

November 6th, 2014

Agenda

Special Budget Meeting – Call to Order – 6:00 PM

Adoption of Agenda –

Correspondence – Items Arising:

1. **Flagstaff Christmas Sharing Program** **A1**

Business:

- 1) **FRSWMA – 2015 Proposed Budget** **B1**
- 2) **Parkland Regional Library (PRL) – 2015 Proposed Budget** **B2**
- 3) **Flagstaff Family & Community Services (FFCS) – 2015 Proposed Budget** **B3**
- 4) **Fire Budget – 2015 Proposed** **B4**
- 5) **Strategic Plan Priority 1 – Residential Subdivision - *addition*** **B5**
- 6) **Rural Health Review** **B6**
- 7) **CAO Evaluation** **B7**
- 8)
- 9)
- 10)
- 11)

Adjournment -

2014 FLAGSTAFF CHRISTMAS SHARING PROGRAM and ADOPT A FAMILY PROGRAM

Once again, Flagstaff Food Bank will be co-ordinating the annual Christmas Sharing Program in Flagstaff County. This tradition involves the collection and distribution of gifts and food hampers for those less fortunate county residents.

As in the past years, the success of this program is due to the generosity of County residents through volunteering and donations (cash, gifts, food, etc.) This year we will again be running the program out of the old Food Town Grocery Store, located at the north end of Main Street, in Killam, beginning on December 2nd.

Anyone wishing to drop off food donations or to volunteer can call the FFCSS at 780-385-3976. We would appreciate donation of goods between Monday December 8th and Friday December 19th. Individuals and/or groups planning to donate turkeys, please advise us by November 28th to assist in planning for our projected needs. **(Please be advised that we can not distribute expired food, and would ask that you check the expiration dates on any food donations.)**

As the “Adopt a Family Program” was such a great success in past years, we will be running this program once again. Anyone interested in adopting a family, please call 780-385-3976 before December 5th. We ask that you limit your gift purchases to approximately \$50 per adopted person. Please **leave all gifts unwrapped with some gift wrap included** in your family’s gift bundle. *We reserve the right to redistribute any excess purchases to other persons in need.* If you decide to give clothing, be sure you include the “Gift Receipt” in case an exchange is necessary by the recipient. Due to allergies, we ask that you do not include stuffed toys! Gifts must be delivered to the Food Town Grocery Store no later than Monday December 15th.

With their permission, if you are aware of families in need, please feel free to submit the name, telephone number and the particular need(s). All information provided will be handled with the strictest confidence. Please submit all requests by November 29th, 2014. Application forms can be picked up in Killam, at the Flagstaff Food Bank Tuesday and Thursday mornings from 9:00-11:00, at FFCS in Killam or at your Town/Village Office; or by phoning 780-386-3976.

Hampers will be available for pickup **Sunday December 21st (ONLY), from 11:00 am to 4:00 p.m. (ONLY)** at the old Food Town Grocery Store, located at the north end of Main Street, in Killam.

Request for Decision (RFD)

Topic: Flagstaff Regional Solid Waste Management Assn. (FRSWMA) 2015 Budget
Initiated by: FRSWMA Board
Prepared by: Amanda Davis
Attachments: 1. FRSWMA Background/Stats
 2. Town of Sedgewick's 2015 Proposed Budget

Recommendation:

1. That Council agree in concept for the closure of the Sedgewick Transfer Site and to direct Administration to enter into negotiations with Flagstaff Waste for closure.
2. That Council approve the FRSWMA 2015 in a state of full cost recovery with the \$213,290.26 being allocated into a reserve for future expansion of the landfill;

OR

3. That Council approve the FRSWMA 2015 budget as presented with a 5.25% increase.

OR

4. That Council reject FRSWMA's 2015 budget as presented.

Background:

In 2012 FRSWMA requisitioned a 60% increase to member municipalities. This was caused from mismanagement and operating in a deficit for many years.

The 60% increase still did not make waste collection for member municipalities cost recovery. Waste collection was/is being subsidized by profitable cost centers such as asbestos and bin rentals. Over the past few years, there have been major changes with regards to operations:

1. Transfer Sites – A three year study is being conducted with regards to the use and status of the twelve (12) transfer sites. Today, transfer sites cost members \$313,689 to operate. The Sedgewick Transfer Site is only open on Thursdays from 1-4:30 PM – In 2014 FRSWMA reported 88 users. Our portion of the requisition is \$25,449 (\$289.20 per user) not to mention transfer site fees paid by the user. Please see the Stats attached.
2. Reduction in allowable bags – Five (5) per household to four (4)
3. Increasing recycling

Garbage Rates (cost recovery for the Town)

Year	Residential	Annum. Res.	Non Res.	Annum. Non-Res
2011	18.33/month	219.96	23.77/month	285.24
2012	29.20/month	350.40	31.00/month	372.00
2013	27.00/month	324.00	27.00/month	324.00
2014	27.00/month	324.00	27.00/month	324.00

At the October 27th, 2014 FRSWMA Board Meeting the 2015 Budget was approved with a total requisition of \$1,195,000.00 to members municipalities. This is a 5.25% increase for the Town of Sedgewick.

2014 – \$124,830.43

2014 – \$131,387.05

	Residential	Non-Residential	Annum.
2015	27.50	27.50	330.00

Current:

Topics for discussion:

1. Is the Sedgewick Transfer Site viable?
 - a. If Council were to recommend closure of the transfer site the Town could use it to stock pile material, snow, dirt. We could maintain the burn pit, have a dumpster specifically for public works etc.
 - b. What are our liabilities:
 - i. Environmental concerns with regards to the proximity of the wet lands;
 - ii. Future site reclamation;
2. What are Council's thoughts on recommending that Waste Management operate as cost recovery (true cost accounting)?
 - a. Money is not being up into reserves at this time for future expansion – our dump is projected to be full by 2026.
 - b. It seems to be a more viable option to begin studies to expand the landfill to avoid inflation over the next twelve years



Flagstaff Regional Solid Waste Management

*Box 309
Sedgewick, Alberta
T0B 4C0
780-384-3950*



Budget 2015 Key Elements:

A) Revenue: 6.0% overall increase over 2014 Budget

- Landfill revenue 19.8% increase
- Asbestos 42% reduction reflects industry
- Bin rentals/Services 11.0 % increase
- Municipal Requisition 11.2 % increase
 - Urban 5.25% (Forestburg 11.46% - census change)
 - Flagstaff 23.31% (primarily Agricultural)

B) Expenditures: 12.8% increase

- Human Resources 16.1% increase
 - new Agricultural yard hand -
 - Manager on payroll effective May 1
 - \$30,000 payroll contingency
 - 2.4% COLA, 2.5% overall merit increase - \$51,000
 - Benefits/Lapp (\$30,400)
- Transportation Services - status quo
- Landfill
 - \$85,000 engineering cost to design/apply/implement Class II landfill on site (new)
 - Tracking fuel separately for landfill \$20,000
- Recycling nearly doubled due to new fees Hazardous waste \$9000
- Transfer sites - \$30,000 repairs needed immediately
 - Shacks are safety hazards
 - signage
 - need decision on closure in 2015.
- Administration - reduced 32.3%, primarily due to Management Contract ending in April

C) Closure/post closure - on plan with \$108,000 transfer to reserve in 2015. Funded by loan repayments (\$104,000) and cash

D) Depreciation calculated at \$250,000, funded by net proceeds

E) Capital Purchase - \$537,000, funded by:

- sales of obsolete assets \$19,700
- loan (C/PC or bank) \$100,000
- capital reserve - \$220,000
- 2014 operating acct surplus - \$197,023.22
- proceeds from net revenue - \$276.78

2015 Capital Budget

Additions	Description	Number	Price	Extension
	Front End truck replacement	1	\$ 295,000.00	\$ 295,000.00
	Burro Replacement	1	\$ 105,000.00	\$ 105,000.00
	F250 4x4	1	\$ 40,000.00	\$ 40,000.00
	3 yd bins	40	\$ 825.00	\$ 33,000.00
	20 Yd bins	5	\$ 6,300.00	\$ 31,500.00
	6 yd bins	10	\$ 1,100.00	\$ 11,000.00
	Bobcat Replacement program	1	\$ 9,500.00	\$ 9,500.00
	spill containment - oil recyle shed	1	\$ 9,000.00	\$ 9,000.00
	recycle sheds	2	\$ 1,500.00	\$ 3,000.00
	TOTAL EXPENSES			\$ 537,000.00

Funding			
	sale of Unit 27		\$ 12,000.00
	sale of Unit 24 (2006 GMC with 1987 Burro)		\$ 6,500.00
	Sale of Unit 52 - half ton		\$ 1,200.00
	Loan		\$ 100,000.00
	From Capital Reserve Accts		\$ 220,000.00
	From General Operating Acct (2014 Surplus)		\$ 197,023.22
	From Budget Net Revenue (2015)		\$ 276.78
	TOTAL FUNDING		\$ 537,000.00

Flagstaff Regional Solid Waste Management

Draft 2015 Budget Summary

	2014 Budget	2014 Projection	Draft 2015	Change (\$)	Change (%)
Revenue					
Landfill - Scales & Property	83,000.00	130,031.17	99,450.00	16,450.00	19.8%
Asbestos Contracts	225,000.00	106,471.36	130,000.00	-95,000.00	-42.2%
Bin Rentals & Service	929,600.00	1,060,006.39	1,031,800.00	102,200.00	11.0%
Municipal	1,075,000.00	1,075,000.01	1,195,000.00	120,000.00	11.2%
Recycle	57,050.00	57,311.65	62,600.00	5,550.00	9.7%
Administration	22,850.00	14,872.45	15,200.00	-7,650.00	-33.5%
Transfer Sites	55,000.00	57,937.42	60,000.00	5,000.00	9.1%
Revenue Totals	2,447,500.00	2,501,630.45	2,594,050.00	146,550.00	6.0%
Human Resources	1,199,678.43	1,106,895.00	1,392,308.22	192,629.79	16.1%
Transportations Services	382,600.00	395,363.80	395,500.00	12,900.00	3.4%
Landfill Expenses	66,500.00	85,900.00	166,300.00	99,800.00	150.1%
Recycling Expenses	14,200.00	24,700.00	30,000.00	15,800.00	111.3%
Bin Services	11,500.00	20,500.00	14,500.00	3,000.00	26.1%
Transfer Site Expenses	20,500.00	7,100.00	40,600.00	20,100.00	98.0%
Administration	274,400.00	274,155.15	185,665.00	-88,735.00	-32.3%
Marketing & Communication	5,000.00	2,403.00	3,700.00	-1,300.00	-26.0%
Safety	7,000.00	6,700.00	7,200.00	200.00	2.9%
Total Operating Expense	1,981,378.43	1,923,716.95	2,235,773.22	254,394.79	12.8%
Closure/Post Closure	105,000.00	184,153.00	108,000.00	3,000.00	2.9%
Capital Reserve/Depreciation	196,836.09	219,526.00	250,000.00	53,163.91	27.0%
TOTAL EXPENSE	2,283,214.52	2,327,395.95	2,593,773.22	310,558.70	
Net Business	\$ 164,285.48	\$ 174,234.50	\$ 276.78	\$ (164,008.70)	

**Flagstaff Regional Solid Waste Management Association
Draft 2015 Budget (Oct 27, 2014)**

	Budget , 2014		2014 Projection to Year end		Draft 2015 Budget	
	Detail Acct	Sum Acct	Detail Acct	Sum Acct	Detail Acct	Sum Acct
Revenue						
Scales - Industrial, Commercial	75,000.00		115,030.85		85,000.00	
Scales - Residential	2,500.00		0.00		0.00	
Scale - Evergreen Environmental	0.00		10,000.00		10,000.00	
Property Income - Agri Lease	1,750.00		1,700.00		1,700.00	
Property Income - Gas Lease	2,750.00		2,750.00		2,750.00	
Other landfill Revenue	1,000.00		550.32		0.00	
Landfill - Scales & Property		83,000.00		130,031.17		99,450.00
Overweight charges - Asbestos	5,000.00		0.00		0.00	
Contracts - Asbestos	220,000.00		106,471.36		130,000.00	
Asbestos Contracts		225,000.00		106,471.36		130,000.00
Permanent - 40Y, 20Y, Gravel Boxes	85,000.00		148,471.79		135,000.00	
Temporary - 40Y, 20Y, Gravel Boxes	135,000.00		153,193.76		145,000.00	
Permanent - 6 Y Bins	200,000.00		225,183.96		220,000.00	
Temporary - 6Y Bins	25,000.00		19,961.21		17,500.00	
Permanent - 3 YBins	440,000.00		490,208.15		492,500.00	
Permanent - 2Y Bins	600.00		779.76		800.00	
All Fuel Surcharge	29,000.00		22,207.77		21,000.00	
Overweight charges	15,000.00		0.00		0.00	
Bin Rentals & Service		929,600.00		1,060,006.39		1,031,800.00
Municipal Requisitions	1,075,000.00		1,075,000.01		1,195,000.00	
Municipal		1,075,000.00		1,075,000.01		1,195,000.00
Cardboard Sales	15,000.00		15,000.00		20,000.00	
Paint Sales	1,500.00		1,500.00		1,500.00	
E - Waste Sales	2,000.00		4,500.00		2,500.00	
Sump Water	0.00		300.00		0.00	
Concrete - Crush Sales	10,000.00		6,000.00		8,000.00	
Plastic Sales	800.00		604.05		600.00	
Paper Sales	2,500.00		2,000.00		2,500.00	
Metal Sales	22,000.00		22,000.00		22,000.00	
Propane Bottles Sales	150.00		250.00		200.00	
Freon	0.00		1,873.01		1,900.00	
Antifreeze Sales	100.00		49.62		100.00	
Asphalt Shingles Sales	0.00		81.14		0.00	
Battery Sales	1,300.00		1,771.01		1,800.00	
Used Oil & Filters Sales	1,700.00		1,382.82		1,500.00	
Recyle		57,050.00		57,311.65		62,600.00
Bank Interest Earned	7,500.00		5,232.90		7,000.00	
Rebates	0.00		164.53		0.00	
Patronage Dividends Income	2,500.00		2,200.00		2,200.00	
NSF Charges	0.00		58.15		100.00	
Overdue Interest Collected	450.00		390.74		400.00	
Private Bin Sales	10,400.00		1,547.00		2,000.00	
Residential Bag Tags	500.00		0.00		500.00	
Other income	0.00		333.33		0.00	
WCB Partners in Injury & Surplus	1,500.00		4,945.80		3,000.00	
Administration		22,850.00		14,872.45		15,200.00
Transfer Site - Fees	55,000.00		57,937.42		60,000.00	
Transfer Sites		55,000.00		57,937.42		60,000.00
Revenue Totals		2,447,500.00		2,501,630.45		2,594,050.00
EXPENSE						
Wages/Salary	966,279.80		908,395.00		1,127,864.95	
EI - Paid by Employer	21,649.16		21,500.00		24,967.99	

