

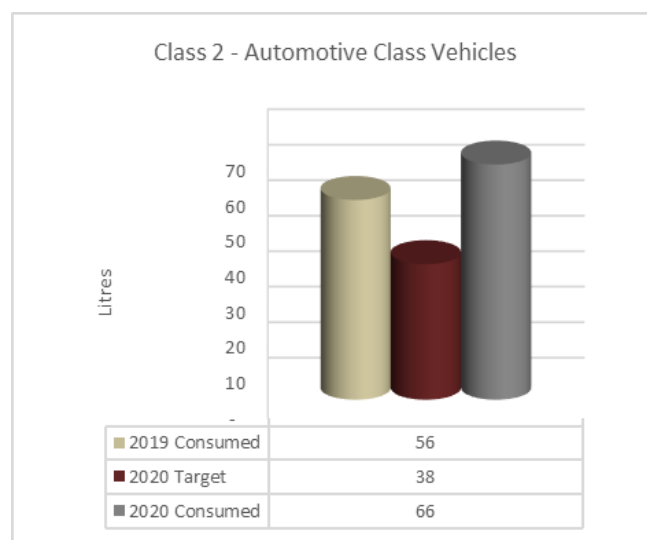
Human Resources Department

Human Resources Department

2020 – 2023 Operating Budget Roll-up

| | 2019 Actual | 2019 Approved Budget | 2020 Q3 Forecast | 2021 Approved Budget | 2021 Proposed Budget | 2022 Proposed Budget | 2023 Proposed Budget |
|-----------------------------------|------------------|----------------------------|------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| REVENUES | | | | | | | |
| Activity Revenue | \$399,321 | \$396,200 | \$401,200 | \$407,720 | \$407,680 | \$414,170 | \$420,670 |
| Other Revenue | 2,242 | 3,500 | 38,010 | 2,000 | 2,000 | 2,000 | 2,000 |
| TOTAL REVENUES | 401,563 | 399,700 | 439,210 | 409,720 | 409,680 | 416,170 | 422,670 |
| EXPENDITURES | | | | | | | |
| FTE Count | 2.00 | 2.00 | 1.97 | 2.30 | 2.00 | 2.60 | 2.60 |
| Wages & Benefits | 230,639 | 231,950 | 227,021 | 272,610 | 247,148 | 300,092 | 308,353 |
| Contracted & General Services | 138,185 | 130,600 | 130,446 | 137,305 | 132,830 | 157,965 | 142,990 |
| Materials, Goods & Supplies | 5,952 | 6,650 | 5,167 | 9,450 | 5,950 | 8,210 | 6,225 |
| Other Expenses | 17,487 | 19,807 | 16,878 | 16,442 | 16,442 | 15,994 | 15,534 |
| Internal Charges | 155,300 | 155,300 | 159,400 | 163,600 | 159,500 | 159,100 | 162,100 |
| TOTAL EXPENDITURES | 547,563 | 544,307 | 538,912 | 599,407 | 561,870 | 641,361 | 635,202 |
| REVENUES LESS EXPENDITURES | (146,000) | (144,607) | (99,702) | (189,687) | (152,190) | (225,191) | (212,532) |
| Associated Amortization | 67,122 | 58,824 | 58,824 | 60,000 | 67,125 | 67,797 | 68,475 |
| Transfers to Reserves | (129,011) | (129,011) | (165,111) | (131,555) | (131,555) | (130,557) | (136,609) |
| Transfers from Reserves | 42,574 | 22,307 | 38,628 | 31,742 | 34,142 | 48,294 | 34,434 |
| Tax Funding Required | (232,437) | (251,311) | (226,185) | (289,500) | (249,603) | (307,454) | (314,707) |

Human Resources Vehicle Fuel Consumption Benchmark



2019 consumed based on 2020 recorded telematics

Human Resources Compliance:

- ensures Town of Banff's employment practices and policies are compliant with legislated standards.
- on-going education and coaching of leaders to interpret legislated requirements and communicate effectively with employees during all interactions.

