

Banff Community Plan

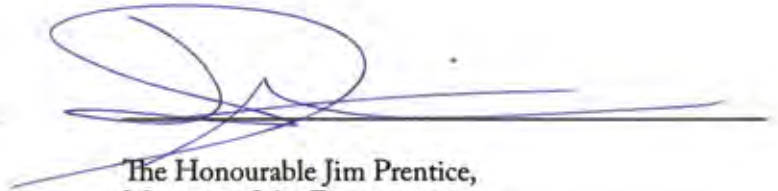


The Banff Community Plan was developed by you. This is the culmination of hundreds of voices over countless hours of public consultation. The result is a plan that will guide thinking and create a framework for action for our community. The Town of Banff thanks everyone who generously gave their time and shared their views to create our vision for the future.





His Worship John Stutz,
Mayor of Banff



The Honourable Jim Prentice,
Minister of the Environment

this day of February 23, A.D. 200_9

this day of February 8th, A.D. 200_9

Banff Community Plan Steering Committee

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Guide to Readers:

The Banff Community Plan is organized into three parts:

Part **1**

Our vision:

In this section you'll read about our aspirations as a town within a national park. We highlight the principles of sustainability that are our foundation, our values and our vision.

Part **2**

Achieving our vision:

This section outlines the goals, objectives and indicators that will help us deliver on our vision of environmental, social and economic health.

Part **3**

Appendices and exhibits:

This section contains the background information necessary to fully understand the process behind the development of the Banff Community Plan, as well as the context and legal framework that are the cornerstones of this Plan.



To better understand our plan, here are our definitions for key terms:

Our vision is a description of what we aspire to in the future.

Goals describe what we want to accomplish in a “big picture” sense.

Objectives are measurable and help us accomplish our goals.

Indicators are the measures we will use to determine if the Community Plan is being implemented successfully.



Table of Contents

Guide to Readers	6
Introduction: a town within a national park	10
Part 1 Our vision:	12
Vision	12
What does sustainability mean to Banff?	12
What we value	13
Part 2 Achieving our vision:	
Sense of place our environmental goals, objectives and indicators for success	15
Fostering a healthy community: our social and cultural goals and objectives as well as indicators for success	19
Local economy: our economic goals, objectives and indicators for success	24
Monitoring indicators	28
Part 3 Appendices and exhibits:	
Appendix A: The context for the Banff Community Plan	29
Appendix B: The legal framework for the Banff Community Plan	33
Appendix C: The Banff Community Plan consultation process	36
Appendix D: Glossary of terms	40
Appendix E: Key documents informing the Banff Community Plan	44
Appendix F: Exhibits	58

Introduction: a town within a national park

Set in the confluence of three river valleys we are beautifully situated in some of the most biologically diverse lands in Banff National Park. Our townsite, which is just under 4 km², sits at the foot of Cascade, Tunnel, Rundle and Sulphur Mountains, alongside the Bow River and serves as a base camp to the national park experience.

There are few places on earth that bring the sense of awe that comes with this landscape and millions of visitors come here each year to be inspired. Visitors and residents find their own ways to experience the Town—whether it's looking over Bow Falls, reading on a bench beside the river, riding the Fenland Loop or just strolling down Banff Avenue.

Located within a UNESCO World Heritage Site our community is a reflection of the values that make this place special. And our role – and obligation – is to maintain and enhance our townsite as a Canadian cultural resource. The purposes of the Town, as set out by the Banff National Park Management Plan and the Town of Banff Incorporation Agreement, are:

- To maintain the townsite as part of the World Heritage Site;
- To serve, as its primary function, as a centre for visitors to the Park and to provide such visitors with accommodation and other goods and services;
- To provide the widest possible range of interpretive and orientation services to Park visitors;
- To maintain a community character which is consistent with and reflects the surrounding environment; and
- To provide a comfortable living community for those persons who need to reside in the townsite in order to achieve its primary function.

We are also governed by the Canada National Parks Act, that states:

Parks are hereby dedicated to the people of Canada for their benefit, education, and enjoyment, subject to the provisions of this Act and Regulations, and such Parks shall be maintained and made use of so as to leave them unimpaired for the enjoyment of future generations.

Through this Plan, we outline our vision, goals, objectives and indicators for achieving the purposes of the Town.



1 Our vision

The Town of Banff is set in a glorious mountain landscape, creating a sense of place that has a powerful effect on those who live and visit here. People come here to be inspired – and often, it’s why they come back. We will cultivate Banff’s uniqueness while embracing opportunities to enhance our economic health, diversity of lifestyles and ecosystem. And above all, we will continue to build on our town’s rich heritage as a source of enchantment and renewal for others... always.

What does sustainability mean to Banff?

The Town of Banff has an opportunity and obligation to be a sustainable national park community, which means we want to encourage exploration while preserving the park for future generations. We want to be a model for environmental management, sustainable development and tourism.



What we value

Community

As residents we share a common desire to live in a mountain community. We value our safe and caring town and want businesses and organizations to flourish while respecting our limits to growth.

Heritage

We respect that others have lived here before us and honour them by preserving and celebrating their memory and legacy. We value our unique culture and will forever find ways to engage residents and visitors in education and interpretation opportunities that reinforce our community's authentic heritage.

Stewardship

It is a privilege to live in this wondrous mountain community and we take this privilege seriously. We value our natural environment and will demonstrate global leadership by living in harmony with this precious landscape.

Partnerships

We rely on our relationships with partners within the Town of Banff, regionally, provincially and internationally, to achieve mutual goals. We value these partnerships and the opportunity they present for mutual consultation and information sharing.

Inspiration

The primary purpose of the Town is to welcome visitors to Banff National Park. We are inspired by our home environment and in turn, hope to inspire others about theirs.



2 Achieving our vision

A sense of place: our environmental goals and objectives

As a town within a national park, we have an obligation to be a model environmental community. We take this responsibility seriously by setting ambitious targets so future generations will enjoy the Banff that we enjoy today.

Natural environment goal

- Be an environmental role model for communities around the world.

Natural environment objectives:

- Increase awareness of Banff's unique attributes, particularly its designation as part of a UNESCO World Heritage site.
- Use the No Net Negative Environmental Impact principle to monitor key environmental indicators. (*Note: Incorporating 3NEI ensures that wildlife, plants, water, air, soil and the processes that connect them will be better off or no worse tomorrow than they are today*).
- Investigate and implement environmental best practices in all Town functions.
- Introduce additional environmental education and interpretive opportunities for visitors and residents.
- Reduce Banff's ecological footprint.
- Reduce the Town's impact on the surrounding national park.
- Improve the level of protection for environmentally significant and sensitive areas within the Town boundaries and The Lands Adjacent to the Town of Banff.
- Divert recovered resources from the waste stream (see Bow Valley Waste Management Plan for specific targets and actions in this area).
- Implement a restaurant food waste diversion project.
- Increase residential and commercial recycling.
- Improve surface and groundwater quality within the Bow River watershed.
- Cooperate with other levels of government to achieve high environmental standards.

Indicators:

- Solid waste landfilled
- Waste diverted through recycling
- Energy usage through Town of Banff facilities
- Water usage through Town of Banff facilities
- Energy consumption across the community
- Water consumption across the community
- Air quality and greenhouse gas generation
- Bio-diversity of open spaces and parks (variety of native and non-native plants per m2)
- Wastewater effluent, compost and storm water quality

Energy and water use goal

- Minimize energy and water consumption across the community.