**Flagstaff Regional Solid Waste Management Association
Draft 2015 Budget (Oct 27, 2014)**

	Budget , 2014		2014 Projection to Year end		Draft 2015 Budget	
	Detail Acct	Sum Acct	Detail Acct	Sum Acct	Detail Acct	Sum Acct
CPP - Paid by Employer	39,224.06		37,000.00		43,972.27	
Benefits - Paid by Employer	51,007.85		42,000.00		56,976.78	
Lapp	104,517.56		83,000.00		122,526.23	
WCB	17,000.00		15,000.00		16,000.00	
Human Resources		1,199,678.43		1,106,895.00		1,392,308.22
Unit 55 - 2007 Red Ford	0.00		363.80		0.00	
Misc Fleet Expenses	2,000.00		3,500.00		2,000.00	
Shop Supplies, Repair, Maintenance	15,000.00		20,000.00		20,000.00	
Fuel	215,000.00		185,000.00		215,000.00	
Tires	30,000.00		25,000.00		22,000.00	
Repairs	115,000.00		155,000.00		130,000.00	
Lubrication	5,000.00		6,000.00		6,000.00	
Miscellaneous	600.00		500.00		500.00	
Transportations Services		382,600.00		395,363.80		395,500.00
Landfill Engineering	20,000.00		28,000.00		105,000.00	
Landfill Repair & Maintenance	5,000.00		6,500.00		5,000.00	
Landfill Fuel	0.00		22,000.00		25,000.00	
Landfill Equipment R & M	1,000.00		2,500.00		2,500.00	
Landfill Supplies	1,000.00		2,800.00		2,800.00	
973 Cat	5,000.00		0.00		0.00	
New Bob Cat	2,000.00		600.00		0.00	
Landfill Pit/Development	25,000.00		15,000.00		20,000.00	
Landfill Road Maintenance	6,000.00		4,000.00		4,000.00	
Landfill Miscellaneous	1,500.00		4,500.00		2,000.00	
Landfill Expenses		66,500.00		85,900.00		166,300.00
Recycle - processing	5,000.00		6,500.00		7,000.00	
Recycle - Allied Paper	8,500.00		9,500.00		10,000.00	
Recycle Supplies	200.00		4,200.00		3,500.00	
Recycle Miscelaneous	0.00		3,000.00		500.00	
Recycle - Freight	500.00		0.00		0.00	
Hazardous Waste Disposal	0.00		1,500.00		9,000.00	
Recycling Expenses		14,200.00		24,700.00		30,000.00
Bin Services - Bin Repair	10,500.00		18,000.00		12,000.00	
Bin Services - Miscellaneous	1,000.00		2,500.00		2,500.00	
Bin Services		11,500.00		20,500.00		14,500.00
Transfer Site Supplies	500.00		100.00		100.00	
Mileage, Meals and Lodging	5,000.00		5,500.00		5,500.00	
Transfer Site Repair & Maintenance	15,000.00		1,500.00		35,000.00	
Transfer Site Expenses		20,500.00		7,100.00		40,600.00
Management Services	147,300.00		142,000.00		54,165.00	
Audit & Legal Fees	10,000.00		15,900.00		10,800.00	
Cleaning Services	14,400.00		14,400.00		14,400.00	
Bad debt expense	0.00		-97.79		0.00	
Staff Training & Development	4,500.00		3,000.00		4,500.00	
Staff Awards, Recognition	2,000.00		1,100.00		1,500.00	
Liability Insurance	1,800.00		2,500.00		1,700.00	
Property & Equipment Insurance	8,000.00		8,500.00		9,000.00	
Vehicle Insurance	13,000.00		11,000.00		12,000.00	
Private Bin Sales	8,000.00		0.00		1,600.00	
Bank Service Charges	900.00		500.00		500.00	
Late Fees Paid	0.00		-391.19		0.00	
Memberships/Subscriptions	700.00		1,100.00		1,200.00	
Meals & Lodging & Mileage	3,900.00		4,444.13		4,500.00	

**Flagstaff Regional Solid Waste Management Asspciation
Draft 2015 Budget (Oct 27, 2014)**

	Budget , 2014		2014 Projection to Year end		Draft 2015 Budget	
	Detail Acct	Sum Acct	Detail Acct	Sum Acct	Detail Acct	Sum Acct
Telephones	14,000.00		12,000.00		13,000.00	
Utilities	13,900.00		20,000.00		20,000.00	
Postage & Courier	3,900.00		5,500.00		5,500.00	
Security	1,000.00		500.00		700.00	
POS - 1st data	2,300.00		2,300.00		2,300.00	
Photocopier - lease, supplies	6,500.00		5,000.00		5,000.00	
Office Supplies	8,000.00		10,000.00		9,000.00	
Computer - Hardware/software	4,000.00		6,000.00		6,000.00	
Operations Advertising	3,500.00		6,000.00		6,000.00	
Internet	2,000.00		1,400.00		1,400.00	
Admin-Miscellaneous	400.00		1,500.00		500.00	
Fees for Collections/Bad Debt Exp.	400.00		0.00		400.00	
Administration		274,400.00		274,155.15		185,665.00
Do Not use in 2012 - use 5067	0.00		203.00		0.00	
Marketing - Promotions	3,000.00		1,000.00		2,000.00	
Education Supplies, Transportation	500.00		0.00		500.00	
Website	1,500.00		1,200.00		1,200.00	
Marketing & Communication		5,000.00		2,403.00		3,700.00
Safety Supplies	3,500.00		3,000.00		3,500.00	
Safety Training	2,500.00		2,000.00		2,500.00	
Safety Miscellaneous	1,000.00		1,200.00		1,200.00	
Safety Consulting	0.00		500.00		0.00	
Safety		7,000.00		6,700.00		7,200.00
TOTAL EXPENSE		1,981,378.43		1,923,716.95		2,235,773.22
NET INCOME		466,121.57		577,913.50		358,276.78

FRSWMA - Estimate of Expense by Department									
Budget 2015			From GL	Surplus	Short fall				
Expense	Landfill	Asbestos	Bin Serv	Collection	Recycle	Transfer	Agricultural	Admin	Total Direct/Indirect applied
Human Resources	\$ 289,600.11	\$ 34,807.71	\$ 409,338.62	\$ 174,038.53	\$ 109,992.35	\$ 162,900.06	\$ 47,338.48	\$ 164,292.37	\$ 1,392,308.22
% of HR	20.8%	2.5%	29.4%	12.5%	7.9%	11.7%	3.4%	11.8%	100.0%
Transport Services	\$ 105,994.00	\$ 36,781.50	\$ 115,090.50	\$ 42,318.50	\$ 35,199.50	\$ 52,601.50	\$ 7,514.50	\$ -	\$ 395,500.00
% of TS	26.8%	9.3%	29.1%	10.7%	8.9%	13.3%	1.9%		100.0%
Capital Depreciation	\$ 70,250.00	\$ 2,500.00	\$ 104,000.00	\$ 20,750.00	\$ 750.00	\$ 7,000.00	\$ 2,500.00	\$ 42,250.00	\$ 250,000.00
% of CD	28.1%	1.0%	41.6%	8.3%	0.3%	2.8%	1.0%	16.9%	100.0%
Closure/Post Closure Funding	\$ 8,532.00	\$ 20,196.00	\$ 62,208.00	\$ 13,608.00	\$ -	\$ 3,456.00	\$ -	\$ -	\$ 108,000.00
% of C/PC	7.9%	18.7%	57.6%	12.6%		3.2%	0.0%	0.0%	100.0%
Direct Expense	\$ 166,300.00	\$ -	\$ 14,500.00	\$ -	\$ 30,000.00	\$ 40,600.00		\$ 196,565.00	\$ 447,965.00
Sub-Total Expenses	\$ 640,676.11	\$ 94,285.21	\$ 705,137.12	\$ 250,715.03	\$ 175,941.85	\$ 266,557.56	\$ 57,352.98	\$ 403,107.37	\$ 2,593,775.22
less Administration Revenue								\$ (15,200.00)	
Net Administration Expense								\$ 387,907.54	
Administration Expense Applied	\$ 98,677.34	\$ 15,693.93	\$ 133,116.88	\$ 50,225.15	\$ 30,914.10	\$ 47,131.35	\$ 12,148.78		
Sub-Total by Department	\$ 739,353.45	\$ 109,979.14	\$ 838,253.99	\$ 300,940.18	\$ 206,855.95	\$ 313,688.91	\$ 69,501.76		
less Dept Specific Revenue	\$ (99,450.00)	\$ (130,000.00)	\$ (1,031,800.00)		\$ (62,600.00)	\$ (60,000.00)			\$ (1,383,850.00)
Net Expense by Department	\$ 639,903.45	\$ (20,020.86)	\$ (193,546.01)	\$ 300,940.18	\$ 144,255.95	\$ 253,688.91	\$ 69,501.76		
2014 Municipal Requisition	\$ 426,613.19	\$ -	\$ -	\$ 300,940.18	\$ 144,255.95	\$ 253,688.91	\$ 69,501.76	\$ -	\$ 1,195,000.00
Net Business	\$ (213,290.26)	\$ 20,020.86	\$ 193,546.01	\$ -	\$ -	\$ -	\$ -		\$ 276.78
% funded by Requisition	66.7%	0.0%	0.0%	100.0%	100.0%	100.0%	100.0%		

Proposed 2015 Budget with Allocations to Municipalities

Municipality	Population	Landfill	Collection	Transfer	Recycling	Agric.	Proposed Fees - 2015	2014 Fees	Difference 2012-2013	% Change
Alliance	174	\$8,689.07	\$9,881.79	\$5,167.02	\$2,938.14		\$26,676.02	\$25,344.81	\$1,331.21	5.25%
Daysland	807	\$40,299.29	\$45,831.05	\$23,964.29	\$13,626.89		\$123,721.53	\$117,547.47	\$6,174.06	5.25%
Forestburg	880	\$43,944.70	\$49,976.86	\$26,132.07	\$14,859.56		\$134,913.19	\$121,043.31	\$13,869.88	11.46%
Galahad	119	\$5,942.52	\$6,758.23	\$3,533.77	\$2,009.42		\$18,243.94	\$17,333.52	\$910.42	5.25%
Hardisty	639	\$31,909.85	\$36,290.01	\$18,975.44	\$10,790.07		\$97,965.37	\$93,076.62	\$4,888.75	5.25%
Heisler	151	\$7,540.51	\$8,575.57	\$4,484.02	\$2,549.77		\$23,149.88	\$21,994.63	\$1,155.24	5.25%
Killam	981	\$48,988.36	\$55,712.84	\$29,131.31	\$16,565.03		\$150,397.54	\$142,892.28	\$7,505.26	5.25%
Lougheed	273	\$13,632.85	\$15,504.18	\$8,106.88	\$4,609.84		\$41,853.75	\$39,765.13	\$2,088.62	5.25%
Rosalind	190	\$9,488.06	\$10,790.46	\$5,642.15	\$3,208.31		\$29,128.98	\$27,675.36	\$1,453.62	5.25%
Sedgewick	857	\$42,796.15	\$48,670.64	\$25,449.07	\$14,471.19		\$131,387.05	\$124,830.46	\$6,556.59	5.25%
Strome	228	\$11,385.67	\$12,948.55	\$6,770.58	\$3,849.98		\$34,954.78	\$33,210.44	\$1,744.34	5.25%
Flagstaff Cty	3244	\$161,996.16	\$0.00	\$96,332.30	\$54,777.75	\$ 69,501.76	\$382,607.97	\$310,285.97	\$72,321.99	23.31%
	8543	\$ 426,613.19	\$ 300,940.18	\$ 253,688.91	\$ 144,255.95	\$ 69,501.76	\$ 1,194,999.99	\$1,075,000.00	\$119,999.99	11.16%
Total										
		\$426,613.19	\$300,940.18	\$253,688.91	\$144,255.95	\$69,501.76	\$1,195,000.00			

Urban Rates - per capita

Service		
Landfill	\$ 49.94	50%
Collection	\$ 56.79	100%
Transfer	\$ 29.70	50%
Recycling	\$ 16.89	50%
		0%
2015 Total:	\$ 153.31	
2014 total	\$ 145.66	
% change	5.25%	
\$ change	\$ 7.65	

County Rates - per capita

Service		
Landfill	\$ 49.94	50%
Collection	\$ -	0%
Transfer	\$ 29.70	50%
Recycling	\$ 16.89	50%
Chemical Con.	\$ 21.42	100%
2015 Total:	\$ 117.94	
2014 Total	\$ 95.65	
% change	23.31%	
\$ change	\$ 22.29	



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CONFIDENTIAL

October 21, 2014

File: 9814IE5312-018

Flagstaff Regional Solid Waste Management Association
Box 309
Sedgewick, Alberta
T0B 4C0

Attention: Mr. Murray Hampshire

Dear Mr. Hampshire:

**Re: Fee Proposal for EPEA Application for Registration of Class III Dry Waste Facility
Flagstaff Regional Landfill**

MMM Group Limited (MMM) is pleased to submit our fee proposal to provide engineering services for the application for registration of a Class III Dry Waste Facility under the Environmental Protection and Enhancement Act.

BACKGROUND

The Flagstaff Landfill is a registered Class II landfill operating under the Environmental Code of Practice for Landfills in Alberta. The landfill currently accepts approximately 5,000 tonnes of municipal solid waste (MSW) and 2,500 tonnes of dry waste annually. The Landfill Authority is exploring an opportunity that would see the landfill accept an additional 6,000 to 10,000 tonnes of dry waste per year. Alberta Environment has indicated that they would consider the registration of a separate Class III Dry Waste Facility on the same site as the existing landfill. The Class III facility would be limited to less than 10,000 tonnes per year. This proposal outlines the engineering requirements and costs for the registration application process.

SCOPE OF WORK

The application for registration must meet the requirements outlined in the application form entitled "Approval of Registration of a Class II or Class III Landfill Under the Environmental Protection and Enhancement Act". In order to meet these requirements, the following task will be undertaken:



- ▶ MMM will prepare a Disclosure Plan for submission to Alberta Environment including descriptions of the existing site, proposed changes, proposed technical investigations, and processes for public consultation and obtaining approvals.
- ▶ Environmental impact assessment reporting requirements will be assessed through review of background information and liaison with Alberta Environment.
- ▶ MMM will coordinate public consultation as required for the registration application. It is anticipated that public consultation will be limited to advertising in local newspaper.
- ▶ A desktop inventory of water wells within 5 km of the proposed facility will be prepared. The inventory will be limited to existing documentation.
- ▶ The airspace of the proposed dry waste facility will be calculated.
- ▶ Summary of service area including the sources of waste and waste generation forecasts.
- ▶ Summary of dry waste types and volumes landfilled to date.
- ▶ Site and Area Map – MMM will prepare a map of the landfill and surrounding area showing appropriate setbacks from buildings, surface water, wells, etc.
- ▶ Technical Investigation – MMM will complete a detail investigation of the site topography, surface drainage, geology, hydrogeology, site stability, and overall suitability for landfilling dry waste. The investigation will include the installation of 3 new monitoring wells and 2 vapour probes. The report will include landfill design recommendations and a map showing site topography and borehole locations.
- ▶ Engineering Design Report – MMM will prepare an engineering design report including evaluation of waste types and quantities, surface drainage requirements, airspace requirements, a description of monitoring systems, and a preliminary closure plan.
- ▶ Conceptual design drawings will be prepared including site plans, site topography, cross sections, surface water management, proposed elevations, and monitoring systems.
- ▶ Preparation of a Construction Quality Assurance and Quality Control Plan.
- ▶ Operations Plan – MMM will prepare an Operations Plan for the dry waste facility which will address waste acceptance policies and procedures.
- ▶ Preparation of Landfill Monitoring Plan including groundwater, surface water, leachate, landfill gas,
- ▶ Closure Plan – MMM will prepare a description of the Closure Plan including post closure monitoring and closure and post closure cost estimates.



