

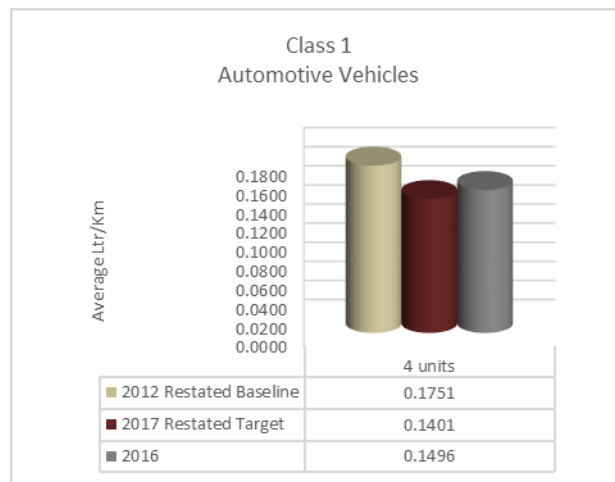
Corporate Services Department

Corporate Services Department

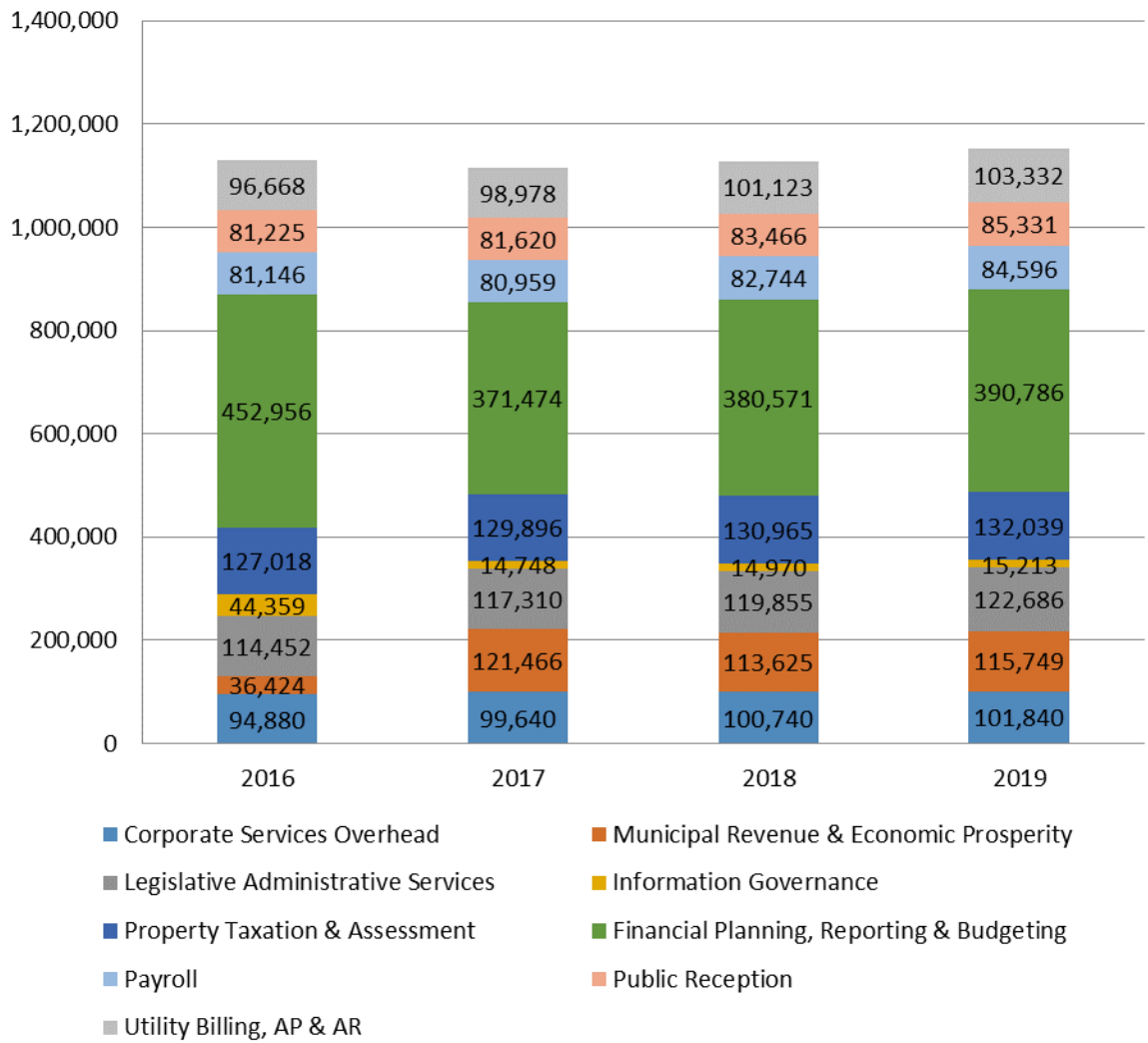
2016-2019 Operating Budget Roll-up

	2016 Budget	2016 Q2 Forecast	2017 Approved Budget	2017 Proposed Budget	2018 Proposed Budget	2019 Proposed Budget
REVENUES						
Activity Revenue	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
Grant Revenue	100,000	100,000				
Other Revenue	1,000	1,000	1,000	750	750	750
Internal Recoveries	98,740	98,740	101,940	104,290	104,490	105,590
TOTAL REVENUES	211,740	211,740	114,940	117,040	117,240	118,340
EXPENDITURES						
FTE Count	8.5	8.5	9.5	9.5	9.5	9.5
Wages & Benefits	767,835	758,071	865,279	850,159	868,730	888,852
Contracted & General Services	306,270	307,015	185,917	189,992	190,290	192,580
Materials, Goods & Supplies	14,000	14,000	24,000	24,000	14,000	14,000
Other Expenses	1,000	1,000	1,000	1,000	1,000	1,000
Internal Charges	147,780	147,780	154,180	155,229	158,529	160,729
TOTAL EXPENDITURES	1,236,885	1,227,866	1,230,376	1,220,380	1,232,549	1,257,161
REVENUES LESS EXPENDITURES	(1,025,145)	(1,016,126)	(1,115,436)	(1,103,340)	(1,115,309)	(1,138,821)
Associated Amortization				6,565	6,565	6,565
Transfers to Reserves	(13,950)	(13,950)	(14,450)	(14,535)	(14,535)	(14,535)
Tax Funding Required	(1,039,095)	(1,030,076)	(1,129,886)	(1,117,875)	(1,129,844)	(1,153,356)

Town Hall Fuel Consumption Benchmarks (Unit 3, 18,19 and 45)



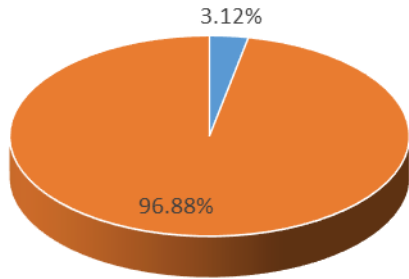
Expense by Function



Percentage Total Expense

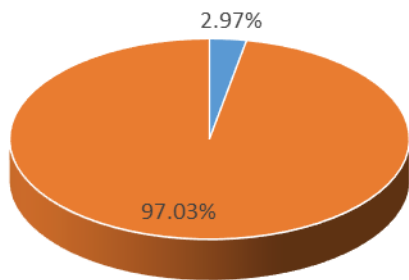
Percentage Total Tax Funding

2016



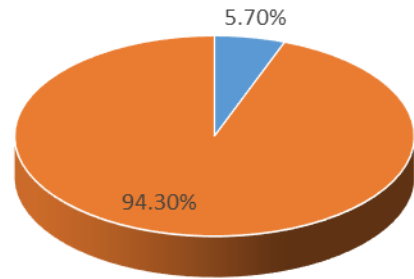
■ Corporate Services ■ Remaining Expenses

2017



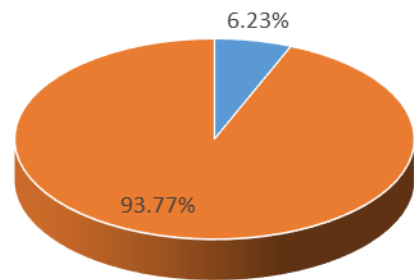
■ Corporate Services ■ Remaining Expenses

2016



■ Corporate Services ■ Other Tax Funded Services

2017



■ Corporate Services ■ Other Tax Funded Services

