forecasting.
- The above responsibilities are representative and not comprehensive; these may be adapted by the BHC as the ownership and/or rental portfolios evolve.

Experience and Qualifications:

- Completion of High School/ post-secondary diploma in related field.
- Sound understanding and relevant experience in building operation systems and construction including, experience and working knowledge of building management automaton, and security systems. A combination of certifications and/or work experiences will be considered.
- Certificate and background in electrical, plumbing, or a minimum of 4th Class Power engineering

- A thorough understanding of WCB health and Safety and WHIMIS guidelines would be considered an asset.
- Work experience, including:
 - related fields, such as: building operations, building maintenance, property management.
 - working knowledge of Alberta Residential Tenancy Act or similar legislation
 - administering operating budgets,
 - Effective self-and client-management in interactions where emotions are high (stress, frustration, disappointment, excitement, etc.)
 - general administration, such as: working with time-sensitive issues and meeting deadlines, communication, computer competence with Microsoft office programs,
 - Housing inventory management software experience is an asset.
 - Working with or reporting to a Board of Directors would be an asset
- Well-developed interpersonal and communication skills, both written and verbal
- Physical Demands of position:
 - Shoveling
 - Landscaping duties
 - Lifting up to 50 pounds
 - On feet all day
 - Working with heights (ladders)
 - Working in small spaces
 - Extended periods working outside
- Cognitive demands of position:
 - Managing own and responding to a range of emotions in an unsupervised work environment, periods of concentration and focus (financial transactions, tracking and entering data), frequent interruptions, working within time constraints or pressures due to deadlines and time-sensitive transactions
- Commitment to maintaining confidentiality and privacy of information, transparency, etc.
- Must be bondable and will be subject to a criminal record check and drivers abstract.
- Available for a flexible, irregular work schedule that includes evenings, weekends, and non-traditional hours of work. Ability to allocate time appropriately.
- References from a minimum of two recent employers will be required.

Banff Housing Corporation
Operations Report
2026 Year To Date (Q3)

	January	YTD	February	YTD	March	YTD	April	YTD	May	YTD	June	YTD	July	YTD	August	YTD	September	YTD
QUERIES																		
BHC Rental Query	35	35	22	57	35	92	31	123	15	138	37	175	23	198	18	216	21	237
General Housing Query	0	0	2	2	1	3	6	9	7	16	6	22	6	28	10	38	4	42
Home Purchase Query	10	10	5	15	21	36	13	49	7	56	13	69	9	78	12	90	4	94
APPLICATIONS																		
Rental applications received	13	13	15	28	26	54	16	70	17	87	19	106	10	116	11	127	17	144
Ownership applications received	13	13	12	25	17	42	6	48	9	57	6	63	3	66	10	76	6	82

WAITLIST TOTALS	Total at Sep 30	YTD NET NEW
Rental	308	105
Ownership Reasle List	616	102

*Annual requalification occurred in Q3 where 89 households came off the waitlist; 2 households purchased in BHC

RENTAL OCCUPANCY									
	January	February	March	April	May	June	July	August	September
Studio	26	26	26	26	25.5	26	26	26	25.5
1BD	68	69	69	69	67	68	69	69	68.5
2BD	35	35	35	35	33	35	35	34.5	35
Moffat Manor (2x 2BD)	2	2	2	2	2	2	2	2	2
Total Units	131	132	132	132	127.5	131	132	131.5	131
Occupancy Rate	99%	100%	100%	100%	97%	99%	100%	100%	99%

YTD Overall Occupancy	99%
2026 Turnover	14
Studio	2
1BD	9
2BD	2
*4 units are Parks Canada	
*1 household purchased a BHC property	

