

BANFF COMMUNITY PLAN | BYLAW 490
SCHEDULE A

TOWN OF Banff

CONTENTS

OUR JOURNEY TOWARDS RECONCILIATION.....3

INTRODUCTION.....4

PART 1. BANFF: A NATIONAL PARK COMMUNITY.....7

PART 2. IMAGINING BANFF IN 2040.....10

PART 3. PLAN VISION AND PRINCIPLES.....12

PART 4. ACHIEVING OUR VISION.....15

4.1 NATURE POSITIVE AND CLIMATE ACTION.....16

4.2 A PLACE TO CALL HOME.....20

4.3 BALANCING A PROSPEROUS ECONOMY.....22

4.4 INDIGENOUS CONNECTIONS.....26

4.5 MOVING PEOPLE SUSTAINABLY.....27

4.6 COMMUNITY WELLBEING.....29

PART 5. LAND USE.....32

PART 6. MONITORING AND IMPLEMENTATION.....40

APPENDICES.....42

OUR JOURNEY TOWARDS RECONCILIATION

The Town of Banff respectfully acknowledges the original peoples of these lands and waters, specifically the the Niitsitapi from the Blackfoot Confederacy of whom of Kainai-Blood Tribe, Siksika, Peigan-Piikani and Aamskapi Pikuni are part, the Îyârhe Nakoda comprised of the Chiniki, Bearspaw and Goodstoney First Nations, and Tsuut'ina First Nation. These lands are also home to other Indigenous Peoples, including the Rocky View Métis District of the Otipemisiwak Métis Government, Ktunaxa, Secwépemc, Dene and Mountain Cree. This plan honours their long history and deep connections to this land and many others whose histories, languages, and cultures continue to enrich our vibrant community.

We recognize Canada's colonial past and its impacts on Indigenous Nations and Peoples. Our vision for reconciliation is to build strong relationships and collaborative partnerships that build on the work contained in the United Nations Declaration on the Rights of Indigenous Peoples and the Truth and Reconciliation Commission Calls to Action. We will weave social and environmental responsibility, cultural competence, and economic opportunity into the fabric of our community to create an inclusive and nurturing place for current and future generations of Indigenous Peoples.

Our community is dedicated to acknowledging the strength, resilience, and diversity of Indigenous cultures. Our commitment encompasses respecting Indigenous knowledge, teachings, and values, as well as honouring the land. We will cultivate the courage to listen, reflect, and engage in challenging conversations. We also seek to create opportunities for more meaningful dialogue with Indigenous Peoples to foster trust, while enhancing our capacity to collaborate with open minds and compassionate hearts.

INTRODUCTION

BANFF COMMUNITY PLAN AT A GLANCE

The town of Banff, situated in the heart of the world-renowned Canadian Rockies, is not only part of a UNESCO World Heritage Site but also a vibrant, interconnected community and visitor service centre. Beyond its breathtaking natural beauty, Banff fosters a strong sense of belonging, where residents and visitors alike come together to celebrate the beauty and grandeur of one of Canada's most renowned protected areas.

Our plan expresses the high-level aspirations of our community and addresses four key questions:

- Where we are now
- Imagining Banff and what a desired future looks like in 2040
- Turning vision into action — measurable objectives that guide our efforts and provide a roadmap for success
- A process to reflect on plan outcomes aligned with our areas of focus

WHAT IS A COMMUNITY PLAN?

The Banff Community Plan is both aspirational and practical and guides municipal decisions on planning, land use and the provision of services in the community. It establishes goals and objectives related to the Town's top six priority areas for the next 10 years and beyond and provides a roadmap for a more sustainable future, ensuring that our cherished values are woven into every initiative.



The plan also guides Council decisions on key issues like environmental stewardship, tourism and economy, land use and investment in infrastructure and services.

PRIORITIES AND FUTURE AREAS OF FOCUS

This plan builds on the success of previous community plans, strengthening the concept of sustainability. Through consultation with the community and key stakeholders six priorities emerged, and goals and objectives were identified to reflect the needs and aspirations of our diverse population. The priorities include:

1. Nature positive and climate action
2. Housing for all
3. A prosperous economy
4. Indigenous connections
5. Moving people sustainably
6. Community wellbeing

Together, we can all cultivate a sustainable legacy for Banff, ensuring that future generations can cherish and enjoy the same extraordinary environment and vibrant community life that we hold dear today. The journey ahead is one of collaboration, innovation, and commitment, and we invite all community members to join us in shaping the future of Banff, a place where the natural beauty is matched only by the strength of its community.

RELATIONSHIP TO OTHER STRATEGIC PLANNING TOOLS

The Town of Banff has several guiding plans, policies, strategies, and frameworks that support and inform the plan. These include those for environmental management, tourism and economy, transportation and mobility, housing, heritage, Indigenous relations, community wellbeing and public safety.

The Banff Community Plan does not duplicate these plans. Instead, it incorporates key components that help the community make informed decisions about how and where we live, our ways of getting around, access to services, and the nature and quality of future growth.

HOW TO READ THE PLAN

This plan is divided into six parts. Part 1 introduces the context for planning in Banff and key challenges and opportunities addressed in the plan. Part 2 expresses a desirable future state for 2040. Part 3 describes the overall vision and principles of the plan. Part 4 lays out the Town's long-term goals, objectives, and actions in place to achieve those goals. Part 5 describes the overall approach to land use planning. Part 6 explains how the Town plans to measure progress and implement the plan.

The Plan should be read in its entirety since matters in one section may apply to others. Each section contains an introduction and general overview along with strategic goals and objectives of how we expect the plan to be achieved.

Background information, introductions and other explanatory text are not intended to be interpreted as policy.

WHO DEVELOPED THIS PLAN?
The shared vision and guiding principles for this plan were shaped to align with values that reflect deeply held beliefs of our community.

Development of the plan was led by the Town of Banff and represents the cumulative efforts and extensive contributions by an advisory committee and a wide range of stakeholders through a two-year engagement process.

We are grateful for the insights and contributions of the community and thank those who invested their time, resources, and expertise into the process to develop this plan. We also acknowledge the dedicated efforts of the Banff Community Plan Advisory Committee, including:

- Allan Buckingham – Public Member/Chairperson
- Stavros Karlos – Public Member
- Dr. Vamini Selvanandan – Public Member
- Leslie Taylor – Public Member/Vice Chairperson
- Jess Harding – Representative of Environment NGO
- Wanda Bogdane/ Karli Fleury – Representatives of Business/Tourism NGO
- Tracey LeBlanc – And other representatives of Banff Field Unit, Parks Canada
- Councillor Grant Canning – Member of Banff Town Council
- Mayor Corrie DiManno – Member of Banff Town Council

PART 1. BANFF: A NATIONAL PARK COMMUNITY

1.1 LEGISLATIVE CONTEXT

The Banff Community Plan is a Municipal Development Plan (MDP) – a statutory plan prepared by the municipality under Article 5.4 of the Incorporation Agreement between the Government of Canada and the Government of the Province of Alberta and the authority of the *Municipal Government Act* (MGA, RSA 2000, s. 632).

All municipalities in Alberta, regardless of size, are required to prepare an MDP, which is the highest-level statutory Plan approved by Council. Section 33 of the *Canada National Parks Act* also requires that the Town of Banff adopt a community plan.



The plan is the principal long-range planning instrument for the municipality. It is a statement of the goals, policy objectives and planning philosophy for the community's future. The Incorporation Agreement also specifies that the plan must conform with the key strategies and objectives of the Banff National Park of Canada Management Plan. The minister responsible for Parks Canada is required to approve the plan and all amendments.

The Incorporation Agreement also specifies that all plans and bylaws must conform with the Banff National Park Management Plan approved by the minister responsible for Parks Canada.

This plan is implemented in multiple ways, as decisions are made regarding development, infrastructure, capital projects, programs, delivery of core services and other corporate initiatives. Its implementation also relies on annual strategic planning and resourcing, monitoring, and reporting on progress.

Once adopted, all bylaws enacted by Council must be consistent with the plan. The plan also provides policy guidance as initiatives are developed in partnership with other orders of government as well as community and business groups.

1.2 PURPOSES OF THE TOWN

In creating the plan, the Town of Banff must consider its unique 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.

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 a UNESCO World Heritage Site;
- 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;
- Provide the widest possible range of interpretive and orientation services to park visitors;
- Maintain a community character that is consistent with and reflects the surrounding environment; and
- Provide a comfortable living community for those persons who need to reside in the townsite to achieve its primary function.

1.3 THE CURRENT SITUATION

Banff National Park is a globally iconic destination celebrated for its breathtaking natural beauty, diverse wildlife, and exceptional outdoor recreational opportunities. As Canada's most popular national park, it offers visitors an unforgettable experience immersed in stunning landscapes and an intact ecosystem. These natural treasures are the core of our heritage, culture, and economy and the town of Banff serves as the main hub for these attractions, providing accommodations, restaurants, retail shops, and services for visitors exploring the national park.

Residents take immense pride in calling Banff our home. The global appeal of our national park drives economic prosperity, ensuring our community thrives. Moreover, our longstanding commitment to conservation and environmental stewardship safeguards our environment for future generations. It is the active involvement of our diverse residents that fosters a strong sense of community and enhances the quality of life we continue to enjoy.

Tourism is the primary reason the Town of Banff exists. It is the largest economic driver and supports jobs, tax revenue, and significant reinvestment in the community. By empowering residents to help shape tourism initiatives, we enable locals to contribute to planning and delivering memorable visitor experiences, fostering a more inclusive tourism economy.

Visitation to the town of Banff and Banff National Park is thriving and demand continues to grow. While this growth has provided a strong economic base for the community, residents are feeling the strain of growth and associated socioeconomic and environmental outcomes. Challenges with meeting basic needs, like safe and affordable housing, food supply, access to health care, child care and other essential services and goods, is eclipsing the ability of residents to prioritize broader community considerations such as climate change, environmental stewardship and human-wildlife coexistence.

The steady visitor growth is not only creating impacts that affect the quality of life of residents, but also visitor experience, and our natural environment.

While perceptions of overall quality of life are favourable, resident sentiment reveals more than one-third of residents feel it has declined in the past three years, primarily due to concerns about the cost of living, tourism, and overcrowding/too many people. Housing availability and affordability continues to be the top concern for the community, followed by traffic, infrastructure, and roads.

Concerns regarding growth/planning and fire/wildfire safety have also increased. Satisfaction levels with individual services are generally stable or improved with the exception of fire rescue and emergency management, which has slipped slightly. And despite satisfaction with the Town's parking systems, overall parking satisfaction remains low, indicating persistent challenges and opportunities for improvement.

Local residents expect that the Town will place a greater emphasis on enhancing their daily experience while also considering the challenges that tourism can present. They express a desire for the Town to focus more on:

- Affordability
- Traffic congestion
- Housing diversity and supply
- The effects of climate change
- Workforce stability
- Quality of life for all residents

Looking forward, more will need to be done to increase resident involvement and engagement in visitation management and address resident priorities and needs.

