

What We Heard Stage B:

Banff Community Plan

May 2025

Town of Banff

Banff Community Plan Review & Update

Stage B - What We Heard

What We Did in Stage B

1. Banff local interested groups and organizations invited to provide feedback on the 2025 Draft Community Plan by answering these key questions:

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

Public Online Survey on Draft Community Plan

- **April 7-30, 2025**
- Available online https://banffviewpoints.ca/communityplan
- Available by request at Banff Town Hall or by emailing project team: CommunityPlan@banff.ca

Public Open House and Feedback Session on the Draft Community Plan is scheduled for:

- Residents and organizations of Banff
- Wednesday, **April 23, 2025**
- 3 - 5:30 p.m. (Drop in)
- Banff Town Hall

Interested Groups Open House and Feedback Session on the Draft Community Plan is scheduled for:

- Staff from Parks Canada, Town of Banff, BLLT and BLLHA
- Tuesday, **April 18, 2025**

- 11 a.m. – 1 p.m. (Drop in)
- Catherine Robb Whyte Building

Written Feedback Emailed to the Project Manager

- Feedback about the draft plan submitted **between April 7 and April 30** directly to the project manager by an email to CommunityPlan@Banff.ca

2. National public input on the Draft Community Plan and specialized **Engagement with Indigenous Peoples**. The creation of a draft plan also triggers a Strategic Environmental Assessment in collaboration with Parks Canada. The latter stages of the draft plan will undergo extensive scrutiny to ensure alignment with the Banff National Park Management Plan and the National Parks Act.

What We Heard

Public Online Survey on Draft Community Plan Available online https://banffviewpoints.ca/communityplan April 7-30, 2025

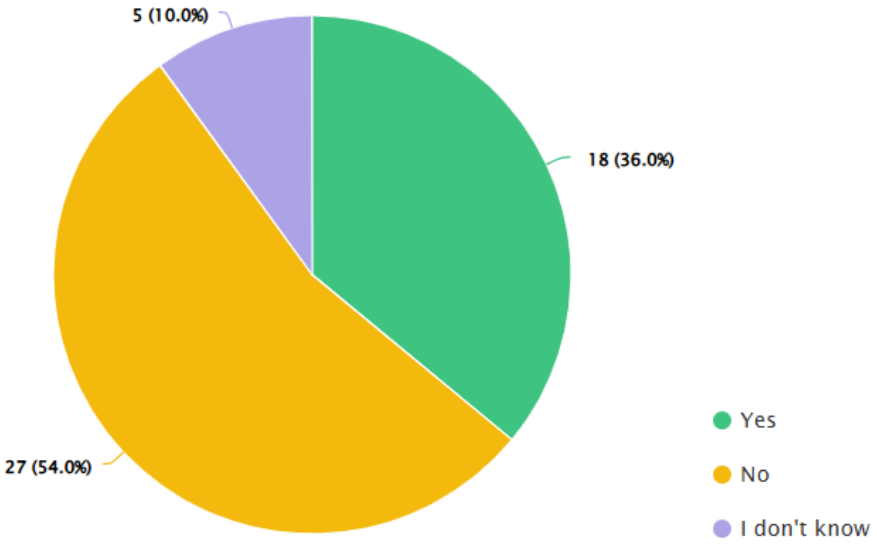
50 responses were received on most questions.

Survey Respondents – Where do you live?

Location	**Number**	**Percent of respondents**
In the Town of Banff on the north side of town	20	42.6%
In the Town of Banff on the south side of town	25	53.2%
In Canmore or the surrounding area	1	2.1%
In Banff National Park but outside the Town of Banff	1	2.1%
In Alberta but outside Banff and Canmore area	0	0
In Canada but outside Alberta	0	0
Outside Canada	0	0

Survey Results

Q1 Do you think any of the draft plan's existing Goals or Objectives should be <u>removed</u>?



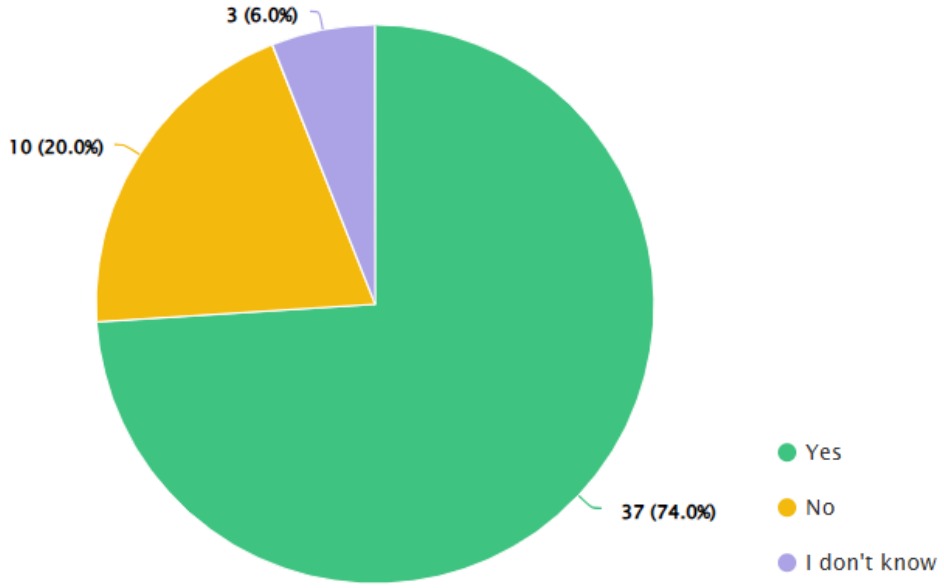
Q2 Please explain if you think any specific goals or objectives need to be <u>removed</u>.

(Reordered to groups of similar topics)

- The plan to make ammendments to the **Canada National Parks Act** needs to be removed.
- Remove the town administrations idea of wanting to change the Banff **National Parks Act**! They are ultimately going to try to increase the commercial cap and that will only benefit businesses, not the residents. This goal needs to be removed!
- Should not open up **Canada National Parks act** for more housing ,parking.
- Do not open the **National Parks Act**, plan within it. Changing the townsite boundaries to accommodate intercept parking will increase day users.
- There should be no discussion of opening the **Canada National Parks Act** for any purpose. 2. "Multimodal hub" intercept should be removed or at the very least defined in the glossary to be clear that it does **not include a gondola**
- Remove opening up **Canada National Parks Act** for rezoning. BCP must conform with higher pieces of legislation. Remove eastern arrival centre as this amounts to expanding townsite and interferes with existing wildlife corridors.
- I would remove A Place to Call Home (**Housing**) because I fundamentally do not believe it is the right of anyone to live in Banff. If someone cannot afford to live there or not enough applicable housing is present, then they should not live in Banff.
- **Removing parking**. For example been going to St George's for a long time it's recently got disability complications from my appendix bursting. There's no parking close to church. Kellers or Nesters now i guess is the only spot. A reasonable amount of parking would be nice.
- enhancing - re-creating more **cycling** paths

- **Prosperous Economy** - the businesses in town are making a lot, the workers not so much. How about focus on the workers not the million dollar business interests.
- It's clear that the plan is to appease **industrial tourism** and those in town who lobby for it. When it comes to the environment, community wellbeing, UNESCO status, BNP, the CNPA and the town's incorporation agreement, there is too much vague fluff.
- "Balancing a **Prosperous Economy**" seems redundant. Our community, which is a service centre for Canada's most popular and busiest national park, does not need to work towards a prosperous economy, since we already have one.
- Projected growth in tourism does not need to equal **commercial/economic growth** of the town. We are in a unique situation with constrained boundaries, this means we need to respect the commercial cap and live with the prosperity we already have.
- **Environmental** Stewardship seems redundant. The people who live here do it already. Indigenous connections seems like a goal for the federal government, who owns the land. Our money is limited.
- Rent control needs to go. **Net zero goal** is ill conceived and will only throw up barriers to the other goals / objectives contain and provide zero tangible benefits to stakeholders. Also, relations / input to **indigenous** groups need to be down prioritized
- "**Zero waste to landfill** ..." - there will always be landfill waste i.e. pet waste, diapers, un-recyclable medical products/equipment
- More **indigenous**, we already have lots of speeches and events for them to express their culture
- Remove from 5.1.6, the eastern **entrance arrival centre** if the area considered is outside of current town boundaries. The Town should not look to expand its physical footprint.
- The section “4.1.4 “Community **Wildfire Protection**” does not belong under section “4.1 Environmental Stewardship”. It could belong in “4.6 Community Wellbeing” or under a public safety heading.

Q3 Do any of the draft plan's existing topic areas have Goals or Objectives that need to go farther or faster? Does anything need to be emphasized more?



Q4 Please explain your answer about <u>emphasizing</u>, accelerating or increasing any specific goals or objectives. (Reordered to group similar comments)

- **Environmental Stewardship** and **Community Wellbeing**. Increasing community food sovereignty is important in here. The last page that adjusted for hotel and campground the population to 50,000 people is startling. How can we sustainably feed all these people?
- 4.1 **Environmental Stewardship** should be the only priority. Supporting industrial tourism as we are witness to it now will be the ruination of the town and BNP.
- I believe the town could further emphasize its opportunities to be a leader in the fight against **climate change and pollution/waste** creation. Including focusing on sustainable carbon free modes of transportation (cycling lanes), deincentivizing cars
- The Town needs to accelerate reducing its **impact on the park**. Surface parking is the worst possible thing to do build.
- Maintain and enhance riparian **habitat** along the Bow River. Ensure the continued connectivity of wildlife corridors and eliminate buliding within wildlife corridors.
- 4.1.2. farther with efforts to reduce human **wildlife** conflict, faster with establishing ecological thresholds and monitoring program. for Community Wildfire Protection, is the right fit under **Environmental Stewardship** or better in Public Safety (4.6.6)
- **Environmental stewardship** in the context of a national park means recognizing limits to growth and respecting them. The town should prioritize working with Parks Canada to **limit visitation**, and respect the letter and spirit of the commercial cap.
- Maybe emphasize more **protections from international shareholder run companies** with top management that is disconnected from place and are just looking to add to their portfolios. With

disconnected owned businesses, the "Authentic" offerings lose their heart and connection to place, and the special moments that "mom and pop" businesses can offer due to having more flexibility not strictly tied to tight policies and corporate bureaucracy are lost.

