

# Corporate Services Department

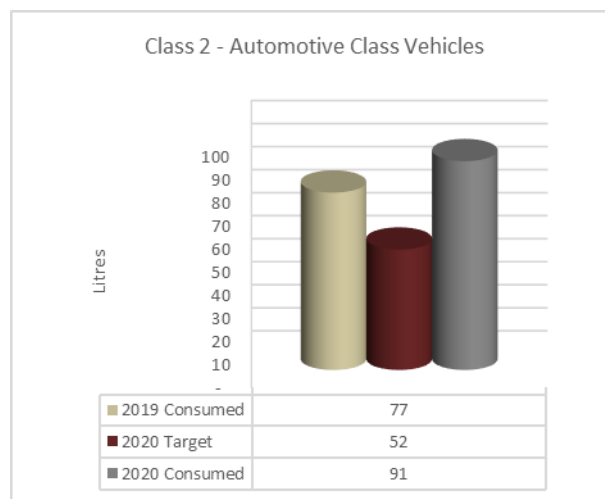
2020-2023 Operating Budget

Roll-up

	2019 Actual	2019 Approved Budget	2020 Q3 Forecast	2021 Approved Budget	2021 Proposed Budget	2022 Proposed Budget	2023 Proposed Budget
<b>REVENUES</b>							
Activity Revenue	\$9,145	\$12,000	\$7,050	\$12,300	\$12,300	\$12,300	\$12,300
Grant Revenue	56,550						
Other Revenue	104	750		250	250	250	250
Internal Recoveries	100,768	111,015	92,740	114,952	103,930	104,612	105,995
<b>TOTAL REVENUES</b>	<b>166,567</b>	<b>123,765</b>	<b>99,790</b>	<b>127,502</b>	<b>116,480</b>	<b>117,162</b>	<b>118,545</b>
<b>EXPENDITURES</b>							
FTE Count	14.44	14.39	14.75	15.95	15.64	15.95	15.95
Wages & Benefits	903,817	908,971	843,301	1,030,499	941,373	990,753	1,017,227
Contracted & General Services	360,665	189,845	317,140	199,315	332,975	317,000	200,025
Materials, Goods & Supplies	15,951	20,000	13,713	18,000	19,600	18,000	18,000
Other Expenses	(12)	1,000	1,000	1,000	1,000	1,000	1,000
Internal Charges	155,908	166,155	149,280	172,992	160,530	161,012	163,495
<b>TOTAL EXPENDITURES</b>	<b>1,436,329</b>	<b>1,285,971</b>	<b>1,324,434</b>	<b>1,421,806</b>	<b>1,455,478</b>	<b>1,487,765</b>	<b>1,399,747</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>(1,269,762)</b>	<b>(1,162,206)</b>	<b>(1,224,644)</b>	<b>(1,294,304)</b>	<b>(1,338,998)</b>	<b>(1,370,603)</b>	<b>(1,281,202)</b>
<b>Associated Amortization</b>	<b>11,078</b>	<b>6,729</b>	<b>8,602</b>	<b>6,938</b>	<b>11,181</b>	<b>11,293</b>	<b>11,406</b>
<b>Transfers to Reserves</b>	<b>(20,060)</b>	<b>(20,060)</b>	<b>(19,885)</b>	<b>(21,085)</b>	<b>(21,715)</b>	<b>(22,997)</b>	<b>(23,080)</b>
<b>Transfers from Reserves</b>	<b>151,646</b>		<b>132,000</b>		<b>135,000</b>	<b>120,000</b>	
<b>Tax Funding Required</b>	<b>(1,138,176)</b>	<b>(1,182,266)</b>	<b>(1,112,529)</b>	<b>(1,315,389)</b>	<b>(1,225,713)</b>	<b>(1,273,600)</b>	<b>(1,304,282)</b>

\*In the new proposed budget the 0.75 Legislative Position was added in 2021 then fulltime in 2022-2023

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



2019 consumed based on 2020 recorded telematics

## Service Area: Municipal Revenue & Economic Prosperity (1 of 9)

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.