2026 HOME SALES Summary					
327 Middle Springs Drive	PRICE HISTORY				
	Listing Price (or appraised value)		H/O Equity Share	Price to Buyer	% Above/Below Avg Appraisal
	Original purchase price (2011)	\$ 663,280.00	83.17%	\$ 551,648.00	
	Average appraisal - BMV	\$ 1,143,000.00			
	Listing price	\$ 1,211,580.00		\$ 1,007,671	6%
	Final sale price	\$ 1,134,870.00		\$ 943,871	-0.71%
	SALES STATISTICS				
	Open House and Showings	Attendance (households)	Expression of Interest	Offers	Comments
Open House - October 16, 2025	20	9	8	closed March 2026	
10 Sundance Court	PRICE HISTORY				
	Listing Price (or appraised value)		H/O Equity Share	Price to Buyer	% Above/Below Avg Appraisal
	Original purchase price	\$ 683,080.34	81.03%	\$ 553,500.00	
	Average appraisal - BMV	\$ 871,000.00			
	Listing price	\$ 924,935.00		\$ 749,475	6%
	Final sale price	\$ 924,935.00		\$ 749,475	6%
	SALES STATISTICS				
	Open House and Showings	Attendance (households)	Expression of Interest	Offers	Comments
Open House - November 20, 2025	28	12	1	closed February 2026	
7 Fairholme	PRICE HISTORY				
	Listing Price (or appraised value)		H/O Equity Share	Price to Buyer	% Above/Below Avg Appraisal
	Original purchase price	\$ 660,000.00	73.67%	\$ 486,222.00	
	Average appraisal - BMV	\$ 1,185,000.00			
	Listing price	\$ 1,256,100.00		\$ 925,369	5.7%
	Final sale price	\$ 1,239,000.00		\$ 912,771	4.36%
	SALES STATISTICS				
	Open House and Showings	Attendance (households)	Expression of Interest	Offers	Comments
Open House - December 8, 2025	22	17	1	closed February 2026	
208, 340 Banff Ave	PRICE HISTORY				
	Listing Price (price restricted)				
	Original purchase price	\$ 361,839.45			
	Average appraisal - BMV	NA			
	Listing price	\$ 362,448.00			
	Final sale price	\$ 362,448.00			
	SALES STATISTICS				
	Open House and Showings	Attendance (households)	Expression of Interest	Offers	Comments
Open House - April 9, 2026	41	15	2	closed June 2026	
5 Sulphur Court	PRICE HISTORY				
	Listing Price (or appraised value)		H/O Equity Share	Price to Buyer	% Above/Below Avg Appraisal
	Original purchase price	\$ 284,000.00	82.80%	\$ 235,152.00	
	Average appraisal - BMV	\$ 1,072,500.00			
	Listing price	\$ 1,127,850.00		\$ 933,860	5.1%
	Final sale price	\$ 1,124,396.14		\$ 931,000	4.6%
	SALES STATISTICS				
	Open House and Showings	Attendance (households)	Expression of Interest	Offers	Comments
Open House - December 8, 2025	12	6	5	closed June 2026	
9 Fairholme	PRICE HISTORY				
	Listing Price (or appraised value)		H/O Equity Share	Price to Buyer	% Above/Below Avg Appraisal
	Original purchase price	\$ 403,500.00	66.65%	\$ 268,981.00	
	Average appraisal - BMV	\$ 1,247,000.00			
	Listing price	\$ 1,287,500.00		\$ 858,119	3.3%
	Final sale price	\$ 1,264,816.20		\$ 843,000	1.5%
	SALES STATISTICS				
	Open House and Showings	Attendance (households)	Expression of Interest	Offers	Comments
Open House - April 22, 2026	33	23	2	closed July 2026	
322 Middle Spring Drive	PRICE HISTORY				
	Listing Price (or appraised value)		H/O Equity Share	Price to Buyer	% Above/Below Avg Appraisal
	Original purchase price		78.31%		
	Average appraisal - BMV	\$ 1,062,500.00			
	Listing price	\$ 1,102,100.00		\$ 863,055	3.6%
	Final sale price	\$ 1,100,000.00		\$ 861,410	3.4%
	SALES STATISTICS				
	Open House and Showings	Attendance (households)	Expression of Interest	Offers	Comments
Open House - June 10, 2026	23	9	1	Closed August 2026	