Service Area: Municipal Revenue & Economic Prosperity (1 of 8)

Municipal Finance and Economic Prosperity service area includes town wide revenues such as grant and partner funding. This service area also looks at alternate revenues and ways to maximize existing revenues such as Resort Municipality Status or maximizing facility revenue. Economic Prosperity looks outward of the organization and focuses on the overall well-being of the Town and identifies key indicators in the Economic Prosperity Strategy to gauge the success of the Town. In 2017 a position has been budgeted for economic prosperity to help advance the goals outlined in the strategy.

Municipal Revenue & Economic Prosperity 2016 – 2019 Operating Budget

	2016 Budget	2016 Q2 Forecast	2017 Approved Budget	2017 Proposed Budget	2018 Proposed Budget	2019 Proposed Budget
EXPENDITURES						
FTE Count	0.15	0.15	1.15	1.15	1.15	1.15
Wages & Benefits	\$25,567	\$25,939	\$100,502	\$93,874	\$95,785	\$97,819
Contracted & General Services	10,485	10,485	17,592	17,592	17,840	17,930
Materials, Goods & Supplies			10,000	10,000		
Internal Charges	9,911	9,911	10,232	12,394	12,418	12,548
TOTAL EXPENDITURES	45,963	46,335	138,326	133,860	126,043	128,297
REVENUES LESS EXPENDITURES	(45,963)	(46,335)	(138,326)	(133,860)	(126,043)	(128,297)
Associated Amortization				109	109	109
Transfers to Reserves	(195)	(195)	(695)	(695)	(695)	(695)
Tax Funding Required	(46,158)	(46,530)	(139,021)	(134,555)	(126,738)	(128,992)

COUNCIL EXPECTATIONS

- 1) That we will seek to fund town operations from sources additional to the Banff property taxpayer
- 2) “Actively lobby all provincial leadership for additional powers through the MGA review”



Successes

- Success with grant applications
- ~~Adoption of the Economic Prosperity Strategy~~
- Contracts that produce revenue
- Relationships with partner municipalities seeking additional revenue tools
- Clear understanding of municipal tax framework

