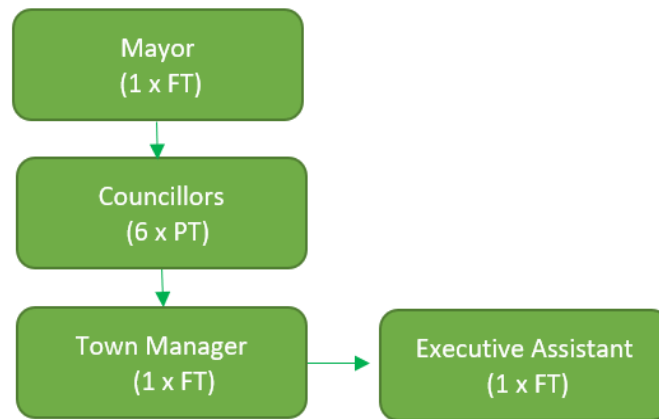


Governance Department

2022 - 2025 Governance
Roll-up

	2021 Actual	2022 Amended Budget	2022 Q2 Forecast	2023 Approved Budget	2023 Proposed Budget	2024 Proposed Budget	2025 Proposed Budget
REVENUES							
Tax Revenue	\$19,368,381	\$20,255,103	\$20,255,574	\$21,155,931	\$21,767,503	\$23,210,856	\$24,231,024
Activity Revenue	1,301,666	1,403,550	1,469,800	1,419,200	1,523,395	1,559,875	1,594,500
Grant Revenue	4,646,053	1,511,800	1,512,129	1,511,800	1,511,800	1,511,800	1,511,800
Other Revenue	323,609	322,700	342,700	341,300	381,300	388,700	395,850
TOTAL REVENUES	25,639,709	23,493,153	23,580,203	24,428,231	25,183,998	26,671,231	27,733,174
EXPENDITURES							
FTE Count	5.92	6	6	6	6	6	6
Wages & Benefits	667,354	703,041	706,827	729,041	759,547	794,955	826,722
Contracted & General Services	666,682	707,650	707,670	703,175	703,300	704,325	734,350
Materials, Goods & Supplies	3,127	1,200	1,200	1,200	1,200	1,200	1,200
Other Expenses	50,611	45,500	48,500	46,000	50,000	51,000	52,000
Internal Charges	265,200	266,400	266,400	272,000	280,400	295,400	306,100
TOTAL EXPENDITURES	1,652,974	1,723,791	1,730,597	1,751,416	1,794,447	1,846,880	1,920,372
REVENUES LESS EXPENDITURES	23,986,735	21,769,362	21,849,606	22,676,815	23,389,551	24,824,351	25,812,802
Associated Amortization	27,299	26,741	26,741	26,741	27,299	27,299	27,299
Transfers to Reserves	(8,224,045)	(4,353,234)	(4,389,531)	(4,502,920)	(4,563,461)	(5,201,386)	(5,815,142)
Transfers from Reserves	377,250	68,328	71,328	65,094	6,860	107,634	127,235
Tax Funding Required	16,139,940	17,484,456	17,531,403	18,238,989	18,832,950	19,730,599	20,124,895

Service Area: Governance	2023 Proposed	2022 Approved	2021 Amended	2020 Actual	2019 Approved	2019 Actual
FTE - Roll Up	6.00	6.00	5.92	6.00	6.00	6.00
Council	4.00	4.00	3.92	4.00	4.00	4.00
Town Administration	2.00	2.00	2.00	2.00	2.00	2.00



Mayor & Council

The role of council can be summarized as:

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

Governance Council and Legislative 2022 - 2025 Operating Budget							
	2021 Actual	2022 Amended Budget	2022 Q2 Forecast	2023 Approved Budget	2023 Proposed Budget	2024 Proposed Budget	2025 Proposed Budget
REVENUES							
Grant Revenue	\$22,418						
TOTAL REVENUES	22,418						
EXPENDITURES							
FTE Count	3.92	4	4	4	4	4	4
Wages & Benefits	323,810	348,967	351,702	362,721	378,573	396,992	414,577
Contracted & General Services	72,181	65,000	65,000	59,000	59,000	59,000	88,000
Materials, Goods & Supplies	2,117	1,000	1,000	1,000	1,000	1,000	1,000
Internal Charges	53,400	53,300	53,300	54,300	57,200	59,400	61,200
TOTAL EXPENDITURES	451,508	468,267	471,002	477,021	495,773	516,392	564,777
REVENUES LESS EXPENDITURES	(429,090)	(468,267)	(471,002)	(477,021)	(495,773)	(516,392)	(564,777)
Associated Amortization	14,052	13,674	13,674	13,674	14,052	14,052	14,052
Transfers to Reserves	(3,050)	(6,550)	(6,550)	(8,050)	(11,850)	(11,850)	(4,350)
Transfers from Reserves		4,500	4,500				22,500
Tax Funding Required	(432,140)	(470,317)	(473,052)	(485,071)	(507,623)	(528,242)	(546,627)