Compensation and Benefits:

- position descriptions and wages are tested against council-approved external market comparators every three years to ensure wages at the Town of Banff are maintained at the 50th percentile.
- total compensation package includes competitive wages, benefits (healthcare and retirement), training, development and creative non-traditional benefits (active living, flex scheduling)

Recruitment and Selection:

- recruitment focusses on selecting the right talent, qualifications and characteristics to deliver our services at the Town of Banff.
- jobs are posted in locations that attract suitable applicants and interview strategies that ensure “fit” for the position, department and organization.
- on-boarding ensures new hires are introduced to the Town and become part of the organization's culture.

Training and Development:

- formal reviews with employees occur no less than annually.
- training and development is individualized with clear development actions and career growth initiatives that range from on-the-job skills development to succession planning.
- training and development is recognized as part of our total compensation package.

Performance Management:

- leaders effectively communicate performance expectations and conduct performance improvement discussions with their employees.
- comprehensive performance management system of day-to-day observation and feedback, performance and development discussions, recognition and annual “e-valuations” instills a workplace culture where individual talents are valued, recognized and developed.

Employee Relations:

- employees have the necessary support, training, resources, and relationships to deliver their mission: “Taking Care of Banff, our People, our Community, our Park.”
- open door policy and annual employee satisfaction surveys ensure employees have a fair and consistent means of sharing suggestions, ideas and concerns that affect their workplace experiences.

Service Area: Human Resources Administration (1 of 2)

Operating Budget (2020 – 2023)
HR Administration

| | 2019 Actual | 2019 Approved Budget | 2020 Q3 Forecast | 2021 Approved Budget | 2021 Proposed Budget | 2022 Proposed Budget | 2023 Proposed Budget |
|-----------------------------------|------------------|----------------------------|------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Other Revenue | | | \$36,010 | | | | |
| TOTAL REVENUES | | | 36,010 | | | | |
| EXPENDITURES | | | | | | | |
| FTE Count | 1.75 | 1.75 | 1.73 | 2.05 | 1.75 | 2.35 | 2.35 |
| Wages & Benefits | 216,158 | 215,119 | 212,103 | 256,139 | 231,760 | 284,288 | 292,121 |
| Contracted & General Services | 23,904 | 26,000 | 12,146 | 32,405 | 21,730 | 46,265 | 30,690 |
| Materials, Goods & Supplies | 794 | 650 | 167 | 3,450 | 450 | 2,710 | 725 |
| Internal Charges | 6,100 | 6,100 | 6,300 | 6,400 | 6,300 | 6,300 | 6,400 |
| TOTAL EXPENDITURES | 246,956 | 247,869 | 230,716 | 298,394 | 260,240 | 339,563 | 329,936 |
| REVENUES LESS EXPENDITURES | (246,956) | (247,869) | (194,706) | (298,394) | (260,240) | (339,563) | (329,936) |
| Associated Amortization | 2,462 | 1,495 | 1,495 | 1,525 | 2,462 | 2,487 | 2,512 |
| Transfers to Reserves | (6,415) | (6,415) | (42,125) | (6,115) | (6,115) | (2,615) | (6,115) |
| Transfers from Reserves | 10,024 | 1,500 | 1,250 | | | 14,000 | |
| Tax Funding Required | (243,347) | (252,784) | (235,581) | (304,509) | (266,355) | (328,178) | (336,051) |

*Note: Starting 2022 + 0.6FTE approved 2018 service review (0.6 HR + 0.4 Health & Safety)

COUNCIL EXPECTATIONS

Human Resources Compliance

1. Human Resources is accountable for ensuring that the Town of Banff's employment practices and policies are compliant with legislated standards.
2. Employee qualifications and certifications are maintained through appropriate training.

Compensation and Benefits

3. Our compensation and benefits package contributes to a positive employee relationship with Town of Banff.
4. Our compensation philosophy targets the 50th percentile.
5. Our comparable markets are other municipalities, local publically funded agencies, local and non-local private sector and available survey data where relevant.
6. An external market-facing compensation review is optimally done every three years.
7. Due diligence around researching, negotiating best value and evaluating plan design of group plan benefit packages.
8. Work actively to govern our pension liabilities.
9. Disability management ensures employee benefits are appropriately administered and workplace accommodations are identified and implemented.
10. During each 4 year term, council is oriented with compensation philosophy and practices.