### Municipal Revenue & Economic Prosperity 2020-2023 Operating Budget

	2019 Actual	2019 Approved Budget	2020 Q3 Forecast	2021 Approved Budget	2021 Proposed Budget	2022 Proposed Budget	2023 Proposed Budget
<b>REVENUES</b>							
<b>EXPENDITURES</b>							
FTE Count	0.15	0.15	0.15	0.15	0.15	0.15	0.15
Wages & Benefits	\$29,170	\$28,373	\$22,752	\$30,397	\$23,093	\$23,715	\$24,353
Contracted & General Services	1,875	5,730	7,830	2,830	2,830	2,830	2,830
Internal Charges	3,197	3,522	2,942	3,647	3,297	3,318	3,362
<b>TOTAL EXPENDITURES</b>	<b>34,242</b>	<b>37,625</b>	<b>33,524</b>	<b>36,874</b>	<b>29,220</b>	<b>29,863</b>	<b>30,545</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>(34,242)</b>	<b>(37,625)</b>	<b>(33,524)</b>	<b>(36,874)</b>	<b>(29,220)</b>	<b>(29,863)</b>	<b>(30,545)</b>
<b>Associated Amortization</b>	<b>185</b>	<b>112</b>	<b>185</b>	<b>115</b>	<b>190</b>	<b>192</b>	<b>194</b>
<b>Transfers to Reserves</b>	<b>(293)</b>	<b>(293)</b>	<b>(233)</b>	<b>(233)</b>	<b>(233)</b>	<b>(233)</b>	<b>(233)</b>
<b>Tax Funding Required</b>	<b>(34,535)</b>	<b>(37,918)</b>	<b>(33,757)</b>	<b>(37,107)</b>	<b>(29,453)</b>	<b>(30,096)</b>	<b>(30,778)</b>

## COUNCIL EXPECTATIONS

- 1) That we will seek to fund town operations from sources additional to the Banff property taxpayer

### Successes

- Success with grant applications
- 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
- Provincial grant reductions

### 2020 Priorities:

- Tourism Based Communities - meet with province to discuss business case for tourism based municipalities
- Update Economic Prosperity Impact Model

### Priority Status

- ✓ *Recognition of Tourism Based Communities with MOST Grant. Discussions ongoing.*
- ✓ *Model Complete, reporting to begin in 2021*

### 2021 Priorities:

- 

### Communication Format

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

## Service Area: Legislative Administrative Services (2 of 9)

Legislative administrative 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. The Municipal Clerk's office administers the legislative process for the municipal government. The Clerk is responsible for ensuring council meetings are conducted legally and provides procedural advice during meetings. The Clerk is also the returning officer for municipal elections.

The Clerk's office is one of the primary points of contact for members of the community on many of the of the Town's statutory functions and responsibilities. Most legislative services are governed by the Municipal Government Act. In general legislative services promote and ensure accountability and transparency in municipal processes.

Administrative services include:

- Managing all aspects of council meetings.
- Assisting the organization in complying with legislation in the decision making processes and providing procedural advice to administration.
- Primary contact for delegations and public input
- Administration of council boards and committees
- Conducting civic elections
- Administering and maintaining bylaws and policies.
- Managing the freedom of information and the protection of privacy program
- Contract and agreement drafting/review/ tracking
- Partner in conducting municipal census
- Custody of corporate seal and certifying of official documents.

### Legislative Administrative Services 2020– 2023 Operating Budget

	2019 Actual	2019 Approved Budget	2020 Q3 Forecast	2021 Approved Budget	2021 Proposed Budget	2022 Proposed Budget	2023 Proposed Budget
<b>EXPENDITURES</b>							
FTE Count	0.98	1.05	1.05	2.05	1.74	2.05	2.05
Wages & Benefits	\$118,322	\$123,311	\$120,991	\$206,867	\$174,851	\$203,320	\$208,327
Contracted & General Services	5,070	4,020	1,770	5,045	13,195	5,795	5,795
Materials, Goods & Supplies	30		300		1,600		
Internal Charges	12,070	13,297	11,108	13,769	12,449	12,530	12,696
<b>TOTAL EXPENDITURES</b>	<b>135,492</b>	<b>140,628</b>	<b>134,169</b>	<b>225,681</b>	<b>202,095</b>	<b>221,645</b>	<b>226,818</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>(135,492)</b>	<b>(140,628)</b>	<b>(134,169)</b>	<b>(225,681)</b>	<b>(202,095)</b>	<b>(221,645)</b>	<b>(226,818)</b>
Associated Amortization	1,292	785	1,292	800	1,318	1,331	1,344
<b>Transfers to Reserves</b>	<b>(1,493)</b>	<b>(1,493)</b>	<b>(1,313)</b>	<b>(2,513)</b>	<b>(1,628)</b>	<b>(2,828)</b>	<b>(2,828)</b>
<b>Tax Funding Required</b>	<b>(136,985)</b>	<b>(142,121)</b>	<b>(135,482)</b>	<b>(228,194)</b>	<b>(203,723)</b>	<b>(224,473)</b>	<b>(229,646)</b>

