



*Viewed, Bow Valley from Banff Springs Hotel, ca. 1910, photographer Byron Harmon, (V263/NA-6374) Byron Harmon fonds, Whyte Museum of the Canadian Rockies*



**FOUR-YEAR**  
**STRATEGIC PRIORITIES**  
**ACTION PLAN**



# FOUR-YEAR STRATEGIC PRIORITIES ACTION PLAN



## TABLE OF CONTENTS

### Instructions to Users

#### Actively Connecting Banff

- 1.1. Making Connections — Upgrading Existing Trails
- 1.2. Making Connections — New Trail Development
- 1.3. Making Connections — On Road Routes
- 1.4. Making Connections — Trail Closures
- 1.5. Making Connections — Trail Amenities
- 1.6. Making Connections — Bridges and Crossings
- 1.7. Visitor Experience
- 1.8. Signage and Wayfinding
- 1.9. Policies and Bylaws
- 1.10. Management and Maintenance
- 1.11. Partnerships

#### A Place to Call Home

- 2.1. Rental Housing
- 2.2. Collaboration with Partners
- 2.3. Regulatory and Policy Framework
- 2.4. Enhance Public Education and Advocacy
- 2.5. Accountability and Monitoring

#### Banff – Naturally Active, Vibrant and Inspiring

- 4.1. Upgrade recreation grounds
- 4.2. More children's play areas on north side
- 4.3. Improve facility use
- 4.4. Improve financial performance
- 4.5. Increase involvement in recreation
- 4.6. Enhance access to recreation

#### We Are Community

- 3.1. Increase awareness of available programs and services
- 3.2. Enhance Community Connections
- 3.3. Address Affordability Issues

#### A Prosperous Banff

- 5.1. Continued focus and commitment
- 5.2. Support and enhance affordable quality of life
- 5.3. Encourage local business and investment
- 5.4. Develop talent and skills
- 5.5. Invest in infrastructure
- 5.6. Strengthen partnerships
- 5.7. Increase the economic value derived from tourism

#### Toward A Sustainable Transportation System

- 6.1. Mode shift to active transportation
- 6.2. Mode shift to transit
- 6.3. Maintain efficiency of goods movement
- 6.4. Maintain parking stall availability downtown
- 6.5. Maintain, short term, travel time delays less than 30 minutes
- 6.6. Maintain long term travel time delays of less than 15 minutes

#### A Model Environmental Community

- 7.1. Continue existing programs
- 7.2. Prepare environmental masterplan

#### Glossary and Links



# FOUR-YEAR STRATEGIC PRIORITIES ACTION PLAN



## INTRODUCTION

The Four-Year Strategic Priorities were developed by council, with the support of staff, in 2015. The strategic plan is described in two documents. The Council Four-Year Strategic Priorities Summary, which outlines goals, strategies and outcomes of the seven themes, and this document, the Four-Year Strategic Priorities Action Plan. This Action Plan is a working document for staff, containing the actions or tactics that will achieve the strategies of each theme, the year they are to be undertaken, and the leading department or agency accountable for its completion. The actions are organized under the strategies that correspond with the summary document. This document is designed to be updated by staff regularly to show progress of each action.

## INSTRUCTIONS TO USER

1. This document is accessible by all staff. However, the text and formatting of the document cannot be edited.
2. Navigate through the document using the blue hyperlinks or by the Navigation Pane on left. (To activate Navigation Pane, select View>Show.)
3. Update the status of each action by selecting the most appropriate statement from the **Select a Status** drop down box located beside it.
4. If none of the statements apply, contact communications department.
5. “Lead” denotes the department (or agency) primarily responsible for ensuring the action is completed (versus those responsible for actually undertaking the work.) The “X” denotes the year the action is initiated or undertaken (versus completed).
6. Save the document (Ctrl S) after selecting your status update. **Do not save as** and rename or save to another file folder or your status updates will not be recorded on the master file.
7. To update the status again in a future quarter, simply select a different status update from the dropdown box and save.
8. A Masterfile is saved quarterly as a pdf so that a record of progress is kept. The backup Masterfile will not have status updates.



# ACTIVELY CONNECTING BANFF

# 01 TRAILS

This theme includes trails of all kinds, from paved walkways to paths through the forest to sidewalk connections and on-street bike lanes, sharrows or greenways.

## OUTCOMES BY 2018:

- 15% increase from 2014 levels in the use of alternative transportation to get to work
- 10% increase from 2014 levels in winter use of trails, as shown by permanent trail counters
- Increase in visitors using bicycles in town, as evidenced by increased bike rentals and bike sign-outs from hotels
- Increase in visitors' trail usage and trail enjoyment, as reported on Indexperience surveys
- Increase in overall annual usage on trails, with different percentage targets being set for different trails and different trail segments (e.g. commuter-centric routes, visitor-centric routes)

## ACTIVELY CONNECTING BANFF — ACTIONS

### 1.1. Making Connections — Upgrading Existing Trails

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
1.1.1	Establish a trail classification system		X				EC	Action complete.
1.1.2	Upgrade the Bow River Trail (south side) from the Banff Ave Bridge through the Recreation Grounds to Type 2			X			EC/E	Action complete.
1.1.3	Improve on-road safety between the Recreation Grounds and the Bow Falls Trail on Birch Avenue and Glen Avenue (i.e. under the Banff Avenue Bridge)	X					EC	Action complete.
1.1.4	Upgrade the defined priority trails through Middle Springs to Trail Type 3				X		EC	Not started yet.
1.1.5	Create a Type 3 trail (~150m, 2 meter wide compacted gravel) down to Cave Avenue from Jasper Way					X	EC/E	Not started yet.
1.1.6	Realign the trail connection to Jasper Way in Middle Springs to provide an accessible grade and extend the stairs to the bottom of the steep slope			X			EC/E	Not started yet.
1.1.7	Upgrade all staircases on Town of Banff trails to include a bike ramp or rail		X	X			EC/E	Ongoing.
1.1.8	Improve the paved pathway alignment on the northeast side of the Banff Avenue Bridge to provide a more accessible grade				X		EC/E	Not started yet.
1.1.9	Realign the trail shortcut from Moose Street/St.Julien Road to Otter Street to an accessible grade that continues along the power line right-of-way					X	EC/E	Not started yet.
1.1.10	Narrow the Bow River Trail to 3 meters wide from the Canoe Dock to Gopher Street, and resurface the existing asphalt (see related Action 1.22)	X					E	Action complete.



