

GOVERNANCE & FINANCE COMMITTEE
ORDER OF BUSINESS
Town of Banff Council Chambers
Monday, January 14, 2019 at 9:00 a.m.

1.0 CALL TO ORDER

2.0 APPROVAL OF AGENDA

Recommendation:

That the governance and finance committee approve the agenda for the January 14, 2019 meeting.

3.0 ADOPTION OF PREVIOUS GOVERNANCE & FINANCE COMMITTEE MINUTES

3.1 Minutes of the December 19, 2018 Meeting of the Governance & Finance Committee

Recommendation:

That the governance and finance committee adopt the minutes of the December 19, 2018 meeting.

4.0 DELEGATIONS AND INVITED PRESENTATIONS

5.0 PUBLIC INPUT ON AGENDA ITEMS

6.0 UNFINISHED BUSINESS

7.0 2019 BUDGET FINALIZATION

Recommendations:

1. That the governance and finance committee provide any further direction on the 2019-2028 Capital Budget.
2. That the governance and finance committee provide any further direction on the 2019-2021 Operating Budget.
3. That the governance and finance committee direct administration to present to council the final 2019-2021 Operating Budget and 2019-2028 Capital Budget at either a scheduled special budget or regular council meeting.

Attachments

- a. 2018 Capital Budget Carry Forward
- b. 2019-2028 Approved Capital Budget
- c. Capital Budget Tracker (as of December 19, 2018)
- d. 2019 – 2021 Operating Budget
- e. Operating Budget Tracker (as of December 19, 2018)

For Information LINK: [2019 Service Review Page](#)

8.0 CORRESPONDENCE

9.0 NEW BUSINESS

10.0 CONFIDENTIAL ITEMS

Agenda prepared by: Tara Johnston-Lee

All recommendations as presented are for discussion purposes only, and should not be considered as the opinion or direction of the governance and finance committee.

11.0 ADJOURNMENT

Recommendation:

That the governance and finance committee adjourn the January 14, 2019 regular meeting of governance and finance committee.

Agenda prepared by: Tara Johnston-Lee

All recommendations as presented are for discussion purposes only, and should not be considered as the opinion or direction of the governance and finance committee.

MINUTES OF THE GOVERNANCE AND FINANCE COMMITTEE
of the Town of Banff in the Province of Alberta
Town Hall Council Chamber
Monday, December 19, 2018 at 9:00 am

COUNCIL MEMBERS PRESENT

Karen Sorensen	Mayor
Ted Christensen	Councillor and Deputy Mayor
Grant Canning	Councillor and Acting Mayor
Corrie DiManno	Councillor
Chip Olver	Councillor (left the meeting at 11:30 a.m.)
Peter Poole	Councillor
Brian Standish	Councillor

COUNCIL MEMBERS ABSENT

ADMINISTRATION PRESENT

Robert Earl	Town Manager
Chris Hughes	Manager, Finance
Tony Clark	Bylaw Services Supervisor
Silvio Adamo	Director, Protective Services
Mike Buxton-Carr	RCMP
Kelly Gibson	Director, Corporate Services
Paul Godfrey	Director, Operations
Adrian Field	Director, Engineering
Chad Townsend	Manager, Environmental Services
Tara Johnston-Lee	Municipal Clerk

1.0 CALL TO ORDER

The Mayor called the December 19, 2018 governance and finance committee meeting to order at 9:00 am.

2.0 APPROVAL OF AGENDA

FIN18-226 Moved by Councillor Canning that the governance and finance committee approve the agenda for December 19, 2018 meeting as presented.

CARRIED

3.0 ADOPTION OF PREVIOUS GOVERNANCE & FINANCE COMMITTEE MINUTES

3.1 Minutes of the December 12, 2018 Meeting of the Governance & Finance Committee

FIN18-227 Moved by Councillor Standish that the governance and finance committee adopt the minutes of the December 12, 2018 meeting of the governance and finance committee.

CARRIED

3.2 Minutes of the December 17, 2018 Meeting of the Governance & Finance Committee

Minutes approved by: _____

FIN18-228 Moved by Councillor DiManno that the governance and finance committee adopt the minutes of the December 17, 2018 meeting of the governance and finance committee.

CARRIED

4.0 SERVICE REVIEW – BYLAW SERVICES

4.1. PUBLIC INPUT ON BYLAW SERVICES

None received.

4.2. SERVICE LEVEL REVIEW & NEW SERVICE LEVEL REQUESTS

4.2.1. Bylaw Enforcement

New Service Level Request – Pro-active Enforcement – Off Leash Dogs

FIN18-229 Moved by Mayor Sorensen that the proposed proactive enforcement of off-leash dogs initiative be implemented with direction to administration to re-focus staff for specific patrols and no required funding.

CARRIED

Standish and Christensen opposed

New Service Level Request – Construction Waste Bins – Additional Restrictions

FIN18-230 Moved by Councillor Canning that the proposed additional restrictions for construction waste bins initiative be implemented with direction to administration to return to council with amendments to both waste bylaws to mitigate issues of human/wild animal interaction in relation to construction waste bins.

