

**MUNICIPALITY OF CROWSNEST PASS**

**TUESDAY, JANUARY 25, 2011**

A special meeting of the Council of the Municipality of Crowsnest Pass was held in the Council Chambers on Tuesday, January 25, 2011.

**PRESENT:**    **MAYOR:**                    Bruce Decoux

**COUNCILORS:**    Siegbert Gail, Brain Gallant, Jerry Lonsbury, Larry Mitchell,  
Emile Saindon, Andrew Saje

**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 Human Resource Services	Lynne Cox

**Also present:**

Recording Secretary	Carolee Ison
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**CALL TO ORDER**

Mayor Decoux called the meeting to order at 8:01 pm.

**ADOPTION OF AGENDA**

**Additions:**

In Camera

2. Personnel
3. Personnel

**M#5887-11:** Mayor Decoux moved that the agenda be adopted as amended.

CARRIED UNANIMOUSLY

**BUSINESS ARISING FROM THE MINUTES**

2011 Budget

Mr. Tully Clifford, Chief Administrative Officer, advised that Administration has investigated potential areas to reduce the 2011 Budget and presented potential budget adjustments for Council's consideration which would eliminate the need for a tax levy increase and enable Administration to begin the transition towards economic sustainability. Mr. Clifford reviewed the information provided.

Attachment A – Potential 2011 Budget Adjustments resulting in a net decrease of \$354,351

- Mr. Clifford noted the majority of External Community Organizations are recommended to remain at 2010 funding levels, including Thunder in the Valley and Protective Service Organizations, allowing Council to review these programs, services, and organizations to determine whether changes are required, and to better define Council's relationship with these organizations

Attachment B – 2011 Budget clarifications and explanation of many of the items included in Attachment A

- In reference to concerns that revenues in the general Administration budget have dropped considerably, Mr. Clifford clarified this is not unusual as the revenues include grants, rebates, transfers from reserves, and other incomes that vary greatly from year to year
- Advertising – eliminated full Municipal pages in both local newspapers – will advertise in both newspapers as economically as possible and also use alternative methods for advertising
- Recommended Council review the *Pass Powderkeg Master Plan* and meet with the Pass Powderkeg Ski Hill Board to determine how the relationship between the Municipality and Board should function in reference to governance and financial liability
- Recommended Council meet with the Pass Pool Board
- Sportsfield Budget – includes outstanding contractor invoice per Council's direction
- Change in Information Technology infrastructure has resulting in large increases in licensing fees (some costs will occur annually)
- Community Organizations will remain at 2010 funding levels, including Thunder in the Valley
- Planning and Development - includes funds for Building Inspection – reallocation of staffing costs
- Electrical Budget - increased costs due to increased distribution and transmission charges from Fortis, increased Enmax rates, ongoing meter replacement program, cost of the electrical lead hand as of July 2010, and a transfer of approximately \$50,000 to reserves
- Contract Service for Municipal Buildings – Completion of Blairmore Shop roof replacement
- One snow gate has been eliminated (may be able to specify with the purchase of a new grader when purchased); two snow gates remain in the budget

Administration will continue to prepare performance measures to assist Council to determine budget allocations in subsequent years, continue to provide budget updates, status on new initiatives, and progress of performance measures to ensure Administration is on track with the goals of Council.

The Chief Administrative Officer requested Council consider the proposed budget and budget adjustments and provide guidance and support to Administration for approval of the budget.

Councillor Saindon:

- Recycling Contracted Service - suggested the recycling contract be reviewed
  - The Chief Administrative Officer advised the Municipality is currently under a negotiated contract and direction from Council is required for Administration to review the contract
- The Recreation Programmer position needs to be reviewed further
- Capital for the snow gun and advertising should be included in current ski hill funding

Councillor Mitchell:

- Questioned how monies from reserves used for water meters will be returned to reserves
  - The Chief Administrative Officer advised Council may consider directing Administration to put the water meter program on hold until further discussion on this issue
- Noted funds should be put towards reserves
- Advised having funds in reserve would allow access to funds available from a Federal Government program which stipulates funds provided by the government must be matched by reserve funds
- Suggested reducing the ski hill budget request by 10% per year for the next three years

Councillor Lonsbury:

- Concerned that no funds are allocated to reserves

Councillor Gallant:

- Noted \$6,000 for the ski hill website was to be a one time expense and reappears in 2011
  - The Director of Recreation noted the advertising includes maintenance and updates for the website, and for a variety of advertising for the ski hill in regional markets
- Questioned the \$9,500 for the golf course green water supply study which is a private business
  - The Director of Operational Services advised the study is a 50/50 cost share, and will help reduce the burden on the Blairmore water system, and satisfy future regulatory issues
- Track Excavator
  - Questioned whether any further information is available on justification of man hours per year
  - Suggested the Track Excavator be put on hold and funds be added to reserves
    - The Director of Operational Services advised:
      - The leasing cost would be approximately \$5,000 per month; better off to purchase
      - Have qualified staff to operate the equipment
      - Storage facilities are available
      - Currently do not have the capabilities to cut through heavy frost
    - Mr. Clifford advised the Track Excavator would provide safety and efficiency, and be available when it is needed
- Felt a different source of funding should be found for water metering rather than reserves

Councillor Saindon:

- Suggested looking at alternatives
- Believes Administration can find funds to be adjusted in excess of the cost of the Track Excavator in other areas
- Reallocate funds based on elimination and duplication

Councillor Gail:

- Concerned about increased expenditures
- Spend wiser
- A small increase in taxes may be acceptable
- Review duplication of services
- Review Spring Clean-Up - suggested using bins
- Check recycling options
- Nothing is in the budget for completion of the Ball Soccer Complex
- Let the community know what is being done and why
- Community input is needed on what the tax payers are willing to pay for
- Possibly look at increasing service fees for community recreation
- Slowly fill depleted reserves
- Specialized extra tax for weekenders who own more than one home in the Municipality to open up more housing options
- Against water meters at this time
- Intelligent cuts

Councillor Saje:

- Suggested Administration distinguish between *Advertising* and *Public Notices* and track them separately
- Queried removal of the Municipal Building Generator in reference to emergency operations
  - Mr. Clifford confirmed there will still be emergency power and a place to conduct emergency planning if the Municipal Building generator is removed from the budget
- Suggesting outsourcing the Archiving Project
  - The Director of Finance advised two proposals have been reviewed in reference to outsourcing
  - The Municipality has complex and private records
  - Retrieval of information is an important consideration
  - Further investigation will be done
- Track Excavator - Requested to see the man hour estimate and cost analysis
- Put the Track Excavator on hold and have the money go to reserves
- The Director of Community Services confirmed there was no allocation of funds in the 2011 Budget for the completion of the Hillcrest Ball Complex; funding would require Council's direction
- Expressed concern with Administration's spending habits in reference to travel, meals and lodging, workshops and conventions, \$3,000 per year budget for computer and telephone for a clerk position
- No funding included for Council Strategic Direction
- Opposed to the Human Resources position
- Felt an Organization Structure review is needed before hiring any staff
- Noted no information was provided on where the new staff would work, or analysis of the additional costs associated with the new staff
- Stated when an organization experiences a decline in growth, it usually does not hire more staff to solve the problem, it changes the way it does business by creating a strategic plan and acting according to the plan
- Suggested seeking outside professional help such as a business coach or consultant
- Noted the public may be willing to have a small tax increase if it goes in to reserves

Chief Administrative Officer:

- Training builds capacity within the existing staff and allows for sustainable change within the organization
- Require budgetary information from Council in reference to Council Strategic Direction
- Noted Human Resources is necessary to build internal capacity
- Numerous studies have been undertaken in reference to organization and no evidence of sustainable change is evident
- Would like to build relationships with boards and Council
- A reserve policy is necessary – Operating and Capital Reserves are essential

Mayor Decoux noted main issues include:

- Recycling
- Ski Hill
- Water Meters
- Reserves
- Track Excavator
- Archiving
- Hillcrest Ball Soccer Complex

Councillor Saje:

- Suggested waiting six months to have a Strategic Plan in place before considering hiring people
- Look at alternatives for archiving
- Requested more information be provided on the Track Excavator including cost recovery
- Queried if there was a small tax increase - What would that be?

Councillor Gail:

- Suggested reviewing every major line item for Council's consensus and input

Councillor Gallant:

- Requested further financial justification on the Track Excavator and hiring of additional staff

Councilor Lonsbury:

- Noted the community needs to spend a significant amount of money in a relatively short time to replace aging equipment and the options are to borrow money or build reserves; feels reserves should be built up rather than paying interest
- The budget must include some designation of funds into reserves

Councillor Mitchell:

- Noted the Track Excavator is necessary and is a safety issue
- Feels the need has been proven for extra staff
- Should not micromanage

Councillor Saindon:

- Feels there are numerous opportunities for reductions in operating costs
- Certain personnel increases may be necessary, others are not
- Recreation Program needs to get under control
- Suggested Administration review the budget and present a budget that meets the needs

Director of Community Services

- Working towards developing an Agricultural Services Program which will benefit the Crowsnest Pass
- The program is 100% grant funded contingent on having a full time agricultural field person
- If the opportunity is missed this year, three years of Provincial funding will be missed
- The *Sustainably Plan* and *Strategic Plan* is used as direction in the Community Services Department to define the way it does business
- The proposed full time FCSS Programmer would be used to develop steps to sustainability including the development of a Volunteer Resource Centre
- Facilities are not being fully utilized by providing and marketing casual drop-in participation
- Formalized registration driven programming is needed
- A full time Recreation Programmer would provide additional revenue to offset operating costs for the facilities

Mayor Decoux requested Mr. Mertz make further comments available to the Chief Administrative Officer for presentation at a later date.

**M#5888-11:** Councillor Mitchell moved to request that the Chief Administrative Officer research and develop and provide additional information to Council.

CARRIED UNANIMOUSLY

### **IN CAMERA**

**M#5889-11:** Councillor Mitchell moved to go In Camera at 9:00 pm.

CARRIED UNANIMOUSLY

### **RECESS/RECONVENE**

Council recessed at 9:00 pm and reconvened at 9:10 pm.

**EXCUSED**

Councillor Lonsbury excused himself from In Camera at 9:11 pm

**RETURN**

Councillor Lonsbury returned to the meeting at 9:20 pm.

**BUSINESS OUT OF CAMERA**

**M#5890-11:** Councilor Gallant moved that Council come Out of Camera at 10:00 pm.

CARRIED UNANIMOUSLY

**M#5891-11:** Councillor Mitchell moved to approve the Memorandum of Agreement with CUPE Local 812 as written.

CARRIED UNANIMOUSLY

Councillor Lonsbury recused himself from voting

**ADJOURN**

**M#5892-11:** Councilor Mitchell moved to adjourn the meeting at 10:00 pm.

CARRIED UNANIMOUSLY

*Bruce Vernon Decoux*  
MAYOR

*Tully Clifford*  
CHIEF ADMINISTRATIVE OFFICER