# ACTIVELY CONNECTING BANFF

# 01 TRAILS

## 1.2 Making Connections – New Trail Development

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
1.2.1	Improve connections to The Fenlands Banff Recreation Centre.			X			E	Moved to 2018.
1.2.2	Create a paved, child-oriented bicycle/tricycle loop at the Recreation Grounds.				X		SP	Not started yet.
1.2.3	Work with the Whyte Museum to create a multi-use trail connection from the intersection of Lynx Street and Bear Street through to Bow Avenue and the Bow River Trail; include wayfinding signage.		X	X			EC	In progress. Expected completion by 3rd quarter.
1.2.4	Complete the sidewalk on Caribou Street between Lynx and Bow Avenue.		X				E	In progress. Expected completion by 3rd quarter.
1.2.5	Define a pedestrian path through the parking lot adjacent to Town Hall (paint).			X			OPS	Not started yet.
1.2.6	Add clearly defined crosswalks on Lynx Street at Caribou Street and Bear Street, as well as on Bow Avenue at Caribou and at the proposed new trail.		X				EC	In progress. Expected completion by 3rd quarter.

## 1.3 Making Connections – On Road Routes

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
1.3.1	Present options to council for a two-way cycling greenway on Banff Avenue between the Legacy Trail East and downtown. Create a cycling connection from Legacy Trail east via Banff Ave to proposed Marmot.	X	X				EC	Ongoing.
1.3.2	Create cycling greenways on Muskrat Street and Elk Street.			X			EC	Ongoing.
1.3.3	Evaluate efficiency of existing bike sharrows pavement markings. Consider rerouting official route from Marmot Crescent to Cougar Street and improve cyclist wayfinding signage (paint and 5 new signs).		X				EC	Not started yet.
1.3.4	Improve on-road conditions on the uphill side of Tunnel Mountain Road from Moose Street to Tunnel Mountain Drive. A 1.5m wide buffered bike lane with paint and bollard treatment.			X			EC/E	Moved to 2016.
1.3.5	Improve on-road conditions to the Banff Centre via Buffalo Street from Muskrat Street to Street Julien Road.				X		EC	Moved to 2016.
1.3.6	Improve on-road conditions to the Banff Centre via St. Julien Road from Moose Street to the Banff Centre. Design 2016.		X				EC/E	Not started yet.
1.3.7	Add a sidewalk on Moose Street from Otter Street to St. Julien Road.					X	E	Select a status update



# ACTIVELY CONNECTING BANFF

# 01 TRAILS

## 1.4 Making Connections — Trail Closures

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
1.4.1	Evaluate braided trails paralleling the Bow River Trail between the pedestrian bridge and Bow Falls for potential closure or reinvestment. Restore damaged habitat and provide specific access/view points at the river's edge.		X				EC	Not started yet.
1.4.2	Decommission and re-vegetate secondary trails off-shooting from the Bow River Trail segment from the canoe dock to Gopher Street.				X		EC	Select a status update

## 1.5 Making Connections — Trail Amenities

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
1.5.1	Add "Bike n' Walk" stations (add new or expand bike racks).		X	X			E	In progress. Expected completion by 2nd quarter.
1.5.2	Add covers to "Bike n' Walk" and "Park n' Walk" stations.					X	EC	Not started yet.
1.5.3	Add a "Park n' Bike" node at the railway station; consider a seasonal bike rental kiosk to be operated by a local business/partnership.			X			CariP	Not started yet.
1.5.4	Incorporate a performance-tracking system on trails.	X					EC	Ongoing.

## 1.6 Making Connections — Bridges and Crossings

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
1.6.1	Add a pedestrian overpass over the CP railway between Marmot Crescent and the industrial compound.					X	E	Not started yet.
1.6.2	Add an additional pedestrian and cyclist bridge crossing over the Bow River between Central Park and the Recreation Grounds.					X	E	Not started yet.

## 1.7 Visitor Experience

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
1.7.1	Create looped visitor oriented trails that connect to key destinations and trails, both in the Town and the LATB.		X				EC	In progress. Expected completion by 4th quarter.
1.7.2	Create a communications strategy for the visitor loops.		X				C	Not started yet.



# ACTIVELY CONNECTING BANFF

# 01 TRAILS

1.7.3	Add wayfinding to key Parks Canada trailheads.			X		EC	Not started yet.
1.7.4	Add a washroom at the Bow Falls parking lot.				X	OPs	Not started yet.
1.7.5	Upgrade the Rundle Avenue trail from Spray Avenue to the Bow Falls Trail to Type 2 (include in a road upgrade).				X	E	Not started yet.
1.7.6	Upgrade the trail along Bow Falls Road from Rundle Avenue to Bow Falls to Trail Type 2 (include in a road upgrade).			X		E	Not started yet.
1.7.7	Consider installation of an automated under-pavement heating system for the Bow Falls Trail staircases and asphalt sections.				X	EC/OPs	Select a status update
1.7.8	Upgrade the Bow River Trail (north side) from the pedestrian bridge to Wolf Street to Type 1.			X		EC	Select a status update
1.7.9	Gather shared bike use statistics from hotels.		X			EC	Ongoing.

