

# Corporate Services Department

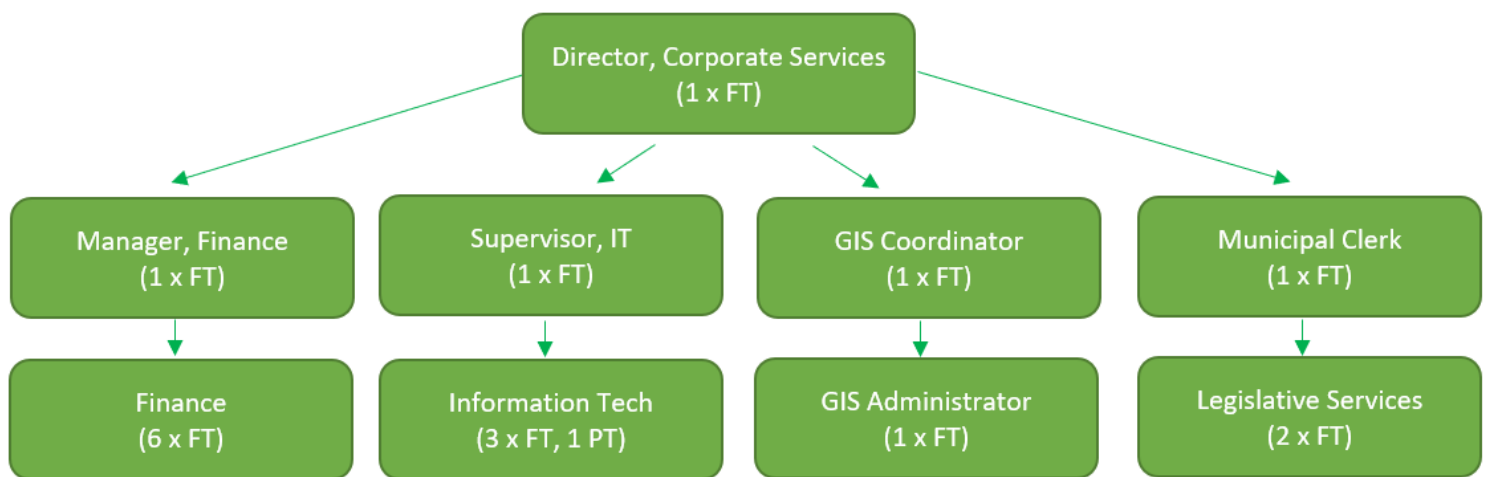
# Corporate Services Department

## 2022 - 2025 Operating Budget

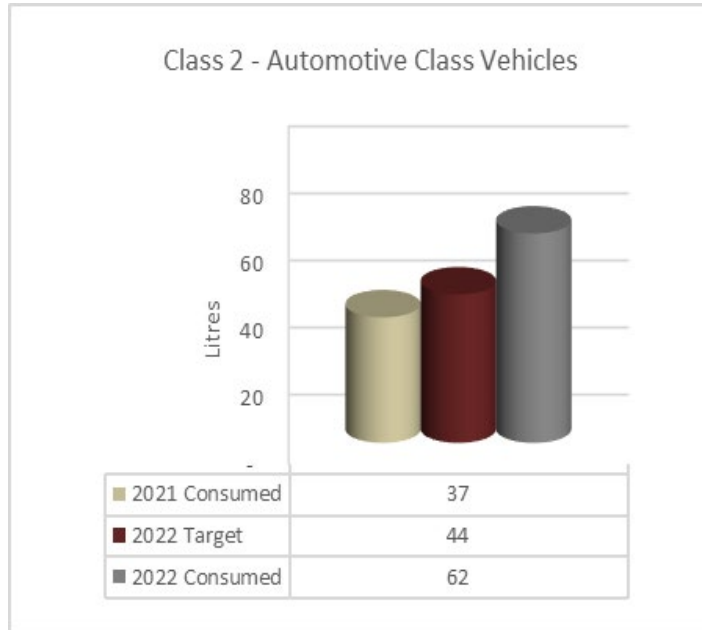
### Roll-up

	2021 Actual	2022 Amended Budget	2022 Q2 Forecast	2023 Approved Budget	2023 Proposed Budget	2024 Proposed Budget	2025 Proposed Budget
<b>REVENUES</b>							
Activity Revenue	\$12,385	\$13,300	\$13,300	\$13,550	\$14,000	\$14,300	\$14,250
Other Revenue	5,475	1,250	6,120	1,250	8,870	8,870	8,870
Internal Recoveries	90,141	98,595	98,595	104,478	107,050	109,960	112,450
<b>TOTAL REVENUES</b>	<b>108,001</b>	<b>113,145</b>	<b>118,015</b>	<b>119,278</b>	<b>129,920</b>	<b>133,130</b>	<b>135,570</b>
<b>EXPENDITURES</b>							
FTE Count	15.52	15.93	15.78	15.93	16.03	16.03	16.03
Wages & Benefits	<b>1,433,443</b>	<b>1,510,799</b>	<b>1,533,663</b>	<b>1,564,115</b>	<b>1,603,846</b>	<b>1,678,296</b>	<b>1,740,261</b>
Contracted & General Services	585,477	674,294	1,327,216	527,326	544,097	542,443	570,353
Materials, Goods & Supplies	93,442	105,080	104,574	106,680	106,180	107,885	109,485
Other Expenses	(6)	1,000	1,000	1,000	1,000	1,000	1,000
Internal Charges	162,441	170,595	170,595	177,978	184,550	190,360	195,250
<b>TOTAL EXPENDITURES</b>	<b>2,274,797</b>	<b>2,461,768</b>	<b>3,137,048</b>	<b>2,377,099</b>	<b>2,439,673</b>	<b>2,519,984</b>	<b>2,616,349</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>(2,166,796)</b>	<b>(2,348,623)</b>	<b>(3,019,033)</b>	<b>(2,257,821)</b>	<b>(2,309,753)</b>	<b>(2,386,854)</b>	<b>(2,480,779)</b>
<b>Associated Amortization</b>	<b>36,010</b>	<b>35,779</b>	<b>35,779</b>	<b>35,779</b>	<b>36,010</b>	<b>36,010</b>	<b>36,010</b>
