TOURISM CANMORE KANANASKIS

2026–2028 BUSINESS PLAN

Prosperity, Planet and People — a pathway for Canmore Kananaskis' visitor economy

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LAND ACKNOWLEDGEMENT

In the spirit of respect, reciprocity and truth, we honour and acknowledge the Canmore area, known as "Chuwapchipchiyan Kudi Bi" (translated in Stoney Nakoda as "shooting at the willows") and the traditional Treaty 7 territory and oral practices of the Îyârhe Nakoda (Stoney Nakoda) – comprised of the Bearspaw, Chiniki, and Goodstoney – as well as the Tsuut'ina First Nation and the Blackfoot Confederacy comprised of the Siksika, Piikani, Kainai. We acknowledge that this land is also home to the Rocky View Métis District within the Battle River Territory. We acknowledge all Nations who live, work, play, and steward this land, and honour and celebrate this territory.

EXECUTIVE SUMMARY

A THREE-YEAR PATHWAY FOR PROSPERITY, PLANET AND PEOPLE

Tourism Canmore Kananaskis (TCK) enters the 2026–2028 period with a clear mandate: strengthen the region's $1 billion visitor economy while advancing community well-being and environmental stewardship.

This Business Plan operationalizes that mandate through a triple bottom line approach of Prosperity, Planet, and People. It sets the priorities, capacity requirements, and measurement systems to guide TCK's work over the next three years.

PROSPERITY

Stabilize and grow the visitor economy by boosting winter and shoulder-season performance, attracting higher-yield visitors, improving member ROI, and enhancing marketing through matched Travel Alberta campaigns, new channels, in-destination promotion, and improved digital discoverability (GEO and AI-readiness).

PLANET

Advance regenerative and responsible tourism by expanding Pledge to the Peaks adoption, supporting sustainability certifications and accessibility assessments, and aligning with Alberta Parks and our Regenerative Tourism Action Plan (ReTAP) so growth does not exceed environmental or community capacity.

PEOPLE

Strengthen community, culture, and industry health by deepening resident and member engagement, supporting Indigenous relationships, enabling events and major sporting opportunities, building industry skills through Peaks Academy, and investing in TCK's organizational capacity.

The plan responds to a rapidly changing context: inflation and cost of living pressures, housing and labour challenges, climate impacts, shifting resident sentiment, and an increasingly AI-driven travel search and planning landscape. TCK's role has evolved from traditional destination marketing to destination management, but this momentum is constrained by the current voluntary two per cent funding model. The Business Plan acknowledges that until destination funding legislation is in place and membership grows, TCK will need to bridge revenue through reserves and prioritize carefully.

Implementation will follow a phased approach:

- **2026**: stabilize and confirm baselines and launch key enablers (trip-planning tools, AI chatbot, enhanced reporting).
- **2027**: scale regenerative and industry programs.
- **2028**: accelerate winter- and shoulder-season growth, regional alignment, and advocacy for sustainable funding.

By defining clear governance roles, outlining base, growth and downside risk scenarios, and using an adaptive management system, TCK can remain realistic about its constraints while staying flexible to respond quickly when things change.

A strengthened performance measurement framework underpins the plan. TCK will monitor Key Performance Indicators (KPIs) across Prosperity, Planet, and People; digital and large language model (LLM) indicators; hotel and short-term rental (STR) performance; ReTAP alignment; Peaks Academy and other hosted event participation; resident sentiment; and financial health, bringing it all together through unified dashboards. Transparent reporting to the Board, members, partners, and the community will demonstrate accountability, advance continuous learning, and present evidence to support a sustainable funding model.

The Plan outlines the pathway to a more resilient year-round visitor economy, measurable progress on regenerative and community outcomes, stronger industry capacity, and a clearer pathway toward a funding framework that matches the scale and importance of our region's visitor economy.

SECTION 1

INTRODUCTION AND PURPOSE OF THE PLAN

Tourism Canmore Kananaskis (TCK) is the official not-for-profit Destination Management Organization (DMO) for Canmore and Kananaskis, working to strengthen the visitor economy while supporting the region's environmental and social well-being. TCK promotes the destination's accommodations, attractions, retail, dining, events, and experiences to high-value visitors through digital marketing, travel trade, media, and strategic partnerships across domestic and international markets. Funded primarily through voluntary two per cent contributions from accommodation and activity partners, along with associate membership fees, and Travel Alberta project support and matching marketing funds, along with a contribution from the Town of Canmore, TCK's voluntary funding model makes collaboration, trust, and demonstrated return on investment essential to the organization's success.

TCK's purpose is to promote authentic, sustainable adventures that positively impact the environment, community, and visitor experience. It promises to deliver adventures that nourish the human spirit, celebrate nature and culture, and uphold responsible tourism. These principles shape the organization's brand voice, programs, and partnerships.

Tourism development in the region is guided by the Canmore Kananaskis Community Tourism Strategic Plan (2019–2029), which commits the community to a triple bottom line approach of prosperity, planet, and profit. This shared vision positions the destination to be a leader in sustainable tourism by 2029.

TCK's values—Leadership, Adaptability, Connection, and Transperency—reflect its organizational culture and community expectations. They guide how the team stewards member contributions, honours the privilege of working in these lands, and leads with clarity, transparency, and conviction.

Achieving the region's tourism vision depends on strong partnerships across industry, government, and community. TCK collaborates with Travel Alberta, Destination Canada, Indigenous Tourism Alberta, the Tourism Industry Association of Alberta, Alberta Parks, the Kananaskis Improvement District, and the Town of Canmore, along with a diverse membership of accommodation providers, activity operators, retailers, restaurants, and service businesses. Governance is provided by a Board of Directors representing key sectors and appointed partners, offering strategic direction, financial oversight, and deep industry expertise.

TCK's 2026–2028 Business Plan is its operational roadmap for advancing the community's long-term vision for tourism. It translates the Canmore Kananaskis Community Tourism Strategic Plan (2019–2029) and the Regenerative Tourism Action Plan (ReTAP) into clear priorities, actions, and performance measures that guide TCK's role as the region's DMO.

The Business Plan is intended as a practical and adaptive tool. It defines what TCK aims to deliver over the next three years, how success will be measured, and how the organization will adjust as conditions, resources, or policy environments evolve. While ambitious, the Plan acknowledges the limitations of TCK's voluntary funding model and underscores the need for a more stable, equitable framework that reflects the scale and responsibilities of a nearly $1-billion visitor economy.

1.1 Use of AI Tools

As an AI-forward destination management organization, TCK treats AI as a support tool of its daily operations. The preparation of the Business Plan is one example of that practice. It was developed by the TCK team, drawing on existing plans, partner input, and current industry research. Generative AI tools were used to assist with drafting, editing, and synthesizing external research. TCK staff provided all local data and strategic direction, and reviewed, edited, and approved all content. Responsibility for the analysis, recommendations, and any errors or omissions rests with TCK.

1.2 Situational Analysis

TCK supports a high performing, but high-pressure visitor economy. The destination is outperforming many peers in visitor spend and accommodation growth. The 2024 visitor spending hit approximately $1 billion, up 59 per cent from 2019. Canmore and Kananaskis leads the country in accommodation sector growth. However, the community is navigating mounting pressures around housing, labour, environmental impacts, and increasing congestion in neighbouring national and provincial parks. TCK's strategy works to protect the economic benefits of tourism, encourage growth in winter and shoulder seasons, and foster community support while safeguarding the environment.

Globally, travel demand has largely rebounded from Covid-related impacts. Yet the recovery is uneven, with inflation, currency shifts, geopolitical instability, climate disruptions, and capacity constraints making development in the area even more complex. The role of DMOs is shifting from "heads in beds" marketing to ecosystem leadership, stewardship, and data-driven decision-making, as highlighted in the 2025 DestinationNEXT Futures Study.

1.3 Economic Market Performance

Tourism is a strategic economic lever for Canada and Alberta, driving visitor spending, jobs, trade, investment, and exports. Deloitte's Tourism: A Strategic Lever for Trade and Investment study, commissioned by Travel Alberta, finds that every $1 billion in international visitor spending generates $1.26 billion in Gross Domestic Product (GDP), $96 million in exports, and $22 million in Foreign Direct Investment (FDI) for Canada. The same report shows that in 2024, international visitors spent an estimated $27.3 billion in Canada, contributing approximately $31 billion in GDP and boosting export and FDI gains.

Despite this, tourism accounts for just 1.8 per cent of Canada's GDP, lagging behind countries like Ireland and Australia that embed tourism in their national economic growth strategies. This underlines both the opportunity and the vulnerability of the sector: tourism is a powerful driver of diversification, but it is not yet treated as core economic infrastructure by our federal government.

In Alberta, recent economic briefings point to a mixed picture: population and employment growth are strong, supported by in-migration and a relatively healthy labour market, while inflation and housing costs remain elevated, creating household stress and wage pressures. Tourism sits at the intersection of these trends, benefiting from a growing domestic and regional market but squeezed by higher operating costs along with constraints on staff accommodation.

Canmore and Kananaskis are on the leading edge of these dynamics. Since 2019, visitor spending growth has far exceeded the national average, led by accommodation and amplified by strong demand and continued investment in hotels and legally zoned short-term rentals. Canmore's zoning framework largely ensures that vacation rentals are purpose-built and do not come from the long-term housing supply. Despite this, the housing market is constrained, and the success of the visitor economy is tied to rents, wages, and property taxes.

At the same time, the local visitor economy is closely tied to "crown jewels" of Banff National Park, including Lake Louise and Moraine Lake, making federal park policies and access management decisions a critical external risk factor.

1.4 Labour Market Dynamics

Labour has become one of the clearest limits on visitor economy growth. Alberta's unemployment rate is still relatively low by historical standards, while rapid population growth is pushing demand for services faster than housing and infrastructure can keep up. For tourism operators in Canmore and Kananaskis, the high costs of housing can impede hiring and retaining staff, push wages up, and demand greater flexibility and innovative benefits.

For TCK, labour dynamics have two impacts: they directly shape the visitor experience, from service levels to operating hours and ability to expand winter and shoulder-season offerings, and they influence TCK's own capacity. With plans to grow the team to eleven members, the organization will be entering a competitive market for skilled marketing and destination management professionals.