CARRIED

New Service Level Request – Managing Animal Attractants and Hiding Cover on Private Property

FIN18-231 Moved by Mayor Sorensen that the proposed managing animal attractants and hiding cover on private property initiative based on the following be added to the draft operating budget and referred to council for final consideration:

Operating Costs:

	2019	2020	2021
Obtain a legal opinion as to whether or not we can create a bylaw that authorizes the municipality to remove fruit bearing trees and shrub that are already in existence on private property, or to repair or remove issues that present hiding cover for wild animals	\$2,500.00		

CARRIED

New Service Level Request – Traffic and Public Places Safety/Departmental Name Change

FIN18-232 Moved by Mayor Sorensen that the proposed department restructure and focus initiative be implemented, based on the following, and added to the draft operating and capital budgets and referred to council for final consideration:

Capital Costs

	Year 1	Year 2	Year 3
Patrol Vehicle (electric) x2	\$90,000.00		
Patrol Vehicle Accessories (lights, decaling, workstation, tuffbook with ROADS VPN access) x2	\$24,000.00		
Stage 2 Charging Stations x 2	\$5,000.00		
Office renovation (removal of one wall to create open collaborative workspace)	\$20,000.00		
Replace old office work stations to accommodate all staff (8.66 FTEs)	\$30,000.00		
TOTAL CAPITAL COSTS	\$169,000.00		

Operating Costs:

	Year 1	Year 2	Year 3
COMMUNITY PEACE OFFICER (CPO)	\$80,500.00 (benefits incl)	\$82,110.00 (benefits incl)	\$83,752.00 (benefits incl)
COMMUNITY PEACE OFFICER (CPO)	\$80,500.00 (benefits incl)	\$82,110.00 (benefits incl)	\$83,752.00 (benefits incl)
Officer training- CPOIP	\$12,000.00 (for 2 CPOs)		
Uniforms, equipment (duty belt, defensive tools)	\$11,000.00 (includes replacement of 6 body worn cameras)	1,500.00	\$1,500.00

cell phones (2 CPOs)			
Transfer to Capital Reserve Electric Patrol vehicles x 2 (incl vehicle accessories)	\$8,000	\$8,000	\$8,000
Changes to uniform and vehicle identification to accommodate for departmental name change (new shoulder flashes and vehicle decaling)	\$5,000.00		
TOTAL OPERATING COSTS	\$197,000	\$173,720	\$177,004
TOTAL ADDITIONAL OPERATING (FINE REVENUE)	\$400,000.00	\$425,000	\$450,000
NET ADDITIONAL TRANSFER TO CAPITAL RESERVE	\$203,000	\$251,280	\$272,996

CARRIED
Poolé opposed

New Service Level Request – Electronic Provincial Violation Tickets

FIN18-233 Moved by Councillor Christensen that the proposed electronic provincial violation ticket initiative based on the following be added to the draft operating budget and referred to council for final consideration:

Operating Costs:

	2019	2020	2021
	\$9,000		

CARRIED

FIN18-234 Moved by Councillor DiManno that the proposed operating budget and 2019 service review document for the bylaw enforcement service area be referred to council for final consideration.

CARRIED

4.2.2. Bylaw Education

FIN18-235 Moved by Councillor Standish that the proposed operating budget and 2019 service review document for the bylaw education service area be referred to council for final consideration.

CARRIED

4.2.3. Permits, Inspections & Licensing

FIN18-236 Moved by Councillor Olver that the proposed operating budget and 2019 service review document for the permits, inspections and licensing service area be referred to council for final consideration.

CARRIED

4.2.4. Lost and Found

FIN18-237 Moved by Councillor Christensen that the proposed operating budget and 2019 service review document for the lost and found service area be referred to council for final consideration.

CARRIED

5.0 SERVICE REVIEW – POLICE SERVICES

5.1. PUBLIC INPUT ON POLICE SERVICES

None received.

Councillor Olver left the meeting at 11:30 a.m.

5.2. SERVICE LEVEL REVIEW & NEW SERVICE LEVEL REQUESTS

5.2.1. Police Services

FIN18-238 Moved by Councillor Standish that the proposed operating budget and 2019 service review document for the police service area be referred to council for final consideration.

CARRIED

6.0 DRAFT CAPITAL BUDGET – POTENTIAL CAPITAL BUDGET AMENDMENTS

FIN18-239 Moved by Mayor Sorensen that the governance and finance committee direct administration to move the Bow Falls Viewpoint – Upgrades & Rehab project (\$1,290,000) into No Year Identified in the draft capital budget to be forwarded to council for consideration.

CARRIED

FIN18-240 Moved by Councillor Standish that the governance and finance committee direct administration to move the Wolf St Roadway Replacement Project (\$3,969,300) out of the 10 year capital plan in the draft capital budget to be forwarded to council for consideration.

CARRIED

FIN18-241 Moved by Councillor Christensen that the governance and finance committee direct administration to move the Tunnel Mtn. Roadway Reconstruction Project (\$9,440,400) out of the 10 year capital plan in the draft capital budget to be forwarded to council for consideration.

CARRIED

FIN18-242 Moved by Councillor Canning that the governance and finance committee direct administration to make the following adjustments to the Banff Recreation Grounds Project as outlined below (\$1,462,014)

Seasonal South Parking Lot Expansion	Complete Under Budget	10,000
Removal of mountain biking skills park consisting of various constructed wooden and dirt features	Complete Under Budget	6,670
New Skateboard Park Skateboard park	Complete Under Budget	145,500
Ball Diamond Fencing Improvements	Complete Under Budget	34,459
MCM - Sundance Rd Parking Realignment	Remove & return to reserves	90,047
Vault Washroom Contingency	Remove & return to reserves	64,033
North Playground Expansion with Picnic Area (inclusive of skatepark furnishings and landscaping and fencing)	Reduced based on Budget Estimate	434,082
Seasonal Skating Rink (approx. 1000 m ²)	Removing boards from this project	200,000
Bike Skills Park (reduced budget)	Included in South Playground Expansion	121,396
Wildlife Fencing- South Play Area, Adventure Play Area and Bike Skills Park	Return if fencing entire site	51,711
Ball Diamond Lighting	Remove & return to reserves	224,116
Ball Diamond Fencing Replacement	Mostly complete in 18/19, return to reserves	80,000

CARRIED

FIN18-243 Move by Councillor Poole to direct administration to make adjustments to the Banff Recreation Grounds Project by removing \$83,242 for the Equestrian Trail in the draft capital budget that will be forwarded to council for consideration.