## 1.8 Signage and Wayfinding

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
1.8.1	Develop and adopt new trail signage standards.		X				EC	In progress. Expected completion in following year.
1.8.2	Update web based maps, as trail improvements occur, including mobile device options.		X				EC/GIS	Not started yet.
1.8.3	Update print based maps after key phases of trail improvements are completed.		X				BLLT	Select a status update
1.8.4	Update existing Town trailhead signage/kiosks with new maps. Direct visitors to key destinations along the best routes.	X						Action complete.
1.8.5	Incorporate on-trail "mini-maps" at trail intersections and on bicycle racks.			X				Not started yet.
1.8.6	Include wayfinding/distance markers along key routes.			X			EC	Not started yet.
1.8.7	Add a "Kilometer Zero" kiosk or incorporate into existing Town or Parks Canada signage.				X		EC	Select a status update
1.8.8	Add a kiosk at the south end of the Banff Avenue bridge.				X		EC/E	Select a status update
1.8.9	Improve wayfinding to the Upper Hot Springs and Sulphur Mountain Gondola via the Spray River Loop Trailhead.			X			PC	Select a status update
1.8.10	Improve wayfinding to key destinations including: Central Park, Cave and Basin, Banff Springs Hotel and Bow Falls.			X			EC	Select a status update
1.8.11	Improve wayfinding to Tunnel Mountain with 5–10 on-road signs for cyclists.			X			EC	Select a status update
1.8.12	Incorporate signage for bicycle traffic in the downtown core.		X				EC	Not started yet.
1.8.13	Coordinate with the Banff Springs Hotel to improve wayfinding to the hotel from the Bow Falls parking lot via the stairs and trails currently signed only for the Waldhaus restaurant.				X		BSH	Select a status update
1.8.14	Improve signage to discourage visitors from going through the Middle Springs neighbourhood.				X		EC	Select a status update



# ACTIVELY CONNECTING BANFF

# 01 TRAILS

## 1.9 Policies and Bylaws

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
1.9.1	Update the Traffic Bylaw to establish comprehensive regulations regarding appropriate uses on trails.	X					EC	In progress. Expected completion by 1st quarter.
1.9.2	Establish a trail use agreement with all commercial operators who use trails within the townsite.	X					EC	In progress. Expected completion by 1st quarter.
1.9.3	Formalize horse use regulations in the Traffic Bylaw, including a new schedule of designated trails.	X					EC	In progress. Expected completion by 1st quarter.
1.9.4	Upgrade trails designated for horse use to durable surfaces that won't degrade within a single season of use.				X		EC	Select a status update
1.9.5	Address the issue of horse droppings on trails to improve the trail experience for all users.	X					EC	In progress. Expected completion by 1st quarter.
1.9.6	Limit rickshaws to trail Types 1 and 2, to have sufficient width for other users (3 meters minimum).		X				PD	Not started yet.
1.9.7	If path widened, extend rickshaw and pedicab tour routes (Schedule "H" in the Traffic Bylaw) to the Bow Falls parking lot.				X		PD	Select a status update
1.9.8	Develop a policy for the approval of trail use by commercial operators.		X				EC	In progress. Expected completion by 4th quarter.
1.9.9	Consider lighting for Priority 1 trails that are not currently lit.		X	X			EC	Moved to 2016.

## 1.10 Management and Maintenance

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
1.10.1	Monitor trail use with trail counters	X					EC	Ongoing.
1.10.2	Implement trail etiquette education program including signage at key locations.		X				C	Not started yet.
1.10.3	Improve access to Bow Falls in the winter.		X				EC	In progress. Expected completion by 4th quarter.
1.10.4	Implement improvements to winter trail maintenance based on priority system in Snow Management policy		X				EC	In progress. Expected completion by 4th quarter.

## 1.11 Partnerships





# ACTIVELY CONNECTING BANFF

# 01 TRAILS

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
1.11.1	Institute annual or biannual meetings among Town staff, trail user organizations and the public to identify maintenance issues, communicate planned trail improvements and initiatives, build partnerships and develop volunteers.		X				EC	Ongoing.

[Back to Table of Contents](#)



## A PLACE TO CALL HOME

# 02 HOUSING

This theme includes housing of all types within the town of Banff. Like most tourism destinations, especially those with a limited land base, Banff has a history of difficulty in providing sufficient and appropriate housing for all those who are eligible to reside in the town.

### OUTCOMES BY 2018:

- Banffites support the Parks Canada eligible resident requirements, and 100% of housing units are occupied by people who meet these requirements.
- At least 80% of those who work in Banff live in Banff, and those who live in other communities do so by choice.
- At least 1% of our accommodation is accessible for people with mobility limitations.
- Our rental vacancy rate is 1% or higher.
- 200 new housing units have received occupancy permits since 2014.
- Neighbourhood satisfaction with parking and noise management has increased since 2014.
- Residents' understanding of, trust in and engagement with the development process has increased since 2014.