Energy and water use objectives

- Increase awareness of the impacts of energy use.
- Reduce greenhouse gas emissions for municipal operations and the community (from 1990 levels).
- Implement energy conservation strategies identified in the Town of Banff's Local Action Plan *For Addressing Energy Management and Greenhouse Gas Emissions*.
- Create and implement a water reduction strategy.

Indicators:

- Energy usage through Town of Banff facilities
- Water usage through Town of Banff facilities
- Energy consumption community-wide
- Water consumption community-wide

Transportation goals

- Provide a transportation system that encourages and complements pedestrian movement and cycling.
- Provide a transportation system that enhances the resident and visitor experience.
- Encourage the integration of local and regional transportation of people and goods.
- Provide a transportation system that is economically and environmentally sustainable

Transportation objectives

- Increase opportunities for residents and visitors to use non-vehicular modes of transportation.
- Make transit services more convenient and comfortable.
- Improve the movement and delivery of goods by specifically recognizing loading areas, access maneuvers and timing.
- Reduce and manage traffic volume and parking needs downtown.
- Increase parking facilities to accommodate day visitors and commuters.
- Improve pedestrian and cyclist safety and enjoyment by creating a defined and continuous system of pathways throughout the town.
- Pursue a regional transportation plan that introduces public transit links between Canmore, Banff, Lake Louise, the surrounding ski areas and popular national park destinations or trailheads.
- Improve trail connectivity to the national park by implementing the key actions of the *Human Use Management Strategy for the Lands Adjacent to The Town of Banff*.

Indicators:

- The number of public transit users (in townsite and to key Banff National Park sites directly adjacent to the town)
- The number of residents walking and cycling to work
- The number of parking stalls
- The cost per user of the Banff Public Transit system
- Length of pedestrian and cycling trails and trail connectivity in Banff townsite





Fostering a healthy community: our social and cultural goals

We want our community to flourish as socially diverse, offering universal access to affordable services that meet the evolving needs of visitors and residents.

Housing goals

- To supply a mix of affordable housing options to ensure those working in Banff live in Banff.
- Ensure high standards for architecture, landscape architecture, environmental and urban design in residential development and redevelopment.
- Respect neighbourhood character that personifies and reinforces Banff's sense of place.

Housing objectives

- Achieve the Banff Housing Corporation's target for either creating and/or acquiring apartment-style condominium units for home ownership by the end of 2015.
- Achieve the Banff Housing Corporation's target to have within its portfolio a percentage of all single family/duplex/fourplex/triplex/row housing within Banff as non-market housing at any given time.
- Continue to mandate the provision of required housing in all new commercial developments.
- Monitor and adjust the densities in residential areas to provide for a sufficient number of dwellings to satisfy the community need.
- Ensure new housing developments provide community amenities, public space and parks.
- Monitor and update indicators for housing affordability.
- Continue to participate in the Family and Community Support Services (FCSS) facilitated housing working group to address issues of homelessness and the hard to house.
- Support Parks Canada's eligible residency restrictions (Need to Reside) under the National Parks Act and related regulations.
- Review guidelines for infill housing in high density residential neighborhoods.

Indicators:

- The percentage of apartment-style dwellings in the Banff Housing Corporation portfolio
- The percentage of single family/duplex/fourplex/triplex/row housing in the Banff Housing Corporation portfolio
- The percentage of workforce living locally
- The percentage of residents exceeding the Gross Debt Service Ratio
- Average rental costs/average income
- Average house price/average income
- Total number of new dwellings constructed and square feet of new housing constructed
- Total square feet of housing redevelopment
- Neighborhood quality

Facilities, programs and services goals

- Provide a vital and healthy community.
- Deliver high quality trails and open space amenities.
- Provide integrated recreation facilities to meet the evolving needs and interests of residents and visitors.
- Offer a wide range of quality recreation and active living programs.
- Support and facilitate cultural appreciation within the community.
- Access to programs and services that are affordable for all segments of the community.
- Provide a wayfinding system that makes finding Banff facilities, amenities and attractions easy.
- Ensure residents and visitors have access to high quality medical, emergency and protective services and institutions.

Facilities, programs and services objectives

- Improve the quality, quantity and access to social programs, recreation, education and cultural facilities.
- Implement an active living program that educates and encourages healthy lifestyles.
- Build a system of open spaces, trails and parks that reinforce connections to the natural environment.
- Increase the use of Banff parks and trails.
- Increase cultural development, programming and events within the community (i.e. support for the Banff Centre, Whyte Museum, etc.)
- Develop and implement a town-wide wayfinding plan that is simple and graphically representative of our sense of place.
- Increase access to programs for low-income individuals and families.
- Collaborate with partners to maximize resources and infrastructure available for community use.
- Foster and strengthen the links between the early childhood education and care sector with the broader community.
- Increase opportunities for public art projects that are consistent with our sense of place.
- Encourage and support volunteerism that enhances services and supports provided in the community.
- Co-operate with other levels of government and agencies to achieve goals.

Indicators:

- Number of users of social programs
- Number of users of recreational and cultural facilities
- Number of participants in active living programs
- Number of users of open spaces, trail systems and parks
- Attendance at community and cultural events
- The percentage of visitors who say it's easy to find sites and facilities within the Town of Banff
- Number of volunteers
- Annual library circulation
- Age structure of population
- Number of school age children
- Average household income
- Incidence of low income
- Funding information for the arts
- Crimes against persons





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Character and heritage goal

- Ensure all new development and redevelopment incorporates the highest quality architecture, landscape architecture, environmental and urban design that is complimentary to its location and surrounding context.

Character and heritage objectives

- Define appropriate use consistent with the purposes of the Town of Banff.
- Protect, preserve and commemorate historic resources as defined in the Heritage Resource Policy.
- Embrace the directions of the Banff Heritage Tourism Strategy as it relates to the importance of heritage, culture and community character.
- Cooperate with senior government, community partners, property owners and individuals to preserve historic sites in Banff.
- Explore incentives and the appropriate regulatory and financial framework for the Banff Heritage Corporation to be effective in the preservation and protection of Banff's built heritage.
- Increase support for not-for-profit agencies and other interests in acquiring and preserving heritage properties.
- Educate residents and visitors about Banff's built and natural heritage.
- Encourage the retention, restoration, rehabilitation and re-use of existing heritage buildings.
- Introduce regulations that minimize visual impact on scenic views and light trespass caused by overhead cables, decorative or excessive exterior lighting without compromising safety and aesthetics/visitor appeal.
- Introduce regulations, monitoring and education strategies that manage noise levels and prevent an increase in noise levels in areas where noise sensitive uses are located.

Indicators:

- The number of historic resources that are registered
- The number of historic resources that are restored and preserved
- Quality of historic resources that are restored and preserved.

Local economy: our economic goals

We want a community that is self-sufficient, provides quality jobs, a comfortable standard of living and a stable investment environment. Tourism is the major economic driver in Banff. To flourish, we must set goals that create unforgettable visitor experiences, and provide the infrastructure to support this.