We have an opportunity and obligation to be a sustainable national park community, which means we want to continue to strike the fine balance between encouraging and supporting visitation while preserving the park for future generations.

PART 2. IMAGINING BANFF IN 2040

By 2040, Banff will be recognized globally as a model for sustainable tourism, where a vibrant community life coexists harmoniously with breathtaking natural landscapes. Our vision encompasses Banff as a year-round destination that attracts visitors seeking authentic experiences woven together with the rich cultural heritage of this region.

In this future, innovation will redefine visitor experiences, embedding sustainable practices and setting new benchmarks for responsible and mindful exploration. Travel and tourism will transcend its traditional role, evolving into a steward of global resilience, equity, prosperity and cultural tolerance.

Locals will thrive – benefiting from economic opportunities that arise in tandem with strong conservation efforts. The adoption of innovative infrastructure and smart technology will ensure visitor flows are well managed, minimizing peoples' ecological footprint and preserving the tranquility of the national park.

By 2040, every individual feels valued, represented, and empowered to contribute their unique perspectives, fostering a culture of mutual respect and collaboration across all sectors of society. The Town of Banff stands as a shining example of how a community can effectively resolve a housing crisis while maintaining its unique character and sense of place.

Through a combination of progressive policies and sustainable development practices, the town will have created a more balanced, inclusive housing offering that meets the diverse needs of residents and seasonal workforce.

This has, in turn, enhanced the resilience of the local economy by enabling key frontline workers, including educators, healthcare professionals, and service industry employees, to afford to live in the town they serve.

To preserve its natural beauty and enhance both the quality of life for residents and visitor experience, Banff prioritizes pedestrians and promotes sustainable transportation solutions and environmentally responsible mobility while encompassing the needs of those who have accessibility requirements.

This transformative approach encourages walking, cycling, and the use of net-zero, and high-volume mass transit. As a result, we have reduced traffic congestion, lowered emissions and enhanced our interconnectedness with surrounding communities.

Our diverse range of outdoor activities continue to cater to all ages and abilities, providing accessible experiences that foster a lifelong appreciation for nature and the national park.

Tourism in Banff is enhanced to include immersive experiences that celebrate the rich cultural heritage of the Indigenous Peoples of the region. Visitors engage with locals through workshops, storytelling sessions, and guided tours led by Indigenous knowledge keepers, fostering respect and understanding for the land's historical significance.

Tourism management and destination planning is heavily reliant on artificial intelligence driven systems and algorithms, real-time data analysis, and personalized experiences. This includes predictive analytics to optimize resource allocation and virtual tours and experiences that enhance accessibility.

Regenerative tourism approaches serve as catalysts for environmental conservation with a focus on minimizing environmental impact and promoting responsible tourism.

Local businesses thrive, offering unique products and services that reflect the region's natural beauty and heritage. Job training and skill development programs mean our workforce is equipped to meet the demands of our visitor economy, making Banff an attractive place for both seasonal and long-term employment.

Revenue generated from tourism is reinvested into our community, financing infrastructure improvements, conservation efforts, and social programs. This investment enhances the quality of life for residents, creating a self-sustaining loop of economic prosperity and environmental stewardship.

By 2040, Banff serves as a hallmark of partnerships and collaboration, where local businesses, government, and the community unite to celebrate a tourism model that is sustainable, inclusive, and beneficial for both visitors and residents. Together, we have nurtured not just a destination, but an enduring legacy of stewardship for generations to come.

PART 3. PLAN VISION AND PRINCIPLES

Our community is a reflection of the values that make this place special. Our role – and a duty we gladly accept – is to maintain and enhance our townsite as an exemplary national park community.

Banff's purpose and significance are deeply rooted in the principles outlined in its enabling legislation, as well as its rich natural, cultural, and scenic resources. These elements collectively contribute to the community's identity and guide its development and conservation efforts.

The vision statement articulates our community's long-term aspirations and ideal future state. Serving as a guiding light and our North Star, it shapes all our planning initiatives while prompting us to consider our community identity in relation to our shared values and aspirations.



No single aspect of a community exists in isolation. Rather, different elements interact and influence each other in complex ways. We recognize the intricate web of relationships, interdependencies, and interactions among social, environmental, economic, and cultural elements in our community. This interconnected approach allows us to implement strategies that foster positive outcomes across all these dimensions.

It is also recognized that our townsite is part of a larger ecosystem and cultural landscape. We must remember that everything is connected. Humankind is part of nature and nature is part of humankind - we must pay regard to natural boundaries and natural processes. This means we are accountable– to ourselves, and other people, species and generations.

3.1.0 OUR GUIDING PRINCIPLES

The following principles, which set direction for decision making when implementing the objectives and outcomes of this plan, are guidelines and practices aimed at fostering the long-term wellbeing and resilience of the community, while minimizing impacts on the environment:

Engaged – In Banff, residents experience a strong sense of connection and belonging and foster a vibrant community that spans cultures and generations. The community creates opportunities for meaningful participation, collaboration, and dialogue.

Inclusive – Banff residents advocate for fairness in the distribution of resources and opportunities within our community. Inclusivity involves equality and access to essential goods and services, affordable housing, education, healthcare, and transportation for all members of society, regardless of their background or socioeconomic status.

Inspired – Vision and leadership have the power to create a committed, energized, and proactive community, capable of overcoming challenges and achieving our collective aspirations. Being inspired emphasizes inclusive participation, where diverse voices contribute to a unified vision.

Reasoned – When making organizational decisions we depend on science, quantitative evidence and analytics rather than opinion. This balanced approach ensures decisions are grounded in factual evidence, while also considering the qualitative nuances and insights that intuition provides.

Collaborative – We rely on our relationships with partners within the Town of Banff, regionally, provincially, nationally, and internationally, to achieve information sharing, mutual consultation, and shared action.

Resilient – Residents, community organizations, businesses and government work together to strengthen resilience and adapt to change creatively and collaboratively. Banff has a strong and sustainable local economy that can weather global shifts and uncertainty.

Environmentally Responsible – We are committed to maintaining ecological integrity, environmental sustainability and living within natural limits. Stewardship involves promoting sustainable practices as well as environmental protection, maintenance and restoration, conservation, and regeneration.

Trusted – Trust serves as the cornerstone of community cohesion, fostering an environment where individuals feel safe, valued, and connected. When the community cultivates trust through open communication, shared experiences, and mutual respect, they create a strong social fabric that enhances collaboration and resilience.

PART 4. ACHIEVING OUR VISION

The Banff Community Plan is a guide for working through existing and foreseeable challenges and presents a framework for current and future actions required to maintain and enhance the quality of life for residents. The interconnectedness between goals and objectives within this plan plays a crucial role in ensuring that the community functions cohesively and effectively towards its vision.

The plan aims to strike a balance between promoting the town as a visitor service centre and protecting the environment, ensuring a sustainable and livable community for current and future residents. By providing a clear vision for the future, the plan helps us make informed decisions about land use and development.

A goal is an achievable outcome that is generally broad and longer term while an objective is shorter term and defines measurable actions to achieve an overall goal.

Each of the following subsections contains more targeted background statements, goals and objectives, all linked to the plan vision and guiding principles. In summary, the interplay between goals and objectives in the plan forms a foundation for effective community development. This interconnectedness ensures that strategic initiatives are aligned with the community's vision, providing clarity for residents, stakeholders, and users of the plan.

4.1 NATURE POSITIVE AND CLIMATE ACTION

Our community's foremost environmental stewardship priority is to uphold and restore local ecological integrity. To effectively maintain and restore this integrity, community plans for national park communities must adhere to the principles of No Net Negative Environmental Impact (NNNEI), ensuring that our actions contribute positively to the environment.

The principle of NNNEI requires the strategic management of cumulative effects to ensure the community does not impact the ecological integrity of the national park. This principle points to a commitment to nature positive, which means that nature –and natural processes, species and ecosystems – are being repaired and regenerated rather than being in decline.

Existing legislated limits to growth in the Banff townsite play an essential role in the prevention of major impacts to ecological integrity. However, these limits do not always address other environmental impacts that arise from the effects of climate change, and other drivers of biodiversity loss.

The Town of Banff has continued to work with Parks Canada in developing strategic plans, bylaws, policies, programs, and projects to ensure that key thresholds are not exceeded, or else are returned to baseline conditions over time. These commitments to permanently preventing or reversing ecological degradation in and around the townsite are at the heart of nature positive and what it means to be a model environmental community in a national park.

The changing climate is impacting Canada's economy, infrastructure, environment, health, and social and cultural wellbeing. As a global tourism destination, Banff can be an example for how communities can manage, protect, and restore native species, habitats, and biodiversity in response to climate change forecasts and impact by using natural resources with restraint and transitioning towards renewable and sustainable sources of energy and materials as quickly as possible–all while preserving ecological integrity. In pursuing these goals, we will become a model environmental community for the world.

4.1.1 GOALS

- Promote the protection, restoration and maintenance of ecological integrity and our natural capital.
- Be a global environmental leader and model of exemplary environmental stewardship.
- To transition towards a low carbon economy powered primarily by renewable energy, with greenhouse gas (GHG) emissions 80% below 2016 levels by 2050.
- To reimagine our community as a circular, sharing, and reuse economy.
- Develop strategies and infrastructure to adapt to warmer temperatures, increased weather variability, wildfire threats and the future needs of residents and visitors.

4.1.2. ECOLOGICAL INTEGRITY

OBJECTIVES

- To monitor the community's impacts on the ecological integrity of the park and take steps to ensure No Net Negative Environmental Impact.
- Establish specific ecological thresholds and a NNNEI monitoring program.
- Work with partners to monitor and preserve the security and connectivity of habitat in wildlife corridors.
- Foster environmental education programs for residents and visitors of all ages.
- Implement strategies to strengthen commercial and residential environmental compliance.
- Continue participation with neighbouring jurisdictions on human-wildlife coexistence goals and tactics.
- Implement and support projects that focus on the restoration of terrestrial and riparian ecosystems within the townsite.
- Utilize Traditional Ecological Knowledge in environmental monitoring, research and decision making wherever possible.

4.1.3 CLIMATE CHANGE

OBJECTIVES

- Establish science-based reduction targets aligned with net zero climate goals.
- Demonstrate climate action leadership by reducing the Town's corporate emissions by 50% by 2030, compared to 2016.
- Guide, support, and incentivize the community to reduce our carbon footprint.
- Develop incentives, programs, and policies to support higher Energy Performance Tiers under the National Building Code and the National Energy Code of Canada for Buildings.
- Develop incentives, programs, and policies to propel the adoption of renewable energy systems.
- Integrate a climate change adaptation lens into policies, strategies, infrastructure review and planning.
- Educate visitors and residents about GHG emissions and create actionable opportunities to collectively reduce their carbon footprint.