**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.
- 11) Council updated on changes to legislative framework

**Successes**

- Modernization of procedures bylaw
- On-going review of bylaw and procedures
- Change to the municipal grant funding allocation process
- Streaming and Recording of meetings

**Challenges/Opportunities**

- Provincial legislative changes (MGA, Election)
- Increased demand for technology requiring privacy impact assessments/privacy policies.
- Increased demands for administrative work:
  - Length of meetings and size of agendas.
  - New requirements for ARB and DAB clerks.
  - Modernization of technology used to manage council meetings.
  - FOIP requests
  - 2020 Census

**2020 Priorities:**

- Enhanced staffing to address administrative requirements for back up for meeting minutes, contract tracking and drafting, and 2020 census management if required.
- Council Code of Conduct Q1

**Communication Format**

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

*2020 service review update*

√ *Complete*

**2021 Priorities:**

- Municipal Election

**Communication Format**

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

*2021 service review update*

## Service Area: Information Governance (3 of 9)

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.

<b>Information Governance 2020 – 2023 Operating Budget</b>							
	2019 Actual	2019 Approved Budget	2020 Q3 Forecast	2021 Approved Budget	2021 Proposed Budget	2022 Proposed Budget	2023 Proposed Budget
<b>REVENUES</b>							
Activity Revenue	\$25		\$50	\$300	\$300	\$300	\$300
<b>TOTAL REVENUES</b>	<b>25</b>		<b>50</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>
<b>EXPENDITURES</b>							
FTE Count	0.98	0.98	0.98	0.98	0.98	0.98	0.98
Wages & Benefits	91,213	87,055	89,197	94,316	90,641	93,075	95,571
Contracted & General Services	151,037	8,675	134,600	7,800	142,300	127,900	7,900
Materials, Goods & Supplies	58						
Internal Charges	9,858	10,860	9,073	11,246	10,167	10,234	10,369
<b>TOTAL EXPENDITURES</b>	<b>252,166</b>	<b>106,590</b>	<b>232,870</b>	<b>113,362</b>	<b>243,108</b>	<b>231,209</b>	<b>113,840</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>(252,141)</b>	<b>(106,590)</b>	<b>(232,820)</b>	<b>(113,062)</b>	<b>(242,808)</b>	<b>(230,909)</b>	<b>(113,540)</b>
<b>Associated Amortization</b>	<b>123</b>	<b>75</b>		<b>80</b>	<b>125</b>	<b>126</b>	<b>127</b>
<b>Transfers to Reserves</b>	<b>(2,750)</b>	<b>(2,750)</b>	<b>(2,870)</b>	<b>(2,870)</b>	<b>(2,905)</b>	<b>(2,905)</b>	<b>(2,905)</b>
<b>Transfers from Reserves</b>	<b>148,516</b>		<b>132,000</b>		<b>135,000</b>	<b>120,000</b>	
<b>Tax Funding Required</b>	<b>(106,375)</b>	<b>(109,340)</b>	<b>(103,690)</b>	<b>(115,932)</b>	<b>(110,713)</b>	<b>(113,814)</b>	<b>(116,445)</b>

**COUNCIL EXPECTATIONS**

- 1) The corporate history of the town is maintained.
- 2) Record retention meets legal, legislative and FOIP (Freedom of Information and Privacy) compliance requirements.
- 3) Records are easily accessible as information for decision making.
- 4) Reliable and secure backup.
- 5) The development of an Information Governance (IG) program to an Essential Level (3) based on the Generally Accepted Recordkeeping Principles (GARP) maturity model.

**Successes**

Continued Implementation of IG Master Plan and Movement Towards an Essential Level (3) of Generally Accepted Recordkeeping Principles (GARP Maturity Model)

Training & Awareness

- Trained new employees on FOIP and IG as part of the onboarding process

SharePoint Implementation

- Completed 4 onboardings with 7 groups
- 134,000 electronic documents are now subject to retention and document control in SharePoint
- Migrated from SharePoint 2019 on-premise to SharePoint M365 Online

**Challenges/Opportunities**

- Increased number, size and complexity of FOIP requests
- Increasing technology needs and effects on privacy.
- Town-wide implementation of SharePoint

**2020 Priorities:**

- Continue to implement actions of the [Information Governance Master Plan](#) throughout 2018 (multi-year project)