CARRIED

Poole and Christensen opposed

Councillor Poole declared a pecuniary conflict of interest on the matter of the Bear Street Woonerf project as he is a property owner on Bear Street and left the meeting at 2:23 p.m.

FIN18-244 Moved by Mayor Sorensen that the governance and finance committee direct administration to keep the Woonerf project in 2020 (with the intention to debt finance the project over a 3 year term) in the draft capital budget that will be forwarded to council for consideration.

CARRIED

Christensen opposed

FIN18-245 Moved by Mayor Sorensen that the governance and finance committee direct administration to:

- i. move \$50,000 for design of the Caribou/Lynx intersection upgrades from 2019 to 2021; and
- ii. move \$1,500,000 for construction of the Caribou/Lynx intersection upgrades from 2020 to 2022

in the draft capital budget that will be forwarded to council for consideration.

CARRIED

Councillor Poole returned to the meeting at 2:39 p.m.

- FIN18-246 Moved by Councillor Christensen that the governance and finance committee direct administration to:
- i. move \$120,000 for the Trails Lighting Project from 2019 to 2022; and
 - ii. move \$110,000 for the Trails Lighting Project from 2020 to 2023,
- in the draft capital budget that will be forwarded to council for consideration,

DEFEATED
Christensen and Poole in favour

- FIN18-247 Moved by Councillor Poole that the governance and finance committee direct administration to split the \$250,000 for the Banff Ave Greenway design project between 2020 (\$125,000) and 2021 (\$125,000) in the draft capital budget that will be forwarded to council for consideration.

CARRIED

- FIN18-248 Moved by Councillor Poole that the governance and finance committee direct administration to move \$475,000 for the Norquay Road Trail from 2019 to No-Year-Identified in the draft capital budget that will be forwarded to council for consideration.

DEFEATED
Christensen and Poole in favour

- FIN18-249 Moved by Mayor Sorensen that the governance and finance committee direct administration to move \$100,000 for the Trails Improvement Project from 2019 to 2020 in the draft capital budget that will be forwarded to council for consideration.

CARRIED

7.0 CALL FOR SPECIAL MEETINGS – BUDGET DELIBERATIONS

- FIN18-250 Moved by Mayor Sorensen that council call two special meetings for budget deliberations on Wednesday, January 16, 2019 and Thursday, January 17, 2019 starting at 9:00 a.m. in Town Hall Council Chamber.

CARRIED

8.0 ADJOURNMENT

- FIN18-251 Moved by Councillor Standish that the governance and finance committee adjourn the December 19, 2018 meeting at 3:21 p.m.

REQUEST FOR DECISION
Subject: 2019 Budget Finalization



Presented to: Governance & Finance
Committee

Date: January 14, 2019

Agenda #: 7.0

Submitted by: Chris Hughes, Manager, Finance

RECOMMENDATION

1. That the governance and finance committee provide any further direction on the 2019-2028 Capital Budget.
2. That the governance and finance committee provide any further direction on the 2019-2021 Operating Budget.
3. That the governance and finance committee direct administration to present to council the final 2019-2021 Operating Budget and 2019-2028 Capital Budget at either a scheduled special budget or regular council meeting.

BACKGROUND

Reason for Report

Council has provided direction through the Service Review process on the 2019 – 2021 Operating Budget and 2019 – 2028 Capital Budget. At this time both budgets are being presented for final debate and direction.

Summary of Issue

The attachments provided along with the 2019 Service Review documentation provides a summary of the operating and capital budgets as they stand at this point. At this time administration is looking for any final direction on either the operating or capital budgets before they are brought back to council for final approval.

IMPLICATIONS OF DECISION

Budget

Once approved the new Operating and Capital budgets will replace the existing approved 2018-2020 Operating Budget and the 2018-2027 Capital Budget.

ATTACHMENTS

- 2018 Capital Budget Carry Forward
 - 2019-2028 Approved Capital Budget
 - Capital Budget Tracker – As of Dec 19
 - 2019-2021 Opening Operating Budget
 - Operating Budget Tracker – As of Dec 19
-