<b>Transfers to Reserves</b>	<b>(66,637)</b>	<b>(45,980)</b>	<b>(50,850)</b>	<b>(52,063)</b>	<b>(68,388)</b>	<b>(68,498)</b>	<b>(62,255)</b>
<b>Transfers from Reserves</b>	<b>252,592</b>	<b>312,330</b>	<b>965,330</b>	<b>157,830</b>	<b>157,830</b>	<b>160,435</b>	<b>175,552</b>
<b>Tax Funding Required</b>	<b>(1,980,841)</b>	<b>(2,082,273)</b>	<b>(2,104,553)</b>	<b>(2,152,054)</b>	<b>(2,220,311)</b>	<b>(2,294,917)</b>	<b>(2,367,482)</b>

Service Area: Corporate Services	2023 Proposed	2022 Approved	2021 Amended	2020 Actual	2019 Approved	2019 Actual
<b>FTE - Roll Up</b>	<b>16.03</b>	<b>15.93</b>	<b>15.62</b>	<b>14.75</b>	<b>14.39</b>	<b>14.11</b>
Municipal Revenue/Economic Prosperity	0.15	0.15	0.15	0.15	0.15	0.15
Legislative Administration Services	2.05	2.05	1.74	1.05	1.05	0.98
Information Governance	0.98	0.98	0.98	0.98	0.98	0.98
Property Tax/Assessments	0.55	0.55	0.55	0.55	0.55	0.55
Financial Planning, Reporting & Budget	2.65	2.65	2.65	2.59	2.65	2.65
Payroll	1.05	1.05	1.05	1.05	1.05	1.05
Utility/AP/AR/Reception *.50 FTE in Utilities	2.95	2.95	2.95	2.83	2.95	2.95
Information Technology (IT) *.25 FTE in Wastewater Treatment Plant	3.75	3.75	3.75	3.75	3.76	3.67
Geographic Information Systems (GIS)	1.90	1.80	1.80	1.80	1.25	1.46



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



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

This service area also looks at alternate revenues and ways to maximize existing revenues such as Tourism Based Communities 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 2022 - 2025 Operating Budget