**Priority Status**

✓ *2020 Service Review update*

**2021 Priorities:**

- Continue to implement actions of the Information Governance Master Plan

**Communication Format**

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



# Project Summary

**Project Account #:** 2-300-1741-6000

<b>Project #:</b> GG-91-17	<b>Department:</b> 300-Corporate Services Admin	<b>Project:</b> Information Governance Master Plan Implementation
<b>Budget Year:</b> 2021	<b>Manager:</b> Chris Hughes / Rene Lavergne	<b>Project Type:</b> General Government
<b>Budget Status:</b> Open	<b>Project Partner:</b>	<b>Asset Type:</b> Software
<b>Year Identified:</b> 2017	<b>Start Date:</b>	<b>Est. Completion Date:</b>

**Project Description:**

NOTE THAT THIS IS THE CAPITAL IMPACT OF THE NEW SERVICE LEVEL REQUEST "INFORMATION GOVERNANCE MASTER PLAN IMPLEMENTATION"

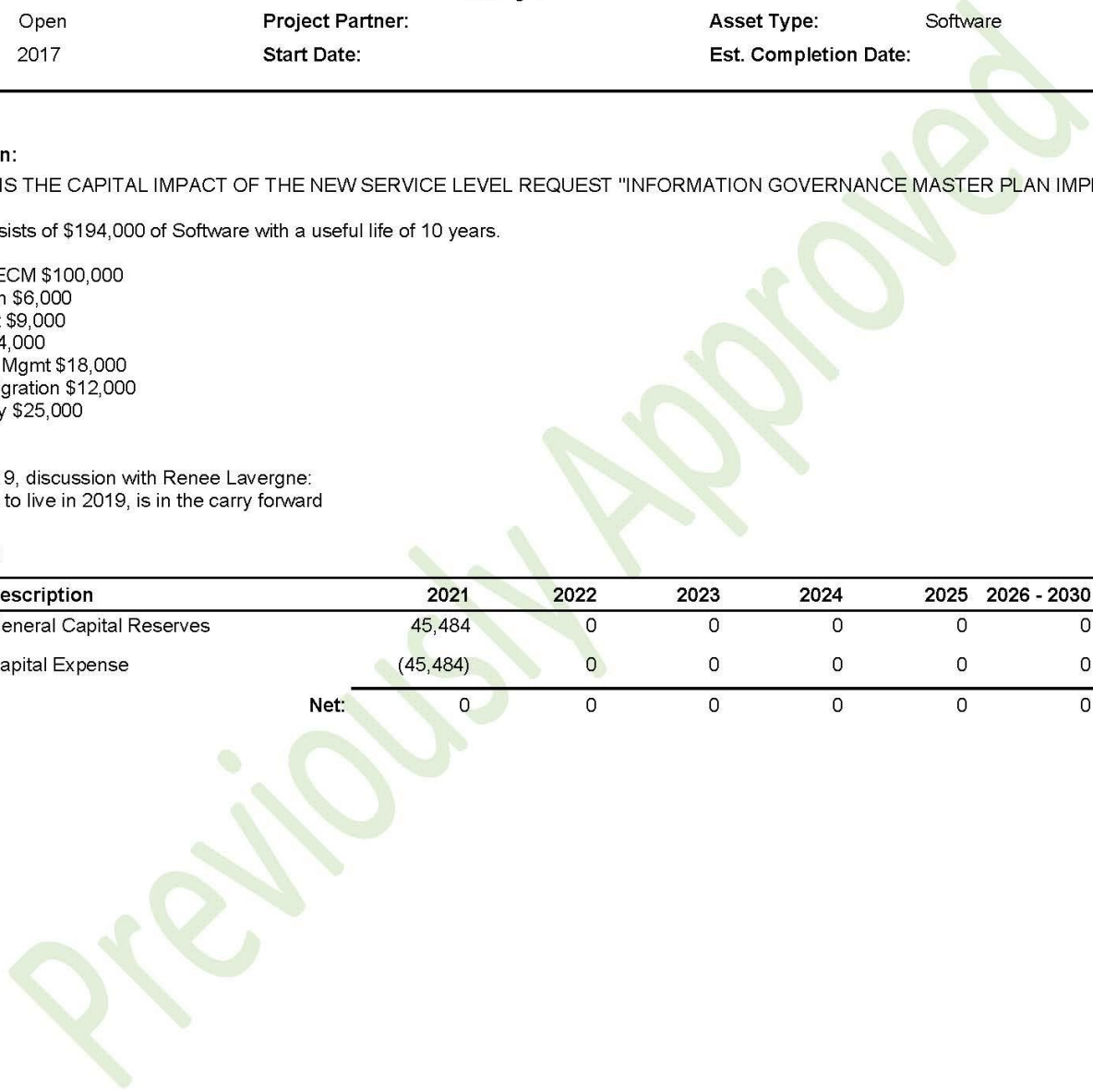
Capital Portion consists of \$194,000 of Software with a useful life of 10 years.