SCHEDULE

MMM is prepared start work immediately and will ensure that necessary resources are allocated to meet the project schedule.

COST OF SERVICES

Our estimated fee to undertake the above work (including disbursements) is **\$85,770.00** plus G.S.T. A detailed breakdown of tasks and hours is shown in the attached table. We propose that invoicing for this project will be on a time and disbursements basis.

SERVICES/COSTS OUTSIDE THE SCOPE OF WORK

- ▶ Advertising costs for public consultation.
- ▶ Land acquisition costs.
- ▶ G.S.T.

You will find enclosed with this letter an **Appendix A** – Schedule of Charge Out Rates – 2014, and **Appendix B** – Standard Terms and Conditions, which form part of this agreement.

Thank you for the opportunity to submit this proposal and we look forward to continuing to work with the Flagstaff Regional Solid Waste Management Association. If you have any questions regarding this proposal, please feel free to contact the undersigned.

Please sign and date in the space provided below to indicate your acceptance of this proposal and authorization to proceed.



Yours truly,

MMM Group Limited

A handwritten signature in black ink, appearing to read "Alan Perrott", written over a light grey rectangular background.

Alan Perrott, P.Eng.
Project Manager

Attachments

Authorization to Proceed

Date

Print Name

Title

S:\Promotional & Marketing\Proposals-Communication\2014 Proposals\9814\IE5312-018 Flagstaff Landfill EPEA Approval\Flagstaff Class III Registration Fee Proposal.doc



	A. Perrott Project Manager \$145.00	J. Kloster Project Reviewer \$180.00	A. Soetaert Designer \$110.00	P. Hayes Senior Hydrogeologist \$190.00	M. Wartman Hydrogeologist \$100.00	B. Summerton Drafting Coordinator \$155.00	Surveyor \$110.00	Drafting/ AutoCAD \$90.00	Clerical \$70.00	Subtotal Manhours	MMM Subtotal Labour	Disbursements	Total
Registration Requirements													
1 Disclosure Plan	2	1	6	1						10	\$1,320.00	\$80.00	\$1,400.00
2 Site Visit	10		8							18	\$2,330.00	\$390.00	\$2,720.00
3 Liaison with Alberta Environment	6		2	2						10	\$1,470.00	\$90.00	\$1,560.00
4 Review Environmental Impact Assessments Requirements	1			2	2					5	\$725.00	\$50.00	\$775.00
5 Public Consultation	2	1	6						4	13	\$1,410.00	\$90.00	\$1,500.00
6 Well Inventory	2		2	1	3			4		12	\$1,360.00	\$90.00	\$1,450.00
7 Waste Summary and Airspace Calculations	4		8					4		16	\$1,820.00	\$110.00	\$1,930.00
8 Topographic Survey	2		6				40	8		56	\$6,070.00	\$1,870.00	\$7,940.00
9 Site Map	4		4			2		8		18	\$2,050.00	\$130.00	\$2,180.00
10 Technical Investigation	6	1	20	4	25				2	58	\$6,650.00	\$400.00	\$7,050.00
11 Engineering Design Report	6	2	20	10	25				4	67	\$8,110.00	\$490.00	\$8,600.00
12 Concept Design Drawings	6	2	20			2		24		54	\$5,900.00	\$360.00	\$6,260.00
13 QA/QC Plan	2	1	4	2					2	11	\$1,430.00	\$90.00	\$1,520.00
14 Operations Plan	8	2	16	2	2				4	34	\$4,140.00	\$250.00	\$4,390.00
15 Monitoring Plan	1	1	1	10	25				2	40	\$4,975.00	\$300.00	\$5,275.00
16 Closure Plan	4	1	8						2	15	\$1,780.00	\$110.00	\$1,890.00
17 Install New Monitoring Wells	1			1	30					32	\$3,335.00	\$20,000.00	\$23,335.00
18 First Year of Groundwater Monitoring	1			1	8					10	\$1,135.00	\$4,860.00	\$5,995.00
Project Man-hours	68	12	131	36	120	4	40	48	20	479			
TOTAL	\$9,860.00	\$2,160.00	\$14,410.00	\$6,840.00	\$12,000.00	\$620.00	\$4,400.00	\$4,320.00	\$1,400.00		\$56,010.00	\$29,760.00	\$85,770.00

- Notes:
- 1. Does not include G.S.T.
 - 2. Does not include land acquisition costs.
 - 3. Assumes public consultation will be limited to advertising in local newspaper.
 - 4. First year of groundwater monitoring will be completed in conjunction with annual groundwater monitoring for existing landfill.

ENGINEERING FEE ESTIMATE
FLAGSTAFF REGIONAL LANDFILL
REGISTRATION OF CLASS III FACILITY
9814IE5312-018

**Town of Sedgewick
2015 Proposed Solid Waste Budget**

(43) Solid Waste Management

	2013 Budget	2013 Actual	2014 Budget	2014 YTD	2015 Proposed Budget	2015 Full UT Cost Recovery
Revenues:						
Solid Waste Fees	127,980	129,541	129,600	97,477	132,990	153,785
Solid Waste Penalties	300	441	300	376	400	400
Total Revenue:	<u>128,280</u>	<u>129,982</u>	<u>129,900</u>	<u>97,853</u>	<u>133,390</u>	<u>154,185</u>
Expenditures:						
FRSWMA Requisition	122,000	121,984	124,835	124,830	131,387	153,154
General G&S	1,500	2,195	2,325	2,457	2,000	1,000
Total Expenditures:	<u>123,500</u>	<u>124,179</u>	<u>127,160</u>	<u>127,287</u>	<u>133,387</u>	<u>154,154</u>
Net Surplus/(Deficit)	4,780	5,803	2,740	(29,434)	3	30

Completed on October 30, 2014.

Actual Waste Budget at 5.25% Increase - 403 accounts x 27.50/month 1.85% increase to the monthly UT charge.

Full Cost Recovery at 23% Increase - 403 accounts x 31.80/month 17.78% Increase to the monthly UT charge.

	Monthly	Yearly	Difference
2013 Rate	27	324	
2014 Rate	27	324	
2015 Rate (5.25%)	27.5	330	1.85%
2015 Rate (22.69%)	31.8	381.6	

Request for Decision (RFD)

Topic: Parkland Regional Library (PRL) Proposed 2014 Budget
Initiated by: PRL Board
Prepared by: PRL/Amanda Davis
Attachments: 1. PRL Proposed Budget 2015-2017

Recommendations:
That Council approve the 2015 PRL budget as presented.

Background:

Attached is a detailed 2015-2017 PRL budget for Council review.

In 2013 PRL has estimated a 5% increase for 2015 however the actual budget shows a 3% increase for 2015, 4.5% in 2016 and 4.7% in 2017.

Based on a per capita requisition Sedgewick's 2014 allocation would be:

2015:		2014:	
Population:	857		857
PRL Per Capita.	<u>7.73</u>		<u>7.50</u>
	\$6,624.61		\$6,427.50

2015 is >\$197.11 (3%)



Proposed Budget 2015-2017

Proposed 2015-2017 Budget
PARKLAND REGIONAL LIBRARY

Present
Budget

	2014	2015	2016	2017
INCOME				
1 Provincial Grant	916,366	916,888	916,888	916,888
2 Membership Fees	1,525,028	1,584,127	1,655,822	1,733,663
3 School Contracts	115,328	0	0	0
4 Rural Library Services Grant	425,280	425,952	425,952	425,952
5 Interest Income	45,000	45,000	45,000	45,000
TOTAL INCOME	3,027,002	2,971,967	3,043,662	3,121,503
LIBRARY MATERIALS				
1 Book Allotment PRL	295,999	266,416	266,416	266,416
2 Book Allotment SCHOOL	26,183	0	0	0
3 Rural Library Services Grant	425,280	425,952	425,952	425,952
4 Cataloguing Tools	3,550	4,000	4,000	4,000
5 Large Print Books	13,000	13,000	13,000	13,000
6 Online Databases	16,360	24,000	24,000	24,000
7 Periodicals	1,800	2,000	2,000	2,000
8 eContent Materials	28,000	22,500	22,500	22,500
9 Audio Book Materials	0	5,500	5,500	5,500
10 Reference Materials	6,000	6,000	6,000	6,000
11 Programming Boxes	500	500	500	500
12 Library Computers	30,620	61,481	61,481	61,481
TOTAL LIBRARY MATERIALS	847,292	831,349	831,349	831,349
COST OF SERVICES				
1 Audit	17,300	16,500	17,800	18,500
2 Bank expenses	1,000	500	500	500
3 Bank Investment Fees	3,800	4,500	4,500	4,500
4 Building-Repairs/Maintenance	22,000	26,000	26,000	26,000
5 Communications/Marketing/Advocacy	0	5,000	5,000	5,000
6 Computer Maint.Agree. Software licenses	119,600	127,875	135,825	143,750
7 Continuing Education	20,000	20,000	20,000	20,000
8 Dues/Fees/Memberships	10,000	10,500	10,500	10,500
9 Equipment - Lease/Rental/Maint.	6,500	6,100	700	700
10 Freight	8,500	7,500	7,500	7,500
11 Insurance	16,500	15,500	15,500	15,500
12 Internet Connection Fees	13,500	16,800	20,160	25,200
13 Janitorial expense	26,500	27,500	27,500	27,500
14 Legal/Consulting/Advocacy	2,000	2,000	2,000	2,000
15 Outlets - Contribution to Operating	800	800	800	800
16 Photocopy	10,000	6,500	6,500	6,500
17 Postage	5,500	5,000	5,000	5,000
18 Postage Reimbursement	3,500	3,000	3,000	3,000
19 Promotion/Trade Shows/Publicity	5,000	5,500	5,500	5,500
20 Recruitment/Advertising	1,500	1,500	1,500	1,500
21 Salaries	1,402,522	1,372,931	1,426,941	1,480,131
22 Salaries - Employee Benefits	287,517	281,451	292,523	303,427
23 Supplies/Stationery/Processing/Recon	33,171	40,000	40,000	40,000
24 Telephone	14,000	14,000	14,000	14,000
25 Travel	14,000	13,000	13,000	13,000
26 Trustee expense	21,000	21,000	21,000	21,000
27 Utilities	36,000	37,661	37,064	37,146
28 Vehicle expense	37,000	41,000	41,000	41,000
29 Workshop/Training expense	11,000	11,000	11,000	11,000
30 Budgeted for reserves	30,000	0	0	0
TOTAL COST OF SERVICES	2,179,710	2,140,618	2,212,313	2,290,154
	3,027,002	2,971,967	3,043,662	3,121,503
TOTA Surplus/Deficit	0	0	0	0
AMOUNT PER CAPITA REQUIRED	7.50	7.73	8.08	8.46
		3%	4.5%	4.7%

Notes for the Parkland Regional Library Budget 2015-2017

Parkland's budget is developed according to Board policy and the constraints imposed by the Parkland Regional Library Agreement. According to clause eight of the agreement – Library System Budget:

- 8.1 The PRL Board shall prior to November 1 of each year submit a budget to the Parties to this Agreement and an estimate of the money required during the ensuing fiscal year to operate the library system. [Reg. s.25 (1)(f)]*
- 8.2 The budget and estimate of money required referred to in clause 8.1 above, shall be effective upon receipt by the PRL Board of written notification of approval from two-thirds of the Parties to this Agreement which must represent at least two-thirds of the member population; and thereupon, each Party to this Agreement shall pay to the PRL Board an amount which is the product of the per capita requisition set out in Schedule "B" and the population of the Parties to the agreement. Payments shall be made on or before the dates set out therein.*
- 8.3 The population of a municipality that is a Party to this Agreement shall be deemed to be the most recent population figure for the municipality as published by Alberta Municipal Affairs.*
- 8.4 Municipalities which join the library system after January 1, 1998 shall pay a signing fee as determined by the PRL Board.*
- 8.5 The PRL Board shall apply to the Government of Alberta for all library grants for which it is eligible, in accordance with the Department of Community Development Grants Regulation 57/98.*
- 8.6 Notwithstanding Clause 17.1.c., any increase in the requisition requires written notification of approval from two-thirds of the parties to this agreement which must represent at least two-thirds of the member population.*

Generally speaking, PRL budgets are prepared with conservative estimates. Revenue is estimated at its minimum level and expenditures are estimated at their maximum level.

PRL's budget projections for 2015 – 2017 use the 2014 provincial operating grant amounts supplied by the Public Library Services Branch, Alberta Municipal Affairs. For these years, we project that the provincial operating grant to regional systems will be the same at \$4.60 per capita and \$5.45 per capita for the rural library service grant.

The budget for 2015 – 2017 is a very conservative budget with respect to operations.

Despite the increased software licensing costs, projected savings in other areas of operations mean the budget for 2015 reflects an increase of only 3% (down from last year's projected increase of approximately 5%).

Points within the budget to note include:

Under Income:

- For budgeting purposes, the provincial operating grant rate for regional systems is based on the 2014 rate paid by the government. (line 1).
- School Contracts has been reduced to \$0 due to the termination of the school library service contracts at the end of the 2013 – 2014 school year. (line 3)

Under Library Materials:

- Book Allotment PRL has decreased to \$1.30 per capita to pay for the purchase of computers for member libraries. See lines 1 and 12.
- School Book Allotment (line 2) has been eliminated in 2015 to reflect the termination of the school library service contracts.
- Online Databases (line 6) has increased due to the reduction of subsidies for online resources by the provincial government.
- The eContent and Audio Book material line is now split into two unique lines (lines 8 & 9) to assist with clearer collection development.
- Due to the decline in the use of the reference collection and the end of the School Services, the Reference and Professional Development Collections were combined with no increase in funding over the 2014 amount (line 10).
- Library Computers (line 12) has increased by \$.15 cents per capita over last year to pay for computers for member libraries.

Under Cost of Service

Most lines in this section experienced only modest growth relating to inflationary costs. Some lines experienced significant decreases.

- Line 4, Building-Repairs/Maintenance, has increased slightly to reflect average, actual costs.
- Line 5, Communications/Marketing/Advocacy is new and will be used by Parkland staff to provide tools for marketing, advocacy and other initiatives for PRL and member library staff and boards.
- Line 6, Computer Maint. Agree. Software licenses has increases to account for the rising costs associated the Microsoft suite for PRL and member library computers software, PRL's management of wireless networks and computer desktops for member libraries.
- Line 9, Equipment – Lease/Rental/Maint is for our mailing scale and postage meter which is being eliminated after our current contract in late 2015, postage has been declining and staff will use online options for mailing packages and purchasing stamps. The maintenance agreement for our laminator is also paid for using this line.