Challenges/Opportunities

- Continue to examine new strategies
- Property taxes are limited way of generating revenue
- Erosion of special status for Banff
- Lack of ongoing metrics
- **Review of visitor carrying capacity of the Town of Banff**

2016 Priorities:

- Continue with the focus and commitment on tactics out of the Economic Prosperity initiative
- Tourism Based Communities
- Actively participate in MGA Review

Priority Status

- ✓ 2016
- ✓ *On-going Regional Collaboration Grant obtained to develop a business case for Resort Municipality Status.*

2017 Priorities:

- Meet with province to discuss business case for tourism based municipalities
- Economic Prosperity Coordinator to review the visitor carrying capacity of the Town of Banff

Communication Format

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

Year one Goals of Economic Prosperity Coordinator

- Establish and provide support to an advisory board
- Continue local stakeholder engagement
 - Develop and execute a survey for residents
 - Develop and execute a survey for businesses
 - Collaborate with Tourism to execute the Indexperience survey (Complete)
- Conduct research, finalize the economic scorecard, gather and populate the data.
- Begin research into a retail strategy – if Council wishes to pursue development of a retail strategy administration would require an additional \$50,000 in consulting fees. The Coordinator would liaise between a “retail” steering committee and the consultant. (Council voted not to fund)
- Coordinate Banff’s role in the Economic Impact Study done as part of the Regional Collaboration grant for the Resort Municipality Status. (Complete)
- Assist with gathering and populating data as a part of the benchmarking initiative.
- Review visitor carrying capacity (new)
- Create a fact book for investors and new business (Council Strategic Priorities)

Service Area: Legislative Administrative Services (2 of 8)

Legislative Services can be defined as a function or functions within the Town to manage the organization's activities as it exercises its powers and duties.

Administrative services include:

- council agenda/minutes
- delegations and public input
- board/ committee administration/minutes
- bylaws/bylaw indexing/drafting/review
- elections
- freedom of information and the protection of privacy
- contract and agreement drafting/review/ tracking
- municipal census

Most legislative services are governed by the Municipal Government Act. In general legislative services promote and ensure accountability and transparency in municipal processes.

Legislative Administrative Services 2016 – 2019 Operating Budget

	2016 Budget	2016 Q2 Forecast	2017 Approved Budget	2017 Proposed Budget	2018 Proposed Budget	2019 Proposed Budget
EXPENDITURES						
FTE Count	1.05	1.05	1.05	1.05	1.05	1.05
Wages & Benefits	\$112,458	\$113,092	\$115,880	\$116,555	\$119,100	\$121,931
Contracted & General Services	1,255	1,360	1,255	755	755	755
Internal Charges	10,215	10,215	10,546	12,037	12,060	12,187
TOTAL EXPENDITURES	123,928	124,667	127,681	129,347	131,915	134,873
REVENUES LESS EXPENDITURES	(123,928)	(124,667)	(127,681)	(129,347)	(131,915)	(134,873)
Associated Amortization				766	766	766
Transfers to Reserves	(1,275)	(1,275)	(1,275)	(1,275)	(1,275)	(1,275)
Tax Funding Required	(125,203)	(125,942)	(128,956)	(130,622)	(133,190)	(136,148)

COUNCIL EXPECTATIONS

- 1) Transparency of government and electronic access to governance.
- 2) Agendas and minutes are paperless, accurate, searchable and easily retrieved from the website.
- 3) The public is kept informed on various matters under consideration of council, committees and boards.
- 4) A clear and efficient process for public input to council.
- 5) Fair and transparent process that attracts appropriate candidates to committees and boards
- 6) Organized and logical schedule for review of town bylaws and council policies.
- 7) Fair and compliant elections. Practices that ensure public access to information while protecting privacy with respect to personal information.
- 8) Due diligence in risk management of the municipality through contract and agreement administration.
- 9) Routine disclosure of public records.
- 10) Compliant municipal census.



Successes

- ~~○ New council chamber configuration and audio/visual improvements~~
- ~~○ Public access to information on the web~~
- ~~○ Number and quality of committee applications~~
- ~~○ Transparent and clear agendas~~
- ~~○ Delegation process — approval, clarity of requests~~
- **Formal establishment of Governance and Finance committee**
- **Establishment of municipal policy development policy and the establishment of policy/bylaw review schedule**
- **As of October 2016, 17 existing council polices had been reviewed and amended as necessary and council had set policy in 6 new areas.**
- **Policy changes to address mid-term committee turnover/resignation**

Challenges/Opportunities

- Training opportunities for committee board members on procedures
- **Provincial legislative changes**
- **Increased demand for technology requiring privacy impact assessments/privacy policies.**

2016 Priorities:

- Amalgamation of Bill 20 and MGA amendments/regulations into current bylaws.
Ex: Council code of conduct bylaw
- Provide committee/board training opportunities

Priority Status

- ✓ *Waiting on provincial legislation*
- ✓ *Provided opportunity for committee admin to provide feedback as to what type of training their committee desires/ requires*
- ✓ *Research and provide contacts for committee admin*