- Businesses - do we need 16 shops selling the same cheaply made in China trinkets? support local

- Somehow look at **limits to visitation** with Parks Canada,Lake Louise Tourism etc.
- Need time to think how to operate without constant **growth**. Great opportunity to learn to do more with less.
- If we keep growing **tourism numbers** we will never get on top of housing. We need to limit it. More workers more need for housing this will also mean need for infrastructure to support them. Doctors grocery stores.
- "Work with PCA to come up with sustainable **visitation limits**" - This notion needs to be at a higher level of focus rather than 5.4.0 Commercial Land Use. This should be incorporated into Parts 1-4. This idea will help guide the goals and objectives throug

- Excellent local offering, I appreciate the **Indigenous connections** and pulling on what makes this place special.

- The **housing for all** goal needs more specifics or emphasis regarding enforcement of need to reside - my frustration is with the people who live here and dont need to reside. ie:, a doctor I met who works on-line and her patients are overseas.
- **Housing**. Simple truth: Housing should be heavy on studio apartments. Kills two birds so to speak: Lower rent, most people are single anyway, staff shortages can be more easily addressed, cheaper to build, lifestyle is outdoors not indoors etc
- **Housing for all** is pivotal to the health of our community. A focus on reviewing available land including current Parks Canada housing , empty lots and run down uninhabited building should be a focus before any more parkland is destroyed.
- **Housing** crisis should be on the top of the list. The landlords do whatever they want and ask for prices that barely no one can afford and keep raising the rent every 6 months. There should be a cap on how much you can raise rent each year
- We need more **affordable housing** much sooner!
- There needs to be a more ambitious long-term plan to address **housing**, one that involves public funding for faster development of below-market rental units.
- Commitment to increasing public/social **housing** to 20% of total stock). policies for safe, habitable housing and security of tenure
- **Housing**
- increased efforts for affordable **housing**. Incentive for businesses to include staff housing in redevelopment projects including recommendations to zoning bylaws to allow staff housing in commercially zoned land.
- **housing** - crack down on empty properties, loopholes and dishonesty with regards to need to reside. Mandatory safety inspections of residences to be rented.
- A Place to Call Home (**Housing**) and Balancing a Prosperous Economy. I believe our citizens need to have their basic needs met before we will be able to constructively and creatively dive into the solutions regarding the other interconnected objectives.

- Affordable family **housing** and **childcare**

- Wellbeing - the **daycare** situation is dire. I cannot stress this enough, the town are doing NOTHING to solve it. There needs to be real concrete action soon.

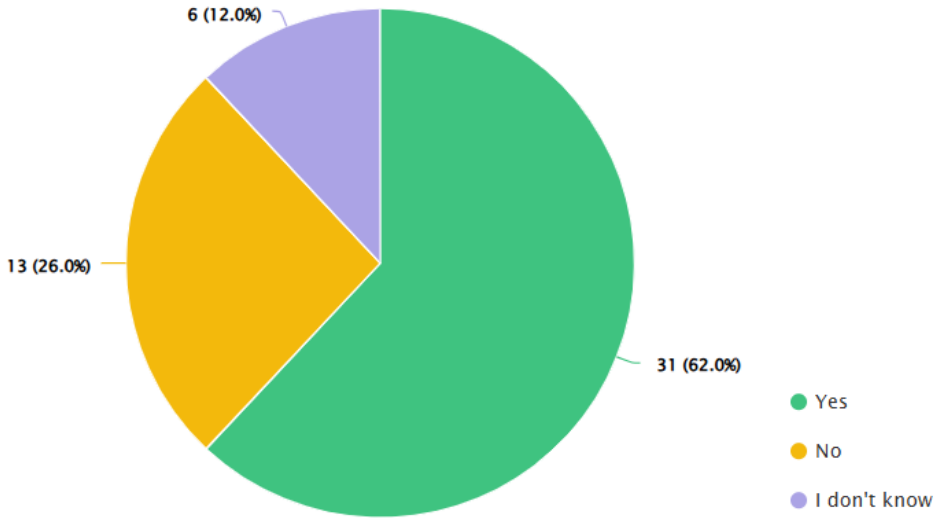
- Parking? **Limiting numbers of vehicles** or visitors per day? Can we even do that? It's part of visitor experience and I dont know how to work something that specific into big goal statements. I am sure everyone is aware of this .
- 4.1.4 wildfire protection - NOTHING addresses reducing, for safety of residents, **private vehicle tourist traffic** in town during summer time when roads are most congested and the fire danger is at its highest. ADDRESS THE ELEPHANT IN THE ROOM, PLEASE.
- I would de-emphasize the **Moving People Sustainably** objective. I strongly believe that it is a right to move around Banff **in a personal vehicle.**
- **moving people sustainably**, finding the best way to have visitors enjoy the park while minimizing the traffic created by their visit
- Priority and safety of **pedestrian and biking** visitors needs to be emphasized. The opportunity of a mass vehicle/pedestrian incident on Banff Ave needs investigation. We don't need this in our community. Remove vehicles
- **moving people sustainably** needs to happen way faster. we need bold solutions that start now, not solutions slowly implemented over 10 years. 2) need WAY more focus on preserving nature and wildlife habitat vs. economic growth.

- Regarding: 5.7.0 **PUBLIC REALM APPROACH**. I think this is a rather divisive topic in Banff, but I genuinely believe it shouldn't be. I think the vote made people pick sides, when we all agree that the cars are the problem. I hope for a more unified approach
- The challenges and time frame of **creating "a Public Realm approach**" necessitates that these goals, integrated with transportation goals, begin as soon as possible. I believe these goals go farthest in enhancing the experience of visiting banff.

- Community wellbeing goals around **inclusion** need to specifically mention **language**. It is the top barrier for many international workers to fully succeed and thrive here. Prioritize translation and interpretation (signage, communications, etc.)
- **Seniors** need more emphasis and acknowledgement, specifically.
- Make it **accessable**

- Importance of implementation of **FireSmart** practises needs to be emphasized more
- 4.1.4 Community **Wildfire Protection** on pages 16 and 17 does not note anything regarding our town's recognition of, and need to plan for, the cost and the environmental impact beyond the town boundaries of wildfire mitigation required to protect our Town.

Q5 Is there anything missing? Is a topic area missing? Is a priority for Banff missing? Or is a specific goal or objective missing from any of the existing topic areas?



Q6 Please explain if you think the draft community plan is missing something important. (Reorderd to group similar comments)

- When discussing that workers have access to affordable housing, it seems the Plan only address 1/2 parts to that, which is housing. It does not address how much **workers earn**, which is the other half of **affordability**. I think the plan should discuss the potential for **implementation of a Banff minimum wage**, which is higher than the provincial minimum wage (as is done in some US states and cities).
- Policies for improving social and economic equity e.g. promotion of **living wage**, progressive property taxation.
- Community **affordability**
- affordability regarding **cost of living** materials: Groceries, clothes. I completely understand this is outside of the town's authority and the national parks act, but higher level of government could assist
- New **housing** should reflect the realistic needs of locals: storage, parking etc. If we are to be encouraged to walk/take transit, we need **somewhere to park our vehicles** long-term. The removal of this requirement in the by-law was a backward step. Similarly, if we are to encourage full careers in tourism, housing for purchase by long-term residents should be a higher priority than it is currently.
- Increasing **housing** is important, but we are constrained in size as a community. An end state should be identified for **ideal density** as each set of bylaw changes comes with a sacrifice of community and small town feel. Commercial density continues to creep, and so will residential density unless this is prioritized.
- Will this plan identify physical availability/capacity once we've eliminated to the **housing** shortfall?

- I also think what is missing is the management of what **businesses we let**

into our community. When direct-to-consumer national and international brands have large stores on our town main street, there is no equity being built in our town. The money from these sales instantly leaves Banff at the end of the day, and the business only brings in low-paying retail jobs. **Incentives for local-owned stores**, or a cap on the number of chain stores would create more local-owned businesses, which create equity in our town, and not on Wall Street.

- **Common sense**. It reads like a Municipal Development Plan and ignores how the people who live here would like to live. Administration ignored the previous Community Plan because it did not encourage development. It is time to rectify this and make the community Plan a “community plan.”

- **Industrial Area** is not addressed. Is there a way to utilize the land space and height more efficiently, effectively.
- "There is an error on page 5 of the draft plan. It states that “it incorporates key components that **require land use planning** policies to advance their goals and objectives.” This is incorrect. This error is repeated on page 14 ""…the plan helps us make informed decisions about land use and development.""
    - The Plan's scope includes far more than land use planning.
    - Page six outlines a large number of other aspects that are incorporated into the plan.
    - On page six, it states that ALL bylaws enacted by our Council must be consistent with the plan, not just land use bylaws.
    - On page six, it also says that the plan is implemented in multiple ways. Decisions made regarding development, infrastructure, capital projects, programs, delivery of core services, and other corporate initiatives. This goes far beyond simply our Town’s land use planning policies.
    - The Plan's larger scope is further extended throughout the Plan, for example on page 14 ""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.""
- 4.1.4 Community **Wildfire Protection** on pages 16 and 17 does not note anything regarding our town's recognition of, and need to plan for, the impact beyond the town boundaries of wildfire mitigation required to protect our Town.

- We have proven we can get people here, move people around, now how are you going to sustainably feed them? Where is all the food coming from? Transportation trucks? From all over the world? That feels out of line with the rest of the proposal. The community plan is missing the very important **food source**. With the global economy changing the way it is, does it really make sense for restaurants and grocery stores to acquire food that travels from around the world? "Goal 4.5.1: Encourage the integration of local and regional transportation of people and goods." should include food**. Food security is important**, and where the last pandemic gifted us with an abundance of food, perhaps the next global catastrophe will not. Are we ready to feed 50,000 people? We can house them. In the challenges on page 6, safe and affordable housing gets its own subsection, while

food supply, listed directly after it only shows up 7 more times in the document. I feel like that is leaving us at the mercy of large corporations and late set capitalism to drive the food market prices.