4.1.4 COMMUNITY WILDFIRE PROTECTION

OBJECTIVES

- Promote wildfire risk reduction initiatives and programs designed in accordance with wildfire prevention best practices.
- Maintain and regularly update hazard, risk, and vulnerability assessments and consider these studies in plans, policies, bylaws and decisions for upgrades and improvements to public and private property.
- Regularly review and update Town policies and guidelines to incorporate FireSmart building and vegetation management best practices, ensuring that all municipal properties adhere to these standards.
- Integrate wildfire protection measures with broader community goals and Parks Canada fire management planning.
- Continue aggressive fuel reduction projects in all fire-prone areas including ongoing maintenance of previously treated wildfire risk reduction areas.
- Develop and implement education and outreach programs that raise awareness about wildfire risks, prevention strategies, and emergency preparedness among residents and visitors.
- Continue to foster partnerships with local, provincial, and federal firefighting bodies to create a cohesive response strategy.
- Advance and support the next generation of wildland fire management science, innovation and research.
- Advocate to agencies and other orders of government for policies that strengthen wildfire protection in building safety codes and standards.

4.1.5 WASTE AND CIRCULAR ECONOMY

OBJECTIVES

- Achieve 70% waste diversion by 2028 and aim for zero waste to landfill by 2050.
- Prioritize the local sharing and reuse economy through support for municipal programs and not-for-profit initiatives.
- Foster partnerships between local government, businesses, and community organizations to collaboratively develop and implement waste reduction strategies and circular economy initiatives that benefit the entire community.
- Promote the responsible consumption of resources by encouraging practices that lead to the efficient use of materials, minimizing environmental impact, and supporting the sustainable procurement of goods and services.

4.1.6 INFRASTRUCTURE

OBJECTIVES

- Enhance the planning of utilities and infrastructure to effectively meet the current and future needs of Banff residents and visitors, prioritizing high-quality and sustainable solutions.
- Strengthen the resilience of infrastructure systems to climate change.
- Monitor stormwater quality and implement measures to mitigate any release of pollutants into surface waters and to protect aquatic habitat.
- Conduct an analysis and assessment of stormwater systems with the aim of informing the development of a comprehensive stormwater management plan.

4.2 A PLACE TO CALL HOME

Housing is the foundation on which we build our lives, engage in society, and contribute to the economic wellbeing of our community. When people have the housing they need, they have better health, education, and employment outcomes. While our housing options continue to be limited, there has been a long-standing community wide recognition that appropriate housing is a benefit to our entire community. Everyone should have a quality place to call home.

We take a shared approach to housing solutions, with public, private, and not-for-profit entities within the town, and with our neighbours in the Bow Valley. To ensure Banff continues to thrive as an equitable, diverse, and sustainable national park community, housing must serve as a foundational building block for inclusion.

4.2.1 HOUSING GOALS

- To provide a range and mix of housing options for residents of all ages, incomes and abilities.
- To eliminate the housing shortfall by 2035.
- To ensure the regulatory and policy framework supports equitable access to housing for all community members.
- Foster strategic partnerships and collaborative initiatives that enhance access to affordable and below market housing.

4.2.2 AN INCLUSIVE AND EQUITABLE COMMUNITY

OBJECTIVES

- Increase the diversity of housing forms, choice and tenure types year over year to promote affordable and attainable housing for eligible residents.
- Inform and engage community members on housing needs and the benefits of housing choices through community education and outreach programs.
- Encourage age-friendly and universally accessible housing to meet the needs of residents as they evolve over time.

4.2.3 REGULATORY FRAMEWORK

OBJECTIVES

- Continuously monitor and assess residential densities to ensure they align with community needs and address the housing shortfall.
- Achieve a balanced rental vacancy rate of at least 3%.
- Support a variety of housing forms that allow housing to adapt to suit different life stages of residents.
- Increase the sustainability of the town's housing stock through green building policies and energy retrofits.
- Advocate for policies that strengthen tenant protection.

- Continue to develop, improve and enforce guidelines that uphold the highest standards of architecture, landscape architecture, environmental sustainability, and urban design in all residential development projects.
- Support Parks Canada's eligible residency restrictions under the *Canada National Parks Act* and related regulations.

4.2.4 PARTNERSHIP AND COLLABORATION

OBJECTIVES

- Promote policies that support collaboration and partnerships and reduce barriers to investment.
- Work with the development industry and key stakeholders to promote flexibility and adaptability in the design and function of the housing stock to accommodate the changing future needs of households.
- Continue to grow the Banff Housing Corporation as a rental and for-purchase below market housing provider.
- Provide support to nonprofit organizations whenever possible in the development of below-market housing.

4.3 BALANCING A PROSPEROUS ECONOMY

To describe our economy as prosperous means we have achieved social and economic equity, and residents have access to meaningful and fulfilling employment opportunities that provide an income sufficient to meet their needs and enjoy a comfortable standard of living.

Tourism is the primary economic driver in Banff and demand is expected to continue to grow, which means we are guided by our belief that when done right, it can be an impactful regenerative vehicle for a better tomorrow–for people and for the park.

A prosperous economy lays the groundwork for a thriving community by generating revenue, creating jobs, improving infrastructure, fostering business growth, enhancing social and cultural development, and supporting environmental stewardship. Each of these elements is interlinked and contributes to the overall vitality and sustainability of the community, ensuring that it remains a desirable destination for visitors and a desirable place to live for residents.

A prosperous community economy also includes a strong focus on supporting local businesses, entrepreneurship, and innovation, that is built on a foundation of progressive local government, collaboration and consultation with key stakeholders, strong fiscal management, well maintained civic infrastructure, and innovative transportation and land use planning.

This plan aligns seamlessly with the Lead Tourism for Good, a 10-year Vision for tourism in Banff National Park by emphasizing sustainable development, one that values and sustains nature while enhancing key priorities like health, shared prosperity and community wellbeing. Both frameworks prioritize the protection of the natural environment, support for local businesses, and the enhancement of visitor experiences that are in harmony with the community's cultural heritage.

Our tourism economy can thrive within finite limits to growth by focusing on sustainable and regenerative tourism practices. This can be achieved by implementing policies and initiatives that promote responsible tourism, protection of the natural environment, support for residents, and preservation of our cultural heritage.

The visitor economy and visitor experience are also two interconnected yet distinct facets of tourism that significantly impact both the community and individuals. The visitor economy refers to the broader economic effects of tourism, encompassing the total financial contributions made by visitors to local businesses, attractions, accommodations, and various other sectors. This concept highlights how tourism serves as a vital economic driver, generating revenue and employment opportunities within the community.

On the other hand, visitor experience relates to the overall interactions and feelings that visitors encounter throughout their journey. This includes every phase of their visit—from the initial planning and arrival to their activities, accessibility, ease of navigation, service quality, and overall atmosphere in the town. Essentially, it's the sum of all the visitor's interactions and how they interpret them.

Economic prosperity initiatives, such as supporting local businesses and investing in infrastructure, can directly improve the visitor experience by making destinations more accessible and enjoyable. Conversely, a positive visitor experience enhances economic goals by driving tourist spending and encouraging growth in the visitor economy. Together, they create a holistic approach that benefits the community economically while ensuring a memorable experience for visitors.

As visitation increases and commercial development in Banff is capped, this interconnectedness means that a collaborative and regional approach is required to effectively manage human use within the Banff townsite and the greater Bow Valley.

For Banff, the opportunity lies in understanding the dynamics of visitation and community, charting a path to optimize the benefits of tourism and recreation, and minimizing its negative impact on the environment and residents. Safeguarding the quality of life and unique experience for those who live and play here requires a cross-jurisdictional regional commitment to shared action and stewardship. This can be met with an approach centred on destination stewardship and a unified human use management strategy.

4.3.1 GOALS

- Support sustained and balanced year-round economic activity.
- Encourage and support authentic, inclusive, and true-to-place visitor experiences that celebrate the unique qualities of the destination.
- Encourage and support Indigenous led partnerships for product and experience development.
- Attract investment that aligns with national park values.
- Maintain high quality public infrastructure.

4.3.2 FLOURISHING WITHIN LIMITS

OBJECTIVES

- Establish a comprehensive economic framework that explicitly links Banff's economic performance to social and environmental outcomes and municipal financial planning.
- Encourage a diverse and balanced mix of commercial services that cater to the evolving long-term needs of both visitors and residents.
- Encourage workforce education, training, and leadership development.
- Strengthen partnerships and strategic alliances with the business community, non-profit organizations, other municipalities, federal and provincial governments, and Indigenous Peoples to achieve mutual economic development objectives.
- Drive innovation in sustainable tourism practices through collaboration with post-secondary institutions and other partners, positioning Banff as a leader in building a diverse and inclusive tourism and hospitality workforce.
- Work with Parks Canada in managing types and levels of appropriate visitor services within the community.
- Collaborate with partners to develop a comprehensive Human Use Management framework and strategy for the Town of Banff that prioritizes high-quality visitor experiences while maintaining and enhancing the quality of life for residents.
- Investigate the feasibility of establishing a destination stewardship council focused on regional human use management within the Bow Valley.

4.3.3 A WELCOMING, VALUES-ALIGNED VISITOR EXPERIENCE

OBJECTIVES

- Promote authentic, true-to-place, and inclusive visitor experiences that reflect the unique characteristics of Banff and the cultural and natural history of the national park.
- Facilitate, support, and invest in unique experiences, events, and infrastructure to attract visitors during non-peak seasons.
- Support the development of meaningful, authentic Indigenous experiences.
- Support initiatives that promote locally sourced products and services, enhancing the community's economic resilience.
- Provide visitors with informative and interactive educational experiences that promote a deeper understanding of the community's culture, history, and natural environment.

4.3.4 RESPONSIBLE MUNICIPAL STEWARDSHIP

OBJECTIVES

- Diversify the revenue sources for the Town of Banff to reduce the municipality's dependence on property taxes.
- Ensure decision-making on growth and change incorporate the Town's financial and infrastructure capacities, long-term fiscal sustainability, and lifecycle costs.
- Explore various funding sources to achieve a sustainable balance between taxpayer, ratepayer, and visitor contributions
- Maintain capital reserves and borrowing capacity at levels sufficient to fund future infrastructure construction or replacement and in compliance with regulated debt limit.
- Ensure the Town of Banff three-year financial plan establishes a comprehensive framework for responsible financial planning and strategic investment.
- Work with other orders of government to secure sustainable funding for both the capital and operational needs of the Town.
- Evaluate and prioritize capital investments that have the greatest impact on enhancing visitor, resident, and business experiences.
- Continue advocacy for Tourism-Based Community Status (formerly Resort Municipality Status).

4.4 INDIGENOUS CONNECTIONS

Strengthening Indigenous relations in Banff involves a multi-faceted approach that prioritizes collaboration, respect, and mutual understanding. Banff can create a more inclusive and respectful environment that honours Indigenous Peoples, fosters reconciliation, and strengthens the fabric of the community as a whole. This collaborative effort will not only enhance the relationship between Indigenous and non-Indigenous Peoples but will also enrich our community for everyone who calls this place home.

