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Jury Report

200-Block Banff Avenue Redevelopment,
Architectural Design Competition



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Preamble

The following constitutes the official Juror Report for the 200-Block Banff Avenue Redevelopment Project international design competition undertaken by Parks Canada in 2025/26, under the guidance of the Royal Architectural Institute of Canada (RAIC), through its designated Professional Advisors.

This competitive process took the form of a one-stage design competition, which complies with national and international best practice guidelines regarding the undertaking of design competitions.

Following a rigorous pre-qualification process that attracted exceptional interest from the architectural community, Parks Canada received 44 complete pre-qualification submissions from multidisciplinary teams during the open application period from June 26 to August 12, 2025. The Request for Qualifications was publicly posted on CanadaBuys and amplified through Parks Canada and RAIC platforms. The submissions received were from teams members originating from Canada, China, Denmark, England, Finland, Germany, Japan, Netherlands, Norway and the USA.

An evaluation team comprising of Parks Canada representatives, overseen by an independent third-party Fairness Monitor and RAIC professional advisors, carefully assessed all submissions using criteria outlined in the pre-qualification documents. A total of six teams were selected to participate in the design competition.

Competition Participants and Entries

The six teams that were chosen to advance to the One-Stage Design Competition were:

- Alison Brooks Architects
- EVOQ + Ryder
- KENGO KUMA & ASSOCIATES + Paul Raff Studio
- KPMB Architects
- Revery Architecture
- Stantec Architecture

Each team is eligible to practice in Alberta and demonstrated strong Canadian representation. These interdisciplinary teams, including Landscape Architects, Structural, Mechanical and Electrical consultants, bring together diverse expertise, including Indigenous knowledge weavers and visitor experience specialists, reflecting a deep commitment to design excellence, sustainability, and cultural awareness.

Anonymity of participants

The RAIC ensured that, following the prequalification process, all selected participants were provided an anonymous identifier number. Anonymity of the participants was strictly enforced throughout the process up to and following the final selection by the Jury. The final identity of the winning team was also withheld from the jury itself, and only subsequently released by Parks Canada.

Full listing of participating teams and individual entities

Team 587201

Prime Consultant:

Sub Consultants:

Landscape Architecture:

Structural:

Mechanical:

Electrical:

Visitor Experience:

Indigenous Knowledge Weaver:

KPMB Architects

Hindle Architects

PFS Studio

Entuitive

Reinbold Engineering Group

Salas O'Brian Canada

Lord Cultural Resources, Dov Goldstein

Grant Fahlgren

Team 587202

Prime Consultant:

Landscape Architecture:

Structural:

Mechanical:

Electrical:

Visitor Experience:

Indigenous Knowledge Weaver:

Stantec Architecture Ltd.

Stantec Architecture Ltd.

Stantec Architecture Ltd.

Stantec Architecture Ltd.

Stantec Architecture Ltd.

Stantec Architecture Ltd.

David Fortin

Team 587203

Prime Consultant:

Landscape Architecture:

Structural:

Mechanical:

Electrical:

Visitor Experience:

Indigenous Knowledge Weaver:

Revery Architecture Inc.

PWL Partnership

Fast + Epp

AME Group

AES Engineering

Entro, Gord McTaggart

Aubin Consulting

Team 587204

Prime Consultant:

Sub Consultants:

Landscape Architecture:

Structural:

Mechanical:

Electrical:

Visitor Experience:

Indigenous Knowledge Weaver:

Alison Brooks Architects Ltd.

Kumlin Sullivan Architecture Studio Ltd.

Townshend Landscape Architecture + The Tula Project

ARUP

ARUP

ARUP

ARUP, Gideon D'Arcangelo

Justin Bourque

Team 587205

Prime Consultant:

Landscape Architecture:

Structural:

Mechanical:

Electrical:

Visitor Experience:

Indigenous Knowledge Weaver:

Kengo Kuma & Associates + Paul Raff Studio

DTAH

Glottman Simpson Consulting Engineers

ARUP

ARUP

Lord Cultural Services, Lisa Wright

Trophic Design Inc., James Miller

Team 587206

Prime Consultant:

Landscape Architecture:

Structural:

Mechanical:

Electrical:

Visitor Experience:

Indigenous Knowledge Weaver:

EVOQ + Ryder

Civiliti

Read Jones Christoffersen Ltd.

Smith + Anderson

Smith + Anderson

Cara Van Der Laan - Haley Sharpe

Acosys Consulting - David Carrière-Acco

Competition Framework

The one-stage conceptual design competition was officially launched in October 2025, with the six teams having 8.5 weeks to develop and submit conceptual design proposals for the 200-Block Banff Avenue Redevelopment Project. A Participants Colloquium was convened in Banff October 20 to 24, which was attended by representatives of all teams. These meetings included site tours, meetings with the municipality, stakeholders, and Indigenous nations.

