

**GOVERNANCE & FINANCE COMMITTEE
ORDER OF BUSINESS**

Town of Banff Council Chambers
Monday, September 24, 2018 at 9:00 a.m.

1.0 CALL TO ORDER

2.0 APPROVAL OF AGENDA

Recommendation:

That the governance and finance committee approve the agenda for the September 24, 2018 meeting.

3.0 IN-CAMERA STRATEGIC PLANNING SESSION

Recommendation:

That the governance and finance committee go in camera to hold a strategic planning session in accordance with the Municipal Government Act sections 197 and the Freedom of Information and Protection of Privacy Act sections 23 and 24.

Strategic Planning – Social Well-Being

FOIP Section 23, Local Body Confidences

FOIP Section 24, Advice from Officials

4.0 ADOPTION OF PREVIOUS GOVERNANCE & FINANCE COMMITTEE MINUTES

4.1 Minutes of the September 10, 2018 Meeting of the Governance & Finance Committee

Recommendation:

That the governance and finance committee adopt the minutes of the September 10, 2018 meeting.

5.0 DELEGATIONS

6.0 PUBLIC INPUT ON AGENDA ITEMS

7.0 UNFINISHED BUSINESS

7.1 Request for Decision – 2019 Service Review Additions (Items 25-30)

Recommendation:

That the governance and finance provide direction to administration to administration to bring one or more items forward with options for execution during the upcoming Service Review process.

8.0 REPORTS

9.0 CORRESPONDENCE

10.0 PUBLIC INPUT ON AGENDA ITEMS

11.0 ADJOURNMENT

Recommendation:

That the governance and finance committee adjourn the September 24, 2018 regular meeting of governance and finance committee.

Agenda prepared by: Tara Johnston-Lee

All recommendations as presented are for discussion purposes only, and should not be considered as the opinion or direction of the governance and finance committee.

MINUTES OF THE GOVERNANCE AND FINANCE COMMITTEE
of the Town of Banff in the Province of Alberta
Town Hall Council Chamber
Monday, September 10, 2018 at 9:00 am

COUNCIL MEMBERS PRESENT

Karen Sorensen	Mayor
Ted Christensen	Councillor and Deputy Mayor
Grant Canning	Councillor and Acting Mayor
Corrie DiManno	Councillor
Peter Poole	Councillor
Brian Standish	Councillor

COUNCIL MEMBERS ABSENT

Chip Olver	Councillor
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ADMINISTRATION PRESENT

Robert Earl	Town Manager
Tara Johnston-Lee	Municipal Clerk

1.0 CALL TO ORDER

The Mayor called the September 10, 2018 meeting of the governance and finance committee to order at 9:00 a.m.

CARRIED

2.0 APPROVAL OF AGENDA

FIN18-45 Moved by Councillor Standish that the governance and finance committee approve the agenda for the September 10, 2018 meeting as presented.

CARRIED

3.0 IN-CAMERA STRATEGIC PLANNING SESSION

FIN18-46 Moved by Councillor Canning that the governance and finance committee go in camera at 9:01 a.m. to hold a strategic planning session in accordance with the Municipal Government Act sections 197 and the Freedom of Information and Protection of Privacy Act sections 23 and 24.

Strategic Planning – Recreation Master Plans

FOIP Section 23, Local Body Confidences
 FOIP Section 24, Advice from Officials

CARRIED

Attending all or part of the Strategic Planning Session with Council:

Name		Reason
Leslie Taylor	Consultant	Session Facilitator
Robert Earl	Town Manager	Strategic Leader of the Organization
Silvio Adamo	Director, Protective Services, Fire Chief	Strategic Leader of the Organization
Kelly Gibson	Director, Corporate Services	Strategic Leader of the Organization
Alison Gerrits	Director, Community Services	Strategic Leader of the Organization
Randall McKay	Director, Planning and Development	Strategic Leader of the Organization
Paul Godfrey	Director, Operations	Strategic Leader of the Organization
Jason Darrah	Director, Communications and Marketing	Strategic Leader of the Organization
Adrian Field	Director, Engineering	Strategic Leader of the Organization
Amanda Arbuckle	Manager, Recreation	To answer questions
Colin Harris	Recreation Initiatives Coordinator	To answer questions
Tara Johnston-Lee	Municipal Clerk	Clerk – Procedural advice

FIN18-47 Moved by Councillor Poole that the governance and finance committee come out of camera at 11:54 p.m.

4.0 ADOPTION OF PREVIOUS GOVERNANCE & FINANCE COMMITTEE MINUTES

4.1. Minutes of the June 25, 2018 Meeting of the Governance & Finance Committee

FIN18-48 Moved by Councillor DiManno that the governance and finance committee adopt the minutes of the June 25, 2018 meeting.