These labour market realities mean that tourism should not be positioned simply as a "job creator", but as a sector that enables quality jobs, training, and community stability. This is also reflected in the 2025 DestinationNEXT Futures Study, which notes that DMOs are increasingly measured not only by how many people they attract, but how they support community prosperity and workforce well-being.

1.5 Accommodation Market Changes

The accommodation sector in the Canadian Rockies has changed significantly since 2019. Short-term rental (STR) data for Alberta's mountain properties show a sharp pandemic-related drop in 2020, followed by a strong recovery and a phase of robust, yield-driven growth.

Between 2019 and 2025, Canmore and Kananaskis show a clear seasonal pattern:

- **Summer (June–September)** is the economic engine. Occupancy grows from 83 to 89 per cent; Average Daily Rate (ADR) moves from $349 to $587; Revenue per Available Room (RevPAR) skyrockets from $286 to over $433.
- **Winter (December–April)** is bouncing back from pandemic lows, but still modest: occupancy sits around 59 per cent, ADR hovers around $266, and RevPAR is less than half of summer rates at $150.
- **Spring (May)** demonstrates that shoulder-season marketing may be influencing traveller behaviour with solid numbers: occupancy is at 72 per cent and RevPAR goes from $120 to $234.
- **Fall (October–November)** remains the weakest season despite strong interest in larch viewing: occupancy is 57 per cent and RevPAR is $160.

Operators report that summer occupancy is already at or near practical capacity, so further growth depends on raising rates rather than filling additional rooms. This high-value period drives financial performance and reinvestment, but puts pressure on infrastructure, residents, and the environment.

Looking ahead, the greatest potential for incremental growth opportunities lies in winter, spring, and fall, where occupancy and revenue can increase without exceeding community tolerance or environmental limits. Supply growth will be a key factor in 2026 to 2028 with more than 900 new short-term vacation rental units expected to come online, which will continue to test the balance between demand and capacity. Without growth in winter and shoulder-season demand, there is a risk of diluted occupancy and pricing, making year-round demand generation necessary to protect performance, reinvestment capacity, and market balance.

Policy decisions also influence STR participation in destination funding, either through the voluntary two per cent model, membership fees, co-investment programs, or future frameworks. As STRs become a larger share of total accommodation, their engagement (or lack thereof) with TCK will increasingly affect its overall financial stability and ability to deliver on destination management priorities.

1.6 Organizational and Funding Landscape

Canmore and Kananaskis now generate approximately $1 billion in annual visitor spending, up 59 per cent from 2019. Despite this, TCK's funding model remains narrow and fragile with 76 per cent of its total revenue from voluntary two per cent destination marketing fund contributions from accommodation and activity members. Travel Alberta adds approximately $500,000 in project funding support and up to $240,000 in matched marketing contributions, which amplifies TCK's ability to reach high-value markets. The Town of Canmore contributes five per cent of the revenue from business license fees, which account for approximately four per cent of TCK's total revenue. The balance remaining comes from associate memberships, smaller funding programs, and other earned revenues.

The reliance on voluntary two per cent contributions along with the relatively small municipal share, presents both opportunity and risk. Strong buy-in from members has allowed TCK to punch above its weight in destination marketing and begin taking on a broader role in destination management. At the same time, because Alberta lacks a legislated destination management fee framework, these contributions remain voluntary and could decline if market conditions change, ownership shifts, or operators no longer perceive a direct benefit. Most short-term vacation rentals and management companies currently do not contribute, even though they are expected to represent most accommodation units in the coming years, further weakening the connection between growing total capacity and resources required to manage and market the destination.

TCK is already operating in a structural funding deficit relative to the scope of work expected of the organization. To achieve its 10-year strategy, including the goal to be a leader in sustainable tourism by 2029, deliver on ReTAP, and generate enough demand to fill more than 900 new STR units without eroding current high RevPAR and occupancy performance, TCK must draw on its financial reserves. On the current pace, these reserves will be significantly depleted within approximately two and a half years, which is not sustainable for a destination management organization with expanding responsibilities.

A potential turning point is on the horizon: the Government of Alberta is expected to introduce legislation for a destination funding framework in the first quarter of 2026. If implemented effectively, to support broader, more equitable contributions from all accommodation types, it could provide a stable foundation for long-term destination management. Without it, or if it is delayed or lacks the practical tools for a community like Canmore, TCK may have no choice but to scale back from a full destination management role to marketing only. This would mean stepping back from the triple bottom line approach—reducing capacity for stewardship, community alignment, and regenerative initiatives, and narrowing its focus to demand generation alone.

In short, the 2026–2028 period is as much about funding as it is about strategy. Decisions at the municipal and provincial levels will directly shape TCK's ability to sustain its expanded role and deliver on the commitments outlined in this Business Plan.

1.7 Travel Inspiration and Planning Trends

The way people plan and book travel is changing rapidly. The Skift's State of Online Travel 2025 analysis highlights several key dynamics shaping TCK's operational landscape:

- The rise of generative AI and conversational search shortens the inspiration-to-decision journey (awareness and consideration stages). Visitors may form preferences from a single AI response before ever seeing traditional digital ads.

- High-value visitors from the U.S. typically start researching trips up to five months in advance, with flights and accommodation booked approximately 40 to 60 days before travel.
- Traditional and non-traditional media, as well as DMO content, are becoming increasingly important as Large Language Models (LLMs, like ChatGPT) prioritize authoritative, structured, and natural-language sources for training and citations.
- High-value visitors remain active on a broad mix of channels, including Instagram, Facebook, Reddit, YouTube, TikTok, and Pinterest, and spend many hours per week online and on social platforms, searching travel destinations.
- Online Travel Agencies (OTAs) and meta-search continue to play a strong lower-funnel role, while direct channels and email/newsletters remain critical for relationship-building and high-margin bookings.

For TCK, marketing the 2026 to 2028 period must adjust. It needs to go beyond Search Engine Optimization (SEO) to be fully AI-aligned. Content must be structured, conversational, and consistent across paid, owned, and earned channels so that LLMs "understand" and amplify the story of Canmore and Kananaskis. Initiatives such as adding Reddit as a paid and native channel and exploring Substack as a long-form content source support how TCK can respond to new travel trends. It also plans to add VisitWidget, an AI chatbot and virtual trip planner, to enhance these efforts. At the same time, traditional performance marketing fundamentals, including timely campaigns, clear audience segmentation, and co-investment with Travel Alberta, remain essential.

1.8 Regional Development – All-Seasons Resort Act

The Government of Alberta passed the All-Seasons Resort Act in 2025, establishing a legislative framework to guide the planning, approval, and development of year-round resorts on provincial Crown land. Nakiska and Fortress Mountain have since been named to the all-seasons designation, signalling a new era for multi-season development in Kananaskis Country. TCK's role is not to evaluate or influence development approvals, but to ensure that it is prepared to align marketing, communications, and visitor services.

The wide-ranging implication of the all-seasons designations for the regional visitor economy, including access, traffic flows, workforce needs and alignment with environmental and visitor-use management plans, remain to be seen. For TCK, the move underscores the importance of strong partnership and alignment with the KID, The All-Season Resort Regulator, and Alberta Parks, as any major new development will influence visitation patterns, dispersal strategies, and infrastructure pressures across the region.

1.9 Local Environment and Community Context

Tourism in Canmore and Kananaskis exists within a community that is proud of its landscapes and cautious about the impacts of the visitors it attracts. Travel Alberta's resident sentiment studies for 2023–2025 indicate that Rockies residents recognize the economic value of tourism and take pride in sharing the region, yet they also raise concerns about overcrowding, rising costs of living, housing pressures, traffic, and environmental impacts, which are issues that are particularly visible in high-profile mountain destinations.

The Town of Canmore has long taken proactive steps, declaring a climate emergency in 2019, adopting a Climate Emergency Action Plan and a Human-Wildlife Coexistence Implementation Plan. These plans call for changes in how visitors move, behave, and interact with the landscape and wildlife, emphasizing reduced vehicle use, protection of wildlife corridors, and clear communication of expectations. While TCK does not control infrastructure or enforcement, it plays a critical role in shaping visitor expectations before arrival and reinforcing positive behaviours in-destination through campaigns like Pledge to the Peaks and throughout communication channels.

Housing affordability, land-use debates, second homes, and short-term rentals further complicate the picture. Tourism supports jobs, business, and municipal revenue, but its growth can intensify pressures on housing and services. Again, TCK's role goes beyond attracting visitors, but also includes navigating these trade-offs transparently, advocating for policies that support a sustainable visitor economy, and ensuring that tourism's benefits are widely and fairly shared across the community.

Finally, the DestinationNEXT 2025 Futures Study highlights that DMOs are increasingly evaluated on their ability to deliver community value, which means balancing visitor needs with resident well-being, environmental stewardship, and long-term resilience. For TCK, this means that its strategic vision and this Business Plan should be recognized not just as a marketing roadmap, but as a destination marketing and management plan that aligns tourism with the community's broad economic, social and environmental goals.

SECTION 2

2026–2028 STRATEGIC PRIORITIES AND OUTCOMES

The 2026–2028 strategic priorities in this Business Plan outline how TCK will advance the 2019–2029 Strategic Plan, with its vision of leading in sustainable tourism through a triple bottom line approach. These priorities focus on the next three years, responding to current conditions: a $1 billion and growing visitor economy, rapid growth in accommodations, evolving visitor behaviour, changing resident expectations, and pressures on natural systems.

Guided by the Situational Analysis (Section 1), ReTAP, Town of Canmore strategies, and Travel Alberta and Destination Canada frameworks, TCK's priorities are organized around its triple bottom line of Profit, Planet and People. Over the next three years, TCK will aim to protect and modestly grow visitor spend, shift demand toward winter and shoulder seasons, strengthen environmental and wildlife stewardship, deepen tourism's benefits to the community, and secure a more stable and equitable funding framework.

The three pillars are applied across all activities: for example, winter campaigns can drive revenue (Prosperity), promote stewardship (Planet), and highlight local businesses and events (People).