## A PLACE TO CALL HOME — ACTIONS

### 2.1 Rental Housing

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
2.1.1	Review the province's vacancy rate for Banff annually and JRC rental price data quarterly and report to Council and CHSC	X	X	X	X		HC	Ongoing.
2.1.2	Investigate access to a quasi-judicial tenant resolution board for the Bow Valley and commence service delivery		X				HC	Ongoing.
2.1.3	Provide a best practice lease and best practice guidelines for landlords		X				HC	Not started yet.
2.1.4	Create an information package on tenant information related to rights and responsibilities and distribute		X				HC	Not started yet.
2.1.5	Track noise complaints from multifamily residential apartment buildings and track parking complaints		X	X	X		B	In progress. Expected completion by 2nd quarter.
2.1.6	Explore, draft amendment to require buildings with large numbers of units to have on-site, 24-hour management	X					PD	In progress. Expected completion by 1st quarter.
2.1.7	Investigate the feasibility of adding flex style apartment characteristics into the design guidelines. Draft and present bylaw amendments that would incentivize these types of developments.	X	X				PD	In progress. Expected completion by 2nd quarter.
2.1.8	Emphasize rental property development and management	X	X	X	X		PD	Ongoing.
2.1.9	Consider creation of a "gold star landlord" list				X		HC	Select a status update



# A PLACE TO CALL HOME

# 02 HOUSING

2.1.10	Consider financial incentives for housing intensification		X					PD	Not started yet.
--------	---	--	---	--	--	--	--	----	------------------

## 2.2 Collaboration with Partners

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
2.2.1	Develop plain English handouts for each residential land use district related to the Land Use Bylaw – distribute to realtors for distribution		X				PD	In progress. Expected completion in following year.
2.2.2	Participate in interagency group on housing issues and activity engage in their information sharing discussions	X	X	X	X		HC	Ongoing.
2.2.3	Investigate land acquisition proposals in other national park communities to find points of agreement for similar applications in Banff	X					HC	Ongoing.
2.2.4	Identify sites for redevelopment at appropriate densities and work collaboratively with Parks to acquire sites for housing	X	X				HC	Ongoing.
2.2.5	Lobby to access provincial funds to acquire housing lands in the town of Banff		X				CS	Ongoing.
2.2.6	Negotiate opportunities with existing leaseholders to develop, redevelop or repurpose their property in partnership with TOB	X	X	X	X		HC	Ongoing.
2.2.7	Encourage information sharing among employers regarding housing incentives		X	X			HC	Not started yet.
2.2.8	Create a summer and winter employer survey to help track and predict housing demand, then conduct each season every two years			X			HC	Ongoing.

## 2.3 Regulatory and Policy Framework

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
2.3.1	Present to council options to enforce the Community Standards bylaw proactively	X	X	X	X		B	Ongoing.
2.3.2	Investigate creation of new land use category for employee residences	X					PD	In progress. Expected completion by 1st quarter.
2.3.3	Clarify Parks Canada population target	X					PD	Action complete.
2.3.4	Consider housing in the industrial compound and negotiate multi modal crossing		X	X			E/HC	Not started yet.
2.3.5	Ensure wise use of scarce residential land to prevent building of single family homes across lot lines, and to allow or require ancillary buildings during single home development		X				PD	In progress. Expected completion by 2nd quarter.
2.3.6	Ensure cash in lieu figure for required bedrooms is appropriate		X				PD	In progress. Expected completion in following year.
2.3.7	Ensure that required bedrooms provided by developers are appropriate to meet staff housing needs		X				PD	Select a status update



## A PLACE TO CALL HOME

# 02 HOUSING

2.3.8	Consider additional means of contributing to the housing reserve, including differential tax rate for semi-occupied, vacant, or out-of-town-owned properties	X	X	X	X		CRP	Select a status update
2.3.9	Encourage and mandate barrier-free housing units, include information sheets for developers, incentive packages to encourage it, and draft technical amendment to LUB			X			PD	Select a status update
2.3.10	Create or assist with public education around eligible residency	X	X	X	X		C	Not started yet.
2.3.11	Investigate existing lease clauses on the subject of vacant lands and condemned buildings, draft potential clause for future leases to ensure that residential lands contain habitable dwellings	X					HC	Select a status update
2.3.12	Review height restrictions (at BMP and LUB reviews)		X				PD	Select a status update
2.3.13	Review commercial housing requirements (at BMP and LUB reviews)		X				PD	Select a status update
2.3.14	Review minimum unit size (at LUB reviews)		X				PD	Select a status update

### 2.4 Enhance Public Education and Advocacy

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
2.4.1	Create housing portal on town website and keep it current.	X	X	X	X		HC	Action complete.
2.4.2	Enhance public notification about developments; amend LUB regarding enhancement of public notification and information.	X	X				PD	In progress. Expected completion by 1st quarter.
2.4.3	Encourage models for larger developments, and use 3D computer graphics to model areas of the town at build out for public education.		X	X			PD	Select a status update
2.4.4	Design and conduct education campaign with housing related messaging.	X					C	Action complete.
2.4.5	Create a once a year "State of Housing" report for Banff, report shortfall.	X	X	X	X		HC	In progress. Expected completion by 1st quarter.
2.4.6	Continue to assist seniors and persons with mobility challenges to apply for housing related grant programs (ongoing).	X	X	X	X		CS	Ongoing.
2.4.7	Celebrate successful density by providing density comparisons between Banff and other successful tourism communities.				X		HC	Select a status update



## A PLACE TO CALL HOME

# 02 HOUSING

### 2.5 Accountability and Monitoring

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
2.5.1	Track housing through municipal census – add questions on housing type and needs			X			CS	Select a status update
2.5.2	Update housing inventory annually based on new development report	X	X	X	X		HC	Select a status update
2.5.3	Create and regularly update an inventory of target residential properties that are ready for development or re-development		X				PD	Select a status update
2.5.4	Monitor strategy over long term – meet quarterly and report to Council	X	X	X	X		HC	Ongoing.

[Back to Table of Contents](#)



## WE ARE COMMUNITY

# 03

## SOCIAL WELL-BEING

This theme includes the factors that contribute to a community's well-being, such as access to programs and services, meaningful community connections, and the ability to live within financial means.

### OUTCOMES BY 2018:

- Community residents know where resources and supports are and how to access them, based on calls to 211, hits to the Here to Help web page, and responses to a question on the municipal resident satisfaction survey.
- Residents feel meaningfully connected to others and are actively engaged in community life, based on measures of volunteerism, numbers of people at resident-focused events and responses to the municipal resident satisfaction survey.
- The ratio between median income and median housing cost improves over 2014 levels.

