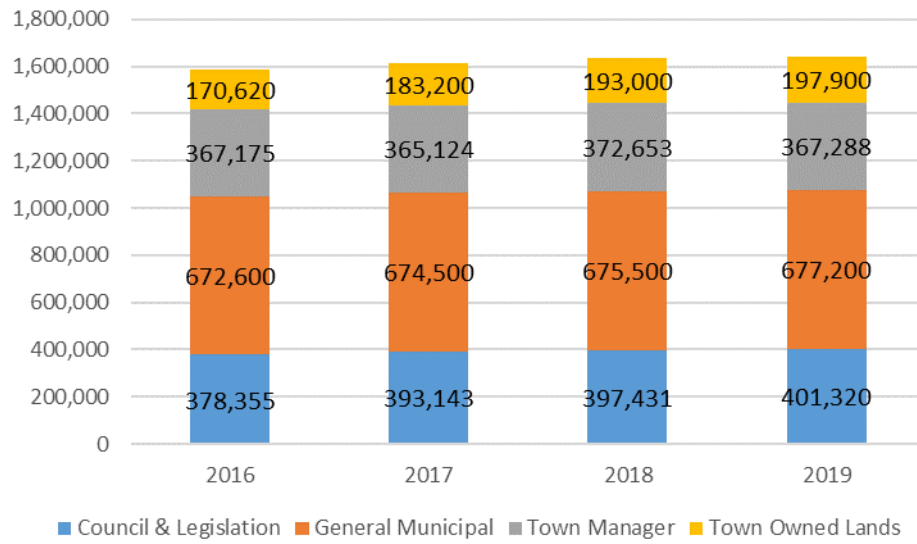


# Governance Department

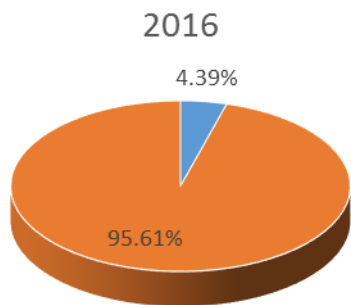
2016 – 2019 Governance  
Roll-up

	2016 Budget	2016 Q2 Forecast	2017 Approved Budget	2017 Proposed Budget	2018 Proposed Budget	2019 Proposed Budget
<b>REVENUES</b>						
Tax Revenue	\$17,103,148	\$18,068,996	\$17,832,430	\$17,940,307	\$18,505,765	\$18,972,222
Activity Revenue	1,146,050	1,176,094	1,154,050	1,211,750	1,217,250	1,227,300
Grant Revenue	656,260	658,267	656,260	658,267	658,267	658,267
Other Revenue	202,100	262,100	203,000	271,000	282,200	294,500
<b>TOTAL REVENUES</b>	<b>19,107,558</b>	<b>20,165,457</b>	<b>19,845,740</b>	<b>20,081,324</b>	<b>20,663,482</b>	<b>21,152,289</b>
<b>EXPENDITURES</b>						
FTE Count	5.0	5.0	5.0	5.0	5.0	5.0
Wages & Benefits	621,947	624,208	639,588	628,081	641,228	655,302
Contracted & General Services	693,430	708,143	700,910	714,485	708,655	706,305
Materials, Goods & Supplies	1,200	3,100	1,200	1,200	1,200	1,200
Other Expenses	36,000	36,000	37,000	37,000	37,000	38,000
Internal Charges	217,300	217,300	230,200	235,200	250,500	256,700
<b>TOTAL EXPENDITURES</b>	<b>1,569,877</b>	<b>1,588,751</b>	<b>1,608,898</b>	<b>1,615,966</b>	<b>1,638,583</b>	<b>1,657,507</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>17,537,681</b>	<b>18,576,706</b>	<b>18,236,842</b>	<b>18,465,358</b>	<b>19,024,899</b>	<b>19,494,782</b>
Associated Amortization				5,106	5,106	5,106
Transfers to Reserves	(3,945,568)	(4,986,016)	(4,024,943)	(4,333,915)	(4,418,815)	(4,506,615)
Transfers from Reserves			7,500	7,500	4,000	
<b>Tax Funding Generated</b>	<b>13,592,113</b>	<b>13,590,690</b>	<b>14,219,399</b>	<b>14,138,943</b>	<b>14,610,084</b>	<b>14,988,167</b>