- Legislative Policy reviews:
 - Signing Authority
 - Flag protocol
 - Non-proclamation
 - Legislative Bylaw reviews:
 - Assessment Review Board
 - Municipal Assessor
 - Municipal Manager
 - Retention
 - FOIP Authority and Fees
 - Committees – Various
 - Work with HR to begin process to strike Council Compensation Committee
 - Present options for electronic recordings of Council meetings.
- ✓ *Signing Authority - Complete*
 - ✓ *Flag protocol - Complete*
 - ✓ *Non-proclamation - Complete*
 - ✓ *Assessment Review Board - in progress (2017 – taxation and assessment)*
 - ✓ *Municipal Assessor - Complete*
 - ✓ *Municipal Manager - Complete*
 - ✓ *Retention – in progress (2017 – see information governance)*
 - ✓ *FOIP Authority and Fees – Complete*
 - ✓ *Committees – Various - Complete*
 - ✓ *Complete – Committee appointed*
 - ✓ *Defeated FIN15-16*

2017 Priorities:

- Development of a corporate wide camera policy
- Support municipal census
- Conduct election
- Support Council Remuneration Policy Review

Communication Format

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

- RFD – New Policy
- Briefing – Census results
- RFD – Election Bylaw Review
- RFP – Committee Recommendations

Service Area: ~~Records Management~~ Information Governance (3 of 8)

~~Records management is the practice of maintaining the records of the municipality from the time they are created up to their eventual disposal. This may include classifying, storing, securing, and destruction (or in some cases archival preservation) of records. A record can be either a tangible object or digital information. Records management is primarily concerned with the evidence of the Town's activities.~~

~~Records management is a legislated service. It serves to promote transparency and accountability in government in that information can be readily identifiable and available.~~

This service area provides support to all departments in support of core service delivery.

Information Governance services include:

- Ensuring the systematic lifecycle management of records and information from creation through disposition, regardless of form;
- The development and implementation of corporate policies and standards to manage information.
- Acting as the primary point of contact for the public in accessing information..
- Facilitation of access to records through the Freedom of information and Protection of Privacy Act,

Information Governance 2016 – 2019 Operating Budget

	2016 Budget	2016 Q2 Forecast	2017 Approved Budget	2017 Proposed Budget	2018 Proposed Budget	2019 Proposed Budget
EXPENDITURES						
FTE Count	0.10	0.10	0.10	0.10	0.10	0.10
Wages & Benefits	\$9,655	\$9,684	\$9,949	\$10,073	\$10,295	\$10,538
Contracted & General Services	34,675	34,675	4,675	4,675	4,675	4,675
Internal Charges	3,710	3,710	3,830	1,511	1,514	1,530
TOTAL EXPENDITURES	48,040	48,069	18,454	16,259	16,484	16,743
REVENUES LESS EXPENDITURES	(48,040)	(48,069)	(18,454)	(16,259)	(16,484)	(16,743)
Associated Amortization				73	73	73
Transfers to Reserves	(120)	(120)	(120)	(120)	(120)	(120)
Tax Funding Required	(48,160)	(48,189)	(18,574)	(16,379)	(16,604)	(16,863)

COUNCIL EXPECTATIONS

- 1) The corporate history of the town is maintained.
- 2) Record retention meets legal, legislative and FOIP (Freedom of Information and Privacy) requirements.
- 3) Records are easily accessible as information for decision making.
- 4) Reliable and secure backup.



Successes

- ~~○ Paper record disposition and adherence to retention schedule~~
- ~~○ Processing of FOIP requests~~
- Completion of IG Needs Assessment and IG Master Plan
- 64 boxes of paper records disposed of in adherence to the retention schedule.
- Met with all departments to begin inventory of records for comprehensive retention schedule

Challenges/Opportunities

- The “pod” and lack of space for secure, safe and accessible storage space for paper records
- No electronic records management system – email/shared drives – disposition system - search ability of internal drives
- No corporate wide records management architecture classification system
- Retention schedule is not comprehensive– review and update
- Increased expectation to receive more information, faster.
- Staff resources to implement recommendations from needs assessment and master plan.

2016 Priorities:

- Conduct and develop an Electronic Document Records Management System (EDRMS) feasibility study, organization wide needs assessment and strategic plan.
- Record retention schedule review
- Investigate opportunities for inter-municipal cooperation respecting EDRMS.

Priority Status

- ✓ *Complete. Needs assessment and master plan accepted by council as a guiding document for planning purposed in November 2016.*
- ✓ *Ongoing.*
- ✓ *Ongoing. Based on council service level and budget direction, will investigate cost and time saving and opportunities for regional collaboration in implementing IG Master Plan.*

2017 Priorities:

- (With budget approval) Implementation of Phase I of the Town’s Information Governance Master Plan (ie: policy frameworks)
- Complete Records Retention Schedule Review

Communication Format

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

- RFD – New - Information Governance Policy
- RFD – Amended Retention Bylaw

New Service Level Request - Information Governance Master Plan Implementation

Options:

Option 1: Foundation and EDRMS Stages

Addition of 1.0 FTE – 3 Year Term Information Governance (IG) Coordinator with an associated capital expenditure for electronic content management (ECM) and electronic records and document management (EDRMS) systems to implement the foundation and edrms stages of the Town of Banff Information Governance Master Plan and to move the Town's information governance program to a Generally Accepted Record Keeping Principle (GARP) maturity model level 3 (essential).