### WE ARE COMMUNITY — ACTIONS

#### 3.1 Increase awareness of available programs and services

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
3.1.1	Full launch of Red Door Campaign	X					CS	Action complete.
3.1.2	Expansion messaging of Red Door & additional materials development		X	X	X		CS	Ongoing.
3.1.3	Launch of 211 Service	X					CS	Action complete.
3.1.4	Participate in annual information fairs, and deliver training to front line staff (Gatekeeper approach)	X	X	X	X		CS	Ongoing.
3.1.5	Enhanced newspaper advertising	X	X	X	X		CS	Ongoing.
3.1.6	Review and assess resource guides (print and on-line) and reproduce or design new ones to meet needs as necessary		X	X			CS	In progress. Expected completion in following year.

#### 3.2 Enhance Community Connections

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
3.2.1	Launch of "Volunteer While You're Here" initiative & event	X					CS	Action complete.
3.2.2	Resident focused events (Movies under Stars, DJ, Pasta Night, Community Lunch etc)	X	X	X	X		CS	Ongoing.



## WE ARE COMMUNITY

# 03

## SOCIAL WELL-BEING

3.2.3	"Café Community" pilot	X					CS	Ongoing.
3.2.4	"Banff Welcome" Program pilot		X				CS	Not started yet.
3.2.5	Creation of community hub space – identify potential spaces of different scales, develop concepts and implement	X	X	X			CS	In progress. Expected completion in following year.
3.2.6	Support establishment of self run groups		X				CS	Ongoing.
3.2.7	Creation of opportunities for multi cultural connections and cultural celebration		X				CS	Ongoing.
3.2.8	Explore options for Greenhouse #3		X				CS	Ongoing.
3.2.9	Resident satisfaction survey			X			C	Select a status update

### 3.3 Address Affordability Issues

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
3.3.1	Launch of Banff Affordability measure	X					CS	Action complete.
3.3.2	Launch of Banff Access Card and new TOB program discounts	X					CS	Action complete.
3.3.3	Review one year data to determine continuation of TOB program discounts		X				CS	In progress. Expected completion by 2nd quarter.
3.3.4	Broader launch of Banff Access Card to wider community		X	X			CS	In progress. Expected completion in following year.
3.3.5	Delivery of financial literacy awareness workshops, creation of local money mentors	X	X				CS	Ongoing.
3.3.6	Creation of Good Food Box program and other low cost food related programming	X	X				CS	Action complete.
3.3.7	Community Rummage and Bike Sale	X	X	X	X		CS	Ongoing.

[Back to Table of Contents](#)



# BANFF — NATURALLY ACTIVE, VIBRANT AND INSPIRING

# 04 RECREATION

This theme includes services and facilities that offer all citizens and visitors access to recreation, for leisure and for the promotion of healthy lifestyles.

## OUTCOMES BY 2018:

- The Fenlands, 101 Bear Street and similar facilities are community hubs for year-round recreation, as measured by increasing user numbers shown by door counters.
- Participation rates in programs and at facilities increase over 2014 levels.
- Affordability is increased, as measured by a reduction in the numbers of people who report that they cannot afford recreation programs, by the use of the new access card, and by the percentage of programs offered at no or low cost.
- The number of new activities offered year-round increases over 2014 levels.
- On the 2017 resident satisfaction survey, responses show increases over 2013 levels in satisfaction with recreation, and in the importance of recreation.
- The recreation grounds offer increased safety, use, quality experience and financial performance. A range of innovative means (such as door counts on washrooms) are used to gather use statistics.

## NATURALLY ACTIVE — ACTIONS

### 4.1 Upgrade recreation grounds

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
4.1.1	Council approval of Rec Grounds plan	X					SP	Action complete.
4.1.2	Form Skateboard Park Working Group		X				SP	In progress. Expected completion by 1st quarter.
4.1.3	Research skatepark plans and designers	X	X				SP	Ongoing.
4.1.4	Seek funding partners	X	X				SP	Ongoing.
4.1.5	RFP for design and construction – skateboard park		X				SP	In progress. Expected completion by 3rd quarter.
4.1.6	Build new skateboard park.			X			SP	Select a status update
4.1.7	Remove track, widen rugby-soccer pitch				X		SP	Select a status update
4.1.8	Expand south parking lot adjacent to greenhouse		X				SP	Not started yet.
4.1.9	Construct new adventure playground - south location to replace existing play apparatus					X	SP	Select a status update





# BANFF — NATURALLY ACTIVE, VIBRANT AND INSPIRING

# 04 RECREATION

4.1.10	Repair ball diamond fencing	X					SP	In progress. Expected completion in following year.
4.1.11	Relocate maintenance compound		X				SP	Select a status update
4.1.12	Expand Sundance Road Parking		X				E/SP	Select a status update
4.1.13	Replace north playground with "natural" playground				X		SP/R	Select a status update
4.1.14	Install perma/porta-potty at soccer-rugby pitch		X				SP	Select a status update
4.1.15	Remove east ball diamond					X	SP	Select a status update
4.1.16	Install ball diamond lighting					X	SP	Select a status update
4.1.17	Construct multi-purpose building					X	SP	Select a status update
4.1.18	Install multi-purpose bldg. gathering plaza					X	SP	Select a status update
4.1.19	Design/install phase 1 wayfinding signage				X		SP/C	Select a status update
4.1.20	Build seasonal skating rink					X	SP/E	Select a status update
4.1.21	Create off-leash dog park					X	SP/E	Select a status update
4.1.22	Install new picnic area on former ball diamond					X	SP	Select a status update
4.1.23	Construct sliding hill					X	SP	Select a status update
4.1.24	Complete additional trail improvements – missing connections & surfacing					X	SP	Select a status update
4.1.25	Install expanded group picnic site adjacent to Bow River					X	SP	Select a status update
4.1.26	Install bike terrain loop and fitness circuit					X	SP	Select a status update
4.1.27	Construct canoe landing					X	SP	Select a status update
4.1.28	Install remaining way-finding signage					X	SP/C	Select a status update
4.1.29	Upgrade diamonds and replace irrigation		X				SP	Select a status update

## 4.2 More children's play areas on north side

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
4.2.1	Build nature playground in Central Park	X					R	Action complete.