Proposals were required to demonstrate design excellence, heritage conservation, environmental sustainability, and adaptability for implementation, while thoughtfully balancing historical context, project vision, building program and conformance to policy frameworks, with a strong focus on visitor experience and connection to place.

The competitors working period concluded December 12, 2025, and was subsequently followed by public and Indigenous engagement periods which started on January 30th, 2026. In tandem, technical reviewers prepared reports on sustainability, engineering and constructability, programming, conservation heritage, regulatory requirements and project costing for review by the Jury. The Jury, consisting of 10 jurors and deputy jurors, assembled and selected by the RAIC, was convened in Banff on April 14 to 15, 2026. This report formalizes their decision process in reviewing and assessing the six (6) design proposals and their recommendation to Parks Canada with respect to determining a winning submission. As specified in the RFP, the selected design is understood to represent the essence of a scheme that will evolve through further design development, through interface with Parks Canada, as such it is not expected or intended to represent a final immutable design solution.

Participants to the Jury Session

RAIC Professional Advisors

Peter Ortved, FRAIC, OAA, Principal CS&P Architects

Peter Ortved is a Principal of CS&P Architects with over 40 years experience in practice. Peter assumes primary responsibility for project development spearheading many of CS&P's most significant civic, educational, justice and recreational projects. Peter has exceptional knowledge of professional practice, the construction industry, and urban design issues. He has led projects throughout Ontario and other provinces, including projects in excess of \$100 million. He has served as a Professional Advisor or Juror for national and international architectural design competitions. These have included major public commissions for Queen's University, City of Toronto, CreateTO, PSPC in Ottawa and Parks Canada.

Thierry Montpetit, FRAIC OAA (retired) OAAQ (retired member)

Thierry Montpetit is a graduate of Carleton University (1986) with over 35 years of experience spanning equally both the private and public sectors. He held senior leadership roles for major public sector projects, including the Gatineau Preservation Centre (Library and Archives Canada) and the Renewal of the Victoria Memorial Building, both recipients of Governors General Medal Awards for Architecture.

Joining the public service in 2002 Thierry has had a leading responsibility in the Long Term Vision and Plan for the Parliamentary Precinct including the Pierre Elliot Trudeau Judicial Building (NORR and Carlos Ott), the rehabilitation of the Wellington Building (NORR), the Rehabilitation of the Senate of Canada Building (DSAI) and the international Design Competition for the Block 2 Redevelopment Project (Zeidler and Chipperfield).

The Jury

The jury was comprised of nine professionally qualified individuals with expertise in urban design, architecture, landscape architecture and engineering. The Jury also included one representative of the competition organizer, Parks Canada, as follows:

Voting Jurors:

1. **Renée Daoust** – Architect and Urban Designer, Montreal, Quebec - **Co Chair**
2. **Janet Rosenberg** – Landscape Architect, Toronto, Ontario - **Co Chair**
3. **Carol Belanger** – Architect, Edmonton, Alberta
4. **David Down** – Architect, Calgary, Alberta
5. **Claire Weisz** – Architect, Toronto and New York
6. **Naomi Ratte** – Intern Landscape Architect, Winnipeg, Manitoba
7. **Christine Loth-Bown** – VP of External Relations and Visitor Experience at Parks Canada

Deputy Jurors:

8. **Catherine Berris** – Landscape Architect and Planner, Vancouver, British Columbia
9. **Nicolas Demers-Stoddart** – Architect, Montreal, Quebec
10. **Dr. Brian R. Sinclair** – Professor of Architecture, Calgary, Alberta

Observers

- **Salman Rasheed**, Acting Executive Director for the Alberta Region, Parks Canada
- **Daniella Rubeling**, Acting Banff Field Unit Superintendent, Parks Canada
- **Melissa Sarrasin**, Senior Project Manager, Parks Canada
- **Leah Swain**, Banff External Relations, Parks Canada
- **Mike Brennan**, Chief Executive Officer, Royal Architectural Institute of Canada
- **Danielle Catley**, Manager of Executive Services, Royal Architectural Institute of Canada

Biography of Jury Members



Renée Daoust, FRAIC, OAA, OUQ, OAA, MAA

Renée Daoust is a distinguished architect and urban designer, and the co-founder of Daoust Lestage Lizotte Stecker. With over three decades of experience, she has played a leading role in reimagining and revitalizing urban environments across Canada. Her work is recognized for its integration of architecture, landscape, and public space—transforming underused areas into dynamic, inclusive, and meaningful places.

Renée’s practice is grounded in the creation of functional, sustainable spaces that support social interaction and elevate the urban experience. She brings strategic vision and design leadership from concept through to realization, with a particular sensitivity to historical and cultural context. Among her most notable projects are the Edifice Jacques Parizeau and Quartier des Spectacles in Montreal, the Eglinton Crosstown LRT in Toronto, where she is Design Excellence Lead for the corridor’s overarching design.

