

TOWN OF BANFF
ORDER OF BUSINESS
Budget Council Meeting
Town of Banff Council Chambers
Monday, January 15, 2018 at 9:00 a.m.

1.0 CALL TO ORDER

2.0 APPROVAL OF AGENDA

Recommendation:

That council approve the agenda for the January 15, 2018 budget meeting of council.

3.0 ADOPTION OF PREVIOUS COUNCIL MINUTES

3.1 Minutes of the January 8, 2018 Budget Meeting of Council

Recommendation:

That council approve the minutes of the January 8, 2018 budget meeting of council.

4.0 PUBLIC INPUT ON AGENDA ITEMS

5.0 REQUEST FOR DECISION – 2018 Service Review and Budget Approval

5.1 2018 Service Review

[Download the 2018 Service Review](#)

Recommendation:

That council adopt the 2018 Service Review as a guiding document.

5.2 2018-2020 Operating Budget – Forecast Format

Recommendation:

That council approve the Town of Banff 2018-2020 Operating Budget in forecast form.

5.3 2018-2020 Operating Budget – Financial Statement Format

Recommendation:

That council approve the Town of Banff 2018-2020 Operating Budget in financial statement format.

5.4 2018-2027 Capital Budget

Recommendation:

That council approve the 2018-2027 Capital Budget.

5.5 For Information: 2018-2027 Capital Reserve Summary

6.0 NEW BUSINESS

6.1 Notice of Motion – Councillor Poole (added 2018.01.15)

7.0 PUBLIC INPUT ON AGENDA ITEMS

8.0 ADJOURNMENT

Agenda prepared by: Tara Johnston-Lee

**MINUTES OF THE BUDGET MEETING OF COUNCIL
of the Town of Banff in the Province of Alberta
Town Hall Council Chamber
Monday, January 8, 2018 at 9:00 a.m.**

COUNCIL MEMBERS PRESENT

Karen Sorensen	Mayor
Grant Canning	Councillor
Ted Christensen	Councillor and Acting Mayor
Corrie DiManno	Councillor and Deputy Mayor
Chip Olver	Councillor
Peter Poole	Councillor
Brian Standish	Councillor

COUNCIL MEMBERS ABSENT

ADMINISTRATION PRESENT

Robert Earl	Town Manager
Chris Hughes	Manager, Finance
Randall McKay	Director, Planning and Development
Chad Townsend	Manager, Environmental Services
Adrian Field	Director, Engineering
Darren Enns	Manager, Development Services
Amanda Arbuckle	Manager, Recreation and Culture
Tara Johnston-Lee	Municipal Clerk (Recorder)

1.0 CALL TO ORDER

The Mayor called the January 8, 2018 budget meeting to order at 9:00 a.m.

2.0 APPROVAL OF AGENDA

COU18-1 Moved by Councillor Standish that council approve the agenda for the January 8, 2018 budget meeting of council with the following amendment:

- add correspondence from the Banff Seniors Society as item 3.2.

CARRIED

3.0 PUBLIC INPUT ON AGENDA ITEMS

3.1 Written Submission - Bear Street Family Physicians

Received as information.

3.2 Written Submission - Banff Seniors Society (Mary Buckingham)

Added to the agenda package for this meeting and received as information.

3.3 Verbal Submission - Hugh Pettigrew

Mr. Pettigrew spoke to the operating budget and expressed his concern with the proposed rate of residential taxation. He requested that council direct administration to identify items in the

operating budget that can be deferred or cut so that the residential tax increase is within the Consumer Price Index increase). He suggested that alternately, council should consider adjusting the commercial/residential tax split so that the residential tax rate increase remains within CPI.

3.4 Verbal Submission – Jon Whelan

Mr. Whelan supports an additional handicapped parking stall on Bear Street. He spoke to the operating budget and requested that council consider asking administration to bring forward an alternate budget with a residential tax increase that does not exceed CPI.

3.5 Verbal Submission – Ian Mackie

Mr. Mackie provided that council should give further consideration to the costs of increasing transit services and to increasing planning and development staffing levels.

3.6 Verbal Submission – Darren Reeder – Banff Lake Louise Hospitality Association

Mr. Reeder provided his observation that there may be opportunity for council and administration to better engage the public to attend and provide input during the budget/service review process.

4.0 CAPITAL AND OPERATING BUDGETS

The briefing was received as information.

5.0 2018-2027 CAPITAL BUDGET

5.1 2017 Capital Budget Carryforward Schedule

Received as information.

5.2 2018-2027 Previously Approved Capital Projects

COU18-2 Moved by Councillor Christensen that council amend the draft 2018-2027 capital budget by moving \$7,000,000 for project T-25-16 for Transit Bus Storage from 2018 to 2020.

**DEFEATED
Christensen and Poole in favour**

COU18-3 Moved by Councillor Christensen that council amend the draft 2018-2027 capital budget by moving \$1,000,000 for project T-25-16 for Bus Shelter Installations & Bust Stop Improvements from 2018 to no-year identified.