Visitor experience goals

- Create memorable national park experiences.
- Showcase Banff as a leader in environmental practices and hospitality

Visitor experience objectives

- Encourage year-round tourism and related economic activities directed and supported by Banff's Vision, Banff Lake Louise Tourism, Parks Canada and the Banff Heritage Tourism Strategy.
- Identify a shared visitor experience vision for Banff.
- Respond to the feedback, perceptions and recommendations of our visitors.
- Facilitate and manage special event programming that supports the Banff Vision.
- Promote Banff's unique mountain community.
- Provide programs and support to heighten the quality of service in Banff.

Indicators:

- Number of events that are appropriate to and support national park visitor objectives
- Number of visitors who say a visit to Banff exceeded their expectations
- Number of visitors who say they will recommend a visit to Banff to others
- Number of visitors who learned something about Banff, its heritage and surrounding environment

Infrastructure funding goal

- Provide infrastructure that meets the future needs of residents and visitors.

Infrastructure funding objectives

- Increase other government's knowledge about the Town's growing infrastructure deficit.
- Introduce initiatives to reduce the demands for infrastructure expansion.
- Use life-cycle assessments when introducing new community infrastructure.
- Appropriately fund the infrastructure replacement reserves.

Indicators:

- Infrastructure spending on new construction
- Infrastructure spending on redevelopment
- Capital reserve balance
- Infrastructure deficit



Commercial development goals

- Banff will remain competitive with other worldwide visitor destinations.
- Provide an appropriate mix of commercial services that meet the long-term needs of visitors and residents.
- Ensure commercial development reflects and respects the Town's role as a visitor centre as well as the values of the national park.
- Commercial development will occur within the legislated commercial growth cap.

Commercial development objectives

- Establish commercial land use policies and development regulations to ensure Banff will continue to prosper.
- Work with partners to undertake a long range economic development strategy for the town of Banff.
- Maintain a growth management strategy for commercial development that provides for a maximum annual growth rate of 1.5 per cent.
- Seek opportunities to enhance the overall retail offering to ensure a balance of essential services for both visitors and residents.
- Encourage capital reinvestment in existing commercial space.
- Monitor and respond to the mix of chain and independent retailers and restaurants to preserve community character and ensure an appropriate balance is maintained.
- Work toward economic diversification through commercial land use that is appropriate in a national park.
- Work with partners to undertake a joint commercial strategy for the Bow Valley that supplies amenities required by residents and visitors.
- Work with partners to undertake a comprehensive retail strategy to better respond to current market orientation and future demands.

Indicators:

- Number of visitors
- Average length of stay
- Hotel occupancy rates
- Spending by overnight visitors
- Number of residents who say there are an appropriate range of services available in the Banff townsite and Bow Valley
- Number of visitors who say there are an appropriate range of services available in the Banff townsite
- Employment by industry
- The proportion of independent to chain retailers
- Number of business licenses
- Building permit values
- The square footage of commercial redevelopment
- The square footage of new commercial construction

Town revenue goals

- Diversify Town of Banff revenue streams, so the municipality is not solely reliant on property taxes.

Town revenue objectives

- Invest in Banff's facilities/infrastructure to support its position as a world-class destination, and in turn, increase municipal revenue.
- Identify and pursue alternate revenue options for the Town.
- Use the 2005 Banff Economic Impact Study as a means to educate provincial and federal government about the Town's economic impact.
- Ensure that appropriate expenditures toward new public infrastructure are allocated to the user of the facilities or services.
- Promote opportunities to diversify the tourism product, providing more balance and stability within the local economy.

Indicators:

- Capital reserve transfers as a percentage of annual municipal tax levy
- Infrastructure deficit level
- Percentage of available debt capacity
- Ratio between capital grant revenue and annual municipal capital transfers

Monitoring Indicators

By monitoring the Town of Banff's performance and analysing trends, we will test the assumptions used to develop the goals and objectives of the Banff Community Plan and ensure progress is made toward achieving our vision. Performance will be reported through the delivery of The State of the Town, which will be compiled every two years. This report will provide an outline of 2007 Banff Community Plan Indicators, as well as a synopsis of how the community is working toward the goals and objectives outlined in this report. Regular monitoring will enable the Town to adjust strategies and actions over time in an effort to keep the Plan current.

3 Appendices

Appendix A - The context for the Banff Community Plan

The 2007 Banff Community Plan is the primary planning document for the Town of Banff, and supersedes all previous community plans for the Town. It is the Municipal Development Plan (MDP), the principle long-range planning instrument of the municipality under Alberta's Municipal Government Act (MGA). All future plans, policies and guidelines must conform to the policies and objectives contained within this document.

The Town of Banff: context and planning framework

Canada's first national park was established in 1885 as the "Banff Hot Spring Reserve" and townsite by the federal government. It was expanded two years later, becoming the much larger Rocky Mountains Park, and continued to grow with the arrival of visitor services, including the renowned Banff Springs Hotel. In 1984—together with the other three national mountain parks and some provincial parks—Banff was designated a World Heritage Site by the United Nations Educational, Scientific and Cultural Organization (UNESCO).

Historically, the administration of the Town was the responsibility of Parks Canada. This changed in 1990 when the Government of Canada and the Province of Alberta transferred most municipal government powers to an elected Town Council, under the Town of Banff Incorporation Agreement (Incorporation Agreement).

Following incorporation in 1990, the Town was required to adopt a General Municipal Plan (GMP), as legislated by the province, to guide current and future land use. The first GMP, prepared jointly by the Banff Municipal Committee and Parks Canada, was adopted in 1990. Minor revisions were made in 1992 in conjunction with a major rewrite of the Town of Banff Land Use Bylaw. In 1995 the Town began to revise and update the GMP, and the 1998 Banff Community Plan was enacted as a MDP under the MGA (1994).

Banff adopted the term "Community Plan" to emphasize the community's involvement in its creation. The 1998 Community Plan was one of the first such plans in Alberta that encouraged a more comprehensive approach to land use planning, infrastructure, growth management, environmental management, monitoring and state of the town reporting and action strategies to guide implementation of plan goals and objectives.

In 2005, Council endorsed a comprehensive review and update of the 1998 Banff Community Plan given:

- The 1998 plan was more than five years old and required updating in accordance with the policy direction in the 1998 Community Plan and Banff National Park Management Plan;

- Many issues raised in the 1998 Community Plan had been addressed, while new issues had emerged; and
- Changes made to federal and provincial legislation since 1998 needed to be reflected in a new plan.

The revised and updated Banff Community Plan reflects the current values and priorities of the community, with updated strategies aimed at achieving the vision of the community.

The regional context

The Town must be considered in terms of its significant continental and regional context: It is part of an important historical tradition and ecological link within the Rocky Mountains ecosystem. Numerous historic sites, geological features and recreational destinations—including Lake Louise, Sunshine Village, Mt. Norquay, the Cave and Basin, Lake Minnewanka and Tunnel Mountain—surround the Town.

Section 4 of the Canada National Parks Act states: *“Parks are hereby dedicated to the people of Canada for their benefit, education and enjoyment . . . and such Parks shall be maintained and made use of so as to leave them unimpaired for the enjoyment of future generations.”*

The Town of Banff has both an obligation and an opportunity to maintain, and enhance, its cultural, historical and ecological heritage for all Canadians. Its unique situation gives the Town of Banff an opportunity to become a model environmental community, reflecting the fundamental principles of the national parks.