BANFF HOUSING CORPORATION	OWNERSHIP - BHC			
	2025 Actuals	2026 Approved Budget	2026 Q2 Forecast	2027 PROPOSED BUDGET
REVENUE				
4-1120 Application Fee (RRL)	7,550	1,500	4,950	1,000
4-1400 Administration Fees	50,897	56,250	56,231	56,250
4-1410 Admin Fee Penalty & Interest	956	2,400	4,906	2,500
4-1610 Rental - Rent Income				
4-1615 Rental - Storage locker Income				
4-1620 Admin charges				
4-1640 Rental - Laundry Income				
Total 4-1600 Revenue	59,403	60,150	66,087	59,750
Wolf St Unit Sales				
4-1700 Interest Income (Operating)	25,343	20,000	19,825	20,000
4-1720 Interest Income (Security Deposits)				
4-1800 Second Mortgage				
4-1900 RRL Resale Fees	28,269	11,000	58,387	11,000
4-3000 Grant Funding				
4-5002 Forms & legal Documents	6,500	4,100	8,850	6,500
4-5016 Miscellaneous Income	5,506			
TOTAL REVENUE	125,020	95,250	153,149	97,250
EXPENSES				
6-1000 Appraisals	3,473	1,300	1,310	1,300
Cost of Properties Sold				
6-1100 Bank Charges and Interest	443	550	1,167	550
7-2340 Debt / Mortgage Interest				
7-2340 Debt / Mortgage Principal				
6-1300 Advertising and Promotion	2,535	1,150	4,678	5,000
Total 6-1350 Wages & Benefits	65,239	59,982	62,394	40,687
6-1350 Wages	59,966	55,554	56,954	33,906
6-1375 Benefits	5,273	4,428	5,440	6,781
6-1400 Conferences & Training	257	450	450	750
6-1500 Office Supplies & Postage	3,420	2,700	4,267	3,150
6-1520 Dues & Fees	45	60	57	100
6-1540 Community Events		500	500	1,000
6-1590 Miscellaneous Office Expenditures	801	600	863	800
6-1600 Professional Fees and Services	60,599	3,820	8,756	12,000
6-1605 Legal Fees	5,165	17,000	16,461	8,000
6-1900 Telephone	936	600	656	700
6-2400 Insurance Expense	809	908	880	1,000
6-9900 Vehicle Maintenance				
TOTAL 7-2000 Rental Property Expenses	-		3,800	
7-2125 Property Management Software		3,800	3,800	3,240
7-2350 Interest Expense				
7-2250 Rental - Repair & Maintenance				
7-2255 Rental - Grounds Supplies				
7-2811 Rental - Subcontracted Trades Electric				
7-2822 Rental - Subcontracted Trades Plumbing				
7-2833 Rental - Subcontracted Trades Windows				
7-2844 Rental - Subcontracted Trades Misc.				
7-2855 Rental - Subcontracted Fire, Sprinkler, CO2 systems				
7-2866 Rental - Subcontracted Trades Elevator				
7-2877 Rental - Subcontracted Trades /Carpets/Vent/Parkade				
7-2888 Rental - Subcontracted Trades Security Systems				
7-2899 Rental - Subcontracted Trades Grounds				
7-2275 Rental - Small Equipment				
7-2300 Property Tax				
7-2400 Uniform Expense				1,200
7-2600 Condo Fees				
TOTAL 7-2650 Utilities	-	-	-	-
7-2651 7-2651 Water/Sewer/Waste				
7-2652 Gas				
7-2653 7-2653 Electric				
7-2654 7-2654 Rental Telephone				
7-2700 Rental - Answering Service				
7-2750 Rental-Laundry				
7-3000 Lending Program Supplies				
8-1200 - Miscellaneous Expenses				
QuickBooks Payments Fees	1,568	1,700	1,649	2,200
TOTAL EXPENSES	145,288	95,120	107,888	81,677
NET SURPLUS / (DEFICIT)	(20,268)	130	45,261	15,573

In 2025 \$37,900 of NBCL invoices was expensed through professional fees and service; paid through the second mortgage reserve fund