**DEFEATED
Christensen and Poole in favour**

COU18-4 Moved by Councillor Christensen that council amend the draft 2018-2027 capital budget by moving the amounts for project PW-133-14 Bear Street Woornerf in 2018 (\$600,164) and 2019 (\$4,201,150) forward to 2019 and 2020 respectively.

Councillor Poole declared a conflict of interest and left the meeting at 11:48 a.m.

The debate and vote followed on motion COU18-4: that council amend the draft 2018-2027 capital budget by moving the amounts for project PW-133-14 Bear Street Woornerf in 2018 (\$600,164) and 2019 (\$4,201,150) forward to 2019 and 2020 respectively.

DEFEATED
Christensen in favour

Councillor Poole returned to the meeting at 11:52 a.m.

COU18-5 Moved by Councillor Christensen that council amend the draft 2018-2027 capital budget by moving \$353,000 for project PW-137-14 for Legacy Trail – Banff Avenue from 2018 to 2020.

DEFEATED
Christensen and Poole in favour

COU18-6 Moved by Councillor Standish that council amend the draft 2018-2027 capital budget by moving \$70,000 for project GG-92-17 for Community Greenhouse #2 from 2018 to 2019.

DEFEATED
Standish and Poole in favour

COU18-7 Moved by Councillor Standish that council amend the draft 2018-2027 capital budget by moving \$250,000 for project PW-207-17 for Design of Banff Avenue Greenway from 2020 to no-year identified.

DEFEATED
Standish, Christensen and Canning in favour

COU18-8 Moved by Councillor Poole that council amend the draft the 2018-2027 capital budget by removing \$83,000 from project RC-03-14 Banff Recreation Grounds for a horse trail until such time that a cost-sharing agreement is in place with the equestrian commercial operator.

DEFEATED
Christensen and Poole in favour

There was a recess from 12:34 until 2:59 p.m. for council to hold their regular business meeting. Motion numbering continues below from the regular meeting minutes.

5.3 2018-2027 Non-Roadway Project Descriptions
Received as information.

5.4 2018-2027 Roadway Project Descriptions
Received as information.

5.5 2018-2027 Capital Budget Tracker

COU18-15 Moved by Mayor Sorensen that council affirm the 2018-2027 capital budget tracker as presented at the January 8, 2018 budget meeting of council and direct administration to bring back a final draft capital budget for adoption at a future meeting of council.

CARRIED
Poole opposed

6.0 2018-2020 OPERATING BUDGET

6.1 2018-2020 Operating Budget Tracker

- COU18-16 Moved by Councillor Christensen that council amend the proposed 2018-2020 operating budget by removing \$53,333 in 2018 for the 2018 Visitation Experience Communications Partnership.
DEFEATED
Christensen and Poole in favour
- COU18-17 Moved by Councillor Olver that council direct administration to add one handicapped parking stall in the Bear Street parking lot and to remove one handicapped stall from elsewhere.
CARRIED
- COU18-18 Moved by Councillor Olver that council amend the proposed 2018-2020 operating budget and any applicable capital reserve forecasts by adding an 1% overall tax increase to the proposed tax increase to increase the transfer to the general capital reserve by that amount.
DEFEATED
Olver in favour
- COU18-19 Moved by Councillor Olver that council amend the proposed 2018-2020 operating budget and any applicable capital reserve forecasts by adding an 0.5% overall tax increase to the proposed tax increase to increase the transfer to the general capital reserve by that amount.
DEFEATED
Olver in favour
- COU18-20 Moved by Councillor Christensen that council amend the proposed 2018-2020 operating budget by moving the amounts for the extension of increased frequency on Banff local route #1 Banff local route #2 to start in 2020.
DEFEATED
Christensen and Poole in favour
- COU18-21 Moved by Councillor Poole that council amend the proposed 2018-2020 operating budget by removing \$80,000 allocated to increased long range and strategic planning.
DEFEATED
Christensen and Poole in favour
- COU18-22 Moved by Councillor Olver council affirm the 2018-2020 operating budget tracker as presented at the January 8, 2018 budget meeting of council and direct administration to bring back a final draft operating budget for adoption at a future meeting of council.
CARRIED
Christensen and Poole opposed

7.0 PUBLIC INPUT ON AGENDA ITEMS

7.1 Verbal Submission – Hugh Pettigrew

Mr. Pettigrew requested that council give further consideration to amending the commercial/residential mill rate split to reduce the residential tax rate increase.

8.0 ADJOURNMENT

COU18-23 Moved by Councillor Standish that council adjourn the January 8, 2018 regular meeting of council at 4:50 p.m.

CARRIED

Karen Sorensen
Mayor

Tara Johnston-Lee
Municipal Clerk

REQUEST FOR DECISION

Subject: 2018 Service Review and Budget Approval

Presented to: Council

Date: January 15, 2018

Submitted by: Chris Hughes, Manager, Finance Agenda #: 5.0



RECOMMENDATION

1. That council adopt the 2018 Service Review as a guiding document with any amendments made during this meeting.
2. That council approve the 2018-2020 Operating Budget in both the Forecast and Financial Statement format with any amendments made during this meeting.
3. That council approve the 2018-2027 Capital Budget with any amendments made during this meeting.