COUNCIL EXPECTATIONS

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

Successes

- Four-year strategic plan used as a summary of tactics from all master plans and housing strategy
- Managing/sharing the volume of detailed information

Challenges/Opportunities

- Managing amount of information available
- Regular review of 4-year strategic plan/community satisfaction survey
- Ensure we are mindful of limited resources
- Ensuring robust debate
- Community engagement
- Ensuring all voices are heard respectfully
- Communication about committee /strategic work
- Council representation on AUMA and FCM boards/committees
- New Provincial election legislation

2022 Priorities:

Priority Status

- | | |
|---|--|
| <ul style="list-style-type: none"> ● Consider forgoing FCM and AUMA conventions in favour of a tourism focused mountain resort community. ● Engage/participate in 2021 new Parks Management Plan process ● Review of the 2022 Banff Community Plan Process and Scope ● Increase the Town of Banff's profile with Alberta Municipalities (AM) and Federation of Canadian Municipalities (FCM) ● Continue to meet with partners in obtaining Resort Municipality Status ● Review of Council Per Diems | <ul style="list-style-type: none"> ✓ <i>Complete with option coming for 2023</i> ✓ <i>Complete</i> ✓ <i>Complete</i> ✓ <i>On-going</i> ✓ <i>Briefing - Tourism Based Community lobbying take place in Q3 & Q4 2022</i> ✓ <i>Complete</i> |
|---|--|

2023 Priorities:

Communication Format

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

- Report attendance (remote participation included) for Council, GFC, and other Town Board, Commissions, Committee, and Corporations on an biannual basis
 - Review and explore the recommendations from the Expert Panel for Moving People Sustainably from the 10-Year Tourism Vision
 - Contribute to the 200 block of Banff avenue's vision input process
 - Begin implementation of the Indigenous Framework
 - Keep Council updated on the Banff Community Plan Process
- Biannual briefing to Council (Q2 and Q4)
 - Report to Council
 - Briefing
 - Briefing
 - Briefing

General Municipal

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

- To provide good government.
- To provide services, facilities or other things that, in the opinion of council, are necessary or desirable for all or a part of the municipality.
- To develop safe and economically resilient communities.
- The Incorporation Agreement sets out the purposes of the Town:
 1. To maintain the townsite as part of a World Heritage Site;
 2. To serve, as its primary function, as a centre for visitors to the Park and to provide such visitors with accommodation and other goods and services;
 3. To provide the widest possible range of interpretive and orientation services to Park visitors;
 4. To maintain a community character which is consistent with and reflects the surrounding environment; and
 5. To provide a comfortable living community for those persons who need to reside in the townsite in order to achieve its primary function.

General Municipal 2022 – 2025 Operating Budget

	2021 Actual	2022 Amended Budget	2022 Q2 Forecast	2023 Approved Budget	2023 Proposed Budget	2024 Proposed Budget	2025 Proposed Budget
REVENUES							
Tax Revenue	\$19,368,381	\$20,255,103	\$20,255,574	\$21,155,931	\$21,767,503	\$23,210,856	\$24,231,024
Activity Revenue	1,061,501	1,158,750	1,225,000	1,170,500	1,262,500	1,291,950	1,317,700
Grant Revenue	4,623,635	1,511,800	1,512,129	1,511,800	1,511,800	1,511,800	1,511,800
Other Revenue	323,259	322,700	342,700	341,300	381,300	388,700	395,850
TOTAL REVENUES	25,376,776	23,248,353	23,335,403	24,179,531	24,923,103	26,403,306	27,456,374
EXPENDITURES							
Contracted & General Services	587,739	624,000	624,000	625,000	625,000	626,000	627,000
Other Expenses	50,611	45,500	48,500	46,000	50,000	51,000	52,000
Internal Charges	9,400	9,400	9,400	9,600	10,100	10,500	10,800
TOTAL EXPENDITURES	647,750	678,900	681,900	680,600	685,100	687,500	689,800
REVENUES LESS EXPENDITURES	24,729,026	22,569,453	22,653,503	23,498,931	24,238,003	25,715,806	26,766,574
Transfers to Reserves	(8,217,895)	(4,343,584)	(4,379,881)	(4,491,770)	(4,547,910)	(5,185,835)	(5,807,091)
Transfers from Reserves	377,250	63,828	66,828	65,094	6,860	107,634	104,735
Tax Funding Required	16,888,381	18,289,697	18,340,450	19,072,255	19,696,953	20,637,605	21,064,218