BANFF HOUSING CORPORATION	RENTAL - MOFFAT MANOR			
	2025 Actuals	2026 Approved Budget	2026 Q2 Forecast	2027 PROPOSED BUDGET
REVENUE				
4-1120 Application Fee (RRL)				
4-1400 Administration Fees				
4-1410 Admin Fee Penalty & Interest				
4-1610 Rental - Rent Income	32,034	42,268	42,783	37,775
4-1615 Rental - Storage locker Income				
4-1620 Admin charges				
4-1640 Rental - Laundry Income				
Total 4-1600 Revenue	32,034	42,268	42,783	37,775
Wolf St Unit Sales				
4-1700 Interest Income (Operating)				
4-1720 Interest Income (Security Deposits)				
4-1800 Second Mortgage				
4-1900 RRL Resale Fees				
4-3000 Grant Funding				
4-5002 Forms & legal Documents				
4-5016 Miscellaneous Income				
TOTAL REVENUE	32,034	42,268	42,783	37,775
EXPENSES				
6-1000 Appraisals				
Cost of Properties Sold				
6-1100 Bank Charges and Interest	39			50
7-2340 Debt / Mortgage Interest				
7-2340 Debt / Mortgage Principal				
6-1300 Advertising and Promotion				
Total 6-1350 Wages & Benefits	-	-	-	-
6-1350 Wages				
6-1375 Benefits				
6-1400 Conferences & Training				
6-1500 Office Supplies & Postage				
6-1520 Dues & Fees				
6-1540 Community Events				
6-1590 Miscellaneous Office Expenditures				
6-1600 Professional Fees and Services				
6-1605 Legal Fees				
6-1900 Telephone				
6-2400 Insurance Expense	162	181	1,177	200
6-9900 Vehicle Maintenance				
TOTAL 7-2000 Rental Property Expenses	19,331	20,100	20,100	20,085
7-2125 Property Management Software		50	50	35
7-2350 Interest Expense		50	50	50
7-2250 Rental - Repair & Maintenance	18,938	20,000	20,000	20,000
7-2255 Rental - Grounds Supplies				
7-2811 Rental - Subcontracted Trades Electric				
7-2822 Rental - Subcontracted Trades Plumbing				
7-2833 Rental - Subcontracted Trades Windows				
7-2844 Rental - Subcontracted Trades Misc.				
7-2855 Rental - Subcontracted Fire, Sprinkler, CO2 systems				
7-2866 Rental - Subcontracted Trades Elevator				
7-2877 Rental - Subcontracted Trades /Carpets/Vent/Parkade	394			
7-2888 Rental - Subcontracted Trades Security Systems				
7-2899 Rental - Subcontracted Trades Grounds				
7-2275 Rental - Small Equipment				
7-2300 Property Tax	56	80	58	85
7-2400 Uniform Expense				
7-2600 Condo Fees	15,946	20,900	16,362	17,200
TOTAL 7-2650 Utilities	36	100	-	100
7-2651 7-2651 Water/Sewer/Waste				
7-2652 Gas				
7-2653 7-2653 Electric	36	100		100
7-2654 7-2654 Rental Telephone				
7-2700 Rental - Answering Service				
7-2750 Rental-Laundry				
7-3000 Lending Program Supplies				
8-1200 - Miscellaneous Expenses				
QuickBooks Payments Fees				
TOTAL EXPENSES	35,570	41,361	37,697	37,720
NET SURPLUS / (DEFICIT)	(3,536)	907	5,086	55