BACKGROUND

Reason for Report

Council has provided direction through the Service Review process on the 2018 – 2020 Operating Budget and 2018 – 2027 Capital Budget. At this time both budgets are being presented for final approval.

Summary of Issue

Administration is presenting the 2018-2020 Operating Budget in both the quarterly forecast format as well as the format presented in the non-consolidated financial statements for Council approval as well as the 2018-2027 Capital Budget based on all prior direction.

DECISION OPTIONS

Decision #1:

- a) That Council adopt the 2018 Service Review as a guiding document with any amendments made during this meeting.
- b) That Council not adopt the 2018 Service Review as a guiding document.

Decision #2:

- a) That council approve the 2018-2020 Operating Budget in both the Forecast and Financial Statement format with any amendments made during this meeting.
- b) That council not approve the 2018-2020 Operating Budget and direct Administration to bring back a revised 2018-2020 Operating Budget for approval.

Decision #3:

- a) That council approve the 2018-2027 Capital Budget with any amendments made during this meeting.
- b) That council not approve the 2018-2027 Capital Budget and direct Administration to bring back a revised 2018-2027 Capital Budget for approval.

IMPLICATIONS OF DECISION

Budget

Once approved the new Operating and Capital budgets will replace the existing approved 2017-2019 Operating Budget and the 2017-2026 Capital Budget.

ATTACHMENTS

- 2018-2020 Operating Budget (Quarterly Forecast Format)
- 2018-2020 Operating Budget (Financial Statement Format)
- 2018-2027 Capital Budget
- 2018-2027 Capital Reserve Summary

Date Circulated: _____

Submitted By: _____
On original
Chris Hughes, Manager, Finance

Reviewed By: _____
On original
Robert Earl, Town Manager

Town of Banff
 Summary of All Units
 2018 - 2020 Operating Budget - Forecast Format

	2018 Budget	2019 Budget	2020 Budget
REVENUES			
Municipal Tax Revenue	\$19,361,028	\$19,929,011	\$20,982,584
Sale of Goods & Services	1,277,819	1,318,420	1,361,329
Donations/Gifts	40,000	40,000	40,000
Rental	679,577	688,727	696,727
Interest	170,000	180,000	200,000
Penalties & Costs	85,900	86,800	88,000
Business Licenses	6,429,960	6,656,160	6,788,960
Tax Certificates	12,000	12,000	12,000
Animal Licenses	25,000	25,000	25,000
Parking/Traffic Fines	960,000	960,000	960,000
Animal Control Fines	750	900	900
Consumption Charges	9,173,450	9,474,987	9,830,725
Recycling Revenue	121,500	121,500	121,500
Garbage Collection Fees	705,344	407,648	415,801
Subdivision Processing Fees	8,000	8,000	8,000
Building Permits	300,000	300,000	300,000
Development Permits	70,000	70,000	70,000
Rezoning Processing Fees	3,000	3,000	3,000
Compliance Certificates	4,000	4,000	4,000
Developers Levies	89,800	89,800	89,800
Ice Rentals	573,500	577,000	580,250
Program Fees	112,994	113,200	113,700
Membership Fees	3,600	3,700	3,800
Curling Ice Rentals	65,000	84,000	85,000
Room Rentals	74,600	76,500	77,000
Site Use Fees	17,600	18,600	19,600
Ball Diamond Rentals	9,000	9,000	9,000
Summer Fun Registrations	127,000	128,000	129,000
After School Club Revenue	103,000	104,000	105,000
Drop-in Fees	19,200	20,300	21,400
Other Permit Revenue	101,700	101,700	101,700
Other Sales and Revenue	195,250	197,475	200,650
Franchise Revenue - ATCO Gas	700,000	714,000	728,280
Franchise Revenue - Fortis	235,000	245,000	255,000
Government Sales	537,000	549,450	554,550
Operating Government Grants	1,408,730	1,396,458	1,389,432
Capital Government Grants	3,697,244	3,132,244	3,132,244
Other Capital Revenue	10,000	10,000	10,000
TOTAL REVENUES	47,507,546	47,856,580	49,513,932