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

Update on 3/25/2019, discussion with Renee Lavergne:  
 Project will go back to live in 2019, is in the carry forward

**Budget Summary:**

Account	Description	2021	2022	2023	2024	2025	2026 - 2030	Total
3200	General Capital Reserves	45,484	0	0	0	0	0	45,484
6000	Capital Expense	(45,484)	0	0	0	0	0	(45,484)
<b>Net:</b>		0	0	0	0	0	0	0



## Service Area: Property Taxation/Assessment (4 of 9)

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.

<b>Property Taxation &amp; Assessment 2020 – 2023 Operating Budget</b>							
	2019 Actual	2019 Approved Budget	2020 Q3 Forecast	2021 Approved Budget	2021 Proposed Budget	2022 Proposed Budget	2023 Proposed Budget
<b>REVENUES</b>							
Activity Revenue	\$9,120	\$12,000	\$7,000	\$12,000	\$12,000	\$12,000	\$12,000
<b>TOTAL REVENUES</b>	<b>9,120</b>	<b>12,000</b>	<b>7,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>
<b>EXPENDITURES</b>							
FTE Count	0.55	0.55	0.55	0.55	0.55	0.55	0.55
Wages & Benefits	48,856	49,919	47,775	51,371	50,084	51,458	52,868
Contracted & General Services	79,195	88,725	83,817	89,725	88,325	89,525	90,225
Materials, Goods & Supplies	35						
Internal Charges	12,662	13,950	11,653	14,444	13,059	13,145	13,319
<b>TOTAL EXPENDITURES</b>	<b>140,748</b>	<b>152,594</b>	<b>143,245</b>	<b>155,540</b>	<b>151,468</b>	<b>154,128</b>	<b>156,412</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>(131,628)</b>	<b>(140,594)</b>	<b>(136,245)</b>	<b>(143,540)</b>	<b>(139,468)</b>	<b>(142,128)</b>	<b>(144,412)</b>
<b>Associated Amortization</b>	<b>1,662</b>	<b>1,009</b>	<b>1,000</b>	<b>1,100</b>	<b>1,662</b>	<b>1,679</b>	<b>1,696</b>
<b>Transfers to Reserves</b>	<b>(764)</b>	<b>(764)</b>	<b>(849)</b>	<b>(849)</b>	<b>(1,094)</b>	<b>(1,094)</b>	<b>(1,094)</b>
<b>Tax Funding Required</b>	<b>(132,392)</b>	<b>(141,358)</b>	<b>(137,094)</b>	<b>(144,389)</b>	<b>(140,562)</b>	<b>(143,222)</b>	<b>(145,506)</b>

**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

**Successes**

- Council understands the implications of property taxation
- Town’s assessor available to the public
- Extension of contract with assessor

**Challenges/Opportunities**

- Parks Canada subdivision fees (undivided half interests)
- Expansion of TIPP continued actions to get greater participation

**2020 Priorities:**

- Investigate policy governing national park lease renewals

**Priority Status**

✓ *Ongoing*

**2021 Priorities:**

- 

**Communication Format**

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

## Service Area: Financial Planning, Reporting and Budgeting (5 of 9)

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.

<b>Financial Planning, Reporting &amp; Budgeting 2020 – 2023 Operating Budget</b>							
	2019 Actual	2019 Approved Budget	2020 Q3 Forecast	2021 Approved Budget	2021 Proposed Budget	2022 Proposed Budget	2023 Proposed Budget
<b>REVENUES</b>							
Grant Revenue	\$56,550						
<b>TOTAL REVENUES</b>	<b>56,550</b>						
<b>EXPENDITURES</b>							
FTE Count	2.65	2.65	2.59	2.66	2.66	2.66	2.66
Wages & Benefits	351,603	345,686	306,919	368,159	329,201	338,126	347,286
Contracted & General Services	92,884	48,250	66,942	59,850	57,350	60,850	62,850
Internal Charges	37,411	41,215	34,430	42,677	38,585	38,838	39,352
<b>TOTAL EXPENDITURES</b>	<b>481,898</b>	<b>435,151</b>	<b>408,291</b>	<b>470,686</b>	<b>425,136</b>	<b>437,814</b>	<b>449,488</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>(425,348)</b>	<b>(435,151)</b>	<b>(408,291)</b>	<b>(470,686)</b>	<b>(425,136)</b>	<b>(437,814)</b>	<b>(449,488)</b>
<b>Associated Amortization</b>	<b>3,508</b>	<b>2,131</b>	<b>3,508</b>	<b>2,174</b>	<b>3,578</b>	<b>3,614</b>	<b>3,650</b>
<b>Transfers to Reserves</b>	<b>(3,368)</b>	<b>(4,156)</b>	<b>(4,156)</b>	<b>(4,156)</b>	<b>(3,791)</b>	<b>(3,791)</b>	<b>(3,791)</b>
<b>Transfers from Reserves</b>	<b>3,130</b>						
<b>Tax Funding Required</b>	<b>(426,374)</b>	<b>(439,307)</b>	<b>(412,082)</b>	<b>(474,477)</b>	<b>(429,102)</b>	<b>(441,780)</b>	<b>(453,454)</b>

