

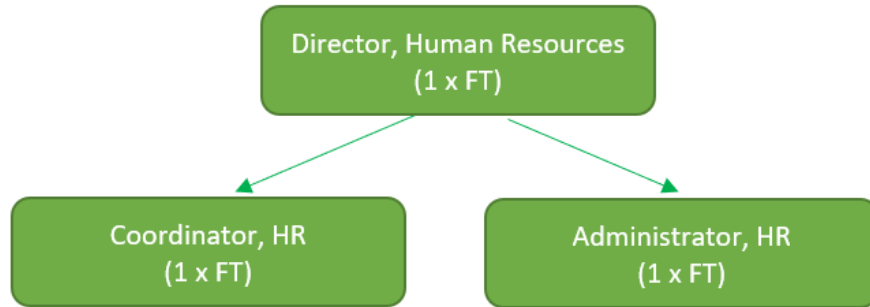
Human Resources Department

2022-2025 Operating Budget
Roll-up

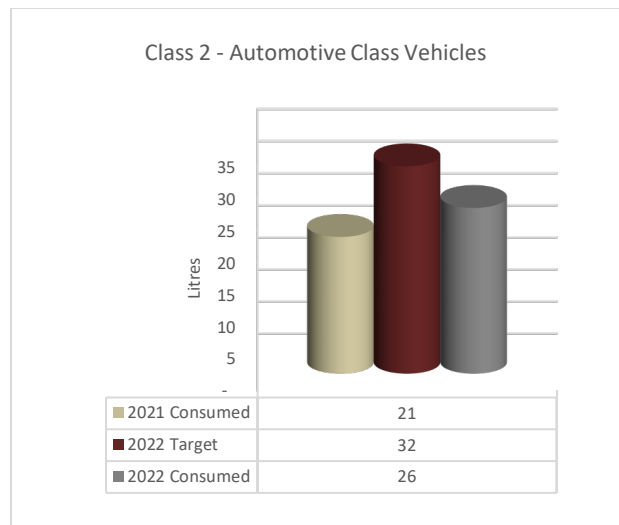
	2021 Actual	2022 Amended Budget	2022 Q2 Forecast	2023 Approved Budget	2023 Proposed Budget	2024 Proposed Budget	2025 Proposed Budget
REVENUES							
Activity Revenue	\$380,052	\$420,000	\$420,000	\$426,000	\$445,000	\$452,000	\$459,000
Other Revenue	1,908	2,000	2,000	2,000	2,000	2,000	2,000
TOTAL REVENUES	381,960	422,000	422,000	428,000	447,000	454,000	461,000
EXPENDITURES							
FTE Count	2.00	2.80	2.67	2.80	2.80	2.80	2.80
Wages & Benefits	248,406	300,956	293,289	311,052	320,241	335,017	347,123
Contracted & General Services	181,537	237,750	252,934	165,670	168,350	167,600	168,815
Materials, Goods & Supplies	1,956	8,210	8,090	6,325	2,925	2,925	2,800
Other Expenses	16,311	15,994	15,994	15,534	15,534	15,061	14,575
Internal Charges	159,500	159,100	159,100	162,100	170,800	177,500	182,600
TOTAL EXPENDITURES	607,710	722,010	729,407	660,681	677,850	698,103	715,913
REVENUES LESS EXPENDITURES	(225,750)	(300,010)	(307,407)	(232,681)	(230,850)	(244,103)	(254,913)
Associated Amortization	67,968	67,897	67,897	67,897	67,968	67,968	67,968
Gain/(Loss) on Disposal of TCA	(6,222)						
Transfers to Reserves	(132,200)	(130,057)	(130,057)	(136,100)	(151,014)	(154,351)	(156,812)
Transfers from Reserves	66,530	105,794	119,491	34,434	34,034	33,861	33,775
Tax Funding Required	(291,420)	(324,273)	(317,973)	(334,347)	(347,830)	(364,593)	(377,950)