Town of Banff
Summary of All Units
2018 - 2020 Operating Budget

	2018 Budget	2019 Budget	2020 Budget
EXPENDITURES			
Wages	13,076,413	13,359,860	13,723,954
Wages - Per Diem	6,000	6,000	6,000
Benefits	2,641,258	2,723,190	2,832,516
Overtime	208,405	214,435	220,635
Recruitment Costs	3,800	2,650	3,000
Training/Conference & Travel	334,023	356,889	360,149
Memberships	48,840	50,065	51,579
Postage/Freight	32,880	34,910	35,135
Telephone & Data	200,809	201,119	203,112
Advertising & Promotion	143,110	143,325	149,625
Printing & Binding	53,749	52,409	54,409
Subscriptions	9,286	9,286	9,336
Licenses & Permits	9,800	10,250	10,750
Rental Fees	678,900	681,400	683,900
Insurance Premiums/Claims	333,986	337,907	342,711
Bad Debt Expenses	1,000	1,000	1,000
Short Term Interest Charges	37,384	38,384	40,384
Other Initiatives	22,400	22,650	27,350
Misc. Expense	16,927	17,702	19,177
Legal Fees	45,500	45,100	49,200
Professional Fees	138,364	139,364	141,389
Contracted Services	11,326,541	11,309,785	12,059,198
General Goods and Supplies	1,861,269	1,950,466	1,890,984
Utilities	1,031,310	1,041,250	1,047,150
Repair & Maintenance	391,350	396,850	409,750
Government/Agency Purchases	2,219,879	2,198,000	2,254,000
Grants	629,466	632,600	641,815
Debenture Interest	151,954	102,052	64,228
Transfer to Local Agencies	91,250	91,250	91,250
Amortization Expense	5,156,623	5,156,623	5,156,623
TOTAL EXPENDITURES	40,902,476	41,326,771	42,580,309
NET SURPLUS/(DEFICIT)	6,605,070	6,529,809	6,933,623
Internal Chargeback Revenue	4,654,880	4,778,396	4,899,820
Internal Chargeback Expenditures	4,654,880	4,778,396	4,899,820
NET SURPLUS/(DEFICIT) AFTER CHARGEBACKS	6,605,070	6,529,809	6,933,623
Amortization	5,156,623	5,156,623	5,156,623
Restricted Surplus	11,761,693	11,686,432	12,090,246

**Town of Banff
2018 - 2020 Operating Budget - Financial Statement Format
Summary of All Units**

	2018 Budget	2019 Budget	2020 Budget
REVENUES			
Municipal Tax Revenue	\$19,361,028	\$19,929,011	\$20,982,584
Sales to Other Governments	537,000	549,450	554,550
Sales & User Charges	12,403,957	12,477,205	12,893,455
Penalties & Costs on Taxes	85,900	86,800	88,000
Licenses and Permits	6,953,660	7,179,860	7,312,660
Fines	960,750	960,900	960,900
Franchise and Concession Contracts	935,000	959,000	983,280
Return on Investments	170,000	180,000	200,000
Rentals	679,577	688,727	696,727
Provincial Operating Transfers	1,014,569	1,015,569	1,010,569
Provincial Capital Transfers	3,132,244	3,132,244	3,132,244
Federal Operating Transfers	381,161	367,889	365,863
Federal Capital Transfers	565,000		
Local Government Transfers	13,000	13,000	13,000
Developer Agreements and Levies	89,800	89,800	89,800
Other revenues	224,900	227,125	230,300
TOTAL REVENUES	47,507,546	47,856,580	49,513,932
EXPENDITURES			
Salaries, Wages & Benefits	15,932,076	16,303,485	16,783,105
Contracted & General Services	13,790,265	13,811,661	14,609,770
Purchases from Other Governments	2,219,879	2,198,000	2,254,000
Materials, Goods and Utilities	2,892,579	2,991,716	2,938,134
Provision for Allowances	1,000	1,000	1,000
Transfers to Local Boards & Agencies	91,250	91,250	91,250
Transfers to Individuals and Organizations	629,466	632,600	641,815
Bank Charges and Short-term Interest	37,384	38,384	40,384
Interest on Capital Long-Term Debt	151,954	102,052	64,228
Amortization	5,156,623	5,156,623	5,156,623
TOTAL EXPENDITURES	40,902,476	41,326,771	42,580,309
NET SURPLUS/(DEFICIT)	6,605,070	6,529,809	6,933,623