Together, we can cultivate a deeper appreciation for the land's heritage, encourage cultural exchange, and ensure that the rich traditions of Indigenous Peoples are woven into the very fabric of Banff's identity and future.

4.4.1 GOALS

- Strengthen relationships with Indigenous Peoples through policies, processes and actions to advance and support Truth and Reconciliation.
- Build enduring relationships based on trust and mutual respect.
- Support efforts to preserve and promote Indigenous cultures, languages, and traditions.

4.4.2 TRANSFORMING WAYS OF CONNECTING

OBJECTIVES

- Strengthen government to government relationships with Indigenous Peoples
- Recognize and promote the unique Indigenous histories, cultures, and connections to Banff.
- Support Indigenous led opportunities for cultural awareness, public education and storytelling on the contributions of Indigenous peoples, culture, and history.
- Recognize and honour local Indigenous traditions, knowledge, wisdom and self-governance within Indigenous Peoples traditional territories.
- Commit to the principles of United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and seek to undertake the Truth and Reconciliation Commission calls to action relevant to municipalities.
- Explore opportunities to collaborate with Indigenous Peoples to create ceremonial spaces.

4.5 MOVING PEOPLE SUSTAINABLY

Mobility and transportation have substantial impacts on the environment as well as the liveability of our community. The challenge for Banff over the next 10 years is to accelerate the transition from what was once a primarily car-dependent community to one where walking, cycling, and transit are viable and attractive year-round alternatives. Reducing car dependence benefits everyone, including those who need to drive.

The current road systems are now operating at full capacity during various times of the year and while considerable progress has been made in alleviating congestion through investments in alternative transportation options and promoting a shift towards other modes of transportation, ongoing proactive measures must be taken to improve access and mobility.

The Town of Banff is committed to collaborating with Parks Canada in implementing the key strategies of the Banff National Park of Canada Management Plan, including using the recommendations from the Expert Advisory Panel on Moving People Sustainably in the Bow Valley.

Banff's transportation vision focuses on creating a world-class mobility experience by embracing innovative and sustainable transportation practices while promoting a vibrant community and a memorable destination for future generations.

4.5.1 GOALS

- Promote a comprehensive shift to sustainable, low carbon, high-volume mass transit and multimodal transportation options.
- Develop a transportation system that facilitates and enhances accessible pedestrian movement and encourages cycling.
- Encourage the integration of local and regional transportation of people and goods.
- Improve mobility and circulation within the townsite.
- Optimize visitor experiences and community livability by mitigating congestion.

4.5.2 TRANSPORTATION CHOICE

OBJECTIVES

- Prioritize investments in pedestrian pathways, cycling routes, and accessible public transit options to ensure a seamless and compelling alternative to automobile dependence.
- Reduce reliance on personal vehicles to get to Banff and to move around the townsite.

- Improve pedestrian and cyclist safety and enjoyment by creating a defined and continuous system of pathways throughout the town.
- Facilitate connections between transportation modes, including enhanced shuttle services to and from popular destinations within the community and national park.
- Improve wayfinding for all modes of transportation.
- Support technology and data analytics that promote more efficient transportation choices and GHG emission reductions.
- Explore options to minimize traffic in residential areas.

4.5.3 TRAVEL MODE PRIORITY

OBJECTIVES

- Explore multimodal transportation arrival hubs, decentralized mobility hubs, and/or parking.
- Develop and maintain safe, high-quality four-season cycling infrastructure and facilities.
- Actively promote, in consultation with other stakeholders and partners, transportation demand management measures that make more efficient use of the existing transportation system.
- Support inviting and inclusive transportation options for Banff residents of all ages, abilities, and incomes.
- Collaborate with regional partners to plan and invest in transportation infrastructure and services in support of an integrated federal, provincial, and regional economy.
- Embrace intelligent transportation systems to manage and control traffic flows effectively.

4.5.4 PUBLIC TRANSIT

OBJECTIVES

- Expand and improve the existing transit network while actively promoting and integrating alternative rapid transit technologies.
- Work with partners in continuing to advocate for mass transit services, such as passenger rail connections, expanding bus service, and other options, linking the Calgary area with Bow Valley destinations, including Canmore, Banff, and Lake Louise.
- Advocate with other orders of government to give transit priority in the allocation of funds for major transportation infrastructure investment.
- Continue to implement smart technologies to enhance the efficiency and reliability of the mass transit system.
- Transition towards 100% renewable energy for the Banff routes.

4.6 COMMUNITY WELLBEING

Community wellbeing encompasses a wide range of social, cultural, political, economic, environmental, physical, and educational conditions that our residents deem necessary for them to be healthy, flourish, and fulfill their own potential.

A core principle of community wellbeing and quality of life in Banff is a sense of belonging and social connectedness within our community; both areas have been identified as key determinants of health. Banff is made up of individuals of diverse ethno-cultural backgrounds, age, abilities, language, socio-economic status, education, and religion. Residents appreciate what they characterize as a "small town community feel," including caring for each other, a strong family focus, familiarity and knowledge of people, friendliness, and an appreciation of neighborhoods.

Residents also value the variety of services and amenities available in such a small town and cherish a close relationship with the outdoors. Easy access to clean air, nature trails, wildlife and being surrounded by like-minded people who share a commitment to environmental stewardship and the responsibilities of living in a National Park matter most.

Basic community social needs encompass the fundamental resources and support systems necessary for individuals and communities to thrive, including access to food, housing, transportation, and healthcare, as well as childcare, safety, social support networks, and opportunities for education and employment.

4.6.1 GOALS

- Enhance health and wellbeing through proactive, targeted, community-driven actions.
- Foster a welcoming and inclusive community that embraces social diversity and enhances social connections.
- Strengthen social cohesion and trust among residents through collaboration, open communication, and shared experiences.
- Provide a coordinated and coherent approach to arts and culture across all domains of the community.

4.6.2 AN INCLUSIVE COMMUNITY

OBJECTIVES

- Celebrate diversity by supporting opportunities to share traditions and events, special celebrations, food, arts, and culture.

- Work with partners to improve access to affordable housing and childcare, food security, affordable transportation options, employment literacy and training, recreation, and other supports.
- Promote personal and community wellness, connection and cohesion through the provision of inclusive and welcoming places.
- Support and promote community-based programs and activities that enhance social connectedness, reduce isolation, support healthy outcomes, and build relationships among neighbours, cultural groups, and community members of all ages and stages of life.
- Ensure seniors can access services and amenities that reduce social isolation and support a high quality of life.

4.6.3 ARTS AND CULTURE

OBJECTIVES

- Support the role that the creative sector plays in the community with respect to cultural tourism, heritage, economic prosperity, community vitality, identity, and quality of life.
- Activate and enhance public spaces through placemaking initiatives that add vibrancy, celebrate arts and culture, and enable people to connect and build relationships.
- Accommodate festivals, celebrations, and other special events that will not impair environmental values, ecosystem services or the enjoyment of the park by others.

4.6.4 AN ACTIVE AND INVOLVED COMMUNITY

OBJECTIVES

- Provide accessible recreational programs and services to encourage physical and mental wellness for all ages, abilities, and incomes.
- Incorporate inclusive design in public spaces, facilities, and programs to allow universal access, welcoming users of all ages and abilities.
- Support the delivery of programs, services, events, and activities that celebrate the full spectrum of cultural and ethnic diversity of Banff and promote intercultural and intergenerational connections.
- Encourage appropriate investment in recreation facilities, parks, and trails through private donations, capital funding or other means.

4.6.5 COMMUNITY HEALTH

OBJECTIVES

- Promote and support initiatives that address health emergencies, substance abuse, and mental health.
- Improve community access to affordable, healthy food and food sharing initiatives.
- Incorporate the long-term growth needs of existing healthcare and learning institutions within the land use and transportation networks of the town.

- Foster collaboration among public health organizations, government agencies, community groups, and local businesses to strengthen community health initiatives and to ensure access to health resources and emergency services.

4.6.6 PUBLIC SAFETY

OBJECTIVES

- Develop and maintain emergency response plans for all hazards, adhering to applicable emergency management legislation and best practices.
- Support measures to increase community resiliency during emergencies, disasters and extreme weather events and mitigate impacts for vulnerable areas and populations.
- Provide a structured approach for business continuity, maintaining essential operations and minimizing disruptions during and after an emergency or unexpected event.
- Develop a comprehensive recovery plan that outlines steps for rebuilding and restoring essential services after an emergency.
- Implement ongoing public education campaigns to raise awareness about emergency and disaster preparedness.
- Implement strategies to reduce crime rates through increased community engagement and collaboration among local law enforcement organizations and residents.

PART 5. LAND USE

5.1.0 BACKGROUND

Banff prospers and maintains its status as a world-renowned national park community by focusing on its unique qualities and recognizing there are finite limits to growth. Our long-term sustainability as a community and visitor-based economy depends largely on our ability to remain an attractive, welcoming, accessible, and affordable place for future generations.

Banff effectively applies its growth management framework and land use planning objectives to maintain a special blend of community and visitor services. Parks Canada also ensures that any development or other activities that take place meet environmental standards, are consistent with the *Banff National Park of Canada Management Plan*, and within the limits described in law.

Banff is near full commercial build-out. The town's commercial space has been fully allocated, meaning there are no new parcels of land available for commercial development.

5.1.1 GROWTH MANAGEMENT

The *Canada National Parks Act* (CNPA) requires that community plans for National Park communities provide a strategy for the management of growth consistent with principles of No Net Negative Environmental Impact, responsible environmental stewardship and heritage conservation.

The maximum commercial development limit established in the CNPA remains in place, and community objectives must be achieved within that limit. The Act also requires that land use plans for all park communities include a clear delineation of the commercial zones in the community, accompanied by a maximum commercial floor space limit and a strategy for managing growth.

To manage the town's impact on surrounding park lands, Schedule 4 of the CNPA sets the municipal boundary in legislation and limits commercial floor area to a maximum of 361,390m^2, which is the total of actual and approved commercial development as of June 1998, plus an additional 32,516m^2 (350,000ft^2). Once it has all been constructed, all future development will be restricted to redevelopment of existing facilities and structures.

Commercial floor space may be allocated for development projects within a commercial zone provided the maximum floor area for commercial zones specified in Schedule 4 of the CNPA would not be exceeded as a result of that use.

The Town of Banff recognizes the limits to growth and continues to actively work towards balancing the needs of the community, visitors, and the environment within the townsite by exploring ways to manage visitor use and ensure the long-term sustainability of both the town and the park.

The Town will work collaboratively with Parks Canada to explore potential processes that would allow for the reassessment and possible reconfiguration, resurvey or rezoning of designated parcels of land, provided that:

a. Any proposed changes demonstrate clearly identified benefits to the community.
b. Any modifications remain consistent with existing legislative frameworks and do not exceed current development limitations, including the maximum floor area permitted within the commercial zones, or expansion to the legislated town boundaries.
c. The process for considering and implementing any change includes opportunities for public engagement and feedback.