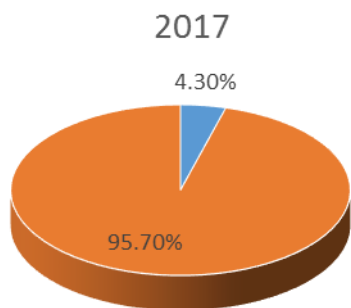
Governance Expenses By Function



### Percentage Total Expense

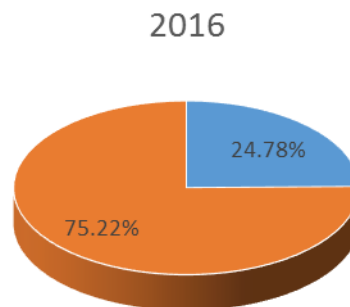


■ Governance ■ Remaining Expenses

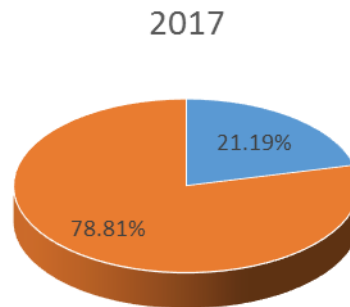


■ Governance ■ Remaining Expenses

### Percentage Total Tax Funding



■ Governance ■ Other Tax Funded Services



■ Governance ■ Other Tax Funded Services

**Mayor & Council**

The role of council can be summarized as:

- Making policy – council makes decisions that fall within its delegated powers. These decisions range from informal to regulatory and include, service levels, regulatory conditions, and resource allocations.
- Setting direction – council determines the strategies that will be pursued and the services that will be delivered. These directions provide day-to-day guidance to staff and a road map for the community.
- Representing the public interest – while individual councillors may advocate specific interests at any given time, it is the responsibility of council as a whole to represent the broad interests of the community.

<b>Governance Council and Legislative 2016- 2019 Operating Budget</b>						
	2016 Budget	2016 Q2 Forecast	2017 Approved Budget	2017 Proposed Budget	2018 Proposed Budget	2019 Proposed Budget
<b>REVENUES</b>						
Other Revenue	\$2,000	\$2,000	\$2,000			
<b>TOTAL REVENUES</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>			
<b>EXPENDITURES</b>						
FTE Count	3.0	3.0	3.0	3.0	3.0	3.0
Wages & Benefits	273,732	273,732	281,573	276,758	282,376	288,015
Contracted & General Services	55,810	57,323	65,810	67,385	63,055	60,205
Materials, Goods & Supplies	1,000	1,000	1,000	1,000	1,000	1,000
Internal Charges	46,300	46,300	49,300	48,000	51,000	52,100
<b>TOTAL EXPENDITURES</b>	<b>376,842</b>	<b>378,355</b>	<b>397,683</b>	<b>393,143</b>	<b>397,431</b>	<b>401,320</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>(374,842)</b>	<b>(376,355)</b>	<b>(395,683)</b>	<b>(393,143)</b>	<b>(397,431)</b>	<b>(401,320)</b>
Associated Amortization				4,012	4,012	4,012
Transfers to Reserves	(4,600)	(4,600)	(2,100)	(2,155)	(2,655)	(4,655)
Transfers from Reserves			7,500	7,500	4,000	
<b>Tax Funding Required</b>	<b>(379,442)</b>	<b>(380,955)</b>	<b>(390,283)</b>	<b>(387,798)</b>	<b>(396,086)</b>	<b>(405,975)</b>

**COUNCIL EXPECTATIONS**

- 1) Council uses an annual Financial Plan to govern the financial direction of the Municipality
- 2) Council uses an annual Service Review process to govern the level of programs and services in our community
- 3) Council uses the Banff Community Plan as its primary guiding document
- 4) Council uses the 4-year Strategic Plan to set long range goals for the Town of Banff
- 5) Council will meet twice a year to review their own performances as a governing board
- 6) Council will meet twice a month with the Town Manager to review organization performance
- 7) Council will pass a three year operating budget updated annually
- 8) Council will pass a ten year capital budget updated annually
- 9) Council will ensure master plans and reports (satisfaction survey, social assessment, transportation, housing, recreation, trails, economic prosperity) are used to guide the future
- 10) Council will be guided by 110 year asset management plan



**Successes**

- 

**Challenges/Opportunities**

- Managing amount of information available
- Regular review of 4 year strategic plan
- Ensure we are mindful of limited resources
- Ensuring robust debate
- Community engagement
- Ensuring all voices are heard respectfully
- Communication about committee /strategic work
- ⊖ ~~Review need of councillors office~~
- ⊕ **Council representation on AUMA and FCM boards/committees**

**2016 Priorities:**

- Regular review of 4 year strategic plan

**Priority Status**

✓ *Ongoing*

**2017 Priorities:**

- Council representation on AUMA and FCM boards/committees

**Communication Format**

(RFD/Briefing/Policy/Bylaw/Workshop/Etc.)