2023-2025 Tax Levy Calculation

2023-2025 BUDGET TRACKER

Year	2023	2024	2025
Inflation	5.4%	2.5%	2.0%
Prior Year Tax Levy Budget	\$ 20,230,103	\$ 21,742,503	\$ 23,185,856
Inflation	1,092,426	543,563	463,717
Tax Level Below Financial Plan Cap	-	-	
Base Levy	\$ 21,322,529	\$ 22,286,065	\$ 23,649,573
Growth	100,000	100,000	100,000
Tax Levy for Same Level of Service	\$ 21,422,529	\$ 22,386,065	\$ 23,749,573
PREVIOUSLY APPROVED SERVICE LEVEL ADJUSTMENTS			
Additional RCMP Officers	\$ 98,195		
Banff Rec Grounds Capital Projects - Operating Impacts	\$ 66,115	\$ 109,919	\$ 20,579
Banff Summit/ FireSmart Forum	\$ 8,300	\$ (8,300)	\$ 9,000
Bow / Wolf Public Washroom		\$ 11,500	\$ 24,200
Central Park Pedestrian Crossing - Operating Impacts	\$ 40,000		
Human-Wildlife Coexistence Communications Program	\$ (21,000)		
Increased Transfer to Fire Reserve	\$ 32,567	\$ -	\$ -
Increased Transfer to Fleet Reserve	\$ 10,933	\$ 10,933	\$ 10,933
Increased Transfer to General Capital Reserve	\$ 47,239	\$ 47,239	\$ 47,239
Industrial Compound ARP		\$ 140,000	\$ (140,000)
National Indigenous Peoples' Day	\$ 4,000	\$ 4,000	
Phase Out of Capital Reserve Transfer Reduction	\$ -	\$ 484,500	\$ 484,500
Trail Lighting Upgrades	\$ 14,600		
Waste Diversion Targets & Tactics	\$ 19,025		
Total Funding Requirement Increase/(Decrease) from Previously Approved Service Level Adjustments	319,974	799,791	456,451
Tax Levy	\$ 21,742,503	\$ 23,185,856	\$ 24,206,024

Successes

- Infrastructure sustainability (guides the amount required for reserves)
- Consistent consideration of cost recovery
- Council and admin commitment to funding infrastructure deficit:
 - Water Reserve, Staff Housing, Transit & Garbage, Fleet and Fire are fully funded
 - General reserve is budgeted to be fully funded by the end of 2026
 - Sewer reserve is budgeted to be fully funded by the end of 2025

Challenges/Opportunities

- Providing long term funding mechanisms for capital reserves
- Integrating benchmarking process into the service review
- Seek self-funding of long-term infrastructure replacement