5.2.0 LAND USE CONCEPT

Land use designations establish the general types of uses that are provided for in each land use district. Together, they describe where and what type of housing can be built, where retail stores, restaurants, accommodation, institutional and service commercial uses can be located and where a mix of uses is desired. The land uses provided for in each district designation are generalized, leaving it to the Land Use Bylaw to prescribe the permitted and discretionary uses and precise numerical figures that reflect the desired development and design direction.

Commercial development is restricted to designated commercial land use districts and must comply with established capacity limits. Although there is no development cap on non-commercial uses, growth is constrained by the town's boundaries, the availability of vacant land, design and development regulations, and relevant land use policies. shown in the Land Use Map, attached as Appendix C, are grouped into Residential, Commercial, Institutional, Public/Institutional, Public Parkland and Environmental Protection districts. The following overview describes the purpose of these areas and overall land use approach

5.3.0 RESIDENTIAL LAND USE

To meet the diverse housing needs of its residents, the Town of Banff has established transitional densities and building forms in its residential land use districts to blend lower density residential development with medium and higher density areas. Residential infill can involve small scale, medium scale and large-scale development ranging from accessory dwellings, duplex, triplex and fourplex housing and low-rise apartments to multiplex housing developments on one or more lots.

5.3.1 APPROACH

- Where commercial use is the principal use of a site in a residential land use district, any increases in the gross floor area are prohibited, as is the relocation, assignment or transfer of these commercial uses to another parcel not located in a commercial land use district.
- Establish a cap on the maximum number of home occupation businesses that will be permitted in residential land use districts.
- Encourage the development of age-friendly housing options that cater to the needs of aging populations, as well as universally designed homes that accommodate residents of all ages and abilities.
- Protect housing inventory by actively enforcing against unauthorized nightly rentals of residentially zoned properties.
- Bed and Breakfast Inns that were not in operation and continuously licensed by Parks Canada for a period of not less than five consecutive years prior to January 2, 1990, are not permitted, nor are those that have had a cessation of 12 months or more in their operation and/or licensing.

5.4.0 COMMERCIAL LAND USE

There are six commercial land use districts, each defined by its specific purpose, uses and location, collectively making up the commercial lands in Banff. All are subject to the growth management strategy and the commercial capacity limits. This includes the:

- Downtown District
- Commercial Accommodation District
- Tunnel Mountain District
- Banff Springs Hotel District
- Railway Lands District
- Commercial Services District

5.4.1 APPROACH

- Development will be limited to the redevelopment of existing floor area including commercial space that has already been allocated but not yet built as of the date of this plan.
- Although commercial land use districts in the Banff townsite are fixed in legislation, the Town of Banff recognizes that there are cases where restructuring and/or rezoning of the boundaries of some parcels provides for alignment with existing land use districts, more efficient use of developable lands and, where possible, improved ecological integrity.
- The aim is to promote sustainable development, balanced land use, and efficient use of resources, while considering the needs and aspirations of the community as they evolve over time.
- Support an environment where the overall retail offering can adapt in response to evolving consumer needs and expectations by working with partners to enable a diverse and vibrant market responsive commercial landscape.
- Encourage capital reinvestment in existing commercial space.
- Promote economic diversification through commercial land uses that are appropriate in a national park.
- Recognize and plan for Banff's Visitor Adjusted Population equivalent, including permanent and seasonal residents, overnight visitors in commercial accommodations, and day visitors. Seek to understand and strategically manage and stabilize each of these segments, and their associated needs, consistent with the desire for a balanced visitor and community capacity.
- Work collaboratively with Parks Canada, community partners and stakeholders to target sustainable visitation levels, taking into consideration the qualitative aspects of the national park experience within the townsite, and quantitative aspects such as infrastructure capacities including road capacity, housing need, health and emergency services.

5.5.0 PUBLIC AND INSTITUTIONAL LAND USE

Schools, health care facilities, public cultural facilities and institutions are major contributors to a high quality of life in Banff. Local community institutions such as schools, the library, daycares, assisted living facilities, places of worship and recreational spaces are woven into the fabric of our community. Our major health and educational institutions are also important employers and service providers and will continue to grow to serve the needs of the town, users of the national park and to a lesser extent, the regional population.

5.5.1 APPROACH

- Ensure that land is designated for essential community services to meet the needs of residents.
- Plan for integrated transportation networks that connect civic and institutional areas with residential and commercial zones, promoting walkability and public transit use.
- Strategically manage municipal lands and consider future acquisition opportunities to achieve municipal purposes and objectives.
- Promote the design of biodiverse, inclusive and accessible public parkland.
- Promote passive recreation areas within public parkland.
- Explore the potential for rezoning of vacant or underutilized lands to Residential Reserve District to ensure an adequate supply of residential lands for future development.

5.6.0 AREA SPECIFIC PLANS

Throughout the town there are sites and areas that require long-range planning policies and strategies to guide the future land use and development. Guided by Council's strategic goals, they reflect federal/provincial interests and integrate planning for matters that affect land use decisions such as sewer and water infrastructure, environmental protection, mobility and transportation, housing, and cultural heritage. They also provide a foundation for economic readiness and timely decisions on planning applications.

These plans and policies may vary from one or more of the provisions of this plan and generally reflect unique conditions for approval that must be recognized for specific development sites or provide a further layer of local policy direction for an area.

In most cases, the site and area specific policies provide direction on land use, however, the goals and objectives of this plan still apply to these lands. Policy development and project implementation in these areas may require the direct participation of the three orders of government and private agencies as a result of the various jurisdictions, responsibilities and funding mechanisms involved.

5.6.1 APPROACH

To undertake, support or continue to implement comprehensive planning, design and land use management strategies for the following areas:

Existing Plans

1. Downtown Enhancement Concept Plan Area
2. Banff Centre Area Redevelopment Plan
3. Cave Spray Kootenay Area Redevelopment Plan

Proposed Plans

4. Railway Lands Area Redevelopment Plan
5. Western Entrance Arrival Centre Concept Area
6. East Entrance Arrival Centre Concept Area
7. 200 Block - Banff Avenue Redevelopment
8. Industrial Compound Area Redevelopment Plan

Under the provisions of the Town of Banff Incorporation Agreement all statutory plans including area redevelopment plans require the approval of the federal minister responsible for Parks Canada.

Under the same agreement, all decisions and actions arising from the plans must comply with applicable federal statutes including federal environmental law and any mitigation measures resulting from an environmental review required by Parks Canada.



Location of Area Specific Plan

5.7.0 PUBLIC REALM APPROACH

Maintain the ambiance of downtown Banff as a walkable, pedestrian-oriented environment.

- Reimagine downtown laneways as enhanced public realm and people-friendly gathering areas while ensuring that essential transportation functions such as loading, parking, and emergency access are maintained.
- Preserve, enhance, and feature important elements of significant architectural, topographical, landscape, scenic, ecological, recreational or cultural interest.
- Promote the conservation, restoration and enhancement of the natural environment, priority habitats and ecological networks.
- Pursue collaborations with development advocates, various orders of government, and community organizations to improve public spaces by aligning capital enhancements with development projects in adjacent areas.
- Celebrate gateways into the townsite from Banff Avenue and Norquay Road through the use of distinctive urban design features, lighting, enhanced vegetation and landscaping and public art features.
- Protect the visual integrity and symbolic primacy of the north/south axial view of Cascade Mountain and other key landscape features, as seen from the main approach routes into the townsite and from other important viewpoints.
- Adopt and enforce stringent lighting regulations that requires all new outdoor lighting installations to comply with approved Dark Sky standard including shielding and appropriate color temperature.

5.8.0 HERITAGE CONSERVATION APPROACH

- Continue to promote public education and support for the conservation and protection of heritage resources.
- Explore options for celebrating non-built heritage.
- Provide assistance and incentives for owners of historic resources to see statutory designation and to encourage their rehabilitation.
- Provide public information, education and interpretation that promote awareness of the value of heritage resources.
- Pursue Municipal Historic Resource Designation of Town-owned heritage resources.

PART 6. MONITORING AND IMPLEMENTATION

A next step in this plan's development will be the identification of strategic monitoring and reporting programs established to track progress and encourage continual improvement. This will be detailed in a future outcome's measurement framework. This includes regular monitoring and reporting on specific ecological and environmental thresholds, proactively collecting and analyzing both quantitative and qualitative data from visitor and community surveys and consultations and regularly reporting on progress.

Advocacy is also a form of implementation of this plan, and one method to achieve and influence policy, legislation, funding, infrastructure, and other programs or supports that require a comprehensive approach and multi-jurisdictional or multi-partner solutions.

Identify, monitor, and respect ecological, social, and infrastructure thresholds that define the Town of Banff's capacity to support both residents and visitors sustainably. Proactively manage community development and human use to remain within these limits, ensuring long-term livability, environmental integrity, and a high quality of experience for all.

The plan recognizes the legislative mandate and discretionary power vested in Town Council through the Incorporation Agreement and MGA. The attainment of the goals in the plan is therefore subject to budgetary or resource constraints and Council's discretion.

6.1.0 GOALS

- Monitor and evaluate the plan progress and outcomes.
- Share the results of plan monitoring and evaluation with the public and stakeholders.
- Work with other entities to achieve the outcomes of this plan.

6.2.0 TARGETS AND INDICATORS

OBJECTIVES

- Develop clear, quantifiable targets and indicators that will allow the community to evaluate progress toward achieving specific plan goals.
- Establish roles and responsibilities for monitoring and evaluation and frequency and schedule to report on results.

6.3.0 COORDINATED MONITORING AND EVALUATION

OBJECTIVES

- Ensure resources are effectively allocated to support the implementation of the plan.
- Provide supportive funding under a framework that is focused on alignment with priorities and desired outcomes.

6.4.0 REPORTING AND DISSEMINATION

OBJECTIVES

- Establish transparent communication strategies to keep the community informed about plan implementation progress, challenges, and successes.
- Seek opportunities to provide public access to data sources as part of the development and implementation of a monitoring and evaluation program.
- Prepare and publicly present monitoring and evaluation results through a regular status report on the implementation of this plan.

6.5.0 PARTNERSHIPS AND COLLABORATION

OBJECTIVES

- Foster partnerships with local government agencies, community organizations, businesses, and residents to leverage resources and expertise in implementing the plan effectively.
- Strategically advocate to senior governments for financial support and partnerships for identified community needs and priorities.

APPENDICES

APPENDIX A. GLOSSARY OF TERMS

APPENDIX B. CONTEXT MAP

APPENDIX C. LAND USE MAP

APPENDIX D. NATIONAL PARK PLANNING CONTEXT

APPENDIX E. COMMUNITY CONSULTATION

APPENDIX A. GLOSSARY OF TERMS

Active Transportation Any active trip made to get from one place to another using any form of human powered transportation. This includes a range of methods with walking, cycling, and rolling the most common. Transit is included in active transportation as it is active to get to and from a bus stop.

Affordable Housing According to Canada Mortgage and Housing Corporation, housing is affordable when a household spends less than 30% of its before-tax income on shelter.