2017 - 2019 Tax Levy Calculation

Inflation	1.5%	2.0%	2.0%
	2017	2018	2019
Prior Year Amended Tax Levy Budget	\$17,103,148	\$17,999,238	\$18,597,286
New Growth	96,264	47,232	10,000
<b>Base Levy</b>	<b>\$ 17,199,412</b>	<b>\$18,046,469</b>	<b>\$18,607,286</b>
Inflation Estimate	352,811.53	407,216.29	381,945.71
<b>Maximum Starting Tax Levy</b>	<b>\$17,552,224</b>	<b>\$18,453,686</b>	<b>\$18,989,231</b>
School Tax Occupation	-	-	-
<i>Previously Approved Service Level Changes</i>			
Phase Out of Budgeted Wage/Benefit/Training Savings	30,000	30,000	30,000
Records and Information Strategy Consultant	(30,000)		
Sally Borden Agreement Grant Increase	40,000		
Economic Prosperity Coordinator	85,480		
Aerial Photo Update	(10,610)		
Neighbourhood Density Conversations	(4,500)		
Trails Lighting Policy	(10,000)		
Capital Project Operating Impacts	126,317	113,600	
Senior Snow Removal Route	32,080		
Rotary Park Maintenance	13,730		
Increased Transfer to General Capital Reserve	141,717		
Increased Transfer to Fleet Reserve	32,800		
<b>Tax Levy Cap</b>	<b>\$17,999,238</b>	<b>\$18,597,286</b>	<b>\$ 19,019,231</b>
Tax Levy Below Cap	(58,931)	(91,521)	(37,009)
<b>Actual Tax Levy</b>	<b>\$17,940,307</b>	<b>\$18,505,765</b>	<b>\$18,982,222</b>

**General Municipal**

Section 3 of the *Municipal Government Act* states that the purpose of municipalities as:

- To provide good government.
- To provide services, facilities or other things that, in the opinion of council, are necessary or desirable for all or a part of the municipality.
- To develop safe and viable communities.

<b>General Municipal 2017 - 2019</b>						
	2016 Budget	2016 Q2 Forecast	2017 Approved Budget	2017 Proposed Budget	2018 Proposed Budget	2019 Proposed Budget
<b>REVENUES</b>						
Tax Revenue	\$17,103,148	\$18,068,996	\$17,832,430	\$17,940,307	\$18,505,765	\$18,972,222
Activity Revenue	980,000	1,010,044	985,000	1,030,000	1,037,000	1,044,000
Grant Revenue	656,260	658,267	656,260	658,267	658,267	658,267
Other Revenue	200,100	260,100	201,000	271,000	282,200	294,500
<b>TOTAL REVENUES</b>	<b>18,939,508</b>	<b>19,997,407</b>	<b>19,674,690</b>	<b>19,899,574</b>	<b>20,483,232</b>	<b>20,968,989</b>
<b>EXPENDITURES</b>						
FTE Count	0	0	0	0	0	0
Contracted & General Services	616,200	628,400	617,000	629,000	629,500	630,000
Other Expenses	36,000	36,000	37,000	37,000	37,000	38,000
Internal Charges	8,200	8,200	8,700	8,500	9,000	9,200
<b>TOTAL EXPENDITURES</b>	<b>660,400</b>	<b>672,600</b>	<b>662,700</b>	<b>674,500</b>	<b>675,500</b>	<b>677,200</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>18,279,108</b>	<b>19,324,807</b>	<b>19,011,990</b>	<b>19,225,074</b>	<b>19,807,732</b>	<b>20,291,789</b>
<b>Transfers to Reserves</b>	<b>(3,939,168)</b>	<b>(4,979,616)</b>	<b>(4,021,043)</b>	<b>(4,329,960)</b>	<b>(4,414,360)</b>	<b>(4,500,160)</b>
<b>Tax Funding Required</b>	<b>14,339,940</b>	<b>14,345,191</b>	<b>14,990,947</b>	<b>14,895,114</b>	<b>15,393,372</b>	<b>15,791,629</b>



**COUNCIL EXPECTATIONS**

- 1) Council benchmarks its taxes and fees to comparable municipalities
- 2) Council will work to diversify municipal revenue streams to better align with other resort municipalities
- 3) Long term funding for capital reserves, review capital reserve target funding levels at a minimum every four years



**Successes**

- Finance committee work on assets (guides the amount required for reserves)
- Consistent consideration of cost recovery
- Council and admin commitment to funding infrastructure deficit:
  - Water reserve is fully funded
  - Fleet and General reserve are budgeted to be fully funded by the end of 2017
  - Sewer reserve is budgeted to be fully funded by the end of 2028
  - Fire reserve funding has been presented to Finance Committee and could be fully funded by the end of 2017
  - Transit & Garbage reserve analysis is underway and will be presented to Finance Committee in early 2017