Option 2: Foundation Stage Only

Addition of 1.0 FTE– 3 Year Term Information Governance Coordinator to implement the foundation stage of the Town of Banff Information Governance Master Plan and to move the Town's information governance program toward a Generally Accepted Record Keeping Principle (GARP) maturity model level 2 (in development).

Option 3: Maintain status quo

Maintain information governance program at a Generally Accepted Record Keeping Principle (GARP) maturity model level 1 (sub-standard).

Note:

It is recommended that a position be approved as 1.0 FTE for a 3 year term and then re-evaluated. It is anticipated that 3 years will be required to develop and implement a full information governance program. Beyond that, the program may require a different FTE or different skill set.

Summary:

In 2015, council approved a records and information needs assessment study. Council accepted the resulting Town of Banff RIM Needs Assessment and Information Governance Master Plan as a guiding document for planning purposes in November 2016. Using industry-standard techniques, the Town's Information Governance capability was assessed at 1.4 out of 5, where level three (essential) should be an absolute minimum capability for a municipality. This low level of compliance exposes Banff to downstream legal risks, and means the operational efficiency of information has much room for improvement.

As part of the deliverable, the consultant provided a detailed strategy and way forward roadmap, including operational implementation recommendations, for the Town to achieve minimally compliant information management. The IG Master Plan implementation options are being provided to council for consideration.

The master plan consists of two stages:

Foundation Stage: Foundational information governance tasks that can be carried out prior to any financial commitment to technology. If all tasks are carried out, they would get the Town to an estimated Level 1.9 of IG capability.

A GARP level 2 (In development) information governance program describes an environment where there is a developing recognition that information governance and prudent record keeping have an impact on the organization and that the organization may benefit from a more defined information governance program. At a level 2, the Town would still be vulnerable to scrutiny of its legislative, regulatory and business requirements as our electronic records practices would be incomplete and only marginally effective.

EDRMS Stage: Tasks that require capital expenditure to new software technology. If all tasks were carried out, they would get the Town to the recommended target Level 3 of IG capability.

A GARP Level 3 (essential) information governance program describes the essential, or minimum requirements that must be addressed to meet the organizations legal, regulatory, and business requirements. It is characterized by defined policies and procedures and the implementation of processes specifically intended to improve information governance and record keeping. At a level 3, the Town would have the key components of a sound program in place and would be likely to be at least minimally compliant with legislative, operational and other responsibilities.

The addition of an Information Governance Coordinator is imperative to both option 1 or 2. Scope and focus of work:

With or without capital investment:

- Constructing a comprehensive function retention schedule for the Town of Banff that is EDRMS ready, and TCA compliant. Ongoing stewardship of the retention schedule.
- Writing a comprehensive Information Governance policy and developing a program that will take Banff to essential compliance.
- Creating a nomenclature (classification and naming) standardization document for shared files and folders.
- Combining the current file shares into one consistent folder structure.
- Creating an email policy that specifies how email is to be deleted and why.
- Writing a TCA recordkeeping policy and developing procedures for correct storage and classification of asset records.
- Managing physical records including disposition.
- Providing information governance and FOIP training for all employees

With capital investment

- Leading the implementation of EDRMS
- Managing the disposition of electronic records
- Measuring and reporting on key performance metrics, and mitigate any issues.

Option 1 also includes the creation of an ECM and EDRMS technology platform for structured and consistent management of the Town’s electronic information and records.

With an information management program fully deployed we will be:

1. Aware of all the business records in our custody and control.
2. Able to easily located documents when needed.
3. Able to delete documents in a legally defensible manner.
4. Able to increase operational efficiency due to less time lost in retrieval, and greater certainty about the “right” documents.
5. Able to increase compliance with legislation and regulators to reduce and mitigate legal risk.
6. Able to be fully compliant and provide a quicker response to legal disclosure or FOIP requests.
7. Able Improve security and protection of information.

Cost to Implement:

OPTION 1 – FOUNDATION AND EDRMS STAGE IMPLEMENTATION

Information Governance Coordinator and Capital Expenditure for ECM/EDRMS System

Cost to Implement:

Type of Cost	\$ Amount
Computer/Phone	\$3,000
Office Equipment & Furniture	\$2,000
Total	\$5,000

Ongoing Operational Cost per year: (3 Year Term)

Type of Cost	2017 Amount	2018 Amount	2019 Amount
Wages (GA)	\$65,000	\$66,300	\$67,626
Benefits	\$12,900	\$13,158	\$13,421
Computer/Phone	\$0	\$1,200	\$1,200
Training, Travel & Meals	\$2,000	\$2,000	\$2,000
Legal Fees (Retention Review)	\$1,500	\$1,500	\$1,500
Total	\$81,400	\$84,158	\$85,747

Operating Impacts of Capital Expenditures

Type of Cost	2017 Amount	2018 Amount	2019 Amount
Software Licencing Fees	\$10,000	\$10,000	\$10,000
Transfer to Capital	\$15,700	\$15,700	\$15,700
Training, Travel & Meals	\$3,000	\$3,000	\$3,000
Total	\$16,000	\$16,000	\$16,000

Capital Requirements

Type of Cost	2017 Amount
Implementation of ECM	\$100,000
File Share Migration	\$6,000
Email Management	\$9,000
TCA Integration	\$24,000
Electronic Records Mgmt	\$18,000
Property Record Migration	\$12,000
Project Contingency	\$25,000
Total	\$194,000

Estimated Useful Life: 10

Resources Required to Implement:

Office Space
 Training and oversight by the Municipal Clerk and IT Supervisor
 HR for recruitment process
 IT for setting up computer requirements

Resources Required to Maintain: Municipal Clerk and IT

Return on Investment:

As noted in the Needs Assessment, many municipalities have had an incident such as a problematic FOIP request, or a regulatory sanction, or a legal case that has cost much more than the cost of an IG program implementation. Such an incident by itself can justify an IG program, to either avoid a similar incident in the future, or reduce the financial impact of such an incident.