Renée is currently leading two projects of strong symbolic and civic value: the new Montreal Holocaust Museum, a place for remembrance, learning, and community gathering; and Market Lands in Winnipeg, a mixed-use development that brings together a public plaza, carbon-neutral affordable housing, and a centre for local arts groups.

Her contributions to the built environment have earned her widespread recognition, including the Médaille du mérite from the Ordre des architectes du Québec, and—alongside her partner Réal Lestage—the Prix Ernest Cormier in 2016, the highest honour awarded by the Government of Quebec in the fields of architecture and design.



Janet Rosenberg, FCSLA, FASLA

Janet Rosenberg is one of Canada’s foremost landscape architects and the founding principal of Toronto-based Janet Rosenberg & Studio (JRS). For more than forty years she has led the design of inclusive, culturally rich and ecologically resilient public and private realm landscapes across the country, while mentoring emerging professionals and serving on influential design juries and review panels.

In 2024, the Canadian Society of Landscape Architects (CSLA) presented Rosenberg with its Lifetime Achievement Award, the profession’s highest individual honour, in recognition of her enduring national impact. Her commitment to excellence was underscored again in 2025 when JRS’s transformation of Kiwekì Point—a dramatic new promontory park overlooking the Ottawa River—earned the prestigious CSLA Jury’s Award of Excellence.

Through landmark projects such as Kiwekì Point, HTO Park and the Royal Botanical Gardens’ Rock Garden, Janet Rosenberg continues to demonstrate how visionary landscape architecture can reconnect people to place, advance reconciliation and strengthen ecological resilience nationwide.



Carol Belanger, City Architect, Architect, AAA, FRAIC, LEED® AP

Carol graduated from the Technical University of Nova Scotia with a Masters Degree in Architecture in 1992. After 15 years in private practice he worked as a senior urban designer in the City's planning and development group where he chaired the Edmonton Urban Design Awards in 2005 and 2007. In 2007, Carol moved over to the City's building group as a project architect and in 2009 took over as City Architect. As City Architect, he has worked to emphasize the importance of urban and architectural design excellence for the betterment of the city and communities that we live in. Leveraging the City's current policies and bylaws, the City has revised its RFQ/RFP process to reflect the required higher design standard. In 2017, Carol was inducted into the Royal Architectural Institute of Canada's College of Fellows for his continued advocacy of the architectural profession, and, in 2023, he received the RAIC Advocate for Architecture Award.



David A. Down, Architect, AAA, FRAIC, LEED AP

David Down is an architect and urbanist who is passionate about city building and design excellence. He was the Chief Urban Designer of The City of Calgary from 2005 to 2025, leading the Office of Urban Design. Prior to this, he led his own award-winning architectural practice Down + Livesey Architects. He holds a MArch degree (1988) from the University of Calgary and a BA (Geography) from the University of Victoria (1978). He is a Past President of the Alberta Association of Architects and a Fellow of the Royal Architectural Institute of Canada. An Adjunct Professor at the U of C School of Architecture Planning & Landscape (SAPL) since 1995, he lectures on urban issues, professional practice, and the pre-modern history of Asian architecture and gardens.



Naomi Ratte, NuALA, CSLA

Naomi Ratte is an interdisciplinary designer whose work spans landscape architecture, public art, beadwork, and other creative explorations. Born and raised in Winnipeg, Manitoba, Naomi completed her Bachelor of Environmental Design and Master of Landscape Architecture at the University of Manitoba. The connection between people and place is what drew her to the profession. Naomi began her career with projects in Nunavut in 2017 with NVision Insight Group Inc. Her work focuses on interpretive planning & design, community engagement, and Territorial Park master & management planning. Today, she continues to collaborate on special projects in Nunavut, Ontario, and Manitoba, bridging innovative design with cultural and environmental stewardship. As a proud member of Peguis First Nation with Pakistani heritage, Naomi uses her art and practice to explore the intersections of her culture in her design approach.

Naomi is the co-chair of the Reconciliation Advisory Committee (RAC) for the Canadian Society of Landscape Architects (CSLA). She is the co-founder of the Indigenous Design and Planning Students Association (IDPSA) at the University of Manitoba and was a contributor to the Canadian Centre for Architecture's Towards Home: FutureCasting program.



Claire Weisz, FAIA, Hon. FRAIC, Hon. ASLA

Claire Weisz is a founding principal of WXY, an internationally recognized studio with offices in New York and Toronto, known for its community-centered approach to architecture and planning. The firm integrates design and policy to advance more equitable, resilient cities. WXY was named one of Fast Company's World's Most Innovative Companies in 2019 and again in 2023 for innovation in Urban Development and Real Estate. Weisz's honors include the Architectural League's Emerging Voices award, AIA New York's Medal of Honor, Architectural Record's Women in Architecture Award, and ENR's New York Legacy Award.