2023 Priorities:

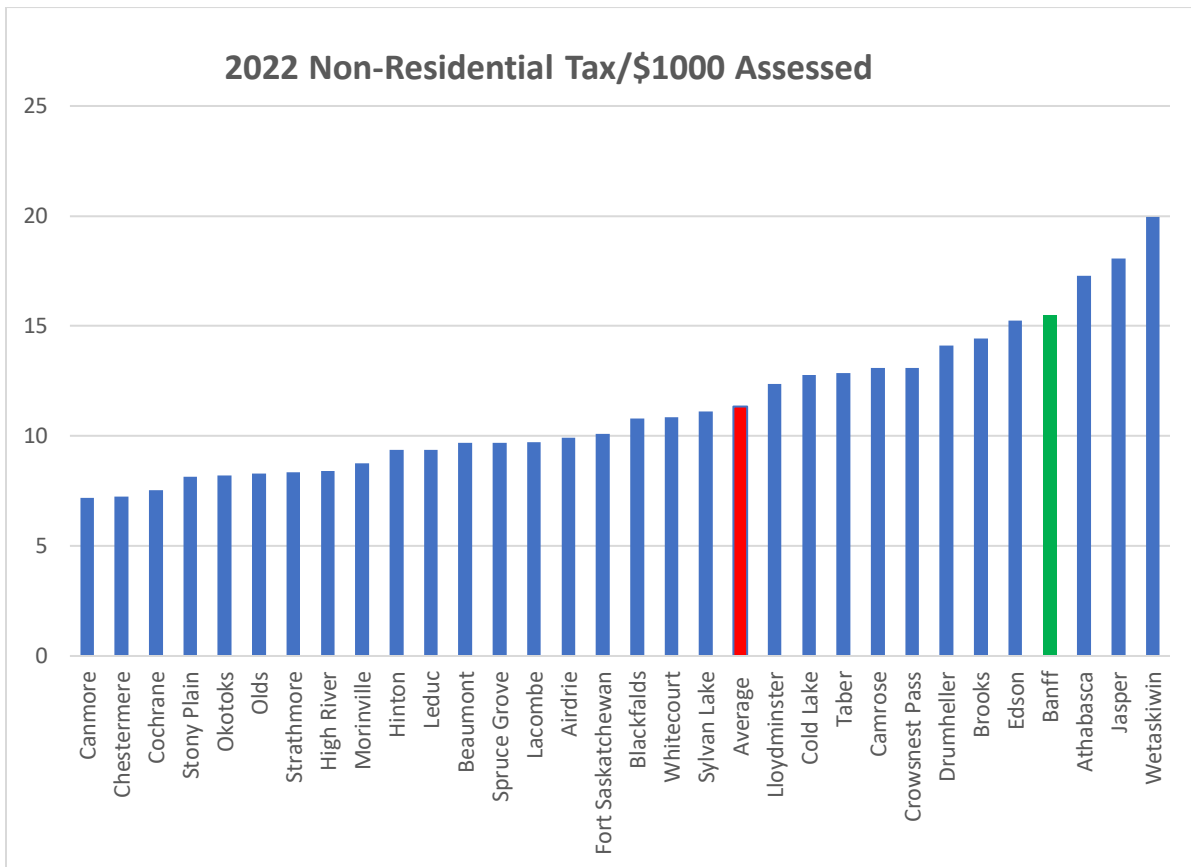
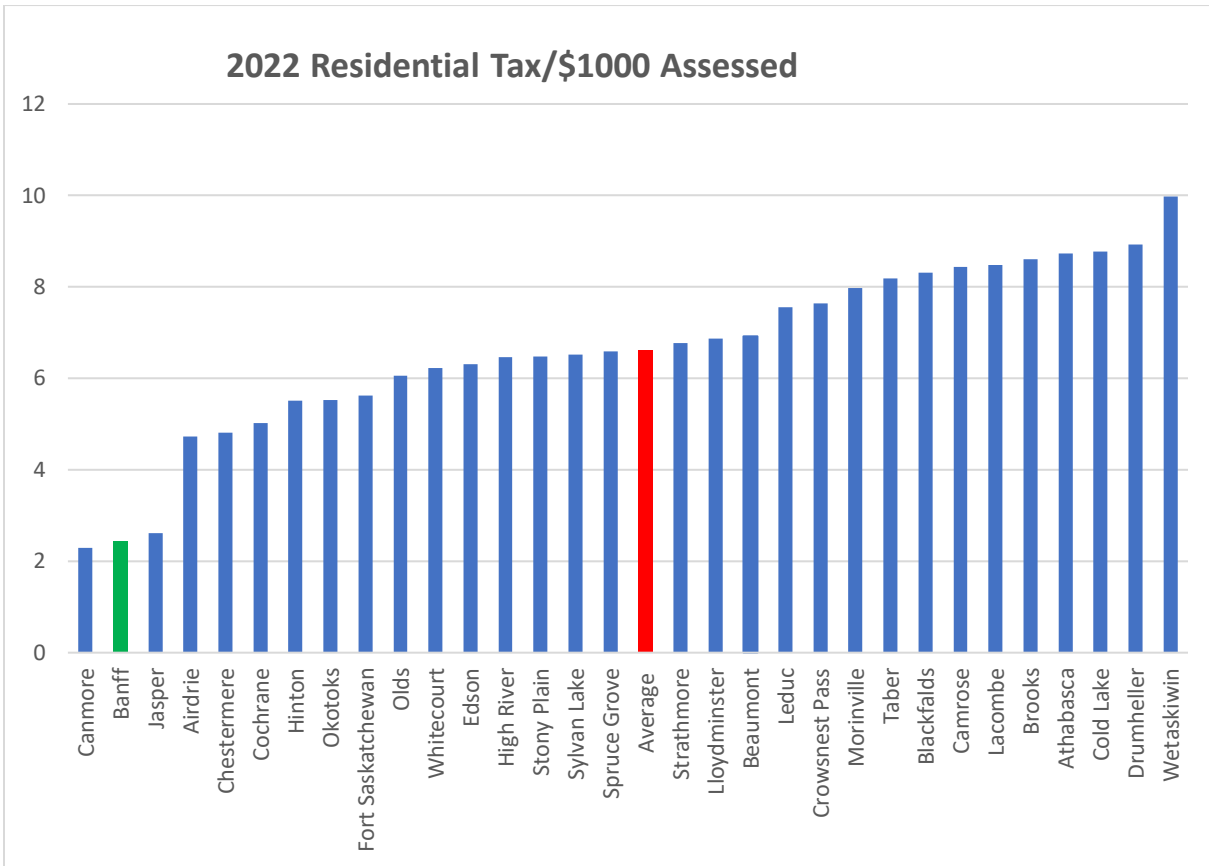
- Review and renew all out-of-town utility servicing agreements
- Review Town's electrical infrastructure to ensure projecting electric vehicle charging needs/ electrical needs for the next 50 + years

