



2021 Service Review Council Questions

SERVICE AREA: Planning and Development

PAGE NUMBER: 1-6

ELECTED OFFICIAL: Poole

QUESTION:

I'd like to know what might shift in your service areas (staffing, contracting, programs) if there were roughly a 5% or 10% cut in the tax revenue available to your department, compared to 2019, for your service areas.

I'm asking this question of all departments during this pandemic period. Many of us in business are forced to tighten our belts. While there may be arguments at higher-levels of government for fiscal spending to stimulate the economy, at our municipal level, by reducing taxes we help reduce the burdens on our residents.

What operations could be reduced for 2021, perhaps deferred by a year or two?

Operations and capital projects are intertwined. A new capital project typically needs people to oversee it. Are there capital projects, which, if deferred, might free up some of your staff time to deliver current services you would prioritize?

ANSWER:

Administration takes guidance for the service review and budget from the Governance and Finance Committee during the review of the Financial Plan. The service review is this Committee's opportunity to review the services offered by the Town and either enhance or reduce service levels based on based on the needs of their constituents. Administration has adjusted budgets and work plans for the targets set out in the financial plan in July 2020 and reconfirmed in December 2020.

Operating impacts resulting from capital projects can be found at the end of each of the previously approved capital project descriptions included throughout the service review. During the service review presentations administration will highlight individual operating impacts as we go through each capital project.



2021 Service Review Council Questions

SERVICE AREA: Planning and Development

PAGE NUMBER: _____

ELECTED OFFICIAL: Sorensen and DiManno

QUESTION:

1) Please comment on where we (ToB) is with Banff Park Management Plan and our process and communication to date with Parks Canada

ANSWER:

The Town of Banff is currently awaiting the release of the draft Banff National Park Management Plan for public review and comment, pending completion of a review by the Executive Director, Mountain Parks and Chief Executive Officer of Parks Canada. It is anticipated a final draft of the plan will be released for public review in late winter/early spring 2021, in conjunction with the release of draft management plans for the other national parks in the Canadian Rocky Mountains ensemble.

Planning and Development conducted a scoping exercise in advance of the review/update of the Banff National Park Management Plan and continued to provide input, background information and recommendations with respect to the objectives and potential key strategies and actions related to the Banff townsite. Ongoing discussions were held with Parks Canada policy and planning advisors to clarify various issues, and to help inform, integrate and align policy direction wherever possible relative to specific Town of Banff matters.



2021 Service Review Council Questions

SERVICE AREA: Planning and Development - Business Licenses Destination Marketing

PAGE NUMBER: Pg. 11

ELECTED OFFICIAL: DiManno

QUESTION:

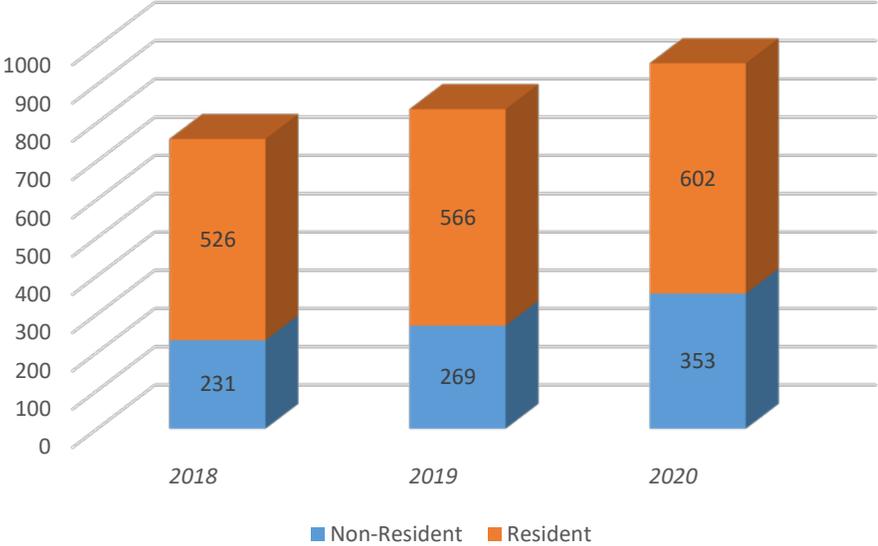
Could you speak to the activity revenue line? Do we know how many business licenses were not renewed in 2021 compared to 2020? Any idea how many non-renewals were related to COVID impacts?