As a town, we now contemplate this opportunity against a backdrop of rapid regional growth and development. The Bow Valley is subject to increasing demands for development given its proximity to the city of Calgary, and town of Canmore. Calgary is one of the fastest-growing metropolitan areas in the country, with a current population of one million and an annual growth rate of 3.73 per cent. The town of Canmore, located just outside Banff National Park’s eastern boundary, has had an average annual growth rate of 3.4 per cent in the past five years.

Banff population growth

Since 1998, the population of Banff has also grown. The total population in 2007 was 8,721 consisting of 7,437 (85 per cent) permanent residents; 1,284 (15 per cent) nonpermanent residents. The 2007 Municipal Census indicated a total of 3,623 residential dwelling units in town—an increase of 353 dwelling units, or 1.4 per cent per year, since the 2000 Municipal Census.

By comparison, the total population in 2000 was 7,716—consisting of 5,663 (73 per cent) permanent residents, 1,147 (15 per cent) non-permanent and 906 (12 per cent) unknown. Banff has grown an average 3.4 per cent per year for the permanent population, and 1.65 per cent per year for the total population from 2000 to 2007.

The 1998 Community Plan utilized an employment-based model to provide an estimate of future population growth based on 350,000 ft² of new commercial development. Dependents and retirees were added to the forecasts while commuters were removed. The 2007 Banff Community Plan accommodates a permanent population of less than 10,000 permanent residents.

The Need to Reside

To have the right to reside in Banff National Park, a person must own and operate a business in the Park that provides their major source of income, or must work in an establishment located in the Park. Parks Canada defines an “eligible resident” as one of the following:

- An individual whose primary employment is the National Park;
- An individual who operates a business in the National Park and whose presence at the place of business is necessary for the day-to-day operation of the business;
- A retired individual who resides in the National Park and who for five consecutive years immediately prior to retirement was employed primarily in the National Park; or operated a business in the National Park and whose presence at the place of business was necessary for the day-to-day operation of the business
- A retired individual who resided in the National Park at the time of the individual’s retirement and who resided in the National Park on July 30, 1981
- An individual who is a student in full-time attendance at an educational institution that is located within the National Park and registered under the Income Tax Act or applicable provincial legislation relating to education.
- An individual who is a lessee of public lands in the National Park and who was the lessee of those public lands prior to May 19, 1911, or is a descendant, by blood or adoption, of an individual who was the lessee of those public lands prior to May 19, 1911.

Interpretation and implementation of the Banff Community Plan

The 2007 Banff Community Plan identifies a vision for Banff and it is recognized that this vision will evolve over time as the community learns more about specific issues and circumstances within the Town and its surroundings.

The plan's vision, goals and objectives will serve as a guideline for the Town of Banff in its long-range and day-to-day decision-making. The community plan also recognizes the legislative mandate and discretionary power vested in Town Council through the MGA. The attainment of the goals in the Plan is therefore subject to budgetary or resource constraints and Council's discretion.

Although the Town of Banff Planning and Development Department facilitated the preparation of the plan, its vision, goals and strategies for implementation involve all Town functions and departments. In some instances, the plan's goals will be achieved only through co-ordination, partnerships, or outright execution by private interests, senior governments and/or community organizations.

Status of information in the Banff Community Plan

The 2007 Banff Community Plan is based on the best available information at the time of publication. It is recognized that information will change and the plan should be updated as new information becomes available. For this reason the plan includes indicators and an annual monitoring program to allow the Town to respond to emerging trends, manage change and adjust its course to reflect new data or other factors.

Appendix B - The legal framework for the Banff Community Plan

The role of the Banff Community Plan

The role of the 2007 Banff Community Plan is to direct the future of Banff. The plan serves as the town's MDP, a legal document that is the principle long-range planning instrument of the municipality.

The Municipal Government Act

Under Section 632 of Alberta's Municipal Government Act, Banff, like every town, is required to adopt a Municipal Development Plan (the Banff Community Plan). The municipal development plan establishes policies for land use in the entire municipality. Municipalities in Alberta with a population of 3500 or more are required to adopt a municipal development plan.

The Purposes of the Town of Banff

In creating the Community Plan the Town of Banff must also take into account its unusual and special role. Banff is, first and foremost, a town within a National Park, as well as a UNESCO World Heritage Site. As such, the Town has a legal obligation to maintain and enhance natural and cultural heritage resources that are of importance to all Canadians.

Certain laws and government policies reflect this special role and outline the framework within which the Town must operate:

The Canada National Parks Act

Section 4 of the Canada National Parks Act states: "*Parks are hereby dedicated to the people of Canada for their benefit, education, and enjoyment, subject to the provisions of this Act and Regulations, and such Parks shall be maintained and made use of so as to leave them unimpaired for the enjoyment of future generations.*"

Town of Banff Incorporation Agreement and Banff National Park Management Plan

The Town of Banff also operates under its own distinctive legislation, the Incorporation Agreement. This statute came into being on January 1, 1990, as the federal and provincial governments incorporated the Town of Banff and transferred most municipal government powers from the Federal Government to an elected Town Council (through the MGA).

The Town of Banff's Municipal Development Plan and related bylaws govern administration, management and land use within the town boundaries. The minister responsible for Parks Canada has the authority to approve the plan and all amendments. The Incorporation Agreement also specifies (Section 5.15) that all plans and bylaws must conform with the Banff National Park Management Plan approved by the minister responsible for Parks Canada.

In addition to any other provisions of the park management plan pertaining to the Town of Banff, the community plan, bylaws and actions of the Town of Banff will be subject to and limited by the following requirements;

The following issues are to be addressed in the Community Plan:

- commercial and residential growth;
- managing growth;
- built heritage;
- appearance and atmosphere of the community;
- noise, water and air quality;
- lighting;
- transportation;
- architectural standards and themes; and
- landscaping standards.

The community plan and related bylaws must also incorporate the following key principles:

1. No net negative environmental impact;
2. Leadership in environmental stewardship and heritage conservation;
3. The management of appropriate use; and
4. A growth management strategy that reflects a maximum annual growth of 1.5 per cent for commercial development.

Under the Incorporation Agreement and the Banff National Park Management Plan, the purposes and objectives of the town are:

- To maintain the townsite as part of the UNESCO World Heritage Site;
- To serve, as its primary function, as a centre for visitors to the Park and to provide such visitors accommodation and other goods and services;
- To provide the widest possible range of interpretative and orientation services to Park visitors;
- To maintain a community character which is consistent with, and reflects, the surrounding environment; and
- To provide a comfortable living community for those persons who need to reside in the townsite.

While the Incorporation Agreement assigned most planning functions to the Town of Banff, Parks Canada has retained authority over most environmental planning matters including the environmental assessment and approval process (Canadian Environmental Assessment Act),

Parks Canada is represented on the Town of Banff's Municipal Planning Commission and the Development Appeal Board, and also retains final approval for subdivision development and Land Use Bylaw amendments. Parks Canada contributed to the development and drafting of this Banff Community Plan as a member of the Plan's Steering Committee.