Communication Format

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

Briefing

Briefing



Municipal Utility Rate Table (2021-2022)

Municipality	Water					Rank	Sewer					Rank	Total Annual Water & Sewer	Rank
	Per Cubic Metre		Monthly Fixed Rate		Annual Res. Estimate *		Per Cubic Metre		Monthly Fixed Rate		Annual Res. Estimate *			
	2021	2022	2021	2022	2022		2021	2022	2021	2022	2021			
Edson	\$1.21	\$1.31	\$6.63	\$6.63	\$279.99	3	\$1.38	\$1.50	\$6.62	\$6.62	\$308.94	6	\$588.93	1
Lethbridge	\$1.27	\$1.27	\$11.16	\$11.16	\$328.23	7	\$1.00	\$1.00	\$8.99	\$8.99	\$260.88	3	\$589.11	2
Whitecourt	\$1.38	\$1.44	\$7.97	\$8.37	\$320.76	6	\$1.40	\$1.44	\$7.97	\$8.37	\$320.76	7	\$641.52	3
High River	\$0.96	\$0.98	\$10.18	\$10.38	\$274.50	2	\$2.07	\$1.95	\$9.90	\$9.43	\$411.51	11	\$686.01	4
Hinton	\$0.00	\$0.00	\$37.31	\$44.21	\$530.52	19	\$0.00	\$0.00	\$15.51	\$18.84	\$226.08	2	\$756.60	5
Cochrane	\$1.23	\$1.26	\$7.65	\$8.45	\$294.18	4	\$2.26	\$2.32	\$9.75	\$11.20	\$489.36	23	\$783.54	6
Banff	\$1.00	\$1.02	\$5.26	\$5.35	\$220.26	1	\$2.40	\$2.54	\$15.90	\$16.87	\$591.06	26	\$811.32	7
Stettler	\$2.82	\$2.82	\$10.00	\$10.00	\$551.46	22	\$0.00	\$0.00	\$22.75	\$22.75	\$273.00	4	\$824.46	8
Jasper	\$1.41	\$1.96	\$0.00	\$0.00	\$299.88	5	\$2.58	\$3.52	\$0.00	\$0.00	\$538.56	24	\$838.44	9
Brooks	\$1.09	\$1.20	\$25.53	\$26.83	\$489.12	15	\$0.85	\$0.87	\$18.53	\$18.88	\$359.61	8	\$848.73	10
Okotoks	1.55	1.57	\$10.25	\$11.00	\$372.21	8	\$2.25	\$2.25	\$10.15	\$11.16	\$478.17	20	\$850.38	11
St. Albert	\$1.82	\$1.85	\$10.21	\$11.14	\$416.73	11	\$2.01	\$2.01	\$11.47	\$12.19	\$453.81	15	\$870.54	12
Grande Prairie	\$1.66	\$1.74	\$12.20	\$12.81	\$419.94	12	\$2.29	\$2.35	\$9.58	\$9.82	\$477.39	19	\$897.33	13
Beaumont	\$2.06	\$2.10	\$14.95	\$15.25	\$504.30	16	\$1.75	\$1.85	\$9.45	\$9.64	\$398.73	9	\$903.03	14
Leduc	\$2.62	\$2.62	\$10.08	\$10.32	\$524.70	18	\$1.95	\$2.05	\$8.50	\$8.50	\$415.65	12	\$940.35	15
Taber	\$1.09	\$1.09	\$26.32	\$26.32	\$482.61	14	\$0.93	\$0.93	\$28.18	\$28.18	\$480.45	21	\$963.06	16
Calgary	\$1.45	\$1.39	\$14.87	\$14.77	\$389.91	10	\$1.57	\$1.55	\$27.88	\$28.62	\$580.59	25	\$970.50	17
Drumheller	\$2.07	\$2.17	\$16.25	\$17.00	\$536.53	21	\$2.23	\$2.28	\$13.88	\$14.16	\$448.56	14	\$985.09	18
Drayton Valley	\$2.10	\$2.20	\$20.25	\$20.50	\$582.60	24	\$2.75	\$2.75	\$0.00	\$0.00	\$420.75	13	\$1,003.35	19
Rocky Mountain House	\$1.64	\$1.64	\$29.75	\$29.75	\$607.92	26	\$1.50	\$1.50	\$14.15	\$14.15	\$399.30	10	\$1,007.22	20
Sundre	\$2.25	\$2.25	\$21.50	\$21.50	\$602.25	25	\$1.35	\$1.35	\$21.50	\$21.50	\$464.55	16	\$1,066.80	21
Camrose	\$1.96	\$2.02	\$26.94	\$27.74	\$641.94	28	\$0.85	\$0.90	\$26.45	\$27.77	\$470.94	17	\$1,112.88	22
Chestermere	\$1.24	\$1.24	\$26.29	\$26.29	\$505.20	17	\$1.17	\$1.17	\$38.37	\$38.37	\$639.45	27	\$1,144.65	23
Morinville	\$2.74	\$2.74	\$22.12	\$22.12	\$684.66	29	\$1.36	\$1.42	\$21.24	\$21.24	\$472.14	18	\$1,156.80	24
Canmore	\$0.94	\$0.94	\$19.58	\$20.17	\$385.40	9	\$1.90	\$1.90	\$39.70	\$40.97	\$782.65	29	\$1,168.05	25
Innisfail	\$2.60	\$2.71	\$10.00	\$10.00	\$534.63	20	\$3.45	\$3.60	\$10.00	\$10.00	\$670.80	28	\$1,205.43	26
Wetaskiwin	\$1.03	\$2.57	\$21.96	\$29.68	\$749.37	30	\$1.03	\$1.03	\$22.23	\$27.44	\$486.87	22	\$1,236.24	27
Airdrie	\$1.51	\$1.52	\$19.53	\$20.46	\$478.42	13	\$1.90	\$1.95	\$38.44	\$42.16	\$804.41	30	\$1,282.82	28
Oyen	\$2.90	\$4.00	\$26.25	\$41.25	\$1,107.00	31	\$0.87	\$1.20	\$7.50	\$9.00	\$291.60	5	\$1,398.60	29
Strathmore	\$2.68	\$2.73	\$12.77	\$13.03	\$574.05	23	\$2.09	\$2.13	\$41.59	\$42.44	\$835.17	31	\$1,409.22	30
Peace River	\$3.30	\$5.31	\$0.00	\$57.63	\$1,503.99	32	\$3.30	\$0.00	\$0.00	\$0.00	\$0.00	1	\$1,503.99	31
Olds	\$2.89	\$2.99	\$12.83	\$12.83	\$611.43	27	\$4.53	\$4.61	\$18.40	\$18.40	\$926.13	32	\$1,537.56	32
Average	\$1.76	\$1.96	\$15.83	\$18.84	\$525.66		\$1.78	\$1.75	\$16.71	\$17.43	\$476.49		\$1,002.14	