# BANFF — NATURALLY ACTIVE, VIBRANT AND INSPIRING

# 04 RECREATION

## 4.3 Improve facility use

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
4.3.1	Retrofit Fenlands meeting room flooring	X					F	Action complete.
4.3.2	Optimize concession at The Fenlands	X	X				F	Ongoing.
4.3.3	Install additional furnishings in The Fenlands Concourse	X					F	Action complete.
4.3.4	Partner with BES modernization to build program/gym space	X	X	X			SP	Ongoing.
4.3.5	Benchmark gymnasium use/demand	X					R	Action complete.
4.3.6	Work with CRPS to optimize gymnasium usage	X	X	X	X		CS	Ongoing.
4.3.7	Consider retrofits when opportune at The Fenlands to fill amenity or programming gaps	X	X	X	X		F	Ongoing.
4.3.8	Set up and maintain annual statistics tracking of facility use	X					F	Ongoing.
4.3.9	Increase non-ice program activities at The Fenlands	X	X	X	X		CS	Ongoing.
4.3.10	Optimize 101 Bear St usage		X				CS	Ongoing.

## 4.4 Improve financial performance of The Fenlands and recreation grounds

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
4.4.1	Benchmark Fenlands/Recreation Grounds use against appropriate comparisons	X	X				CRP	Select a status update

## 4.5 Increase involvement in recreation

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
4.5.1	Create message board for informal rec groups for hiking/biking connections			X			CS	Select a status update
4.5.2	Coordinate "intro" or "learn" to sport/activity sessions	X	X				CS	Ongoing.
4.5.3	Meet with targeted pop. groups to identify program and activity interests		X				CS	In progress. Expected completion in following year.
4.5.4	Work with Sally B staff to increase instructional swim opportunities		X				CS	Not started yet.
4.5.5	Advocate for transit service to the Fenlands and Banff Centre		X	X			CS	Not started yet.



# BANFF — NATURALLY ACTIVE, VIBRANT AND INSPIRING

# 04 RECREATION

4.5.6	Design and install lit pathway to the Fenlands				X	EC	Select a status update
-------	--	--	--	--	---	----	------------------------

## 4.6 Enhance access to recreation

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
4.6.1	Revise and enhance Sally Borden Pool access and programs	X	X				CS	Not started yet.
4.6.2	Implement Access Card program	X					CS	Action complete.
4.6.3	Schedule programs and events more broadly including weekdays/daytime		X				CS	Ongoing.
4.6.4	Brand community gathering places/hubs		X				CS	Not started yet.

## 4.3 Improve facility use

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
4.7.1	Research new recreation software to permit on-line registration for consideration of purchase.	X	X				CS	Ongoing.
4.7.2	Participate on the Bow Valley True Sport and Recreation Council	X	X	X	X		CS	Ongoing.
4.7.3	Work with Banff Springs Tennis Club to expand instructional programming	X	X				CS	Ongoing.
4.7.4	Meet with Parks, Whyte Museum and Banff Centre to look at new programming partnerships		X				CS	Not started yet.
4.7.5	Facilitate creation of new recreation resource database, private and public resources	X					CS	Ongoing.
4.7.6	Improve Fenlands customer service	X					F	Ongoing.

[Back to Table of Contents](#)



## A PROSPEROUS BANFF

# 05

## ECONOMIC PROSPERITY

This theme covers activities in the community that contribute to the economic prosperity of individuals, households, businesses and the community as a whole.

### OUTCOMES BY 2018:

- The environment continues to be protected when economic activity increases
- Median income in the community increases over 2014 levels
- Home ownership to income ratio is less than 6
- Annual visitor spend increases over 2014 levels
- Percentage of international visitors increases over 2014 levels
- Annual ADR increases over 2014 levels
- Annual occupancy increases over 2014 levels
- Winter occupancy increases over 2014 levels
- Residents report increased leisure time increases over 2014 levels
- Private re-investment increases over 2014 levels
- Resort municipality status is achieved
- Job vacancy rate is reduced to 5%
- Business licence/capita ratio increases over 2014 levels
- Housing rental cost to income ratio improves over 2014 levels
- Key economic indicators are publicly reported on a quarterly basis
- Indexperience survey shows an improvement in visitor perception of value for money
- Target levels are set for the above indicators by a broadly representative, cross-sector working group.



# A PROSPEROUS BANFF

# 05

## ECONOMIC PROSPERITY

### A PROSPEROUS BANFF — ACTIONS

#### 5.1 Continued focus and commitment

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
5.1.1	Dedicated staffing resources			X			CRP	Moved to 2017.
5.1.2	set up public advisory group			X			CRP	Moved to 2017.
5.1.3	Integrate data from benchmarking and data consortium.			X			CRP	Moved to 2017.
5.1.4	Standardize data collection & benchmarking			X	X	X	CRP	Moved to 2017.
5.1.5	Establish targets (scorecard)			X	X		CRP	Select a status update
5.1.6	Use of technology for public engagement				X		CRP	Select a status update
5.1.7	Be a leader in driving the plan and reporting on progress			X	X	X	TOB	Ongoing.