- On pg 8, there is a list of 5 items for the Town to focus on. I would like to see another item added regarding the development and support a healthy and well-rounded **quality of life for those who live here for all ages**. The stable work force is very important, but when people are stable, they create a community and they need healthy alternatives to hanging out at the bar (even though many of us did that!). Somehow, this needs to include supporting our **education, childcare** and youth needs as well as the needs of **seniors** so that everyone has the the choice to age well in the community that they worked in and made 'home' - we all are part of the stable workforce.
- Town of Banff needs to lead by action on **social inclusion** action e.g. organizational assessment on equity, diversity, and anti-racism, and implementing policies and practices to improve representation and inclusion.
- For 4.6 Community Wellbeing, could be more explicit, that Banff is also made up of folks from the **2SLGBTQiA + community** and striving for a community that is safe and welcoming for folks of all sexual orientations and gender identities, in addition to the list of diverse ethno-cultural backgrounds, age/life stage, abilities/disabilities, language, socio economic status, education and religion
- Consider that 1 in 3 Banff residents was born outside of Canada. We need to focus specifically on naming and **acting on anti-racism**
- The role of the town should be to give a **voice to the needs of residents**, not visitors. Commercial interests have a powerful well funded lobbying group (BLLT) and Parks Canada has legislation to protect its interests. The town is the only organization to represent the interest of residents, and it should prioritize their needs above all else.

- "The current action plan does not go nearly far enough to address the severity of the **childcare crisis** in Banff—an issue that has been raised by families for over 20 years. Despite decades of advocacy and clear evidence of need, meaningful progress has been almost non-existent. If the goal is to retain families in our community, the Town must take real, immediate action. The fact that the initial draft failed to even propose liaising with the Day Care Society of Banff is deeply concerning. How can we expect solutions if we're not working directly with the people already doing the work on the ground?
    - Families are burning out—working opposite shifts, draining savings, taking out loans, or paying outrageous fees for private care—just to access something as basic as childcare. This is not a new problem, and it is not a luxury. It's a foundational need. Many of us are already contributing significantly through high property taxes and yet see little return in terms of support for family life. Without bold, coordinated, and accountable solutions, Banff will continue to push out the very people who make this town function."
- Availability of **childcare**

- **Parking passes**. Etc. Going to a place of worship getting a bite to eat etc passing through should be okay
- Insure there are **no future extended Banff Avenue closures** and no future Banff Avenue Pedestrian Zone for the safety and livability of the residents!
- More **community involvement** needs to be included to guide these goals. As seen by the actions of the current Mayor and Council, they are only trying to further their own personal goals that only benefit businesses and they consistently ignore the wishes of the residents as demonstrated by the **Banff Avenue Pedestrian Zone** issues.
- The Mayor and town managers, BLLT and business owners have a moral question to answer: In this world of turmoil, do you want your legacy to show that you contributed to the accelerated **demise of Banff and the national park**?
- I like the fact that there is **accountability** in the draft.

- It is missing specifics on how the town will **be different than any other town** in Alberta, as well as specifics on how it will address the ever-increasing numbers of people flocking to the townsite when it is already over-loved and there are way **too many vehicles in town** for safety concerns. The town cannot keep burying its head in the sand about over-capacity vehicle use in town, particularly during wildfire season. It can do something - it is the WILL that is currently lacks.
- Recognizing that there will always be a need for personal transportation devices (**automobiles) by residents**
- **Visitor experience** is missing. A plan to get visitors to **leave their vehicles** at their hotels.
- Need extreme enforcement of our roads. Daily i see excessive **speeding** in 30 zones. I suspect 1/5 vehicles coming down otter from Buffalo Mtn Resort drives 50+ in the 30. I suspect 1/10 drive 60+

- I would add an objective of **Reducing Tourism** in Banff because clearly the town and overall park are suffering from over-tourism and the problem is destined to become much worse.
- **Limit tourist numbers**. A comprehensive study comparing bed base to job numbers. Then limit business. We are the gate way to the park not a mini Vegas.
- with regards to section 4.6.5. No one seems to pay attention to whether our **health and emergency resources** can support the huge **swells in population**. As a local ER doc I can tell you we cannot. We often work in an unsafe environment simply overwhelmed with the amount of people coming through the door. A big piece of this is that we still DO NOT HAVE A CT SCANNER. When I attempted to present the issue to the council I was rejected. But Banff as a destination and as a town absolutely has to step up to meet the standard of care. Feel free to come talk to us (the doctors NOT the hospital board - we are two different entities with a different set of priorities). Your frontline healthcare workers need to have a say in this 10 year plan. Thank you for taking the time to read this.

- Provide pathway to continual balanced budgets, **reduced municipal spending** to prevent the continued (and alarming) creep of steep annual increases in property taxes. Many families have stretched to purchase property and are making it work currently, but at the currents rates this is not sustainable.

- **Specific indicators** very much missing. A look at last community plan and it's

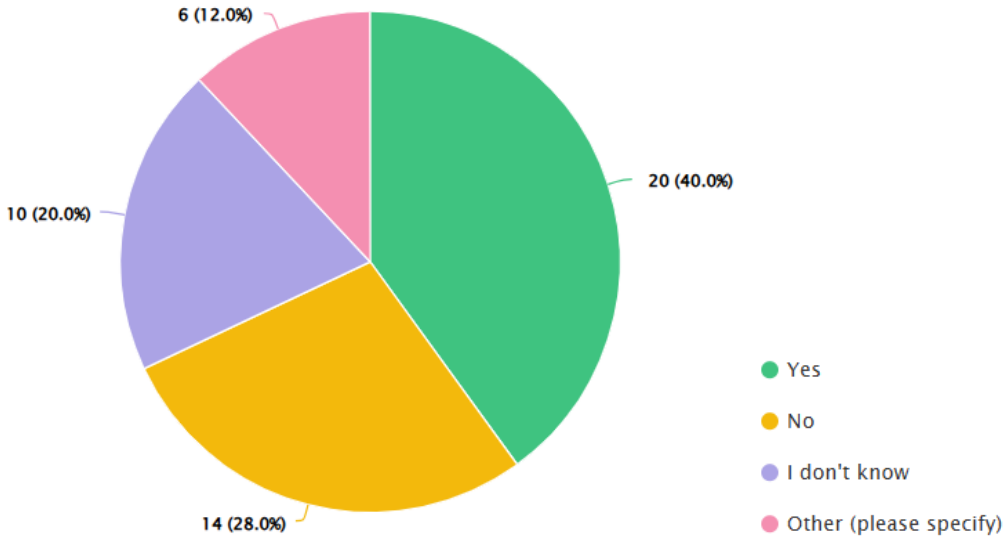
indicators to see if these plans are not just words

- The goals and objectives section in "4.1 **Environmental Stewardship**" is extremely weak. The town's hyper focus on reducing GHGs to meet our environmental goals is limited thinking. At this time, I do not support this community plan draft without a stronger effort in this section. None of the goals in this section even reference **ecological integrity**. Please draw from objectives and targets from the TOB Environmental Master Plan to create more meaningful goals and objectives.
- The plan should focus on
    - 1. how the Town of Banff can **reduce its impact on the park**. **Closing Bow Avenue** and returning it to nature should be a top priority
    - 2. The plan should **abandon intercept parking** in favour of underground parking under the High School and 200 Block. This is standard practise in municipalities that value their land. Surface parking is the most inefficient land use of all.
    - 3. The Town should **emphasize the protection of wildlife** corridors around the Town, abandon the ill-conceived parking lot between the Fenlands Centre and the train tracks, and examine relocating the Fenlands centre into an area that has already been degraded ecologically (ie the new surface parking lot that devastated the forest patch on the south side of the train tracks) with underground parking beneath it.
    - 4. the Town's ambition should be to e**mbrace limits to growth** and model how to be truly nature positive means ""Halt and reverse nature loss by 2030"" (See https://www.naturepositive.org/what-is-nature-positive/) not cause more nature loss through more parking lots.
- Increase **public parkland and natural spaces** within townsite.
- Creation and **protection of true community spaces** for residents. The rec grounds are and excellent example, but run the risk of becoming another attraction unless managed carefully. We need places that our ours to breathe and get away.
- Measures to **reduce environmental impact** of activities in townsite (good that we are monitoring the effects, but need policy to mitigate negative impacts).
- Maintain **green space** within the Town, much of it is under threat from development.
- 5.7.0 Public Realm Approach, Page 33, has no mention of **natural environment** in the list of elements to be considered.
- Part 6. Measuring Impact and Outcomes. P 37 has no mention of **natural environment monitoring** in the long list of needs and topics in the introductory paragraphs.

- **Municipal alcohol policies** to prevent violence, crime, intimate partner violence, sexual abuse and protect reputation of Town of Banff as a safe and all ages-friendly destination. We have good policies regarding cannabis, smoking/vaping but are deficient in healthy municipal alcohol policies.

- Permanent **Indigenous representation** at the Town of Banff either through hiring an Indigenous liaison officer or setting up an Indigenous advisory group including Indigenous Banff residence.

Q7 Overall, do you think this Draft Community Plan will help address the priorities of our community and achieve what Banff needs over the next decade?



Other – comments provided:

- Walking everywhere helps but again with parking there appears to be a **lack of free charging stations**. I am driving a plug in hybrid
- Yes but needs the addition of **childcare** as a priority
- I think the draft BCP will partially achieve what the community needs but is lacking in transformational policies and instead bringing about incremental change. For example eliminating the CURRENT **housing shortfall** in 2035 means we are going to be at least 10 years behind. We need to look at where the puck is going and be forward thinking if we want to succeed into the future.
- It's mostly there! Would love to see **community well being** prioritized above economic prosperity. We need residents to feel supported by ToB Admin, Mayor and Council.
- Three items
    - The plan needs to align with and strongly address the **commercial cap**, and corresponding **population cap**. Livability is more than having a place to live, and we risk losing true community **spaces that are exclusively for residents** if we maximize density. We need to identify a goal for what kind end state **density** we want to see in our community.
    - We need to address the demand side of the housing crisis as well as the supply side. Tools include more strict **limitations on commercial growth**, partnering with parks canada to enforce need to reside, vacancy tax, limits on second home ownership, limiting the ability to own multiple properties in town.
    - As visitor demand continues to grow, we need to recognize the limits of our community to support it. We will be overwhelmed at some point, and right now we have the ability to choose what our community looks like before we say enough is enough. This means identifying capacities and working with Parks Canada to create **limits on visitation**.

Q8 Do you have any other comments or suggestions about the overall vision for our shared future or about achieving any of the Goals and Objectives in this draft plan?

(Reordered by similar comments)

- I agree that it is important to include **community wellbeing**. Happy staff will create a happier environment for all those who are visiting.