OPTION 2 – FOUNDATION STAGE IMPLEMENTATION**Information Governance Coordinator****Cost to Implement:**

Type of Cost	\$ Amount
Computer/Phone	\$3,000
Office Equipment & Furniture	\$2,000
Total	\$5,000

Ongoing Operational Cost per year: (3 Year Term)

Type of Cost	2017 Amount	2018 Amount	2019 Amount
Wages (GA)	\$65,000	\$66,300	\$67,626
Benefits	\$12,900	\$13,158	\$13,421
Computer/Phone	\$0	\$1,200	\$1200
Training, Travel & Meals	\$2,000	\$2,000	\$2,000
Legal Fees (Retention Review)	\$1,500	\$1,500	\$1,500
Total	\$81,400	\$84,158	\$85,747

Resources Required to Implement:

Office Space

Training and oversight by the Municipal Clerk

HR for recruitment process

IT for setting up computer requirements

Resources Required to Maintain: Municipal Clerk

Return on Investment: As above.

Estimated Delivery Date: February 2017

Other Options Considered:

Option 3 is to continue with the current practices for the time being. This is not recommended. Document findability will continue to worsen and performance will slowly erode. As we save more records, it becomes exponentially more difficult to locate information when it's needed. This exposes the organization to risks of knowledge loss, inability to comply with FOIP requests and other legal demands for records, and being responsible for costs associated with eDiscovery.

Without a Information Governance staff resource, the Municipal Clerk will only be able to continue basic compliance operations and will need to delay implementation of most of the master plan until this FTE position is approved through future budget processes. The 2016 focus would be on the continued review of the retention schedule.

Another option is to delay the capital expenditure to 2018. Based on the estimated workplan provided by the consultant it is reasonable that the capital expenditure could be delayed until 2018. However, administration is investigating opportunities for EDRMS implementation collaboration with the Town of Canmore. Delaying the capital expenditure until 2018 may mean some of those cost savings opportunities may be lost in 2017.

Council Strategic Priority?

Not directly, but information is an asset that supports all programs and services of the Town.

Is this an approved Service Review Item? Yes

Council Expectation – Records Management

Record retention meets legal, legislative and FOIP requirements.

Supporting Materials:

[Town of Banff RIM Assessment and Information Governance Master Plan](#)

[Generally Accepted Recordkeeping Principle Maturity Model Levels.](#)

Service Area: Property Taxation/Assessment (4 of 8)

This service area includes the calculation of annual tax rates, tax billing and mailing of annual property tax notices, recording of tax payments & processing monthly TIPP (Tax Instalment Payment Plan) payments, tax collection procedures for delinquent payments and managing assessment appeals & the Assessment Review Board.

Property Taxation & Assessment 2016 – 2019 Operating Budget						
	2016 Budget	2016 Q2 Forecast	2017 Approved Budget	2017 Proposed Budget	2018 Proposed Budget	2019 Proposed Budget
REVENUES						
Activity Revenue	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
TOTAL REVENUES	12,000	12,000	12,000	12,000	12,000	12,000
EXPENDITURES						
FTE Count	0.55	0.55	0.55	0.55	0.55	0.55
Wages & Benefits	45,804	44,257	47,196	45,721	46,740	47,814
Contracted & General Services	82,761	82,761	83,275	84,175	84,225	84,225
Internal Charges	11,601	11,601	11,977	13,342	13,368	13,509
TOTAL EXPENDITURES	140,166	138,619	142,448	143,238	144,333	145,548
REVENUES LESS EXPENDITURES	(128,166)	(126,619)	(130,448)	(131,238)	(132,333)	(133,548)
Associated Amortization				985	985	985
Transfers to Reserves	(615)	(615)	(615)	(615)	(615)	(615)
Tax Funding Required	(128,781)	(127,234)	(131,063)	(131,853)	(132,948)	(134,163)

COUNCIL EXPECTATIONS

- 1) High functioning LARB (Local Assessment Review Board) & CARB (Composite Assessment Review Board)
- 2) Having a fair and equitable assessment and taxation process
- 3) Clear and understandable assessment and taxation notices
- 4) Clear communication with the public about assessment and taxation
- 5) Our residential municipal taxes are compared to comparable communities
- 6) Our commercial municipal taxes are compared to other high commercial assessed communities (Altus Group)



Successes

- Installment plan (TIPP)
- Council understands the implications of property taxation
- ~~Availability of the assessor~~
- ~~Dedicated staff role for taxes and utilities~~
- ~~Improved notices for undivided half duplexes~~
- ~~Regular arrear notices~~

Challenges/Opportunities

- Work with the province to amend the appeal process with special reference to fees
- Parks Canada subdivision fees
- Expansion of TIPP continued actions to get greater participation
- ~~Assessor contract~~

2016 Priorities:

- Investigate regional assessment board with Canmore and ID#9
- Targeted education to large commercial taxpayers on the benefit of TIPP.
- Investigate policy governing national park lease renewals

Priority Status

- ✓ *Each municipality polled its members to gauge interest in being available to sit on each other's boards.*
- ✓ *Move to 2017*
- ✓ *Waiting on hiring of Parks Canada Realty Manager*

2017 Priorities:

- Targeted education to large commercial taxpayers on the benefit of TIPP.