BANFF HOUSING CORPORATION	RENTAL - TI'NU			
	2025 Actuals	2026 Approved Budget	2026 Q2 Forecast	2027 PROPOSED BUDGET
REVENUE				
4-1120 Application Fee (RRL)				
4-1400 Administration Fees				
4-1410 Admin Fee Penalty & Interest				
4-1610 Rental - Rent Income	1,904,136	2,021,269	2,027,805	2,080,360
4-1615 Rental - Storage locker Income	5,760	5,760	5,760	5,760
4-1620 Admin charges	11,132	6,000	6,054	6,000
4-1640 Rental - Laundry Income	44,069	41,000	37,765	28,275
Total 4-1600 Revenue	1,965,097	2,074,029	2,077,384	2,120,395
Wolf St Unit Sales				
4-1700 Interest Income (Operating)	27,185	37,800	33,561	33,000
4-1720 Interest Income (Security Deposits)	11,441	12,000	10,799	12,000
4-1800 Second Mortgage				
4-1900 RRL Resale Fees				
4-3000 Grant Funding				
4-5002 Forms & legal Documents				
4-5016 Miscellaneous Income	237			
TOTAL REVENUE	2,003,960	2,123,829	2,121,744	2,165,395
EXPENSES				
6-1000 Appraisals				
Cost of Properties Sold				
6-1100 Bank Charges and Interest	1,596	2,500	2,323	2,500
7-2340 Debt / Mortgage Interest	329,533	319,115	319,115	308,351
7-2340 Debt / Mortgage Principal	314,784	325,287	325,287	336,051
6-1300 Advertising and Promotion	2,132	3,150	5,724	5,500
Total 6-1350 Wages & Benefits	313,151	476,246	476,307	535,477
6-1350 Wages	267,759	399,574	399,599	446,768
6-1375 Benefits	45,392	76,672	76,708	88,709
6-1400 Conferences & Training	4,536	4,000	4,000	6,750
6-1500 Office Supplies & Postage	19,688	24,300	24,300	28,350
6-1520 Dues & Fees	405	540	630	1,000
6-1540 Community Events	365	500	500	1,000
6-1590 Miscellaneous Office Expenditures	710	600	600	600
6-1600 Professional Fees and Services	39,826	31,680	31,680	28,000
6-1605 Legal Fees	-	500	500	500
6-1900 Telephone	4,184	5,400	3,810	4,000
6-2400 Insurance Expense	8,734	7,986	8,149	9,000
6-9900 Vehicle Maintenance	303	1,000	1,000	600
TOTAL 7-2000 Rental Property Expenses	140,564	147,700	149,136	141,780
7-2125 Property Management Software	7,662	2,400	3,120	1,980
7-2350 Interest Expense	7,120	300	300	300
7-2250 Rental - Repair & Maintenance	34,798	45,000	46,533	48,000
7-2255 Rental - Grounds Supplies	1,104	2,000	2,033	2,000
7-2811 Rental - Subcontracted Trades Electric	828	5,000	5,000	4,000
7-2822 Rental - Subcontracted Trades Plumbing	39,650	50,000	50,000	40,000
7-2833 Rental - Subcontracted Trades Windows	408	5,000	5,000	5,000
7-2844 Rental - Subcontracted Trades Misc.	8,477	6,500	6,500	6,500
7-2855 Rental - Subcontracted Fire, Sprinkler, CO2 systems	21,967	6,000	6,000	10,000
7-2866 Rental - Subcontracted Trades Elevator	10,407	12,500	12,500	12,500
7-2877 Rental - Subcontracted Trades /Carpets/Vent/Parkade	4,190	5,000	5,088	5,000
7-2888 Rental - Subcontracted Trades Security Systems	2,480	2,000	2,000	3,000
7-2899 Rental - Subcontracted Trades Grounds	1,474	6,000	5,062	3,500
7-2275 Rental - Small Equipment	995	800	787	1,000
7-2300 Property Tax	1,239	1,500	-	1,700
7-2400 Uniform Expense	496	500	800	1,200
7-2600 Condo Fees				
TOTAL 7-2650 Utilities	228,624	241,975	230,272	230,800
7-2651 7-2651 Water/Sewer/Waste	89,864	91,632	92,007	93,000
7-2652 Gas	25,996	35,335	31,561	30,000
7-2653 7-2653 Electric	111,126	113,308	103,869	105,000
7-2654 7-2654 Rental Telephone	1,639	1,700	2,835	2,800
7-2700 Rental - Answering Service	45,152	10,000	7,123	5,600
7-2750 Rental-Laundry	7,868	10,000	10,000	240
7-3000 Lending Program Supplies	931	1,000	1,000	500
8-1200 - Miscellaneous Expenses	380			
QuickBooks Payments Fees	251	300	300	300
TOTAL EXPENSES	1,466,446	1,616,579	1,603,343	1,650,799
NET SURPLUS / (DEFICIT)	537,515	507,250	518,401	514,596