- I agree with the vision statement page. Well done. I am glad the **wildfire situation** has been worked into this.
- I just moved to Edmonton from Calgary and was in Banff living and i guess the old timers are passing away. I know alot of them. A green plan is great and would move back.... *{edited for personal information}*
- The TOB <in the past> insisted on 'traditional' roofing materials for residential homes because of asthetic preferences, and now, it is obvious that metal roofing for new homes should have been implemented years ago. We also are having a cookie-cutter look around town because of design 'preferences' ; in addition, <Town planners> made it more difficult to use solar panels year round because they didn't like the 'look.' It's hard to be **wildsmart** and **environmental** when the design <requirements> want everything to look 'traditional' which didn't have to take fire & climate change into consideration 'back in the day.' *{edited for personal information}*

- The plan needs to be driven by **community goals**, not the goals of Town administration and Our Mayor.
- It would be helpful if Parks had a vision for the future of **transportation from Calgary** and throughout the national park.

- As **Indigenous peoples** play an important role in the plan, inclusion of an Indigenous person/s on the committee is important. Furthermore, the committee could benefit from insight from **differently abled persons**.

- I would **not** place any emphasis on **subsidizing housing** for low-income families. I would also **limit the number of vehicles** entering Banff townsite on any given day, and give priority to people living and working in the Bow Valley.
- "Where is the help for **childcare**? Families in Banff have been sounding the alarm on this issue for over 20 years, and still—nothing is being done. This draft plan is full of lofty goals about retaining families and building community, but without real investment in childcare, it's meaningless. It is a failure.
    - Residents are paying some of the highest **property taxes** in the province, and yet we're left scrambling—working opposite shifts, going into debt, and fighting for limited or overpriced private options—just to secure basic care for our children. What exactly are families getting in return for their tax dollars?
    - If the Town truly wants to support families, then childcare must be treated as the urgent, essential service it is. The ongoing neglect of this issue isn't just disappointing—it's shameful. Enough delay. Enough empty promises. Start delivering real solutions—now."

- We should be aware of the possibility of **Interstate 15** becoming an International Highway as it connects to Highway 2 (AB), Highway 5 (NWT). It was called the Pan America Highway in the 1970's. Could be revived, would have heavy impact on Banff, Canmore.

- The town of **Banff is ruined**. I can back that statement up with confidence after living here for 65 years. The town is under a perpetual state of construction. It is nothing more than a dormitory full of transient or foreign workers to keep the cash registers running in the downtown commercial core. Who really thinks it's a good idea to develop every sq cm of Banff's 4 sq kms and jam 50,000 people into that space? The vision of Banff's mayor and town managers is poor when the emphasis is on build, build, build, sell, sell, sell, more, more, more. The vision has to focus on less consumption, less tourism, less resource extraction. The town cannot profess to be a model environmental community when its impact directly and significantly affects BNP. Where is it written or spoken amongst town officials, BLLT and business owners that less will be better for Banff in the long run?
- **Reduce the "fluff"** and focus on the real, achievable and demonstrable levers of government that encourages and enables Banff families to thrive on their own, and for private industry and citizens to affect change and development.
- Lofty goals. I hope that the Town will develop a better and more transparent method of **communication between TOWN and Parks**.
- The "vision" is very vague, feels like another "10 yr vision" without any tangible metrics for implementation or success. All nice sentiments, but the **lack of detailed objectives** will make it difficult at the working level to actual move the dial forward.

- Stop promoting growth in the name of No Net Negative, **stop promoting growth** in the name of sustainability
- I don't think people will magically stop visiting Banff and trying to limit access is not as simple as it may sound. we need to focus our attention on **moving People Sustainably** and we need to act on the recommendations of the expert panel on Sustainable Transportation to focus our attention on our communities wellbeing.

- We need to find a way to divert, disuade , reduce, refuse, **limit day traffic** coming to the attraction of the "town". The town is intended to support visitors to the Park, not to be an attraction in itself, which it has become. Day trippers are killing our town and making it a miserable place to live.

- Suggestions:
    - "1. **Traffic and Mobility** Improvements:
        - Bridge Expansion: Reduce the pedestrian sidewalk on the main bridge to allow two full lanes of traffic in each direction.
        - One-Way Traffic System: Implement a series of one-way roads on key downtown streets (Buffalo, Wolf, Beaver, Lynx/Bear) to create a constant flow of traffic.
        - Event Relocation: Move all major events and festivals currently held in downtown parking lots to

alternative venues such as the Park Administration Grounds or the Train Station. This preserves critical parking space during peak events.
        - Banff Sign Relocation: Relocate the iconic Banff sign further toward the industrial area to prevent traffic bottlenecks caused by visitors stopping for photos.
        - Impact: Reducing traffic congestion will enhance guest experience, increase retail and restaurant spending, and protect the town's overall vibrancy.
    - 2. **Boosting Tourism** and Overnight Stays:
        - Park Pass Incentives: Offer a 30% discount on park passes for guests booking overnight stays in Banff accommodations. Passes should be emailed and placed on vehicles ahead of arrival to reduce gate congestion.
        - Dedicated Access Lanes: Hotel/Camping guests with pre-issued park passes should have access to local resident lanes at the gate, speeding up entry.
        - License Plate Cameras: Install automatic plate recognition at local lanes to fine unauthorized users, creating additional revenue while maintaining fairness.
        - Guest Prioritization: Prioritize Banff overnight guests for access to central town parking, museums, and key attractions.
        - Remote Parking Enforcement: Visitors without hotel or restaurant reservations must park at designated areas like the train station, validated through a QR code system.
        - Impact: Drives overnight stays in Banff instead of neighbouring towns like Canmore, while increasing visitor spending and speeding up park gate flow.
    - 3. Staff Housing and **Supporting the Local Workforce**:
        - Industrial Area Expansion: Expand the industrial area to create a dedicated zone for permanent staff housing, featuring affordable apartment buildings that businesses can invest in.
        - Local-Only Amenities: Establish a ""locals' district"" within the industrial area, featuring affordable dining options (e.g., food halls) and essential services geared specifically toward Banff workers —

separate from guest areas.
        - Goal: Create a strong year-round working community and improve staff retention by making Banff more livable for employees.
    - 4. **Business and Restaurant Standards**:
        - Restaurant Quality Standards:
        - Require all restaurants to maintain a professional, cohesive look — disallowing mismatched furniture or decor.
        - Encourage a unified aesthetic that reflects a high-end ""mountain luxury"" atmosphere across all establishments, regardless of cuisine type.
        - Brand Alignment Audits: Introduce periodic audits to ensure businesses align with Banff's brand image and contribute to an elevated visitor experience.
    - 5. Overall Vision for Banff:
        - **Luxury Experience Focus**: Every aspect of a visitor's experience should reflect the value of their investment — from arrival, to dining, to shopping, to accommodations.
        - Brand Cohesion: The town's branding should be felt at every step, reinforcing the idea that Banff is a world-class, aspirational destination rather than a generic tourist town."
        - Recognition that a multi-generational resident population is a necessity to enhance the history and background of Banff National Park and the town of Banff.
        - We can grow our tourist numbers and expect to have enough housing built. We need a tourist number cap. A tourist tax on hotel stays would go a long way too.
- Suggestions
    - "1.The plan implies increased human footprint on the park. It should be revised and reoriented to **reduce human footprint** on the park.
    - 2. The Nature Positive frame is good but should actually follow what it means to be Nature Positive. it does not mean balancing competing interests. It means **nature comes first**. This is especially appropriate for a national park community.
    - 3. The Eastern arrival centre concept within the existing Town boundary could only happen if commercial development were removed (ie gas station and motel) with no effort reassign the square footage somewhere else. Such a **reduction of total commercial square footage** is highly desirable. Banff is already the most commercially developed national park in North

America. This does not require opening the National Parks Act.

- It would have been nicer to see some **more practical solutions** in the plan, rather than just a guiding vision. There weren't really any surprises or big, ambitious ideas, mostly a summary of the things we already knew were a challenge or a priority for the community.
- I appreciate the attempt to balance of environmental, social and economic goals and the balancing of visitor and resident needs and experiences. The key will be having the **strength and purpose to implement** and achieve this vision over the next 10 years and will require the contributions of politicians, administration, businesses and community members.
- I think if we put a **limit on visitors** during the summer, many national parks around the world do this and still thrive. If not that **add a parking lot/ride share** option at the gates.
- The Town should not pursue any policies that would require changes in the **Canada National Parks Act**. Stop agreeing with plans that further the efforts of a Norquay gondola
- the emphasis on the plan is to adhere to Parks Canada related legislation. But acknowledging that **Parks Canada needs to also contribute to these goals**.
- It would be good to see wording which better aligns with **Lead Tourism for Good**, or at least its consideration earlier in the document.
- "Re: objectives in Section 4.2.4 Partnership and Collaboration under Housing
    - I think it's **unfortunate that this high-level document is emphasizing** and leading with **public-private partnerships (P3s)** as a means to develop more housing. This seems to be the only development model explicitly named in this section; which is unfortunate because it's a development model with deeply **suspect outcomes** that is made to feel necessary due to neoliberal austerity. I would hope that the Town of Banff would at least not limit itself and say they are open to a variety of ways to finance and administrate housing development.
    - I understand the appeal of bringing in private investors to fund housing development when there's not a lot of public funds sloshing around and governments face constant pressure to be efficient, shy away from big budget capital projects, etc.. But many public-private partnerships across Canada have gone south. They often end up being **more expensive** than either a fully private or fully public venture. Sometimes the private component of the P3 prevails and suddenly something advertised as being a public good is a for-profit venture, or, worse, the project experiences some major failure and the public has to step up to save the day and projected costs skyrocket.
    - Considering the perils of investor-driven housing solutions, I don't think this is a model that Banff should be leading with in the Community Plan. A major contributing factor to why housing is in crisis is how a necessity for human flourishing has become a vehicle for

investment and speculation. P3s seem like a reconciliatory solution given the high cost of housing development but the history of P3s in Canada proves they are not the silver bullet they seem to be—they are often abject failures.
    - Consider the effort to use a P3 to develop schools in Alberta.
    - Babcock and Brown Ltd.—the private partner for the initiative—lost 97% of its stock value and its P3 division laid off 25% of its staff.
    - Consider Hamilton's wastewater snafu.
    - Hamilton eventually had to take its wastewater management back into its hands after a string of private partners made a complete mess of the system, including a raw sewage spill the city had to clean up with taxpayer funds.
    - Consider the Sea-to-Sky highway.
    - It ended up costing taxpayers $220 million more than what it would have cost to finance the project publicly.
    - I know this is a high-level plan meant to guide intentions. However, for that very reason it seems strange to highlight one development model as the ambition. That's looking at a problem too narrowly and, in my view, should be changed for the final community plan."