2.1 Long-Term Vision (2029 and beyond)

Looking beyond this three-year plan, TCK's long-term vision is for Canmore and Kananaskis to be recognized as one of North America's leading examples of a regenerative mountain destination – a place where a thriving visitor economy coexists with healthy ecosystems, thriving wildlife, and a high quality of life for residents. In this vision, tourism is understood as a tool for community and environmental resilience, not an end in itself.

TCK's vision also includes becoming an AI-ready, insight-driven DMO. The destination's stories, data, and stewardship commitments should be consistently reflected not only in traditional media and search, but also across generative AI platforms and travel planning tools. This will require sustained investment in content, data, and partnerships, as well as a funding framework that matches the scale and complexity of the visitor economy.

2.2 Outcomes and Objectives (2026–2028)

To advance the long-term vision of the 2019–2029 Strategic Plan, TCK has identified a set of priority outcomes for 2026–2028. These high-level outcomes are detailed further with supporting strategies and KPIs under the Profit, Planet and People pillars.

Prosperity — Visitor Economy & Partner ROI

By the end of 2028, TCK aims to:

- **Grow and protect visitor spend**: maintain and modestly increase total visitor spend from approximately $1 billion in 2024 to approximately $1.13 billion, despite new accommodation capacity and external headwinds.
- **Balance seasonal performance**: sustain strong summer results while achieving measured gains in winter and spring occupancy and RevPAR, using STR metrics to demonstrate that more of the year is contributing to a resilient visitor economy.
- **Drive measurable digital and in-destination conversions**: increase referrals and in-destination bookings to two per cent members, with clear ROI tracked through website and Visit Widget metrics, newsletter clicks, social campaigns, and travel trade and business event leads.
- **Enhance AI readiness and structured content**: strengthen Generative Engine Optimization (GEO) with a growing body of structured, web-based content and newsletter archives that LLMs can reliably access and expand priority pages optimized around key thematic clusters.

Planet — Regenerative & Responsible Tourism

By the end of 2028, TCK aims to:

- **Advance ReTAP**: focus on visitor-facing actions that support climate goals, wildlife coexistence, and responsible recreation.
- **Scale Pledge to the Peaks**: make it the primary tool for encouraging positive, responsible visitor behaviour, increasing sign-ups, digital reach, in-destination visibility, and incorporating pledge messaging into core marketing and content.
- **Support sustainable and accessible operators**: assist at least 10 businesses with sustainable hotel certification and accessibility assessments, using these efforts as case studies to promote best practices and guide product development and promotion.
- **Promote low-impact, shoulder-season and dispersal experiences**: increase the share of promoted experiences in marketing campaigns to align visitor activity with environmental stewardship and capacity management targets.

Enabling Success: Securing a Stable, Equitable Funding Framework

A critical objective that underpins all other outcomes is ensuring a stable and equitable funding framework, allowing TCK to continue operating effectively as a DMO. This includes supporting provincial efforts to introduce destination funding legislation, exploring local funding options, and using robust data and transparent reporting to make the case that tourism merits sustained investment aligned with a $1 billion visitor economy.

These outcomes will guide annual planning, resource allocation, and performance measurement from 2026 through 2028. Specific actions and KPIs for each priority are detailed under the Prosperity, Planet and People pillars. These will be monitored through regular reporting to the Board, members and partners.

SECTION 3 · PROSPERITY

PROSPERITY PILLAR — VISITOR ECONOMY & PARTNER ROI

The Profit pillar focuses on making every dollar work harder: growing and rebalancing demand (especially in winter and shoulder seasons), deepening measurable ROI for partners, and leveraging co-investment without eroding yield. At the same time, it is designed to strengthen the case for a more stable destination funding framework. Without new tools or funding sources, TCK will eventually be forced to narrow its role back toward traditional destination marketing, limiting the community's ability to guide tourism in line with its economic, social, and environmental goals.

3.1 Market Focus and Positioning

TCK's marketing effort prioritizes visitors who stay longer, spend more, and are most likely to appreciate and respect the destination. Core geographic markets include key long-haul markets, including the United States, Mexico, Germany, France and the United Kingdom, aligned with Travel Alberta and Destination Canada's High-Engaged Guest (HEG) strategies.

TCK will move from the Curious Adventure psychographic to segments from Destination Canada's HEG. These visitors actively seek nature-based, meaningful, and often transformative experiences, and are more receptive to messages about stewardship, regeneration, and local culture. They are more likely to travel outside of peak periods, engage in guided experiences, and support local businesses beyond accommodation.

Canmore and Kananaskis are positioned as an authentic, living mountain community and wild landscape, distinct from more heavily commercialized resort centres. The destination is framed as a place where visitors can experience world-class outdoor adventure, a vibrant local community, and a strong stewardship ethic, without sacrificing comfort or accessibility. From 2026 to 2028, the positioning will focus on winter and shoulder season, as well as regenerative and transformative travel themes, to help balance visitor demand across the year.

3.2 Digital Ecosystem and Website Performance

TCK's digital ecosystem is the central planning hub for visitors. The explorecanmore.ca website, combined with social channels, newsletters, and third-party platforms, help visitors move from inspiration to final trip planning. Over the next three years, the website will evolve to an AI-ready, structured content platform that LLMs can easily read, understand, and reference.

Key upgrades include the Visit Widget, an integrated map that lets visitors plan trips, discover member businesses, and save or share travel plans. An AI-powered chatbot will provide information before and during trips, making it easier for visitors to find relevant information while capturing valuable intent data. Together with improved site architecture and content tagging, these tools are designed to increase time on site, engagement, and referrals to partners.

Performance will be measured through KPIs such as users, sessions, time on site, content engagement, LLM scrape volume (where measurable), and partner referral clicks. By structuring content around key themes—regenerative travel, winter experiences, transformative travel, authentic community culture—TCK will ensure that both humans and AI systems can understand what the destination offers and stands for.

3.3 Paid Media and Channel Strategy

Paid digital media is a critical lever for shaping seasonality, targeting high-value audiences, and leveraging TCK's limited resources. In 2026, TCK will fully maximize matched marketing opportunities of up to $365,000 from Travel Alberta and $25,000 through Destination Canada and Expedia, allowing for a level of media presence that would not be possible on its own. Travel Alberta also provides approximately $135,000 in project funding that supports campaign development, content creation, and market activation for a total investment of $500,000.

The channel mix will continue to include search, social, display, video, and OTA co-ops, but with heavy focus on winter and shoulder season demand generation. Video will play an increasingly important role across platforms, inspiring visitors while also supporting GEO objectives by providing long-form, authoritative content that both search engines and AI models can reference. A key upgrade for 2026 is the addition of Reddit as a performance and native advertising channel. This allows TCK to reach potential visitors in targeted subreddits, support lower-funnel consideration, and seed credible authentic content into the communities' travellers increasingly turn to for inspiration and advice.

In parallel, TCK will launch a dedicated in-destination campaign to drive bookings directly to members. Whether running continuously or in seasonal bursts, the campaign will use geo-targeted social and digital placements to reach visitors already in Canmore and Kananaskis, a highly engaged audience with short decision windows and strong intent. The goal is to turn more in-resort time into paid experiences with two per cent members, deliver clear ROI to those partners, and help spread visitation more evenly across seasons and times of day.

Campaign timing will align with known planning windows: longer lead times for winter and long-haul markets, shorter bursts for regional markets, and steady in-destination messaging during peak visitation. Media will be optimized not just for clicks, but for quality engagement, partner referrals, and alignment with TCK's brand and regenerative tourism narrative.

3.4 Owned Channels: Social Media and Consumer Newsletter

TCK's owned channels, specifically its social media channels and the consumer newsletter, are where the destination's voice and values are most visible. Historical data from 2022 to 2025 show a steady growth in followers, impressions, and engagement, with peaks aligned to major campaigns and seasonal interest.

On social media, TCK will continue to prioritize platforms where High-Value guests are active (e.g., Instagram, Facebook, Pinterest, and YouTube, as both paid and organic), while experimenting carefully with emerging or renewed formats, including Reddit and Substack. Content will amplify winter and shoulder experiences, showcase two per cent member businesses, and share regenerative tourism stories that help visitors understand how to travel responsibly.

The consumer newsletter, which already demonstrates strong open and click-through performance, will continue as a high-intent relationship channel. It will feature timely trip-planning content, itinerary ideas, stewardship messages, and partner spotlights. Over the 2026 to 2028 period, TCK will also transition newsletter content to a web-based publishing platform, so that articles are emailed to subscribers and also archived as structured, crawlable articles, allowing LLMs and search engines to access and reuse TCK's destination storytelling more effectively, strengthening Canmore and Kananaskis' presence in generative search results. Newsletter KPIs (click-through rate, list growth, number of opens, unsubscribes) will help refine segmentation (e.g., locals versus visitors, winter-interested versus summer-focused) and provide partners with concrete evidence of visibility and engagement.

3.5 Business Development – Travel Trade

Travel trade is a critical avenue to reach long-haul and higher-value markets. Throughout 2026 to 2028, TCK will strengthen trade relationships in the U.S., Mexico, Germany, France, and the U.K., aligning closely with Travel Alberta and Destination Canada.

Key tactics include digital training offerings for tour operators, channel-specific newsletters that keep partners updated on product, seasonality, and access, and Joint Marketing Agreements (JMAs) with high-potential operators. Familiarization (FAM) tour support and targeted marketplace participation will help maintain top-of-mind awareness and encourage inclusion of Canmore and Kananaskis in multi-day itineraries, particularly in winter and shoulder-seasons.

Success will be measured through metrics such as number of trained agents, JMAs executed, and referrals to members.

3.6 Business Events and Meetings

Business events, especially international incentives and regional/Canadian small meetings, offer an important diversification opportunity to fill winter and shoulder-season, and bring higher-yield visitors to the destination.

TCK will continue to invest in business events marketing through the Ignite Magazine ecosystem (both print and digital) and other channels that reach planners and intermediaries. Working alongside hotel and venue partners, TCK will position Canmore and Kananaskis as an inspiring setting for small, high-impact events where outdoor experiences, wellness, and community culture is part of the value proposition.

Measurement will focus on leads generated, referrals to members, and member feedback on the quality of leads. These metrics will feed into the broader Profit KPIs and demonstrate the value of business events as a stabilizing component of the visitor economy.