No Net Negative Environmental Impact (3NEI)

The principle of 3NEI, established by the Federal Government, is to be adopted in all National Park Community Plans. (For a definition of 3NEI, see Appendix E)

Appendix C - The Banff Community Plan consultation process

Preparation of the Banff Community Plan

The Town of Banff initiated a review and update of the 1998 Banff Community Plan in the summer of 2005. A steering committee was established and a Request for Proposals (RFP) for a primary consultant to conduct the review was issued. The RFP sought qualified consultants to assist the Town in updating the Plan and to orchestrate the necessary community consultation.

The RFP prepared by the Town states the chief goals for the new Banff Community Plan (MDP):

“The revised and updated Banff Community Plan should reaffirm the core vision and guiding principles of the Town and address the broader issue of build-out in terms of how the town will continue to thrive with finite limits to growth, future infrastructure requirements, municipal financing, environment, social planning initiatives, culture, heritage, tourism and economic development, place-making and other issues affecting growth and development. The updated plan should also strengthen the concept of sustainability in terms of environmental protection, social and cultural progress and economic prosperity.”

Brent Harley and Associates Inc. of Whistler, BC was selected as prime consultant in September 2005. In October 2005, the consulting team began the **first phase** of the review. This involved discussions with Town staff and the Steering Committee, beginning a review of background materials, and facilitating high-level community brainstorming about the issues, concerns and aspirations of the community. The results were compiled into a SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis and Key Messages.

The **second phase** of the Community Plan review included consultations on specific matters with local stakeholders representing social, economic, cultural and environmental interests. Their contributions helped to focus the preferred directions for Banff’s revised vision and goals, and aided in the development of policy directions and land-use components.

The **third phase** of the work began in the spring of 2006, when the Steering Committee further informed the direction of the revised vision and goals before they were presented to the community in workshops held in early June 2006. Although the second and third phases of the project focused on the vision and goals, these investigations and discussions also advanced the consideration of the objectives, policies, land-use components and actions outlined in the Plan.

In the summer of 2006, the **final phase** of the Community Plan review and update was initiated. This phase considered the redrafting of the Community Plan objectives, policy and land-use components in order to be consistent with the

stated goals and vision. The consultant further compiled the information received from the community, stakeholder groups, Steering Committee and Town staff, together with informing documents, then commenced redrafting the plan objectives, policy, land-use and action items. A community meeting provided additional opportunities for input from citizens and interested parties.

The Banff Community Plan Steering Committee

The role of the Banff Community Plan Steering Committee was to guide the review and update of the Banff Community Plan. Its Terms of Reference included the following tasks:

- Review and update the Banff Community Plan based on research and stakeholder input;
- Facilitate, and obtain information from, the community to identify issues and problem areas;
- Ensure that the Community Plan review is inclusive and that all stakeholders are invited to participate; and
- Consider issues and priorities for the full range of interests in response to public consultation.

The Steering Committee was intended to represent social, environmental and economic components of the Town, with persons knowledgeable about issues affecting growth, development, tourism, commercial, retail, hotel, residential landowners, heritage, environmental issues and other related interests. The committee included:

- Three members of Town of Banff Council;
- Chief Administrative Officer, Town of Banff;
- Manager of Planning and Development, Town of Banff;
- One representative of Parks Canada;
- Representation from the Municipal Planning Commission;
- One representative of a business Non-Government Organization (NGO);
- One representative of an environmental NGO;
- Three members of the public

The Steering Committee also acknowledged that participation in the lengthy planning process would require a considerable contribution of time and energy from both community volunteers and the administration. The Steering Committee therefore recognized the need to develop internal expertise (upfront and during the life of the committee) to ensure not only long-term effectiveness, but to keep committee members highly engaged during the process.

The engagement of the community and stakeholders

The Town required that a range of stakeholders—including residents of Banff and visitors from across the country—would have an opportunity to share their views on the issues facing this community, and on its vision for the future. A communications strategy was prepared by the Town to support the update of the Banff Community Plan. The goals of the strategy were:

- To raise awareness of, instill trust in, and attract community participation in the Banff Community Plan Update and Review process;
- To position the Town of Banff as a collaborator, seeking nation-wide input to create the best sustainability plan for the town in the context of the entire country; and
- To ensure accountability to the community and stakeholders in the process.

The communications strategy was implemented through public relations/advertising (identifiable theme/vision cue), information displays (signage/announcements), communications network/stakeholder relations, regular Town Council and Steering Committee updates, website resources and community meetings. The Town and consultants facilitated outreach sessions throughout the process, which included:

- Launch of Community Plan Review/Update (November 2005);
- Launch at Elementary and High School (November 2005);
- Meetings between Planning and Development Manager and Community Interests (November 2005-February 2006);
- Stakeholder Workshop (March 2006);
- Meeting about Community Visioning and Goal-Setting (June 2006);
- One Hot Summer (June 2006);
- Outreach to Community Stakeholders and Interests (Fall/Winter 2006)
- Town Hall meeting on Commercial Development (Spring 2007)
- Focus Group with business on Commercial Development (Spring 2007)

Consultation was also initiated with the Federal Government. In a letter dated September 30, 2005, the Minister of Environment was notified that the Town of Banff had commenced a review and update of the Banff Community Plan. The letter outlined Banff's commitment and obligations as a National Park community. The Town received a letter of response on November 15, 2005. A further update was provided to the newly appointed federal Minister of Environment

on April 10, 2006; the Superintendent of Banff National Park forwarded a letter on behalf of the Steering Committee to Parks Canada's national stakeholder list, seeking input for Banff's Community Plan.

Appendix D - Glossary of terms

Area Redevelopment Plan (ARP)

A plan designating an area for the purpose of preserving or improving land and buildings; rehabilitating buildings; removing buildings; constructing or replacing buildings; establishing, improving or relocating roads, public utilities or other services; and/or facilitating any other development in the area.

Area Structure Plan (ASP)

A plan designating an area of land for future subdivision and development.

Banff Housing Corporation

The Housing Corporation is a not-for-profit developer owned wholly by the Town of Banff. It evolved from the Banff Housing Advisory Committee and their concern with the lack of opportunities for Banff's permanent residents to acquire adequate housing in the Town of Banff. The Housing Corporation replaced the Advisory Committee.

Banff Heritage Corporation

In 1996, by an order of Council, the Town of Banff created the Banff Heritage Corporation. The purpose of the Corporation is to identify, protect, preserve and commemorate Banff's historic resources.

Banff Lake Louise Tourism

Banff Lake Louise Tourism was formed in 1992 as a private non-profit cooperative destination marketing organization (DMO) for the Town of Banff, Lake Louise and Banff National Park. Its primary focus is to attract year round destination visitors from the leisure, conference, meeting and incentive travel markets and to direct that business to member companies and organizations. A complementary aim is to enhance the quality of the visitors' experience, to create awareness within the community of the value of tourism and of the product we offer.

Banff refreshing

This is a construction project involving the replacement of aging infrastructure, including sanitary and storm sewers and the water distribution system, as well as major enhancements to the pedestrian street space in the downtown core. The plan is to create a streetscape that is more reflective of our natural environment—with more trees, more places to sit or rest,

more space for walking, window-shopping and enjoying the spectacular scenery.

