

**MUNICIPALITY OF CROWSNEST PASS
MONDAY, DECEMBER 13, 2010
2011 BUDGET MEETING**

A 2011 Budget Meeting was held in Council Chambers on Monday, December 13, 2010.

PRESENT: **MAYOR:** Bruce Decoux

COUNCILORS: Siegbert Gail, Brian Gallant, Jerry Lonsbury, Larry Mitchell,
Andrew Saje

Absent: Councillor Emile Saindon

Also present:

Chief Administrative Officer	Tully Clifford
Director of Finance & Systems	Marion Vanoni
Director of Operational Services	Myron Thompson
Director of Community Services	Cam Mertz
Director of Legislative and HR Services	Lynne Cox

CALL TO ORDER

Mayor Decoux called the meeting to order at 4:04 pm.

ADOPTION OF AGENDA

B#01-10: Councilor Lonsbury moved to adopt the agenda as presented.

CARRIED UNANIMOUSLY

OTHER BUSINESS

2011 Budget Deliberations

Chief Administrative Officer – Tully Clifford – 2011 Budget Overview

- Senior management has reviewed procedures, policies, processes, services, programs, risks and liabilities and will be presenting a budget they feel is appropriate for the Municipality in 2011
- All areas have been reviewed and adjustments made where possible
- Suggestions will included adding new staff to streamline and focus municipal operations
- The opportunity for analysis in the new year would begin improvements to processes and procedures to improve services and programs which will lead to reduced operating costs and increasing revenues
- Areas lacking in the budget have lead to a weakness in municipal services and focusing on these areas should lead to improvements in the short and long term
- Looking at an approximate 5.5% increase in the property tax levy for 2011

Community Services – Director of Community Services, Cam Mertz

- Community Services is comprised of Weed Control, Agricultural Services, Family and Community Support Services, and Parks and Recreation
- MDM Community Centre
 - Revenues and expenditures have been increased
 - Labor expenses have increased due to standardized building operating hours introduced partly due to negotiations to accommodate Lethbridge College
 - Increasing program opportunities in the facility to increase revenue opportunities
 - Looking for an increase in casual rentals for the building, which is available year round and can accommodate up to 500 people
 - Initiatives include developing a comprehensive preventative maintenance plan and capital replacement program
- Albert Stella Memorial Arena
 - Transitioned facility to new activities to increase utilization
 - Opportunities to increase revenue while maintaining the same level of expense
 - Partnerships will be developed
 - A comprehensive preventative maintenance plan and capital replacement program need to be developed
- Sportfields
 - Proposing implementing user fees
 - Would like to complete the Ball-Soccer Complex
 - Centralization of the operation would reduce operating costs and bring in opportunities for new revenue
- Elks Hall
 - Opportunity to increase revenue
 - Focus on marketing and promoting the facility
 - Mid level events and retreats
- Crowsnest Complex
 - Looking at increasing revenues and decreasing expenditures
 - Partnerships have been developed and will continue to develop
 - Implementation of a full time programmer proposed to create meaningful utilization within the facility
 - A comprehensive preventative maintenance plan and capital replacement program need to be developed
 - Diversify utilization creating a year round facility and new revenue streams
- Parks and Playgrounds
 - Have identified there are a lot of playgrounds and service area
 - Equipment will need to be replaced
 - Necessary to identify what the service area is and ensure the playgrounds meet the needs of the community, but do not become overwhelming for future replacement needs
 - Commitment to continue development of the Walking Trail System

Mr. Mertz will provide a summary for the Pass Community Pool on December 14, 2010.