**Challenges/Opportunities**

- Long term funding mechanisms for capital reserves
- Integrating benchmarking process into the service review

**2016 Priorities:**

- Create dashboard for taxes, fees and reserves
- Review our 110 year plan for infrastructure deficit funding

**Priority Status**

- ✓ *In progress with GIS*
- ✓ *Complete*

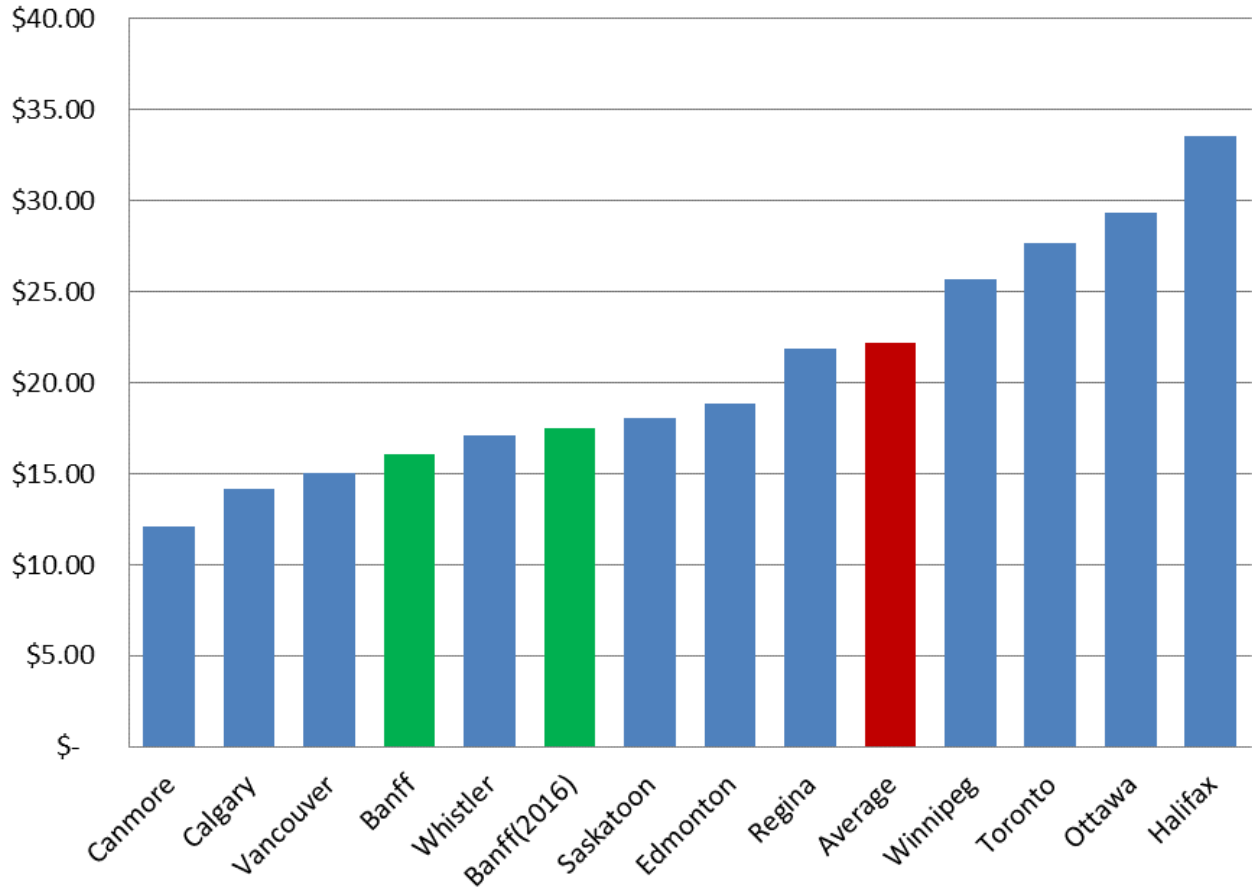
**2017 Priorities:**

- 
- 

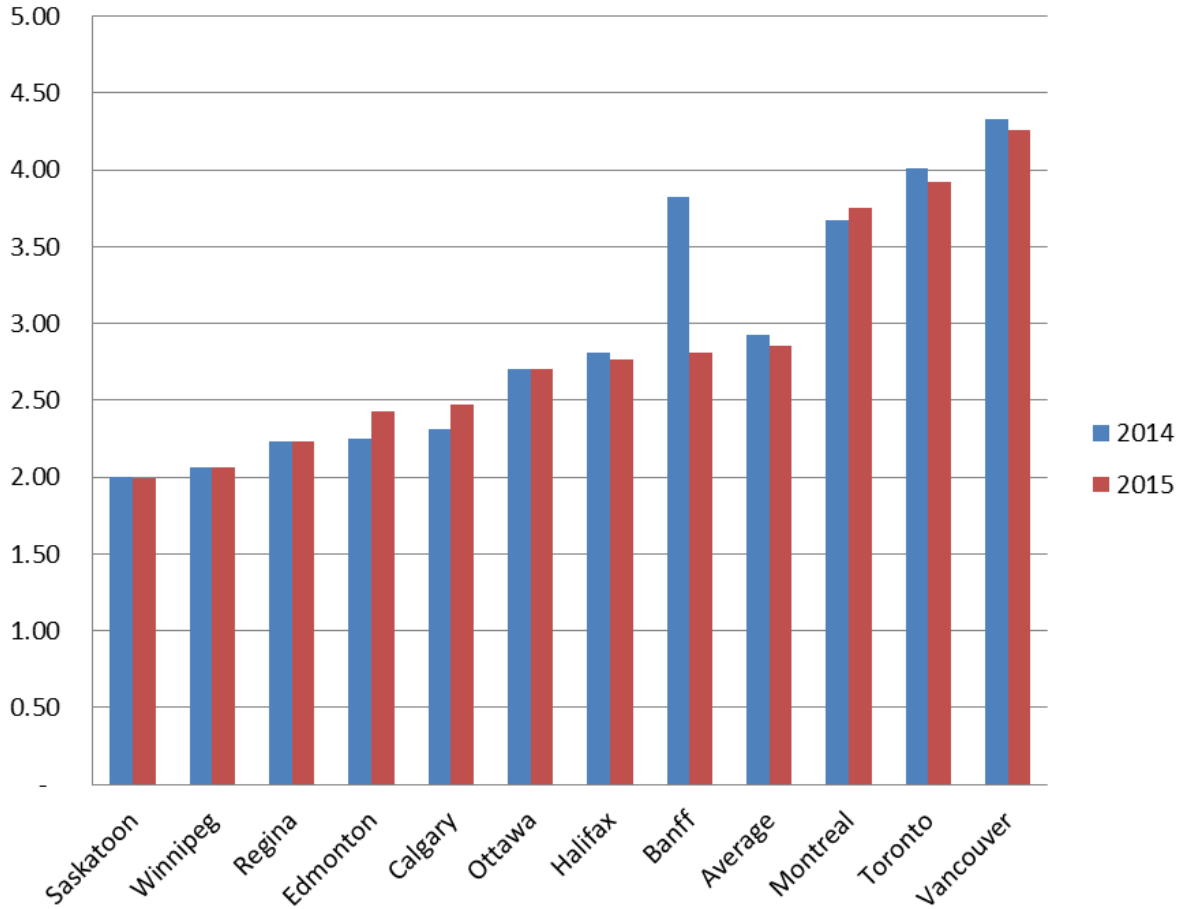
**Communication Format**

(RFD/Briefing/Policy/Bylaw/Workshop/Etc.)

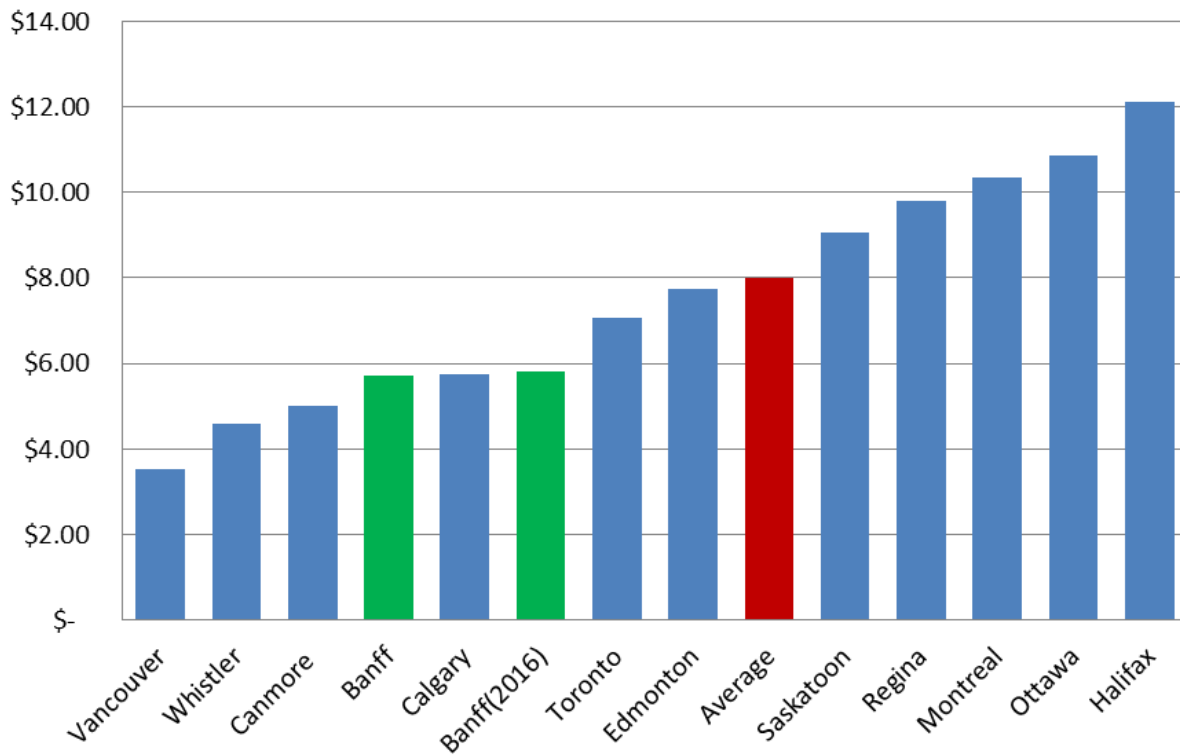
2014 Estimated Total Commercial Property Taxes per \$1000 of Assessment