Age-Friendly Fostering inclusive places where age is not a barrier accessing services, accommodation, programs, businesses or facilities. An age-friendly place values, respects and actively supports the well-being of people of all ages.

Banff Housing Corporation An arm's length, non-profit organization of the Town of Banff established to help maintain a healthy and balanced community by offering rental units as well as price restricted and equity share home ownership.

Banff Heritage Corporation An arm's length, non-profit organization of the Town of Banff established to work toward the protection, preservation, enhancement and promotion of Banff's built heritage.

Banff & Lake Louise Tourism
Banff & Lake Louise Tourism inspires the world to experience Banff and Lake Louise in accordance with Lead Tourism for Good, the destination's long-range vision for sustainable tourism, co-created by the community, adopted by the Town of Banff and Improvement District 9, and supported by Parks Canada. Through this collective vision, and alongside residents, partners, and local businesses, BLLT welcomes visitors and invites them to join us in stewarding this incredible place for future generations.

Banff National Park In all cases, we use the terms "Banff National Park", "the national park" and "the park" to refer to the 6,641 km^2 geographical area of wilderness and natural landscapes which is home to our community and visited by millions of people every year.

Biodiversity Is a term used to describe the number and variety of species and ecosystems in an area. The amount of biodiversity in an area is a useful indicator of the health of the local natural environment.

Circular Economy Is a system where products and materials are kept in circulation through processes like maintenance, reuse, refurbishment, remanufacture, recycling, and composting, minimizing or eliminating waste and the need to extract new raw materials.

Climate Adaptation Actions taken by humans to ensure that buildings, transportation and electric systems, food and water sources, infrastructure, economic systems, social institutions, and other aspects of society are resilient and adaptive to the effects of climate change.

Climate Change Refers to changes in local or global climate over time, but in the context of this plan refers specifically to the current rise in global temperatures and rapidly changing weather patterns occurring due to human activity – i.e. anthropogenic climate change.

Climate Mitigation Actions taken by humans to reduce or eliminate human contributions to climate change such as reducing fossil fuel combustion, eliminating methane emissions, and capturing or sequestering carbon.

Community A group that shares something – values, culture, passions, or living location. In this document, we refer to specific communities such as Indigenous communities, or the resident community within the park, the business community, etc. Yet when simply referred to as the broader community, this refers to all communities within the park - residents, businesses, and employees.

Community Wellness The overall health and wellbeing of residents, encompassing social, economic, environmental, cultural, and political conditions. It focuses on creating an environment where individuals, families, and the community as a whole can thrive.

Cumulative Impacts Changes to the environment that are caused by an action in combination with other past, present and future human actions.

Dark Sky Community A town, municipality or other similar political entity that has shown exceptional dedication to the preservation of the night sky through the implementation and enforcement of quality lighting policies, dark-sky education, and citizen support of the ideal of dark skies. Adapted from International Dark Sky Community Designation Guidelines.

Decentralized Mobility Hubs A network of smaller, localized hubs that provide access to various transportation options, to improve accessibility and facilitate moving around the community without a personal vehicle.

Destination Stewardship A holistic approach to tourism management that considers the environmental and social context of the destination to better understand tourism's wider impacts. A stewardship approach prioritizes collaboration between destination stakeholders to develop a shared vision of what the future of tourism should look like that balance the needs of local residents, businesses, employees, visitors and the environment.

Diversity All the ways in which people and their ideas, perspectives, and values differ. It includes all the differing ways in which we experience advantages or encounter barriers.

Ecological Integrity Means, with respect to a park, a condition that is determined to be characteristic of its natural region and likely to persist, including abiotic components and the composition and abundance of native species and biological communities, rates of change and supporting processes.

Ecological Threshold The point at which a relatively small change or disturbance in external conditions causes a rapid change in an ecosystem. When an ecological threshold has been passed, the ecosystem may no longer be able to return to its state by means of its inherent resilience. Crossing an ecological threshold often leads to rapid change of ecosystem health.

Eligible Resident According to the National Parks Lease and License of Occupation Regulations is defined as:

a. an individual whose primary employment is in the park,
b. an individual who operates a business in the park and whose presence at the place of business is necessary for the day-to-day operation of the business,
c. a retired individual who resides in the park and who, for five consecutive years immediately prior to retirement,
   (i) was employed primarily in that park, or
   (ii) operated a business in that park and whose presence at the place of business was necessary for the day-to-day operation of the business,
d. a retired individual who resided in the park at the time of the individual's retirement and who resided in that park on July 30, 1981,
e. an individual who is a student in full-time attendance at an educational institution that is located within the park and registered under the Income Tax Act or applicable provincial legislation relating to education.
f. an individual who is a lessee of public lands in the park and who
   (i) was the lessee of those public lands prior to May 19, 1911, or
   (ii) is a descendant, by blood or adoption, of an individual who was the lessee of those public lands prior to May 19, 1911, or
g. the spouse or common-law partner or a dependant of an individual referred to in any of paragraphs (a) to (f).

Environment All the terrestrial and aquatic ecosystems and landscapes and their associated components, functions, and processes. The totality of the natural world.

Environmental Stewardship The responsible use and protection of the natural environment through conservation and sustainable practices to enhance ecosystem resilience and human wellbeing.

Equality The state of being equal, especially in status, rights and opportunities, where each individual or group of people is given the same resources and opportunities, regardless of their circumstances.

Equity The recognition that each person has different circumstances and allocates resources and opportunities accordingly to provide equal outcomes for all community members. It is the fair treatment, access, opportunity, and advancement for all people while identifying and removing systemic barriers.

FireSmart™ As defined by the Province of Alberta, a framework designed to mitigate the risk of and educate residents and stakeholders regarding the potential for large uncontrollable wildfires near communities and critical infrastructure.

Food Security exists when all people at all times have access to sufficient, safe, nutritious, affordable food to maintain a healthy and active life.

Goals what we want to accomplish in a "big picture" sense.

Greenhouse Gases (GHG) Gases that trap heat in the atmosphere by absorbing and emitting solar radiation, causing a greenhouse effect that unnaturally warms the atmosphere causing climate change and rapid changes in weather patterns. The main GHGs are water vapor, carbon dioxide, methane, nitrous oxide, and ozone.

Heritage Resources Structures, manmade or natural sites and areas of archaeological, historical, cultural and/or architectural significance to the history of Banff that contribute to our unique sense of time and place.

Human Use Management A tool adopted by national parks and world heritage sites across North America and around the world to help manage the impact of people on ecosystems, improve the quality of park experiences for visitors and residents, while improving the quality of life for residents who call this place home.

Human-Wildlife Coexistence The goal of a suite of strategies that successfully balance the needs and complex interactions of wildlife and humans, including managing human use in designated wildlife habitat; excluding wildlife from developed areas; creating awareness; and mitigating negative human-wildlife interactions.

Inclusion Is where everyone is welcome and the thoughts, ideas, and perspectives of all individuals are valued.

Indicators The measures we will use to determine the success of the Banff Community Plan.

Monitoring Collecting and analyzing data to track progress towards achieving designated goals**.**

Multimodal Transportation Arrival Hub A facility that integrates different modes of transportation, facilitating seamless transfers between them for passengers. Supported by information, education, and other visitor services, these hubs aim to integrate various transport options creating a more efficient and convenient travel experience.

Nature Positive A global societal goal to halt and reverse nature loss by 2030 on a 2020 baseline, and achieve full recovery by 2050, in line with the mission of the Kunming-Montreal Global Biodiversity Framework. The Kunming-Montreal Global Biodiversity Framework (GBF) is an international agreement adopted in 2022 to guide global efforts to protect and restore biodiversity by 2030. Nature positive in the Banff Community Plan means that nature – and natural processes, species and ecosystems – are being repaired and regenerated rather than being in decline.

No Net Negative Environmental Impact (NNNEI) 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.

Overcrowding A situation where the number of individuals or objects occupying a particular space exceeds its intended or optimal physical capacity and influences the perceived quality of life of citizens and/or quality of visitor experiences in a negative way.

Placemaking Initiative A collaborative approach to planning, designing, and managing public spaces, aiming to create vibrant, inclusive, and meaningful places that enhance community wellbeing.

Principles core values that guide decision-making throughout the planning and implementation of the Banff Community Plan. The Guiding Principles reflect the collective aspirations of the community and guide all goals and subsequent policies of the plan.

Regenerative Tourism By "regenerative", and "regenerative tourism", we are referencing the idea that tourism can be a part of leaving the place better than it is now. It means positively adding to the natural, social, cultural, and economic resources of a place.

Renewable Energy Sources of energy that are naturally replenished on a human timescale, such as sunlight, wind, moving water, geothermal heat, and biomass.

Stewardship Refers to a shared sense of responsibility and obligation to protect and preserve, and the actions that support. It involves both the protection of the environmental aspects and living legacy of the park, while it also implies the stewardship of both sociocultural and economic aspects of the destination.

Sustainable Meeting the needs of the present without compromising the ability of future generations to meet their own needs. It includes environmental, economic, and social sustainability.

Sustainable Community A sustainable community takes into account, and addresses, multiple human needs, not just one at the exclusion of all others. It is a place where people of diverse backgrounds and perspectives feel welcome and safe, where every group has a seat at the decision-making table, and where prosperity is shared. A sustainable community manages its human, natural, and financial capital to meet current needs while ensuring that adequate resources are available for future generations. Taken from Institute for Sustainable Communities 2024.