3.7 Membership and Partner Value

TCK's ability to deliver on the Profit pillar depends on maintaining strong member trust and demonstrating ROI clearly, especially from two per cent accommodation and activity partners who provide most of the funding. Over the next three years, TCK will enhance member value in several ways:

- **Promote members in-destination**: use targeted social campaigns and content to showcase experiences, special offers, and contributions to the community.
- **Provide transparent performance reporting**: track referrals, impressions, engagements, and other KPIs to show how TCK's work drives demand to members' businesses.
- **Offer small-group learning opportunities**: support members with training on AI, social media, and travel trade readiness, helping businesses with rapid industry changes.

- **Foster community and collaboration**: continue Toast to Tourism events and other networking opportunities that build a sense of shared purpose and collaboration.
- **Advance cultural awareness and DEI**: deliver training alignment with ReTAP to support inclusive, responsible tourism practices.

At the same time, TCK will review its membership structure, particularly the tiered system for activity providers, which has proved difficult to manage and explain. For 2026 to 2028, the goal is to move toward a simpler, more equitable structure that reflects both ability to pay and value received, while exploring ways for currently non-contributing segments—such as most short-term vacation rentals—to participate in destination funding and governance over time.

Financial stability of the two per cent destination marketing fund is tracked under the Profit KPIs (Section 3.8), while member retention, engagement, and learning outcomes are tracked under the People pillar (Section 5.3).

3.8 Profit KPIs and Targets

3.8.1 Topline Visitor Spend – Destination Performance

The Profit pillar will be tracked through a focused set of KPIs that measure destination performance, digital effectiveness, business development outcomes, and partner value, with annual targets set 2026 to 2028. Key KPIs include:

Visitor Economy & Seasonality

- Year-round hotel occupancy and RevPAR by season (winter, spring, summer, fall).
- Growth in winter and shoulder-season RevPAR and occupancy relative to 2019 and 2025 benchmarks.

Digital Performance

- Website users, sessions, and average time on site.
- Engagement with key content themes (e.g., winter, regenerative travel, transformative experiences).
- AI performance indicators including AI crawler access (where measurable), regular audits of leading AI tools to review if Canmore and Kananaskis appear in travel queries and destination information accuracy.
- Referral traffic and clicks to member businesses from the website and Visit Widget.

Marketing & Owned Channels

- Paid media impressions, clicks, and cost-per-result by priority market and season.
- Social media reach, engagement, and follower growth, with a focus on all season content.
- Traditional media mentions and stories resulting from FAM visits.
- Consumer newsletter open rate, click-through rate, list growth, and unsubscribes.

Business Development & Events

- Number of tour operator and agent trainings completed.

- Joint Marketing Agreements executed and priority itineraries featuring the destination.
- Number of FAMs hosted and agent training sessions provided.
- Business event leads, conversions, and estimated room nights, with an emphasis on off-peak periods.

Membership & Partner ROI

- Number and share of two per cent members and associate members retained year over year.
- Volume of reported partner referrals (web, newsletter, social, and travel trade and business events).
- Participation in member learning sessions and satisfaction with TCK's support.

Visitor spend targets

Year	Visitor Spend (Approx., CAD)	Change vs 2019	Change vs 2024	Notes
2019 Actual	$630M	Baseline	—	—
2024 Actual	$996M	+59%	Baseline	Strong post-2019 recovery and growth
2025 Forecast	$1.07B	+69%	+7%	—
2026 Target	$1.1B	+74%	+11%	Maintain real value and modest nominal growth despite new inventory
2027 Target	$1.13B	+78%	+14%	Dependent on winter/shoulder lift and new inventory uptake
2028 Target	$1.17B	+85%	+18%	Scenario, not forecast; assumes no major shocks

Destination Canada's 2026 outlook suggests there will be modest growth in domestic travel and a stronger recovery from U.S. and long-haul international markets. This ties with TCK's base-case targets for 2026 to 2028: steady performance from Canada, with gradual gains from U.S. and overseas visitors as new accommodation capacity comes online. A separate six-month forecast (October 2025 to March 2026) points to potential winter softness, which TCK treats as a short-term downside risk and not a core planning assumption.

These targets are scenarios, not precise forecasts. They define success as holding and slightly growing total visitor spend in a context where capacity is increasing and external headwinds remain.

Website & Engagement

KPI	2025 Baseline	2026 Target	2027 Target	2028 Target	Notes
Total Website Sessions	1,523,570	1,066,499	853,199	767,879	30%, 20% and 10% decrease – optimistic scenario
Average Time on Site	33s	35s	38s	42s	Fewer but more intentional visits
Partner Referral Clicks (Site + Visit Widget)	150,000	135,000	128,250	121,838	10%, 5%, 5% decrease
Itinerary / Map Interactions (Visit Widget etc.)	n/a (new)	Establish baseline	+10–15% vs baseline	+20–25% vs baseline	Evidence the site is used as a practical planning tool

GEO & AI Discoverability (exploratory)

KPI	2025 Baseline	2026 Target	2027 Target	2028 Target	Notes
LLM Scrape Volume / API Hits	n/a (new)	Establish baseline	+10–15% vs baseline	+20–25% vs baseline	Some discovery now happens without a click
# of Priority Pages Optimized for GEO	n/a (new)	25 pages	40 pages	60 pages	Winter, regenerative, transformative, community culture, etc.

3.8.2 Visitor Economy & Seasonality — Hotel & STR Performance

KPI	2019 Actual	2024 Actual	2026 Target	2027 Target	2028 Target
Winter Occupancy	47.0%	55.0%	55.0%	55.3%	56.0%
Winter RevPAR	$97.31	$144.70	$142.00	$144.00	$149.00
Spring Occupancy	59.0%	69.0%	70.0%	71.0%	72.0%
Spring RevPAR	$125.50	$195.04	$215.00	$225.00	$235.00
Summer Occupancy	83%	88%	88.5%	88–89%	89%
Summer RevPAR	$285.80	$410.69	$425.00	$430.00	$440.00
Fall Occupancy	44.0%	57.0%	57.0%	57.5%	58.5%
Fall RevPAR	$88.36	$160.31	$162.00	$165.00	$170.00

Winter: Dec–April · Spring: May · Summer: Jun–Sep · Fall: Oct & Nov

As detailed earlier in the Business Plan, new hotel and short-term rental supply coming online through 2028 is expected to temporarily outpace demand. This may put downward pressure on ADR, especially in winter and shoulder-seasons. Peak summer yield remains strong, so TCK expects modest RevPAR softening in the first year (2026–2027) before stabilization and improvement in 2028.

With accommodation making up 47 per cent of visitor spend in 2024, these short-term ADR impacts are likely to be partially offset by continued growth in food and beverage, retail, and paid experiences, supporting modest overall increases in visitor spend.

3.8.3 Digital Performance & GEO (Generative Engine Optimization)

Digital KPIs will track how visitors interact with TCK's owned digital ecosystem in a virtual landscape where AI summaries and click-less discovery are changing the way people search. Instead of focusing on raw traffic, the emphasis more than ever is on meaningful engagement, including time on site, use of itineraries and maps, and referrals to member businesses.

The KPIs also track the growing role of AI in trip planning, tracking TCK's progress toward being an 'AI-ready' destination with structured content that LLMs can understand, reference, and use in generative answers.

3.8.4 Marketing & Owned Channels

TCK's focus is to use marketing and owned channels to expand engagement, support winter and shoulder-season growth and drive partner ROI.

Social Media (All Channels Combined)

KPI	2024 Actual	2025 Forecast	2026 Target	2027 Target	2028 Target	Notes
Total Impressions	4,054,788	6,591,550	6,900,000	7,300,000	7,650,000	Modest growth in a tightening, AI-driven environment
Avg Engagement Rate	2.87%	5.65%	5.7%	5.8%	5.9%	Priority is not diluting engagement while scaling reach
YouTube Views	n/a	26,100	27,000	31,000	35,000	Increased focus on long-form and repurposed video
YouTube Watch Time	n/a	174 hrs	200 hrs	240 hrs	280 hrs	Strong indicator for GEO and AI grounding

Consumer Newsletter

KPI	2025 Actual	2026 Target	2027 Target	2028 Target	Notes
Open Rate (non-MPP)	41.3%	41.5%	Maintain	Maintain	Recognizes Apple MPP noise; focus on non-MPP accuracy
Click-Through Rate (CTR)	2.3%	2.4%	2.7%	2.9%	Gradual improvement through segmentation and UX
Subscribers	9,611	10,092	10,572	11,053	Growth while keeping unsubscribe rate healthy

3.8.5 Business Development

TCK will focus business development efforts on attracting and deepening high-value trade and business events that drive visitation during the winter and shoulder-seasons.

KPI	2024 Actual	2025 Actual	2026 Target	2027 Target	2028 Target	Notes
# of Trained Agents / TO Staff	163	0	300	+10% vs. 2026	+10% vs. 2027	Expand reach in US, Mexico, Germany, UK, France
# of Active JMAs	6	3	8	8	8	Directly dependent on available budget
Referrals to Members	692	761	875	963	1,060	15% growth in 2026, 10% in 2027 & 2028
# of BE Leads	280	263	289	289	289	Directly dependent on available budget

3.8.6 Membership & Partner ROI

TCK will deliver measurable value to two per cent and associate members.

KPI	2024 Actual	2025 Estimate	2026 Target	2027 Target	2028 Target
DMF Revenue	$1,228,287	$1,244,035	$1,299,719	$1,500,000	$1,800,000
Visitor Services Referrals to Members	n/a	4,200	5,142	5,142	5,142

SECTION 4 · PLANET

PLANET PILLAR — REGENERATIVE & RESPONSIBLE TOURISM

The Planet pillar guides TCK's work in environmental stewardship, climate action, and wildlife coexistence, building on its own ReTAP, as well as the Town of Canmore's Climate Emergency Action Plan and Human-Wildlife Coexistence Implementation Plans. It also leans on the Government of Alberta's evolving Plan for Parks. Through 2026 to 2028, TCK will focus on shaping visitor behaviour, supporting regenerative practices among operators, and ensuring all destination storytelling reinforces respect, responsibility and care for the land, all while sustaining a high-performing mountain destination.