#### 5.2 Support and enhance affordable quality of life

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
5.2.1	Adopt a housing strategy	X					TOB	Action complete.
5.2.2	Increase supply of rental housing			X			TOB/ PrvS	Select a status update
5.2.3	Increase awareness of affordability programs	X					CS	Ongoing.
5.2.4	Benchmark supports for daycare				X		BD	Select a status update
5.2.5	Identify and support organizations looking to organize cultural events and festivals				X		BLLT	Select a status update
5.2.6	Needs assessment for additional gathering places and ways to better use existing public spaces.				X		CS	Select a status update
5.2.7	Improve Rental Costs/Income ratio				X		TOB	Select a status update



# A PROSPEROUS BANFF

# 05

## ECONOMIC PROSPERITY

### 5.3 Encourage local business and investment

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
5.3.1	Incentive programs for reinvestment in properties				X		CRP	Select a status update
5.3.2	Fact Book for investors and new business			X			CRP	Select a status update
5.3.3	Retail Strategy				X		PD	Select a status update
5.3.4	Annual Business survey			X			CRP	Select a status update
5.3.5	Increase Business License/Capita ratio				X		TOB	Select a status update

### 5.4 Develop talent and skills

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
5.4.1	Identify and monitor specific gaps in the local supply and demand of talent			X			TOB/ HA	Select a status update
5.4.2	Link employers to available training			X			TOB/ HA	Select a status update
5.4.3	Encourage local talent and entrepreneurship				X		TOB/ HA	Select a status update

### 5.5 Invest in infrastructure

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
5.5.1	Develop private sector standards in asset maintenance				X		PrvS	Select a status update
5.5.2	Review Streetscape standards		X				PD	Select a status update
5.5.3	Evaluate municipal capital budget against Economic Prosperity themes		X	X	X	X	CRP	Select a status update
5.5.4	Incentify private re-investment				X		TOB	Select a status update



# A PROSPEROUS BANFF

# 05

## ECONOMIC PROSPERITY

### 5.6 Strengthen partnerships

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
5.6.1	Tourism Based Communities Status based on MGA review	X	X	X	X		TOB	Ongoing.
5.6.2	Develop key international partnerships for information sharing		X	X	X		TOB/ BLLT	Select a status update
5.6.3	Start work on BLLT contract renewal	X	X					In progress. Expected completion by 3rd quarter.

### 5.7 Increase the economic value derived from tourism

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
5.7.1	Work with BLLT to increase winter occupancy		X	X	X		BLLT	Ongoing.
5.7.2	Work with BLLT to increase annual occupancy		X	X	X		BLLT	Ongoing.
5.7.3	Work with BLLT to increase annual ADR		X	X	X		BLLT	Ongoing.
5.7.4	Work with BLLT to monitor value/money indicator surveys		X				BLLT /TOB	Select a status update
5.7.5	Work with BLLT to increase annual visitor spend		X	X	X		BLLT	Ongoing.

[Back to Table of Contents](#)



## TOWARD A SUSTAINABLE TRANSPORTATION SYSTEM

# 06 TRANSPORTATION

This theme covers the factors that affect efficient and effective transportation of people and materials in the town, including traffic management, parking, active transportation modes, public transit and goods delivery.

### OUTCOMES BY 2018:

- Increase by 15% the number of residents choosing active modes to commute to work, as reported on the municipal census.
- Increase transit ridership on local Banff routes by 15% over 2014 levels, and double the ridership on the Sulphur Mountain segment in summer.
- Increase ridership on the Banff-Canmore public transit route by 30% over 2014 levels.
- Double (to 10%) the percentage of Canmore commuters using Roam (as reported in Canmore census).
- Decrease parking stall shortfall to zero in Zones A, B and C.
- Reduce the number of days with traffic wait time over 30 minutes to zero.
- Reduce the damaging economic effects of traffic congestion.

## A SUSTAINABLE TRANSPORTATION SYSTEM — ACTIONS

### 6.1 Mode shift to active transportation

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
6.1.1	Complete the East legacy trail connection from the current trail termination to Marmot crescent crosswalk	X					E	Ongoing.
6.1.2	Improve surfacing of the trail from the canoe dock to the rail crossing	X					E	Action complete.
6.1.3	Improve signage on existing bike routes and trails	X	X				EC/E	Ongoing.
6.1.4	Add information to pedestrian kiosks to help facilitate mode shift		X	X			C	Ongoing.
6.1.5	Install a series of trail counters to measure pedestrian and cyclist movements		X				EC	Ongoing.
6.1.6	Increase pedestrian and cyclist movements by 5% over 1st year measured			X			E	Select a status update
6.1.7	Increase pedestrian and cyclist movements by 5% over previous year				X		E	Select a status update





# TOWARD A SUSTAINABLE TRANSPORTATION SYSTEM

# 06 TRANSPORTATION

## 6.2 Mode shift to transit

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
6.2.1	Provide survey data to inform future service increase on regional service	X					E	Action complete.
6.2.2	Increase service on Banff-Canmore regional route		X				E	In progress. Expected completion by 3rd quarter.
6.2.3	Increase from 5% (40) to 10% (80) the number of Canmore commuters to Banff using the regional service.		X				E	Ongoing.
6.2.4	Increase regional ridership by 10% over previous year	X					E	Ongoing.
6.2.5	Increase regional ridership by 10% over previous year		X				E	Not started yet.
6.2.6	Increase regional ridership by 10% over previous year			X			E	Select a status update
6.2.7	Increase local service ridership by 10% over previous year				X		E	Moved to 2018.
6.2.8	Increase local service ridership by 5% over previous year	X					E	Accomplished target.
6.2.9	Increase local service ridership by 5% over previous year		X				E	Ongoing.
6.2.10	Increase local service ridership by 5% over previous year			X			E	Select a status update
6.2.11	Increase local service ridership by 5% over previous year				X		E	Select a status update
6.2.12	Double peak period frequency on Sulphur Mtn route	X					E	Action complete.
6.2.13	Increase peak period ridership by 20% on Sulphur mountain route	X					E	Accomplished target.
6.2.14	Support the establishment of Parks service to popular destinations outside the Townsite			X			E	Select a status update
6.2.15	Work with BVRTC to establish shelters and build first one		X				E	Ongoing.