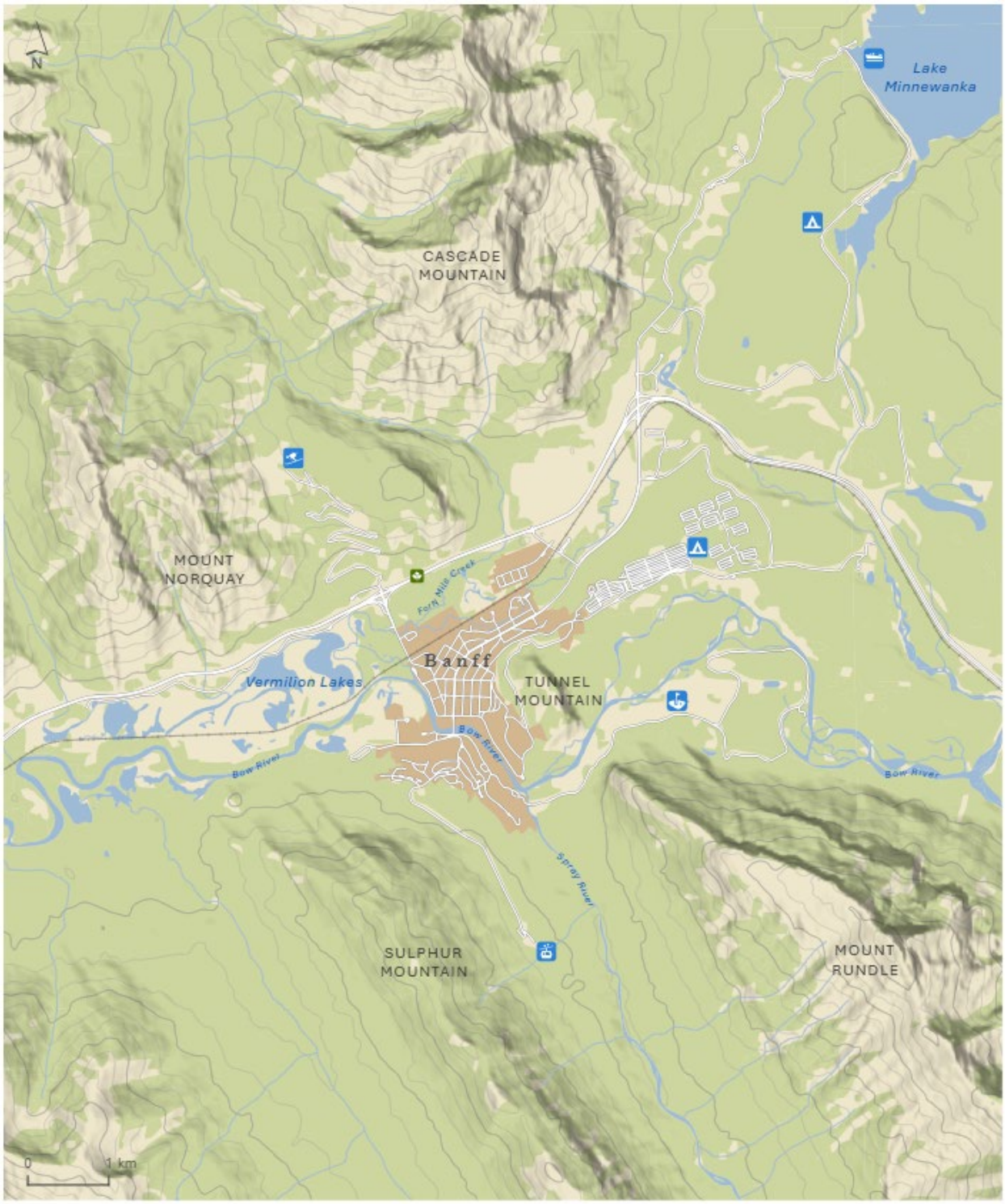
Traditional Ecological Knowledge A cumulative body of knowledge, practices, and beliefs about the relationship between living beings and their environment. This knowledge is passed down through generations, often orally, and is deeply rooted in the cultural and spiritual practices of Indigenous communities. TEK encompasses a sophisticated understanding of an environment, acquired through generations of living and observing it.

True-to-place Defines experiences and meetings that are deeply rooted in people, place, and park; not solely informed by the history and culture of place, but also by the living legacy and values of those who bring it to life.

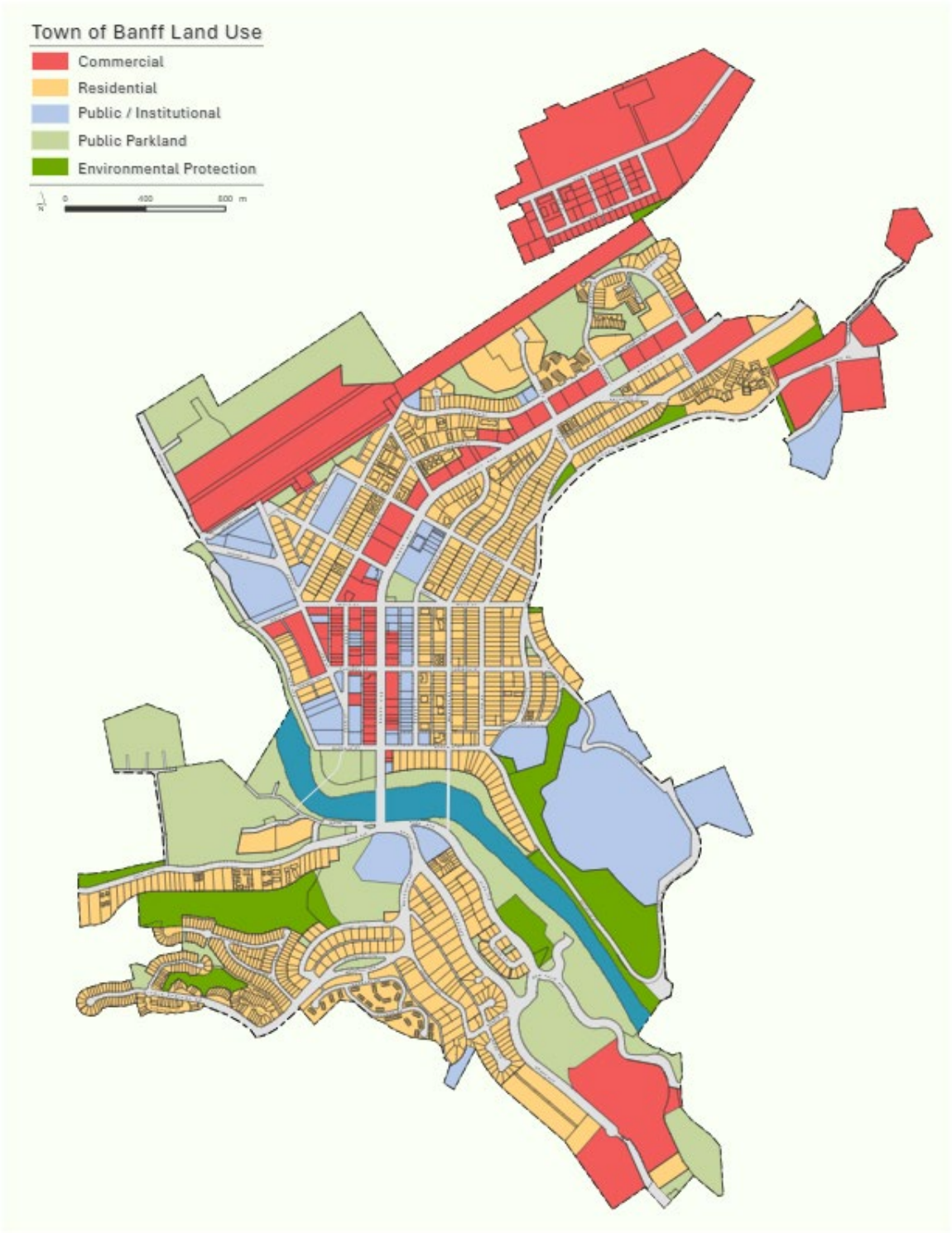
United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) An international declaration adopted by the United Nations on September 13, 2007, to preserve the rights that constitute the minimum standards for the survival, dignity and well-being of the Indigenous peoples of the world.

UNESCO United Nations Educational, Scientific and Cultural Organization.

APPENDIX B. CONTEXT MAP



APPENDIX C. LAND USE MAP



APPENDIX D. NATIONAL PARK PLANNING CONTEXT

NATIONAL PARK CONTEXT

The Town of Banff is, first and foremost, a National Park community, as well as part of a UNESCO World Heritage Site. As part of the Canadian Rocky Mountain Parks World Heritage Site, Banff National Park is internationally renowned for its exceptional natural beauty and rich cultural heritage.

Visitors are drawn from across Canada and around the world to be inspired by the beauty and splendour of the Park's natural environment. This means that the community plan must take into account the town's special role. Certain laws and policies reflect this special role and outline the framework within which the Town must operate.

Though we have been granted the privilege of inhabiting this astonishing place, this privilege also comes with important obligations. At the highest level, these are described in the *Canada National Parks Act (S.C. 2000, c. 32)*, which states:

1) The national parks of Canada are hereby dedicated to the people of Canada for their benefit, education and enjoyment, subject to this Act and the regulations, and the parks shall be maintained and made use of so as to leave them unimpaired for the enjoyment of future generations; and
2) Maintenance or restoration of ecological integrity, through the protection of natural resources and natural processes, shall be the first priority of the Minister when considering all aspects of the management of parks.

In addition to their ecological importance, national parks also hold cultural significance for Indigenous communities. The Banff area has been home to the ancestral and traditional territories of Indigenous peoples for thousands of years and continues to hold deep spiritual and cultural meaning. Respecting and honouring these connections are essential for the management and preservation of these special places.

The Banff Community Plan must be consistent with the Banff National Park of Canada Management Plan, the principles of no net negative environmental impact, environmental stewardship, and heritage conservation, and accord with any guidelines established by the federal Minister for appropriate activities within the park community.

It must also describe:

- the purposes and objectives of the community;
- the lands comprising the community and its commercial zones, and the maximum permitted commercial floor area in those commercial zones as described in Schedule 4 of the *Canada National Parks Act*;
- the strategy for commercial growth management;
- the highest and best use of community lands while preserving the intent and character of residential, public service, environmental protection and public park lands in the community;
- the strategy for preservation, protection, and commemoration of heritage resources;
- the approach to becoming a model community in respect of environmental management, sustainable development and tourism with a goal of no net negative environmental impact; and
- a description of the regular monitoring and reporting on no net negative environmental framework of the community.

GLOBAL AND REGIONAL CONTEXT

The town must be considered in terms of its significant continental and regional context. The Rocky Mountain Parks comprising Banff, Jasper, Kootenay, and Yoho national parks exemplify the outstanding physical features of the Rocky Mountain Biogeographical Province. Numerous national historic sites, geological features, and recreational destinations surround the town.

Founded in 1885, Banff National Park was originally focused on tourism: the national park reserve was formed around the hot spring. In 1887, the *Rocky Mountains Park Act* established the first distinctive national parks legislation in Canada and provided for the creation of the country's first national park, Rocky Mountains National Park (now Banff National Park). That same year, the Crown and the Canadian government negotiated Treaty 7 with the Blackfoot nations as well as with the Tsuut'ina and Stoney (Îyarhe) Nakoda. Along with ten other numbered treaties, Treaty 7 resulted in settlement of the West for European colonists.

In 1985, Banff National Park was recognized internationally as part of the United Nations Education, Scientific and Cultural Organization (UNESCO) Canadian Rocky Mountain Parks World Heritage Site, together with three other national parks and three B.C. provincial parks.

THE TOWN OF BANFF

The town of Banff and the local economy have evolved with the tourism industry and with views of what a national park should be. When Canada's first national park reserve was created, the Government of Canada set out to create a fashionable spa at Banff along with a plan that included strict controls on the nature of development in the new park.

In the early years, park services reflected the fact that visitors arrived by train. Later, as more visitors began to arrive by car, auto courts, motels and campgrounds were built in and around the community to meet their needs. Today the town of Banff continues to play a dominant role in Banff National Park and more than 80% of the visitors to the park also visit the community.[1]

On January 1, 1990, the Town of Banff Incorporation Agreement granted local government to the Town of Banff. This federal provincial agreement set out the terms of incorporation of the Town and transferred specific municipal government powers (including the planning functions) from federal hands to the Town Council through the *Municipal Government Act* of Alberta. The Town's Municipal Development Plan, statutory plans and related bylaws govern administration, management, and land use within the town boundaries.