Date Circulated: _____
On original

Submitted By: _____
Chris Hughes, Manager, Finance

Reviewed By: _____
Robert Earl, Town Manager

2018 Capital Expenditure Carry Forward Forecast

GL	Description	Budget 2018	Jan - Sept 2018	Project Balance	Estimated Spend Oct - Dec 2018	Project Balance	Carryforward to 2019	Return to Reserve
BUILDINGS								
2-670-1804-6000	Air Exchange Unit - Grounds Shop	\$13,500.00	\$7,717.16	\$5,782.84	\$0.00	\$5,782.84	\$0.00	\$5,782.84
2-810-1517-6000	Banff Elementary School Partnership	1,681,186.05	571,272.80	1,109,913.25	500,000.00	609,913.25	609,913.25	0.00
2-673-2405-6000	Buildings Lifecycle Maintenance	1,089,945.45	402,904.18	687,041.27	121,363.00	565,678.27	576,617.86	(10,939.59)
2-806-1749-6000	Cave Ave Housing (COU17-142)	192,260.00	16,890.93	175,369.07	2,143.84	173,225.23	173,225.23	0.00
2-329-2410-6000	Council Chambers Redesign and Audio Sound System	12,878.25	14,030.52	(1,152.27)	0.00	(1,152.27)	0.00	(1,152.27)
2-613-1808-6000	Exhaust Extraction System - Fleet Building	65,000.00		65,000.00	65,000.00	0.00	0.00	0.00
2-823-1738-6000	Fenlands Lifecycle Maintenance	166,303.00	100,046.99	66,256.01	46,384.49	19,871.52	16,982.00	2,889.52
2-511-1528-6000	Fleet Transit Building - Fire Alarm	20,000.00	9,720.20	10,279.80	0.00	10,279.80	0.00	10,279.80
2-612-1712-6000	Operations Building Space Analysis & Redesign	48,000.00		48,000.00	0.00	48,000.00	48,000.00	0.00
2-673-1822-6000	Town Hall Copy Room Renovation	15,000.00	15,458.38	(458.38)	0.00	(458.38)	0.00	(458.38)
2-613-1827-6000	Fleet Building Solar	44,667.00	1,390.92	43,276.08	43,667.37	(391.29)	0.00	(391.29)
2-300-1624-6000	Town Hall Modernization	538,238.65		538,238.65	100,000.00	438,238.65	438,238.65	0.00
	Sub-total	3,886,978.40	1,139,432.08	2,747,546.32	878,558.70	1,868,987.62	1,862,976.99	6,010.63
FIRE								
2-400-1803-6000	70 Congregate Lodging Cots & Pads	11,200.00	7,443.52	3,756.48	0.00	3,756.48	3,756.48	0.00
2-400-1806-6000	Automated External Defibrillators	10,000.00	6,070.50	3,929.50	3,929.50	0.00		0.00
2-400-1920-6000	Bunker Gear	1,013.95		1,013.95	1,013.95	0.00		0.00
2-400-1723-6000	Fire Hose Replacement	3,473.00	2,527.13	945.87	945.87	0.00		0.00
2-400-2217-6000	Fire Vehicle Replacement	1,218,713.70	845,595.62	373,118.08	373,118.08	0.00		0.00
2-400-2218-6000	Pager Replacement	18,500.00		18,500.00	0.00	18,500.00	18,500.00	0.00
2-400-1714-6000	Type 5 Wildfire Pickup Truck Kits	6,634.00	5,129.00	1,505.00	1,505.00	0.00		0.00
	Sub-total	1,269,534.65	866,765.77	402,768.88	380,512.40	22,256.48	22,256.48	0.00
FLEET								
2-673-1812-6000	Facilities - New Vehicle	34,000.00		34,000.00	0.00	34,000.00	0.00	34,000.00
2-613-1809-6000	Fall Arrest System	20,000.00		20,000.00	20,000.00	0.00	0.00	0.00
2-613-2221-6000	Fleet Management - Vehicle Replacement	593,564.00	242,380.80	351,183.20	170,000.00	181,183.20	194,442.00	(13,258.80)
2-632-1643-6000	Sidewalk Tractor	43,301.00		43,301.00	0.00	43,301.00	0.00	43,301.00
2-613-2209-6000	Small Equipment	37,500.00		37,500.00	13,500.00	24,000.00	24,000.00	0.00
2-632-1817-6000	Snow Plow Blade	20,000.00	13,990.00	6,010.00	20,000.00	(13,990.00)	0.00	(13,990.00)
	Sub-total	748,365.00	256,370.80	491,994.20	223,500.00	268,494.20	218,442.00	50,052.20
PARKS & RECREATION								
2-826-2408-6000	Banff Recreation Grounds	1,903,583.88	120,792.80	1,782,791.08	258,300.00	1,524,491.08	1,524,491.08	0.00
2-632-1604-6000	Bike Racks Program	48,871.47	4,695.00	44,176.47	10,000.00	34,176.47	34,176.47	0.00
2-670-1641-6000	Bow Falls Viewpoint - Upgrade & Rehab	21,084.85	2,330.36	18,754.49	18,754.49	0.00	0.00	0.00
2-673-2232-6000	Central Park Washroom Replacement	11,936.09		11,936.09	0.00	11,936.09	0.00	11,936.09
2-656-1727-6000	Columbarium & Memorial Garden	166,000.00	34,500.81	131,499.19	15,500.00	115,999.19	115,999.19	0.00
2-670-1728-6000	Commonwealth Walkway	586.50		586.50	0.00	586.50	0.00	586.50
2-802-2090-6000	Community Greenhouse #2	70,000.00	-298.48	70,298.48	50,000.00	20,298.48	20,298.48	0.00
2-656-1729-6000	Cemetery Software	5,000.00	4,775.88	224.12	224.12	0.00		0.00
2-670-1740-6000	Greenhouse Exhaust Fan Update	5,624.30		5,624.30		5,624.30		5,624.30
2-632-1547-6000	Legacy Trail - Banff Ave connection	559,315.59	11,086.32	548,229.27	10,000.00	538,229.27	538,229.27	0.00
2-656-1811-6000	Mountainview Cemetery Roadway Improvement	25,000.00		25,000.00		25,000.00	25,000.00	0.00
2-670-1813-6000	Norquay Road Trail	50,000.00	14,192.20	35,807.80	5,000.00	30,807.80	30,807.80	0.00
2-824-1942-6000	Neighbourhood Parks - Upgrades	5,000.00		5,000.00	0.00	5,000.00	5,000.00	0.00
2-670-1552-6000	Trail Improvements	835,388.04	174,689.45	660,698.59	30,000.00	630,698.59	630,698.59	0.00
2-670-1823-6000	Trail Lighting Projects	120,000.00	47,782.33	72,217.67	5,000.00	67,217.67	67,217.67	0.00
2-641-1626-6000	Water Bottle Filling Stations	22,766.78		22,766.78	0.00	22,766.78	22,766.78	0.00
	Sub-total	3,850,157.50	414,546.67	3,435,610.83	402,778.61	3,032,832.22	3,014,685.33	18,146.89