ANSWER:

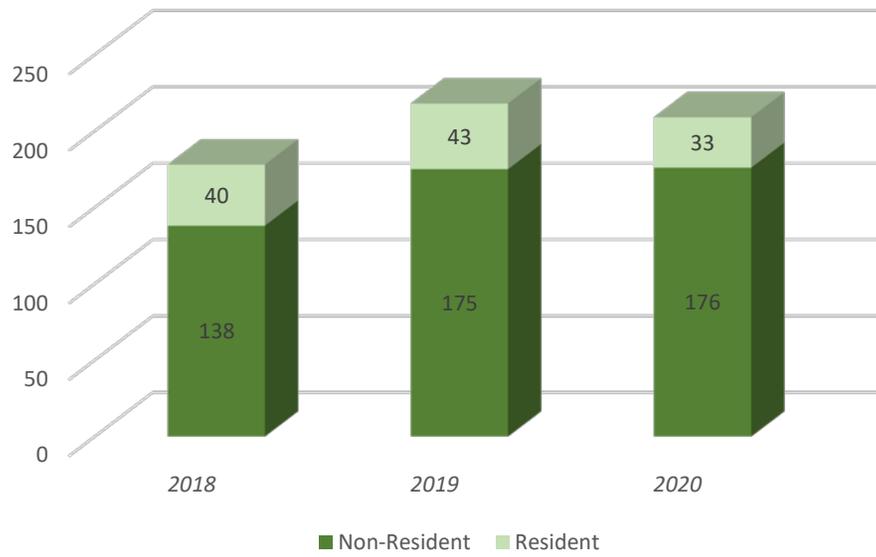
Business License fees are intended to both cover the administrative costs of regulating business activity in the Town as well as to promote the community as a tourist destination. The majority of the business license fee line in the budget represent "Schedule B" fees which are recommended by Banff Lake Louise Tourism and approved by Council. For the lodging sector, business license fees are tied to revenues, and therefore with a substantial drop in hotel occupancy a significant decrease in revenue was projected and therefore the budget was adjusted.

Unfortunately the Town does not track rationale for Business License cancellations and whether or not cancellations were COVID related. We can offer the following data regarding Business License activity over the last 3 years for interest:

Active Business Licenses



Annual Business License Cancellations





2021 Service Review Council Questions

SERVICE AREA: Planning & Development - Business Licenses and Destination Marketing

PAGE NUMBER: _____

ELECTED OFFICIAL: Poole

QUESTION:

Service Area 3: Business Licenses/Destination Marketing

2021 Priorities

Review of Business Licence Bylaw

Please discuss how you think this review of the Tourism Bureau's revenue would occur.

What do we want to learn by this type of review?

One the one hand, we know there is merit in supporting smaller businesses with marketing support to gain economies of scale and create a destination brand. We know this has been successful, and over the past 20 years, the services have grown more and more specialized, the budget larger (from under \$5M/y to over \$10M/y), and the results have generated many visitors.

Questions I would like to understand better: What level of budget seems sufficient? What other ways could a portion of these business licence monies be spent?

ANSWER:

The current iteration of the Business License Bylaw was adopted in 2006 with subsequent amendments over the last 15 years. One of the core reasons for the Bylaw as currently drafted is to dedicate a certain proportion of business license fees (Schedule B) levied for the purpose of marketing the Town as a tourist destination area.

The review of the Bylaw would be intended to be holistic, and one of many areas where Council could provide direction on is whether or not the destination marketing intent of business licensing would change.

With respect to the level of budget deemed necessary for the purposes of destination marketing, this is currently determined by the Board of Banff Lake Louise Tourism (including a representative from Council) and the required revenues are collected through Business License "Schedule B" fees which are reviewed and approved by Council.

With respect to alternative services which could be funded from business license fees (Schedule B), the compensation contract for Banff Lake Louise Tourism expires January 1, 2023. Unless the Town amends the bylaw to no longer collect schedule B fees prior to July 1, 2021 the contract will automatically extend for 6 years.



2021 Service Review Council Questions

SERVICE AREA: Planning & Development – Environmental Management

PAGE NUMBER: 24

ELECTED OFFICIAL: Poole

QUESTION:

Service Area 5 of 6: Env'l Mgt, p.24

I'd like to suggest that we revisit the Council Expectations, affirm some and strengthen others.

Since we developed these expectations, we have witnessed the significant climate movement of 2019, we have come to understand the stronger need for decarbonizing our community, and we have expressed in Council our commitments to this. This year, in 2021, we will see renewed interest in climate policy at the international and federal level.