The *Incorporation Agreement* also describes the rights, obligations, powers, duties, and functions of the municipal government, while reserving ownership of the land, authority for environmental matters (including mitigations required for development) and approval of land use bylaws for the Minister responsible for Parks Canada. It requires that the town's bylaws and the decisions of Banff Town Council and Administration be consistent with the park management plan and any other applicable legislation, including those which establish the town's boundaries and limit the amount of allowable commercial development.

REGIONAL GROWTH TRENDS

The Town of Banff has both an opportunity and an obligation to maintain, and enhance, its natural and cultural heritage resources for the benefit of all Canadians. As a town, we now contemplate this opportunity against a backdrop of rapid regional growth and development. The impacts of regional population growth are expected to continue to have a dramatic impact upon the demand for tourism and visitation in Banff in the coming decades.

[1] Let's Talk Mountain Parks, Parks Canada

The provincial government is projecting Alberta's population will reach nearly 6.4 million people by 2046 with 81% of Albertans are expected to live in the Edmonton-Calgary Corridor. By 2051, Alberta is expected to be home to almost 7.1 million people, representing an average annual growth rate of about 1.5%, or an increase of roughly 2.6 million people from 2022. In the short-term horizon, Alberta's population is projected to surpass 5.0 million by 2027 and reach the 6.0 million mark by 2039[2].

The anticipated growth in the Edmonton-Calgary Corridor is supported by historical migration patterns within the province. As the most populous region, this area tends to attract most of the migrants arriving from outside of the province. In the past decade, 87% of immigrants and 86% of the net migrants from other parts of Canada settled in this region[3].

The greater Bow Valley corridor 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 1.64 million people and an annual growth rate of 1.9 per cent.

In 2021, the enumerated population of Canmore was 15,990, which represents a change of 14.3% from 2016. This compares to the provincial average of 4.8% and the national average of 5.2%. By 2030, Canmore is expected to grow to 30,000 people.

POPULATION CHANGE IN BANFF

According to federal census data the town of Banff had a population of 8,305 in 2021, representing an increase in population of 5.8% from the last federal census in 2016. Close to one third of Banff 's population has turned over in the five years between 2016 and 2021.

At 13% of the total population, residents aged 25–29 are the largest five-year age cohort in Banff. At 33% of the population, Banff continues to have a greater percentage of residents aged 20–34 than the rest of the province, a trend dating back to 1991. Children as a percentage of the population have dropped and collectively represent 13.5% of Banff's population as compared to 17% 15 years ago. Conversely, individuals aged 50–64 constitute 18% of the population while those aged 65 and older make up 12%. It is estimated that population aging will accelerate over the next two decades as baby boomers continue to age.

[2] Population Projects: Alberta and Census Divisions, 2023–2051 | Treasury Board and Finance | July 5, 2023

[3] ibid

VISITOR ADJUSTED POPULATION

The Town's "Visitor Adjusted Population" is a function of the permanent resident population **(**Municipal Census), plus overnight visitor population, and day visitors.

Overnight visitors in the summer include hotel guests and campground visitors, along with a variety of other accommodation types that cater to different preferences and experiences such as hostels, bed and breakfast homes and bed and breakfast inns. There are approximately 3,700 hotel rooms within the townsite, and it is estimated that occupancies of guests per room are between 2.1 and 2.9 depending on hotel type. At 90% occupancy this results in a hotel guest population of 7,500. At the Tunnel Mountain Campground there are 1,150 sites, which is estimated to have occupancies of 2.9 persons per campsite. At 90% occupancy this produces a campground population of 3,000 people.

Day visitors are a function of vehicle traffic into the Town. A typical busy day in Banff is characterized as around 25,000 vehicles. This number references the total number of vehicles recorded, both inbound and outbound combined, at traffic count stations located at the two main entrances to the townsite on Mount Norquay Road and Banff Avenue. Removing resident and overnight guest vehicles (25%) who are counted above, results in approximately 9,500 unique, inbound vehicles which are estimated to have an average occupancy of 2.4 persons per vehicle, or 23,000 visitors per day.

The net result of this is a typical summer day Visitor Adjusted Population of approximately 43,000 persons. This number can increase significantly based on day visitation, since every 1,000 additional inbound vehicles brings around 2,500 additional people. On the busiest summer days when daily vehicle traffic exceeds 30,000 two-way vehicles, it is estimated that the daily visitor adjusted population is above 50,000.

APPENDIX E. COMMUNITY CONSULTATION

Community consultation, public input and the involvement of special interest groups was a key part of the review and update of the plan to help understand the community's existing and desired future needs, aspirations, and vision, and to learn what residents and special interest groups value about their town. This included:

Awareness and understanding of the process

- Raising broad awareness of the planning process, what the Banff Community Plan is, and why it is being reviewed and updated.
- Providing clear information about key issues and opportunities.
- Building a shared understanding of what the plan will look like 'on the ground'.
- Enhancing the community's understanding of the role of the Banff Community Plan, including its relationship with the Banff National Park of Canada Management Plan and Canada National Parks Act.

Opportunity for input

- Providing a range of meaningful engagement opportunities for the public to learn about the project, share input, perspectives, and dialogue around key issues.
- Gathering meaningful ideas and input from a diverse range of community members and special interest groups to inform the plan update.

Accountability and transparency

- Documenting the process with clear and transparent information about what we did, who participated, what we heard through engagement activities and how input was used to influence the update the community plan.

A three-stage engagement program was developed to seek input from residents, businesses, local and regional organizations and special interest groups to inform the Community Plan review and update.

STAGE A: Create and Verify Priorities for Banff

In Stage A, the project team sought input from residents and special interest groups to help set goals and targets for the future of Banff. We wanted to confirm where we should be focusing our efforts, and what challenges and opportunities are ahead of us.

Residents and interest groups were asked for input on the goals and objectives in main topic areas: Community Wellbeing, Economic Prosperity, Environmental Stewardship, Mobility and Transportation, Indigenous Connections and Housing For All.

There were a range of subtopics in each area that residents and local organizations provided direction on, to help create policy direction for the next 10 years.

The Banff Community Plan Advisory Committee synthesized public input and extensive resources to support the development of a new draft plan. Recent plans, policies, guiding documents and studies used in the development of the draft plan, including, but not limited to, the following:

- 2022 Banff National Park Management Plan
- 2009 Banff Community Plan
- Town of Banff Incorporation Agreement
- Canada National Parks Act
- 2016 Town of Banff Long Term Transportation Study
- 2019 Town of Banff Environmental Master Plan
- 2019 Town of Banff Renewable Energy Transition Roadmap
- 2018 Human Wildlife Coexistence Bow Valley Report
- 2022 Expert Advisory Panel on Moving People Sustainably in Banff National Park
- 2023-2026 Town of Banff Strategic Plan
- 2023 Community Social Assessment

Engagement activities included public drop-in sessions, special interest group workshops, a series of one-on-one meetings, and an online survey. A What We Heard report was then prepared which summarized the findings of public input through the first phase of public outreach.

In addition to the engagement activities listed above, the project team went into the community to actively promote the plan review and update and the associated engagement opportunities.

The project team also attended three of the 2023 Community Social Assessment engagement sessions to promote the plan's engagement opportunities.

Further to these in-person promotional activities, the communication and promotion executed to support the engagement activities in Stage A included:

- Project web page on BanffViewpoints.ca
- Public Drop-in Sessions
- Bear Street Parkade displays/posters advertising each session
- Sidewalk signs at seven high-resident-traffic locations
- Media relations, including a media release and interviews

- Town of Banff Farmers Market booths over three weeks
- Banff Avenue Pedestrian Zone booth
- Postcard promotions at key Town of Banff facilities
- Town newsletters
- Voyent Alert to send out town-wide notices and alerts to residents.
- Settlement Services promotions
- Partner newsletters – Banff & Lake Louise Tourism, Banff Lake Louise Hospitality Association, Seniors
- Advertising on Roam Transit
- Advertising on Mountain FM radio (3 weeks, multiple daily 15 or 30-second ads)
- Advertising in Rocky Mountain Outlook newspaper

What We Asked

The main objectives for all Stage A engagement activities were to:

- Build awareness and understanding of the Community Plan Review and Update project, the Plan's role in shaping Banff's future and why an update is necessary.
- Capture the community's input on where the Town should be focusing its efforts as it relates to the main focus areas and key plan themes.
- Identify the current and future challenges and opportunities facing Banff over the next 10 years.
- Identify what residents would like the Town of Banff to achieve over the next 10 years.

STAGE B: Feedback on the Draft Community Plan

Banff residents, local interested groups and organizations were invited to provide feedback on the draft plan by answering the following key questions:

- Will the draft plan help get what our community needs and address our priorities?
- What do you like in the draft plan and why?
- Is anything missing from this draft plan?
- Should anything in the draft plan be emphasized, enhanced or increased?

A Public Open House and Feedback Drop-in Session on the draft plan was held for residents and special interest groups.

A public feedback questionnaire on the draft plan was posted online and also made available by request at Banff Town Hall or by emailing the project team. An opportunity to provide written feedback directly to the project manager was also given.

Special interest groups including staff from Parks Canada, Town of Banff were invited to attend an Open House and Feedback Session on the draft plan.

A What We Heard report was then prepared which summarized the findings of public input through the second phase of public outreach.

National Public Input

This stage allowed for national public input on the draft plan and specialized engagement with Indigenous Peoples that was aligned with the release and public feedback period on the draft Terms of Reference for the Strategic Environmental Assessment. The creation of a community plan triggers a Strategic Environmental Assessment (SEA) in collaboration with Parks Canada to ensure alignment with the Banff National Park of Canada Management Plan and the Canada National Parks Act.

Both Town of Banff and Parks Canada determined that the best way to streamline the national public engagement process was to conduct regional, national and Indigenous engagement concurrently with engagement on the Banff Community Plan Strategic Environmental Assessment Draft Terms of Reference, which is also subject to national public review and engagement.

The main reasons for this were because:

- Parks Canada utilized a national portal and online tool to direct Canadians to the Town of Banff for engagement and input; and
- Engaging together on the plan and SEA terms of Reference would help alleviate capacity pressures for Indigenous nations.

Public Hearing before Banff Town Council

Statutory Public Hearings are legislated under the *Municipal Government Act* to allow public input for any bylaw to adopt a statutory plan.

A Public Hearing was held to provide members of the public and special interest groups an opportunity to address Council and express their views, concerns, and support regarding the draft Banff Community Plan before a decision is made.

STAGE C: Validate the Banff Community Plan

In Stage C, the project team once again shared the revised plan with the public, informed by the feedback received in Stage B. Feedback continued to be sought on the updated plan prior to presenting the plan to Council for final approval.

Under the provisions of the Town of Banff Incorporation Agreement, the federal minister responsible for Parks Canada or their designate must give final approval to the plan prior to coming into effect.