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Service Area: Human Resources	2023 Proposed	2022 Approved	2021 Amended	2020 Actual	2019 Approved	2019 Actual
FTE - Roll Up	2.80	2.60	2.00	2.00	2.00	2.00
Administration	2.55	2.35	1.75	1.75	1.75	1.75
Employee Housing	0.25	0.25	0.25	0.25	0.25	0.25



Human Resources Vehicle Fuel Consumption Benchmark



Human Resources Compliance:

- ensures Town of Banff's employment practices and policies are compliant with legislated requirements.
- 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 development plans and performance goals are set and reviewed with employees at least once 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 provide training, 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.
- Employee-related events and programs contribute to attracting and retaining employees.

**HR Administration
2022-2025 Operating Budget**

	2021 Actual	2022 Amended Budget	2022 Q2 Forecast	2023 Approved Budget	2023 Proposed Budget	2024 Proposed Budget	2025 Proposed Budget
Other Revenue	\$645						
TOTAL REVENUES	645						
EXPENDITURES							
FTE Count	1.75	2.55	2.42	2.55	2.55	2.55	2.55
Wages & Benefits	230,040	285,749	277,613	295,289	303,395	317,383	328,862
Contracted & General Services	28,770	103,330	116,614	31,050	31,730	30,580	31,295
Materials, Goods & Supplies	56	2,710	3,090	725	925	925	800
Internal Charges	6,300	6,300	6,300	6,400	6,700	7,000	7,200
TOTAL EXPENDITURES	265,166	398,089	403,617	333,464	342,750	355,888	368,157
REVENUES LESS EXPENDITURES	(264,521)	(398,089)	(403,617)	(333,464)	(342,750)	(355,888)	(368,157)
Associated Amortization	2,988	2,950	2,950	2,950	2,988	2,988	2,988
Transfers to Reserves	(6,760)	(2,615)	(2,615)	(6,115)	(16,765)	(16,765)	(16,765)
Transfers from Reserves	13,592	71,500	85,197				
Tax Funding Required	(257,689)	(329,204)	(321,035)	(339,579)	(359,515)	(372,653)	(384,922)

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 requirements.
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 publicly funded agencies, local and non-local private sector and available survey data where relevant.
6. An external market-facing wage review is optimally done once per council term.
7. Due diligence in researching, negotiating best value and evaluating design of group plan benefit packages.
8. Work actively to govern our pension liabilities.
9. Disability management ensures support for employees' physical and mental health concerns and accommodations for return to workplace are identified and implemented.
10. During each 4-year term, council is oriented with their own, Town Manager and Town employee 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 on skills, experience and qualifications, 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. Leaders are provided 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 annual goals, and development actions are established in January or February of each year.

Employee Relations

23. Employee concerns are addressed and resolved effectively.
24. Employee relations programs and 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 Surveys, all-staff meetings, etc.).

Successes

- Addition of Admin support to HR has advanced production of Handbook updates, plans for employee programs (surveys, activities) and data entry for tracking and the ability to focus on updating employee policies and procedures:
 - Communicable Disease procedure
 - Remote/Hybrid Work procedure
 - Bullying & Violence at Work procedure
 - C2002- Employee Housing policy
 - C2001-Employee Compensation & Benefits policy
- Change in benefits brokerage services has resulted in employee benefit enhancements to increased allocation for psychology services and vision care, improved member resources and collaborative disability management.

Challenges/Opportunities

- HR time dedicated to administrative demands (table shows – year over year increase in metrics related to service functions), continues to grow with increased headcount:

	'22 YTD Oct 1st	2021	2020	2019
Headcount – FT	170.11	159	161	157
Headcount-ALL	287.11	271.5	259	274.33
Postings	32	41	28	51
Resumes- Rec'd/Screened	919	1579	1774	2214
Employment Offers /Letters	150	225	265	178
New Hires	65	68	58	
On-boardings	20	23	26	
COVID -19 Annual Stats	CovidPOS Hrs Absent	Change in Hours, Layoffs & Recall		
	621	175		