**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, including audit
- 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

**2020 Priorities:**

- Internal controls and core accounting principles
- Enhance long term financial sustainability modelling
- Explore software to automate and enhance year end reporting

**Priority Status**

- ✓ *Ongoing*
- ✓ *Added to Financial Plan*
- ✓ *Implemented CaseWare software for 2019 financial statements*

**2021 Priorities:**

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**Communication Format**

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

## Service Area: Payroll (6 of 9)

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) is also provided. Employee enrollment and management of benefits falls under payroll. Payroll also provides similar service for external agencies such as the Banff Public Library and the Banff Housing Corporation.

### Payroll 2020 – 2023 Operating Budget

	2019 Actual	2019 Approved Budget	2020 Q3 Forecast	2021 Approved Budget	2021 Proposed Budget	2022 Proposed Budget	2023 Proposed Budget
<b>EXPENDITURES</b>							
FTE Count	1.05	1.05	1.05	1.05	1.05	1.05	1.05
Wages & Benefits	\$83,877	\$83,716	\$81,250	\$90,196	\$86,092	\$88,470	\$90,910
Contracted & General Services	782	1,545	794	1,465	1,275	1,500	1,525
Materials, Goods & Supplies	29						
Internal Charges	8,044	8,862	7,403	9,176	8,296	8,351	8,461
<b>TOTAL EXPENDITURES</b>	<b>92,732</b>	<b>94,123</b>	<b>89,447</b>	<b>100,837</b>	<b>95,663</b>	<b>98,321</b>	<b>100,896</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>(92,732)</b>	<b>(94,123)</b>	<b>(89,447)</b>	<b>(100,837)</b>	<b>(95,663)</b>	<b>(98,321)</b>	<b>(100,896)</b>
<b>Associated Amortization</b>	<b>1,292</b>	<b>785</b>	<b>785</b>	<b>800</b>	<b>1,292</b>	<b>1,305</b>	<b>1,318</b>
<b>Transfers to Reserves</b>	<b>(1,278)</b>	<b>(1,278)</b>	<b>(1,628)</b>	<b>(1,628)</b>	<b>(1,628)</b>	<b>(1,628)</b>	<b>(1,628)</b>
<b>Tax Funding Required</b>	<b>(94,010)</b>	<b>(95,401)</b>	<b>(91,075)</b>	<b>(102,465)</b>	<b>(97,291)</b>	<b>(99,949)</b>	<b>(102,524)</b>