Community Services – Director of Community Services, Cam Mertz - Continued

- Family and Community Support Services
 - Opportunity for a full time FCSS programmer to achieve strategies and goals of the Crowsnest Pass Integrated Community Sustainability Plan (ICSP) and the Crowsnest Pass FCSS Strategic Plan
 - Funding has been reallocated within the budget to accommodate the full time programmer
- Weed Control and Agriculture Service Board (ASB)
 - Proposal to evolve Weed Control Program to Agricultural Services Board
 - Requesting 40% funding
 - Full time Agricultural Fieldman proposed, government grant will offset expenses
 - Educational opportunities and awareness will be increased for stakeholders
- Ski Hill
 - Goal is to become the *Benchmark Municipally owned Community Day Skiing Area in North America*
 - Continue to redefine and evaluate their operational procedure
 - Goal to develop core regional market

Public Works – Director of Operational Services, Myron Thompson

- Functional areas within Operations include Cemeteries, Occupational Health and Safety, Public Works, Utilities (Sewer, Water, Electrical), and Solid Waste
- Expectation of some changes in the department to improve overall efficiencies and delivery of services and assist the municipality in being progressive
- Capital Projects Reviewed (majority funded from MSI grant funding and capital cost includes engineering and contingency)
 - The Long Term Capital Plan is being amended
 - 76 Street Watermain Replacement – Coleman – Estimated \$210,000 capital cost
 - 127 Street Water and Sanitary Replacement – Blairmore - \$341,000 estimated capital cost
 - 17 Avenue Water, Sanitary and Storm Installation and Replacement (Blairmore) - \$567,000 estimated capital cost
 - 17 Avenue Water River Crossing – Blairmore - \$200,000 estimated capital cost
 - Bellevue-Hillcrest Lagoons Swamp Drain Upgrade and Replacement - \$250,000 estimated capital cost
 - Frank Sewage Treatment Upgrades
- Capital Items include:
 - Operational Services Foreman
 - To be out in the field supervising and coordinating activities which will improve work flow, communication and coordination of functions
 - Environmental Initiative – Phase 1 Water Meters
 - Five year self funded program
 - Amend Utility Rate Bylaw
 - Increase awareness and education to the public
 - Solid Waste – recycling programs, compostable material
 - Spring clean up reduction and structuring of the service
 - Hazardous waste round up
 - Energy – reduce consumption
 - Transportation – concern with road salt, herbicides, and pesticides

Public Works – Director of Operational Services - Continued

- Light Trucks
 - Retire old units
 - Purchasing new is preferred to buying used
- Standby Power Generation
 - For Municipal Office which serves as an Emergency Operations Centre
- Demolition of Maplevue Hall
 - Not included in the budget
 - Unsafe, unsightly
 - \$60,000 anticipated demolition cost
- Motor Grader (used)
 - Replacement is necessary as in poor condition
 - Will reduce maintenance and repair costs and improve efficiency and image
 - Snow gates would improve service to residents
 - Buying new is preferred
- Bridge Replacement - #74688 Sentinel
 - Provincial funding
- Supervisory Control and Data Acquisition System
 - Will help to optimize operations
- Hydraulic Track Excavator
 - Will replace many functions of the back hoe
 - Has a longer reach
 - Will increase flexibility and efficiency in excavations

Recommending short term borrowing for the grader and excavator.

- Motor Grader Snow Gate
 - Will improve delivery of service by clearing snow ridges
 - The Snow Clearing Policy will support the use of snow gates
- Vibratory Plate Tamper
 - Will expedite final compaction in repairs
 - Use in curb/sidewalk applications
- Crowsnest Centre Demolition
 - Unfunded mandate
 - Need to determine course of action
 - Estimated cost of demolition \$650,000.00
 - Highly valuable property
 - Potential for redevelopment
- Major Variances
 - Operational Services – Public Works – Revenue
 - Cost Recovery \$12,500
 - Alberta Transportation (Sentinel Bridge) \$1.8 Million
 - Short Term Borrow (Heavy Equipment) \$530,000