- "THANK YOU For including the development and maintenance of safe, high quality, **four season cycling infrastructure** and facilities.
    - Lots of work went into this plan. Thanks to all who contributed, and I look forward to the future of our community.
    - Would love **more in-person** sessions for any future engagement. "
- The legislative constraints on the size of our town put us in a unique position, and strategies that work in other areas will not work here. We are at a transition point with booming commercial growth and increased visitation. At some point we will be faced with the reality that we **cannot grow anymore**, and right now is when can choose what our community will look like when we hit that realization and stop trying to grow. This needs to be acknowledged, and a vision of the end state of densification, commercial growth, and corresponding population growth needs to be a part of this plan. Creating more housing is a noble objective, but will only work until the next hotel expansion creates the need for more staff.
- You've done a great job drafting this plan. Please consider **limiting the number of visitors** to Banff and surrounding areas. Places like Johnson Lake are just getting trashed. If you don't live in Banff you are not allowed to bring a vehicle. Strict quotas on number of visitors and buses (lottery systems if need like in some US national parks). The train from Calgary is such a noble idea, but I'm afraid it will NOT decreased the traffic, only increase the people, just like the more frequent Rocky Mountaineer stops have (see point above about our ER not keeping up).
- Greater **collaboration**
- I would like to see the town stick to their roles listed under section “1.2 Purposes of the town” of this draft. I believe the **town is taking on more** than they are

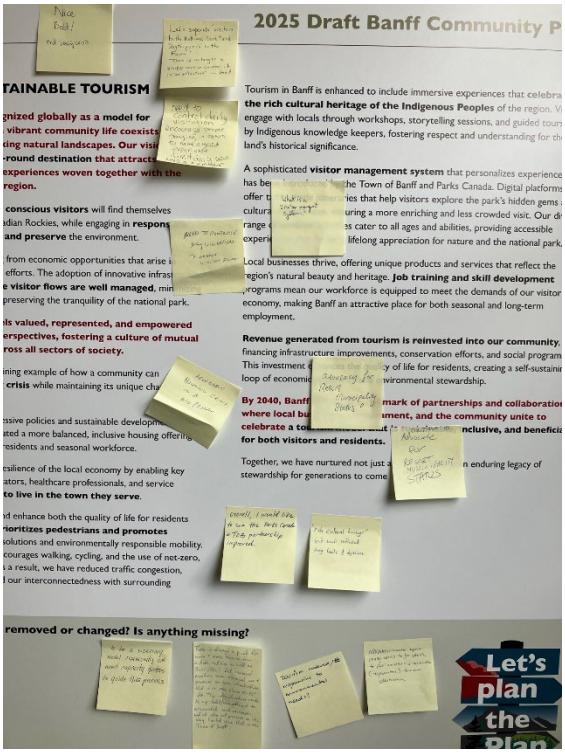
supposed to. It is not the town's responsibility to be hosting events, creating attractions, fighting with Parks Canada. It has been a disappointing couple of years seeing the aggressive approach Council and Administration have taken. This draft plan has **overreaching goals that need to be removed**.

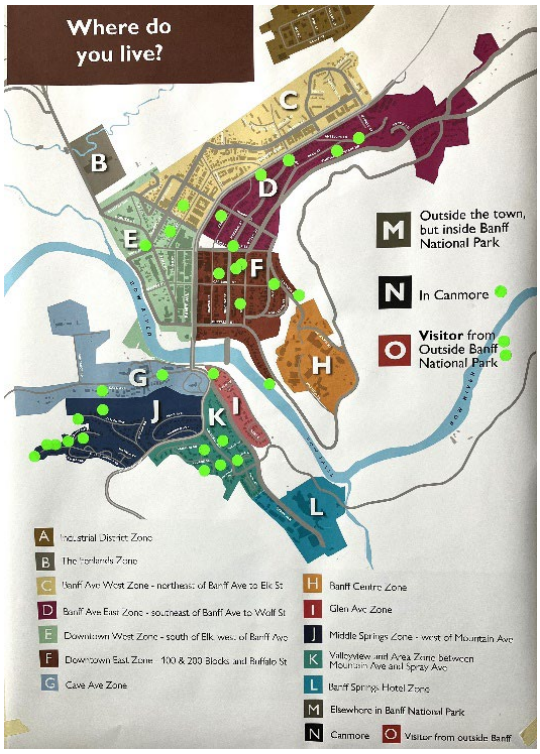
- Suggestions
    - "1) more needs to be done to **partner with parks** to actively enforce need to reside and empty homes. there are limits to new housing options, and there are properties that appear to not have full time residents and examples of people living here who do not meet need to reside. actively managing this will open up housing without having to develop land in critical wildlife corridors.
    - 2) the town and park's priority is t**oo heavily focused on economic growth** and development instead of **focusing on nature preservation**. we cannot continue to increase our volume of visitors without it drastically impacting the landscape and putting a strain on our existing infrastructure. if we want to be a model for coexisting in nature, we cannot continue to prioritize economic growth and development above everything else.
    - 3) things need to move faster. taking years to assess options for critical issues like **reducing personal vehicle traffic** is not sufficient. we need to figure out ways to test different approaches faster. "

Public Open House and Feedback Session on the Community Plan on April 23, 2025

Approximately 35 residents attended the drop-in session to learn about the community plan and provide feedback to project team members or with written responses.







General comment – Vision and Goals

- The maintenance of the forests, when you cut down the trees, this is a resource that can be made into "?" poles that can be sold to tourists and the money put into community programs. I have offered and it could be a volunteer effort with the town providing the material, space to work and the tools,

which could all be paid with the sale of the poles. A class on how to do this could be offered and a situation could be worked out working towards Banff as a more artistic place.

General – What needs more emphasis – go further?

- Young families/professional leaving is an issue to triage – childcare, housing
- More childcare spaces needed
- Target sustainable visitation levels, this should be at the forefront of this document
- Environmental stewardship – more emphasis is needed on ecosystem conservatory preserving wildlife corridors

General – anything missing?

- Childcare
- Housing needs assessment
- More public washrooms downtown Banff Avenue

Vision

- Model for sustainable tourism – nice BOLD! – end housing crisis
- Lets separate "visitors to the National Park" and "day-trippers to the town". This is no longer a visitor service center. It is "an attraction" in itself
- Need to control daily visitation, encourage people staying in town to have a good experience. Limit daily use – need a number
- What is visitor management system?
- Need to control day visitation to ensure vision flow
- Affordable housing crisis is a big problem
- Advocacy for resort municipality status!
- Continue to advocate for resort municipality status
- Overall, I would like to see the Parks Canada and TOB partnership improve
- Rich cultural heritage isn't well reflected through goals and objectives
- To be a visionary model community we need capacity quotas to guide this process
- There is always a push for more and more tourism from outside entities as well as BLLH/BLLT but increased numbers mean increased use and pressure on some infrastructure use that is in some places 50-75+ old. This infrastructure use needs to be updated/strengthened to accommodate such increases, which also put pressure on the very limited are that is the Town of Banff
- Tourism catered responsive to environmental needs?
- NNNEnvironmental impact really needs to be upheld to call ourselves (regenerative?) sustainable tourism destination

Environmental Stewardship

- This section is heavy on GHGs. Would like to see more depth from other sections of the TOB's environmental Master Plan

- More emphasis on this! – work with the public and private partners to monitor and preserve the …and connectivity of habitat in key wildlife movement corridors
- Protect riparian? Habitat by Fenlands/train station! Do not pave over!
- Preserve this area behind Fendlands both behind and forward are important connectivity for habitat
- Broad? Regarding ecological integrity. Be more specific ? topics ie. Habitat security, ? use, land use

Environment and Wildfire

- Codes change, so maybe express this in a way that is relevant to future code changes
- Partnership conversation with local school districts?
- Pubic/private partnerships
- Can we talk about wildfire in conjunction with climate adaptation and perhaps include additional actions that fall under that? If not, does this belong in this section? Language is important
- FireSmart Canada program should be required teaching in high school
- This is a tactic and maybe doesn't need to be such a high-level plan (Secure funding for infrastructure)
- Projects that focus on the maintenance and restoration of ecological integrity

Circular Economy

- There will always be waste for the landfill, used diapers, pet waste, non-recyclable medical waste
- Educate and enforce proper wildlife attractant storage (residential and commercial)
- Education feels weak to me in 2025 – agreed too broad!
- Bullet 3 feels like it can be combined with bullet 1. Could add province waste avoidance objective 211 else or something to ? instead?