Bed unit (or “pillow count”)

This measure is frequently used in resort communities for tracking growth, assessing infrastructure capacities and determining the balance between residential and commercial accommodation. It also allows a theoretical “buildout” to be determined based on the density of development allowed by land use regulations. The bed unit count is a theoretical maximum measure of overnight capacity and should not be construed as resident population.

Community housing working group

A group facilitated by the Town of Banff’s Department of Family and Community Support Services. It provides support and feedback to the Bow Valley housing agencies and helps develop appropriate affordable housing options for priority populations.

Goals

Goals describe what we want to accomplish in a “big picture” sense.

Ecological footprint

People’s demands on nature. It includes the resources we consume and the waste generated, and compares this to what the earth is able to provide and absorb. It is not a measure of the physical size of a municipality.

The footprint expresses the area of land and sea that is required to feed us, provide resources, produce energy, and absorb waste and greenhouse gases.

Indicators

These are the measures we will use to determine the success of the Banff Community Plan.

Need to Reside

To have the right to reside in Banff National Park, a person must own and operate a business that provides his or her primary source of income, or must work in such an establishment located in the Park. Under Parks Canada an “eligible resident” is one of the following:

- An individual whose primary employment is with the National Park;
- An individual who operates a business in the National Park and whose presence at the place of business is necessary for the day-to-day operation of the business;
- A retired individual who resides in the National Park and who for five consecutive years immediately prior to retirement was employed primarily in the National Park; or operated a business in the National Park and whose presence at the place of business was necessary for the day-to-day operation of the business;
- A retired individual who resided in the National Park at the time of the individual's retirement and who resided in the National Park on July 30, 1981;
- An individual who is a student in full-time attendance at an educational institution that is located within the National Park and [that is] registered under the Income Tax Act or applicable provincial legislation relating to education;
- An individual who is a lessee of public lands in the National Park and who was the lessee of those public lands prior to May 19, 1911, or is a descendant, by blood or adoption, of an individual who was the lessee of those public lands prior to May 19, 1911;

Maximum annual growth rate

The annual commercial use development allotment available for allocation is based on 1.5 per cent of 318,471m², which was the assumed amount of development on commercially zoned lands as of the date of adoption of the 1998 Banff Community Plan. The growth management allocation regulations in the Land Use Bylaw contemplate a maximum annual growth rate of 1.5 per cent for commercial development in accordance with the requirements of the Banff National Park Management Plan. At a 1.5 per cent annual growth rate, full commercial build-out is expected to occur by 2010.

No Net Negative Environmental Impact (3NEI)

A process by which environmental-quality targets are identified for valued ecosystem components; a baseline for monitoring purposes is established and progress is evaluated using a set of indicators as measures of change in valued ecosystem components. (Source: Parks Canada Review of the Status of Parks Communities' No Net Negative Environmental Impact Frameworks [2004])

Objectives

These are measurable and help us accomplish our goals.

Priority populations

As recognized in the Community Social Assessment prepared by the Town of Banff Family and Community Support Services, priority populations include singles, individuals on fixed incomes, people with special needs, and families.

Required housing

“Required housing” addresses the need for residential growth resulting from development through requiring the provision for additional new housing, in accordance with the regulations and standards outlined in the Banff Land Use Bylaw.

Supplemental housing

Residential construction that addresses a shortfall in residential housing, that is not required by, or attached to, the approved commercial development, and that is either constructed by private developers or the Banff Housing Corporation.

UNESCO

United Nations Educational, Scientific and Cultural Organization.

Vision

A description of what we aspire to in the future.

Appendix E - Key Documents Informing the Banff Community Plan

Town of Banff Incorporation Agreement

On January 1, 1990 the Town of Banff Incorporation Agreement set out the terms of incorporation of the Town and transferred specific, limited municipal government powers from the Federal Government to the Town of Banff Council through the Municipal Government Act of Alberta.

Banff National Park Management Plan

The Canada National Parks Act requires each national park to have a Management Plan that reflects the policies and legislation of Parks Canada, and is prepared in consultation with Canadians. Parks management planning was initiated in 1988; a Banff National Park Management Plan was first approved in 1997. The plan, which is reviewed every five years, guides the overall direction of Banff National Park for the subsequent 10 to 15 years, and serves as a framework for all planning within the park.

A comprehensive review of the Management Plan was initiated in early 2000; in May 2004, the Federal Department of the Environment approved the most recent amendments. The policies and requirements pertaining to the Town of Banff were expanded, particularly as they relate to the Banff Community Plan. The Banff National Park Management Plan requires that the Community Plan address the following issues:

- Commercial and residential growth;
- Managing growth;
- Built heritage;
- Appearance and atmosphere of the community;
- Noise, water and air quality;
- Lighting;
- Transportation;
- Architectural standards and themes; and
- Landscaping standards.

The Banff National Park Management Plan also requires that the Banff Community Plan and related bylaws shall

incorporate the following key principles:

- No net negative environmental impact;
- Leadership in environmental stewardship and heritage conservation;
- The management of appropriate use; and
- A growth management strategy that reflects a maximum growth of 1.5 per cent for commercial development.

The Park Management Plan also identifies 16 policy directions for the Town of Banff. They are reflected in this Community Plan.

Municipal Government Act

Under Alberta's Municipal Government Act, Banff, like every municipality in the province with a population of 3500 or more, is required to adopt a MDP. The Banff Community Plan is the Town's MDP.

Municipal Development Plan (MDP)

In accordance with the Municipal Government Act, a Municipal Development Plan is a legal document that must address the following issues related to land use, development and population:

- Future land use within the municipality;
- The manner of, and proposals for, future development in the municipality;
- The co-ordination of land use, future growth patterns and other infrastructure with adjacent municipalities, if there is no intermunicipal development plan with respect to those matters in those municipalities;
- The provision of required transportation systems, either generally or specifically within the municipality and in relation to adjacent municipalities; and
- The provision of municipal services and facilities, either generally or specifically;

A MDP may also address a town's financial, economic, environmental and social circumstances:

- Proposals for the financing and programming of municipal infrastructure;

- The co-ordination of municipal programs relating to the physical, social and economic development of the municipality;
- Environmental matters within the municipality;
- The financial resources of the municipality;
- The economic development of the municipality; and
- Any other matter relating to the physical, social or economic development of the municipality;

A MDP may contain statements about development constraints. It may include the results of development studies and impact analyses as well as municipal goals, planning policies and corporate strategies;

A MDP must identify the location of sour-gas facilities and contain policies about them that are compatible with subdivision and development regulations;

A MDP must contain policies respecting the provision of municipal, school or municipal and school reserves.

Banff National Park Human Use Management Strategy for the Lands Adjacent to the Town of Banff

In May 2006, Parks Canada completed the Banff National Park Human Use Management Strategy for the Lands Adjacent to the Town of Banff (LATB). This strategy provides options for managing human activity on lands adjacent to the Town of Banff.

Integrated Community Sustainability Plans (ICSP) 2006

Under gas tax agreements between the federal and provincial governments, provinces are required to ensure that their municipalities develop “integrated sustainability plans” in order to encourage local planning and decision-making that is more long-term and participatory in its approach. An ICSP is meant to direct the community toward achieving its goals in environmental, cultural, social and economic sustainability. The Town of Banff has been involved for several years in this federal initiative, as well as the federal Planning for Sustainable Canadian communities Roundtable.