2018-2027 Capital Budget

Project Number	Capital Project	Changes from Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Fleet Reserve												
PW-11-09	Fleet Management - Vehicle Replacement	↓ \$97K in 2018, ↑ \$268 in 2019, ↓ \$17K in 2020, ↑ \$49K in 2021, ↑ \$70K in 2022, ↑ \$92K in 2023, ↑ \$239K in 2024, ↑ \$41K in 2025, ↑ \$20K in 2026, added 2027	288,806	662,272	70,681	201,067	215,135	392,566	1,074,882	251,140	72,880	443,037
Total Fleet Reserve			288,806	662,272	70,681	201,067	215,135	392,566	1,074,882	251,140	72,880	443,037
Solid Waste Reserve												
PW-215-18	Automated Driveway Gate - 160 Hawk	New - Funded from RR Stab Operating Reserve	20,000	0	0	0	0	0	0	0	0	0
PW-200-17	Downtown District Recycling Depots	Unchanged	0	0	409,000	0	0	0	0	0	0	0
PW-11-09	Fleet Management - Vehicle Replacement	↑ by \$25K in 2021, added \$47K in 2024, ↑ \$253K in 2025, ↑ \$144K in 2026, added 2027 amount	0	0	0	260,105	0	0	46,581	612,538	351,837	369,901
PW-152-14	Pedestrian Bin Replacement	Added \$30K in 2018 & \$30K in 2019	30,000	30,000	0	0	0	0	0	0	0	0
PW-151-14	Residential Bin Area Enhancement	Unchanged	50,000	0	0	0	0	0	0	0	0	0
PW-216-18	Rotating Grapple Attachment	New - Funded from RR Stab Operating Reserve	25,000	0	0	0	0	0	0	0	0	0
PW-217-18	Transfer Station Upgrades	New - Funded from RR Stab Operating Reserve	30,000	0	0	0	0	0	0	0	0	0
Total Solid Waste Reserve			155,000	30,000	409,000	260,105	0	0	46,581	612,538	351,837	369,901
Fire Reserve												
PS-35-15	AFRRACS Radios	↑ by \$10K in 2025	0	0	0	0	0	0	0	45,000	0	0
PS-43-18	Automated External Defibrillators	New - replacement of existing asset	10,000	0	0	0	0	0	0	0	0	0
PS-42-18	Breathing Apparatus Filling Station Replacement	New - replacement of existing asset	0	8,500	0	0	0	0	0	0	0	0
PS-25-10	Bunker Gear Replacement	↓ by \$8K in 2019, ↑ by \$12K in 2021	0	27,000	0	48,000	0	0	0	0	0	0
PS-20-08	Bunker Gear Washer/Dryer Replacement	New - replacement of existing asset	0	0	0	0	0	30,000	0	0	0	0
PS-41-18	Extraction tools (Jaws of Life) Replacement	New - replacement of existing asset	0	50,000	0	0	0	0	0	0	0	0
PS-24-09	Fire Vehicle Replacement	↑ by \$170K in 2018, ↑ \$20K in 2022	1,170,000	500,000	0	0	91,000	0	0	95,000	0	0
PW-11-09	Fleet Management - Vehicle Replacement	↑ by \$13K in 2022, added 2027	0	0	0	0	20,435	0	0	0	0	10,955
PS-28-12	Pager replacement	Unchanged	18,500	0	0	0	0	20,500	0	0	0	0
PS-33-13	Thermo Imaging Camera	New - replacement of existing asset	0	0	0	0	0	0	0	0	0	18,300
Total Fire Reserve			1,198,500	585,500	0	48,000	111,435	50,500	0	140,000	0	29,255
Staff Housing Reserve												
PW-135-14	Buildings lifecycle maintenance	↑ by \$35K in 2025	75,000	150,000	10,000	35,000	0	25,000	0	0	0	0
Total Staff Housing Reserve			75,000	150,000	10,000	35,000	0	25,000	0	0	0	0
Water Reserve												
W-45-14	Bear Street Woonerf Watermain	Unchanged	3,734	26,137	0	0	0	0	0	0	0	0
W-53-15	Wolf St Roadway Replacement Project (water)	Minimal decreases (less than \$100) in both 2023 & 2024	0	0	0	0	0	31,990	184,984	0	0	0
W-59-16	Tunnel Mtn Road - Roadway Reconstruction Project (water)	Minimal decreases (less than \$100) in both 2025 & 2026	0	0	0	0	0	0	0	13,989	86,974	0
W-45-10	Banff Refreshing PH3 - Banff Ave 300 Block	New	0	0	0	0	0	0	0	0	0	24,887
W-55-15	Chlorinator	↑ by \$85K in 2018	210,000	0	0	0	0	0	0	0	0	0
W-39-10	Valve Replacement	Added \$70K in 2027	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
PW-11-09	Fleet management - Vehicle Replacement	↑ by \$132K in 2020, ↑ by \$6K in 2023, ↑ by \$9K in 2026	0	0	296,752	0	0	20,960	0	0	37,697	0
Total Water Reserve			283,734	96,137	366,752	70,000	70,000	122,950	254,984	83,989	194,671	94,887
Sewer Reserve												
S-56-14	Bear Street Woonerf Sanitary	Unchanged	21,045	147,317	0	0	0	0	0	0	0	0
S-48-10	Banff Refreshing PH3 - Banff Ave 300 Block	New	0	0	0	0	0	0	0	0	0	59,379
S-51-12	Sewer Main Repairs	Added \$280K in 2027	280,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000
S-57-15	Sulphur Mountain Sanitary Sewer Main Replacement (Debt Financed)	Moved forward from 2019 to 2018	5,000,000	0	0	0	0	0	0	0	0	0
S-43-10	WWTP Upgrades	↑ by \$565K in 2018 which is fully offset by Grant Funding, \$100K increase in 2026, added 2027	1,555,000	945,000	1,005,000	1,050,000	1,040,000	1,025,000	978,000	1,160,000	1,100,000	1,150,000
PW-11-09	Fleet management - Vehicle Replacement	↑ by \$0.2K in 2018, ↑ by \$132K in 2020, ↑ by \$6K in 2023, ↑ by \$9K in 2026	30,258	0	296,752	0	0	20,960	0	0	37,697	0
Total Sewer Reserve			6,886,303	1,372,317	1,581,752	1,330,000	1,320,000	1,325,960	1,258,000	1,440,000	1,417,697	1,489,379