	2021 Actual	2022 Amended Budget	2022 Q2 Forecast	2023 Approved Budget	2023 Proposed Budget	2024 Proposed Budget	2025 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	\$23,372	\$25,006	\$24,516	\$25,895	\$26,635	\$27,864	\$28,889
Contracted & General Services	10,000	42,830	42,830	2,830	2,850	2,860	2,860
Internal Charges	2,860	3,128	3,128	3,314	3,396	3,489	3,568
<b>TOTAL EXPENDITURES</b>	<b>36,232</b>	<b>70,964</b>	<b>70,474</b>	<b>32,039</b>	<b>32,881</b>	<b>34,213</b>	<b>35,317</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>(36,232)</b>	<b>(70,964)</b>	<b>(70,474)</b>	<b>(32,039)</b>	<b>(32,881)</b>	<b>(34,213)</b>	<b>(35,317)</b>
Associated Amortization	224	221	221	221	224	224	224
Transfers to Reserves	(233)	(233)	(233)	(233)	(278)	(278)	(278)
Transfers from Reserves		40,000	40,000				
<b>Tax Funding Required</b>	<b>(36,465)</b>	<b>(31,197)</b>	<b>(30,707)</b>	<b>(32,272)</b>	<b>(33,159)</b>	<b>(34,491)</b>	<b>(35,595)</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
- Tourism Portion of Municipal Operating Support Transfer
- Visitor Pay Parking Reserve

**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

**2022 Priorities:**

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

**Priority Status**

- ✓ *Recognition of Tourism Based Communities with MOST Grant. Discussions ongoing.*
- ✓ *Service Review (underway)*

**2023 Priorities:**

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

**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 and Council Committee 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.
- Acting as the Freedom of Information and Protection of Privacy (FOIP) Coordinator.
- Custody of corporate seal and certifying of official documents.

### Legislative Administrative Services 2022 - 2025 Operating Budget

	2021 Actual	2022 Amended Budget	2022 Q2 Forecast	2023 Approved Budget	2023 Proposed Budget	2024 Proposed Budget	2025 Proposed Budget
<b>EXPENDITURES</b>							
FTE Count	1.74	2.05	1.80	2.05	2.05	2.05	2.05
Wages & Benefits	\$167,735	\$202,795	\$202,866	\$208,881	\$216,661	\$226,766	\$235,047
Contracted & General Services	1,603	13,795	14,756	5,795	5,835	5,945	6,005
Materials, Goods & Supplies	735						
Internal Charges	10,797	11,810	11,810	12,515	12,823	13,171	13,470
<b>TOTAL EXPENDITURES</b>	<b>180,870</b>	<b>228,400</b>	<b>229,432</b>	<b>227,191</b>	<b>235,319</b>	<b>245,882</b>	<b>254,522</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>(180,870)</b>	<b>(228,400)</b>	<b>(229,432)</b>	<b>(227,191)</b>	<b>(235,319)</b>	<b>(245,882)</b>	<b>(254,522)</b>
<b>Associated Amortization</b>	<b>1,569</b>	<b>1,549</b>	<b>1,549</b>	<b>1,549</b>	<b>1,569</b>	<b>1,569</b>	<b>1,569</b>
<b>Transfers to Reserves</b>	<b>(9,628)</b>	<b>(2,828)</b>	<b>(2,828)</b>	<b>(2,828)</b>	<b>(3,293)</b>	<b>(3,293)</b>	<b>(3,293)</b>
<b>Transfers from Reserves</b>		<b>8,000</b>	<b>8,000</b>				
<b>Tax Funding Required</b>	<b>(190,498)</b>	<b>(223,228)</b>	<b>(224,260)</b>	<b>(230,019)</b>	<b>(238,612)</b>	<b>(249,175)</b>	<b>(257,815)</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.
- 8) Practices that ensure public access to information while protecting privacy with respect to personal information.
- 9) Due diligence in risk management of the municipality through contract and agreement administration.
- 10) Routine disclosure of public records.
- 11) Compliant municipal census.
- 12) Council updated on changes to legislative framework