CARRIED

4.2. Minutes of the July 16, 2018 Meeting of the Governance & Finance Committee

FIN18-49 Moved by Councillor Poole that the governance and finance committee adopt the minutes of the July 16, 2018 meeting.

CARRIED

4.3. Minutes of the August 13, 2018 Meeting of the Governance & Finance Committee

FIN18-50 Moved by Councillor Standish that the governance and finance committee adopt the minutes of the August 13, 2018 meeting.

CARRIED

5.0 DELEGATIONS

There were no delegations.

6.0 PUBLIC INPUT ON AGENDA ITEMS

None received.

7.0 UNFINISHED BUSINESS

None considered.

8.0 REPORTS

8.1. Request for Decision – 2019 Service Review Additions

- FIN18-51 Moved by Councillor Canning that the governance and finance committee direct administration to prepare options for consideration at service review for: *Forgoing FCM and/ or AUMA one year and all of council takes a familiarization trip to another resort community to see firsthand what they have done to address similar concerns that we have (congestion, transit, housing, land use issues, etc.).*
- CARRIED**
Standish opposed
- Councillor DiManno left the meeting 12:05 as she is an employee of the Bow Valley Regional Transit Services Commission.
- FIN18-52 Moved by Councillor Canning that the governance and finance committee direct administration to prepare options for consideration at service review for: *Making transit free on some of our busiest days, for example, Canada Day and other days where it's in the public best interest, for example New Year's Eve.*
- CARRIED**
Christensen opposed
- Councillor DiManno returned to the meeting at 12:07 p.m.
- FIN18-53 Moved by Councillor Canning that the governance and finance committee direct administration to prepare options for consideration at service review for: *Establishment of a budget to fund one off mid-year projects rather than using a budget stabilization fund.*
- DEFEATED**
Canning and Christensen in favour
- FIN18-54 Moved by Councillor Christensen that the governance and finance committee direct administration to prepare options for consideration at service review for: *Creating a "public works committee" to review questions and suggestions arising from the public regarding town operations and procedures and report to council with their reviews. This committee need be advisory only. This is not unlike the concept of forming a committee to review public requests for funding.*
- DEFEATED**
Christensen and Poole in favour
- FIN18-55 Moved by Councillor Christensen that the governance and finance committee direct administration to prepare options for consideration at service review for: *full review of Taxi Bylaw in 2019.*
- CARRIED**
DiManno and Standish opposed
- FIN18-56 Moved by Councillor Poole that the governance and finance committee direct administration to come back with options for council to contribute to municipal census and resident satisfaction survey questions.
- CARRIED**

- FIN18-57 Moved by Mayor Sorensen that the governance and finance committee direct administration to prepare options for consideration at service review for: *Some method for more feedback to find out why people are choosing not to walk in winter.*
DEFEATED
- FIN18-58 Moved by Councillor Poole that the governance and finance committee direct administration to prepare options for consideration at service review for: *explore longer term trends in financial plans.*
CARRIED
- FIN18-59 Moved by Councillor Poole that the governance and finance committee direct administration to prepare options for consideration at service review for: *Legal advice on municipal authority in land matters should the Town want to acquire an interest in lands.*
CARRIED
Standish opposed
- FIN18-60 Moved by Councillor Poole that the governance and finance committee continue discussion of items 25 30 of the report at the September 24, 2018 meeting of the governance and finance committee meeting.
- 9.0 CORRESPONDENCE**
None received.
- 10.0 PUBLIC INPUT ON AGENDA ITEMS**
None received.
- 11.0 ADJOURNMENT**
- FIN18-61 Moved by Councillor Poole that the governance and finance committee adjourn the September 10, 2018 regular meeting of governance and finance committee at 1:08 p.m.
CARRIED

Karen Sorensen
Mayor

Tara Johnston-Lee
Municipal Clerk

REQUEST FOR DECISION**Subject: 2019 Service Review Additions**Presented to: Governance and Finance
Committee

Date: September 10, 2018

Agenda: 8.1



Submitted by: Robert Earl

RECOMMENDATION

That the governance and finance committee direct administration to bring one or more of the following items forward with options for execution during the upcoming Service Review Process for council's consideration.

BACKGROUND**Reason for Report**

Last years' Service Review, together with the emerging (2019-2022) Strategic Priorities form the basis from which the next Service Review foundation is generated. In an effort to provide an additional input opportunity, council was asked to submit other ideas for changes to service levels. The following list represents those ideas as submitted. Council can choose to have staff spend some time on each of these ideas preparing options for consideration during the service review, or direct administration to take no action at this time.