4.1 Regenerative Tourism Action Plan

ReTAP is the two-year roadmap for TCK's environmental and stewardship work, moving beyond minimizing impacts to actively supporting healthy ecosystems, communities and culture. It is organized around five strategic pathways:

- **Decarbonize** – reducing the environmental footprint of local businesses and the local economy.
- **Advance Truth & Reconciliation** – elevating Indigenous communities, culture, and Traditional Knowledge in tourism and tourism experiences.
- **Nurture Business & Community** – strengthening year-round profitability while fostering collaboration, inclusion, and diversity.
- **Protect & Restore Nature** – safeguarding and recovering biodiversity and natural resources for future generations.

- **Inspire Through Storytelling** – positioning Canmore and Kananaskis as a leader in regenerative tourism and transformative travel experiences.

TCK's role is to act as a communicator, convener, and catalyst. As a communicator, it integrates regenerative messages into marketing, visitor information, and AI-ready content. As a convener, it brings together operators, community organizations, Indigenous partners, Alberta Parks, Parks Canada, and the Town of Canmore to share information and align initiatives. As a catalyst, it supports actions such as sustainability certifications, accessibility assessments, and behaviour-change campaigns like Pledge to the Peaks.

The 2026–2028 Business Plan focuses on the areas where TCK has the greatest leverage—particularly decarbonization, protecting and restoring nature, and storytelling—while supporting Truth & Reconciliation and business/community outcomes tied with the People pillar. TCK will also explore sustaining a Regenerative Tourism Working Group to help guide implementation, coordinate with Alberta Parks, Parks Canada and the Town of Canmore, and provide a forum for monitoring progress and sharing lessons learned.

4.2 Environmental Alignment with Local and Regional Partners

Visitors experience Canmore, Kananaskis Country and Banff National Park as one connected mountain region, despite the areas falling under different jurisdictions. The Town of Canmore sets expectations in municipal boundaries through its Climate Emergency Action Plan and Human-Wildlife Coexistence Plan, while Alberta Parks manages Kananaskis Country under the Provincial Parks framework, and Parks Canada oversees Banff National Park.

TCK does not control land use, transportation, or enforcement, but it shapes when and where visitors go, how they understand their responsibilities and which experiences they choose. From 2026 to 2028, TCK will remain focused on aligning with key land managers to support climate, wildlife, and visitor-use goals by:

- Working with Alberta Parks to align visitor-use management and diversion strategies, ensuring campaigns are matched with infrastructure, zoning and carrying-capacity decisions.

- Coordinating messaging and education with Alberta Parks (and Parks Canada where feasible) so climate, wildlife, and safety expectations are consistent across the region and reflected in TCK's marketing, itineraries, Visit Widget, and Pledge to the Peaks.
- Sharing data and monitoring trends to connect park-level visitor-use indicators to destination KPIs and inform planning, while tracking emerging trends in Banff National and Alberta Parks.
- Ensuring infrastructure and investment discussions—especially those related to day-use areas, trails and access points—recognize parks assets as critical tourism infrastructure that support both environmental and visitor economy goals.

4.3 Pledge to the Peaks & Visitor Behaviour

Pledge to the Peaks is TCK's flagship visitor behaviour-change tool and the most visible way the Planet pillar comes to life for visitors. It invites visitors and residents to commit to actions that protect wildlife, respect communities, stay on trails, manage waste responsibly, and support Indigenous and local businesses.

From 2026 to 2028, TCK will scale Pledge to the Peaks by:

- Expanding digital reach through ongoing and seasonal campaigns that integrate pledge messaging across social media, the website, newsletters, and Visit Widget.
- Increasing in-destination visibility by collaborating with the Town of Canmore to feature Pledge messaging on municipal furniture, such as recycling bins, using creative wraps and QR codes.

- Embedding the Pledge into trip planning tools and content, and connecting Pledge principles to specific experiences, like guided tours, hikes and wildlife viewing.
- Equipping partners with ready-to-use materials to ensure consistent messaging reaches visitors across multiple touchpoints.

Success will be measured not only in sign-ups, but also by digital impressions, engagement, and continued integration across campaigns. The goal is for Pledge to the Peaks to become an expected and recognizable part of the Canmore and Kananaskis experience—a clear rallying cry of "how you do things here."

4.4 Reusable Solutions: "Canmore Borrows" Cup Program

TCK is also supporting practical, community-led waste-reduction initiatives. In 2025, in partnership with the Town of Canmore and the Bow Valley Waste Commission, TCK provided funding for the launch of Canmore Borrows, a reusable cup program aimed at reducing single-use waste at local events. Early estimates indicate that the 2025 program diverted approximately 15,000 single-use items from the landfill.

TCK will continue supporting the program in 2026, as it directly ties to ReTAP actions related to stewardship and circular economy solutions. With a focus on expanding participation by businesses and visitors, the initiative reinforces sustainable behaviours in-destination and contributes to community-level waste reduction goals.

4.5 Sustainable Product and Experience Development

Sustainable and regenerative tourism depends on the types of experiences that are promoted and when they are encouraged. TCK's product and content strategy emphasizes:

- **Seasonal balancing,** by highlighting winter and shoulder-season activities that are compatible with environmental and capacity goals (e.g., guided snowshoeing, cross-country skiing, wellness and culture experiences, spring and fall hiking).

- **Low-impact and car-light options,** including walking- and cycling-friendly itineraries, transit and shuttle information where available, and experiences that reduce pressure on the most visited sites.
- **Guided and educational experiences**, that deepen visitor understanding of local ecosystems, wildlife, and culture, including Indigenous-led experiences.

While TCK does not develop products, it does influence the visitor experience by highlighting certain offerings in its storytelling, sharing insights with operators, and collaborating with partners to promote activities that align with ReTAP and Town priorities. Over time, this approach helps shift the destination's "must-do" list to experiences that are both memorable and more sustainable.

4.6 Certification and Accessibility Support

To support operators in moving from intent to implementation, TCK will invest directly in sustainability and accessibility capacity-building. Between 2026 and 2028, TCK plans to:

- Provide scholarships for member businesses to pursue recognized sustainable hotel or tourism certifications, in partnership with established certification bodies.
- Support accessibility assessments to help operators identify improvements that make experiences more inclusive for visitors with disabilities, families, and older adults.
- Highlight success stories by sharing case studies of certified and assessed businesses through TCK's channels, showcasing leadership and inspiring peers.
- Feature and recognize certified and accessible operators in marketing, itineraries, and business development initiatives, amplifying their investments to visitors and trade partners.

These efforts will not transform the sector overnight, but they will create a critical mass of examples and a practical support system that raises expectations and standards over time.

4.7 Planet KPIs and Targets

Progress on the Planet pillar will be assessed both through specific KPIs and the Global Destination Sustainability Index (GDS-Index), which provides independent benchmarking for environmental performance, social sustainability, supply-chain practices, and destination management. TCK will continue to participate in the GDS-Index from 2026 to 2028, aiming for steady improvements in environmental, supplier, and destination management scores.

Planet-focused KPIs will measure TCK's impact on regenerative outcomes, using 2024–2025 data from Pledge campaigns, operator programs, and content analysis as baselines. Targets will be refined as measurement systems evolve. In addition to the headline quantitative KPIs below, TCK will monitor supporting indicators:

- **Pledge to the Peaks engagement** – digital reach and engagement for pledge-related content, and number of in-destination assets (recycling bin wraps, signage, QR placements) carrying pledge messaging.
- **Sustainable and accessible operators** – visibility metrics for certified and/or assessed operators in TCK marketing (features in content, itineraries, trade materials).
- **Sustainable experience mix** – share of promoted experiences flagged as low-impact, shoulder-season, or dispersal-oriented, and content pieces that explicitly connect experiences with stewardship guidance.
- **Environmental alignment and partnerships** – structured touchpoints with Alberta Parks (baseline in 2026, maintain or slightly increase through 2028), and joint or aligned visitor messaging initiatives (aiming for at least 1–2 documented initiatives per year by 2028).

KPI	2025 YTD	2026 Target	2027 Target	2028 Target
Pledge to the Peaks Sign-ups	352	370	390	460
Sustainability Certificate Sponsorships	0	10	20	35
Single-use items diverted (Canmore Borrows)	10,000	15,000	25,000	35,000

KPI	2025 YTD	2026 Target	2027 Target	2028 Target
Accessibility Assessments Completed	0	15	20	35
GDS Score	46	52	66	75
Resident Sentiment on Overtourism*	60%	60%	59%	58%

*Share of residents who say overtourism/crowding is a concern (Travel Alberta Resident Sentiment Tracking). Lower is better — the aim is to stabilize concern and gradually reduce it as dispersal, stewardship, and alignment efforts take hold.

SECTION 5 · PEOPLE

PEOPLE PILLAR — COMMUNITY, CULTURE & INDUSTRY HEALTH

The People pillar guides TCK's work in supporting the well-being of residents, front-line workers, business owners, and visitors. It drives TCK's efforts to ensure tourism contributes positively to the social and cultural fabric of the community. It builds on ReTAP's pathways on truth and reconciliation and community health, as well as the Community Tourism Strategic Plan's goal of making tourism a net positive for those who live and work here.

From 2026 to 2028, TCK will focus on maintaining and improving resident sentiment toward tourism, strengthening relationships with Indigenous partners, supporting member businesses with skills and capacity-building, investing in community and cultural events and major sporting events that reflect the destination's values, and ensuring TCK's internal team and governance are ready to deliver on its mandate.

5.1 Resident and Community Well-Being

Tourism is deeply woven into Canmore's identity and economy, but resident support cannot be taken for granted. Provincial resident sentiment tracking shows that while many residents recognize tourism's benefits, concerns about crowding and overtourism remain. From 2026 to 2028, TCK's goal is to stabilize and gradually reduce concern, while highlighting the tangible benefits tourism brings to the community.

TCK will do this by aligning marketing and visitor information with community priorities, collaborating with the Town of Canmore and Alberta Parks on visitor-use and diversion messaging, and clearly showing how tourism supports local employment, amenities, and cultural life.

5.2 Indigenous Relationships and Reconciliation

Canmore and Kananaskis lies on the traditional territories of Indigenous Peoples. Advancing Truth & Reconciliation is a core pathway of ReTAP. TCK's role is to support Indigenous-owned businesses, amplify Indigenous voices and stories, and collaborate meaningfully rather than simply featuring Indigenous content.