Project Number	Capital Project	Changes from Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Transit Reserve												
T-25-16	Bus Shelter Installations & Bus Stop Improvements (Grant & Debt Funded)	Unchanged	1,000,000	0	0	0	0	0	0	0	0	0
T-28-17	Fleet for Increased Frequency on Banff Routes (Phase II) (Grant & Debt Funded)	Unchanged	0	1,250,000	0	0	0	0	0	0	0	0
T-26-17	Park & Ride Lots & Shuttle Service (Grant & Debt Funded)	↓ \$10,050K in 2019, ↑ \$1,220K in 2020, ↑ \$5,330K in 2021	0	0	1,220,000	5,330,000	0	0	0	0	0	0
T-21-16	Transit Bus Storage (Grant & Debt Funded)	Unchanged	7,000,000	0	0	0	0	0	0	0	0	0
Total Transit Reserve			8,000,000	1,250,000	1,220,000	5,330,000	0	0	0	0	0	0
General Capital Reserves												
Roadway Replacements:												
PW-189-16	Banff Refreshing - Wolf St and Caribou St	Moved from 2018 to 2020	0	0	360,500	0	0	0	0	0	0	0
PW-133-14	Bear Street Woonerf	Unchanged	600,164	4,201,150	0	0	0	0	0	0	0	0
PW-20-07	St. Julien Road shallow reconstruction and storm improvement	Unchanged	0	0	0	3,117,898	0	0	0	0	0	0
PW-175-15	Wolf St Roadway Replacement Project (partial shallow - no sewer)	↓ \$0.5K in 2023, ↓ \$3K in 2024	0	0	0	0	0	585,217	3,384,079	0	0	0
PW-176-15	Railway Ave Roadway Reconstruction Project (shallow reconstruction)	↓ \$0.1K in 2024, ↓ \$0.7K in 2025	0	0	0	0	0	0	144,282	834,329	0	0
PW-192-16	Tunnel Mtn Road - Roadway Reconstruction Project	↓ \$1K in 2025, ↓ \$7K in 2026	0	0	0	0	0	0	0	1,311,306	8,152,906	0
PW-193-16	Norquay Rd - Roadway Reconstruction Project	↓ \$0.2K in 2026, added 2027	0	0	0	0	0	0	0	0	332,576	2,067,757
PW-100-10	Banff Refreshing PH3 - Banff Ave 300 Block	New	0	0	0	0	0	0	0	0	0	1,046,120
Other General Capital Projects:												
PS-44-18	70 Congregate Lodging Cots and Pads	New	11,200	0	0	0	0	0	0	0	0	0
PW-214-18	Air Exchange Unit - Grounds Shop	New	13,500	0	0	0	0	0	0	0	0	0
RC-54-15	Banff Elementary School Partnership	Unchanged	789,240	0	0	0	0	0	0	0	0	0
RC-03-14	Banff Recreation Grounds	↑ by \$452K in 2021, partially offset by \$148K in revenues	958,290	848,103	1,539,447	2,349,485	817,107	2,063,486	771,734	226,317	0	0
RC-03c-07	Bow Falls Viewpoint - Upgrades & Rehab.	Unchanged	0	0	0	1,290,000	0	0	0	0	0	0
RC-61-18	Trail Lighting Projects	New	120,000	120,000	110,000	0	0	0	0	0	0	0
PW-118-13	Bridges Inspection & Maintenance	↑ by \$60K in 2018	75,000	0	0	0	0	15,000	0	0	0	0
PW-135-14	Buildings lifecycle maintenance	Added \$500K in 2027, moved \$245K from 2018 to 2021	405,000	293,500	174,000	472,000	80,000	228,000	115,000	969,000	500,000	500,000
PW-160-14	Catch Basin Replacement Program	Unchanged	80,000	0	0	0	0	0	0	0	0	0
PW-99-12 / PW-203-17	Columbarium & Memorial Garden	Unchanged	116,000	0	0	0	0	0	0	0	0	0
GG-92-17	Community Greenhouse #2	Unchanged	70,000	0	0	0	0	0	0	0	0	0
PW-207-17	Design of Banff Ave Greenway	Unchanged	0	0	250,000	0	0	0	0	0	0	0
PW-212-18	Exhaust Extraction System - Fleet Building	New	65,000	0	0	0	0	0	0	0	0	0
PW-213-18	Fall Arrest System - Fleet	New	20,000	0	0	0	0	0	0	0	0	0
PW-01-17	Fenlands Lifecycle Maintenance	↑ \$32K in 2018, ↑ \$13K in 2019, ↑ \$5K in 2020, ↑ \$21K in 2021, ↑ \$88K in 2022, ↑ \$9K in 2023, ↑ \$43K in 2024, ↑ \$39K in 2025, ↑ \$15K in 2026, added \$50K in 2027	84,000	62,000	345,000	101,900	163,000	58,000	104,500	54,000	85,000	50,000
PW-137-14	Legacy Trail - Banff Ave Connection	New - partially offset by \$235,000 in anticipated funding	353,000	0	0	0	0	0	0	0	0	0
PW-219-18	Lynx Street Light Replacements	New	674,640	0	0	0	0	0	0	0	0	0
PW-202-17	Mountainview Cemetery Roadway Improvement	Unchanged	25,000	0	0	0	0	0	0	0	0	0
RC-04-07	Neighbourhood Parks - Upgrades	Unchanged	0	18,000	0	0	0	0	0	0	0	0
PW-211-18	New Vehicle - Facilities	New	34,000	0	0	0	0	0	0	0	0	0
PW-187-15	Norquay Road Trail	Unchanged	50,000	475,000	0	0	0	0	0	0	0	0
PW-220-18	Permanent Rainbow Crossing	New	15,000	0	0	0	0	0	0	0	0	0
PW-221-18	Railway Station Intercept Parking Lot – Public Roadway Enhancements	New (Design Only)	67,000	10,000	0	0	0	0	0	0	0	0
PW-86-08	Roadway Overlay Program	Added 2027	817,500	467,500	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000
PW-90-08	Sidewalk Improvement Program	Added 2027	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
PW-84-08	Small Equipment	Added \$4K in 2018	4,100	0	0	0	0	0	0	0	0	0
PW-222-18	Snow Plow Blade	New	20,000	0	0	0	0	0	0	0	0	0
PW-223-18	Storm Water Consulting Design	New	100,000	0	0	0	0	0	0	0	0	0
PW-224-18	Town Entrance Sign Enhancements	New (Design Only)	20,000	0	0	0	0	0	0	0	0	0
PW-218-18	Town Hall Copy Room Renovation	New	15,000	0	0	0	0	0	0	0	0	0
RC-52-15	Trails improvements	Unchanged	350,000	100,000	0	0	0	0	0	0	0	0
Total General Capital Reserves			6,152,634	6,795,253	3,528,947	8,081,283	1,810,107	3,699,703	5,269,595	4,144,952	9,820,482	4,413,877
TOTAL CAPITAL PROJECTS			23,039,977	10,941,479	7,187,132	15,355,455	3,526,677	5,616,679	7,904,042	6,672,619	11,857,567	6,840,336