Balancing Prosperous Economy

- Why do we need to remain competitive? We are unique and already a world destination
- Not sure why competitive is listed. Are we lacking tourist b/c we are not competitive
- (True-to-place visitor) this should include souvenir stores that sell authentic made locally souvenirs not made in China junk
- Competitive – is this really a top concern? Seems unnecessary
- Levels of appropriate visitor services – appropriate and proportionate
- Link Banff's economic performance… - don't understand what this means?
- Capture $ from tourists for environmental programs and infrastructure. Offer whatever (at first), carbon offsets and tourist can buy based on a collaboration

Resilient Economy

- How do you balance economic growth and over tourism?
- Add objective eg. Tourism profits reinvested for local benefits
- Add goal of a living wage for our workforce

- Not sure what diversifying revenue source means, is TOB going to do something that manages tourism, manage what we have
- And local school districts, people raised in the park are our best future advocates
- 3P partnership always costs more public funds down the road, akin to private healthcare
- Yes to authentic and true to place terms
- Visitor adjust population – firm numbers are necessary to calculate the carrying capacity
- Tourism based community status – you can change the name but the need still remains

Indigenous Peoples

- Indigenous peoples – confusing title – why together with Housing (same board)?
- Two different topics – indigenous poster

Housing

- Not sure what this means – inform and engage community members on housing and the benefits of housing choices
- Do we have a growing population? Will this be a moving target – eliminate the housing shortfall by 2035
- What does this actually mean? (Ensure the regulatory and policy framework supports housing for all)
- Not sure what this means? Inform and engage community members on housing needs?
- Again, how does one ever satisfy the housing shortage. At least provide safe secure housing but I agree a moving target
- Develop – highest standards of architecture
- (help enforce eligible residency) I saw this tactic in original doc. But seems lofty/difficult now, can we do this? More are serious loopholes in this rule that should be address
- Turn surface parking lots into housing/rental apartments and stop trying to add parking – more Calgary transit
- A rental vacancy of 4% will require expansion of the town – lets get real.
- No mention of our heritage homes help shape community identity
- Age friendly Banff and Banff Inclusive Housing Committees are excellent partners to learn about housing needs and projects
- Work with Parks Canada on enforcing need to reside re: housing shortfall
- Early childcare education
- Bins need redesign, they appear to be same as 1985 when they were implemented. You need 3 hands
- (Support public-private relationships) – should we say collaboration – this is something very specific

Community Wellbeing

- arts/culture - no mention of community committees, public art
- we can't ensure this – not our jurisdiction "advocate" (ensure access to health care)

- where is all the land/space needed to accomplish these things addressed in the Land Use – section??
- More promotion/awareness that the Town of Banff is a provincially recognized age friendly community that advocates for many of these items
- Can we marry "Arts, culture and heritage"? (Provide a coordinated and coherent approach to arts and culture across all domains of the community)
- Please add insights from childcare needs assessment once published
- Improve opportunities for all, our demographics are skewed because young professionals and young families cannot stay because of housing and childcare
- More community policing walking and bylaw officers visible on weekends for traffic etc (not parking)
- What is community policing efforts?
- The term "community policing" scares me
- Define " community policing"
- Provide a go to person which follow up and follow through information, available on a timely basis for the establishment of visual arts, library arts, theatre, space for local classes and tourist attraction, for public get togethers and the growth of an arts community. It could be better, at this point it is under utilized and the approach is sleepy and lackadaisical
- More accessible garbage bins for residents or a pick up service!
- Outdoor hockey rinks with boards – Canada eh.
- Supporting our community means enough daycare spaces – build or add home licences
- We love the Banff Centre for the Arts but we do not have enough space/programming for the arts in Banff, Fenlands 2nd floor is a start but more needed for community members to create
- Basic garbage set up, it sucks – look to canmore for this – clean bins, even walkway between each bin

Moving People Sustainably

- Do not put visitor needs in wildlife corridors (multimodal transit hubs)
- Careful study needed to move people properly. Do not create a monopoly by adding a gondola at the train station. Parks Canada already said no to this
- Low carbon
- Also more washrooms needed eg – Bow Falls – to support active transportation
- Limp! – efficient transportation choices
- Why shouldn't mass transit be central? I think cars are the core issue (transit hubs at periphery of town)
- How does emergency evacuation work with mass transit? Should visitation be limited during certain conditions? Eg extreme fire hazard
- Define "planned network" is it approved? Costed? (mass transit by rail or bus)
- Getting the train in Banff would be great. Who pays for it? Environmental cost to widening/laying track for such a long distance. Not convinced 2nd train will fit on existing railroad bed
- "gateway welcome" is encouraging traffic mayhem – but keep traffic to 30 km at either end either way

- Leverage the traffic/transit data to manage traffic – improve communications between stakeholders on traffic data visualization
- Leverage data driven results (traffic data, transportation trends)
- Four season cycling – I like it!
- There will always be a need for personal vehicle accessibility – taking a 20K Husky to a Canmore vet service, disabled/specially adapted vehicles
- Its time to take out on driving lane on Banff Avenue and make it a bus/bike only land or add a separate bike lane
- Bikes are not a winter mode of transportation and should not be encouraged
- multi use trails are dangerous especially when bikes are used on them!
- Collaborate with local and regional partners to promote car lane, reduce vehicle ownership

Land Use

- Why can't we learn to live within limits? Does it always need to be constant growth?
- Should this language reflect the fact we are basically built out already? Land Use
- Yes, please! More universally designed homes/units. (age-friendly)
- What about eligible residency?
- Not a waitlist – supply childcare, select capacity?
- Why? (Celebrate gateways into town) Causes more problems than it solves.
- (Sustainable Visitation levels) – this feels like it should be "balancing a prosperous economy"
- Dark sky – belongs under ecological integrity objectives
- I don't agree that this should be a priority re: enhancing laneways
- The Banff Sign proved problematic because of its popularity, why would we plan to repeat this problem (celebrate gateways)
- I don't support amending CNPA
- Keep up rate on no drive thru restaurants
- Allow a home occupation for child care businesses to qualify as eligibility to reside in Banff
- Please consider upcoming child care needs assessment here
- Opportunity to link heritage conservation and sustainability/environmental climate goals? ie. Promote value of embodied energy from historic materials (not just architectural value)
- Highlight statements/direction from PMP
- Goal related to looking at commercial mix to ensure resident needs are considered? (grocery stores, repair shops, etc)
- Age-friendly, great! What about middle housing for young professionals and young families? These folks are the life blook of our community.

Submitted Written Feedback on following pages

AMPPE
The Association for Mountain Parks Protection & Enjoyment

April 30, 2025

To: Randall MacKay
Town of Banff – Community Plan Team

Re: AMPPE Feedback on the 2025 Draft Banff Community Plan

On behalf of the Association of Mountain Park Protection and Enjoyment (AMPPE), and our respective Board members, thank you for the opportunity to provide final feedback on the 2025 Draft Banff Community Plan. We sincerely appreciate the Town's willingness to engage with diverse voices throughout the planning process and to incorporate input shared by the commercial sector.

We acknowledge and commend the Town for adopting several key recommendations from earlier stakeholder feedback, including:

- Identifying tourism as Banff's primary economic function and aligning the Plan with the 'Lead Tourism for Good' vision.
- Enhancing clarity on the Town's jurisdictional roles.
- Elevating the aspirational tone of the Plan.
- Strengthening references to collaboration in housing, economic development, and emergency preparedness.
- Expanding the section on Indigenous relationships and reconciliation.

These changes reflect thoughtful progression and a genuine effort to recognize Banff's complexity as both a resident community and a tourism-based economy within a national park. However, several critical areas still require revision to ensure the plan delivers on its intended purpose as a high-level, enabling framework.

Section 4.3 – A Prosperous Economy

A recurring contradiction remains: while tourism is acknowledged as Banff's primary economic driver, this is often followed by language focused on reducing visitation or limiting growth. This sends mixed signals and undermines the Plan's strategic direction. Section 4.3 should emphasize that a prosperous economy is foundational to community wellbeing. Tourism is not a competing priority—it is the economic engine.

We recommend dividing this section into two subsections: Economic Goals and Visitor Experience Goals. Suggested examples include:

AMPPE
The Association for Mountain Parks Protection & Enjoyment

Economic Goals:
1. Support year-round economic activity
2. Ensure sustainable tax revenue generation
3. Attract investment aligned with park values

Visitor Experience Goals:
1. Maintain high-quality public infrastructure
2. Improve mobility and circulation
3. Reduce congestion in visitor hotspots

This structure will distinguish economic policy from visitor management, providing clarity while avoiding vague or uninviting terminology such as 'Human Use Management.'

Section 4.5 – Moving People Sustainably

We support the intent behind Section 4.5 but find the current language overly prescriptive. It presents a singular vision—particularly around intercept parking and arrival hubs—that may **limit locally appropriate solutions and presumes federal approvals not yet granted**.

The Plan should not pre-suppose infrastructure such as hubs outside the Park boundary or specific technologies like rail. Instead, it should support flexibility, balance, and coordination with Parks Canada's ongoing transportation framework.

We recommend **removing** the following objectives to preserve adaptability:

- 4.5.2: 'Reduce and manage traffic volume and parking needs throughout the townsite.'
- 4.5.3: 'Build multimodal transportation arrival hubs at each entrance to the townsite or outside the national park.'
- 4.5.4 (strikethrough only): '...including but not limited to passenger rail service and alternative rapid transit technologies.'

Arrival Hubs and Land Use History

The desire to create arrival hubs is noted, but practical constraints must be acknowledged, and pre-subscribed solutions should not be included in the Plan. The Town previously explored a land swap for an intercept parking lot outside the town boundary, which was rejected by Parks Canada due to the area's ecological value, a crucial factor that should guide our decisions. Efforts have since shifted toward solutions within town limits.

AMPPE
The Association for Mountain Parks Protection & Enjoyment

Additionally, the Town of Banff should base the Plan to align with Parks Canada's present and future plans as well. For example, it has come to our recent attention that Parks Canada has created and is circulating a People Moving Framework that will tie into their existing plans.

For these reasons, AMPPE recommends removing any reference to arrival hubs in the Plan.

Section 5.4.1 – Land Use and Commercial Planning

We support the collaborative tone and appreciate the language on page 32 about working with Parks Canada to explore resurveying commercial space where there is community benefit. However, we caution against language suggesting the Town should define or direct retail offerings. Market diversity is best shaped by consumer demand within established policy.

Part 6 – Measuring Success

We support the inclusion of a monitoring framework and recommend it include indicators for both economic performance and community wellbeing—such as local GDP, **visitor satisfaction**, resident affordability, and service access. External influences such as healthcare, inflation, and climate risk should also be considered to contextualize local trends.

Governance and Jurisdictional Clarity

Throughout the Plan, there are several instances where the Town of Banff appears to be stepping beyond its legislative role, particularly in areas governed by federal jurisdiction. For example, proposals related to transportation infrastructure outside the town boundary, prescriptive visitor management frameworks, and directives on commercial offerings reflect ambitions that exceed the Town's legal and operational authority.

This overreach could result in misalignment with Parks Canada, confusion among stakeholders, and implementation delays. The Town's role should remain focused on its core municipal responsibilities—facilitating livability, enabling infrastructure within town boundaries, supporting economic vitality, and collaborating with appropriate lead agencies like Parks Canada. We urge the Town to ensure that the Plan reflects these jurisdictional boundaries and focuses its actions where it can exert meaningful and effective leadership.

In Closing

Banff's long-term wellbeing is rooted in a healthy, resilient economy. We remain committed to working with the Town to ensure the final Community Plan supports our shared goals of sustainability, economic vitality, and community strength.