From Restless Communities to Resilient Places -- Building a Stronger Future for all Canadians

Government of Canada, External Advisory Committee on Cities and Communities, 2006

The Federal Government established the External Advisory Committee on Cities and Communities to “rethink the way

Canada and its communities are shaped, and to help make sure that Canada would be a world leader in developing vibrant, creative, inclusive and prosperous and sustainable communities.” After more than two years of nationwide consultation, the committee’s report laid out nine key findings. It said “local, integrated sustainable planning is a fundamental tool required to guide the future of our communities” and that communities “must embrace sustainability by integrating its four dimensions: economic, environmental, social and cultural.”

No Net Negative Environmental Impact Frameworks Parks Canada, Performance, Audit and Review Group, 2004

This report recognized that among national park communities the Town of Banff has progressed furthest in applying the 3NEI principles through resource allocation and prioritization. However, it called for “a more co-ordinated and collaborative approach among [National Park] townsites” to facilitate the development and operation of 3NEI principles. The report recommended that Parks Canada create a single strategy—including specific resources and a time frame—for developing and implementing the 3NEI frameworks by November 2004 at all townsites that it manages. It called for a core group of readily identifiable, easily obtained indicators of environmental impact and stewardship to be identified for all townsites for use in national reporting by April 30, 2004; the report also called for the selection of measures and protocols for 3NEI Frameworks to be co-ordinated with the bio-regional approach to monitoring of ecological integrity, which is now under development for overall ecosystem monitoring.

Banff-Bow Valley Heritage Tourism Strategy, 1999

The Banff-Bow Valley Heritage Tourism Strategy was developed in 1999 to ensure that Banff and Bow Valley communities and tourism stakeholders are able to correctly anticipate, and respond positively to, global, regional and local environmental variations in tourism. Notably, the strategy encourages a tourism experience that embraces local knowledge and an appreciation of the unique nature, history and culture of Banff National Park’s UNESCO World Heritage designation.

The Heritage Tourism Strategy outlines guiding principles and values, stewardship responsibilities and the mandate of the Heritage Tourism Council—an organization of regional tourism stakeholders that includes the Town of Banff; the Banff Lake Louise Tourism Bureau; the Banff Lake Louise Hotel Motel Association; the Whyte Museum of the Canadian Rockies; the Banff Centre; the Mountain Parks Heritage Interpretation Association; the Lake Louise tourism community; Tourism Canmore Kananaskis; Parks Canada and representatives of outlying commercial accommodation.

Supporting Documents and Background Plans

A number of studies, reports, strategies and plans initiated by the Town of Banff were also fundamental to the creation of the Banff Community Plan 2007. These informing documents include:

Town of Banff Commercial Capacity Study

The Effects of Commercial Build Out in the Town of Banff. Town of Banff, 2007

The purpose of the study was to provide a comprehensive examination of the impacts and effects of commercial build out on commercial land use including and updated inventory of existing commercial land uses, assessment of existing local market conditions, analysis of economic trends and the determination of required planning strategies to ensure the long term economic sustainability and availability of basic and essential services for both residents and visitors. The study was prepared by urbanMetrics Inc. a Toronto based real estate consulting firm that provides market, economic and strategic advisory services to both public and private sector clients.

Town of Banff Municipal Census, 2007

The 2007 Municipal Census was the third census completed by the Town of Banff since incorporation. Section 57 of the MGA provides the authority for municipalities to conduct a census.

Community Social Assessment – Pathways to Vitality Town of Banff, 2006

This report by the Town of Banff’s Family and Community Support Services (FCSS) examines the social well-being and vitality of the community. It goes beyond a simple assessment of the Town’s social needs; it also works to unearth and harness the resources, skills, ideas, passions and energy of local residents.

The intent was twofold: to identify the best ways for the Town of Banff to direct support to social concerns, and to spark new thinking and action. It chose three key areas for qualitative assessment—community affordability, the interests and priorities of people 55 and older, and the interests and priorities of young families (with children under six years of age)—and produced 30 recommendations.

Economic Impact of Banff and Area Final Report Town of Banff, 2006

In early 2006, the Town of Banff retained HLT Advisory Inc. to study the economic impacts of Banff and the surrounding areas. The primary objective was to identify the fiscal importance of Banff to senior governments, in an effort to achieve sustainable funding options for local government (Town of Banff).

The report confirmed that Banff plays an extremely important role in Alberta's tourism industry; the park attracted almost three million visits in 2004-2005, with a significantly greater proportion of visitors arriving from outside the province (60 per cent). Visitors to Banff also drove the purchase of room-nights outside the park, as they typically booked additional room nights within the province before or after their stay in Banff. Considering the challenges faced by Alberta tourism operators in 2003, it was also recognized that visits to Banff were not as severely affected and recovered more quickly than elsewhere in the province.

Visitors to Banff spent \$1.24-billion in 2004, generating significant revenue at the local, provincial and federal levels, notably in employment, government revenue, and value-added economic activity (such as spending outside of Banff and income generated through importing goods for sale).

A further \$1.3-billion was realized in direct, indirect and induced value-added revenues, providing 28,068 full-time equivalent jobs, and bringing in approximately \$500.3-million in government revenue. (The breakdown was: 66.8 per cent to the federal government; 29.6 per cent to the province; 3.6 per cent to the municipality.)

The Town of Banff also significantly contributes to Alberta's and Canada's international marketing activities by spending \$1.5-million annually, with local tourism operators further investing several times this amount on out-of-province marketing.

Town of Banff Visitor Experience Plan, 2006

In November 2004, Town Council identified visitor experience/economic development as a key priority. One of its goals was to better define the Town of Banff's role in the visitor experience. Meetings were held to clarify how the Town could invest resources in order to achieve a positive impact on the overall experience of tourists and visitors to the Town. In May 2006, the Mayor's office hosted the Banff Visitor Experience Summit. The process culminated in the Visitor Experience Plan, adopted by Council on August 21, 2006. It contains several objectives and strategies that are incorporated into the 2007 Community Plan.

Climate Change and Banff National Park – Implications for Tourism and Recreation University of Waterloo, 2005

This report discusses the potential economic impacts of climate change on the Town of Banff and Banff National Park, and the importance of understanding the issue. Climate influences tourism and recreation directly, by determining the length of the seasons and the weather quality. It also affects tourism indirectly, through potential changes to environmental features that attract tourists (such as river and lake levels, snow cover, the size of glaciers and the quality of biodiversity.)

The report found that the local climate has gotten warmer over the past seven decades (mean annual temperatures have increased 1 degree Celsius since the 1940s, with minimum temperatures showing the largest increase). A warmer climate in the Rocky Mountains is expected to produce an increase in summer visitors to Banff, due to a longer warm season. This could boost the summertime economy, including golf tourism, but it could also put increased pressure on the sensitive environment and create summer water deficits. At the same time, global warming could hurt Banff's ski industry, particularly operations at lower elevations.

Town of Banff Resident Community Satisfaction Survey Report, 2004

The Community Satisfaction Survey was intended to gauge the level of satisfaction with the Town's programs, services and facilities. It asked respondents to rate the importance of, and their amount of satisfaction with, several indicators. These included policing; bylaw enforcement; medical services; planning and development; engineering; environmental management; family and community support services and cultural programs and facilities. It also asked respondents about their priorities for Town budgeting and capital works as well as customer service.