BANFF HOUSING CORPORATION	TOTAL			
	2025 Actuals	2026 Approved Budget	2026 Q2 Forecast	2027 PROPOSED BUDGET
REVENUE				
4-1120 Application Fee (RRL)	7,550	1,500	4,950	1,000
4-1400 Administration Fees	50,897	56,250	56,231	56,250
4-1410 Admin Fee Penalty & Interest	956	2,400	4,906	2,500
4-1610 Rental - Rent Income	1,936,170	2,063,537	2,070,588	2,118,135
4-1615 Rental - Storage locker Income	5,760	5,760	5,760	5,760
4-1620 Admin charges	11,132	6,000	6,054	6,000
4-1640 Rental - Laundry Income	44,069	41,000	37,765	28,275
Total 4-1600 Revenue	2,056,534	2,176,447	2,186,254	2,217,920
Wolf St Unit Sales				-
4-1700 Interest Income (Operating)	52,528	57,800	53,386	53,000
4-1720 Interest Income (Security Deposits)	11,441	12,000	10,799	12,000
4-1800 Second Mortgage	-	-	-	-
4-1900 RRL Resale Fees	28,269	11,000	58,387	11,000
4-3000 Grant Funding	-	-	-	-
4-5002 Forms & legal Documents	6,500	4,100	8,850	6,500
4-5016 Miscellaneous Income	5,743	-	-	-
TOTAL REVENUE	2,161,015	2,261,347	2,317,676	2,300,420
EXPENSES				
6-1000 Appraisals	3,473	1,300	1,310	1,300
Cost of Properties Sold				-
6-1100 Bank Charges and Interest	2,078	3,050	3,490	3,100
7-2340 Debt / Mortgage Interest	329,533	319,115	319,115	308,351
7-2340 Debt / Mortgage Principal	314,784	325,287	325,287	336,051
6-1300 Advertising and Promotion	4,667	4,300	10,402	10,500
Total 6-1350 Wages & Benefits	378,389	536,228	538,701	576,164
6-1350 Wages	327,725	455,128	456,553	480,674
6-1375 Benefits	50,665	81,100	82,148	95,490
6-1400 Conferences & Training	4,793	4,450	4,450	7,500
6-1500 Office Supplies & Postage	23,108	27,000	28,567	31,500
6-1520 Dues & Fees	450	600	687	1,100
6-1540 Community Events	365	1,000	1,000	2,000
6-1590 Miscellaneous Office Expenditures	1,511	1,200	1,463	1,400
6-1600 Professional Fees and Services	100,425	35,500	40,436	40,000
6-1605 Legal Fees	5,165	17,500	16,961	8,500
6-1900 Telephone	5,120	6,000	4,466	4,700
6-2400 Insurance Expense	9,705	9,075	10,206	10,200
6-9900 Vehicle Maintenance	303	1,000	1,000	600
TOTAL 7-2000 Rental Property Expenses	159,895	167,800	173,036	165,105
7-2125 Property Management Software	7,662	6,250	6,970	5,255
7-2350 Interest Expense	7,120	350	350	350
7-2250 Rental - Repair & Maintenance	53,736	65,000	66,533	68,000
7-2255 Rental - Grounds Supplies	1,104	2,000	2,033	2,000
7-2811 Rental - Subcontracted Trades Electric	828	5,000	5,000	4,000
7-2822 Rental - Subcontracted Trades Plumbing	39,650	50,000	50,000	40,000
7-2833 Rental - Subcontracted Trades Windows	408	5,000	5,000	5,000
7-2844 Rental - Subcontracted Trades Misc.	8,477	6,500	6,500	6,500
7-2855 Rental - Subcontracted Fire, Sprinkler, CO2 systems	21,967	6,000	6,000	10,000
7-2866 Rental - Subcontracted Trades Elevator	10,407	12,500	12,500	12,500
7-2877 Rental - Subcontracted Trades /Carpets/Vent/Parkade	4,583	5,000	5,088	5,000
7-2888 Rental - Subcontracted Trades Security Systems	2,480	2,000	2,000	3,000
7-2899 Rental - Subcontracted Trades Grounds	1,474	6,000	5,062	3,500
7-2275 Rental - Small Equipment	995	800	787	1,000
7-2300 Property Tax	1,295	1,580	58	1,785
7-2400 Uniform Expense	496	500	800	2,400
7-2600 Condo Fees	15,946	20,900	16,362	17,200
TOTAL 7-2650 Utilities	228,660	242,075	230,272	230,900
7-2651 7-2651 Water/Sewer/Waste	89,864	91,632	92,007	93,000
7-2652 Gas	25,996	35,335	31,561	30,000
7-2653 7-2653 Electric	111,162	113,408	103,869	105,100
7-2654 7-2654 Rental Telephone	1,639	1,700	2,835	2,800
7-2700 Rental - Answering Service	45,152	10,000	7,123	5,600
7-2750 Rental-Laundry	7,868	10,000	10,000	240
7-3000 Lending Program Supplies	931	1,000	1,000	500
8-1200 - Miscellaneous Expenses	380	-	-	-
QuickBooks Payments Fees	1,819	2,000	1,949	2,500
TOTAL EXPENSES	1,647,304	1,753,060	1,748,928	1,770,196
NET SURPLUS / (DEFICIT)	513,711	508,287	568,748	530,224