### Commercial to Residential Total Tax Rate Ratios 2014 - 2015



### 2014 Estimated Total Residential Property Taxes per \$1000 of Assessment



**Municipal Utility Rate Table (2015 – 2016)**

	Municipality	Water					Sewer					Total Annual Water & Sewer
		Per Cubic Metre		Monthly Fixed Rate		Annual Residential Estimate *	Per Cubic Metre		Monthly Fixed Rate		Annual Residential Estimate *	
		2015	2016	2015	2016	2016	2015	2016	2015	2016	2016	2016
1	Jasper	\$1.14	\$1.14	\$0.00	\$0.00	\$174.42	\$1.61	\$1.61	\$0.00	\$0.00	\$246.33	\$420.75
2	Edson	\$1.06	\$1.09	\$6.63	\$6.63	\$246.33	\$0.74	\$0.76	\$6.63	\$6.62	\$195.72	\$442.05
3	Whitecourt	\$0.96	\$1.04	\$5.85	\$6.25	\$234.12	\$1.04	\$1.12	\$5.85	\$6.25	\$246.36	\$480.48
4	Lethbridge	\$1.17	\$1.17	\$10.04	\$10.04	\$299.61	\$0.93	\$0.93	\$8.10	\$8.10	\$239.03	\$538.64
5	Hinton	\$0.00	\$0.00	\$30.74	\$30.74	\$368.88	\$0.00	\$0.00	\$15.89	\$15.89	\$190.68	\$559.56
6	Brooks	\$0.92	\$0.92	\$20.48	\$20.48	\$373.46	\$0.00	\$0.00	\$17.68	\$17.68	\$212.16	\$585.62
7	Banff	\$0.91	\$0.93	\$4.74	\$4.84	\$200.37	\$1.65	\$1.75	\$10.97	\$11.64	\$407.43	\$607.80
8	High River	\$0.83	\$0.88	\$9.05	\$9.35	\$246.84	\$1.70	\$1.76	\$8.25	\$8.50	\$371.28	\$618.12
9	Rocky Mountain House	\$0.67	\$0.67	\$27.18	\$27.18	\$428.46	\$0.385	\$0.385	\$12.83	\$12.83	\$212.81	\$641.26
10	Cochrane	\$1.13	\$1.16	\$5.42	\$5.60	\$244.68	\$2.26	\$2.26	\$5.37	\$5.60	\$412.98	\$657.66
11	Peace River	\$2.02	\$2.21	\$0.00	\$0.00	\$338.13	\$2.01	\$2.22	\$0.00	\$0.00	\$339.66	\$677.79
12	Leduc	\$1.95	\$1.95	\$9.84	\$9.84	\$416.43	\$1.39	\$1.39	\$7.75	\$7.75	\$305.67	\$722.10
13	St. Albert	\$1.60	\$1.60	\$9.76	\$9.76	\$361.92	\$1.61	\$1.65	\$9.76	\$9.90	\$371.25	\$733.17
14	Okotoks	\$1.40	\$1.45	\$6.83	\$7.05	\$348.05	\$1.91	\$1.97	\$7.10	\$7.34	\$389.49	\$737.54
15	Beaumont	\$1.42	\$1.55	\$14.80	\$14.80	\$414.75	\$1.35	\$1.40	\$9.26	\$9.26	\$325.32	\$740.07
16	Grande Prairie	\$1.42	\$1.47	\$10.44	\$10.83	\$354.72	\$1.93	\$2.03	\$8.09	\$8.49	\$412.01	\$766.73
17	Stettler	\$2.72	\$2.73	\$10.00	\$10.00	\$537.69	\$0.00	\$0.00	\$21.00	\$21.50	\$258.00	\$795.69