Summary of Issue

Topic	Councillor	Administration Comment
1. Forgoing FCM and/or AUMA one year and all of council takes a familiarization trip to another resort community to see firsthand what they have done to address similar concerns that we have (congestion, transit, housing, land use issues, etc.).	Canning	This has been done in the past with previous trips to Whistler, Aspen and Vail.
2. Making transit free on some of our busiest days, for example, Canada Day and other days where it's in the public best interest, for example New Year's Eve.	Canning	This is currently scheduled for 2021 in the draft 2019-2022 Strategic Plan
3. Establishment of a budget to fund one off mid-year projects rather than using a budget stabilization fund.	Canning	
4. Considering the increasing workload of council and administration I propose the creation of a "public works committee" to review questions and suggestions arising from the public regarding town operations and procedures and report to council with their reviews. This committee need be advisory only. This is not unlike the concept of forming a committee to review public requests for funding.	Christensen	Municipalities in Canada generally moved away from this style of committee in the 1970's-1980's when they transitioned to a one-employee/CAO type of management system, with general managers reporting to the CAO and the CAO reporting to Council. Council establishes procurement
Merit of public works committee	Poole	

<p>Some items which have arisen at Governance & Finance Committee may deal with risk/liability management purview of Council or of something like an Audit Committee. For instance: large procurement items; contracting. I would like to hear how our Town has handled these in the past, and how other municipalities have handled them. I could see there being merit in a separate committee digging into these and providing recommendations to Council.</p>		<p>oversight through the Purchasing Policy C099.</p>
<p>5. Considering the coming "needs study," currently underway through Bow Valley Regional Housing and the early indications of a shortfall of long term care housing for Banff citizens. I propose a task force be formed to explore and formulate a plan to satisfy our local needs as there are many cases, too many cases, of Banff citizens having no alternative but to leave town to seek care and it doesn't look like it will be resolved by the phase two development proposed for Canmore. The need grows.</p>	<p>Christensen</p>	<p>The TOB has not seen an "early indications" document.</p>
<p>6. Due to success of the Banff Poet Laureate committee, now having appointed our second poet laureate, Steven Ross Smith I propose an increase to the 2019 budget of \$1500, to extend our excellence in promoting the creative word in the community by sponsoring more events and exploring connections with the high school. Note that Steven has formerly taught a creative writing class in our high school as one of his many credentials.</p>	<p>Christensen</p>	<p>The Banff Poet Laureate committee could need to follow the new process that council has outlined for such grants to community groups.</p>
<p>7. I support increasing the priority of a pedestrian crossing over the CPR tracks, to better access the compound and the Fenlands.</p>	<p>Christensen</p>	<p>Consideration of such already in upcoming Service Review.</p>
<p>8. I propose creating a plan and assisting in extending the heritage trail so Mt. Norquay Road can serve as the prime bicycle access to Banff as it goes directly to the centre of town. This of course could be a natural connection with a CPR pedestrian crossing.</p>	<p>Christensen</p>	<p>Consideration of the section along the new Railway Station intercept lot is will be in the upcoming Service Review.</p>
<p>9. I propose work be done to create a "producer responsibility" program for products coming into our community that will be left in our community as waste. We have a celebrated environmental program underway, we need more.</p>	<p>Christensen</p>	<p>Consideration of such is coming in the 4th quarter of 2018.</p>
<p>10. I propose that we install a large broadcast screen on the outside wall of one of our public buildings and have a running commentary of town agendas,</p>	<p>Christensen</p>	<p>A video medium or television screen that is located on the exterior of a building would be</p>

events, decisions and even a broadcast of our meetings once our recording process has been established. That way there is no reason that our citizenry can say they were not informed of town business. "See it on the big screen".		construed as sign type that is specifically prohibited in the Land Use Bylaw and Banff Design Guidelines.
11. I propose that the next aspect of the recreation ground development be the off leash dog park. Our existing park is busy and with the proposed development of the bus barn we need to be proactive in looking after the dog owners in our community.	Christensen	Consideration of such already in upcoming Service Review.
12. In order to accommodate the increasing number of visitors I propose that we reconsider use of Pedi cabs and bicycle cabs in the role of taxis. Whether our existing vendor takes on the job of putting them on the streets as taxis or if we have to allow other independent operators to take on the task. It is a long established way to move people about in a most environmentally efficient manner.	Christensen	
13. Survey questions for municipal census and resident satisfaction survey are reviewed by council prior to being finalized so that council are informed and can have input	Olver	The next municipal census is scheduled for 2020. A council motion directing administration to bring back survey questions in 2020 may be appropriate.
14. Improved winter road way intersection walkability. Level of sidewalk maintenance gives them much more secure footing than Intersections. Intersection maintenance is sufficient for vehicles but not for pedestrians.	Olver	Consideration of such already in upcoming Service Review.
15. Some method (survey perhaps?) to find out why people are choosing not to walk in winter. Think that action request submissions are not sufficient to reflect the complexity of the decision making on this topic.	Olver	
16. Attention to the heating and cooling of council chambers - portable fans, portable heater, ceiling fan.	Olver	August 2018, upgrades were made to the air exchange system in town hall. Facilities will continue monitor in 2018-19
17. Accelerate the construction of the Central Park pedestrian bridge.	DiManno	Consideration of such already in upcoming Service Review
18. Consider updating the Housing Study	DiManno	Bow Valley Reginal Housing is doing some housing demand forecast work in 2018 which could prove valuable.
19. Add ten-year trending to revenues and expenses within the service review document	Poole	This in not something that we would have the time to prepare for this years' service review. We