Public Works – Director of Operational Services – Major Variances - Continued

- Operational Services – Public Works – Expenses
 - Salaried Personnel \$43,177
 - Hourly Salaries \$57,000
 - Casual/Part Time Staff \$12,400
 - Step Program \$7,500
 - Training \$26,150
 - Contracted Services (\$30,255) – Reduction
 - Insurance - \$6,000
 - Street Lights - \$16,000
 - Garbage – Solid Waste – Rates will remain the same in 2010
 - Contracted Services – Buildings \$25,000
 - Asphalt – (\$45,000)
 - Road Maintenance – Function – Approximately \$30,000 reduction
 - Principle payment; Interest short term borrow – 5 years of borrowing of \$530,000
- Operational Services – Utilities – Sanitary - Revenue
 - Sales of Services - \$25,000
 - Looking at a 10% increase in water and sewer rates
- Operational Services – Utilities – Sanitary – Expenses
 - Permanent Staff - \$32,444
 - Casual; part time - \$25,000
 - Engineering - \$25,000
 - Equipment Maintenance/Vehicle Parts - \$7,000
 - Chemicals - \$10,000
- Operational Services – Utilities – Water – Revenue
 - 10% fee rate increase
 - Sale of Service - \$70,880
 - Drawn from Operating Reservoir - \$263,000
- Operational Services – Utilities – Water – Expenses
 - Contracted Services - \$20,000
 - Purchased Repairs – Building \$16,500
 - Purchased Repairs – Engineering (\$12,000)
 - Supplies (\$11,000)
- Operational Services – Cemeteries
 - Should be well maintained
 - Upgrades will be done in phases
 - Rates proposed to be increased – Cemetery Bylaw to be amended

B#02-10: Councilor Mitchell moved to adjourn the meeting for ten minutes at 5:28 pm.

CARRIED UNANIMOUSLY

Mayor Decoux called the meeting to order at 5:44 pm.

Director of Legislative Services & Human Resources, Lynne Cox

- No budget for the department which was created in April 2010
- Advertising budget for 2010 was approximately \$43,000 - \$89,000 has been requested for 2011
 - A draft advertising policy will be provided at the next Council Meeting
- Float – requires refurbishment - \$10,000
- Council – education, training, stipends, honorariums
- Human Resources – software tools, policy development software
- Firemen Insurance
- Drug and alcohol testing – pre-hiring

Goals for the department for 2011 include:

- Legislative services
 - Enhance interface between CAO and Council – advisory service
 - Research
 - More analysis and review of legislative impact
 - Community collaboration
 - Improve coordination and delivery of legislative information to Boards, Committees, and Municipal stakeholders
- Policy development and education
 - Municipal policy gap analysis
 - Ongoing maintenance and development
 - Internal and external public education
- Communications
 - Internal and external communication strategies
 - Improve information to the public and media
- Human Resources and Employee Development
 - Change management facilitation
 - Job reclassification
 - Employee development
 - Succession planning
 - Human resource programming analysis

Personnel Needs for 2011

- Full time department clerk enhanced to legislative administrative functions
- Part time (17.5 hr) position
- Approximate cost of \$35,000

Enhancements would allow Director to perform more analysis on what is needed on the legislative side and how resources can be optimized.

DEPARTURE

Ms. Lynne Cox departed the meeting at 5:55 pm.

Director of Finance, Marion Vanoni

Community Organizations

Ms. Vanoni reviewed the 2011 funding requests submitted by external community organizations and advised that when Council meets with the organizations in the first quarter of 2011, the groups can discuss their proposals and expectations for the next few years.

- Crowsnest Pass Allied Arts Association - \$30,000
- Bellecrest Community Association - \$5,000
- Crowsnest Consolidated High School – Hokuto City Japanese Exchange - \$2,500
- Crowsnest Pass Chamber of Commerce
 - Christmas in the Mountains - \$500
 - Planter Program Proposal - \$4,300
 - Business Licensing – the Director of Finance encouraged Council to speak with both Administration and the Chamber of Commerce on this request as it provides \$45,000 revenue for the Municipality
- Community Advisory/Action Committee - \$0
- Crowsnest Pass Citizens on Patrol - \$8,180
- Coleman Community Society - \$6,000
- Crowsnest Historical Society - \$20,000
- Crowsnest Pass Municipal Library
 - Operating - \$103,950
 - CARLS - \$35,990
- Crow Snow Riders Snowmobile Association – MRTA Grant Dependent - \$8,000
- Crowsnest Pass Ecomuseum Trust - \$18,000
- Crowsnest Pass Marketing Consortia - \$0
- Crowsnest Pass Community Events Association - \$18,000
- Blairmore Smoke Eaters/Blairmore Fire Department
 - Sponsorship - \$5,000
 - Traffic Control - \$6,200
 - Garbage & Toilets - \$11,500
 - Policing - \$40,000 – Increased from \$10,000
- Crowsnest Pass SPCA
 - Contract Service - \$6,000
 - Grant - \$8,000
- Crowsnest Pass Doors Open & Heritage Festival - \$450