Recruitment and Selection

11. We attempt to leverage the healthy and active Banff Lifestyle during recruitment.
12. Professional, diligent and equitable hiring practices ensure skills and qualifications as well as personal characteristics and competencies are a "fit" for the Town of Banff.
13. Our employee mission and values are aligned with community core values (i.e. Banff Community Plan).
14. Evaluation of position responsibilities prior to rehiring and recruitment when vacancies arise (e.g. Job Description updates, evaluation of job grade assignment, etc.).

Training and Development

15. Developmental training is offered as resources allow to benefit the organization and the employee.
16. Training is used at times as a retention and recruitment tool and is part of our total compensation package.
17. In allocating scarce Professional Development dollars, priority is given to the needs of the organization (such as; knowledge transfer, succession planning, skills / experience gaps).
18. Professional Development expenditures are prioritized town-wide rather than department by department.

Performance Management

19. Employees know the expectations of their job and how well they are meeting those expectations.
20. Supervisors are given the tools and resources to execute upon performance management and recognition
21. People at all levels of the organization receive equitable recognition for performance.
22. Employees receive regular performance feedback and a formal performance evaluation annually in January or February.

Employee Relations

23. Employee concerns are addressed and resolved effectively.
24. Employee relations practices contribute to a workplace culture of physical and mental health and a productive and positive work environment.
25. Maintain mechanism(s) for employees to provide feedback or become involved in issues, initiatives, decisions or actions. (e.g.; Employee Satisfaction Survey, Staff Connect).

Successes

- April/May- stepped in to replace Communications department on transition to Hub. Design and set-up of employee-based site being developed.
- Maintained pace with demand to ensuring timely and compliant administration of employee information, resources, documentation and benefits in light of COVID-19.
- Recruitment response and turnaround time from posting to on-boarding of approved hires to ensure Town’s operational needs met.
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Challenges/Opportunities

- Long-range employee strategies constrained by limited resources (2 people) in department. Priorities focus on addressing immediate employee, department, organization and legislative needs vs. longer-range training, development, succession planning and strengthening workplace culture.
- HR time dedicated to administrative demands (table shows – year over year increase in metrics related to service functions). Previous years’ recruitment demands were substituted in 2020 by COVID-related administration.

| | ‘20- YTD Nov 01 | 2019 | 2018 | 2017 |
|-------------------------------|--------------------|---------|-------------------|-----------------------------|
| Headcount – FT | 161 | 157 | 149 | 138.3 |
| Headcount-ALL | 259 | 274.33 | 253 | 252 |
| Postings | 49 | 51 | 51 | 45 |
| Resumes- Rec’d/Screened | 1843 | 2214 | 2106 | 1485 |
| Employment Offers /Letters | 195 | 178 | 215 | 210 |
| COVID Admin Letters/ | Reduced Hrs | Layoffs | Recall/ Extend | Tracking/Info/ Resources |
| | 64 | 39 | 37 | 64 |

2020 Priorities:

- Update and implement procedural guidelines to support 2018, 2019 and 2020 changes in legislation (Alberta Employment Standards Code, Alberta occupational Health & Safety)

Priority Status

✓ *In progress – development of internal procedures continues to align with changes to employment and OHS legislation your.Guide update on-going.*

UPDATE 2020: Bill 32: introduced further changes to be worked into the handbook and supporting procedures ... revisions and re-launch in 2021.

2021 Strategic Plan Priorities:

Communication Format

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

Service Area: Employee Housing (2 of 2)

Corporate Services: financial administration (rent review & rate setting, operating/capital expenses, overseeing operating transfers, security deposits).

Facilities: unit and building repairs & maintenance, condition assessment, preventative maintenance schedule and unit inspections, building custodian supplies.