**Successes**

- On-going review of bylaw and procedures
- Updating the Streaming and Recording of meetings Policies to include other legislative entities
- Addition and training of the Legislative Advisor to assist with administrative duties of the Municipal Clerk’s Office,
- Implementing a hybrid (in-person virtual) meeting process for Council/ Committee meetings
- Review and update of the Council Code of Conduct Bylaw and undertaking an RFP to engage the services of an independent investigator;
- Review and update of Council’s Procedures Bylaw;
- Creation of a Parental Leave Bylaw for Council

**Challenges/Opportunities**

- Increased demands for administrative work:
  - Length of meetings and size of agendas
  - Complexity of items before Council/ legislative requirements
  - Modernization of technology used to manage council meetings
- In person/ virtual (hybrid) Council and Committee meetings
- Increased number, size and complexity of FOIP requests
- Providing clarity with respect to Council Code of Conduct issues

**2022 Priorities:**

**Priority Status**

- Code of Conduct Bylaw Review and changes; ✓ *Bylaw*
- Procedures Bylaw Review and changes ✓ *Bylaw*
- Parental Leave Bylaw for Members of Council ✓ *Bylaw*



**2023 Priorities:**

**Communication Format**

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

- Enhanced FOIP webpage to better educate and inform members of the public, Administration, and the Public so as to help ensure that Town is in compliance with FOIP (will include a section dedicated to the routine release of information and information relating to personal information banks);
- Research advantages and disadvantages of joining a Regional Assessment Review Board

Briefing to Council

RFD to Council

## 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*.

Information Governance 2022–2025 Operating Budget							
	2021 Actual	2022 Amended Budget	2022 Q2 Forecast	2023 Approved Budget	2023 Proposed Budget	2024 Proposed Budget	2025 Proposed Budget
<b>REVENUES</b>							
Activity Revenue	\$25	\$300	\$300	\$300	\$300	\$300	\$300
<b>TOTAL REVENUES</b>	<b>25</b>	<b>300</b>	<b>300</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	93,989	92,290	94,209	95,649	100,612	105,325	109,282
Contracted & General Services	134,936	127,900	127,900	7,900	7,900	7,900	8,000
Internal Charges	8,818	9,645	9,645	10,221	10,472	10,757	11,000
<b>TOTAL EXPENDITURES</b>	<b>237,743</b>	<b>229,835</b>	<b>231,754</b>	<b>113,770</b>	<b>118,984</b>	<b>123,982</b>	<b>128,282</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>(237,718)</b>	<b>(229,535)</b>	<b>(231,454)</b>	<b>(113,470)</b>	<b>(118,684)</b>	<b>(123,682)</b>	<b>(127,982)</b>
Associated Amortization	149	147	147	147	149	149	149
Transfers to Reserves	(2,905)	(1,705)	(1,705)	(1,705)	(2,185)	(2,185)	(2,185)
Transfers from Reserves	134,500	120,000	120,000				
<b>Tax Funding Required</b>	<b>(106,123)</b>	<b>(111,240)</b>	<b>(113,159)</b>	<b>(115,175)</b>	<b>(120,869)</b>	<b>(125,867)</b>	<b>(130,167)</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 a minimum GARP Level 3.

Principle	2016 Score	2022 Score
Accountability	1.0	3.0
Transparency	2.0	2.8
Integrity	2.0	2.8
Protection	3.0	2.4
Compliance	1.0	2.5
Availability	1.0	2.8
Retention	1.0	2.3
Disposition	0.5	2.2
<b>Average Score</b>	<b>1.4</b>	<b>2.6</b>

Training & Awareness

- Trained new employees on FOIP and IG

SharePoint (Hub) Implementation

- Completed migration of departmental content
- Over 800,000 e-records now managed in the Hub
- Began configuring M365 Purview Records tool

**Challenges/Opportunities**

- Cybersecurity incident data analysis
- Increasing amount of data, data complexity, technology and effects on data protection.
- Increased demand for technology requiring privacy impact assessments/privacy policies.