GL	Description	Budget 2018	Jan - Sept 2018	Project Balance	Estimated Spend Oct - Dec 2018	Project Balance	Carryforward to 2019	Return to Reserve
PARKING, TRAFFIC & TRANSIT								
2-632-1522-6000	Comprehensive Off-Street Smart Parking System	214,430.05	10,995.59	203,434.46	10,000.00	193,434.46	193,434.46	0.00
2-632-2417-6000	Downtown Pedestrian Counter	1,957.61		1,957.61	0.00	1,957.61	1,957.61	0.00
2-511-1718-6000	Fleet for Increased Frequency on Banff Routes (Phase I)	1,725,000.00		1,725,000.00	0	1,725,000.00	0.00	1,725,000.00
	Local Bus Stop Installations & Bus Shelter Installations & Bus Stop Improvements	1,086,697.35	19,495.45	1,067,201.90	25,000.00	1,042,201.90	1,042,201.90	0.00
2-632-2421-6000	On Street Parking Improvements	405,000.00	3,873.95	401,126.05	30,000.00	371,126.05	371,126.05	0.00
2-500-1744-6000	Traffic Monitoring Equipment Purchase	4,285.59		4,285.59	0.00	4,285.59	4,285.59	0.00
2-511-1825-6000	Transit Bus Storage	7,000,000.00	8,000.51	6,991,999.49	100,000.00	6,891,999.49	6,891,999.49	0.00
2-511-1719-6000	Transit Hub	469,603.67	362,900.29	106,703.38	106,703.38	0.00	0.00	0.00
	Sub-total	10,906,974.27	405,265.79	10,501,708.48	271,703.38	10,230,005.10	8,505,005.10	1,725,000.00
ROADS								
2-632-1554-6000	Bear St Woonerf	612,486.47	7,623.93	604,862.54	75,000.00	529,862.54	529,862.54	0.00
2-632-1720-6000	Bow River Bridge Piers Maintenance	150,000.00		150,000.00	20,000.00	130,000.00	130,000.00	0.00
2-632-2415-6000	Bridges and Culverts Maintenance	75,000.00	15,100.53	59,899.47	35,000.00	24,899.47	24,899.47	0.00
2-632-1950-6000	Cave Avenue Reconstruction	104,654.54	2,518.57	102,135.97	0.00	102,135.97	0.00	102,135.97
2-632-1810-6000	Lynx Street Light Replacements	674,640.00		674,640.00	405,000.00	269,640.00	269,640.00	0.00
2-632-1814-6000	Permanent Rainbow Crossing	15,000.00	16,778.64	(1,778.64)	0.00	(1,778.64)	0.00	(1,778.64)
2-711-1713-6000	Public Space & Banffrefreshing Streetscape Master Plan	70,000.00	17,532.20	52,467.80	52,467.80	0.00	0.00	0.00
2-632-1815-6000	Railway Stn Intercept Lot - Public Rd Enhancements	67,000.00		67,000.00	15,000.00	52,000.00	52,000.00	0.00
2-632-1952-6000	Roadway Overlay Program	933,944.39	3,515.53	930,428.86	124,000.00	806,428.86	806,428.86	0.00
2-632-2204-6000	Sidewalk Improvement Program	314,196.83	80,186.33	234,010.50	234,010.50	0.00	0.00	0.00
2-632-1629-6000	St Julien Road Shallow Reconstruction & Storm Improvem	394,554.40	4,192.92	390,361.48	10,000.00	380,361.48	380,361.48	0.00
2-632-1951-6000	Street Lighting Upgrades Program - LED Retrofit	11,931.27		11,931.27	3,000.00	8,931.27	8,931.27	0.00
2-632-1954-6000	Thermoplastic Line Painting	63,855.40		63,855.40	0.00	63,855.40	63,855.40	0.00
2-632-1826-6000	Banff Refreshing - Wolf & Caribou	370,500.00	250,394.56	120,105.44	10,000.00	110,105.44	110,105.44	0.00
	Sub-total	3,857,763.30	397,843.21	3,459,920.09	983,478.30	2,476,441.79	2,376,084.46	100,357.33
RESOURCE RECOVERY								
2-643-1805-6000	Automated Driveway Gate	20,000.00		20,000.00	20,000.00	0.00	0.00	0.00
2-643-1602-6000	District Heating System	769,545.34		769,545.34	0.00	769,545.34	769,545.34	0.00
2-643-1504-6000	Food Waste Decant and Storage	100,000.00		100,000.00	4,000.00	96,000.00	96,000.00	0.00
2-643-2418-6000	Pedestrian Bin Replacement	43,689.27	35,459.99	8,229.28	8,229.28	0.00	0.00	0.00
2-643-2409-6000	Residential Bin Area Enhancement	57,822.28	54,688.30	3,133.98	3,133.98	0.00	0.00	0.00
2-643-1816-6000	Rotating Grapple Attachment	25,000.00		25,000.00	24,675.00	325.00	0.00	325.00
2-643-1824-6000	Transfer Station Upgrades	30,000.00	3,251.10	26,748.90	26,748.90	0.00	0.00	0.00
	Sub-total	1,046,056.89	93,399.39	952,657.50	86,787.16	865,870.34	865,545.34	325.00
SEWER								
2-642-2203-6000	Bow River Siphon Replacement & Pedestrian Bridge	3,068.92		3,068.92	0.00	3,068.92	0.00	3,068.92
2-642-1554-6000	Bear St Woonerf - Sanitary Sewer	21,045.00		21,045.00	0.00	21,045.00	21,045.00	0.00
2-642-2219-6000	Sewer Main Repairs	781,449.94	198,150.70	583,299.24	583,299.24	0.00	0.00	0.00
2-642-1819-6000	Sulphur Mtn Sanitary Sewer Main Replacement	5,000,000.00		5,000,000.00	500,000.00	4,500,000.00	4,500,000.00	0.00
2-642-1628-6000	Trunk Sanitary Sewer Condition Assessment & Cleaning	4,232.70		4,232.70	0.00	4,232.70	0.00	4,232.70
2-642-1965-6000	WWTP Capital Upgrades	2,065,861.10	1,760,905.94	304,955.16	200,000.00	104,955.16	104,955.16	0.00
	Sub-total	7,875,657.66	1,959,056.64	5,916,601.02	1,283,299.24	4,633,301.78	4,626,000.16	7,901,962.18