- Line 10, Freight, has been reduced again this year slightly to reflect actual costs we are experiencing due to the end of the Alberta Multilingual Book Consortium.
- Line 11, Insurance, has been reduced to reflect the reduced insurance costs associated with the elimination of the media collection.
- Line 12, Internet Connection Fees, is being increased with planned internet bandwidth increases which are estimated for each year in support of the Public Library Services Branch initiative to increase our member libraries SuperNet bandwidth.
- Line 16, Photocopy, has been reduced due to using online posting of board and executive packages and because we are not using our color photocopier as much as we had estimated.
- Due to staff reductions, the lines for staff salaries and benefits have been reduced in 2015. This line also supports a revised wage and salary grid. See lines 21 and 22.
- Line 28, Vehicle expense, has been increased due to estimated costs mostly associated with the increase in fuel prices.
- Note that in line 30 we have ceased to budget money for reserves. Previously, Parkland budgeted \$30,000 for reserves. \$15,000 went to the Vehicle Reserve and \$15,000 to the Technology Reserve. Two years ago, staff were instructed to spend-down PRL's reserves. This has not happened due to an excess in revenue over expenditures that resulted from operational changes and staffing changes in 2013, and an unexpected government grant. At December 31, 2013, the Technology Reserve was over \$60,000 above its recommended limit. Due to the 2013 year-end additions to the Unrestricted Operating Fund (currently worth over \$370,000), staff will be recommending the transfer of \$75,000 from the fund to the Vehicle Reserve. Based on the vehicle replacement schedule included in this package, the Vehicle Reserve should be funded through 2020 by this transfer of these funds.

In section 1 of the Budget Supplement document, you will see a transfer of up to \$30,000 from the Vehicle Reserve to pay for a new cargo van in 2015. In the same section, there are also transfers from the Technology reserve of \$55,125 to pay for routine, planned PRL computer hardware purchases, of \$88,700 to pay for computers for member libraries, and \$55,000 to replace member libraries SuperNet CED units which also includes a three years maintenance agreement plan.

In section 3 of the Budget Supplement, the estimated proceeds from the sale of vehicles will be transferred into the Vehicle reserve. Also reflected in section 3, is the amount that will be transferred into the Technology reserve that was allocated from book allotment to help cover most of the costs for computers for member libraries.

Section 5 of the Budget Supplement corresponds to line 30, Budgeted for Reserves, under the Cost of Services Section of the budget. Given our current reserve levels, section 5 has been temporarily eliminated as we do not need to budget for reserves at this time.

Brief Notes – September 2014**INCOME**

1. Estimate, based on the current 2014 provincial grant
2. Estimated requisition to municipalities to balance budget
3. Based on school library service contracts ending in August 2014, line reduced to zero
4. Estimate that reflects the current 2014 provincial grant
5. Held at 2014 level to reflect the anticipated returns on investments

LIBRARY MATERIALS

1. Reflects new allotment rate of \$1.30 per capita for 2015 – 2017 which has been reduced from the 2014 level of \$1.45 - this additional \$.15 cents is being allocated to line 13
2. School contracts completed, line to zero
3. Based on the current 2014 provincial grant rate
4. Based on actual with a slight increase in 2015
5. Held at the 2014 amount
6. Line increased to reflect the anticipated end of government funded subsidy programs and modest, ongoing increases
7. Increased slightly in 2015 -2017
8. The 2014 line 8 was split into two lines (line 8 and line 9) for 2015 but with no budget increases
9. New line created with a portion of the 2014 Line 8 budgeted amount
10. New line – a combination of Professional Development collection and Reference Collection budget lines, held at \$6,000
11. Held at \$500
12. Line increased by \$.15 per capita based on current population – increase offset by a reduction in book allotment

COST OF SERVICES

1. The fee for 2015 is actual and 2016 and 2017 are estimated
2. Reduced to \$500 to cover the cost of checks – the direct deposit payroll services are now paid due to our tendering process
3. Based on actual charges with a slight increase to cover anticipated rise in costs
4. Increased in 2015 - based on four-year averages then held
5. This line is new and will be used by Parkland staff to provide tools for marketing, advocacy and other initiatives for PRL and member library staff and boards
6. For software maintenance agreements and subscriptions - line increases to account for the rising costs associated the Microsoft suite for PRL and member library computer software, PRL's management of wireless networks and computer desktops for member libraries
7. Held at \$20,000
8. Based on actual, with a modest increase in 2015 to cover higher costs then held.
9. Reflects cost of postage machine and maintenance agreement for our laminator – reduced in 2015 to complete contract with Pitney Bowes – postage has been declining and staff will use online options for mailing packages and purchasing stamps
10. Reduced slightly then held to reflect the decrease in freight costs as a result of the termination of the Alberta Multilingual Book Consortium
11. Reduced slightly using an average of actual costs and with the elimination of the school media collection costs
12. Based on a contract with Platinum – increased yearly with planned internet bandwidth increases which are estimated for each year due to the provincially funded initiative to increase our member libraries' SuperNet bandwidth
13. Increased slightly then held – also includes snow removal and yard maintenance
14. Line used to pay for external consultants and cover legal fees - held at 2014 level
15. Held at \$800
16. Reduced due to using online posting of board and executive meeting packages and as we are not using our color photocopier as much as we had estimated
17. Based on actual – reduced slightly from 2014 then held
18. Reduced by \$500 then held at \$3,000
19. Increased by \$500 then held at \$5,500
20. Held at \$1,500
21. Decreased in 2015 to reflect predicted staffing costs based on reduced staff levels due to the termination of PRL's contractual services
22. Decreased in 2015 to reflect predicted staffing costs based on reduced staff levels due to the termination of PRL's contractual services
23. Based on a six year review and using an average with an increase for non- asset Technology purchases required, then held
24. Held at \$14,000
25. Based on estimates – reduced and held at \$13,000
26. Held at \$21,000
27. Based on five-year averages
28. Based on anticipated maintenance costs for three vehicles and fuel with a cushion to account for fluctuations in fuel prices - increased in 2015 based on a three-year average then held
29. Held at \$11,000

- 30 This line in 2014 funded the Vehicle and Technology Reserves for covering current and ongoing purchase, as of 2015 it has been temporarily discontinued due to higher than anticipated reserve levels (see notes 5-D of the Budget Supplement)

Complete Notes to the 2015 – 2017 Budgets

Proposed 2015-2017 Budget PARKLAND REGIONAL LIBRARY

		Present Budget			
		2014	2015	2016	2017
INCOME					
1	Provincial Grant	916,366	916,888	916,888	916,888
2	Membership Fees	1,525,028	1,584,127	1,655,822	1,733,663
3	School Contracts	115,328	0	0	0
4	Rural Library Services Grant	425,280	425,952	425,952	425,952
5	Interest Income	45,000	45,000	45,000	45,000
TOTAL INCOME		3,027,002	2,971,967	3,043,662	3,121,503

Income – line details

1. *Provincial Grant:* for budgeting purposes, the provincial operating grant rate for regional systems is based on the 2014 rate paid by the government - this rate is subject to change annually.
2. *Membership Fees:* \$7.73 per capita - requisition to municipalities to balance budget.
3. *School Contracts:* school library service contracts will end August 2014.
4. *Rural Library Services Grant:* grant received from Alberta Municipal Affairs for service to rural residents, based on the membership in PRL of municipalities and municipal districts which do not appoint a library board –grant passed directly to libraries, as directed by these municipalities; government calculates grant using 2010 population figures at the rate of \$5.45 per capita – see line 3 under Library Materials.
5. *Interest Income:* estimate based on the returns from the RBC Dominion Parameters program, the Servus Credit Union short-term investments, and current bank account – held at 2014 level to reflect the anticipated returns on investments.

LIBRARY MATERIALS					
1	Book Allotment PRL	295,999	266,416	266,416	266,416
2	Book Allotment SCHOOL	26,183	0	0	0
3	Rural Library Services Grant	425,280	425,952	425,952	425,952
4	Cataloguing Tools	3,550	4,000	4,000	4,000
5	Large Print Books	13,000	13,000	13,000	13,000
6	Online Databases	16,360	24,000	24,000	24,000
7	Periodicals	1,800	2,000	2,000	2,000
8	eContent Materials	28,000	22,500	22,500	22,500
9	Audio book Materials	0	5,500	5,500	5,500
10	Reference Materials	6,000	6,000	6,000	6,000
11	Programming Boxes	500	500	500	500
12	Library Computers	30,620	61,481	61,481	61,481
TOTAL LIBRARY MATERIALS		847,292	831,349	831,349	831,349

Library Materials Expenditures - line details

1. *Book Allotment PRL:* reflects new allotment rate of \$1.30 per capita for 2015 – 2017 which has been reduced from the 2014 level of \$1.45 - this additional \$.15 cents is being allocated to line 13 to assist with the ongoing purchase of computers for member libraries.
2. *Book Allotment Schools:* school contracts completed, line reduced to zero.
3. *Rural Library Services Grant:* provincial grant received by PRL for municipalities and municipal districts that do not have library boards but are members of the system – per membership agreement, the grant is passed back to the libraries as determined by the municipalities (calculated by the government at \$5.45 per capita using 2010 population figures – see line 4 under income).
4. *Cataloguing tools:* based on actual with slight increases - includes a number of electronic resources such as Library of Congress classification web, Web Dewey, and Book Where; in addition to print materials such as LCSH/DDC, all of which are used to prepare books for libraries.
5. *Large Print Books:* held steady at 2014 level.

6. *Online Databases:* subscription fees for increased variety of databases and online resources - line increased to reflect the anticipated end of provincial government funded subsidy programs and modest, ongoing increases.
7. *Periodicals:* with a modest increase in 2015 then held; includes public performance rights licensing fee.
8. *eContent Materials* the 2014 Line 8 was split into two lines (line 8 and Line 9) this year - to support the downloadable e-book and e-audio purchases.
9. *Audiobook Materials* new line created with a portion of the 2014 Line 8 budget amount - to support the physical audio collection.
10. *Reference Materials:* to purchase material for the PRL Reference and Professional Development collections which in 2015 are now combined – this was due to a decline in reference use and the termination of the school contracts – held at 2014 levels – to purchase limited amounts of reference material such as, but not limited to, local histories and genealogies plus subjects such as computers/automation, governance, library design, policy and program development, and library operations; for use by PRL staff and member libraries. eResources for reference and professional development purposes can also be purchased using this line.
11. *Programming Boxes:* minimal funds allocated to refresh and build new boxes - held at 2014 level.
12. *Member Library Computers (New):* income collected for transfer to the Technology Reserve for the purchase of computers and peripherals for member libraries in the year the funds are collected – funds in 2015 for this line obtained by reducing the Book Allotment for public libraries by \$0.15 per capita from the 2014 level (see line 1 under Library Materials).

	2014	2015	2016	2017
COST OF SERVICES				
1 Audit	17,300	16,500	17,800	18,500
2 Bank expenses	1,000	500	500	500
3 Bank Investment Fees	3,800	4,500	4,500	4,500
4 Building-Repairs/Maintenance	22,000	26,000	26,000	26,000
5 Communications/Marketing/Advocacy	0	5,000	5,000	5,000
6 Computer Maint.Agree. Software licenses	119,600	127,875	135,825	143,750
7 Continuing Education	20,000	20,000	20,000	20,000
8 Dues/Fees/Memberships	10,000	10,500	10,500	10,500
9 Equipment - Lease/Rental/Maint.	6,500	6,100	700	700
10 Freight	8,500	7,500	7,500	7,500
11 Insurance	16,500	15,500	15,500	15,500
12 Internet Connection Fees	13,500	16,800	20,160	25,200
13 Janitorial expense	26,500	27,500	27,500	27,500
14 Legal/Consulting/Advocacy	2,000	2,000	2,000	2,000
15 Outlets - Contribution to Operating	800	800	800	800
16 Photocopy	10,000	6,500	6,500	6,500
17 Postage	5,500	5,000	5,000	5,000
18 Postage Reimbursement	3,500	3,000	3,000	3,000
19 Promotion/Trade Shows/Publicity	5,000	5,500	5,500	5,500
20 Recruitment/Advertising	1,500	1,500	1,500	1,500
21 Salaries	1,402,522	1,372,931	1,426,941	1,480,131
22 Salaries - Employee Benefits	287,517	281,451	292,523	303,427
23 Supplies/Stationery/Processing/Recon	33,171	40,000	40,000	40,000
24 Telephone	14,000	14,000	14,000	14,000
25 Travel	14,000	13,000	13,000	13,000
26 Trustee expense	21,000	21,000	21,000	21,000
27 Utilities	36,000	37,661	37,064	37,146
28 Vehicle expense	37,000	41,000	41,000	41,000
29 Workshop/Training expense	11,000	11,000	11,000	11,000
30 Budgeted for reserves	30,000	0	0	0
TOTAL COST OF SERVICES	2,179,710	2,140,618	2,212,313	2,290,154

Cost of Services – line details

1. *Audit:* 2015 based on actual then estimated with a slight increase in 2016 and 2017.
2. *Bank Expenses:* reduced to \$500 to cover the cost of cheques then held – decreased from 2014 as direct deposit fees for payroll services was included in new bank proposal.
3. *Bank Investment Fees:* fee for management of the Parameters Investment Program – based on actual charges with slight increases in 2016 and then held to cover anticipated rise in costs.
4. *Building-Repair/Maintenance:* based on repairs expected in aging building with known ongoing problems – increased in 2015 then held; based on four-year averages.
5. *Communications/Marketing/Advocacy:* this line is new and will be used by Parkland staff to provide tools for marketing, advocacy and other initiatives for PRL and member library staff and boards.
6. *Computer Maint. Agree. Software Licenses:* for software maintenance agreements and subscriptions - line increases to account for the rising costs associated the Microsoft suite for PRL and member library computer software, PRL's management of wireless networks and desktop computers for member libraries, and new licensed services for the Horizon integrated library system.
7. *Continuing Education:* funds to attend the Alberta Library Conference, workshops and seminars, technology courses, NetSpeed, COSUGI conference for Horizon users – held at \$20,000.
8. *Dues/Fees/Memberships:* memberships may include, but are not necessarily limited to: LAA, ALTA, AALT, PLA, AAMDC, ALA, APLAC, and TAL - based on actual, with a modest increase in 2015 to cover higher costs then held.
9. *Equipment –Lease/Rental /Maint.:* reflects cost of postage machine and maintenance agreement for our laminator – reduced in 2015 to complete contract with Pitney Bowes – postage has been declining and staff will use online options for mailing packages and purchasing stamps.
10. *Freight:* vendor freight costs for allotment, in-house collections and shipment of computers for repairs and/or replacement parts

– reduced slightly then held to reflect the decrease in freight costs as a result of the termination of the Alberta Multilingual Book Consortium.

