



# **TERMS OF REFERENCE**

## **EXPERT ADVISORY PANEL**

### **BANFF BOW VALLEY SUSTAINABLE PEOPLE-MOVING FRAMEWORK**

**APRIL 9, 2021**



**EXPERT ADVISORY PANEL TERMS OF REFERENCE**  
**BANFF NATIONAL PARK PEOPLE-MOVING FRAMEWORK**

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## A. PURPOSE OF THE PANEL

The panel is established as a key component in Parks Canada's development of a unique management framework that integrates Parks Canada's objectives for resource protection, visitor experience, sustainability and authenticity with the movement of people in Banff National Park and in the Bow Valley in particular. The role of the panel is to provide expert advice and recommendations on potential options or suites of tools for Parks Canada to consider in the development of the framework. The scope of the framework will extend beyond the actual modes of transportation, and include how Parks Canada manages and coordinates access, use and infrastructure at and among key park destinations in, and adjacent to, the Bow Valley.

The purpose of the panel is to apply its interdisciplinary expertise to make recommendations for a cohesively planned and implemented people-moving strategy that includes a suite of people moving tools, demonstration projects and research. Under the guidance of the chairperson, the panel will contribute expert knowledge, table ideas, identify challenges and considerations, explore options and co-develop recommendations for the President and Chief Executive Officer of Parks Canada.

Current transit partners, regional governments, key stakeholders, Indigenous groups and the public will be directly engaged in Parks Canada's development of the sustainable people moving strategy. After its formation, the Panel will develop an Engagement Strategy to create a structured approach whereby these groups have the opportunity to share their knowledge and understanding of Banff's unique challenges and opportunities. The key sectors will provide an orientation to the panel of their interest in a people moving strategy soon after the panel is formed and throughout the process to comment on and strengthen the panel's recommendations.

Recommendations from the Panel (expressed as key components of a new park-wide people-moving system) will be subject to environmental review, and made available to Indigenous groups, partners, and the general public for feedback. Recommendations will be considered for future management actions in conjunction with other Parks Canada guidance, management plans, direction and ecosystem science.

## B. PRINCIPLES FOR THE PANEL'S WORK

A people-moving framework for Banff National Park, will:

- integrate the experience and build on the work of key stakeholders, local governments, regional transit providers and Indigenous partners,
- make efficient use of land and other natural resources, while ensuring the preservation of connectivity, vital habitat and other requirements for maintaining biodiversity,
- promote the use of alternative and renewable energy while reducing waste, fossil fuel consumption, emissions and discharges of contaminants to surface and ground water,
- offer diverse mobility options, giving people more choices as to how they meet their access needs including self-propelled or micro transportation as an alternative to cars,
- build upon Parks Canada's demonstrated commitment to mass transit where appropriate,
- think beyond transportation modes, and look at other demand management strategies,
- be integrated into existing land use management and not result in cumulative effects that would have significant adverse effects on the quality of the visitor experience, visitor safety or park resources,
- be adaptable and scalable,
- provide value for money and identify and recognize public subsidies (hidden or otherwise) and social, economic and environmental costs,
- offer equity of access,
- ensure options consider private sector alternatives,
- consider research and development of innovative alternative technologies that improve access and help protect the environment,
- be coordinated with private sector tourism objectives,
- reflect visitor expectations and demographics, and



- be integrated with broader regional transportation networks.

**C. MANDATE AND SCOPE OF WORK**

The geographic focus for the work will be on Banff National Park and the Bow Valley through to Calgary. The Panel is being asked to bring its technical expertise to bear on a people-moving framework for the Banff Bow Valley, with potentially applicability in other contiguous mountain national parks. This includes: developing an outline of the people-moving framework, key indicators and outcomes to be monitored, and an action plan for populating the framework. Work of the panel is anticipated to also include: identifying data and research that may support short or long term goals, outlining a way forward to address data and research gaps in relation to the indicators; pinpointing and exploring options against the principles and park management objectives, and refining these options as required. The work of the panel must be consistent with Parks Canada legislation, policy, management plans and commitment to ecological integrity as the first priority in decision making.

In the context of the national park management objectives, its current state and patterns of visitation, the panel will be asked to consider:

- likely long term changes in demand for travel,
- current research and data on leisure transportation choices in protected areas,
- all land-based interventions, including, roads, trails, parking, mass transit, personal mobility services, walking, cycling, and other self-propelled transport, new transportation developments, reservation systems, network optimization and demand management (including access restrictions and pricing for demand management purposes), and
- alternative combinations of these interventions and their broad timing and scale.

**D. THE PANEL**

The President & CEO of Parks Canada will appoint individuals to the Panel who have knowledge or experience relevant to protected area management or expertise relevant to the challenges and opportunities facing Banff National Park including in the following areas of interest:

Intelligent Transportation Systems: including traveller information, advanced traffic technologies, smart parking, emerging multi-modal transportation options, MAAS (mobility as a service), transportation wireless communication, and micro mobility
Transportation planning; includes connecting modes of transportation with each other
Transit planning; including links to regional networks, funding mechanisms scheduling, systems
Accessibility
Green transit technology
Tourism, marketing and promotion
Visitor management
Recreation Planning



Behavioral Economics (Specializing in travel behavior and mode choice in leisure context)
Communications

The Panel will consist of no more than ten members, including one Chairperson, appointed by the President & CEO of Parks Canada. Panel Members will be chosen for their individual expertise and will not be asked or expected to represent the organization(s) from which they are affiliated. Ideally, panel members may be well versed in multiple areas of interest. In the event that a Panel member resigns or is unable to continue to serve, the remaining members shall constitute the Panel unless the President & CEO of Parks Canada determines otherwise. In such circumstances the President & CEO may choose to replace the Panel member.