**2022 Priorities:**

- Complete onboardings to SharePoint

**Priority Status**

✓ *Ongoing*

**2023 Priorities:**

- Complete implementation of M365 Purview

**Communication Format**

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

2023 Service Review Update

## 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.

Property Taxation & Assessment 2022–2025 Operating Budget							
	2021 Actual	2022 Amended Budget	2022 Q2 Forecast	2023 Approved Budget	2023 Proposed Budget	2024 Proposed Budget	2025 Proposed Budget
<b>REVENUES</b>							
Activity Revenue	\$12,360	\$13,000	\$13,000	\$13,250	\$13,700	\$14,000	\$14,250
Other Revenue	50						
<b>TOTAL REVENUES</b>	<b>12,410</b>	<b>13,000</b>	<b>13,000</b>	<b>13,250</b>	<b>13,700</b>	<b>14,000</b>	<b>14,250</b>
<b>EXPENDITURES</b>							
FTE Count	0.55	0.55	0.55	0.55	0.55	0.55	0.55
Wages & Benefits	50,279	51,111	53,214	52,957	49,802	52,108	53,998
Contracted & General Services	90,898	89,525	90,325	90,225	95,875	96,075	97,475
Materials, Goods & Supplies	11,326	12,389	12,389	13,128	13,451	13,817	14,130
Internal Charges	50,279	51,111	53,214	52,957	49,802	52,108	53,998
<b>TOTAL EXPENDITURES</b>	<b>90,898</b>	<b>89,525</b>	<b>90,325</b>	<b>90,225</b>	<b>95,875</b>	<b>96,075</b>	<b>97,475</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>(140,093)</b>	<b>(140,025)</b>	<b>(142,928)</b>	<b>(143,060)</b>	<b>(145,428)</b>	<b>(148,000)</b>	<b>(151,353)</b>
<b>Associated Amortization</b>	<b>2,017</b>	<b>1,991</b>	<b>1,991</b>	<b>1,991</b>	<b>2,017</b>	<b>2,017</b>	<b>2,017</b>
<b>Transfers to Reserves</b>	<b>(1,094)</b>	<b>(1,094)</b>	<b>(1,094)</b>	<b>(1,094)</b>	<b>(1,349)</b>	<b>(1,349)</b>	<b>(1,349)</b>
<b>Tax Funding Required</b>	<b>(141,187)</b>	<b>(141,119)</b>	<b>(144,022)</b>	<b>(144,154)</b>	<b>(146,777)</b>	<b>(149,349)</b>	<b>(152,702)</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

**2022 Priorities:**

- Investigate policy governing national park lease renewals

**Priority Status**

✓ *Ongoing*

**2023 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 2022–2025 Operating Budget</b>							
	2021 Actual	2022 Amended Budget	2022 Q2 Forecast	2023 Approved Budget	2023 Proposed Budget	2024 Proposed Budget	2025 Proposed Budget
<b>EXPENDITURES</b>							
FTE Count	2.59	2.65	2.65	2.65	2.65	2.65	2.65
Wages & Benefits	\$338,021	\$344,138	\$343,333	\$356,446	\$350,819	\$367,064	\$380,573
Contracted & General Services	53,695	73,725	76,906	75,825	79,060	80,975	83,025
Internal Charges	33,466	36,604	36,604	38,787	39,744	40,823	41,747
<b>TOTAL EXPENDITURES</b>	<b>425,182</b>	<b>454,467</b>	<b>456,843</b>	<b>471,058</b>	<b>469,623</b>	<b>488,862</b>	<b>505,345</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>(425,182)</b>	<b>(454,467)</b>	<b>(456,843)</b>	<b>(471,058)</b>	<b>(469,623)</b>	<b>(488,862)</b>	<b>(505,345)</b>
Associated Amortization	4,258	4,203	4,203	4,203	4,258	4,258	4,258
<b>Transfers to Reserves</b>	<b>(3,966)</b>	<b>(3,966)</b>	<b>(3,966)</b>	<b>(3,966)</b>	<b>(4,821)</b>	<b>(4,821)</b>	<b>(4,821)</b>
<b>Tax Funding Required</b>	<b>(429,148)</b>	<b>(458,433)</b>	<b>(460,809)</b>	<b>(475,024)</b>	<b>(474,444)</b>	<b>(493,683)</b>	<b>(510,166)</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 – updated in 2021