- 11. Insurance:* includes the building, contents, outlet contents, general liability, bond and crime – reduced slightly then held using an average of actual costs and with the elimination of the school media collection costs.
- 12. Internet Connection Fees:* for internet service provision to Parkland HQ and member libraries - based on a contract with Platinum – increased yearly with planned internet bandwidth increases which are estimated for each year to complement the provincially funded initiative to increase our member libraries' SuperNet bandwidth.
- 13. Janitorial Expense:* slight increase with a small cushion – also includes snow removal and yard maintenance.
- 14. Legal/Consulting/Advocacy:* line used to pay for external consultants and cover legal fees - held at 2014 level.
- 15. Outlet - Contribution to Operating:* amounts set by board policy, up to \$200 annually, if local library outlet sponsor provides matching funds – held at \$800.
- 16. Photocopy:* reduced then held due to using online posting of board and executive meeting packages and as we are not using our color photocopier as much as we had estimated.
- 17. Postage:* based on actual - reduced from 2014 then held.
- 18. Postage Reimbursement:* reduced slightly, based on actual then held at \$3,000.
- 19. Promotion/Trade Shows/Publicity:* includes, but not limited to, printing systems' brochures and hospitality expense at ALC, AUMA, AAMD&C, LGAA conventions, gifts/donations, flowers for libraries' anniversaries, promotional items – slight increase then held at \$5,500.
- 20. Recruitment/Advertising:* line used for advertising job vacancies, assisting prospective candidates with travel costs for interviews, and new employees with moving expenses where needed - line held at \$1,500.

21. *Salaries:* on the basis of expense estimation at maximum level, the budget reflects the possibility of all eligible staff members moving up on the grid after receiving a satisfactory performance appraisal – decreased in 2015 to reflect predicted staffing costs based on reduced staff levels due to the termination of PRL’s contractual services.
22. *Salaries-Employee Benefits:* all eligible staff members at full benefits including LAPP and Blue Cross - decreased in 2015 to reflect predicted staffing costs based on reduced staff levels due to the termination of PRL’s contractual services.
23. *Supplies/Stationery Processing/Recon:* includes book-related supplies as well as barcodes, barcode label protectors, new plastic patron membership cards supplied to public libraries, building supplies, and stationery supplies, small non-capital IT items as needed such as monitors and bar code scanners - based on a six year review and using an average increased then held.
24. *Telephone:* includes line charges, toll free numbers, outgoing fax, mobile telephones, and long distance costs – held at \$14,000.
25. *Travel:* includes consulting travel to public libraries administrative travel, annual IT visits, and staff travel to workshops and conferences (includes reimbursement to staff when not using the PRL passenger staff vehicle) – based on estimates, reduced slightly, then held at \$13,000.
26. *Trustee Expense:* includes costs for a 10 member executive committee meeting approximately 8 or 9 times a year, and 4 trustees attending the ALC; additional expenses include \$100 half day/\$200 full day honorarium and mileage reimbursement is paid for committee meetings (includes meetings the board chair attends such as the Systems Directors and Chairs meetings) – held at \$21,000.
27. *Utilities:* based on five - year averages – slight increase then held at \$37,000 plus small dollar portions used to balance the overall budget.
28. *Vehicle Expense:* includes fuel with a cushion to account for fluctuation in fuel prices, insurance, and repairs for two cargo vans and a Ford Flex for staff use – increased in 2014 based on actual and estimates due to higher current fuel prices - then held at \$41,000.

29. *Workshop/Training:* includes costs for all workshops or training activities, or program initiatives held at PRL or other locations – held at \$11,000.
30. *Budgeted for Reserves:* line eliminated - this line in 2014 funded the Vehicle and Technology Reserves for covering current and ongoing purchase, as of 2015 it has been temporarily discontinued due to higher than anticipated reserve levels (see notes 5-D of the Budget Supplement).

PARKLAND REGIONAL LIBRARY**Proposed 2015-2017 Budget**

Present

Budget

	2014	2015	2016	2017
TOTAL INCOME	3,027,002	2,971,967	3,043,662	3,121,503
TOTAL LIBRARY MATERIALS	847,292	831,349	831,349	831,349
TOTAL COST OF SERVICES	2,179,710	2,140,618	2,212,313	2,290,154
TOTAL EXPENSES	3,027,002	2,971,967	3,043,662	3,121,503
Surplus/Deficit	0	0	0	0
AMOUNT PER CAPITA REQUIRED	7.50	7.73	8.08	8.46
		3%	4.5%	4.7%

Budget Supplement

Explanation points to the 2015-2017 Budget dealing with Capital Assets, Amortization and Reserves.

Staffs make all applicable computer and vehicle purchases directly from reserves.

Historically when PRL prepared its budget, the monies collected to pay for computer related purchases and vehicle purchases are moved directly into the Technology and Vehicle Reserves (see budget line 30 under Cost of Services). This practice has been suspended (eliminated) to better use reserves.

The Vehicle replacement schedule has helped to determine and set the Vehicle Reserve level to a dollar amount that will allow PRL staff to purchase vehicles through 2020.

Staff has a good idea of the yearly IT purchases needed because PRL has a very detailed Technology Replacement Schedule as it relates to maintaining our current IT infrastructure and the purchase of computers for member libraries. Based on PRL's Technology Replacement Schedule, items being identified as needing to be replaced or newly acquired will have their costs estimated with the funds required for purchase included in the notes section of the Budget Supplement document. This amount will be shown as coming from the Technology Reserve. The expense for amortization will be allocated and the residual value set aside in the Amortization Reserve.

Vehicle purchases will be managed in the same way as computer purchases.

In passing the budget, Board members are approving the movement of funds between reserves and operating as defined on the following pages and based on policy. Capital assets are now purchased from reserves.

MOVEMENT OF FUNDS FROM RESERVES TO OPERATING INCOME		2015	2016	2017	
Amortization Reserve					
Anticipated funds required to cover current portion of amortization expense from prior years (Jan 1, 2009 forward)		51,625.00	49,375.00	49,845.00	A
<i>(actual amount will be affected by asset disposals during the year)</i>					
Vehicle Reserve					
Anticipated funds required to purchase new vehicles		30,000.00	30,500.00	35,000.00	B
<i>(actual amount will be based on exact purchase price in the year)</i>					
Technology Reserve					
Anticipated funds required to purchase PRL computer hardware		55,125.00	45,550.00	48,650.00	B
Anticipated funds required to purchase member library computers		88,700.00	86,000.00	76,300.00	E
Anticipated funds required to purchase member libraries Wireless equipment		55,000.00	0.00	0.00	E
Anticipated funds required to purchase member libraries SuperNet CED units		0.00	0.00	87,500.00	E
<i>(actual amount will be based on exact purchase price in the year)</i>					
		280,450.00	211,425.00	297,295.00	
2 INCOME FROM THE SALE OF CAPITAL ASSETS					
Vehicle selling price		8,000.00	7,900.00	9,000.00	C
<i>(actual amounts will be based on exact selling price in the year)</i>					
		8,000.00	7,900.00	9,000.00	
3 MOVEMENT OF FUNDS FROM OPERATING EXPENSE TO RESERVES					
Amortization Reserve					
Residual Amortization anticipated - Vehicle purchases		21,000.00	21,350.00	24,500.00	E
Residual Amortization anticipated - Technology purchases		38,587.50	31,885.00	34,055.00	E
<i>(actual amounts will be based on exact purchase amounts in the year)</i>					
Vehicle Reserve					
Proceeds from the sale of vehicles		8,000.00	7,900.00	9,000.00	C
<i>(actual amounts will be based on exact selling price in the year)</i>					
Technology Reserve					
Budgeted from reduction of allotment for member library computers		61,347.00	61,347.00	61,347.00	E
		128,934.50	122,482.00	128,902.00	

4 CAPITAL ASSET EXPENSE ALLOCATION

Current Amortization estimated - Vehicle purchases	9,000.00	9,150.00	10,500.00	B
Current Amortization estimated - Technology purchases	16,537.50	13,665.00	14,595.00	B
<i>(actual amounts will be based on exact purchase amounts in the year)</i>				

Amortization - Capital asset expense

Amortization expense anticipated from prior years (Jan 2009 forward)	51,625.00	49,375.00	49,845.00	A
<i>(actual amount will be affected by asset disposals during the year)</i>				
	77,162.50	72,190.00	74,940.00	

5 Budgeted expense to build reserves and use for current and ongoing capital purchases (see line 30 of the budget)

Vehicle Reserve

Policy budget item- movement of \$5,000 per vehicle to the Vehicle Reserve	0.00	0.00	0.00
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Technology Reserve

Policy budget item-to fund Technology purchases	0.00	0.00	0.00
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	0.00	0.00	0.00
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6 Unrestricted Operating Fund - as needed to balance at year end

Current Amortization expense anticipated - purchases from years previous to Dec 31, 2008	21,375.00	20,380.00	19,475.00
<i>(actual amounts will be based on exact disposals amounts in the year)</i>			

Request for Decision (RFD)

Topic: FFCS – 2015 Proposed Budget
Initiated by: FFCS Agreement
Prepared by: Amanda Davis
Attachments: 1. FFCS Budget Overview

Recommendation:

That Council approve the 2015 FFCS budget as presented with a per capita allocation of \$7.50; \$6,427.50.

Background:

Attached is a copy of the 2015 proposed FFCS Budget.

There is no increase to the 2015 requisition. The cost per capita to fund FFCS is \$7.50 totaling \$6,427.50.

- * VILLAGE OF ALLIANCE
- * TOWN OF DAYSLAND
- * FLAGSTAFF COUNTY
- * VILLAGE OF FORESTBURG
- * VILLAGE OF GALAHAD
- * TOWN OF HARDISTY
- * VILLAGE OF HEISLER
- * TOWN OF KILLAM
- * VILLAGE OF LOUGHEED
- * TOWN OF SEDGEWICK
- * VILLAGE OF STROME



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Killam, Alberta
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Telephone 780-385-3976
1-800-297-6101
(Toll Free Within Flagstaff Area)
Email: ffcs@telusplanet.net

RECEIVED
OCT 16 2014

October 14, 2014

Dear Councils:

Enclosed is the Flagstaff Family and Community Services 2015 budget for your approval. Please note that the Provincial Funding for 2015 is not increasing so there is no increase in per capita municipal funding from \$7.50 from 2014.

Please forward your approval of this budget to the Flagstaff County Administrator and send a copy to Flagstaff Family and Community Services.

Thank you,

Lynne Jenkinson
Executive Director

FLAGSTAFF FAMILY AND COMMUNITY SERVICES

FLAGSTAFF FAMILY & COMMUNITY SERVICES 2015 BUDGET

ADMINISTRATION

	BUDGET FOR 2014	BUDGET FOR 2015
Wages	167552	166596
Benefits	28042	38000
Travel & Subsistence:		
Staff	6000	4000
Board	3000	2000
Board Per Diem	3000	1500
Program Essentials:		
Rent	17924	17924
Phone & Utilities	7000	8500
Insurance	1000	500
Audit/Professional Fees	4000	2500
Bank Service Charges	200	200
Interest		
Copier Lease	1500	3100
Consulting Fees	1000	
Materials:		
Advertising	900	900
Memberships	500	450
Office	4000	6000
Training & Development	6000	3600
Miscellaneous	500	
TOTALS	<hr/> 252118	<hr/> 255770

FLAGSTAFF FAMILY & COMMUNITY SERVICES 2015 BUDGET

COUNSELLING

	BUDGET FOR 2014	BUDGET FOR 2015
Counselling Position Wage	55704	57932
Benefits	9470	13000
Counselling Supervisor	4000	2800
Travel & Subsistence Staff	3000	2400
Board Per Diems		
Program Essentials:		
Rent	17924	17924
Phone & Utilities	7000	8500
Insurance	1000	500
Audit & Professional Fees	2000	2500
Copier Lease	1500	3100
Consulting Fees		
Materials:		
Advertising	1500	900
Memberships	500	450
Office	4000	6000
Training & Development	2500	1000
Miscellaneous	500	
TOTALS	<hr/> 110598	<hr/> 117006

FLAGSTAFF FAMILY & COMMUNITY SERVICES 2015 BUDGET

OTHER

	BUDGET FOR 2014	BUDGET FOR 2015
Wages	2268	1330
Benefits	273	160
Travel & Subsistence:		
Staff	500	
Board		
Board Per Diem		
Program Essentials:		
Rent	1200	1200
Phone & Utilities		
Insurance		
Audit/Professional Fees		
Bank Service Charges		
Interest		
Office Equipment	3000	
Consulting Fees	1000	
Materials:		
Advertising		
Memberships		
Office Supplies		
Training & Development		
Miscellaneous/Gail Watt Scholarship	750	
Community Development Speakers	10000	1500
Staff Recognition	1200	
TOTALS	<hr/> 20191	<hr/> 4190

2015

Total Projected Funding	2014	2015
Provincial Funding	240900	240900
Municipal Funding	<u>61980</u>	<u>61980</u>
Subtotal	302880	302880
Total Projected Fees		
Fees for Service PDD	26682	
Fees for Service FIRST	20000	12000
Chequing/Resource		39586
Fees for Service Nights Alive	32732	21500
Other	<u>1000</u>	<u>1000</u>
Subtotal	80414	74086
TOTAL PROJECTED REVENUE	383294	376966

2014 Budget Figures

Administration	252118
Counselling	110598
Other	<u>20191</u>
subtotal	382907

Projected Revenue	383294
Projected Expenses	382907

Projected Surplus **387**

2015 Budget Figures

Administration	255770
Counselling	117006
Other	4190

 subtotal 376966

Projected Revenue	376966
Projected Expenses	376966

Projected Surplus(Deficit) **0**

FLAGSTAFF FAMILY & COMMUNITY SERVICES

2015 Municipal Requisitions

\$7.50/capita 2014 (\$240,900 Provincial/\$61,980 municipal for total \$302,880)

\$7.50/capita 2015 (\$240,900 Provincial/\$61,980 Municipal for total \$302,880)

Municipality	Population 2014	2014 Requisition	Population 2015	2015 Requisition	Requisition Difference
Alliance	174	1305.00	174	1305.00	-
Daysland	807	6052.50	807	6052.50	-
Flagstaff County (Rural)	3244	24330.00	3244	24330.00	-
Forestburg	831	6232.50	831	6232.50	-
Galahad	119	892.50	119	892.50	-
Hardisty	639	4792.50	639	4792.50	-
Heisler	151	1132.50	151	1132.50	-
Killam	981	7357.50	981	7357.50	-
Lougheed	233	1747.50	233	1747.50	-
Sedgewick	857	6427.50	857	6427.50	-
Strome	228	1710.00	228	1710.00	-
TOTALS	8264	\$ 61,980.00	8264	61980.00 \$	-

Requisitions will be sent out January 2015

*Population based on 2011 Census

Request for Decision (RFD)

Topic: Fire Budget – 2015 Proposed
Initiated by: MGA/Council
Prepared by: Amanda Davis/Joe Hebert, Fire Chief
Attachments: 1. Town of Sedgewick’s 2015 Proposed Budget
2. All Hazards Mutual Aid Agreement
3. Fees and Charges Bylaw #514 - Draft

Recommendation:

A. That Council approve a \$5 fee increase for Firefighter labor; \$20/hour.

B. That Council approve the new rates as presented for the All Hazards Mutual Aid Agreement.

Background:

Attached is the 2015 Proposed Budget for the Sedgewick Fire Department.