Total 2011 Requests \$337,570

The Director of Finance recommended that Council go forward with 2010 funding, and further determinations can be made based on discussions that take place in the first quarter of 2011.

Seniors Housing Authority

- Not included in the funding summary
- The Senior Housing Authority meets with Council on an annual basis
- Plans to enhance and upgrade the seniors' facility – Apartments and York Creek Lodge

Director of Finance – Seniors Housing Authority - Continued

- In order to make their application, the guarantee of financial support from the Municipality was required in the amount of one million dollars
- Previous Council provided a resolution to put \$100,000 per year into a reserve to work toward the million dollars requirement
- Allowed to increase their requisition annually for operational purposes by 10%
 - 2011 - \$184,542
- Advised Council to discuss a resolution by previous Council to guarantee overruns and shortfalls on construction of the facility

Council

- The current policy for council conference attendance was used for 2011 Budget purposes

Mayor Decoux opened the meeting to questions.

Discussion with the Director of Community Services

- Renovations were not budgeted for 2011 for the Elks Hall other than cosmetic upgrades to allow for evaluation of what renovation would entail
- Do not have a formalized Gap Analysis, but consultation was done with community user groups to look at redundancies and duplications
- Identified the desire to complete the Hillcrest Ball/Soccer Complex; a strategy needs to be put in place to finish the project
- The cost of a full time recreation programmer would be offset by increased revenue through program streams
- The Director of Community Services will provide Council with further information on the Crowsnest Pass Community Pool expenditures
- The Crowsnest Pass Pool is operated under the direction of a non profit organization
- Cost recovery information in regards to the MDM Community Centre and Lethbridge College was requested by Council
- Hiring proposed:
 - Current Seasonal Weed Control Officer replaced with
 - Full time Agricultural Fieldman
 - Current Full time Community Services Programmer replaced with
 - Full time FCSS Programmer &
 - Full time Parks & Recreation Programmer(Works out to one full time equivalent position plus benefits)
- Concern expressed in regards to optimistic revenues
- Suggested the abandoned playground in the Maple Leaf area of Bellevue should be purchased from Alberta Transportation and sold

Discussion with the Director of Operations

- Director seeking to prioritize and look at gaps
- The updated Long Range Capital Plan and Equipment Replacement Policy will be presented to Council towards the end of January
- Proposed foreman position necessary to allow Director to perform analysis
- Leasing and purchasing options will be presented to Council in reference to equipment replacement
- Council noted complaints had been received about the roads in Willow Drive and questioned infrastructure
- Road maintenance program and practices needs improvement
- Proposed hiring include a foreman position and two casual positions
- Questioned analysis on staffing in communities with similar populations
- The Director will be reviewing realignment on deficiencies, improving service levels without increasing costs, and duplication of services
- The Chief Administrative Officer suggested comparisons by way of establishing metrics
- The Chief Administrative Officer advised the requested additional staff would allow Directors to do analytical work required and advised retirements could allow for future attrition or staffing realignment
- Deep utilities are in poor condition and are being replaced systematically in segments to adapt to budget available
- The water meters do not meet conditions for funding in the grant program as they are not a capital item because the funds expended will be recovered
- The Director plans to review water licenses
- Requests for Proposals will go out for the Waste Water Treatment Plant project

AJOURN

B#03-10: Councilor Mitchell moved to adjourn the meeting at 6:57 pm.

CARRIED UNANIMOUSLY

Bruce Vernon Decoux

MAYOR

Tully Clifford

CHIEF ADMINISTRATIVE OFFICER