GL	Description	Budget 2018	Jan - Sept 2018	Project Balance	Estimated Spend Oct - Dec 2018	Project Balance	Carryforward to 2019	Return to Reserve
WATER								
2-641-1554-6000	Bear St Woonerf - Water	3,734.00		3,734.00	3,734.00	0.00	0.00	0.00
2-641-1807-6000	Chlorinator	210,000.00	2,000.00	208,000.00	0.00	208,000.00	208,000.00	0.00
2-641-2402-6000	Emergency Generators	55,187.50		55,187.50	0.00	55,187.50	55,187.50	0.00
2-641-2248-6000	SCADA Upgrades	40,343.05	41,980.16	(1,637.11)	0.00	(1,637.11)	0.00	(1,637.11)
2-641-2070-6000	Valve Replacement	93,373.97	53,444.59	39,929.38	0.00	39,929.38	39,929.38	0.00
	Sub-total	402,638.52	97,424.75	305,213.77	3,734.00	301,479.77	303,116.88	(1,637.11)
OTHER								
2-460-1605-6000	Bylaw AFRRACS Radios	42,000.00		42,000.00	0.00	42,000.00	42,000.00	0.00
2-637-2406-6000	Catch Basin Replacement Program	244,731.46	23,290.82	221,440.64	110,000.00	111,440.64	111,440.64	0.00
2-329-2235-6000	Conversion of Paper Forms to Electronic Forms Project	17,360.36		17,360.36	0.00	17,360.36	17,360.36	0.00
2-300-1739-6000	Financial Software Update	74,732.50	9,617.50	65,115.00	5,000.00	60,115.00	60,115.00	0.00
2-300-1741-6000	Information Governance Master Plan Implementation	194,000.00		194,000.00	0.00	194,000.00	194,000.00	0.00
2-802-2224-6000	Public Art Exhibit Project	9,960.85		9,960.85	0.00	9,960.85	9,960.85	0.00
2-711-1748-6000	River Ribbon Public Art Project	5,273.00		5,273.00	3,423.00	1,850.00	0.00	1,850.00
2-800-1742-6000	Recreation Program & Facilities Software	38,886.07	11,883.35	27,002.72	2,000.00	25,002.72	25,002.72	0.00
2-632-1981-6000	Signage & Wayfinding - Master Plan	403,193.73	34,260.35	368,933.38	50,000.00	318,933.38	318,933.38	0.00
2-637-1818-6000	Storm Water Consulting Design	100,000.00		100,000.00	50,000.00	50,000.00	50,000.00	0.00
2-632-1821-6000	Town Entrance Sign Enhancement	20,000.00		20,000.00	0.00	20,000.00	20,000.00	0.00
	Sub-total	1,150,137.97	79,052.02	1,071,085.95	220,423.00	850,662.95	848,812.95	1,850.00
DEER LANE								
2-806-1555-6000	General		48,821.44	(48,821.44)	14,000.00	(62,821.44)	(62,821.44)	0.00
2-806-1555-6010	Design Services	7,375.77	14,837.00	(7,461.23)	7,500.00	(14,961.23)	(14,961.23)	0.00
2-806-1555-6070	Survey	6,856.25	2,737.10	4,119.15	3,000.00	1,119.15	1,119.15	0.00
2-806-1555-6150	Construction Contract	8,960,773.70	8,473,597.70	487,176.00	532,000.00	(44,824.00)	(44,824.00)	0.00
2-806-1555-6300	Service Connections	443,630.80	179,152.58	264,478.22	0.00	264,478.22	264,478.22	0.00
2-806-1555-6310	Concrete / Compaction Testing	37,613.85	802.50	36,811.35	0.00	36,811.35	36,811.35	0.00
2-806-1555-6520	Legal	3,897.45		3,897.45	0.00	3,897.45	3,897.45	0.00
2-806-1555-6600	Miscellaneous Expenses	562.49	38,493.46	(37,930.97)	0.00	(37,930.97)	(37,930.97)	0.00
2-806-1555-6610	Offsite Improvements & Landscaping	951,580.80	424,121.18	527,459.62	100,000.00	427,459.62	427,459.62	0.00
2-806-1555-6620	Land & Financing Costs	250,000.00		250,000.00	0.00	250,000.00	250,000.00	0.00
	Sub-total	10,662,291.11	9,182,562.96	1,479,728.15	656,500.00	823,228.15	823,228.15	0.00
	TOTAL CAPITAL	45,656,555.27	14,891,720.08	30,764,835.19	5,391,274.79	25,373,560.40	23,466,153.84	1,907,406.56