Christine Loth-Bown, VP of External Relations and Visitor Experience with Parks Canada

Christine Loth-Bown joined Parks Canada in February 2020 as the Vice President of the Indigenous Affairs and Cultural Heritage Directorate. In February 2023, she accepted the role of Vice President, External Relations and Visitor Experience Directorate.

Christine has occupied executive roles at Fisheries and Oceans Canada, the Canadian Tourism Commission, the Canadian Environmental Assessment Agency and Parks Canada. She has held senior leadership roles related to the development of strategic policy initiatives, corporate planning frameworks, legislation development, and communications and stakeholder engagement.

Christine's distinguished career includes policy development and program implementation at the federal level, with over 29 years of experience. She brings significant executive experience and expertise to areas such as strategic planning, communications, stakeholder engagement, environmental protection and conservation, impact assessment, and cultural heritage protection and promotion.

Christine holds a Master of Arts in Canadian Studies from Carleton University with a specialization in Indigenous studies and a Bachelor of Arts (Honours) in Canadian Studies and Political Science from Glendon College, York University, Toronto. She enjoys getting out on the trails and the waterways with her husband and son.



Catherine Berris, RLA, RPP, FCSLA, FASLA

Catherine is a Registered Landscape Architect and a Registered Professional Planner. In a career spanning more than four decades, she has been at the forefront of her disciplines, engaging interest holders and preparing plans and designs that have enhanced communities and the environment.

Her current work is with Urban Systems, an interdisciplinary firm of 700 with 15 offices in Western Canada. She previously spent 28 years as principal of Catherine Berris Associates Inc., an award-winning boutique firm in Vancouver. Her project experience spans community and site planning for Indigenous communities, municipalities, and land developments; community engagement; parks, recreation, and culture planning and design; nature-based design solutions; urban forest strategies; and cemetery planning and design. She often leads large, complex projects.

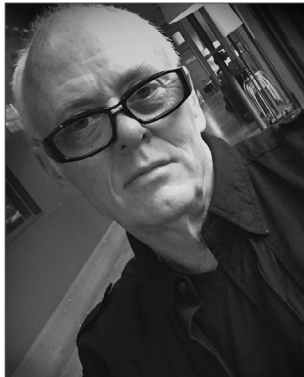
Catherine is also engaged in community service and mentoring. She was president of the Canadian Society of Landscape Architects in 2024/25 and is now co-chair of the CSLA Committee on Climate and Biodiversity. She provides leadership and mentoring within Urban Systems' 30-person landscape architecture practice. Catherine has been honoured by being appointed a Fellow of the Canadian and American Societies of Landscape Architects.



Nicolas Demers-Stoddart, OAQ, OAA, MRAIC

Gifted in the genesis of ideas and development of conceptual narratives, Nicolas Demers-Stoddart, director of practice at COEX, mainly assumes the role of lead designer particularly in the context of competition proposals. These have included the Block 2 competition, The Arbour – George Brown College in Toronto, Port of Montréal’s Grand Quai Cruise Terminal, and institutional projects such as the Reception Pavilion of the National Assembly of Québec and the Alexandra Bridge Remplacement in Ottawa.

Concerned first and foremost with conceptual integrity, he advocates for a multidisciplinary approach as the way of the future in the architectural and environmental design professions. He has been on the Independent Design Review Panel of Center Block for the RAIC as well as being a sitting member of the Comité Viger for the city of Montreal.



Dr. Brian R. Sinclair, PhD, DrHC, FRAIC, AIA (Intl)

Dr. Brian R. Sinclair is an award-winning professor of architecture and environmental design, and former Dean, at the University of Calgary’s School of Architecture, Planning and Landscape (SAPL). Brian is president of sinclairstudio inc., a multi-disciplinary design and research corporation engaged in an array of global projects. He holds postgraduate degrees in architecture and psychology. An educator and practitioner, Sinclair’s expertise and explorations span from science to art and embraces East and West. He is interested in overlaps of, and conflicts between, disparate perspectives, and in pursuing creative systems approaches to support, reconsider, and reset our ways of seeing, thinking, and being. Professional memberships include the American Institute of Architects, the Council for Tall Buildings and Urban Habitat, and Fellowship in the Royal Architectural Institute of Canada.

His doctoral degree (University of Missouri) focused on an innovative holistic design and planning framework to raise the quality of life for some of the world’s poorest people. Scholarship includes professional practice, design methods, open building, agile architecture, environmental psychology, international development, systems & sustainability, and the collision of science and spirit. He is author of numerous papers and books, including Culture, Context and the Pursuit of Sustainability, and is a principal investigator in the unprecedented five-year transdisciplinary, pan-Canadian SSHRC-funded research project “Quality in Canada’s Built Environment”.