18	Drumheller	\$1.54	\$1.62	\$12.13	\$12.74	\$401.02	\$1.98	\$2.02	\$12.32	\$12.57	\$398.27	\$799.29
19	Drayton Valley	\$1.60	\$1.60	\$15.25	\$15.25	\$427.80	\$1.40	\$1.40	\$15.25	\$15.25	\$397.20	\$825.00
20	Taber	\$1.06	\$1.06	\$25.55	\$25.55	\$468.78	\$0.79	\$0.79	\$27.36	\$27.36	\$449.19	\$917.97
21	Strathmore	\$1.83	\$2.05	\$6.83	\$6.83	\$395.61	\$1.60	\$1.60	\$24.46	\$24.46	\$538.32	\$933.93
22	Oyen	\$2.52	\$2.72	\$26.25	\$26.25	\$731.16	\$0.76	\$0.76	\$7.50	\$7.50	\$205.67	\$936.83
23	Calgary	\$1.77	\$1.79	\$15.80	\$15.85	\$464.07	\$1.10	\$1.31	\$20.60	\$23.66	\$484.35	\$948.42
24	Chestermere	\$0.92	\$0.92	\$19.36	\$19.36	\$373.08	\$1.09	\$1.09	\$35.56	\$35.56	\$593.49	\$966.57
25	Canmore	\$0.82	\$0.75	\$17.70	\$16.56	\$313.47	\$1.46	\$1.59	\$34.43	\$35.20	\$666.28	\$979.75
26	Airdrie	\$1.48	\$1.52	\$19.16	\$19.47	\$466.82	\$1.399	\$1.522	\$20.38	\$24.03	\$521.19	\$988.00
27	Wetaskiwin	\$2.36	\$2.41	\$27.30	\$27.85	\$702.93	\$0.00	\$0.00	\$25.74	\$25.74	\$308.82	\$1,011.75
28	Sundre	\$2.25	\$2.25	\$19.50	\$19.50	\$578.25	\$1.35	\$1.35	\$19.50	\$19.50	\$440.55	\$1,018.80
29	Camrose	\$1.85	\$1.92	\$25.52	\$26.41	\$610.53	\$0.81	\$0.81	\$25.05	\$25.93	\$434.94	\$1,045.46
30	Morinville	\$1.99	\$2.04	\$20.53	\$25.29	\$615.60	\$1.06	\$1.10	\$18.56	\$22.19	\$434.58	\$1,050.18
31	Innisfail	\$2.10	\$2.15	\$10.00	\$10.00	\$448.95	\$2.45	\$2.85	\$15.00	\$15.00	\$616.05	\$1,065.00
32	Olds	\$2.71	\$2.64	\$9.86	\$12.83	\$557.88	\$2.83	\$4.03	\$10.42	\$18.40	\$837.39	\$1,395.27
	<b>Average</b>	<b>\$1.50</b>	<b>\$1.54</b>	<b>\$14.14</b>	<b>\$14.47</b>	<b>\$409.87</b>	<b>\$1.27</b>	<b>\$1.36</b>	<b>\$14.58</b>	<b>\$15.30</b>	<b>\$391.38</b>	<b>\$801.25</b>

\* Assuming an average consumption of 153 cubic metres

**Town Manager**

The Town Manager, also referred to as the Chief Administrative Officer, is responsible for all Town of Banff operations. Reporting directly to Town Council, the Town Manager works to implement the organization's operating direction guided by the 4-year Strategic Plan and Service Review processes and ensures measurements are in place to track municipal progress.