Communication Format

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

Briefing to council in July

Service Area: Financial Planning, Reporting and Budgeting (5 of 8)

This services area includes the preparation of operating and capital budgets, financial plan, quarterly and annual reporting and oversight of the annual service review and analysis. It also oversees management of all banking related requirements including investments and debt financing, preparation of all financial statements for auditors and associated monthly, quarterly and annual reconciliations of general ledger accounts. Also included in this area is federal and provincial grant reporting and compliance oversight.

Financial Planning, Reporting & Budgeting 2016 – 2019 Operating Budget

	2016 Budget	2016 Q2 Forecast	2017 Approved Budget	2017 Proposed Budget	2018 Proposed Budget	2019 Proposed Budget
REVENUES						
Grant Revenue	\$100,000	\$100,000				
TOTAL REVENUES	100,000	100,000				
EXPENDITURES						
FTE Count	2.65	2.65	2.65	2.65	2.65	2.65
Wages & Benefits	322,088	311,132	331,845	327,424	334,521	342,536
Contracted & General Services	141,324	141,824	43,350	44,050	46,050	48,250
Internal Charges	40,422	40,422	41,732	38,081	38,154	38,556
TOTAL EXPENDITURES	503,834	493,378	416,927	409,555	418,725	429,342
REVENUES LESS EXPENDITURES	(403,834)	(393,378)	(416,927)	(409,555)	(418,725)	(429,342)
Associated Amortization				2,079	2,079	2,079
Transfers to Reserves	(2,965)	(2,965)	(2,965)	(3,005)	(3,005)	(3,005)
Tax Funding Required	(406,799)	(396,343)	(419,892)	(412,560)	(421,730)	(432,347)

COUNCIL EXPECTATIONS

- 1) Having a transparent and open budget process
- 2) The service review is incorporated in the budget process
- 3) The budget is built on a zero base
- 4) Clear, accurate and timely reporting
- 5) Support for meaningful decision making
- 6) Demonstrating council’s due diligence in financial oversight
- 7) Meet legislative requirements



Successes

- Quality of data received
- Clear reporting on variances
- Openness to public
- Benchmarking initiative
- Budget process (financial plan, service review, strategic planning)
- 3- year operating budget
- Reserve targets – capital replacement costing
- 10 year plan to close infrastructure deficit? update

Challenges/Opportunities

- Lack of public engagement in budget and service review
- Use of benchmarking data to find efficiencies and effectiveness
- Departmental ownership of financial information
- Detail and complexity of financial information vs. resources available

2016 Priorities:

- Internal controls and core accounting principles
- Municipal Benchmarking Initiative
- More use of charts, graphs and visuals to present financial information.

Priority Status

Ongoing
To be completed February 2017
Coming with Benchmarking data

2017 Priorities:

- Issue RFP for Financial Software
- Municipal Benchmarking Initiative
-
-

Communication Format

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

Council Briefing Spring 2017

Service Area: Payroll (6 of 8)

Payroll provides Bi-weekly payroll service to Town employees. This includes verification and recording of time sheets, calculation of the payroll and remittance of all associated staff deductions. Periodic services such as records of employment T4's (including reporting) are also provided. Employee enrollment and management of benefits falls under payroll. Payroll also provides similar service for external agencies such as the Daycare, Banff Public Library and the Banff Housing Corporation.

Payroll 2016- 2019 Operating Budget

	2016 Budget	2016 Q2 Forecast	2017 Approved Budget	2017 Proposed Budget	2018 Proposed Budget	2019 Proposed Budget
EXPENDITURES						
FTE Count	1.05	1.05	1.05	1.05	1.05	1.05
Wages & Benefits	\$79,513	\$79,601	\$81,961	\$79,414	\$81,199	\$83,051
Contracted & General Services	1,545	1,545	1,545	1,545	1,545	1,545
Internal Charges	7,325	7,325	7,563	8,331	8,347	8,435
TOTAL EXPENDITURES	88,383	88,471	91,069	89,290	91,091	93,031
REVENUES LESS EXPENDITURES						
	(88,383)	(88,471)	(91,069)	(89,290)	(91,091)	(93,031)
Associated Amortization				766	766	766
Transfers to Reserves	(915)	(915)	(915)	(915)	(915)	(915)
Tax Funding Required	(89,298)	(89,386)	(91,984)	(90,205)	(92,006)	(93,946)

COUNCIL EXPECTATIONS

- 1) Employees are appropriately served
- 2) External agencies understand the value of payroll services we provide
- 3) Timekeeping systems are robust and accurate to ensure performance targets are met
- 4) Comply with all legislation



Successes

- Employees are paid accurately and on time
- Exception reporting on timesheets
- Cross training

Challenges/Opportunities

- Costing of external payroll services
- Fit of benefit package for the organization and employees
- Cost containment of benefits

2016 Priorities:

- Analysis of Benefits package
- Develop better reports for supervisors
- Cross training on new software system

Priority Status

- ✓ *Will be complete by end of November*
- ✓ *Created updated vacation and sick bank reports*
- ✓ *Finance Coordinator Trained*

2017 Priorities:

- Enhanced integration between operations work management software and payroll software

Communication Format

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

Service Area: Public Reception – Townhall (7 of 8)

Public reception includes the primary in person points of access to the town for public inquiries and complaints. Public reception is responsible for administrative tasks such as payment collection, daily mail, bank deposit and dispatch.