TCK will continue offering free associate memberships to Indigenous-owned tourism businesses and to cover membership fees for Indigenous Tourism Alberta where appropriate. Where invited, TCK will collaborate with Indigenous partners on content, training, and visitor education, ensuring Indigenous perspectives and knowledge are reflected respectfully in destination storytelling, Pledge to the Peaks messaging, and Peaks Academy modules.

Over time, TCK aims to move from transactional support to longer-term, trust-based partnerships that shape how tourism is developed and experienced in the region.

5.3 Industry Health, Membership and Capacity-Building

The health of the visitor economy depends on strong, resilient local businesses. TCK's membership model, with two per cent voluntary destination marketing contributors across all sectors and associate members, provides both funding and a platform for engagement. The current tiered structure for activity providers, however, has proven complex and perhaps limiting. It will be re-evaluated during this Business Plan period to ensure that it is fair, simple, and aligned with TCK's mandate and capacity.

Beyond membership, TCK acts as a capacity-builder for the industry. From 2026 to 2028, this will include:

- Learning opportunities for two per cent members on topics such as AI, social media, and travel trade, helping operators adapt to a rapidly changing marketing landscape.

- Toast to Tourism events that celebrate the industry, strengthen peer networks, and provide informal learning and alignment opportunities.
- The Peaks Academy, TCK's online learning platform for front-line staff, which provides training on destination knowledge, Pledge to the Peaks principles, and customer service.
- Sharing data and insights, including STR trends, marketing performance, and referral metrics, to help businesses understand their position in the destination and identify opportunities for growth or adaptation.

5.4 Events, Culture and Major Sporting Events

Tourism plays a key role in supporting a thriving cultural and community life in Canmore and Kananaskis. TCK contributes by providing marketing, funding, and visibility for events that reflect community values and the destination's identity, including World Cup and other high profile Nordic events, the Canmore Folk Festival Warm Up, Canmore Pride events, Stoney Nakoda Labour Day Powwow, Canmore's New Year's Eve celebration, and the Rocky Mountain Soap Women's Run. These events foster inclusion, celebrate local culture, and create positive touchpoints for residents, visitors, and the tourism industry.

Looking ahead, the FIS Cross Country World Cup in 2028, hosted by the Alberta World Cup Society at the Canmore Nordic Centre, will bring international visibility and economic impact, while requiring careful alignment with community and environmental priorities. TCK will support the event through marketing, in-kind assistance, and a financial contribution, while advocating with provincial and federal partners for sustainable funding models for major sport events.

The 2029 Masters World Cup and the 40th anniversary of the 1988 Calgary Winter Olympics in 2028 will provide additional storytelling opportunities. TCK will leverage these events to showcase regenerative tourism, community pride, and responsible hosting, reinforcing Canmore's place as a world-class mountain sport destination, beyond just scale and visitation numbers.

5.5 TCK Organizational Capacity and Culture

To deliver on the People, Planet and Profit pillars, TCK requires a team that is adequately resourced, skilled, and supported. The organization has grown in recent years and plans to continue increasing its staff numbers from 2026 to 2028 to match its destination management mandate, as well as support marketing efforts of a $1 billion visitor economy.

Internally, TCK will focus on maintaining a healthy organizational culture that reflects its brand values of competence, confidence, and humility. This includes clear role definitions, realistic workloads, and regular opportunities for staff to build skills, such as data analysis, AI and digital tools, stakeholder engagement, and regenerative tourism practices. Participation in professional development, conferences, and peer-learning networks will be encouraged and tracked as part of TCK's commitment to being an insight-driven, AI-ready DMO.

At the governance level, TCK will continue to work with its Board to ensure that decision-making structures, reporting, and oversight are aligned with the complexity of managing a high-performing visitor economy with a relatively small and voluntary funding base.

Emergency preparedness and visitor safety are also core elements of TCK's organizational capacity. TCK maintains a detailed Emergency Response Communications Plan and participates in the Town of Canmore's Emergency Management Agency Committee. TCK helps ensure emergency information and recovery messaging is clear and timely during events such as wildfires, floods, smoke, highway closures, or other disruptions. Planning for both immediate incident response and longer-term recovery is integrated into TCK's work with members and partners, so that the destination can respond quickly, support industry and front-line staff, and recover quickly should business continuity be affected.

5.6 People KPIs and Targets

The People pillar will be tracked using a focused set of KPIs that capture resident sentiment, inclusivity, industry health, community impact, and TCK's organizational capacity. Baselines will come from 2024–2025 resident sentiment surveys, membership and CRM data, Peaks Academy usage, and HR records, with targets adjusted as needed.

KPI	2025 Forecast	2026 Target	2027 Target	2028 Target
Resident sentiment – tourism positive for quality of life	58%	58%	59%	60%
Indigenous-owned businesses engaged through TCK	8	9	11	11
2% member retention rate	32	32	37	40
Associate member retention rate	109	116	116	116
Participation in TCK learning events	37	60	80	100
Peaks Academy training sessions completed	22	30	60	100
Organizational capacity (FTE % vs. plan)	84%	95%	95%	95%

These headline indicators will be complemented by more detailed tracking of:

- **Community and cultural events supported**: number and type of events where TCK provides funding, marketing, or in-kind support, including major sporting events such as the 2028 FIS Cross Country World Cup.
- **Qualitative feedback**: insights from residents, Indigenous partners, members, and staff on TCK's role as a convener, advocate, and support organization.
- **Emergency preparedness**: bi-annual review and update of TCK's Emergency Response Communications Plan, plus participation in at least one emergency exercise, tabletop, or debrief each year.
- **Staff experience**: in 2026, pilot a simple qualitative approach to track staff engagement, with the goal of establishing an ongoing measure from 2027 onward.

SECTION 6

IMPLEMENTATION PLAN AND ANNUAL PRIORITIES

The 2026–2028 Business Plan is ambitious given TCK's size and funding. Its success will rely on disciplined phasing, clear annual priorities, and realistic alignment between mandate, capacity, and resources. This section outlines how TCK will turn the Profit, Planet and People pillars into annual work programs, manage trade-offs, and leverage partnerships to maximize impact.

6.1 Phasing and Focus by Year

While many initiatives will run across the full three-year period, each year will have a distinct emphasis:

2026

Stabilize, baseline and build foundations

- Refine KPIs and baselines for Profit, Planet and People using 2024–2025 data.
- Launch enablers: Visit Widget, enhanced reporting, updated Peaks Academy content.
- Continue ReTAP where TCK has clear leverage — Pledge to the Peaks, storytelling, sustainability and accessibility work.
- Initiate review of the membership structure and engage members on potential changes.

2027

Scale and align

- Scale the most effective 2026 campaigns, focused on winter/shoulder demand and GEO/AI readiness.
- Strengthen collaboration with Alberta Parks and the Town of Canmore on visitor-use alignment.
- Implement membership structure adjustments.
- Strengthen internal data, reporting and lessons-learned systems.

2028

Consolidate, host and prepare for next cycle

- Leverage the FIS Cross Country World Cup and the 1988 Olympics 40th anniversary for storytelling and pride.
- Consolidate gains in winter/shoulder performance, regenerative initiatives, and membership engagement.
- Use KPIs, GDS-Index results, and resident sentiment to identify priorities for the next planning cycle.

6.2 Annual Planning and Prioritization Process

TCK will continue to use an annual business planning cycle to bring this multi-year plan to life. Each year, staff will:

- Review performance against the previous year's KPIs and key initiatives in the Profit, Planet and People pillars.
- Update situational inputs, including visitor economy data, resident sentiment, industry trends, partner strategies, and the broader economic context.
- Confirm or adjust annual priorities, taking capacity, funding and partnership opportunities into account.
- Develop detailed work plans and budgets using a project-based approach.

Annual plans will be presented to the Board for discussion and approval, ensuring that Board members have a clear line of sight from the 2019–2029 Strategic Plan to this Business Plan and down to yearly actions and resource allocation.

6.3 Cross-Pillar Priority Initiatives

Several initiatives overlap each of the Profit, Planet and People pillars. These will be treated as cross-pillar priorities:

- **AI-ready destination and GEO** – ensuring TCK's website, newsletter, and content strategy support both traditional SEO and generative AI discovery, integrating regenerative tourism and community messages into AI-oriented content.
- **Pledge to the Peaks integration** – embedding pledge messaging into marketing campaigns, itineraries, Peaks Academy, in-destination assets, and partner materials.
- **Trip planning/itinerary tool, AI chatbot and in-destination promotion** – implementing and optimizing these as core tools for itinerary planning, wayfinding, and referrals to members.
- **Membership structure and value** – reviewing and adjusting the membership structure to reflect ability to pay and value received, while exploring pathways for non-contributing sectors to participate over time.

- **Regenerative Tourism Action Plan implementation** – selecting and sequencing ReTAP actions realistic within TCK's capacity, leveraging partnerships with Alberta Parks, Indigenous partners, and the Town of Canmore.

6.4 Partnership and Advocacy Strategy

TCK will use data, destination insights, and clear economic storytelling to advocate for the following:

- **A stable and equitable destination funding framework** – support provincial legislation enabling Destination Management Fees (DMFs), recognizing that voluntary contributions cannot sustain a $1 billion (and growing) visitor economy, including addressing participation gaps among rapidly expanding short-term vacation rentals.
- **Workforce, immigration, and housing alignment** – advocating with all levels of government for policies that enable recruitment of hospitality workers, support affordable and attainable housing, acknowledge dependence on international and newcomer labour, and stabilize workforce capacity.
- **Infrastructure essential to visitor experience and community well-being** – advocating for replacement of public washrooms in Canmore and restored or alternative parking capacity, including for the high-use Legacy Trail, following the 2024 closure of the provincially owned Visitor Centre site.
- **Environmental and visitor-use alignment with Alberta Parks** – early and ongoing coordination given the All-Seasons Resort Act and the Nakiska and Fortress Mountain designations, particularly on transportation, parking, access management, and stewardship messaging.
- **Event strategy and funding stability** – renewed provincial and federal support for sport and cultural events, especially with the 2028 FIS Cross Country World Cup and the 1988 Winter Olympics 40th anniversary approaching, as funding envelopes have been shrinking.