		could look at for the following year if supported.
20. Relationship to indigenous peoples. We have a governance and cultural relationship with First Nations & Métis which deserves review and reflection. Are there some things we can do symbolically? Are there some things we can do which might make a significant difference? What is the policy direction in the Management Plan?	Poole	Consideration of municipal indigenous policy is under consideration in the Strategic Plan (heritage section)
21. Land matters. Authority over expropriation on leasehold lands. I would like us to clarify this. If we meet up with a need to reverse our course on population matters, we ought to know all the tools in our toolkit.	Poole	
22. Strategy regarding dealings with the Minister of the Environment. I wonder if this deserves a fuller discussion from a community perspective than the relatively circumscribed discussions within the Liaison Committee or Mayor-Minister meetings.	Poole	
23. Subsidies to business. To make informed decisions regarding Service Review costs and budget deliberations, I would like to know a list of any intended subsidies to types of businesses, as well as unintended subsidies which might happen from time to time through policy changes.	Poole	
24. Planning & Business Licensing: How might we plan and anticipate for a future of zero population growth: Review population projections for the Town of Banff in keeping with the "aspirational target" for the population cap and the "proactive" stipulations in the Management Plan. What might be the population increments we have unintentionally caused to our town's population by encouraging the restaurant businesses to create rooftop patios & sidewalk seating? Survey our F&B businesses (& other businesses) to recalibrate our assumptions of staff requirements per area of a business specified in the Bylaw. Options for paying for our Planning Department staff if we have lower revenue in the future from development fees if there are fewer large projects? Have we unintentionally created incentives for population expansion with our development fee schedule?	Poole	<p>An important distinction here is the differentiation between the permanent population referred to in the Management Plan aspirational target and temporary populations. Previous and current population forecasts have continued to differentiate these populations. Understanding the differing needs of these two population groups could be an important part of this consideration.</p> <p>Development Permit fees are reviewed by council on an annual basis. Past assumptions about lesser development and revenue as we approach full</p>

		commercial buildout have not materialized.
25. Business licensing & business reporting: Are there examples of municipalities requiring energy use/efficiency (or greenhouse gas) reporting as part of an approach to raise urban environmental performance?	Poole	
26. Businesses in public service zoned areas. Do we have businesses operating in areas zoned for public service, recognizing the Court of Appeal decision 2013 ABCA 127 which ruled against the Town? (I'm not sure if this is a Governance & Finance matter, that is, a legal liability matter, or a business licensing matter.)	Poole	
27. Up-zoning in residential areas in recent years and potential for compensation for the unintended harm to heritage. What might be the aggregate increased benefits to the Town of Banff by the increased density zoning to encourage residential construction (e.g., the aggregate rise in tax revenue attributable to those lots), and if some of this were to be used to compensate the anticipated harm to heritage buildings, what might be the sums available for consideration?	Poole	
28. Considering the merits/drawbacks of rewriting our Land Use Bylaw. Let's consider inviting former Town Planner Mr. Leighton, or another external planner, to discuss the merits of rewriting our Land Use Bylaw. What are the patterns in other municipalities?	Poole	A review and update of the Land Use Bylaw typically follows the rewrite of the Banff Community Plan (referred to as a Municipal Development Plan in other municipalities). The Banff Community Plan is scheduled for review following the adoption of a new BNP Management Plan in 2020 to ensure key actions are reflected and/or incorporated into the community plan.
29. Smoking as a public nuisance. Review smoking bans in municipalities which have many visitors from afar. (e.g., Whistler)	Poole	This consideration is coming to Council in 2018
30. Tax rates & fees, long-term. How can we better understand the ten-year tax & fee changes, say, compared to median incomes, median rental rates, and median property values?	Poole	

<p>31. Communications infrastructure. How might we learn of the experience of other communities where there are community-shared communications infrastructure (fiber-optic, wireless; ISP; cable)?</p>	<p>Poole</p>	

Once supported by council, administration will prepare options for council consideration during the upcoming Service Review.

Submitted By: On original
Robert Earl, Town Manager