Day 1 – Tuesday April 14, 2026

Introductory Remarks by the Competition Organizer

Salman Rasheed introduced himself as the Acting Executive Director for the Alberta Region, which includes Banff National Park. He highlighted the park's history, including its establishment through a surreptitious situation involving three rail workers discovering hot springs in what will eventually become Banff National Park.

Banff National Park holds immense significance to international tourists, who view Banff as a symbol of Canada's mountains, and of the country itself.

Banff National Park holds visitation records year over year, which exceeded 4.5 million visitors last year, and forecasts a 5-7% increase annually. Salman described the park's urban and wilderness zones, emphasizing the 97% wilderness area and the park's unique management approach.

Overview of the 200-Block Banff Avenue Redevelopment Project

The notion of a new Visitors Centre goes back to Minister Sheila Copps, some 35 years ago.

Over the subsequent years, Parks Canada has acquired 10 contiguous lots on Banff Avenue, ultimately allowing for the construction of the Park's proposed new Visitor Center.

On behalf of Parks Canada, Sal expressed his gratitude to the Royal Architectural Institute of Canada (RAIC) for their collaboration and the challenge of conducting a design competition. Parks Canada is equally grateful to the jury members for their role in formalizing the design process and making it more explainable to the public.

Jury Deliberation

The Professional Advisors and Parks Canada personnel provided an introduction and overview of the objectives of the 200-Block redevelopment project, as presented in the Competition Brief distributed to all participating Competitors.

The Co-chairs of the jury greeted the jury members and opened the sessions by introducing the various members, reviewing the procedures and objectives, the key points of the competition program and compliance with the Competition Brief.

The Professional Advisors informed the Jury members that all of the projects received and presented for review by the jury, conform with the requirements of the Competition Brief. All projects were received within the deadline and in accordance with the requirements of anonymity, all the while complying with the essential provisions of the rules of the competition and its requirements. On this basis, all projects are formally endorsed by the Jury for evaluation.

Methodology of the Jury's Evaluation

The Jury proceeded to review in detail the 7 (seven) assessment criteria outlined in the Competition Brief and reiterated as follows;

1. **Affordability criteria;** the design must meet the project budget.
2. **Technical feasibility;** the design proposal must be technically feasible, buildable and executable using normal construction techniques, technology and equipment generally available in Canada.
3. **Conformance to program requirements;** the design proposal must satisfy all aspects of the technical and spatial program.
4. **Alignment with vision, values, and principles;** in the Banff National Park setting; with the view scape of Mount Rundle as a centerpiece and green spaces that reflect the park's distinctive landscape and character, the site offers the feeling of being in the heart of the park.
Within the community it is a living and evolving public space that should foster a sense of welcome, safety and comfort.
5. **Sustainability;** the proposal must focus on sustainability, showcasing how holistic design and the creative integration of architecture, engineering and landscape can serve as a model for sustainable development.
6. **Indigenous expression;** how does the proposal go beyond symbolic gestures and how is it embedded in the physical, cultural and interpretive fabric of the site.
7. **Visitors experience;** how does the proposal provide enhanced accessibility and inclusion, a true sense of place and an experience and service model in line with Parks Canada's objectives.

Technical Experts Report

The results of the experts' assessments were presented to the jury members. The Technical Experts covered the expertise of:

Sustainability, Constructability, Costing, Programming, Heritage Conservation,
and Regulatory conformance.

In addition, Parks Canada shared with the Jury the results of their public and Indigenous engagement process.

In their analysis the technical experts highlighted the strengths and weaknesses of each of the proposals. The Jury members had the opportunity to consult directly with the technical experts by asking them any questions they deemed necessary to understand the project and their analysis.

1. Sustainability Assessment

Kelly Alvarez Doran, Ha/f Climate Design

The methodology used for sustainability assessment combined both qualitative judgment and sensitivity-based scoring. Seven key criteria were identified:

- Alignment with federal policy
- Carbon reduction strategy
- Energy performance
- Materials and construction approach
- Site and environmental stewardship
- Climate risk and adaptation
- Credibility and deliverability.

Kelly emphasized the importance of each proposal's performance against individual criteria rather than relying on aggregated numerical totals.

2. Feasibility and Constructability Review

Graham Ferguson, P.Eng, Technical Services Coordinator, Parks Canada

The feasibility and constructability review primarily focused on assessing the simplicity/relative complexities, constructability, and passive energy features in the submitted designs.