### 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
- Integration of payroll / accounting software

#### 2021 Priorities:

#### Communication Format

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

**Service Area: Utility Billing /Accounts Receivable/Accounts Payable/Reception (7 of 9)**

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

**Utility Billing, AP & AR  
2020 – 2023 Operating Budget**

	2019 Actual	2019 Approved Budget	2020 Q3 Forecast	2021 Approved Budget	2021 Proposed Budget	2022 Proposed Budget	2023 Proposed Budget
<b>REVENUES</b>							
Other Revenue	\$104	\$500					
<b>TOTAL REVENUES</b>	<b>104</b>	<b>500</b>					
<b>EXPENDITURES</b>							
FTE Count	2.95	2.95	2.83	2.95	2.95	2.95	2.95
Wages & Benefits	\$180,775	\$190,910	\$174,418	\$189,192	\$187,411	\$192,591	\$197,913
Contracted & General Services	2,633	3,500	2,800	3,700	3,200	3,300	3,400
Materials, Goods & Supplies	1,485		1,000				
Other Expenses	(12)						
Internal Charges	17,527	19,309	16,131	19,994	18,077	18,196	18,436
<b>TOTAL EXPENDITURES</b>	<b>202,408</b>	<b>213,719</b>	<b>194,349</b>	<b>212,886</b>	<b>208,688</b>	<b>214,087</b>	<b>219,749</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>(202,304)</b>	<b>(213,219)</b>	<b>(194,349)</b>	<b>(212,886)</b>	<b>(208,688)</b>	<b>(214,087)</b>	<b>(219,749)</b>
Associated Amortization	3,016	1,832	1,832	1,869	3,016	3,046	3,077
<b>Transfers to Reserves</b>	<b>(5,203)</b>	<b>(5,203)</b>	<b>(5,203)</b>	<b>(5,203)</b>	<b>(6,183)</b>	<b>(6,183)</b>	<b>(6,183)</b>
<b>Tax Funding Required</b>	<b>(207,507)</b>	<b>(218,422)</b>	<b>(199,552)</b>	<b>(218,089)</b>	<b>(214,871)</b>	<b>(220,270)</b>	<b>(225,932)</b>

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

**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
- Comment section on online payment form

**2020 Priorities:**

- Planning for Residential Water Meter Replacement

**Priority Status**

✓

**2021 Priorities:**

- 

**Communication Format**

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



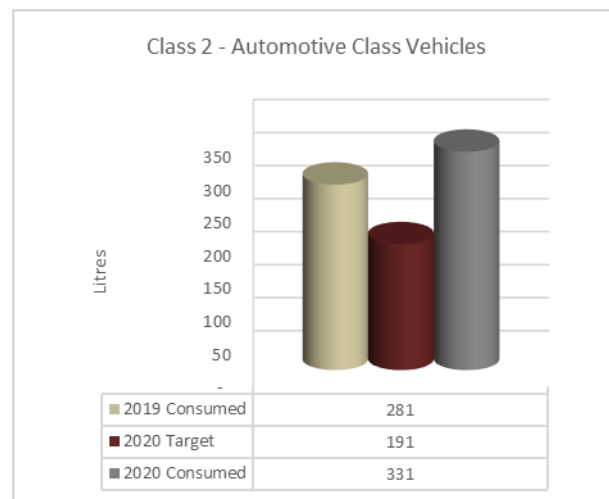
## Service Area: IT Planning/Administering/ Configuring (8 of 9)

The Department of Information Technology provides leadership and guidance to Town of Banff departments in the introduction and use of new technologies to enhance Town services to citizens. The staff provides an array of technical services and products for Town management, staff, elected officials and citizens. Among these services are development and implementation of technology related projects, centralized computer support for municipal functions, software and database administration, security of electronically-stored information, computer, telephone and mobile device support, and local and wide-area network communication design and implementation.

### IT Planning, Admin & Configuration 2020 – 2023 Operating Budget

	2019 Actual	2019 Approved Budget	2020 Q3 Forecast	2021 Approved Budget	2021 Proposed Budget	2022 Proposed Budget	2023 Proposed Budget
<b>REVENUES</b>							
Other Revenue	\$320						
<b>TOTAL REVENUES</b>	<b>320</b>						
<b>EXPENDITURES</b>							
FTE Count	3.67	3.76	3.76	3.76	3.76	3.76	3.76
Wages & Benefits	326,885	339,232	345,662	362,168	353,870	363,368	373,100
Contracted & General Services	166,546	212,422	165,882	362,891	229,988	232,199	234,181
Materials, Goods & Supplies	161,167	178,400	105,400	86,770	64,720	87,680	88,880
Internal Charges	12,200	12,200	12,600	12,900	12,600	12,500	12,800
<b>TOTAL EXPENDITURES</b>	<b>666,798</b>	<b>742,254</b>	<b>629,544</b>	<b>824,729</b>	<b>661,178</b>	<b>695,747</b>	<b>708,961</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>(666,478)</b>	<b>(742,254)</b>	<b>(629,544)</b>	<b>(824,729)</b>	<b>(661,178)</b>	<b>(695,747)</b>	<b>(708,961)</b>
Associated Amortization	17,561	11,772	11,772	12,000	17,561	17,737	17,914
Transfers to Reserves	(27,220)	(26,900)	(20,900)	(20,900)	(20,900)	(20,900)	(20,900)
Transfers from Reserves	173,033	200,200	117,200	261,670	104,070	127,330	128,830
<b>Tax Funding Required</b>	<b>(520,665)</b>	<b>(568,954)</b>	<b>(533,244)</b>	<b>(583,959)</b>	<b>(578,008)</b>	<b>(589,317)</b>	<b>(601,031)</b>

### IT Fuel Consumption Benchmark



2019 consumed based on 2020 recorded telematics

**COUNCIL EXPECTATIONS**

- 1) Seamless service.
- 2) Data integrity.
- 3) Protection of data.
- 4) Utilize the benefits of technology for efficiency and effectiveness.