Budget Highlights:

(23) Fire Services

Expenditures:

- Change in FF rates from \$15/hr to \$20/hr to remain consistent with surrounding municipalities in Flagstaff County
- Fire Department will complete NAPA 1002/FFTS600 approx. and updating First Aid/CRP – approx. 12 members
- No capital upgrades required for 2015
- Capital purchases – two sets of bunker gear (annual)

Revenues:

1. Applied for a grant to the Battle River Community Foundation - \$1,000 to offset the purchase of one set of bunker gear.
2. Applied for a grant from Fire Services & Emergency Preparedness Program for \$5,000 to offset the costs of the NAPA 1002/FFTS600 course.

Current:

- A. The Fire budget represents a department increase of 35.24%.
- B. Pursuant to the All Hazards Mutual Aid Agreement:

Cost Recovery Procedure

14. All costs associated with the Responding Party providing mutual aid will be borne directly by the Requesting Party and will be billed directly from the Responding Party to the Requesting Party within 30 days of the incident. Reimbursement to be made at the rates and terms established in Schedule "A". Any changes made by a Municipality with regards to their applicable Schedule "A" must be sent in writing to each of the parties by December 1st of the current year in order to proceed with the new rates January 1st of the next year.

Sedgewick's Proposed Rates 2015:

Fire Pumper Call-out	\$650 first hour (per unit) \$300 each additional hour (per unit)
Fire Pumper Call-Out False Alarm	\$300 per Unit
Firefighter, per hours per firefighter (minimum three hour)	\$30.00 per hour
Bucket Truck with Operator	\$100/hour + mileage
Grader with Operator	\$137/hour + mileage
Gravel Truck (3 Ton) with Operator	\$105/hour + mileage
1 Ton Truck with Operator	\$60/hour + mileage

Town of Sedgewick
2015 Fire Department Budget -Draft

(23) Fire Services

	2013 Approved	2013 Actual	2014 Approved	2014 Actual	2015 Proposed
Revenues					
Firefighting Revenues	8,000	25,571	8,000	3,060	7,680
Town/County Reserve Interest		959			
County Agreement	10,000	10,000	10,000	10,000	10,000
County Operating Grant	29,700	17,920	26,735	20,408	15,065
Sub-Total Operating Revenues	47,700	54,450	44,735	33,468	32,745
Truck Donation Reserve Interest					
Donations/Misc Grants					5,000
Misc. Fire Revenues	7,250			5,373	
Sale of Assets					
Conditional Grants(County/BRCF)	500		1,000		1,000
Transfer from Bldg Reserves			15,000		
Transfer from Equip.Reserves	11,000				
Sub-Total Capital Revenues	18,750	-	16,000	5,373	6,000

TOTAL REVENUES:	66,450	54,450	60,735	38,841	38,745
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Expenditures

Firefighter Fees	21,050	23,289	25,000	-	37,810	51.24% increase
Employer Contributions	500	273	500	-	500	
Subs., Mileage, Misc.	1,500	651	1,000	713	1,250	
Education & Training	5,000	10,510	8,000	6,025	3,050	
OH&S	3,100	346	2,500	1,439	2,750	
Freight	250	364	200	70	200	
Phones/Alarms, Etc	6,500	5,022	5,900	2,801	5,700	
Internet	1,000	468	470	371	470	
EMS Regional Dispatch	2,520	2,528	2,650	2,657	2,650	
Building R&M	500	6,142	15,250	10,275	250	
Machine R&M	1,000	2,021	1,500	537	1,750	
Machine R&M - County	3,000	1,885	2,500	850	2,750	
Insurance	3,700	3,323	3,700	2,728	3,750	
Rescue Unit	1,600	2,391	2,400	-	2,400	
General Goods & Services	13,100	12,322	5,000	1,581	2,950	
Vehicle Fuel	600	579	600	406	600	
Vehicle Fuel County	600	490	600	542	600	
Electricity	4,000	3,103	2,150	2,279	2,645	23.03% Increase
Natural Gas	1,500	1,131	1,500	1,021	1,340	
Sub-Total General Operating Exps	71,020	76,838	81,420	34,295	73,415	
Contrib. to Cap.	4,500		4,000	3,596	4,000	
Contribution to Truck Cap. Reserve	10,000	10,000	10,000	10,000	10,000	
Contrib. To Fire Building Reserves	10,000	10,000	5,000	5,000	5,000	
Sub-Total Capital Expenditures:	24,500	20,000	19,000	18,596	19,000	
TOTAL EXPENDITURES:	95,520	96,838	100,420	52,891	92,415	

Gross Net Fire Profit(Loss)	(29,070)	(42,388)	(39,685)	(14,050)	(53,670)	35.24%
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Completed on October 29, 2014

ALL HAZARDS MUTUAL AID AGREEMENT

Dated this 21 day of October, 2013

BETWEEN:

TOWN OF HARDISTY

-and-

VILLAGE OF LOUGHEED

-and-

TOWN OF SEDGEWICK

-and-

TOWN OF KILLAM

-and-

VILLAGE OF STROME

-and-

VILLAGE OF FORESTBURG

-and-

VILLAGE OF GALAHAD

-and-

VILLAGE OF ALLIANCE

-and-

TOWN OF DAYSLAND


-and-

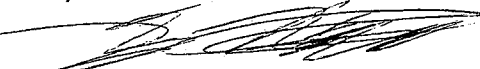
VILLAGE OF HEISLER

RECEIVED
APR 10 2014

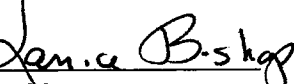
IN WITNESS WHEREOF THIS AGREEMENT IS EXECUTED ON BEHALF OF THE PARTICIPATING
MUNICIPALITIES BY THE HANDS OF THEIR OFFICERS DULY AUTHORIZED IN THAT BEHALF AND
UNDER EACH MUNICIPAL SEAL AFFIXED:

TOWN OF HARDISTY

Per: 
Mayor

Per: 
Chief Administrative Officer

VILLAGE OF LOUGHEED

Per: 
Mayor

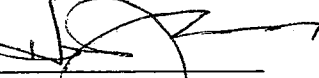
Per: 
Chief Administrative Officer


TOWN OF SEDGEWICK

Per: 
Mayor

Per: 
Chief Administrative Officer


TOWN OF KILLAM

Per: 
Mayor


Per: 
Chief Administrative Officer

VILLAGE OF STROME

Per: 
Mayor


Per: 
Chief Administrative Officer

VILLAGE OF FORESTBURG

Per: 
Mayor

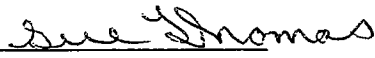
Per: 
Chief Administrative Officer

VILLAGE OF GALAHAD

Per: 
Mayor


Per: 
Chief Administrative Officer

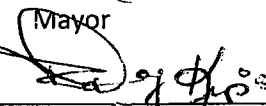
VILLAGE OF ALLIANCE

Per: 
Mayor

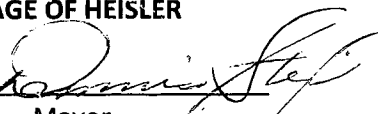
Per: 
Chief Administrative Officer

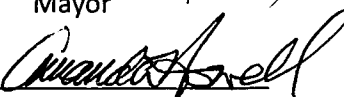
TOWN OF DAYSLAND

Per: 
Mayor

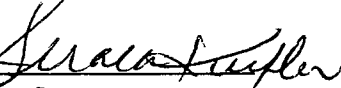
Per: 
Chief Administrative Officer


VILLAGE OF HEISLER

Per: 
Mayor

Per: 
Chief Administrative Officer

FLAGSTAFF COUNTY

Per: 
Reeve

Per: 
Chief Administrative Officer

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Flagstaff County, the Village of Alliance, the Town Daysland, the Village of Forestburg, the Village of Galahad, the Town of Hardisty, the Village of Heisler, the Town of Killam, the Village of Lougheed, the Town of Sedgewick, and the Village of Strome, Municipal Corporations of the Province of Alberta;

1. The Municipal Corporations (referred to hereinafter as “the Parties”) of **Flagstaff County**, the **Village of Alliance**, the **Town Daysland**, the **Village of Forestburg**, the **Village of Galahad**, the **Town of Hardisty**, the **Village of Heisler**, the **Town of Killam**, the **Village of Lougheed**, the **Town of Sedgewick**, and the **Village of Strome** are neighbouring authorities. This agreement will provide the framework for the Parties to assist their neighbouring municipalities (Parties) during emergencies including, but not limited to, fires, accidents, States of Local Emergency and other incidents where life and/or property is endangered, and when a Municipality where the incident has or is expected to occur, has requested the assistance.

PURPOSE

2. To enter into an agreement between the Parties for the purpose of:
 - a. identifying the nature of resources which may be provided within the terms of this agreement;
 - b. the manner by which a mutual aid request shall be made;
 - c. the conditions under which mutual aid may be provided; and,
 - d. the amount of remuneration charged for providing mutual aid.

L
 2/11/10
 MO
 KBW
 LK
 HB
 JH
 JR

KR
 DM
 fm
 DS
~~SA~~
 P-C
~~SA~~
 JR

DEFINITIONS

- ## PROCEDURE FOR INVOKING MUTUAL AID

- L2
 Hmw
 KD
 KBN
 JNB
 JH
 BR
- SK
 OB
 DM
 FM
 DS
 AA
 R.K.
 COW
 ZK
- KB
 2
 1

6. With responses relating to firefighting equipment or firefighting personnel, responses relating to mutual aid shall be in accordance with the following procedure:

- a. Mutual Aid assistance shall be authorized by the:
- Fire Chief or Designate
 - Chief Administrative Officer or designate, or
 - Director of Emergency Management or designate, or

7. In the event that the Responding Party receives a request for mutual aid from someone other than an Authorized Official, the Responding Party shall confirm, by reasonable means, its response with an Authorized Official of the Requesting Party prior to making such response. In the event that the request cannot be verified, the Responding Party shall decline to provide mutual aid assistance.

8. Requests for firefighting equipment or firefighting personnel may be received and responded to by a senior fire officer of the Responding Party.

9. Upon entering the municipal boundaries of the Requesting Party, Emergency response personnel and equipment of the Responding Party are at all times under the command and control of the Requesting Party's department official(s).

10. Where the persons providing command and control of resources are of the opinion that representatives of parties supplying assistance can provide a better level of command and control they may request that one or more representatives from the parties supplying assistance assume the responsibility for command and control.

12. A representative of a party supplying assistance, receiving a request to assume command and control may refuse a request to assume responsibility for command and control.

13. A representative of a party supplying resources, and anyone under their direct supervision, may refuse to follow the directions of the persons providing command and control on behalf of the requesting party when they believe that following the direction provided would result in an unreasonable risk to themselves of the persons and/or equipment under their control.

L

g.h. fm YCB
W *DS*
KBN *AK* *PK*
AH *E.C.*
JB *CDL*
DH *ZC*

COST RECOVERY PROCEDURE

- ### LIMITATIONS ON ASSISTANCE PROVIDED

- 22
- 22
- Adm. 4C6
- W.D. J.H. fm
- KBR Dr D.S.
- Aug. ~~Dr~~ ~~Gr~~ ~~Dr~~
- JB ~~Dr~~ ~~Chen~~
- Dr

ALL HAZARDS MUTUAL AID AGREEMENT

19. The responding Party's equipment and/or personnel shall be entitled to leave a disaster or emergency scene should a disaster or emergency arise within their own jurisdiction, provided they advise an official of the Requesting Party of the need to leave the scene.

INDEMNITY







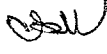


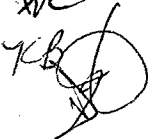
20. The Requesting Party shall indemnify and save harmless the Responding Party, its employees, personnel and volunteers engaged in the performance of this agreement from and against all claims and demands, loss, costs, damages, actions, suits or other proceedings, including personal injury or death. Further, the Requesting Party shall indemnify the Responding Party against all loss or expense incurred by the Responding Party for damage to its equipment incurred by the performance of the services by the Responding Party pursuant to this agreement, excluding damage or loss caused by negligence of the Responding Party in the performance of duty.

BINDING AGREEMENT

21. This agreement shall supersede any and all previous disaster and emergency mutual aid agreements, whether oral or written, between the Parties. Therefore, any of the existing mutual aid agreements in place between municipalities that are part of this All Hazards Mutual Aid Agreement will be null and void.

INCEPTION AND TERMINATION

22. This agreement shall come into force when all Parties have signed it and shall continue in force until such time as Parties give proper notice and withdraw. Any Party may withdraw from this agreement by giving not less than 60 days notice to all other Parties of the agreement.

Lo
H. M. W. 
AO  fm
K. W.  D. E.
A. W.  C. A.
JB  E. C.
J. H.  
Z. C.  D. R.
S. K.  K. B. 
D. A.

ALL HAZARDS MUTUAL AID AGREEMENT

SCHEDULE A – REIMBURSEMENT RATES 2013

FLAGSTAFF COUNTY

Command Vehicle	\$75.00 per hour
Wildland Truck	\$150.00 per hour
Engine	\$200.00 per hour
Fire Department Water Tender	\$200.00 per hour
Manpower	\$20/hour/person
Foam, hoses, etc	Actual cost of replacement
Heavy equipment, graders, dozers, etc	Alberta Road Builders Rates
Contract Equipment, water trucks, etc	Actual costs
Peace Officers	\$67.00 per hour

ADW DH
AD fm
pb DS
AH GH
JB E.K.
LJ CW
LJ BR
JH KB
JC
JK
DK

ALL HAZARDS MUTUAL AID AGREEMENT

SCHEDULE A – REIMBURSEMENT RATES 2013

VILLAGE OF ALLIANCE

Pumper/Tanker	\$350.00 per hour
Auxiliary Van	\$75.00 per hour
Labour	\$20.00 per hour
Foam, hoses, etc.	Actual cost of replacement
Heavy equipment, graders, dozers, etc.	Actual costs
Contract equipment, water trucks, etc.	Actual costs

Additional Equipment as per Village of Alliance Fire Fees Bylaw 2013-05

Handwritten signatures and initials:
Hmw, AD, KBr, Ash, JB, L, JN., JRC, SK, BK, fm, DS, AM, EK., [unclear], [unclear], KB, [unclear]

ALL HAZARDS MUTUAL AID AGREEMENT

SCHEDULE A – REIMBURSEMENT RATES 2013

TOWN OF DAYSLAND

Fire Pumper	\$400.00 – First hour
Fire Pumper	\$100.00 per each subsequent half hour
Rescue Truck	\$400.00 first hour
Rescue Truck	\$100.00 per each subsequent half hour
Rescue Truck as a personnel carrier only	\$100 Per hour
Class A Fire Fighting Foam	Billed at the Town's cost
Class AFFF Fire Fighting Foam	Billed at the Town's cost

Additional Equipment as per Master Rates Bylaw No. 2012-498

Handwritten signatures and initials:
AMW, SM, FM, AD, DS, KAN, AA, E.K., ALN, JLB, JAL, Z, GH, KB, PK, AK, H.