The assessment highlighted specific commentary/concerns for each design with respect to their structural, mechanical and electrical designs. The assessment was divided across 5 main criteria:

- Feasibility, buildability using normally and locally available construction techniques
- Complexity of building systems
- Operational viability of the proposed systems
- Buildability and feasibility of the heritage approach
- Conformance to building codes

3. Heritage Conservation Approach

Kate Leonard, Cultural Resource Management Advisor, Parks Canada

The assessment is grounded on the policy framework outlined in 'The Standards and Guidelines for the Conservation of Historic Places in Canada', focusing on the preservation of heritage value.

The heritage values are further described in the Statement of Significance and character-defining elements.

The assessment considered 2 major criteria:

- Does the proposal have a clear heritage conservation approach
- Commentary on the acceptability of the conservation approach.

4. Project Costing

Joshua Akom, Hanscomb Cost Consultants

The cost consultants undertook an exercise to provide a class c cost estimate for each proposal according to the same methodology, based on the information supplied by the proponents. Each proposals' estimate was then compared to the baseline reference cost estimate provided to the proponents in the Competition Brief. In addition, it was confirmed that all projects submitted were in compliance with the reference baseline estimate. The GFA of each proposal was also presented in an overall comparison analysis for the Jury's information.

5. Programming

Melissa Sarrasin, Architect, MAA, LEED AP, Senior Project Manager, Parks Canada

All proposals were scrutinized and analysed with respect of actual measured areas compared to the requirements outlined in the Functional Space Program, on an area-to-area basis. All proposals fell close to the program requirements with marginal and reasonable adjustments required.

6. Regulatory Requirements and Site Zoning

Bryan Howie, Realty Manager, Parks Canada

The main objectives of the Technical Review were to assess application of the Parks Canada regulatory requirements and Town of Banff site zoning criteria onto the various proposals.

The review also includes discussion regarding the Town of Banff land use bylaw requirements and design guidelines. The design guidelines aim to ensure development reflects the town's unique Rocky Mountain character and integration of any design proposal with the inherent natural environment and identity of the Town of Banff.

The assessment included 5 criteria:

- Does the proposed design meet Parks Canada regulatory requirements
- Does the proposal meet the Town of Banff Land Use Bylaw
- Does the proposal conform with Policy Requirements
- How does the proposal address other Policy Guidelines/Directives/Strategies
- In what areas does the proposal deviate from the Town of Banff Land Use Bylaws.

7. Public Engagement and Feedback

Daniella Rubeling on behalf of Parks Canada

Parks Canada presented the public and Indigenous engagement report from Phase 2 engagement to the Jury, highlighting the themes of engagement. The engagement process chosen by Parks Canada, specific to this major initiative, included a public open house, an online survey, and both community stakeholder and Indigenous engagement sessions.

During project scoping, Parks Canada underwent Phase 1 engagement in which four main themes were identified as being important aspects of the designs. The winning design needed to demonstrate a) the unique characteristics of Banff National Park, b) a welcoming and inclusive space, c) authentic Indigenous representation, and d) support for local community interests.

During Phase 2 engagement, feedback from the public, stakeholders, and Indigenous Nations was mixed, with some design proposals receiving positive feedback and others facing concerns about scale, form, and cultural representation.

Deliberations and Assessment of Projects

Deliberations regarding the design submissions gave rise to significant in-depth discussions. After a thorough review of the Technical Experts reports and an opportunity to ask questions and be provided with answers, the relative strengths and weaknesses of each proposal were weighed against the objectives of the various project parameters, with the ultimate goal of selecting the strongest high-quality proposal.

The following content describes the two days of deliberations by the Jury, including overall approach and high-level commentary, while project-specific comment and critique can be found in Appendix A below.

Initial reactions

- The Jury suggested placing every scheme on the base model for a comprehensive evaluation and discussion, in order to consider on an equal basis the schemes in the site context.
- The Jury emphasized the importance of considering the Visitor Centre and associated Parks Canada housing component as a cohesive piece. One Juror clarified that the Visitor Centre and housing are both tied together in the design located on the Parks Canada property.
- Jury members discussed the strengths and weakness of proposal 587201, noting the dynamic relationship along Banff Ave. and the need for better public space connectivity.
- Jury members highlighted the importance of the multipurpose room and the need for better public space integration.
- Jury members expressed concerns about the housing components impacts on views and snow management, especially as it relates to schemes number 587202, 587203, 587204 and 587206.
- A Jury member emphasized the need for clarity in the context of the Town of Banff land use pattern and the public space delineation in many proposals, with respect to the built form within the Town of Banff. This is especially true for proposals 587201, 587204 and 587206.