6.5 Capacity and Risk Considerations

Given TCK's relatively small team and voluntary funding base, not every good idea can be implemented at once. The annual planning process will include a capacity and risk review, asking:

- Does this initiative clearly advance one or more of the Profit, Planet, or People outcomes?
- Do we have the staff time, skills, and budget to deliver it to a high standard this year?
- Can we partner or phase the work to reduce risk and increase impact?
- Are there critical dependencies (e.g., external funding, regulatory decisions, partner buy-in) that must be in place before we proceed?

Major risks and mitigations, such as economic downturns, extreme weather events, changes to funding frameworks, or shifts in resident sentiment, are summarized in Section 8.2 (Key Risks and Mitigation), with cross-references back to the implementation levers described here.

SECTION 7

FINANCIAL PLAN AND FUNDING SCENARIO

The 2026–2028 Business Plan is intentionally ambitious compared to TCK's current funding. It is designed to deliver on the full destination management mandate—Profit, Planet, and People—rather than a narrower marketing role. TCK is operating in a structural funding deficit. To advance the TCK Strategic Plan (2019–2029), implement ReTAP, and support demand generation for a growing accommodation base, the organization must draw on reserves that will be significantly diminished within the next two and a half years if current trends continue.

This section outlines TCK's current funding mix, the revenue outlook for 2026 to 2028, the role of reserves, and the path to a more sustainable, equitable funding framework.

7.1 2025 Funding Baseline

TCK's 2025 operating budget of $1.8 million was funded from a small number of core sources, with a high degree of concentration in voluntary contributions from two per cent members:

- **Two per cent Destination Marketing Fund (DMF) contributions** – voluntary contributions from accommodation providers currently provide approximately three quarters of total revenue, TCK's primary funding source, but participation is voluntary. Most short-term vacation rentals and management companies are not contributing despite becoming a growing share of available inventory.

- **Travel Alberta project and matching funds** – approximately $500,000 in project funding support, plus $240,000 in matching marketing contributions that TCK plans to fully leverage through its 2026 marketing plan.
- **Town of Canmore contribution** – approximately five per cent of TCK's total revenue, from business license fees. Important symbolically and practically but not sufficient on its own to sustain destination management functions.
- **Other revenue** – associate membership fees and event revenue; valuable but modest in scale.

7.2 Revenue Outlook and Scenarios

Given this baseline, TCK has developed a scenario-based view of revenue:

Base Case — Managed stability

Two per cent contributions remain broadly stable in nominal terms; Travel Alberta and Town of Canmore support remain near current levels. TCK can sustain core operations and priority initiatives, but continued inflation, currency fluctuations, and added responsibilities keep the organization in an operating deficit, requiring planned use of reserves that will dwindle over the next two and a half years. This is the Business Plan's working scenario.

Growth Case — Destination funding framework enacted

Provincial destination funding legislation is passed in or after 2026 and adopted locally, expanding participation to previously non-contributing sectors. Incremental revenue lets TCK close the structural deficit, rebuild reserves, and invest fully in regenerative initiatives, winter/shoulder demand generation, and organizational capacity — operating fully as a destination management organization.

Downside Case — Delayed or no legislation, revenue erosion

Legislation is delayed or does not materialize, and voluntary contributions, Travel Alberta funding, or Town of Canmore support come under pressure. TCK's ability to maintain its destination management role is compromised; without new revenue, the organization would eventually need to scale back to a more traditional marketing organization and would be unable to deliver on the Planet and People priorities.

The Business Plan assumes the Base Case as the working scenario, while actively advocating for movement toward the Growth Case and planning contingencies for the Downside Case.

7.3 Expenditure Priorities and Cost Pressures

Expenditures for 2026–2028 are aligned with the Profit, Planet and People pillars and can be grouped into four main categories:

- **Demand generation and marketing** – matched marketing campaigns with Travel Alberta including new channels such as Reddit; in-destination campaigns promoting two per cent members; GEO and AI-readiness work.
- **Regenerative and responsible tourism** – Pledge to the Peaks campaigns and in-destination assets; sustainability certification scholarships and accessibility assessments; ReTAP coordination and engagement.
- **Community, membership and industry capacity** – Peaks Academy development; member learning sessions; Toast to Tourism events; support for community, cultural, and major sporting events.
- **Organizational capacity and overhead** – staff salaries and benefits as TCK grows; office space, technology, data and analytics tools, insurance, and governance costs; emergency preparedness.

Key cost pressures include inflation, wage competitiveness in a high-cost-of-living community, technology and data investments, voluntary funding uncertainty, and growing expectations from partners and residents.

7.4 Use of Reserves and Structural Deficit

Under the Base Case, TCK is not fully funded for the breadth of work described in this Business Plan and will need to draw on its financial reserves to deliver on the triple bottom line through 2026–2028. TCK will adopt the following principles for reserve use:

- Reserves will be used as a bridge, not a permanent subsidy for ongoing operations.
- TCK will establish and monitor a minimum operating reserve threshold to ensure basic resilience to unforeseen shocks.

- The Board will receive monthly updates on reserve levels, projected drawdown, and any required adjustments to activity to avoid unsustainable depletion.
- If new, stable funding does not materialize within the Business Plan period, TCK will need to revisit its scope and consider a managed reduction in activities, particularly those beyond a core marketing mandate.

7.5 Pathway to a Sustainable Funding Model

To sustain its destination management role beyond 2028, TCK must move toward a more secure and equitable funding framework that reflects the scale of a $1 billion visitor economy, brings currently non-contributing sectors into the funding and governance conversation, and reduces over-reliance on voluntary contributions from a subset of accommodation and activity providers. Key elements of this pathway include:

- **Support for provincial destination funding legislation** – TCK is encouraged that the Government of Alberta is working on legislation for a destination funding framework, tentatively expected in early 2026.
- **Local funding mechanisms and partnerships** – exploring local mechanisms such as formalized service agreements, sponsorships, or fee-for-service arrangements that can supplement core funding and align contributions with benefits received.
- **Scenario planning and trigger points** – maintaining a clear set of trigger points (failure of legislation to pass, significant declines in two per cent revenue, or reserves dropping below a defined threshold) that would prompt a formal review of scope, service levels, and staffing.

The financial plan is therefore both a statement of intent (to maintain TCK as a destination management organization) and an acknowledgement that this ambition is contingent on progress toward a more robust funding model.

7.6 Financial Monitoring and Reporting

Financial performance will be monitored through:

- Annual budgets aligned with the Profit, Planet, and People pillars and the implementation priorities outlined in Section 6.

- Monthly reporting on Profit KPIs (Section 3.8), including visitor spend, two per cent revenue stability, and digital referrals to members, to the Board of Directors.
- Monthly financial reporting against approved budget to the Board of Directors.
- Reserve level tracking, reported to the Board at least annually, including projected drawdown under current activity levels.
- Ongoing dialogue with key funders and partners (Town of Canmore, Travel Alberta, major members) to ensure transparency about TCK's financial position, choices, and trade-offs.

This approach is intended to give the Board and partners a clear line of sight between financial choices and strategic outcomes, and to support informed decisions about the future of destination funding in Canmore and Kananaskis.

SECTION 8

IMPLEMENTATION, RISK AND ADAPTIVE MANAGEMENT

This Business Plan sets out what TCK aims to achieve across Profit, Planet and People; this section focuses on how the work will be sequenced, governed, and adjusted as conditions change. It should be read together with the pillar roadmaps, KPI frameworks, and the financial scenarios.

8.1 Governance and Roles

Implementation will be led by the TCK team under the oversight of the Board of Directors, with clear roles:

- **Board of Directors** – approves annual budgets and work plans, monitors progress against the KPIs and financial scenarios, and provides strategic direction on advocacy, funding, and risk.
- **CEO and Leadership Team** – translate this three-year plan into annual tactical plans and staffing decisions; ensure alignment across Profit, Planet and People initiatives and manage major partnerships.
- **TCK Staff** – deliver the tactical workstreams described in Sections 3–5, including marketing campaigns, ReTAP actions, member programs, Peaks Academy, event support, and research/insights.
- **Partners and Members** – contribute funding, in-kind support, and on-the-ground delivery, as outlined throughout the tactical plans.

Formal terms of reference for Board committees, staff role descriptions, and partnership agreements will be reviewed and updated as needed to reflect TCK's destination management mandate.

8.2 Key Risks and Mitigation

Many of TCK's risks have already been described in earlier sections. To avoid repetition, this section groups them at a high level and indicates how they will be managed.

Funding and Revenue Risk — Section 7

Risk: Delayed or absent destination funding legislation; erosion of voluntary two per cent contributions; reduced Travel Alberta or Town of Canmore support.

Mitigation: Scenario planning (base/growth/downside); clear trigger points tied to two per cent revenue and reserve levels; proactive advocacy for enabling legislation; diversification of revenue where feasible; and, if required, a managed narrowing of scope.

Economic and Market Risk — Sections 1.3 and 3

Risk: Economic slowdown, currency shifts, or global shocks reducing demand, especially in shoulder and winter seasons.

Mitigation: Market diversification (US, Mexico, Germany, UK, France), channel diversification (Reddit, GEO, PR), focus on higher-yield, values-aligned visitors, and flexible campaign timing with partners like Travel Alberta.

Community, Workforce and Housing Risk — Sections 1, 2 and 5

Risk: Housing affordability, immigration policy shifts, and workforce shortages undermining service quality, resident sentiment, and ability to host visitors.

Mitigation: Position tourism as a $1B+ economic lever in broader housing/workforce conversations; advocate with all levels of government; support members with training, visibility, and tools to attract and retain staff; promote tourism's role in community wellbeing using resident sentiment data.

Environmental and Climate Risk — Section 4

Risk: Wildfires, smoke, flooding, drought, and wildlife issues affecting safety, access, brand perception, and operating days.

Mitigation: Strengthen coordination with Alberta Parks and the Town of Canmore; keep Pledge to the Peaks and stewardship messaging front-and-centre; maintain and regularly test the Emergency Response Communications Plan; align with ReTAP/GDS-Index frameworks to support resilience.