By way of letter from the Chairperson, the Panel may request clarification of its Terms of Reference from the President & CEO. The Panel shall continue with its review to the extent possible while waiting for a response in order to comply with the timelines of these Terms of Reference.

The Agency shall issue a notice to the public regarding any clarifications to the Panel's Terms of Reference and shall make those clarifications available on its website.

Upon appointment of the Panel, the Parks Canada Agency will provide to the Panel the comments received during the comment period on these draft Terms of Reference. A final Terms of Reference will be provided to the Panel no later than mid-February.

**The Panel Secretariat**

The Panel Secretariat will provide administrative, technical, expert, and procedural support as requested by the Panel and shall be comprised of staff from Parks Canada, under the direction of the Executive Director Alberta through the Panel Senior Advisor. The Secretariat will provide support to the Panel and will be structured to allow the Panel to conduct its review in an efficient and cost-effective manner. The administration of the Secretariat will be the responsibility of the Executive Director Alberta. The Secretariat will liaise with experts in Resource Conservation, Visitor Experience and Land Use Planning as needed to facilitate the flow of information within the Agency and with partners. Parks Canada, through the Secretariat, will provide ecological integrity expertise to assist the panel with their recommendations. Members of the Secretariat shall be guided in their work and professional conduct by the Values and Ethics Code for the Public Service.

**E. RESPONSIBILITIES**

Panel members are responsible for:

- Preparing for and attending scheduled virtual meetings and possibly one on-site orientation meeting in Banff. If unable to attend members are responsible for notifying the chair in advance.
- Contributing to an interim report at the end of 2021 and the final report to Parks Canada.
- Participating in discussion and working toward the objectives of the panel by:
  - briefing other members of the panel on current research, trends and information in their field of expertise,
  - raising relevant ideas, issues, impacts, and information gaps,
  - working to integrate information from other experts into the development of options and recommendations for Parks Canada, and,
  - reflecting Indigenous, public and stakeholder input into their recommendations.

The Chair is responsible for:

- Preparing the schedule of work, including the meeting schedule, the schedule of updates with Parks Canada CEO, the list of external bodies the panel would like to consult to the Parks Canada CEO within 1 month of appointment,
- soliciting meeting agenda input, confirming meeting agendas and objectives, and managing the process/discussion used to meet those objectives,
- monitoring discussion, dynamics and progress toward the objectives throughout each meeting,
- seeking process feedback from participants at the end of each meeting,
- synthesizing and summarizing the discussion at the end of each meeting and confirming any action items,
- representing the group in the media and other public venues,
- facilitating the group's arrival at consensus recommendations,
- providing periodic updates to the President & CEO of Parks Canada on the progress of the panel, and
- providing an interim report to the President & CEO of Parks Canada no later than December 31, 2021 and a final report no later than March 31, 2022.

The PCA Secretariat / Project Senior Advisor is responsible for providing the resources for all necessary administrative, management, research and production support, including, but not limited to:

- timely orientation for the panel member,
- production and provisioning of all required background documentation,
- meeting organization, logistics, and reporting/documentation,
- ensuring various ideas/perspectives are documented and provided to the Chair and panel members in the record of proceedings,
- sourcing additional information and expertise pertinent to the agenda,
- editing, translation and production of both the draft and final reports,
- preparation of all internal/public communication materials, as required; and
- contracting professional services as required. supporting the chair as required.

## **F. Conduct of the Review**

### **Timeline**

The Panel, with the advice and support of the Secretariat, shall complete its review and provide an interim report with recommendations to the President & CEO no later than December 31, 2021 and a final report no later than March 31, 2022. The Panel shall determine its schedule of planning and deliberation meetings, as well as its schedule for in-person and online public consultations, with this timeline in mind.

### **Public access to information**

The Agency shall make public the information received during the course of the review.

### **Public engagement**

The Panel shall determine the consultation plan and the list of interveners with whom it wishes to meet directly, including Indigenous groups and a broad cross-section of interested groups, organizations and individuals during its review in order to gain an understanding of issues and opportunities related to its mandate.

The Panel shall also offer opportunities for online engagement and provide procedures for the receipt of written submissions. The results of any online engagement carried out and any written submissions received shall be made publicly available by Parks Canada.

### **Expert advice**

In addition to information and advice provided through the consultation process, the Panel may retain the services of other experts on certain subjects within its mandate. Any information provided to the Panel by experts will be made publicly available by Parks Canada.

### **G. LEVEL OF AUTHORITY AND ACCOUNTABILITY**

The panel is an advisory body that discusses, deliberates and suggests possible courses of action to the President & CEO of Parks Canada.

All panelists are expected to participate in good faith, working in the public interest with consideration for the mandate and objectives of national parks, and declaring any real or perceived conflict of interest as per Treasury Board guidance on *Apparent Conflict of interest* and *Conflict of Interest and Post-Employment*. Members may be recused from discussions on those issues from which the real or perceived conflict arises.

### **H. Remuneration & SUPPORT FOR PANEL MEMBERS**

Subject to a signed letter of agreement with each panel member, Parks Canada will provide an honorarium to Panel members for meetings and will incur the reasonable costs for travel, accommodation and incidentals to the Banff orientation meeting, at rates established by the Treasury Board of Canada.

### **Official languages**

All deliverables and any other documents produced by the Panel for the purpose of communicating information to the public must be produced and made publicly available in both official languages. The Executive Summary and the final report will be submitted to the President & CEO in both official languages no later than March 31, 2022. Documents provided to the Panel by participating parties will be made publicly available in the language that they were received.

### **Confidentiality**

All information gathered by the Panel in the course of its work is subject to the provisions of the Access to Information Act and the Privacy Act.