Debbie Harksen
Executive Director
Association of Mountain Park Protection and Enjoyment (AMPPE)

Covenant Health
Banff Mineral Springs

Banff Mineral Springs Hospital Community Board

April 30, 2025

Darren Enns
Director, Planning & Development
Randall McKay
Manager, Strategic Initiatives + Special Projects
Town of Banff
110 Bear St, Banff, AB T1L 1H7

Subject: Feedback on the Draft Community Plan

Dear Darren and Randall,

Thank you once again for taking the time to meet with us and for capturing our board's thoughts regarding the Banff Mineral Springs Hospital and the broader community.

We would like to express our appreciation for the inclusion of the new *Community Wellbeing* section in the community plan. We recognize that it is uncommon for a municipal plan to incorporate health-related areas in its vision, and we commend this innovative approach in addressing the unique needs of our mountain community.

We believe that referencing the social determinants of health is an important step toward understanding the factors that influence both individual and population health within our community. As we move forward, we are eager to learn more about how these determinants specifically affect our community's wellbeing.

Congratulations on the release of the draft. We look forward to continuing our collaboration with the community to advance the vision of community wellbeing.

Sincerely,

Monica Dominguez / Brian Kusisto
Co-Chairs, Banff Mineral Springs Hospital Community Board

Cc Margie Smith, Site Administrator

BANFF & LAKE LOUISE HOSPITALITY ASSOCIATION

PO Box 5817
Banff, AB T1L 1G7

April 30, 2025

Randall Mackay
Manager, Strategic Initiatives + Special Projects
Community Plan Project Manager
communityplan@banff.ca

cc: Corrie DiManno, Darren Enns and Kelly Gibson

Re: Commercial Sector Feedback – April 2025 Draft Banff Community Plan

Dear Randall,

Thank you for the opportunity to provide feedback on the 2025 Draft Banff Community Plan. We sincerely appreciate the Town's willingness to engage with diverse voices throughout the planning process and to incorporate input shared by the commercial sector.

We acknowledge and commend the Town for adopting several key recommendations from our earlier stakeholder feedback, including:

- Clearly identifying tourism as Banff's primary economic function and demonstrating its interconnectedness with community wellbeing and environmental stewardship.
- Recognizing the Plans alignment with the 10-year vision for tourism, Lead Tourism for Good, which the Town of Banff is a co-creator of.
    - We encourage you to recognize this partnership further in the 2040 Vision where it is stated that:
        - *A sophisticated visitor management system that personalizes experiences has been introduced by the Town of Banff and Parks Canada. Digital platforms offer tailor-made itineraries that help visitors explore the parks hidden gems and cultural experiences, ensuring a more enriching and less crowded visit.*
- Improvements throughout the Plan on the Town's jurisdictional role to lead, support or enable.
- Lifting much of the Plan to the intended aspirational level.
- Improving references to collaboration and partnerships in areas such as housing, economic development, and emergency preparedness.
- Enhancing the dedicated section on Indigenous relationships and Truth and Reconciliation.

These changes signal a thoughtful evolution of the Plan and a genuine effort to reflect Banff's complexity as both a resident community and a tourism-based economy within a protected national park.

However, several critical areas still require revision to ensure the Plan delivers on its stated intent as a high-level, aspirational, and enabling framework. While the Plan is structured around outcomes, it often shifts quickly into prescribing specific actions or solutions. To remain truly outcome-focused, the Plan should emphasize what success looks like while allowing space for multiple pathways to achieve those outcomes.

Below are four (4) priority areas of concern identified by the commercial sector regarding the current draft of the Banff Community Plan.

PRIORITY AREA 1: Part 4.3 – Balancing A Prosperous Economy

As an overarching concern with the Plan's tone and intent, we note a recurring contradiction: while the Town acknowledges its legislated role as a centre for visitors and recognizes tourism as Banff's primary economic driver, these acknowledgments are consistently followed by language focused on reducing visitation or constraining growth. This creates confusion around the Plan's strategic direction and risks positioning tourism as a problem to be mitigated, rather than a strength to be sustained and supported. This concern is demonstrated in the section *1.3 The Current Context* and *4.3 Balancing A Prosperous Economy*.

To address this noted contradiction and provide greater clarity, Section 4.3 should be reframed to reflect a foundational economic reality: that **a prosperous economy is essential to a thriving community.** In Banff, prosperity is built on the success of the visitor economy—where healthy businesses, a stable workforce, and vibrant public services are made possible by consistent and well-managed visitation. Prosperity is not about unchecked growth, but about balance. It enables reinvestment in people and innovation, supports year-round employment, and funds the services and infrastructure that benefit both residents and guests. **A reframed economic vision should clearly state that tourism is not a competing priority, it is the economic engine.** With the right tools and collaborative stewardship, the Town can play a critical role in enabling the conditions for a strong economy and visitor experience, while advancing sustainability, community well-being, and long-term resilience.

To strengthen the Plan's clarity and effectiveness, it is essential to differentiate visitor experience from the economy—two closely related but fundamentally distinct areas of focus. **While tourism is Banff's primary economic driver, the experience of visitors is not the same as the economy generated by their presence.** The economy requires its own distinct goals and objectives—such as business profitability, tax generation, and year-round economic resilience. In contrast, the visitor experience is shaped by how the Town invests in public infrastructure, manages streetscapes and parks, maintains cleanliness

and mobility, and contributes to the sense of welcome and stewardship. Blending these two domains risks creating vague or conflicting priorities. Clear separation would enable the Town to define and pursue specific economic outcomes while also articulating how it contributes to a safe, high-quality, and memorable experience for visitors—an experience that, in turn, supports long-term economic sustainability for the wellbeing of the community.

We believe that these can both live in section 4.3 with much of the existing content. We have provided contextual goal examples as a foundation for both sub sections below:

Economic Goals:

1. Support balanced year-round economic activity
    a. Explanation: Enable through infrastructure, events, and policies that strengthen winter and shoulder-season visitation, easing summer strain and supporting employment and housing resilience.
2. Ensure sustainable tax revenue generation
    a. Explanation: Maintain a strong commercial base to support essential services, infrastructure, and affordability.
3. Attract investment that aligns with park values
    a. Explanation: Encourage authentic, inclusive and true-to-place economic activity

Visitor Experience Goals:

1. Maintain high-quality public infrastructure
    a. Explanation: Ensure streets, sidewalks, parks, washrooms, and wayfinding are well-maintained, accessible, and intuitive.
2. Improve mobility and circulation within the townsite
    a. Explanation: Make it easy and enjoyable to move around Banff through a mix of walking, biking, transit, and accessible routes.
3. Reduce congestion-related friction in visitor hotspots
    a. Explanation: Use wayfinding, education, and infrastructure design to support visitor flow and dispersal—easing pressure points through movement strategies rather than defaulting to deterrence.

These changes would provide a more coherent foundation for this part of the Plan. It would help eliminate existing confusion, clarify the Town's unique contributions to each area, and ensure that both are approached with the nuance and specificity they deserve. Importantly, it would also help steer the Plan away from problematic and vague terminology such as *"Human Use Management."* This phrase suggests the Town is focused on controlling people rather than enhancing their experience. It risks sounding regulatory and uninviting—out of step with Banff's role as a centre for visitors, learning, and cultural exchange. Instead, **by grounding the section in economic resilience and a well-designed visitor**

experience, the Plan can remain focused on enabling success rather than limiting participation.

Specific priorities for section 4.3 Balancing a Prosperous Economy:

- We ask you adopt our suggestion of two sub sections; Economy and Visitor Experience and rewrite the introduction to better reflect enabling success and economic definitions
- With this adoption, revert the section's title back to the last iteration of the Plan as 4.3 A Prosperous Economy
- Remove "Human Use Management" as you rethink this section. If necessary, align with Parks Canada terminology of "Visitor Use Management"
- In section 4.3.2 clarify what "visitor contributions" are

PRIORITY AREA 2: Part 4.5 – Moving People Sustainably

We support the intent behind Section 4.5 to move people sustainably and reduce environmental impacts. However, the current language is overly prescriptive and presents a singular vision—particularly regarding intercept parking and transit hubs—this risks precluding other viable strategies and solutions. References to reducing in-town parking throughout the townsite and constructing multimodal arrival hubs outside the park frame these approaches as predetermined outcomes rather than potential tools within a broader strategy. This is problematic. Sectors of Banff's downtown economy is dependent on day-use visitors, and restricting parking without adequate alternatives could have severe consequences for retail, restaurant, and service-based businesses. Furthermore, Parks Canada has not endorsed transit hubs outside the park, and the Plan should not signal implementation preferences that depend on approvals beyond the Town's jurisdiction.

Framing intercept or arrival hubs outside the National Park as the central transportation solution overlooks the interconnectedness between access, economic prosperity, and Banff's unique role as a functioning community and centre for visitors. Limiting in-town arrival and parking options risks severing the link between visitor flow and local business vitality. Redirecting visitors to park outside the Park boundaries could significantly reduce their time in town, erode spontaneous spending at local businesses, and ultimately weaken the viability of year-round operations. This has implications for tax revenue, employment stability, and the Town's ability to fund essential services. Rather than prescribing a singular infrastructure solution—particularly one that may never materialize due to federal limitations or economic infeasibility—the Plan should embrace a high-level, balanced, flexible approach for reducing congestion and supporting sustainable mobility, without undermining the economic engine that sustains the community. Additionally, the Plan should avoid referencing specific projects such as "passenger rail" in Section 4.5.4. Highlighting individual solutions or stakeholders at this stage creates the appearance of

preference and risks narrowing future options, when the Plan's intent should remain broad, inclusive, and adaptable.

Specific priorities for section 4.5 Moving People Sustainably:

- Based on the above we would like to see the following prescriptive objectives **either removed or changed to:**
    - 4.5.2:
        - ~~Reduce and~~ Manage traffic volume and parking needs throughout the townsite.
    - 4.5.3:
        - ~~Build~~ Explore multimodal transportation arrival hubs outside the downtown core, ~~at each entrance to the townsite or outside the national park~~ including options for decentralized hubs or parking areas.
    - 4.5.4:
        - Consider further improvements to support the planned network of future high volume mass transit services ~~but not limited to passenger rail service and alternative rapid transit technologies.~~

PRIORITY AREA 3: Part 5 - Land Use

We recognize the importance of a vibrant, diverse commercial sector in supporting Banff's economy and serving both residents and visitors. However, the language in Section 5.4.1 regarding retail diversification is overly prescriptive and suggests an inappropriate role for the Town in influencing free market outcomes. In a healthy economy, business diversity emerges naturally through supply, demand, and consumer choice—not by government direction. Within Banff's unique context as a municipality inside a National Park, where land use and commercial expansion are already tightly regulated, it is even more important for the Town to focus on enabling conditions rather than prescribing outcomes. The Town's role should be to maintain a stable regulatory environment, support accessibility and infrastructure, and remove barriers to investment, allowing the market to respond organically to resident and visitor needs.