Town of Banff Community Indicators Report, 2004

This report examines the results of the continual measurement and assessment of the social, economic and environmental health of the Town of Banff. It gives the community, local organizations and the municipal government an objective tool with which to identify trends and assist with decision-making, budgeting and programming for key areas: social and cultural; economic and tourism; and environmental and resource use. In addition, the 2004 report recommends an expanded monitoring program.

Banff Housing Study, 2002

The Banff Housing Study identifies housing needs in the Town, assesses issues of affordability and recommends ways to address recognized housing shortfalls. Its recommendations focus on:

- The shortage of affordable entry-level housing;
- Housing for senior citizens;
- The development of a housing working group;
- A revision of the mandate of the Banff Housing Corporation;
- A review of legislation and regulations that affect housing;
- The provision of additional lands for new housing; and

- Continual planning for housing in Banff.

Town of Banff Environmental Stewardship Policy, 2002

On January 14, 2002, the Town of Banff emphasized its commitment to becoming a sustainable community by adopting an Environmental Stewardship Policy. It identified five key actions that would help Banff achieve sustainability:

- Meeting or surpassing all applicable legal and regulatory requirements;
- Continually improving environmental performance through ongoing assessment, planning, monitoring and management;
- Ensuring that environmental protection and enhancement is considered in all decision-making for planning, growth, development and operations;
- Striving to maintain and enhance a community culture that respects, appreciates and reflects the surrounding environment;
- Providing its citizens, businesses, Parks Canada and other stakeholders with the opportunity to be involved in promoting a sustainable community.

Town of Banff Community Facility Plan, 2001

The 2001 Community Facility Plan incorporates results from previous studies to further determine the need for various community facilities. It contains a profile of the community, survey results, and a summary of issues and future considerations. It examines the potential financing, location and operation of future facilities and programs, and includes an implementation plan with cost estimates for capital and operating expenditures.

State of the Town Reports 2000, 2001, 2002

A series of reports were prepared (in 2000, 2001, and 2002) to review the status of the goals, objectives and suggested actions outlined in the 1998 Community Plan. These reports identify the achievements of the Town. The 2002 State of the Town Report recommended areas in the plan for further examination at the five-year review, in particular:

- A comprehensive review of build-out;
- More specific directions for the town in order to maintain and enhance its image as one of Canada's premier visitor-destination communities;
- An enhancement of goals and objectives related to tourism and the economy, in response to increasing

competition and a changing marketplace;

- A raising of special circumstances and needs with higher levels of government, particularly as they apply to Banff's overall contribution to the provincial economy and its available revenue sources;
- The development of a strategy for the town's long-term financial sustainability after commercial build-out is reached.

Banff Community Plan Action Strategies, 1998

This document outlined the strategies to be employed in order to achieve the overall vision and specific objectives of the 1998 Banff Community Plan. The Implementation Strategies include monitoring programs, as well as short-term and long-term initiatives to address the 1998 Community Plan Goals and Objectives.

Other Key Informing Documents

No Net Negative Environmental Impact Philosophy Town of Banff (undated)

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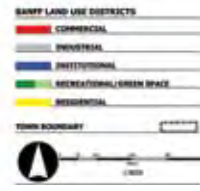
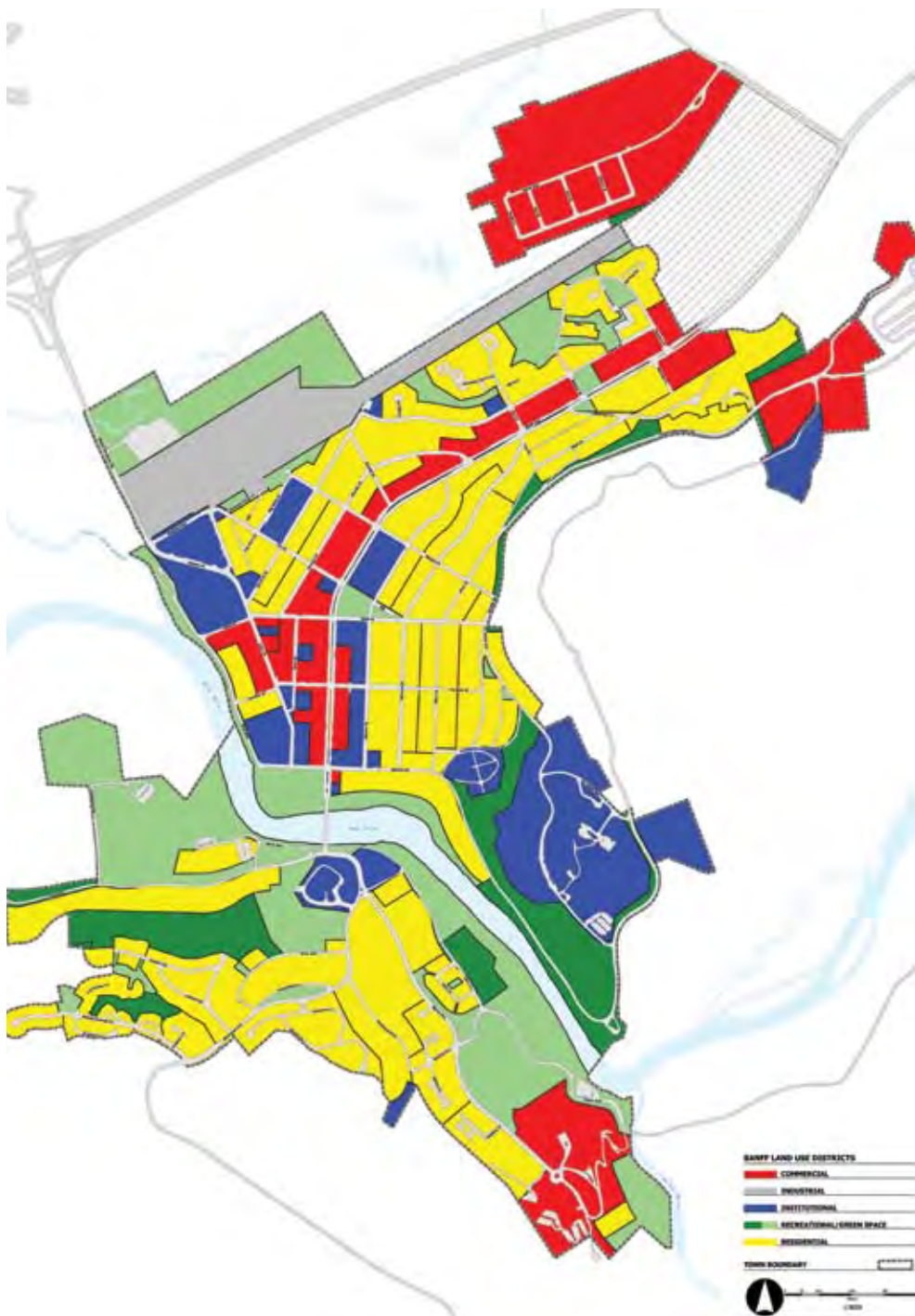
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Appendix F: Exhibits







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