# TOWARD A SUSTAINABLE TRANSPORTATION SYSTEM

# 06 TRANSPORTATION

## 6.3 Maintain efficiency of goods movement

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
6.3.1	Produce a bi-annual report on complaints and congestion resulting from goods deliveries		X		X		E	Ongoing.

## 6.4 Maintain parking stall availability downtown

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
6.4.1	Measure shortfall annually during peak periods	X	X	X	X		E	Ongoing.
6.4.2	Increased enforcement of parking time violations; stalls in Zone A, B and C to be checked every 2 hours with monitoring starting by 9 a.m.	X					E	Ongoing.
6.4.3	Carry out an audit of parking regulatory signage and parking time limits, make changes where required	X					E	Action complete.
6.4.4	Continued communication on RV parking, banffparking.ca, active mode shift etc; Increase number of hits to Banffparking.ca by 20% over previous year	X					C	Action complete.
6.4.5	Construct smart parking signage system		X				E	Ongoing.
6.4.6	Return to council with discussion of need for transportation plebiscite question		X				E	Ongoing.
6.4.7	Work with Parks Canada for increased communication at the park gates and campsites	X					C	Action complete.
6.4.8	Work with Parks Canada to identify land (and policy change if required) for an intercept parking lot	X	X				E	Ongoing.
6.4.9	Work with hotels for increased communication at check-in and to publicize Banffparking.ca	X					E	Ongoing.



# TOWARD A SUSTAINABLE TRANSPORTATION SYSTEM

# 06 TRANSPORTATION

## 6.5 Maintain, in the short term, travel time delays of less than 30 minutes

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
6.5.1	Meet with stakeholders for a co-ordinated approach to congestion reporting and traffic management - 3 meetings in preparation for the peak summer period.	X					E	Action complete.
6.5.2	Implement a congestion monitoring system including webcams and travel time monitoring	X					E	Ongoing.
6.5.3	Establish continuous peak period coverage for traffic signal management	X					E	Action complete.
6.5.4	Continued communication on RV parking, banffparking.ca, active mode shift etc; Increase number of hits to Banffparking.ca by 20% over previous year	X					C	Action complete.
6.5.5	Work with Parks Canada for increased communication at the park gates and campsites	X					C	Action complete.
6.5.6	Construct a new signal at the Bear/Buffalo intersection (if warranted)				X		E	Moved to 2018.
6.5.7	Review the Mountain/Spray intersection to identify and required improvements	X					E	Ongoing.

## 6.6 Maintain in the long term travel time delays of less than 15 minutes

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
6.6.1	Conduct a long term-transportation study to consider options for new infrastructure to accommodate increased visitor numbers	X					E	In progress. Expected completion by 2nd quarter.
6.6.2	Work with Parks Canada to establish agreements and policy change (if required) for new infrastructure to accommodate increased visitation.	X					E	In progress. Expected completion by 2nd quarter.
6.6.3	Work with the Calgary Regional Partnership and other stakeholders to reinstate passenger rail from Calgary to Banff	X					E	Ongoing.

[Back to Table of Contents](#)



# A MODEL ENVIRONMENTAL COMMUNITY

This theme covers activities that reduce the environmental footprint of our community on our air, water, land, flora and fauna.

## OUTCOMES BY 2018:

- Existing environmental programs continue to be successful, as measured by waste diversion, effluent quality, water use reduction and uptake on environmental grants.
- A new, comprehensive plan is prepared for the next set of environmental initiatives to be undertaken by the Town.

## A MODEL ENVIRONMENTAL COMMUNITY — ACTIONS

### 7.1 Continue existing programs

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
7.1.1	Continue emphasis on existing environmental programs	X	X	X	X		EC	Ongoing.

### 7.2 Prepare environmental masterplan

#	Action	2015	2016	2017	2018	Beyond	Lead	Status Update
7.2.1	Provide options for council approval for the preparation of an environmental master plan		X				EC	Select a status update
7.2.2	Plan preparation		X	X			EC	Select a status update
7.2.3	Plan approval			X			EC	Select a status update
7.2.4	Begin plan implementation				X		EC	Select a status update

[Back to Table of Contents](#)



# FOUR-YEAR STRATEGIC PRIORITIES ACTION PLAN



## GLOSSARY OF ABBREVIATIONS

B	Bylaw
BD	Banff Daycare
BLLT	Banff Lake Louise Tourism
BSH	Fairmont Banff Springs Hotel
BVRTC	Bow Valley Regional Transit Services Commission
C	Communications
CariP	Caribou Properties
CRP	Corporate Services
CS	Community Services
E	Engineering
EC	Environmental Coordinator
F	The Fenlands
GIS	Geographic Information Systems Coordinator
HA	Banff Lake Louise Hospitality Association
HC	Housing Coordinator
Ops	Operations
PrvS	Private Sector
PD	Planning and Development
R	Recreation
SP	Special Projects
TOB	Town of Banff

## USEFUL LINKS

2014 Community Assessment  
Banff Community Housing Strategy  
Banff Community Plan  
Banff Environmental Stewardship Policy  
Banff National Park Management Plan  
Council Four-Year Strategic Priorities Summary  
Economic Prosperity Strategy  
Recreation Masterplan  
Town of Banff Incorporation Agreement  
Trails Master Plan  
Transportation Master Plan

[Back to Table of Contents](#)