**Successes**

- SharePoint installation and support for Information Governance Pilot.
- Town Hall Smart parking system.
- Council Meeting video streaming.
- Large item pickup online form.
- Development Permit viewer.
- IT backup solution.
- IT policies.

**Challenges/Opportunities**

**2020 Priorities:**

- IT Disaster Recovery Plan

**Priority Status**

✓ *Deferred to 2021*

**2021 Priorities:**

- IT Disaster Recovery Plan
- Investigate an external cyber security system audit

**Communication Format**

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

Briefing in Q3

## Service Area: Geographical Information System (9 of 9)

GIS technology allows for the interrogation and analysis of data in support of decision making within Town of Banff, as well as the sharing of this information with both staff and the public. This is accomplished through interactive mapping applications, web pages and mobile services. The GIS group also administers the creation and dissemination of Civic Addressing, and helps out users with general data visualisation. GIS is a service-focused group that supports all departments.

<b>GIS</b>							
<b>2020 – 2023 Operating Budget</b>							
	2019 Actual	2019 Approved Budget	2020 Q3 Forecast	2021 Approved Budget	2021 Proposed Budget	2022 Proposed Budget	2023 Proposed Budget
<b>REVENUES</b>							
Other Revenue	\$541	\$900	\$200	\$975	\$975	\$1,000	\$1,000
<b>TOTAL REVENUES</b>	<b>541</b>	<b>900</b>	<b>200</b>	<b>975</b>	<b>975</b>	<b>1,000</b>	<b>1,000</b>
<b>EXPENDITURES</b>							
FTE Count	1.46	1.25	1.80	1.80	1.80	1.80	1.80
Wages & Benefits	117,634	138,475	143,274	150,813	146,161	150,151	154,248
Contracted & General Services	42,334	55,760	41,550	37,250	37,770	55,632	38,551
Materials, Goods & Supplies	1,894	1,900	1,000	1,000	1,014	1,035	1,055
Internal Charges	3,100	3,100	3,100	3,200	3,100	3,100	3,200
<b>TOTAL EXPENDITURES</b>	<b>164,962</b>	<b>199,235</b>	<b>188,924</b>	<b>192,263</b>	<b>188,045</b>	<b>209,918</b>	<b>197,054</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>(164,421)</b>	<b>(198,335)</b>	<b>(188,724)</b>	<b>(191,288)</b>	<b>(187,070)</b>	<b>(208,918)</b>	<b>(196,054)</b>
<b>Associated Amortization</b>	<b>1,231</b>	<b>748</b>	<b>748</b>	<b>763</b>	<b>1,231</b>	<b>1,243</b>	<b>1,255</b>
<b>Transfers to Reserves</b>	<b>(3,600)</b>	<b>(3,600)</b>	<b>(9,950)</b>	<b>(9,950)</b>	<b>(11,150)</b>	<b>(5,150)</b>	<b>(11,150)</b>
<b>Transfers from Reserves</b>		<b>12,000</b>	<b>12,000</b>			<b>12,000</b>	
<b>Tax Funding Required</b>	<b>(168,021)</b>	<b>(189,935)</b>	<b>(186,674)</b>	<b>(201,238)</b>	<b>(198,220)</b>	<b>(202,068)</b>	<b>(207,204)</b>

**COUNCIL EXPECTATIONS**

- 1) Educate all town staff on its use and potential effectiveness
- 2) Provide public access
- 3) Sustain corporate memory
- 4) Innovative and forward-looking use of technology to help staff, visitors and residents
- 5) Support open data approach

**Successes**

- Aerial Photo Update
- Street Use Permits Dashboard
- New Internal GIS Platform
- New External GIS Platform

**Challenges/Opportunities**

- Further Automation of data updates
- Create a Public Heritage Inventory App
- Define GIS Strategic Vision

**2020 Priorities:**

- GIS Strategic Planning

**Priority Status**

Ongoing, Report to Council Q1 2021

**2021 Priorities:**

- Revamping of Open Data
- Migration to new mapping software
- Deliver GIS Strategic Plan

**Communication Format**

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

Briefing to Council  
Briefing to Council  
Briefing to Council