**Public Reception
2016 – 2019 Operating Budget**

	2016 Budget	2016 Q2 Forecast	2017 Approved Budget	2017 Proposed Budget	2018 Proposed Budget	2019 Proposed Budget
REVENUES						
Other Revenue	\$1,000	\$1,000	\$1,000	\$500	\$500	\$500
TOTAL REVENUES	1,000	1,000	1,000	500	500	500
EXPENDITURES						
FTE Count	1.5	1.5	1.5	1.5	1.5	1.5
Wages & Benefits	80,910	81,225	83,339	81,620	83,466	85,331
Internal Charges	7,310	7,310	7,547	8,432	8,448	8,537
TOTAL EXPENDITURES	88,220	88,535	90,886	90,052	91,914	93,868
REVENUES LESS EXPENDITURES	(87,220)	(87,535)	(89,886)	(89,552)	(91,414)	(93,368)
Associated Amortization				1,094	1,094	1,094
Transfers to Reserves	(2,825)	(2,825)	(2,825)	(2,825)	(2,825)	(2,825)
Tax Funding Required	(90,045)	(90,360)	(92,711)	(92,377)	(94,239)	(96,193)

COUNCIL EXPECTATIONS

- 1) High level of customer service with a sense of welcome
- 2) Maintain appropriate levels of confidentiality
- 3) Remain open during the lunch hour
- 4) Hours of operation remain Monday – Friday 8:30 am – 4:30 pm



Successes

- Excellent level of service
- Resolution room
- Friendly service
- New signage

Challenges/Opportunities

- Comment section on online payment form
- Layout of the front counter – under utilized
- General upkeep
- Second floor access

2016 Priorities:

- Planning for reconfiguration of front counter area

Priority Status

✓ *Preliminary plans in place, planning ongoing*

2017 Priorities:

- Maintain customer service though construction at front counter

Communication Format

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

Service Area: Utility Billing /Accounts Receivable/Accounts Payable (8 of 8)

- Administration
- Water/sewer meter reading
- Rate setting
- Invoice sale of goods and services
- Rental of town lands and parking lots
- Collection of outstanding payments
- Payment of semi-monthly invoices
- Manage credit card processing
- Prepare and distribute cheque listings

**Utility Billing, AP & AR
2016 - 2019 Operating Budget**

	2016 Budget	2016 Q2 Forecast	2017 Approved Budget	2017 Proposed Budget	2018 Proposed Budget	2019 Proposed Budget
EXPENDITURES						
FTE Count	1.45	1.45	1.45	1.45	1.45	1.45
Wages & Benefits	\$91,840	\$93,143	\$94,605	\$95,478	\$97,623	\$99,832
Contracted & General Services	3,525	3,525	3,525	3,500	3,500	3,500
Internal Charges	8,246	8,246	8,513	10,161	10,180	10,287
TOTAL EXPENDITURES	103,611	104,914	106,643	109,139	111,303	113,619
REVENUES LESS EXPENDITURES	(103,611)	(104,914)	(106,643)	(109,139)	(111,303)	(113,619)
Associated Amortization				693	693	693
Transfers to Reserves	(1,040)	(1,040)	(1,040)	(1,085)	(1,085)	(1,085)
Tax Funding Required	(104,651)	(105,954)	(107,683)	(110,224)	(112,388)	(114,704)

COUNCIL EXPECTATIONS

- 1) Timely collection of revenue due to the town
- 2) Self-funding utility (including capital)
- 3) Promotion of water conservation and waste diversion
- 4) Maximizing customer convenience where practical
- 5) Continue and maintain a high standard of timely payments
- 6) Where appropriate, local suppliers get preference
- 7) Regular review of the purchasing policy
- 8) Risk analysis of our processes is done by our auditor
- 9) Review of current rates



Successes

- Timeliness of billing/payment collection
- New utility meter reading contract
- Proactive and timely reading of meters
- Receivables are well managed
- Management of problem accounts

Challenges/Opportunities

- Timing of quarterly utility billing
- Purchasing policy training

2016 Priorities:

- Continue to reduce the number of paper cheques being issued
- Out of town utility agreement review
- Consider bi-monthly billing
- Purchasing policy internal training

Priority Status

- ✓ *Move to 2017 with Financial Software RFP*
- ✓ *Assets replacement requirements reviewed during capital reserve analysis - ongoing*
- ✓ *Evaluated the option but decided to stay quarterly*
- ✓ *Will be complete by end of year*

2017 Priorities:

- Continue to reduce the number of paper cheques being issued
- Review out of town utility charges

Communication Format

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

RFD – Fall 2017