**Town Manager  
2016 – 2019 Operating Budget**

	2016 Budget	2016 Q2 Forecast	2017 Approved Budget	2017 Proposed Budget	2018 Proposed Budget	2019 Proposed Budget
<b>EXPENDITURES</b>						
FTE Count	2.0	2.0	2.0	2.0	2.0	2.0
Wages & Benefits	\$348,215	\$350,475	\$358,016	\$351,324	\$358,853	\$367,288
Contracted & General Services	13,600	14,600	13,600	13,600	13,600	13,600
Materials, Goods & Supplies	200	2,100	200	200	200	200
<b>TOTAL EXPENDITURES</b>	<b>362,015</b>	<b>367,175</b>	<b>371,816</b>	<b>365,124</b>	<b>372,653</b>	<b>367,288</b>
<b>REVENUES LESS</b>						
<b>EXPENDITURES</b>	<b>(362,015)</b>	<b>(367,175)</b>	<b>(371,816)</b>	<b>(365,124)</b>	<b>(372,653)</b>	<b>(367,288)</b>
Associated Amortization				1,094	1,094	1,094
<b>Transfers to Reserves</b>	<b>(1,800)</b>	<b>(1,800)</b>	<b>(1,800)</b>	<b>(1,800)</b>	<b>(1,800)</b>	<b>(1,800)</b>
<b>Tax Funding Required</b>	<b>(363,815)</b>	<b>(368,975)</b>	<b>(373,616)</b>	<b>(366,924)</b>	<b>(374,453)</b>	<b>(369,088)</b>

**COUNCIL EXPECTATIONS**

- 1) The Town Manager fosters a progressive and desirable workplace culture where innovation, originality and diversity are valued
- 2) The Town Manager assembles an outstanding senior management team; achieving results through support and collaborative expertise
- 3) The Town Manager takes responsibility to execute Council’s vision and assumes accountability for results
- 4) The Town Manager conveys the decisions of Council to administration and champions Administration’s recommendations to Council.
- 5) The Town Manager provides sound, unbiased advice and direction to Council and to the senior management team
- 6) The Town Manager uses a Performance Benchmarking process to govern the effectiveness of Municipal programs and services
- 7) Council priorities will be the basis for the town managers annual objectives
- 8) Town Manager provides information on emerging issues (Provincial and Federal and locally)



**Successes**

- Good relationship with Council
- Knowledge of the governing legislation
- Politically aware
- Strong leader while providing autonomy
- Openness to meet with public
- Strong dependence on priority setting
- Strong financial oversight
- Willing to take creative risk
- Results oriented
- Priority work plan oriented
- Assembled outstanding management team
- Understanding of repercussions of decisions
- Knowledge of the political decision making process
- Administration of relationship with council
- Championing revenue opportunities from sources other than taxes
- Bridge service level information with the budget process
- Facilitating meaningful community input into service review

**Challenges/Opportunities**

- Continue to foster interdepartmental communication
- Assimilating benchmarking into the service review

**2016 Priorities:**

**Priority Status**

- Continue benchmarking roll-out ✓ *Ongoing*
- Assimilation benchmarking into the service review ✓ *Ongoing*

**2017 Priorities:**

**Communication Format**

(RFD/Briefing/Policy/Bylaw/Workshop/Etc.)

- Continued benchmarking roll-out
- Communicate closure of infrastructure deficit

**Town Owned Lands**

- Five lots in the compound used for vehicle storage and equipment
- Canoe docks
- Bear Street parkade
- Supernet lease

**Town Owned Lands  
2016 – 2019 Operating Budget**

	2016 Budget	2016 Q2 Forecast	2017 Approved Budget	2017 Proposed Budget	2018 Proposed Budget	2019 Proposed Budget
<b>REVENUES</b>						
Activity Revenue	\$166,050	\$166,050	\$169,050	\$181,750	\$180,250	\$183,300
<b>TOTAL REVENUES</b>	<b>166,050</b>	<b>166,050</b>	<b>169,050</b>	<b>181,750</b>	<b>180,250</b>	<b>183,300</b>
<b>EXPENDITURES</b>						
FTE Count	0	0	0	0	0	0
Contracted & General Services	7,820	7,820	4,500	4,500	2,500	2,500
Internal Charges	162,800	162,800	172,200	178,700	190,500	195,400
<b>TOTAL EXPENDITURES</b>	<b>170,620</b>	<b>170,620</b>	<b>176,700</b>	<b>183,200</b>	<b>193,000</b>	<b>197,900</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>(4,570)</b>	<b>(4,570)</b>	<b>(7,650)</b>	<b>(1,450)</b>	<b>(12,750)</b>	<b>(14,600)</b>
<b>Tax Funding Required</b>	<b>(4,570)</b>	<b>(4,570)</b>	<b>(7,650)</b>	<b>(1,450)</b>	<b>(12,750)</b>	<b>(14,600)</b>



**COUNCIL EXPECTATIONS**

The Town will maximize benefits received for land under its control



**Successes**

- The Town will maximize benefits received for land under its control
- Knowledge of assessed and potential values
- Fair and open tendering processes

**Challenges/Opportunities**

- 
- Clarity with respect to allowable uses for lands under our control

**2016 Priorities:**

No priorities for 2016

**Priority Status**

**2017 Priorities:**

- 
- 

**Communication Format**

(RFD/Briefing/Policy/Bylaw/Workshop/Etc.)