Project Number	Capital Project	Changes from Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
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NON-RESERVE FUNDING SOURCES FOR CAPITAL PROJECTS:

Debt Financing												
T-25-16	Bus Shelter Installations & Bus Stop Improvements	Unchanged	333,333	0	0	0	0	0	0	0	0	0
T-28-17	Fleet for Increased Frequency on Banff Routes (Phase II)	Unchanged	0	416,000	0	0	0	0	0	0	0	0
T-26-17	Park & Ride Lots & Shuttle Service	↓ \$3,350K in 2019, ↑ \$407K in 2020, ↑ \$1,777K in 2021	0	0	406,666	1,776,666	0	0	0	0	0	0
S-57-15	Sulphur Mountain Sanitary Sewer Main Replacement	Moved forward from 2019 to 2018	5,000,000	0	0	0	0	0	0	0	0	0
T-21-16	Transit Bus Storage	Unchanged	2,300,000	0	0	0	0	0	0	0	0	0
Total Debt Financing			7,633,333	416,000	406,666	1,776,666	0	0	0	0	0	0

Grants & Other Funding Sources												
RC-03-14	Banff Recreation Grounds	New	0	0	0	148,110	0	0	0	0	0	0
T-25-16	Bus Shelter Installations & Bus Stop Improvements	Unchanged	666,667	0	0	0	0	0	0	0	0	0
T-28-17	Fleet for Increased Frequency on Banff Routes (Phase II)	Unchanged	0	834,000	0	0	0	0	0	0	0	0
PW-137-14	Legacy Trail - Banff Ave Connection	New	235,000	0	0	0	0	0	0	0	0	0
T-26-17	Park & Ride Lots & Shuttle Service	↓ \$6,700K in 2019, ↑ \$813K in 2020, ↑ \$3,553K in 2021	0	0	813,334	3,553,334	0	0	0	0	0	0
RC-61-18	Trail Lighting Projects	New (Insurance Claim)	35,000									
T-21-16	Transit Bus Storage	Unchanged	4,700,000	0	0	0	0	0	0	0	0	0
S-43-10	WWTP Upgrades	New	565,000	0	0	0	0	0	0	0	0	0
Total Provincial Grants			6,201,667	834,000	813,334	3,701,444	0	0	0	0	0	0