2019-2028 Capital Reserve Summary

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
BEGINNING BALANCE	7,942,151	(3,000,029)	3,121,806	2,567,096	7,340,758	12,489,997	21,002,367	29,329,185	39,237,509	47,179,213
TRANSFERS TO RESERVE	21,223,713	14,529,811	18,136,104	15,579,173	13,997,858	14,414,148	14,918,986	15,335,837	15,766,425	16,232,844
EXPENDITURES FROM RESERVE	(31,758,509)	(15,137,630)	(17,702,805)	(7,499,827)	(7,481,472)	(10,187,777)	(7,878,796)	(13,856,599)	(8,127,176)	(12,583,946)
NEW CAPITAL PROJECTS										
Debt Funding - Woonerff		6,401,150	(2,230,000)	(2,230,000)	(2,230,000)					
New dual purpose unit (snow and turf unit)	(45,500)	3,033	3,033	3,033	3,033	3,033	3,033	3,033	3,033	3,033
Line Painter	(10,000)	667	667	667	667	667	667	667	667	667
Portable Hydraulic Lift System	(59,950)	3,999	3,999	3,999	3,999	3,999	3,999	3,999	3,999	3,999
Downtown District Recycling Depots	(409,000)	409,000								
Increased Transfer to Capital - Tactic C5	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Tactic C6	(502,000)	(470,000)	64,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000
Rate Stabilization Reserve Funding	504,000	504,000								
Tactic C8			(187,000)	(174,000)	26,000	26,000	26,000	26,000	26,000	26,000
Rate Stabilization Reserve Funding			187,000	174,000						
Caribou/Lynx Intersection Upgrades	(50,000)	(1,500,000)								
Intercept Parking Off-Site Landscape Support	(145,000)									
CPR Pedestrian Crossing Update	(50,000)									
Biomass District Heating	(20,000)	(1,800,000)								
Debt Funding - Biomass District Heating		1,800,000	(44,000)	(97,500)	(97,500)	(97,500)	(97,500)	(97,500)	(97,500)	(97,500)
Central Park Pedestrian Crossing		(5,000,000)								
Grant Funding - Central Park Pedestrian Crossing		4,500,000								
Traffic Calmed Entrance to Town	(125,000)									
300 Block Banff Ave. Median Reconstruction and Beautification	(137,000)									
Library Entryway Landscaping			(170,000)							
Upgrade 2 biodiesel buses to electric		(150,000)								
Transit Priority Report		(30,000)								
Move Dog Park South from 2020 to 2019	(85,000)	85,000								
Cabin Relocation/Restoration Project	(235,000)									
Recreation Grounds Fencing Adjustment	110,025									
Update Structural Protection Shelter	(78,500)									
Fire Hall Curb Adjustment	(15,000)									
Construction Information Program	(11,250)	(11,475)	(11,705)	(11,939)	(12,178)	(12,421)	(12,670)	(12,923)	(13,182)	(13,445)
Streaming and Recording of Council Meetings	(20,000)									
Municipal Enforcement Restructure	34,000	251,280	272,996	278,456	284,025	289,706	295,500	301,410	307,438	313,587
Bow Falls Viewpoint - Upgrades & Rehab.			1,290,000							
Wolf St Roadway Replacement Project (partial shallow - no sewer)				175,600	409,700	3,384,000				
Tunnel Mtn Road - Roadway Reconstruction Project						392,400	915,600	8,132,400		
Seasonal South Parking Lot Expansion	10,000									
Removal of mountain biking skills park consisting of various constructed wooden and dirt features	6,670									
New Skateboard Park	145,500									
Skateboard park										
Ball Diamond Fencing Improvements	34,459									
MCM - Sundance Rd Parking Realignment	90,047									
Vault Washroom Contingency	64,033									
North Playground Expansion with Picnic Area (inclusive of skatepark furnishings and landscaping and fencing)	434,082									
Seasonal Skating Rink (approx. 1000 m2)		200,000								
Bike Skills Park (reduced budget)					121,396					
Wildlife Fencing- South Play Area, Adventure Play Area and Bike Skills Park					51,711					
Ball Diamond Lighting						224,116				
Ball Diamond Fencing Replacement							80,000			
Caribou/Lynx Intersection Upgrades	50,000	1,500,000	(50,000)	(1,500,000)						
Design of Banff Ave Greenway		125,000	(125,000)							
Trails improvements	100,000	(100,000)								
ADJUSTED ENDING BALANCE	(3,000,029)	3,121,806	2,567,096	7,340,758	12,489,997	21,002,367	29,329,185	39,237,509	47,179,213	51,136,451
TARGETED BALANCE	5,982,869	(625,289)	2,354,969	6,924,782	8,417,859	14,385,920	22,681,519	24,959,388	36,481,820	47,626,694
DIFFERENCE	(8,982,898)	3,747,095	212,127	415,976	4,072,138	6,616,447	6,647,666	14,278,121	10,697,393	3,509,757

Town of Banff
Summary of All Units
2017 - 2019 Operating Budget
TOB:SUMMARY

Attachment 7-0d

	2017 Actual	2018 Approved Budget	2018 Q2 Forecast	2019 Approved Budget	2019 Proposed Budget	2020 Proposed Budget	2021 Proposed Budget
REVENUES							
Tax Revenue	\$17,984,015	\$19,361,028	\$19,361,028	\$19,929,011	\$20,066,864	\$21,090,554	\$21,583,460
Activity Revenue	21,930,807	22,579,394	22,952,066	22,924,592	24,292,783	24,990,174	25,618,168
Grant Revenue	5,685,063	5,105,974	5,885,654	4,528,702	4,747,257	4,669,109	4,678,250
Other Revenue	625,317	461,150	510,651	474,275	1,058,150	1,238,400	1,246,968
Internal Recoveries	4,476,625	4,654,880	4,654,880	4,778,396	4,662,162	4,888,598	4,998,474
TOTAL REVENUES	50,701,827	52,162,426	53,364,279	52,634,976	54,827,216	56,876,835	58,125,320
EXPENDITURES							
Wages & Benefits	14,861,041	15,932,076	15,908,230	16,303,485	17,246,148	17,742,602	18,326,462
Contracted & General Services	17,138,065	16,730,860	17,502,769	16,733,511	17,518,546	18,351,194	18,507,209
Materials, Goods & Supplies	2,752,850	2,892,579	3,079,773	2,991,716	3,009,339	2,947,691	2,990,704
Other Expenses	441,206	190,338	190,338	141,436	528,607	484,044	473,209
Internal Charges	4,476,625	4,654,880	4,654,880	4,778,396	4,662,162	4,888,598	4,998,474
TOTAL EXPENDITURES	39,669,787	40,400,733	41,335,990	40,948,544	42,964,802	44,414,129	45,296,058
REVENUES LESS EXPENDITURES	11,032,040	11,761,693	12,028,289	11,686,432	11,862,414	12,462,706	12,829,262
Associated Amortization	5,350,568	5,156,623	5,193,407	5,156,623	5,156,623	5,156,623	5,259,639
Gain/(Loss) on Disposal of TCA	(145,629)						
Transfers to Reserves	(12,726,126)	(12,526,137)	(12,806,614)	(12,409,451)	(13,061,532)	(13,563,687)	(13,950,829)
Transfers from Reserves	1,694,086	764,444	790,287	723,019	1,204,300	1,119,072	1,122,340
Tax Funding Required			11,962		5,182	18,091	773