Human Resources: application and selection of tenants, check-in and check-out inspections, lease agreements, rules of tenancy, maintaining tenant information, notification and communication to tenants and administration of Building Custodians.

Operating Budget (2020 – 2023) Employee Housing

| | 2019 Actual | 2019 Approved Budget | 2020 Q3 Forecast | 2021 Approved Budget | 2021 Proposed Budget | 2022 Proposed Budget | 2023 Proposed Budget |
|---------------------------------------|------------------|----------------------------|------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| REVENUES | | | | | | | |
| Activity Revenue | \$399,321 | \$396,200 | \$401,200 | \$407,720 | \$407,680 | \$414,170 | \$420,670 |
| Other Revenue | 2,242 | 3,500 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| TOTAL REVENUES | 401,563 | 399,700 | 403,200 | 409,720 | 409,680 | 416,170 | 422,670 |
| EXPENDITURES | | | | | | | |
| FTE Count | .25 | .25 | .25 | .25 | .25 | .25 | .25 |
| Wages & Benefits | 14,481 | 16,831 | 14,918 | 16,470 | 15,387 | 15,804 | 16,232 |
| Contracted & General Services | 114,281 | 104,600 | 118,300 | 104,900 | 111,100 | 111,700 | 112,300 |
| Materials, Goods & Supplies | 5,158 | 6,000 | 5,000 | 6,000 | 5,500 | 5,500 | 5,500 |
| Other Expenses | 17,487 | 19,807 | 16,878 | 16,442 | 16,442 | 15,994 | 15,534 |
| Internal Charges | 149,200 | 149,200 | 153,100 | 157,200 | 153,200 | 152,800 | 155,700 |
| TOTAL EXPENDITURES | 300,607 | 296,438 | 308,196 | 301,012 | 301,629 | 301,798 | 305,266 |
| REVENUES LESS EXPENDITURES | 100,956 | 103,262 | 95,004 | 108,708 | 108,051 | 114,372 | 117,404 |
| Associated Amortization | 64,660 | 57,329 | 57,329 | 58,476 | 64,663 | 65,310 | 65,963 |
| Transfers to Reserves | (122,596) | (122,596) | (122,986) | (125,440) | (125,440) | (127,942) | (130,494) |
| Transfers from Reserves | 32,550 | 20,807 | 37,378 | 31,742 | 34,142 | 34,294 | 34,434 |
| Tax Funding Required | 10,910 | 1,473 | 9,396 | 15,010 | 16,753 | 20,724 | 21,344 |

COUNCIL EXPECTATIONS

- 1) That there is a system in place that fairly and transparently allocates this limited resource
- 2) We offer staff a mix of short-term and long-term housing.
- 3) Rent structure is based on a full cost recovery model (rates are tested against the market as reported by the Alberta Rental Rate review (annual) and the Bow Valley Labour Market Report (semi-annual).
- 4) Units are well-maintained and the replacement reserve is appropriately funded.
- 5) Staff accommodation supports our recruitment and retention efforts
- 6) Employees are not expected to remain in employee housing throughout their careers

Successes

- Standard of flooring replacement (laminated) and maintenance in vacated units elevated.
- Some turnover in employee housing due to employees who achieved home ownership – this bodes well for retention.
- Turnover in housing this year, meant more access for those employees, who have been waiting for the Town's below-market rental options.

Challenges/Opportunities

- Increase throughout year in movement out of and into employee housing – administration and check-in/-out inspections required much coordination.
- Cost recovery in 2020 not achieved due to
 - reduced occupancy of shared units to ensure adequate personal space/distancing due to COVID-19, and
 - necessary repairs and maintenance to vacated units that had long-term tenant-caused wear and tear

2020 Priorities:

- Safety and structure Assessment of Fire Hall rooftop space as outdoor amenity for tenants
- Waterproof Deck Membranes at 552 Banff Ave.

Priority Status

- ✓ *On-going -Assessment completed. Deck will be built reusing wood from Bear Street Woonerf*
- ✓ *Completed - 80% of wood reused instead of landfilled*

2021 Priorities:

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Communication Format

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