NO YEAR IDENTIFIED CAPITAL PROJECTS			Year 1	Year 2
GG-83-15	Banff Ave Apartment Housing	Unchanged	9,300,000	0
PW-134-14	Bear St Alleyway Improvements	Unchanged	50,000	1,500,000
PW-139-14	Bear St Parkade - Reserve Parking Review	Unchanged	70,000	0
PW-166-15	Bear St Parkade 4th Level	Unchanged	400,000	5,000,000
PW-158-14	Buffalo St and Bear St intersection traffic signal	Unchanged	1,200,000	0
GG-88-16	Cave Ave Housing Development	Unchanged	17,660,000	0
RC-03B-07	Central Park Pedestrian Bridge	Unchanged	3,900,000	0
PW-209-17	Construction of Banff Ave Greenway	Unchanged	6,000,000	0
PW-126-14	Downtown Parkade	Unchanged	1,400,000	17,000,000
PW-197-16	Elevated Modular Waste and Recycling Facility (Debt Financed)	Unchanged	40,000	1,200,000
GG-55-12	Library entryway landscaping	Unchanged	170,000	0
PW-131-14	Surprise Corner Redesign	Unchanged	20,000	800,000
PW-95-09	Stormwater Management Improvement Implementation	↑ by \$50K in Year 1	100,000	500,000
PW-162-14	Whyte Museum Parking Lot Formalization	Unchanged	370,000	0
PW-172-15	Wolf Street - Health Unit Parking Lot Extension	Unchanged	120,000	1,500,000
	Town Hall 3rd Floor Office Space Development	New	170,000	1,900,000
Total No Year Identified Capital Projects			40,970,000	29,400,000

2018-2027 Capital Reserve Summary

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
BEGINNING TOTAL RESERVE BALANCE	9,922,405	173,669	367,867	6,515,222	7,635,946	16,596,808	23,935,050	29,354,410	36,461,119	38,812,238
TRANSFERS TO RESERVES	34,615,458	14,296,893	15,223,523	19,409,805	14,359,883	14,831,186	15,193,861	15,650,383	16,084,330	16,539,678
RESERVE FUNDED EXPENDITURES	(44,364,194)	(14,102,696)	(9,076,167)	(18,289,081)	(5,399,021)	(7,492,945)	(9,774,501)	(8,543,673)	(13,733,211)	(8,720,728)
ADJUSTED ENDING TOTAL RESERVE BALANCE	173,669	367,867	6,515,222	7,635,946	16,596,808	23,935,050	29,354,410	36,461,119	38,812,238	46,631,189
TARGETED TOTAL RESERVE BALANCE	5,982,869	(625,289)	2,354,969	6,924,782	8,417,859	14,385,920	22,681,519	24,959,388	36,481,820	47,626,694
VARIANCE FROM TOTAL TARGETED RESERVE BALANCE	(5,809,200)	993,156	4,160,253	711,164	8,178,949	9,549,130	6,672,891	11,501,731	2,330,418	(995,505)

MEMO:

TO: Madam Mayor & Fellow Councillors
cc: Clerk of the Town
From: P.J. Poole, Councillor
& Council Representative, Banff Heritage Corporation
& Trustee, Eleanor Luxton Historical Foundation
date: Fri. Jan. 12, 2018
re: proposed notice of motion, for the Agenda, Jan. 15, 2018

Whereas:

- (1) our Town takes great pride in heritage protection;
- (2) we recognize that from time to time there will be tension between the retention and demolition of heritage sites, partly because of economic reasons, partly because of the Town's strategic priorities;
- (3) as a municipal government, we have local, on-the-ground knowledge of interest to the Parks Canada Agency, the Ministry of Environment and the Ministry of Canadian Heritage, hence, from time to time we may want to communicate with those Ministers about heritage assets in our townsite;
- (4) one of the services we in municipal governance can do is help facilitate dialogue among diverse parties toward common goals;
- (5) our Town has several cultural organizations interested in such dialogue, such as Parks Canada, the Whyte Museum, the Banff Centre, the Eleanor Luxton Historical Foundation, and the Buffalo Nations Luxton Museum; and
- (6) there may well be financial resources for heritage site protection available through community foundations such as the Calgary Foundation.

Therefore,

I would like to introduce a Notice of Motion during the Jan. 15 2018 Council Meeting for consideration and decision at the Jan. 22, 2018 Council Meeting.

Further to the discussion we had Jan. 8, 2018 in Council, I have thought further, learned new insights by spending time in the Whyte Museum Archives, and I think we should refine the direction we recently provided to Administration. My purpose would be to request Council's support for heritage protection as follows:

That we direct Administration to generate a list of prominent heritage sites in the townsite which are not currently designated. That Administration return to Council with this list in the appropriate manner. If there are times when there are urgent concerns, that Administration be encouraged to inform Council in a timely fashion.

Post Script:

As an example of one heritage site, please see the attached draft essay about the Greenham historic site on Caribou Street, one of the rootstalks of the Banff Centre. There will be other sites like this about which we, on Council, might like to know more.