Reputation and Social Licence Risk — Sections 1, 5

Risk: Perceptions of overtourism, misalignment with community values, or insufficient attention to Indigenous partners and accessibility.

Mitigation: Ongoing use of resident sentiment research; transparency about trade-offs; meaningful engagement with Indigenous partners; visitor management; visible action on sustainability and accessibility; a consistent "tourism for residents and visitors" narrative.

Digital and Data Risk — Sections 3 and 4

Risk: Rapid shifts in search and AI discovery reducing direct website traffic, or privacy/technology changes limiting data access.

Mitigation: Continue building an "AI-ready" destination profile (structured data, scrapeable newsletter, strong presence in trusted publisher and DMO content); track LLM referrals as they mature; invest in core analytics capabilities.

A simple risk register will be maintained and reviewed by leadership at least quarterly, and by the Board at least annually, with risk ratings and mitigation actions updated as conditions evolve.

8.3 Adaptive Management and Learning

Given the pace of change in technology, travel behaviour, and policy, this Business Plan is intended to be a living framework. Adaptive management will be anchored in:

- **Regular KPI Reviews** – use the Profit, Planet and People KPI sets (Sections 3.7, 4.7, 5.6) plus financial indicators (Section 7) to assess if current tactics are delivering the intended outcomes.
- **Annual "Plan vs. Reality" Check-ins** – each fall, TCK will review results to date, revisit assumptions, and adjust the next year's work plan accordingly.
- **Test-and-Learn Culture** – where feasible, pilot new tactics (e.g., Reddit forums, AI tools, trade training models) at a small scale first, evaluate performance, and then either scale, adapt, or stop.
- **Feedback Loops** – use Board input, member feedback, resident sentiment, and partner consultations to shape course corrections.

8.4 Reporting and Accountability

To ensure transparency and maintain trust with funders, members, and the community, TCK will:

- Provide regular Board reports that link financial results and activity updates back to this Business Plan and its KPIs.
- Share annual highlights with members, partners, and the Town of Canmore and Kananaskis Improvement District, emphasizing not only visitor numbers and marketing outputs but also regenerative tourism and community outcomes.
- Use these reporting cycles to build the case for destination funding and for the next strategic/business planning cycle beyond 2028.

Together, these implementation, risk, and adaptive management practices are designed to keep TCK realistic about its constraints, nimble in its response, and accountable for delivering on the Profit, Planet and People outcomes set out in this Business Plan.

APPENDIX 1

BOARD OF DIRECTORS AND STAFF

The Board

- Greg Allan, Stoney Nakoda Resort — Board Chair
- Andrew Shepherd, Malcolm Hotel — Vice Chair
- Alexandre Bourque-Labbé, RBC — Treasurer
- Chris Kern, Lodges of Canmore — Secretary
- David Atkinson, The Drake Inn — Director, Hotels
- Kateri Cowley, Councillor, Kananaskis Improvement District — Director
- Laura Dowling, Canadian Rockies Experience — Director, Activities
- Pamela Horne, Cornerstone Catering & Events — Director, F&B
- Tory Kendal, Scoop & Moose — Director, Retail
- Kayla Kernick, Spring Creek Resorts — Director, Hotels
- Jen Marran, Councillor, Town of Canmore — Director
- Chris McIntosh, Inn Hotels — Director, Hotels
- Danielle Spooner, Basecamp Resorts — Director, Hotels
- Austin Ward, Field Law — Director

Staff

- Rachel Ludwig, CEO
- Bruce Marpole, Director of Marketing and Communications
- Eva Adamkova, Business Development Manager
- Kristen Ashcroft, Communications Manager
- Virginie Bitterlin, Digital Visitor Services Coordinator
- Laurie Cantello, Community Engagement Manager
- Jody Cole, Office Manager
- Scott Cooke, Marketing Manager

APPENDIX 2

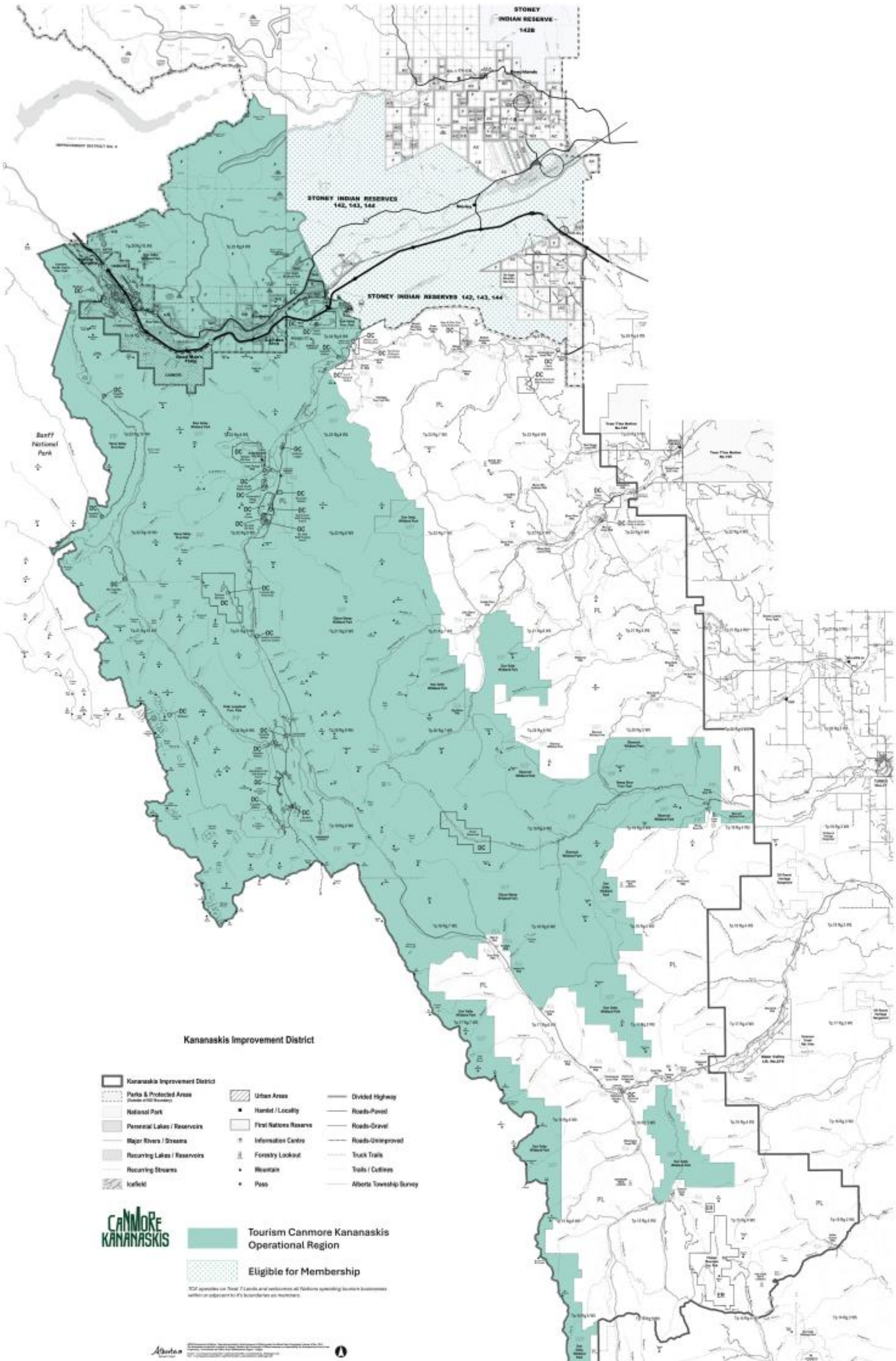
TOURISM CANMORE KANANASKIS REGIONAL MAP

The geographic area for Tourism Canmore Kananaskis is bounded by Banff National Park to the west; the Bow Valley corridor and MD of Bighorn hamlets to the east; the Don Getty Wildland Provincial Park (northern portion, north of Ghost River) to the north; and to the south and east, by the provincial and wildland park lands within the Kananaskis Improvement District (KID).

This area consists of the Town of Canmore; the hamlets of Harvie Heights, Lac des Arcs, Exshaw, and Deadman's Flats and surrounding lands within the MD of Bighorn; and the protected lands within Kananaskis Country, specifically the Canmore Nordic Centre Provincial Park, Spray Valley Provincial Park, Bow Valley Wildland Provincial Park, Evan Thomas Provincial Recreation Area, Peter Lougheed Provincial Park, Don Getty Wildland Parks south of Ghost River, as well as West and North of Highway 40 including any current and future All Season Resort Lands, direct control districts and recreational areas located within or bordering these lands, excluding the easternmost public lands portion of the KID. Boundaries are further defined on the boundary map on the following page.

Tourism Canmore Kananaskis honours and acknowledges that it operates on the traditional Treaty 7 territory of the Stoney Nakoda - comprised of the Bearspaw, Chiniki, and Goodstoney - as well as the Tsuut'ina First Nation and the Blackfoot Confederacy comprised of the Siksika, Piikani, and Kainai. We acknowledge this land is also home to the Rocky View Metis District within the Battle River Territory. We acknowledge all Nations who steward this land and honour and celebrate this territory.

TCK does not include Stoney Nakoda Reserve Lands within its geographic boundary. TCK does, however, welcome all tourism businesses on Stoney Nakoda Reserve Lands around Mînî Thnî as well as Indigenous tourism operators within or adjacent to it's boundaries as members.


STONEY INDIAN RESERVE 142B
STONEY INDIAN RESERVES 142, 143, 144
STONEY INDIAN RESERVES 142, 143, 144
Banff National Park
PL
DC
Kananaskis Improvement District
Kananaskis Improvement District
Parks & Protected Areas
National Park
Perennial Lakes / Reservoirs
Major Rivers / Streams
Recurring Lakes / Reservoirs
Recurring Streams
Icefield
Urban Areas
Hamlet / Locality
First Nations Reserve
Information Centre
Forestry Lookout
Mountain
Pass
Divided Highway
Roads-Paved
Roads-Gravel
Roads-Unimproved
Truck Trails
Trails / Cutlines
Alberta Township Survey
CANMORE KANANASKIS
Tourism Canmore Kananaskis Operational Region
Eligible for Membership