Public realm considerations

- Jury members discussed the importance of creating a significant public space, in all seasons, and the challenges of snow management in many proposals including 587201, 587202, 587203, 587204.
- Jury members critiqued proposal 587202 for its lack of west-east connectivity and the scale of its roof. The shaping of the building was also criticized for not being culturally appropriate to the area, more closely resembling a long-house that would be more culturally representative of Eastern Canada. This also created a significant imposing blind roof massing along Banff Avenue.
- Jury members at large, discussed proposal 587203, the nature of its bold concept, but also expressed significant reservations regarding the challenges of execution, maintaining green roofs in the local context and technical issues. Jury members also highlighted the positive aspects of this proposal, including public sentiment and accessibility.
- Jury members discussed proposal 587204's strengths, including the East-West connection and the interpretive center's historical reference.
- Several Jury members praised proposal 587205 for its elegant simplicity, quality of the created public spaces, the diminutive development in built form and overall architectural fit with Banff's character.
- Jury members expressed concerns about proposal 587206's disjuncture between narrative and design, and its overly institutional feel.

First elimination decision

At the close of the first day of deliberation and discussions that gave equal voice to all Jury members, after a thorough review of all the projects, the jury proceeded to a first elimination round. The Jury unanimously decided to eliminate three designs, leaving three remaining for consideration on Day 2.

Day 2 – Wednesday April 15, 2026

Second round of deliberation

Day two opens with a thorough review of the three remaining designs that have not been eliminated. An in-depth discussion is held regarding each of the remaining projects.

Proponents video presentations

The Jury was provided the long form version of the videos provided by each of the remaining teams in order to engage in a full review of all considerations. This was followed by a series of questions and observations shared between Jury members.

After some deliberations, a motion is presented to further eliminate one more design.

Final assessment of the remaining two designs

The jury further conducted a comprehensive and in-depth review of the two last remaining projects, a discussion that gave equal voice to all jury members.

The final discussions focused on the design and operational priorities for the facility. Key points included the need for the Visitor Center to be accessible, flexible, and reflective of Indigenous priorities, with space for ceremonies and economic opportunities.

The importance of public spaces, including outdoor gathering areas and public washrooms, was emphasized. The discussion also covered the need for residential housing, with 20-30 units planned for eligible residents, while also maintaining open space and not overcrowding the site. For both remaining projects open for consideration, the heritage building's multi-purpose space was debated, with suggestions to reconfigure it for better functionality and accessibility. The importance of integrating FireSmart principles and enhancing the civic and landscape aspects of the project was highlighted for both projects.

Focus was placed on the design and functionality of staff spaces, emphasizing the need for efficient staff movement and flexible ground floor layouts. The discussion highlighted the potential of integrating Indigenous partners into retail spaces and the benefits of a separate multi-purpose room for long-term lease agreements.

The jury debated the merits of the two different design submissions ultimately deciding that submission 587205 was the strongest overall scheme, for its better integration with Banff Avenue, the contextual fit within the character of the Town of Banff and its greatest potential to enhance the public realm. It is highlighted that this project best respects Banff's unique Alpine character while incorporating modern elements and is the most respectful to the Park's DNA.

Concluding Decisions

At the conclusion of the discussions and analysis of the two remaining proposals, their side-by-side comparison, and the thorough and engaged conversation by all members of the Jury, it was agreed to table the following motion and decision:

“After a thorough discussion, giving equal voice to all Jury members, including Deputy Jurors, it is unanimously agreed that project 587205 is selected as the overall best and winning proposal.”

The Jury noted and commended all participants for the high calibre of the proposals, which can only elevate the importance of design quality in public buildings in Canada.

Prepared by:

Thierry Montpetit, RAIC Professional Advisor / **Peter Ortved**, RAIC Professional Advisor.

Approved and signed by all members of the Jury:

Renée Daoust, Jury Co-Chair – voting

Janet Rosenberg, Jury Co-Chair – voting

David Down, Jury Vice Chair – voting

Carol Belanger, Jury member – voting

Claire Weisz, Jury member – voting

Christine Loth-Bown, Jury member – voting

Naomi Ratte, Jury member – voting

Catherine Berris, Deputy Juror – non voting

Nicolas Demers-Stoddart, Deputy Juror – non voting

Dr. Brian R. Sinclair, Deputy Juror – non voting

APPENDIX A

Synopsis of Comments and Observations by Team



Characteristics of all Schemes

- High level sustainability design leadership and vision
- Well thought out integration of landscape and public space elements
- Recognized priority to preserve important views
- Animation of the public frontage of Banff Avenue
- Heavy timber structural framing systems
- Use of locally sourced materials, including stone
- Respect for the preservation of the recognized character of the Heritage building
- Definition of building massing and roof forms that are both distinctive and evocative of local context
- Conformance to the budget limitations defined in the Competition Brief
- The jury found the models extremely useful in understanding and comparing the six schemes
- The six submissions were detailed, complete in all requirements and impressive. It was noted that all schemes were quite unique and distinctive from each other, offering the jury clear options for discussion and evaluation