ALL HAZARDS MUTUAL AID AGREEMENT

SCHEDULE A – REIMBURSEMENT RATES 2013

VILLAGE OF FORESTBURG

Engine 1	\$400.00 First Hour (including staffing costs)
Engine 1	\$280.00 First Hour (unit cost only)
Engine 2	\$300.00 First Hour (including staffing costs)
Engine 2	\$200.00 First Hour (unit cost only)
Brush Truck	\$200.00 First Hour (including staffing costs)
Brush Truck	\$100.00 First Hour (unit cost only)
All Fire Apparatus	\$100.00 Per each subsequent half hour
Class A Fire Fighting Foam	Billed at Village's cost
Class AFFF Fire Fighting Foam	Billed at Village's cost

Additional Equipment as per Village of Forestburg Bylaw #11:2012

Handwritten signatures and initials:
AMW, DM, fm, DS, AS, RC, JB, L, JH, BK, KA, and several other illegible signatures.

ALL HAZARDS MUTUAL AID AGREEMENT

SCHEDULE A – REIMBURSEMENT RATES 2013

VILLAGE OF GALAHAD

IHC Tanker Truck	\$300.00 / hour
Labour (per person)	\$30.00 / hour

Additional Equipment as per Village of Galahad Policy & Procedure Manual

Handwritten signatures and initials:
MCO, fm, DS, AS, E.K., JB, L, JH., PR, SK, BK, KB, G, J

ALL HAZARDS MUTUAL AID AGREEMENT

SCHEDULE A – REIMBURSEMENT RATES 2013

TOWN OF HARDISTY

Pumper Unit	\$650.00 – first hr \$300.00 each additional hr
Snuffer Unit	\$250.00 per hour
Tanker Unit	\$125.00 per hour
Rescue Unit	\$250.00 per hour
Ice and/or Water Rescue	\$200.00 per call
Manpower	\$20.00 / hr
Grader w/ operator	\$135.00 / hr
3 Ton w/ operator	\$90.00 / hr
1 Ton w/ operator	\$56.00 / hr
1/2 Ton w/o operator	\$30.00 / hr
Public Works Employee	\$42.00 / hr

Additional Equipment, Personnel and/or Services as per Master Rate Bylaw 1185/12 as amended and supplied in accordance with Section 14 of this agreement

Handwritten signatures and initials:
AMW
AD
Ken
AH
JB
L
GH
DL
AK
OK
OH
PM
SS
AA
E.K.
JW
BR
KB
JD

ALL HAZARDS MUTUAL AID AGREEMENT

SCHEDULE A – REIMBURSEMENT RATES 2013

VILLAGE OF HEISLER

Labour	\$20.00 per hour

Additional Equipment as per Village of Heisler Bylaw 476-13

Amw *OH*
WIO *fm*
HPW *JS*
AL *GA*
JB *E.K.*
L *OSW*
JH. *ER*
ER *KH*
SK *DA*

ALL HAZARDS MUTUAL AID AGREEMENT

SCHEDULE A – REIMBURSEMENT RATES 2013

TOWN OF KILLAM

Pumper Unit	\$650.00 First Hour
Pumper Unit	\$300. For each additional hour / unit
Pumper Call-out – False Alarm	\$350.00 Flat Rate
Quick Response Unit	\$150.00 / hour
Labour	\$30.00 / hour / person

Additional Equipment as per Town of Killam Policy

Handwritten signatures and initials:
Amw
AO
Kbr
Ash
JB
L
JH
DL
SP
OK
ON
fm
DS
GA
E.K.
R
KB
A

ALL HAZARDS MUTUAL AID AGREEMENT

SCHEDULE A – REIMBURSEMENT RATES 2013

VILLAGE OF LOUGHEED

Pumper Unit	\$650.00 – first hr \$300.00 each additional hr
Tanker Unit	\$120.00 per hour
Quick Response Unit	\$125.00 per hour
Manpower	\$20.00 / hr / person (3 Hour Minimum for fire fighter responding to a fire call)
Grader w/ operator	\$130.00 / hr
Gravel Truck w/ operator	\$90.00 / hr
1/2 Ton w/o operator	\$30.00 / hr
Skid Steer/M.F. Tractor w/ operator	\$92.00 / hr
Public Works Employee	\$42.00 / hr

Additional Equipment, Personnel and/or Services as per Master Rate Bylaw 727/13 as amended and supplied in accordance with Section 14 of this agreement

Handwritten signatures and initials:
Left column: *AMW*, *AD*, *KAM*, *AL*, *JB*, *L*, *GH*, *PR*, *SR*, *H*
Right column: *DM*, *fm*, *DS*, *RA*, *RK*, *CB*, *RL*, *KB*, *[Signature]*

ALL HAZARDS MUTUAL AID AGREEMENT

SCHEDULE A – REIMBURSEMENT RATES 2013

TOWN OF SEDGEWICK

Fire Pumper Call-out	\$650.00 – first hr (per unit) \$300.00 each additional hr (per unit)
Fire Pumper Call-out – False Alarm	\$300.00 per unit
Firefighter, per hour, per fire fighter	\$15.00 per hour
Bucket truck with operator	\$100.00 / hr + mileage
Grader with operator	\$105.00 / hr
Gravel truck (3ton) with operator	\$135.00 / hr
1 Ton truck	\$60.00 / hr

Additional Equipment as per Fees & Charges Bylaw 501

Handwritten signatures and initials:
Left column: *AMW*, *Q10*, *KAN*, *ASH*, *JB*, *L*, *QH*, *R*, *SK*, *SK*
Right column: *DM*, *fm*, *25*, *QA*, *E.C.*, *HL*, *14B*, *(Signature)*

ALL HAZARDS MUTUAL AID AGREEMENT

SCHEDULE A – REIMBURSEMENT RATES 2013

VILLAGE OF STROME

Pumper	\$100.00 per hour
Labour	\$20.00 per hour (minimum 3 hours any incident)

Handwritten notes and signatures:

HMW
AD
KM
JH
JB
L
JH
JC
AK
AK

fm
DS
OH
R.C.
CW
DL
KB

ALL HAZARDS MUTUAL AID AGREEMENT

SCHEDULE B – EMERGENCY SERVICES CONTACTS

FLAGSTAFF COUNTY

Regional Emergency
Services Coordinator
DEM Kim Cannady
Box 358
Sedgewick, AB T0B 4C0
Phone (780) 384-4100
Home (780) 582-7303
Cell (780) 390-0117
Email kcannady@flagstaff.ab.ca

Deputy DEM Sean Sheedy
Box 358
Sedgewick, AB T0B 4C0
Phone (780) 384-4100
Home (780) 384-3098
Cell (780) 390-0305
Email ssheedy@flagstaff.ab.ca

CAO Shelly Armstrong
Box 358
Sedgewick, AB T0B 4C0
Phone (780) 384-4100
Home (780) 384-2387
Cell (780) 385-6104
Email sarmstrong@flagstaff.ab.ca

Assistant CAO Brent Hoyland
Box 358
Sedgewick, AB T0B 4C0
Phone (780) 384-4100
Home (780) 385-3716
Cell (780) 390-0304
Email bhoyland@flagstaff.ab.ca

Handwritten signatures and initials at the bottom of the page, including "AK", "JB", "AK", "PM", "D.S.", "AA", "R.K.", "JB", and "BH".

14. Tractor Broom with operator	\$110/hour
15. Trench shoring	\$25/day
16. Sidewalk forms	\$10/form
17. Barricades	\$5/barricade per day
18. Sanitary Sewer Camera	\$150/hour plus travel
19. Sanitary Rotorooter	\$150/hour
20. Truck-Mounted Snowblower	\$125/hour

Notes: A \$50 per hour fee shall be charged for a second operator for all equipment rentals.
Kilometrage charges shall apply to out of town rentals at the prevailing mileage rate.
A 15% administration fee shall be levied on all invoices.

H. CEMETERY & MEMORIAL CAIRN FEES:

1. Sale of Plot (casket burial)	\$200		
2. Sale of Plot (cremation burial)	\$ 50		
3. Memorial Book Space	\$ 50		
4. Opening & Closing of Plots:			
Casket	Summer \$300	Winter (Nov. 1 April 30)	\$450
Cremation	Summer \$ 50	Winter (Nov. 1 April 30)	\$150
Weekend/Holiday Burials (Casket)	Additional \$500 fee		
Weekend/Holiday Burials (Cremations)	Additional \$100 fee		
5. Memorial Book Plaques	per supplier's invoice		
6. Cemetery Monument Application	\$25		
7. Grave liners	\$550		

I. SUBDIVISION APPLICATIONS:

Application fee:	\$450 plus \$100 for each new lot to be created
Endorsement fee:	\$100 per lot
Extension of Approval period	\$100 per approval

No per lot application fee or endorsement fee is charged for the following:

Utility lots, reserve lots, or roads
To separate two or more lots which are on a single title
To adjust the boundaries of an existing lot, or
where the line of subdivision follows a surveyed intervening ownership.

J. DEVELOPMENT APPLICATION PERMIT FEES:

Residential Permit Fee	\$50
Commercial Permit Fee	\$50
Fences, Decks, Additions, Renovations, Small structures including garages	\$25

K. MUNICIPAL FIREFIGHTING SERVICES:

1. Fire Pumper Call-out – 1st hour (per unit) \$650.00
2. Each and every subsequent Hour (per unit) \$300
3. Fire Pumper Call-out – False Alarm (per unit) \$300
4. Volunteer Firefighter, per hour, per firefighter (in-town, three hours minimum) - \$20.00
5. Volunteer Firefighter, per hour, per firefighter (out of town *RURAL*, three hour minimum) - \$20.00
6. Volunteer Firefighter, per hour, per firefighter (out of town *URBAN*, three hour minimum) - \$30.00
7. Medical Assists – In-town – Flat Rate - \$200

SEVERABILITY

Should any provisions of this Bylaw be declared invalid, then such invalid provision shall be severed and the remaining Bylaw shall be maintained.

AMENDMENT OF BYLAW

Bylaw 509 is hereby rescinded.

EFFECTIVE DATE

This bylaw shall come into effect upon Day of , 201 A.D.

Read a First Time this Day of, 201 A.D.

Read a Second Time this Day of, 201 A.D.

Read a Third Time by Unanimous Consent and Finally Passed this Day of 201 A.D.

Perry Robinson, Mayor

Amanda Davis, CAO

Request for Decision (RFD)

Topic:	Strategic Priority #1 – Residential Subdivision
Initiated by:	Strategic Plan
Prepared by:	Amanda Davis/Stantec
Attachments:	n/a

Recommendation:

Pending.

Background:

Stantec has prepared a Tentative Plan of Subdivision following the October 23rd, 2014 regular Council meeting and the lot amendments.

Following discussions with Stantec this afternoon, there may be changes to the Tentative Plan of Subdivision to accommodate the existing water line and more fill is required.

The engineers will have updates complete for our meeting.

Request for Decision (RFD)

Topic: Public Consultation – Health Care
Initiated by: Richard Starke, Rural Health Review Panel
Prepared by: Amanda Davis
Attachments: n/a

Recommendation:

That Council approved the draft response to the Rural Health Review and forward the response immediately.

Background:

On October 15th, 2014 Richard Starke contacted Mayor Robinson regarding a community engagement session being held in Consort, AB on October 17th, 2014 regarding the sustainability of health care in rural Alberta. Starke invited the Town of Sedgewick to participate in the engagement session. Being ill prepared on such short notice, I contacted him requesting more insight into the engagement session. Please see his response below:

“Our community engagement sessions at the Sportex in Consort this Friday will consist of one half of our Rural Health Review Panel (3 of the 6 members) meeting with representatives from communities in the east central region of Alberta with populations of less than 1250. The maximum delegation size is 10. Each community will have up to one hour to present to the Panel. The following questions are intended to guide the discussion:

1. Describe the healthcare services readily available in your community. Are you able to get the health care services you need, when you need them?
2. How important are health care services to your local economy?
3. What are the biggest challenges your community faces in accessing health care services?
4. What are some ideas for practical, effective solutions to the challenges listed above?
5. How involved is your community in health services planning? What are some ideas to increase the level of community engagement in health service planning and policy development?
6. What is the one thing that Alberta Health or Alberta Health Services could do to make sure your existing health services meet your community’s needs and address recruitment/retention challenges in your community?

*Note – Richard Starke is the MLA for Vermilion-Lloydminster and is the Chair of the Rural Health Review Panel

Current:

Following discussion at the October 23rd, 2014 regular Council meeting, Administration has consulted with, The Bethany Group; Alberta Health Services Personnel, Sedgewick Home Care and the PCN. Feedback from all organizations has proven very similar.

Below is a draft response for the review panel.

1. Describe the healthcare services readily available in your community. Are you able to get the health care services you need, when you need them?

Sedgewick is covered by AHS providing Home Care services to the town and outlying rural areas; nursing and allied health services (rehab: occupational therapy, physiotherapy, dietary services, speech language pathology, respiratory therapy) are provided for the community and assisted living/lodges of the area.

Bethany services are also available in lodge living and the Healthy Living Program does offer some health promotional classes in Flagstaff (Better Choices, Better Health for example). Nursing services should have no problem with accessibility except when it comes to winter, poor road conditions and clients who live in very rural areas (as home care may not be able to get out to the houses and provide services).

Allied health services tend to be more sporadic as full time staff are not available in Sedgewick (currently has one full time assistant but overseeing therapists may only be in the office once a week, or less, which can backlog services for clients and create long wait periods for service).

Lodge living is available in Sedgewick but wait listing is a reality for some clients. With regards to health promotion, Flagstaff does have some services provided to the area but they can be sporadic and seemingly non-existent; often local physicians do not know what services are available in their area from AHS, PCN, Bethany, etc. and consequently do not know what services clients can be referred to (this can cause existing services to be cut due to low numbers of referrals/attendees).

Our seniors buildings (i.e. lodges) are ageing and were never built for the level of care that is needed for our residents. Typically the ability to deliver higher levels of care in our facilities is impacted by: very small rooms, inadequate bathing amenities, insufficient staffing levels (especially though the night), and buildings are not up to today's building code for seniors who are not able to look after themselves in emergencies etc.

It is always going to be difficult to answer as the levels of health care needs escalate by individual. It would be excellent if seniors could remain in their community for the rest of their lives and have all their care needs met but the reality is that many have to leave for larger centers where higher care facilities are located. This is always difficult and can be stressful for them and their families.

2. How important are health care services to your local economy?

Sedgewick's Public Health/Home Care office does support its local economy as many of the staff working within the building are locals, mainly women, who are given the opportunity to put their education/training/experience to good use in their rural communities, allowing for the strengthening of economic and social networks, as well as allowing these families to stay in the area as they can afford to live and thrive in the area not seek out jobs in the cities (often which hurts rural economies).

The loss of health care services could see a decline in the number of residents within the community as

the elderly may need to move away from their families to be closer to health services that they need, or the younger population may have to move away from the lack of employment that pays above minimum wage.

Health care services also support our local business sector (pharmacy). Without adequate healthcare in Sedgewick and Region we would see a decline in community investment and the closure of many valuable businesses.

3. What are the biggest challenges your community faces in accessing health care services?

We understand that every community would like to have the full range of health services easily available for all citizens of the community. The biggest challenge is to understand what the future of health care may look like as there is an absence of any form or regional health care services plan or any connection between those who are 'planning' and the local communities. This leads to a very confusing and complicated world where communities have extreme difficulty with their planning as vital pieces are missing from the equation.