**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
- Resources for data analysis in decision making

**2022 Priorities:**

- Internal controls and core accounting principles
- Enhance long term financial sustainability modelling

**Priority Status**

- ✓ *Ongoing*
- ✓ *Added to Financial Plan*

**2023 Priorities:**

- Internal controls and core accounting principles
- Complete 100-year reserve analysis for General Capital and Fleet Reserves

**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 2022–2025 Operating Budget

	2021 Actual	2022 Amended Budget	2022 Q2 Forecast	2023 Approved Budget	2023 Proposed Budget	2024 Proposed Budget	2025 Proposed Budget
<b>EXPENDITURES</b>							
FTE Count	1.05	1.05	1.05	1.05	1.05	1.05	1.05
Wages & Benefits	\$86,041	\$86,950	\$88,614	\$90,125	\$94,966	\$99,451	\$103,203
Contracted & General Services	543	1,500	1,500	1,525	11,500	1,500	1,500
Materials, Goods & Supplies	36						
Internal Charges	7,195	7,870	7,870	8,340	8,545	8,777	8,976
<b>TOTAL EXPENDITURES</b>	<b>93,815</b>	<b>96,320</b>	<b>97,984</b>	<b>99,990</b>	<b>115,011</b>	<b>109,728</b>	<b>113,679</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>(93,815)</b>	<b>(96,320)</b>	<b>(97,984)</b>	<b>(99,990)</b>	<b>(115,011)</b>	<b>(109,728)</b>	<b>(113,679)</b>
<b>Associated Amortization</b>	<b>1,569</b>	<b>1,549</b>	<b>1,549</b>	<b>1,549</b>	<b>1,569</b>	<b>1,569</b>	<b>1,569</b>
<b>Transfers to Reserves</b>	<b>(1,628)</b>	<b>(1,628)</b>	<b>(1,628)</b>	<b>(1,628)</b>	<b>(1,943)</b>	<b>(1,943)</b>	<b>(1,943)</b>
<b>Tax Funding Required</b>	<b>(95,443)</b>	<b>(97,948)</b>	<b>(99,612)</b>	<b>(101,618)</b>	<b>(116,954)</b>	<b>(111,671)</b>	<b>(115,622)</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

#### 2022 Priorities:

- Migration of Payroll software to the cloud and implementing direct timesheet entry for operations department

#### Priority Status

- ✓ Move to cloud complete and direct timesheet entry will be implemented in 2023.



-

**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, Accounts Receivable & Accounts Payable, Public Reception  
2022–2025 Operating Budget**

	2021 Actual	2022 Amended Budget	2022 Q2 Forecast	2023 Approved Budget	2023 Proposed Budget	2024 Proposed Budget	2025 Proposed Budget
<b>EXPENDITURES</b>							
FTE Count	2.95	2.95	2.95	2.95	2.95	2.95	2.95
Wages & Benefits	\$188,575	\$192,161	\$188,929	\$199,153	\$197,100	\$206,038	\$213,491
Contracted & General Services	3,348	3,550	3,550	3,600	3,600	3,650	3,700
Materials, Goods & Supplies	1,187	500	500	500	500	500	500
Other Expenses	(6)						
Internal Charges	15,679	17,149	17,149	18,173	18,619	19,126	19,559
<b>TOTAL EXPENDITURES</b>	<b>208,783</b>	<b>213,360</b>	<b>210,128</b>	<b>221,426</b>	<b>219,819</b>	<b>229,314</b>	<b>237,250</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>(208,783)</b>	<b>(213,360)</b>	<b>(210,128)</b>	<b>(221,426)</b>	<b>(219,819)</b>	<b>(229,314)</b>	<b>(237,250)</b>
<b>Associated Amortization</b>	<b>3,660</b>	<b>3,613</b>	<b>3,613</b>	<b>3,613</b>	<b>3,660</b>	<b>3,660</b>	<b>3,660</b>
<b>Transfers to Reserves</b>	<b>(6,183)</b>	<b>(5,833)</b>	<b>(5,833)</b>	<b>(5,833)</b>	<b>(7,718)</b>	<b>(7,718)</b>	<b>(7,718)</b>
<b>Tax Funding Required</b>	<b>(214,966)</b>	<b>(219,193)</b>	<b>(215,961)</b>	<b>(227,259)</b>	<b>(227,537)</b>	<b>(237,032)</b>	<b>(244,968)</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
- Purchasing policy training merged with sustainable purchasing policy