ANSWER:

On 2019 December 16, Council adopted the Renewable Energy Transition Roadmap ('the Roadmap') as the community's climate action plan, and passed several motions in support of the plan's goals including directing administration to prepare a climate action work plan for 2021-2022 based on the Roadmap's near-term recommendations, including operating and capital budget requirements, to be presented to Council during the 2021 Service Review;

On September 21, 2020 Council was presented with the 2021-2022 Climate Action Work Plan ('the Work Plan') for review and comment. At that meeting Council passed motion COU20-245:

- That with respect to Item 8.2, Climate Action Workplan, 2020 – 2022, the following be adopted:
- That Council receive the Climate Action Workplan, 2020 – 2022, Briefing for the Corporate Record.

Should Council wish to revisit the 2021-2022 Climate Action Work Plan, administration would be seeking specific guidance on the plan as previously presented.



2021 Service Review Council Questions

SERVICE AREA: Planning and Development

PAGE NUMBER: N/A

ELECTED OFFICIAL: Christensen

QUESTION:

What is the relationship between planning and development and Parks Canada's "expert panel" on tourism, recognizing that Parks Canada is "the landlord" so to speak and thus sets the policies that over ride town policies?

ANSWER:

The expert panel will advise Parks Canada on the development of a long-term framework for the sustainable movement of visitors in the Bow Valley in Banff National Park. As part of their work, the panel will be asked to consider transportation modes and networks, as well as other strategies and tools relating to how people access, move about and use the park – including new technologies, infrastructure changes, and systems for communication and access. The panel will consider ways to ensure that ecological integrity and conservation of habitat and biodiversity are priorities. It will explore and advise on the use of alternative and renewable energy while reducing waste. And it will provide insights on how to provide diverse mobility options to visitors and residents, giving people more choices on how they meet their access needs. Parks Canada is currently seeking feedback on the Terms of Reference for this project.

The Town of Banff is working with Parks Canada to better understand the panel's mandate and how the community and municipality will be involved.



2021 Service Review Council Questions

SERVICE AREA: Planning & Development - Long Range Planning

PAGE NUMBER: 8-10

ELECTED OFFICIAL: Poole

QUESTION:

Service Area 2: Long Range Planning

2021 Priorities

Given that the Council expectations includes "anticipate population changes and consequential policy impacts":

Therefore, a suggestion for a 2021 Priority: report to Council by end of Q1 with a discussion of the policy dimensions and tradeoffs associated with growing population in our National Park community and policy mechanisms to manage that demand.

ANSWER:

Administration is of the opinion that this priority may be better placed following the adoption of the Banff National Park of Canada Management Plan or in conjunction with a scoping exercise in advance of the review and update of the next Banff Community Plan in order to best align policy mechanisms with both anticipated population growth and strategic National Park policy.



2021 Service Review Council Questions

SERVICE AREA: Planning & Development - Long Range Planning Q2

PAGE NUMBER: 8-10

ELECTED OFFICIAL: Poole

QUESTION:

Service Area 2: Long Range Planning

2021 Priorities

A suggestion for a 2021 Priority, before the RFD on the Railway Lands ARP: ask for a neutral, experienced third-party planner (e.g., a university planning professor) to comment on the tradeoffs of splitting the commercial footprint in the Town between the downtown commercial zone and the proposed railway lands.

ANSWER:

A revised and updated draft of the Banff Railway Lands Area Redevelopment Plan was submitted to Planning and Development on February 26th, 2020 for "Discussion Purposes". A series of appendices were also submitted "for discussion purposes" including:

- Project Description: Banff Railway Lands Area Redevelopment Plan and Aerial Transit To Norquay (Norquay Gondola)
- Transportation Master Plan
- Transportation Impact Assessment
- Infrastructure Analysis
- Banff Train Station Heritage Plan

A copy of the *Aerial Transit to Norquay Train Station to Base Lodge Feasibility Study Draft - For Discussion Purposes*, the *Norquay Facilities and Lift Replacement Project Amended Long Range Plan* and the *Mount Norquay Bighorn Sheep Lambing Study 2019* were also provided in order to help the Town better understand the full scope and related components of the project.

Given the size, scope and complexity of drafting an area redevelopment plan, an internal review team was assembled to assist with the analysis of relevant sections of the draft ARP document. This was led by Manager, Strategic Initiatives + Special Projects with assistance from Director, Planning & Development, Director, Engineering and Engineering Coordinator. Extensive comments and a section by section evaluation of the draft area redevelopment plan were provided to the applicant on July 15th, 2020, however, the Town's response was limited to the draft ARP document and only those project components where it maintains jurisdiction. The Director, Communications also assisted with evaluating a proposed Community Engagement Plan submitted by the project proponent.