Town Manager Office

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

Town Manager Office 2022 - 2025 Operating Budget

	2021 Actual	2022 Amended Budget	2022 Q2 Forecast	2023 Approved Budget	2023 Proposed Budget	2024 Proposed Budget	2025 Proposed Budget
EXPENDITURES							
FTE Count	2	2	2	2	2	2	2
Wages & Benefits	\$343,543	\$354,074	\$355,125	\$366,320	\$380,974	\$397,963	\$412,145
Contracted & General Services	6,261	13,600	13,600	14,100	14,200	14,200	14,200
Materials, Goods & Supplies	1,010	200	200	200	200	200	200
TOTAL EXPENDITURES	350,814	367,874	368,925	380,620	395,374	412,363	426,545
REVENUES LESS EXPENDITURES	(350,814)	(367,874)	(368,925)	(380,620)	(395,374)	(412,363)	(426,545)
Associated Amortization	2,241	2,212	2,212	2,212	2,241	2,241	2,241
Transfers to Reserves	(3,100)	(3,100)	(3,100)	(3,100)	(3,700)	(3,700)	(3,700)
Tax Funding Required	(353,914)	(370,974)	(372,025)	(383,720)	(399,074)	(416,063)	(430,245)

COUNCIL EXPECTATIONS

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

Successes

- Good relationship with Council
- Knowledge of the governing legislation
- Politically aware
- Strong leader while providing autonomy
- Openness to meet with public
- Strong dependence on priority setting
- Strong financial oversight
- Willing to take creative risk
- Results oriented
- Priority work plan oriented
- Assembled outstanding administrative team
- Understanding of repercussions of decisions
- Knowledge of the political decision-making process
- Administration of relationship with council
- Championing revenue opportunities from sources other than taxes
- Bridge service level information with the budget process
- Interagency cooperation and communication with local partners (management plan, traffic, capacity)

Challenges/Opportunities

- Continue to foster interdepartmental communication
- Facilitating meaningful community input into service review

2022 Priorities:	Priority Status
• Manage priorities in 2020 – 2022 Strategic Plan and the new 2023 – 2026 Strategic Plan	✓ <i>On-going</i>
• Work to engage community in the 2023-2026 Strategic Plan	✓ <i>Underway and ongoing – complete engagement on Community Plan</i>
• Engage / participate in 2021 new Banff National Park Management Plan process	✓ <i>Complete</i>
• Continue to manage our response to the Pandemic	✓ <i>On-going</i>
• Engage / participate in new Community Plan process	✓ <i>On-going</i>

2023 Priorities:	Communication Format (RFD/Briefing/Policy/Bylaw/Workshop/Etc.)
• Engage / participate in new Community Plan process	• Report to Council
• Report to Council on progress of 2023 – 2026 Strategic Plan	• Report to Council
• Review and explore the recommendations from the Expert Panel for Moving People Sustainably and from the 10-Year Tourism Vision;	• Report to Council
• Begin implementation of the Indigenous Framework;	• Briefing

Town Owned Lands

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

**Town Owned Lands
2022 - 2025 Operating Budget**

	2021 Actual	2022 Amended Budget	2022 Q2 Forecast	2023 Approved Budget	2023 Proposed Budget	2024 Proposed Budget	2025 Proposed Budget
REVENUES							
Activity Revenue	\$240,165	\$244,800	\$244,800	\$248,700	\$260,895	\$267,925	\$276,800
Other Revenue	350						
TOTAL REVENUES	240,515	244,800	244,800	248,700	260,895	267,925	276,800
EXPENDITURES							
Contracted & General Services	502	5,050	5,070	5,075	5,100	5,125	5,150
Internal Charges	202,400	203,700	203,700	208,100	213,100	225,500	234,100
TOTAL EXPENDITURES	202,902	208,750	208,770	213,175	218,200	230,625	239,250
REVENUES LESS EXPENDITURES	37,613	36,050	36,030	35,525	42,695	37,300	37,550
Associated Amortization	11,006	10,855	10,855	10,855	11,006	11,006	11,006
Tax Funding Required	37,613	36,050	36,030	35,525	42,694	37,299	37,549

COUNCIL EXPECTATIONS

1. The Town will maximize benefits received for land under its control
2. Clarity with respect to allowable uses for lands under our control

Successes

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

Challenges/Opportunities

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

2022 Priorities:

- Clarity with respect to allowable uses for lands under our control
- Administration to bring back a report on a process to rezone, access, and hold the town owned lands adjacent to the hospital for dedicated senior and accessible housing.

Priority Status

- ✓ *On-going discussions with Parks Canada*
- ✓ *Complete*

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