### Challenges/Opportunities

- Timing of quarterly utility billing
- Comment section on online payment form

### 2022 Priorities:

- Planning for Residential Water Meter Replacement

### Priority Status

✓ *Ongoing*

### 2023 Priorities:

- Planning for Residential Water Meter Replacement

### Communication Format

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

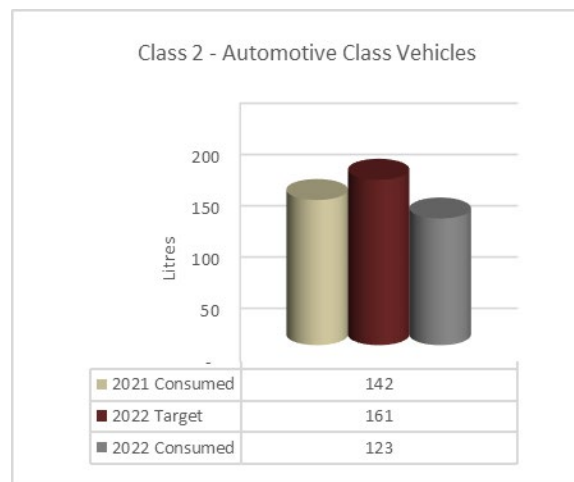
## Service Area: Information Technology (8 of 9)

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.

### Information Technology 2022–2025 Operating Budget

	2021 Actual	2022 Amended Budget	2022 Q2 Forecast	2023 Approved Budget	2023 Proposed Budget	2024 Proposed Budget	2025 Proposed Budget
<b>REVENUES</b>							
Other Revenue	\$5,145		\$4,870		\$7,620	\$7,620	\$7,620
<b>TOTAL REVENUES</b>	<b>5,145</b>		<b>4,870</b>		<b>7,620</b>	<b>7,620</b>	<b>7,620</b>
<b>EXPENDITURES</b>							
FTE Count	3.75	3.75	3.75	3.75	3.75	3.75	3.75
Wages & Benefits	351,869	365,960	380,020	379,176	396,065	414,559	430,043
Contracted & General Services	248,686	245,180	646,670	276,455	274,426	279,785	284,515
Materials, Goods & Supplies	75,969	87,580	87,580	88,680	88,680	90,135	91,435
Internal Charges	12,600	12,500	12,500	12,800	13,500	14,000	14,400
<b>TOTAL EXPENDITURES</b>	<b>689,124</b>	<b>711,220</b>	<b>1,126,770</b>	<b>757,111</b>	<b>772,671</b>	<b>798,479</b>	<b>820,393</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>(683,979)</b>	<b>(711,220)</b>	<b>(1,121,900)</b>	<b>(757,111)</b>	<b>(765,051)</b>	<b>(790,859)</b>	<b>(812,773)</b>
Associated Amortization	21,070	21,031	21,031	21,031	21,070	21,070	21,070
Transfers to Reserves	(25,770)	(19,400)	(24,270)	(19,400)	(29,720)	(29,720)	(29,720)
Transfers from Reserves	118,092	132,330	539,060	157,830	157,830	160,435	162,885
<b>Tax Funding Required</b>	<b>(591,657)</b>	<b>(598,290)</b>	<b>(607,110)</b>	<b>(618,681)</b>	<b>(636,941)</b>	<b>(660,144)</b>	<b>(679,608)</b>

### IT Fuel Consumption Benchmark



**COUNCIL EXPECTATIONS**

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

**Successes Challenges/Opportunities**

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>○ Departmental SharePoint migration support</li> <li>○ Paid parking systems implementation and support</li> <li>○ Zoom implementation for virtual meetings</li> <li>○ Council Meeting video streaming using Zoom</li> <li>○ Microsoft Office 365</li> <li>○ Backup solution for Office 365</li> <li>○ Migration from onsite email server to email hosted by Microsoft</li> <li>○ Migration from onsite SharePoint to hosted by Microsoft</li> <li>○ Migration from Kerio phone system to Zoom phone system</li> </ul> | <p>Covid Related Challenges</p> <ul style="list-style-type: none"> <li>● Internal IT projects delayed.</li> </ul> <p>Ongoing Challenges</p> <ul style="list-style-type: none"> <li>● Growing IT resource demands.</li> <li>● Remote working support.</li> <li>● Increased risk of cyber security issues</li> <li>●</li> </ul> |
|--|---|