- Consideration of dedicating an HR position for the purpose of Recruitment is becoming necessary to support internal demand and trending practices.
- Unprecedented numbers of LTD claims in 2022 require administration

2022 Priorities:

- Update and implement procedural guidelines to support changes in legislation (Alberta Employment Standards Code, Alberta Occupational Health & Safety and WCB)
- Implement Diversity, Equity and Inclusion statements for gender and Indigenous sectors
- Conduct external compensation review
- Contract Services – Total Compensation and Staffing Levels analyses to be conducted
- Administration to include a current Organizational Chart as part of the 2023 Service Review, as well as providing historical information relating to Full Time Equivalency (FTE's) counts, as part of the Human Resources Service Area document.

Priority Status

- ✓ *On-going – development of internal procedures continues to support changes to employment and OHS legislation your.- Guide update on-going.
(Recommend: Remove for 2023)*
- ✓ *In progress – consulting services engaged, employee workshops and feedback collected. Resources are in development, then launch in Q1 2023 (Recommend: Remove for 2023)*
- ✓ *Completed - Postponed from 2021, to include report to council on results and any recommendations to Policy C2001- Employee Compensation & Benefits*
- ✓ *Completed - Postponed from 2020 due to COVID-19 priorities*
- ✓ *Complete*

2023 Priorities:

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Communication Format

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

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.

**Employee Housing
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	\$380,052	\$420,000	\$420,000	\$426,000	\$445,000	\$452,000	\$459,000
Other Revenue	1,263	2,000	2,000	2,000	2,000	2,000	2,000
TOTAL REVENUES	381,315	422,000	422,000	428,000	447,000	454,000	461,000
EXPENDITURES							
FTE Count	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Wages & Benefits	18,366	15,207	15,676	15,763	16,845	17,635	18,261
Contracted & General Services	152,767	134,420	136,320	134,620	136,620	137,020	137,520
Materials, Goods & Supplies	1,900	5,500	5,000	5,600	2,000	2,000	2,000
Other Expenses	16,311	15,994	15,994	15,534	15,534	15,061	14,575
Internal Charges	153,200	152,800	152,800	155,700	164,100	170,500	175,400
TOTAL EXPENDITURES	342,544	323,921	325,790	327,217	335,099	342,216	347,756
REVENUES LESS EXPENDITURES	38,771	98,079	96,210	100,783	111,901	111,784	113,244
Associated Amortization Gain/(Loss) on Disposal of TCA	64,980 (6,222)	64,947	64,947	64,947	64,980	64,980	64,980
Transfers to Reserves	(125,440)	(127,442)	(127,442)	(129,985)	(134,249)	(137,586)	(140,047)
Transfers from Reserves	52,938	34,294	34,294	34,434	34,034	33,861	33,775
Tax Funding Required	(33,731)	4,931	3,062	5,232	11,686	8,059	6,972

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) Employee housing supports our recruitment and retention efforts
- 6) Employees are not expected to remain in employee housing throughout their careers

Successes

- Collaboration and consultation between Facilities, Finance and HR has ensured tenant notices, financial review and repairs and maintenance are coordinated in a timely manner.
- Occupancy of housing units (29) has been consistent, including maximizing use of temporary, shared units (201 & 221 Beaver St)

Challenges/Opportunities

- Regular movement into and out of and employee housing units, combined with scheduling repairs and maintenance required coordination of check-in/-out with tenants and facilities' inspections.
- Supply chain challenges for some maintenance and repair items
- Sourcing and availability of parts causes delays

2022 Priorities:

- Safety and structure Assessment of Fire Hall rooftop space as outdoor amenity for tenants
- Scheduled review of Policy C2000, Administration of Employee Housing

Priority Status

- ✓ *Assessment completed. Deck will be built reusing wood from Bear Street Woonerf*
- ✓ *Completed – COU22-306, Motion Carried (2022-08-08)*

2023 Priorities:

- Bring to Council a report to explore increasing the amount of employee housing

Communication Format

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

Briefing