| 587201

Jury Comments

Team KPMB

- Thoughtful and design-led sustainability approach, with strengths in passive strategies, embodied carbon awareness and climate-responsive site planning
- The angled plan creates a dynamic relationship with Banff Ave. drawing the public into the site
- A single storey scheme that has a strong, clear, consistent gable roof form for the visitor centre elements
- The roof forms are angled to orient to the sunlight and capture prevailing winds for natural ventilation
- The rain gardens to collect and direct run-off are a thoughtful feature but questioned as to how they will react in dry periods
- A strong through block connection to Beaver Street, however the massing of the Town of Banff housing blocks the view of Mount Rundle
- The form and massing of the housing blocks were seen as unrelated to the visitor centre building forms and present an institutional façade out of scale to Beaver Street
- Good public circulation with the placement of the transit hub at the north end and an intuitive arrival sequence for visitors both indoors and outdoors
- Respectful and discrete connection to the heritage building
- The placement of the Parks Canada housing block as a four-storey mass directly behind the visitor centre blocks any views from the building to the east
- Some concerns about the separated Multi-Purpose building in terms of staff supervision



587202

Jury Comments

Team Stantec Architecture

- Absence of East-West connection or any cross connection is very problematic
- Very large roof facing Banff Avenue with no articulation; problematic on many aspects, frontal view and lack of articulation, culturally inappropriate form reminiscent of a long house which is foreign vernacular and culturally inappropriate in this context
- Overall scale and massing issues
- Noted that the orientation of the structures do not align with the existing patterns of built form in the Town of Banff especially when read from a figure ground perspective
- Landscape is weak, with no public realm creation on Banff Avenue
- Density of housing proposed constrains the site



| 587203

Jury Comments

Team Revery Architecture Inc.

- Sustainability narrative demonstrates technical competence but relies on generalized language reflecting ambition without sufficient authorship to support a strong outcome
- The bold concept of the consistent forms and massing was admired for its vision
- Recognized for the strong positive sentiment among community stakeholders
- Operational concerns around the sloped green roofs, access and public safety issues and maintenance of water management systems
- Local microclimate in Banff would not be conducive to the maintenance of green roof planting as proposed. This would be a key consideration moving forward as it is integral to the concept
- Good creation of public space and a through block connection
- Concern over the alterations to the heritage building south exterior and the attachment of the new visitor centre building forms
- Good preservation of exterior views but concerns that interior views were interrupted by building forms
- The column free interior spaces present structural issues requiring long span structural steel framing
- General concern that the changes to be implemented through a design development phase would compromise the overall concept to an unacceptable degree



587204

Jury Comments

Team Alison Brooks

- Thoughtful and design-led sustainability approach, that is unfortunately reliant on a system heavy approach
- Form is compact, the shallow arc is reminiscent of an airport terminal, while the driving inspiration is a feather. Probably won't be read as such in reality
- Appearance is commercial and retail like
- Internal programming is problematic and does not meet the intent of the program
- Problem of scale overall and blocking the view to the mountains from Banff Avenue
- With the model placed on the base, it becomes evident that the proposal is out of place with the context
- The approach to the structure is efficient and appreciated , although some connection details and intersection of the columns with the outside glazed walls remains problematic



| 587205

Jury Comments

Kengo Kuma + Paul Raff

- Strong and credible sustainability approach distinguished by its overall simplicity and coherence and a legible and scalable sustainability strategy
- The scheme with the most diminutive, overall and well considered massing
- Consistent form and discrete massing of the three housing blocks preserves views from the site
- —Open and clear through block connection integrates the public outdoor use spaces
- The large, hipped roof form presents a distinct identity for the visitor center
- Priority given to public views from the site at grade and including the second story viewing gallery in the Visitor Centre and the potential lookout tower in the heritage building
- Discrete and elegant connection to the heritage building with glazed walkways and courtyard
- Concern regarding the opening of the second floor of the heritage building for the multi-purpose space in regard to compromising use of the upper-level areas
- Thoughtful organization of building forms on Banff Ave. viewed as reinforcing the overall urban design approach: 'of Banff' rather than 'in Banff'
- Concern that the circular stepped assembly area in the visitor centre does not conform to accessibility standards
- Suggestion that the Banff Ave. ground level frontage of the Parks Canada housing block could be animated with more active public use spaces
- The overall simplicity of the building forms and organization were seen as the most receptive to adaptation through the next design development stakeholder consultation phases



587206

Jury Comments

Team EVOQ and Ryder

- A series of structures gathered under a unifying roof
- A well written heritage conservation approach, however the architecture is not at the level of the ambitions set out in the compelling narrative, there appears to be a disconnect between the story and the architecture design
- The housing component is very massive and crowds the site. There is a resemblance to a residential school in its form and roofline
- Unconvinced that a roof garden on a flat roof would in fact be an attraction
- Appreciated the treatment and connection to the heritage building
- The building is trying too hard to do too many things, at the detriment of the overall architecture
- The interior circulation remains problematic