**2022 Priorities: Priority Status**

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>● IT Disaster Recovery Plan</li> <li>● Investigate an external cyber security system audit</li> <li>● Building to building radio link upgrades to replace older equipment</li> <li>● SharePoint migration support</li> </ul> | <ul style="list-style-type: none"> <li>✓ Partially complete, email and SharePoint migration <i>To Complete in 2023</i></li> <li>✓ <i>To be completed in 2023 as final phase of cyber security implementation</i></li> <li>✓ <i>Partially complete, to be finalized in 2023</i></li> <li>✓ <i>Ongoing</i></li> </ul> |
|---|---|

**2023 Priorities: Communication Format**  
(RFD/Briefing/Policy/Bylaw/Workshop/Etc.)

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>● Finalize cyber security implementation</li> <li>● Department Structure Reorganization</li> <li>● IT Disaster Recovery Plan</li> <li>● Building to building radio link upgrades to replace older equipment</li> </ul> | <p>Service Review</p> <p>Service Review</p> |
|---|---|

## 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>2022–2025 Operating Budget</b>							
	2021 Actual	2022 Amended Budget	2022 Q2 Forecast	2023 Approved Budget	2023 Proposed Budget	2024 Proposed Budget	2025 Proposed Budget
<b>REVENUES</b>							
Other Revenue	\$280	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
<b>TOTAL REVENUES</b>	<b>280</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>EXPENDITURES</b>							
FTE Count	1.70	1.80	1.90	1.90	1.90	1.90	1.90
Wages & Benefits	133,562	150,388	157,962	155,832	171,186	179,122	185,737
Contracted & General Services	27,029	54,989	54,989	37,671	37,701	38,153	57,423
Materials, Goods & Supplies	794	1,000	1,000	1,000	1,000	1,000	1,050
Internal Charges	3,100	3,100	3,100	3,200	3,400	3,500	3,600
<b>TOTAL EXPENDITURES</b>	<b>164,485</b>	<b>209,477</b>	<b>217,051</b>	<b>197,703</b>	<b>213,287</b>	<b>221,775</b>	<b>247,810</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>(164,205)</b>	<b>(208,477)</b>	<b>(216,051)</b>	<b>(196,703)</b>	<b>(212,287)</b>	<b>(220,775)</b>	<b>(246,810)</b>
<b>Associated Amortization</b>	<b>1,494</b>	<b>1,475</b>	<b>1,475</b>	<b>1,475</b>	<b>1,494</b>	<b>1,494</b>	<b>1,494</b>
<b>Transfers to Reserves</b>	<b>(11,150)</b>	<b>(5,150)</b>	<b>(5,150)</b>	<b>(11,150)</b>	<b>(12,733)</b>	<b>(12,733)</b>	<b>(6,400)</b>
<b>Transfers from Reserves</b>		<b>12,000</b>	<b>12,000</b>				<b>12,667</b>
<b>Tax Funding Required</b>	<b>(175,355)</b>	<b>(201,627)</b>	<b>(209,201)</b>	<b>(207,853)</b>	<b>(225,020)</b>	<b>(233,508)</b>	<b>(240,543)</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**

- Spatial Open Data Automation
- Community Asset App
- Evacuation planning Support
- Aerial Imagery Acquisition
- Graffiti Tracking function

**Challenges/Opportunities**

- Network Accessibility

**2022 Priorities:**

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

**Priority Status**

- ✓ *Ongoing*
- ✓ *Ongoing*
- ✓ *Ongoing*
- ✓ *Delayed - 2023*
- ✓ *Ongoing*

**2023 Priorities:**

- GIS Strategic Plan
- Traffic Data Visualisation
- Open Data update

**Communication Format**

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

- Briefing
- Workshop
- Briefing