	BHC		MOFFAT MANOR		TI'NU		TOTAL	
	2026 Budget	2026 Q2 Forecast	2026 Budget	2026 Q2 Forecast	2026 Budget	2026 Q2 Forecast	2026 Budget	2026 Q2 Forecast
2026 TRANSFERS	130	45,261	907	5,086	507,250	518,401	508,287	568,748
Projected 2026 Community Housing Reserve Transfer (CHRF)					300,000	300,000	300,000	300,000
Restricted Reserve - Capital Replacement (rental)					130,390	130,390	130,390	130,390
Restricted Reserve - Second Mortgage		(4,740)						(4,740)
Restricted Reserve - General Operating								
Unrestricted Surplus / (Deficit)	130	50,001	907	5,086	76,860	88,011	77,897	143,098

	OWNERSHIP	RENTAL	RENTAL	TOTAL
	BHC	MOFFAT MANOR	TI'NU	
2027 TRANSFERS	15,573	55	514,596	530,224
Projected 2027 Community Housing Reserve Transfer (CHRF)			300,000	300,000
Restricted Reserve - Capital Replacement (rental)			135,606	135,606
Restricted Reserve - Second Mortgage				-
Restricted Reserve - General Operating			35,000	35,000
Unrestricted Surplus / (Deficit)	15,573	55	43,990	59,618

2027 Rental Rate Calculation

Unit	Current rate	Increase %	5%	* Average Utilities	Increase	New rate	** Market Rent	% below market	Projected Revenue
Studio	\$ 940	5%	\$ 987	\$130 per unit	\$ 47	\$ 987	\$ 1,243	21%	\$ 2,080,360.00
1 BD	\$ 1,225	5%	\$ 1,286		\$ 61	\$ 1,286	\$ 1,774	27%	
2BD	\$ 1,797	5%	\$ 1,887		\$ 90	\$ 1,887	\$ 2,406	22%	
Unit	Current rate	Increase %	4.5%	* Average Utilities	Increase	New rate	**Market Rent	% below market	Projected Revenue
Studio	\$ 940	4.5%	\$ 982	\$130 per unit	\$ 42	\$ 982	\$ 1,243	21%	\$ 2,075,281.00
1 BD	\$ 1,225	4.5%	\$ 1,280		\$ 55	\$ 1,280	\$ 1,774	28%	
2BD	\$ 1,797	4.5%	\$ 1,878		\$ 81	\$ 1,878	\$ 2,406	22%	
Unit	Current rate	Increase %	4%	* Average Utilities	Increase	New rate	**Market Rent	% below market	Projected Revenue
Studio	\$ 940	4%	\$ 978	\$ 130 per unit	\$ 38	\$ 978	\$ 1,243	21%	\$ 2,070,203.00
1 BD	\$ 1,225	4%	\$ 1,274		\$ 49	\$ 1,274	\$ 1,774	28%	
2BD	\$ 1,797	4%	\$ 1,869		\$ 72	\$ 1,869	\$ 2,406	22%	

***Average utilities:** Based on the average utility costs over the past four years, less a 20% allocation for common building costs, estimated at **\$130 per unit per month**

**** Market rent:** Based on average Banff rental rates reported in the Job Resource Centre Labour Market Review and the Alberta Apartment Vacancy Survey, consistent with the agreement between ASHC and BHC for establishing market rent