Specific priorities for Part 5 Land Use:

- Based on the above we would like to see the following prescriptive objective **either removed or changed to:**

    - 5.4.1: Original
        - ~~Work with partners to enhance and diversify the overall retail offering wherever possible to ensure that the commercial inventory achieves a proper balance in terms of serving Banff's resident and visitor markets.~~
    - 5.4.1: New
        - Support an environment where retail businesses can adapt and evolve to meet the changing needs of both residents and visitors, by working with partners to reduce barriers and enable a diverse, market-responsive commercial landscape.

PRIORITY AREA 4: Part 6 - Measuring Success

We support the inclusion of Part 6 in place of previous iterations indicators and commend the Town's commitment to developing an outcome-focused measurement framework. This is a critical step toward ensuring the Plan delivers meaningful results and long-term accountability.

As the framework evolves, we encourage the inclusion of indicators that reflect both economic performance and community wellbeing. Key metrics could include business viability, visitor satisfaction (e.g., Net Promoter Score), local GDP contribution, as well as resident satisfaction, housing stability, affordability, and access to services. Without these broader metrics, there is a risk that the Plan will track effort rather than impact.

We also recommend incorporating external factors that influence Banff's success but fall outside municipal control—such as, inflation, provincial healthcare access, climate risk and disaster management policy, and national and global travel patterns. Including these contextual indicators will provide a more realistic and adaptive picture of community wellbeing and economic resilience.

Finally, we encourage the Town to align this framework with the Plan's stated value of being reasoned—grounding decisions in evidence, analytics, and real-world context, while remaining open to insight and lived experience. We look forward to partnering in the development of this framework to ensure it is both rigorous and responsive to Banff's unique needs as a tourism-based community.

Communication and Collaboration

Banff's long-term wellbeing depends on the strength of its economic engine, which in turn relies on the quality of the guest experience. A healthy, resilient economy enables everything else the Plan aspires to—environmental stewardship, community vitality, and inclusive opportunity. We remain committed to working alongside the Town to ensure the final, aspirational Plan supports the continued success of our community and its businesses.

To support meaningful collaboration and clarity, we respectfully request either a written response or an in-person meeting to review this submission, address any outstanding questions, and better understand the rationale behind any sections of the Plan that may not be amended by May 12th **(two weeks prior to the first scheduled reading on May 26).**

On behalf of the BLLHA and their Board of Directors,



Karli Fleury
Director, Workforce & Destination Initiatives
Banff & Lake Louise Hospitality Association

cc: Mike Kelly, Executive Director – BLLHA

Board of Directors, BLLHA:

Yannis Karlos, President – Banff Hospitality Collective

Ebony Rempel, Vice-President – YWCA Banff

Chris Thorburn, Treasurer – Banff Caribou Properties

Darren Van Mackelbergh, Director – Banff Park Lodge

Luke Sunderland, Director – Pursuit Banff-Jasper Collection

Gregor Resch, Director – Fairmont Banff Springs

Jay White, Director – Brewster Mountain Lodge

Remi Lambeau, Director – Banff Alpine Centre

Danielle Spooner, Director – Basecamp Resorts

Francis Hopkins, Director – Banff Grizzly House

Andrew Weddell, Director – Canadian Rocky Mountain Resorts

April 30, 2025

Randall Mackay
Manager, Strategic Initiatives + Special Projects
Community Plan Project Manager
communityplan@banff.ca

cc: Corrie DiManno, Kelly Gibson, Darren Enns

Dear Randall,

Banff & Lake Louise Tourism Feedback – April 2025 Draft Community Plan

Thank you for the opportunity to provide final feedback on the 2025 Draft Banff Community Plan. We know this has been a lengthy process and appreciate the broad consultation that has gone into drafting this document.

We have reviewed the Banff & Lake Louise Hospitality Association's submission are aligned at a high level with their concerns and feedback. We are submitting our own letter to reinforce areas of particular concern and to highlight the broader implications of the draft plan from our position as the destination's tourism bureau.

Improvements from Draft One

The second draft the of the Banff Community Plan addresses a number of concerns we had with the first. Specifically, we appreciate that the second draft:

- Acknowledges more clearly that Banff serves, as its primary function, as a centre for visitors, and that tourism is the community's primary economic driver.
- Highlights the interconnectedness between tourism, the economy, community wellbeing and environmental stewardship.
- References the destination's shared vision for tourism, *Lead Tourism for Good*, which was co-created by the community, overseen by a partnership between the Town of Banff, Parks Canada, Banff & Lake Louise Tourism (BLLT), and our members.
- Is more outcomes-focused and less prescriptive about processes, in a number of key areas.
- Emphasises collaboration and partnerships with industry in a number of areas where this approach will be key to success.
- Provides greater clarity with respect to the Town's role within much of the document.

These updates reflect thoughtful evolution and have meaningfully improved the tone and structure of the Plan.

Remaining Concerns and Opportunities

Tone and Framing

While positive shifts have been made, there remains an underlying tone that positions tourism as a pressure rather than a strength. In a tourism-based community like Banff, a healthy visitor economy underpins everything else the Plan aspires to — from investments in infrastructure and housing to environmental protection and public service delivery. The Plan would benefit from a more confident and constructive framing of tourism as a force for good when managed thoughtfully.

Seasonality and Resilience

The Plan places considerable focus on challenges posed during the busiest months of the year, but does not give equal weight to the opportunity to grow balanced, year-round visitation. Supporting winter and shoulder-season demand is not only key to economic resilience, but also to improving employment opportunities and housing stability. We believe this should be a foundational idea in the Plan's economic vision.

The Town's Role and Areas of Influence

While the updated Plan does more to distinguish when the Town is leading, supporting, or enabling, there are still areas where the Town's role could be better clarified. The Town has an important role in shaping public infrastructure, land use, and local policy, and in convening partners around shared goals. However, many core elements of the visitor experience — from trip planning to interpretation, marketing, and service delivery — are already being led by industry, Parks Canada, and Banff & Lake Louise Tourism.

For example, the Plan references a future digital itinerary or trip-planning tool. However, BLLT already operates the destination's primary Trip Builder, launched in 2022. The platform has strong visitor uptake and deep integration across our content and marketing efforts, with 71,000 trips created last year alone. We would welcome continued collaboration on how visitor-facing tools can support shared goals, but we encourage the Plan to reflect what already exists and build on it, rather than duplicating effort.

Similarly, in areas such as visitor education around wildfire risk, climate change, and ecological integrity, we recommend the Plan highlight opportunities to work with partners — including BLLT — who already engage directly with visitors at scale.

Economic Development and Visitor Experience

The Plan blends visitor experience and economic activity into a single concept. While they are closely connected, they are not the same, and the Town's role in each is distinct. Economic goals — such as sustaining a vibrant commercial sector or enabling year-round

prosperity — require enabling conditions for business success. Visitor experience, on the other hand, is shaped through investments in mobility, flow, infrastructure, and placemaking.

We encourage the Plan to separate and clearly distinguish between economy and visitor experience, with clear language around how the Town contributes to each. As one example, we support calls to recognize how the Town influences visitor experience through wayfinding, infrastructure, and enabling true-to-place experiences and events.

Sustainable Mobility

We fully support the Plan's goal of moving people more sustainably, which is a key commitment in *Lead Tourism for Good*. However, we encourage the Town to frame this section in terms of the outcomes sought, rather than presuming which processes will achieve them. The Human Use Management Plan, will be an appropriate venue to consider specifics. For its part, Community Plan should reinforce that success will require an integrated strategy that is:

- Developed collaboratively and with appropriate consultation;
- Flexible to explore a range of tools and solutions;
- Coordinated with Parks Canada, the Province, and the tourism industry;
- Focused on the outcomes: better visitor flows, less congestion, enhanced environmental protection, and improved experiences for residents and guests alike.

Retail and Commercial Landscape

We support a vibrant, diverse commercial sector that serves both visitors and residents. However, the Plan's language around retail mix could be interpreted as the Town taking an active role in influencing business types. In Banff's unique commercial context, we believe the Town's role should be to support enabling conditions — such as accessibility, public space, and streamlined processes — and let the market evolve in response to visitor and community needs.

Measurement and Follow-Up

We support the Plan's shift to outcome-focused planning and commend the inclusion of a performance measurement framework. We encourage this framework to incorporate metrics that reflect the health of the visitor economy, such as business viability, local economic impact, and visitor satisfaction (e.g., Net Promoter Score), alongside indicators of resident wellbeing, housing stability, and affordability.

Additionally, we encourage the Town to consider how external factors beyond its control — such as national and global travel trends, inflation, climate risk, or provincial policy changes — may impact outcomes. Including contextual indicators will ensure the framework remains realistic, adaptive, and informative.

We would welcome the opportunity to discuss how this framework is implemented and how we can contribute meaningfully to its development.

Description of BLLT

Could we ask that you update the description of BLLT to our current form: Banff & Lake Louise Tourism inspires the world to experience Banff and Lake Louise. Our team is fully committed to Lead Tourism for Good, the destination's long-range vision for sustainable tourism, co-created by our community, adopted by the Town of Banff and Improvement District 9, and supported by Parks Canada. Through this collective vision, and alongside local residents, partners, and more than 700 member businesses, we welcome visitors and invite them to join us in stewarding this incredible place for future generations.

Closing Thoughts

We remain committed to working alongside the Town of Banff, Parks Canada, and our partners to achieve a thriving, resilient, and inclusive future for this destination. A strong visitor economy supports community wellbeing, enables stewardship, and provides infrastructure and services that we all depend on. The Community Plan should reflect that reality clearly and with confidence.

Thank you again for the opportunity to provide feedback.

Sincerely,



David Matys
VP Destination Development
Banff & Lake Louise Tourism