Given the Town's interest in developing a more comprehensive vision and policy framework for the railway lands a decision was made to work more closely and collaborate with the project consulting team where possible to help better shape the content of the plan. This has included direct involvement with the project lead from DIALOG Architects, Engineers and Planners, WSP Engineering, Golder Associates, Jackson McCormick Design Group, Shift Consulting and Donald Luxton & Associates Inc. Administration continues to work with the project consulting team to refining the site concept plan and editing policy direction within a new working draft of the ARP.

An ARP is a statutory planning document, adopted by bylaw by Council in accordance with Section 634 of the Municipal Government Act. The ARP sets comprehensive long-term policies to guide redevelopment within a defined area. The document is intended to be read in conjunction with the Banff Community Plan and Banff National Park of Canada Management Plan in addition to other policies and documents. Additionally, federal acts and regulations also apply, such as the Impact Assessment Act and Heritage Railway Stations Protection Act.

Following submission of an update and revised draft of the plan, the next steps in the ARP process involve public outreach and engagement in Q2 2021, followed by a presentation to the Municipal Planning Commission and subsequently to Council for consideration of first reading. Should first reading pass, subsequent steps would include a legislated Public Hearing, consideration for second and third reading, and required endorsement from the Minister of the Environment.

When considering Land Use Bylaw amendments, MPC and Council have the authority to request additional information under s.7.0.9 of the Land Use Bylaw:

Council may refer the application to any municipal, federal or provincial government department, or to any other agency or body, it deems appropriate to obtain comments on the application.

Administration is of the opinion that this ability to solicit comments would extend to a statutory plan such as an ARP which could enable the respective body (MPC; Council) to solicit the opinion of a third party professional (e.g. Planning academics). Administration also notes that the lands encompassed by the Area Redevelopment Plan are within an established commercial land use district.



2021 Service Review Council Questions

SERVICE AREA: Planning & Development - Long Range Planning

PAGE NUMBER: 9, 23

ELECTED OFFICIAL: Poole

QUESTION:

Service Area 2: Long Range Planning (Service Area 2 of 6 and 5 of 6, pp.9,23)

2021 Priorities

A suggestion for a 2021 Priority: together with the environmental manager, prepare a 5-year high-level plan for decarbonizing the built environment in Banff, considering different uses (commercial, residential, multi-residential), energy engineering perspectives, and financing options for building transformations.

ANSWER:

In January 2019, Banff Council adopted a new Environmental Master Plan (EMP) that includes a target of community-wide greenhouse gas (GHG) emissions reductions of 80% of 2005 levels by 2050. This is to be achieved primarily via a sustained transition to renewable energy (100% of energy demand is met by renewable energy supply by 2050). The Renewable Energy Transition Roadmap is a long-term technical blueprint that provides pathways to achieving these goals. In addition, Council has received Administration's 2-year Climate Action Work Plan which helps support the Roadmap through near-term initiatives.



2021 Service Review Council Questions

SERVICE AREA: Planning & Development - Long Range Planning

PAGE NUMBER: 8-10

ELECTED OFFICIAL: Poole

QUESTION:

Section: Planning & Dev't: p.8-10

Service Area 2: Long Range Planning

Please remind us of the reasons for an increase in FTE by 1.05 (and wages increase by ~\$125k) from 2019 to 2021.

ANSWER:

To continue work on a number of long-term planning initiatives, projects and tasks identified at service review, the current Council workplan and Council Strategic Plan. These include a range of land use bylaw amendments, statutory planning policy development, procedural and operational reforms. The list of initiatives is based on past recommendations from council, staff, reports and stakeholders, all of which are either pending, have been delayed due to competing priorities, staff changes/transitions and limited resources. Some initiatives were temporally suspended as a consequence of the Covid-19 pandemic, however, staff resources were subsequently diverted to assist other service areas with tourism recovery planning efforts and additional activity pressures.



2021 Service Review Council Questions

SERVICE AREA: Planning and Development – Long Range, Strat Planning, Policy Analysis and Development

PAGE NUMBER: 9

ELECTED OFFICIAL: DiManno

QUESTION:

Can you give Council an update on the status of the ARP for the railway lands?

ANSWER:

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2021 Service Review Council Questions

SERVICE AREA: Planning & Development - NSL request Storm Water Sampling Program

PAGE NUMBER: 30

ELECTED OFFICIAL: Olver

QUESTION:

Budget proposes Storm Water Sampling Program as operating expense. Could this be funded from Environmental Reserve? What is balance of Env Reserve?

ANSWER:

Council could choose to fund this project from the environmental reserve. The Environmental operating reserve currently has an unrestricted balance of approximately \$800,000.