2019 - 2021 Operating Budget Tracker

	1.9%	2.0%	2.0%
	2019	2020	2021
Inflation			
Prior Year Ammended Tax Levy Budget	\$ 19,401,000	\$ 20,807,816	\$ 22,196,812
Inflation	368,619	416,156	443,936
Base Levy	\$ 19,769,619	\$ 21,223,972	\$ 22,640,749
New Growth	60,000	60,000	60,000
Maximum Starting Tax Levy	\$ 19,829,619	\$ 21,283,972	\$ 22,700,749
<i>Previously Approved Service Level Changes</i>			
Phase Out of Budgeted Wage/Benefit/Training Savings	30,000		
Transit Hub - Operating Impact	39,600	39,600	
Banff Rec Grounds - Operating Impact	60,689	45,285	66,439
Increased Transit Shelters & Bus Stop Improvements	60,500	60,500	
Increased Transfer to General Capital Reserve	47,239	47,239	
Increased Transfer to Fleet Reserve	10,933	10,933	
Increased Transfer to Fire Reserve	32,567	32,567	
Funding for Downtown District Recycling Depots	32,750	32,750	
Increased Frequency on Banff Local Routes - Phase 2		261,564	
2018 Visitor Experience Communications Partnership	(23,333)	(30,000)	
Wildfire Risk Analysis for Banff	(15,000)		
Increased Long Range & Strategic Planning	(80,000)		
Bow River Trail Connection Lighting - Operating Impacts		4,700	
Shuttle Rental for 2019 Service Liricon Lot	62,000	(62,000)	
Shuttle Service on Liricon Lot		124,500	
Calgary - Banff Summer Bus Service	(120,000)		
Woonerf - Caribou/Wolf Street	31,500		(31,500)
Planning Committee Member Compensation	19,000		
Extend Long Term & Strategic Planning Position	48,800		
Total Funding Requirement Increase/(Decrease) from Previously Approved Service Level Adjustments	237,245	567,638	34,939
Tax Levy Cap	\$ 20,066,864	\$ 21,851,610	\$ 22,735,688
Tax Levy Below Cap	(5,182)	(18,091)	(773)
Tax Levy	\$ 20,061,682	\$ 21,833,519	\$ 22,734,915

Service Level Adjustments (not in Budget as Presented)

Snow & Turf Unit - Operating Impacts	6,070	6,070	6,070
Memorial Tree Program - Revenues	(20,250)	(20,250)	(20,250)
Memorial Tree Program - Expenditures	20,250	20,250	20,250
Line Painter - Operating Impact	200	877	887
Portable Hydraulic Lift System - Operating Impact	(7,171)	(2,672)	(2,672)
Facilities Energy Benchmarking & Audits	130,000		
Facilities Energy Benchmarking & Audits Transfer from Env. Reserve	(130,000)		
Waste Diversion Targets & Tactics	99,250	112,500	120,625
Caribou/Lynx Intersection Upgrades - Operating Impacts			50,000
Intercept Parking Off-Site Landscape Support		25,000	25,000
Screenline Vehicle Occupancy Survey	25,000	25,000	25,000
Town of Banff Water Permit Aquifer Assessment	150,000		
Local Wildlife Corridor Effectiveness Analysis	30,000		
Central Park Pedestrian Crossing - Operating Impacts			80,000
Scramble Intersection at Banff Ave and Elk Street Analysis	3,000		
Capital Planning for Fortis Street Light Replacements		70,000	
Increased Fortis Franchise Fees		(70,000)	
300 Block Banff Ave. Median Reconstruction and Beautification - Op Impact	3,200	3,200	3,200
Intercept Lot Shuttle Trial for 2020		62,000	
Upgrade 2 biodiesel buses to electric			48,179
Additional Hour of Service Route 2	6,230	6,230	6,230
Calgary - Banff Summer Bus Service	133,200		
BES Playground Project	100,000		
Dog Park South - Operating Impact		1,500	
Cabin Relocation/Restoration Project	8,130	8,130	8,130
Structural Protection Trailer - Operating Impacts	9,567	4,567	4,567
Convert Municipal Emergency Plan to an Incident Command System Platform	22,625	125	125
Human-Wildlife Coexistence Communications Program	67,000	35,000	45,000
Online Engagement Panel	18,000	15,300	15,606
Media and Social Media Monitoring	7,000	7,133	7,275
Visitor Experience Communications Partnership Strategy	53,333	53,333	53,333
Managing Animal Attractants and Hiding Cover on Private Property	2,500		
Municipal Enforcement Restructure	-	-	-
Electronic Provincial Violation Tickets	9,000		
Total New Service Level Increases	\$ 746,134	\$ 363,293	\$ 496,555
Total Final Municipal Tax Levy	\$ 20,807,816	\$ 22,196,812	\$ 23,231,470

Overall Tax Increase Related to Same Level of Service	1.34%	1.47%	1.50%
Overall Tax Increase Related to New Service Level Adjustments	3.57%	0.65%	0.57%
Overall Tax Increase Related to Provincial Education Levy	0.54%	0.56%	0.55%
Overall Tax Increase Related to Bow Valley Regional Housing Levy	0.02%	0.03%	0.02%
Overall Tax Increase	5.47%	2.70%	2.64%
Overall Tax Increase Related to Growth	0.22%	0.21%	0.20%

Overall Monthly Impact on an Average Residential Dwelling * **\$ 9.50**

Overall Annual Impact on an Average Residential Dwelling * **\$ 114.01**

2019 1% Overall Tax Increase **\$ 275,076**

* Based on the Average 2018 Residential Dwelling Assessment of \$399,200