There has never been any meaningful discussions with government as to the future of seniors' facilities in many small communities and the ongoing support needed to maintain or upgrade for the future. If we had a comprehensive regional health & housing plan we would be able to plan with some certainty and to respond better to the needs of our citizens. This uncertain and confusing situation has led to communities being in competition with each other regarding health care and future health care & housing facilities.

The health care system can be very confusing for residents & families. For example the differing levels of care (Home Care, DSL 3, DSL 4, Long Term Care, and Continuing Care) can be very difficult for families to navigate and to understand what is provided by the 'system' and what the resident pays for with their accommodation fee. Also many times this complex system has led to seniors being relocated to communities far away as the decisions about 'placement' are made in Red Deer that leads to a complete disconnect with small rural communities.

Miscommunication or lack of communication between health service providers: AHS and PCN for example; often both organizations will offer services but not know what the other offers which can cause clients to not be directed to optimal services (usually this occurs with front line staff who are needing to refer clients to other services but do not know what services are available, how to access them and where to go).

Many rural clients may have the most trouble accessing services from the long snowy winters with bad roads and just from living far from town (made worse when their driving ability becomes compromised for any variety of reasons); home care cannot always provide the extent/frequency of services some clients may need when they live on the perimeters of home care zones.

4. What are some ideas for practical, effective solutions to the challenges listed above?

Keep health care services in the local community to keep strength within its populace; it will continue to provide high quality employment for locals, services to locals, and a piece of mind that individual and community health is not only supported but fostered with growth.

Services should not be cut but enhanced; if Allied Health waitlists are long, then reviewing full time

equivalencies of jobs may need to occur so more time can be allocated to that service stream, cutting down on wait times.

Community Information evenings where residents are invited out to see what services are offered in their area, along with how to access these services; often the public is unaware of what is offered in the areas which leads to the problem of low enrolment/referral to services, which can consequently lead to a reduction in services or the service being cut altogether.

- Bring the delivery and decision making on regional health care back closer to local communities. The current system of having one huge organization has led to AHS being seen as anonymous and in some ways indifferent to local community needs and aspirations. We have no idea who the decision makers are or how to have any meaningful input.
- Government as a whole needs to eliminate the 'stove piping' of departments and service delivery and work together in coordinated plan. This would apply for Health Services, Housing Supports, and economic development & impact to local communities
- If Alberta Health & AHS have regional capacity plans for all health service delivery, they must share these with communities. For many years we have been hearing about these community/regional capacity plans but they have never been shared or at times they have even denied that they exist.
- Many communities have some senior's facilities that with upgrading or replacement could be the centers for the delivery of health services and maintaining residents in their home communities. However by nature these will be smaller and will suffer from the lack of economies of scale. The government would have to be supportive, understand that the financial support needed must be enough to make the facilities sustainable and viable and the financial burden cannot fall solely onto local funding municipalities. The present model for care funding is based on a 'provincial average' and it is totally inadequate for delivering varying levels of health care in one facility. For instance a community may need spaces for only 30 or 40 and would need to be able to deliver a full spectrum of supports. Economically this type of innovative model would need enhanced support to be viable.
- Explore models where health & housing services are brought to the resident in a facility rather than have to take residents to other centers where the services are available. Moving residents from community to community or from facility to facility may make economic sense but leads to the rapid deterioration of seniors and ultimately undermines small rural communities.
- Stop the practice of AHS 'hiding' behind the Health Information Act as an excuse for not sharing information that will lead to the best for a resident.

5. How involved is your community in health services planning? What are some ideas to increase the level of community engagement in health service planning and policy development?

We do not believe Sedgewick is involved with Health Services Planning directly. There is a regional physician recruitment committee that is a driver in the Flagstaff Region.

A community information night could help highlight what services are available to the public, identify gaps in services for health care providers to hopefully fill, and cause the residents to take more responsibility for the health needs of themselves and their communities.

6. What is the one thing that Alberta Health or Alberta Health Services could do to make sure your existing health services meet your community's needs and address recruitment/retention challenges in your community?

Again, we believe a community information night could meet these needs; it would allow for health care professionals and the public to come together and see/hear the voices of the other team.

Open Discussion

Topic: CAO Evaluation – Performance Appraisal
Initiated by: MGA S. 205.1
Prepared by: Amanda Davis
Attachments: 1. CAO Performance Appraisal – Sept. 26, 2013
2. Strategic Plan
3. CAO Performance Appraisal - blank

Background:

Pursuant to Section 205.1 of the Municipal Government Act (MGA)

A council must provide the chief administrative officer with an annual written performance evaluation of the results the chief administrative officer has achieved with respect to fulfilling the chief administrative officer's responsibilities under section 207.

Current:

Attached is a copy of the former Council's Performance Appraisal conducted on September 23rd, 2013.

The previous Council completed an internal evaluation with three members of Council and then held Special Council meeting to readdress the Performance Appraisal.

Council approved the use of "Performance Appraisal of the Chief Administrative officer for the Town of Sedgewick" as prepared by George Cuff.

Our current Council needs to set direction on how they would like to complete the Performance Appraisal process.

1. Do you prefer to complete the appraisal as Council as a whole,
2. Would you prefer that a committee meeting be held and a Council meeting follow?
3. Set aside time at the end of the Special Council meeting for the review and address the Appraisal collectively at the Regular Council meeting?

Town Personnel, Salary and Performance Review Committee Members – Perry Robinson, Erik Skoberg, Greg Sparrow.

At the December 19th, 2013 Regular Council Meeting, Council approved a revised Salary Chart and adjusted salaries appropriately. The current salary on this review states \$62,949 however my current salary was changed to \$85,000 plus \$100/month for cell phone plus benefits.

Performance Appraisal of the Chief Administrative Officer for the Town of Sedgewick

Name of CAO: Amanda Davis

Date Appointed to Position: Oct. 20, 2011.

Date of Appraisal Meeting: Sept. 26, 2013

Current Salary: 62,949.

Date of Last Revision: Oct. 22, 2012

Purpose of a Performance Evaluation Process

This performance evaluation of the CAO is a valued instrument of this Mayor and Council and is used in order to:

- ✦ Underline the importance which the Mayor and Council places on its relationship to the CAO
- ✦ Ensure that the Mayor, Council and CAO understand essential components/competencies of this position
- ✦ Provide a balanced format that is deemed acceptable and useful to both parties and one that serves the purpose of outlining requirements and ensuring sound and regular feedback
- ✦ Provide the CAO with a forum for outlining and discussing his/her annual objectives and an assessment of the results
- ✦ Establish any needed changes in the criteria for future evaluations.

Performance Evaluation Content

A review of the CAO's performance should embrace a number of areas. These include the following:

- ✚ Assistance to Council in understanding its governance role
- ✚ Relationship building with the Mayor
- ✚ Policy advice and leadership on the key issues
- ✚ Fiscal management
- ✚ Leadership of the administrative team
- ✚ Team selection, assessment, training, mentoring
- ✚ Development of community relationships
- ✚ Accomplishment of goals
- ✚ Areas for improvement

Guidance to Performance Assessment Factors

Rate each factor according to your perception of the performance of the CAO in the past year.

Please provide narrative comments or examples to illustrate, if possible.

RATING CRITERIA:

1. Outstanding
2. Above Standard
3. Standard
4. Below Standard

- ✚ **1.** Assistance to Council in understanding its governance role
 - a) Preparing an orientation program and suitable materials for a new Council*
 - b) Identifying the needs/priorities of this Council*
 - c) Committing to equal treatment/courtesy/assistance*
 - d) Providing advice on potential areas of conflict/pecuniary issues*
 - e) Seeking to develop a relationship based on mutual respect, trust and integrity*
 - f) Ensuring access to relevant training programs for all Council members*

Performance Evaluation Content

A review of the CAO's performance should embrace a number of areas. These include the following:

- Assistance to Council in understanding its governance role
- Relationship building with the Mayor
- Policy advice and leadership on the key issues
- Fiscal management
- Leadership of the administrative team
- Team selection, assessment, training, mentoring
- Development of community relationships
- Accomplishment of goals
- Areas for improvement

Guidance to Performance Assessment Factors

Rate each factor according to your perception of the performance of the CAO in the past year.

Please provide narrative comments or examples to illustrate, if possible.

RATING CRITERIA:

1. Outstanding
2. Above Standard
3. Standard
4. Below Standard

- **1. Assistance to Council in understanding its governance role**
 - a) *Preparing an orientation program and suitable materials for a new Council*
 - b) *Identifying the needs/priorities of this Council*
 - c) *Committing to equal treatment/courtesy/assistance*
 - d) *Providing advice on potential areas of conflict/pecuniary issues*
 - e) *Seeking to develop a relationship based on mutual respect, trust and integrity*
 - f) *Ensuring access to relevant training programs for all Council members*

11

12

13

14

- g) Being responsive to the feedback and input received from all members of Council*
- h) Communicating advice to Council that will assist it in its governance responsibilities*
- i) Communicating any issues of concern to Council impacting its relationship to the administration*
- j) Monitoring legal implications of issues; being aware of Council 's legal and legislative requirements*
- k) Ensuring ready access to useful policy-based information*
- l) Maintaining appropriate boundaries; assuring equal treatment*
- m) Providing quality control on advice going forward*
- n) Ensuring an ongoing degree of open communication with Council; presenting reasonable and professional views in a straight-forward yet pleasant manner.*

Rating: 2.

Comments:

Provides sound legal and practical information on which the council can base decisions

2. Relationship building with the Mayor

- a) Meeting with new Mayor immediately following election*
- b) Identifying concerns of the Mayor; addressing his/her expectations, style and needs issues*
- c) Ensuring the apolitical nature of the relationship clear (including no personal connection to the Mayor)*
- d) Identifying areas of potential overlap & strategies to address*
- e) Ensuring Mayor prepared for any engagements/speeches*
- f) Ongoing briefings and meetings held on scheduled basis*

Rating: 1

Comments:

a valued partner for the Mayor's position. I have always felt well prepared and have had no surprises

3. Policy advice & leadership on the key issues

- a) Assistance in identifying key issues; offering strategic advice addressing such issues
- b) Ensuring both Council and administration aware of importance of policy development
- c) Providing quality advice and guidance to Council on identified issues
- d) Coordination and preparation of draft policy statements
- e) Strength of administrative leadership as observed in terms of the CAO's decision-making ability (e.g. decisiveness, quality of decisions)
- f) Advice to Council on importance of strategic planning as a leadership tool; assistance to Council in planning/designing a strategic planning session
- g) Implementing approved policy; monitoring policy implications
- h) Review/monitoring of financial controls/audit reports/business plan and budget

Rating: 2

Comments:

*Encourages council to refer to Strategic Plan when making decisions
Implements council directions as required (e) and (d) are rated above standard Represents the Council very well to the Public i.e. Town Hall.*

Rating: 1

Comments:

a valued partner for the Mayo's position. I have always felt well prepared and have had no surprises

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- a) Assistance in identifying key issues; offering strategic advice addressing such issues
- b) Ensuring both Council and administration aware of importance of policy development
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- e) Strength of administrative leadership as observed in terms of the CAO's decision-making ability (e.g. decisiveness, quality of decisions)
- f) Advice to Council on importance of strategic planning as a leadership tool; assistance to Council in planning/designing a strategic planning session
- g) Implementing approved policy; monitoring policy implications
- h) Review/monitoring of financial controls/audit reports/business plan and budget

Rating: 2

Comments:

*Encourages council to refer to Strategic Plan when making decisions
Implements council directions as required (e) and (d) are rated above standard Represents the Council very well to the Public i.e. Town Hall.*

100

100

100

100

4. Fiscal management

- a) Ensuring the development of a comprehensive, inclusive and transparent process of business planning and budgeting
- b) Ensuring that Council provides guidance to the administration in the development of both plans and budgets
- c) Providing Council with accurate, comprehensive advice on the current status of the fiscal condition of the Town
- d) Advising Council on the status of any changes required by the external auditor; acting promptly on audit recommendations

Rating: 2

Comments:

Manages the towns fiscal affairs
in an accurate and responsible
manner.

5. Leadership of the administrative team

- a) Providing ongoing, consistent leadership to department heads and through them to the full administration
- b) Communicating effectively and regularly; providing ongoing guidance/direction
- c) Making administrative decisions within constraints of bylaw/policies
- d) Providing inspiration and modeling of a desire to be the best
- e) Delegating/empowering within reasonable limits
- f) Supervising direct reports and expecting results
- g) Disciplining behaviour and correcting promptly
- h) Ensuring sound corporate communications plan
- i) Ensuring that senior staff are involved in the process of developing Town goals and priorities; providing a forum for Council and senior staff to engage in discussions relative to the Town's strategic plan

Rating: (2)

Comments:

*Provides adequate directions to
Town Employees. An apparent good
working relationship between CAO
and Staff.*

6. Discharge of all legislative and bylaw requirements

- a) Determining changes to the organizational structure
- b) Continually assessing the needs of the system; seeking the advice of senior staff in this process
- c) Developing a sound policy-based and cross-organizational approach to recruitment & selection
- d) Ensuring a planned approach to training/development
- e) Attending suitable conferences/courses as an example
- f) Establishing mechanisms for mentoring other supervisory staff
- g) Fulfilling all legislated and bylaw requirements

Rating: 2

Comments:

*There is no hesitation to delve into
any problem and to consider alternatives.
Has re wrote by laws to keep them current.*

7. Development of community relationships

- a) Maintaining a positive profile in the Town of Sedgewick's jurisdiction as the senior administrative spokesperson and leader
- b) Ensuring that Council members and the Mayor have access to sound advice on how to engage the public (community communication plan)
- c) Maintaining contact with other administrative leaders in the region and with other key administrative leaders throughout the region
- d) Developing a positive/constructive rapport with media

Comments:

Provides adequate directions to
Town Employees. An apparent good
working relationship between CAO
and Staff.

6. Discharge of all legislative and bylaw requirements

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- d) Ensuring a planned approach to training/development
- e) Attending suitable conferences/courses as an example
- f) Establishing mechanisms for mentoring other supervisory staff
- g) Fulfilling all legislated and bylaw requirements

Rating:

2

Comments:

There is no hesitation to delve into
any problem and to consider alternative.
Has re wrote by laws to keep them current.

7. Development of community relationships

- a) Maintaining a positive profile in the Town of Sedgewick's jurisdiction as the senior administrative spokesperson and leader
- b) Ensuring that Council members and the Mayor have access to sound advice on how to engage the public (community communication plan)
- c) Maintaining contact with other administrative leaders in the region and with other key administrative leaders throughout the region
- d) Developing a positive/constructive rapport with media

e) Ensuring the development of administrative protocol to develop courteous relationships with the public

Rating:

2+

Comments:

Represents the Council well with
involvement within the community

Annual Objectives/Key Results

These should be developed by the CAO and reviewed with the Mayor and Council (this part of the format could be completed on a separate page(s) if more space is required).

Key Objectives	Key Results
<p>1.) Residential lot development</p> <ul style="list-style-type: none"> utilizing our current infrastructure for the development of viable residential lots. 	<ul style="list-style-type: none"> - provide affordable residential lots for development - economic growth and municipal viability
<p>2.) Main Street Revitalization</p> <ul style="list-style-type: none"> begin consultation with Council, stakeholders, engineers and planners for the proposed 2015 Main Street Revitalization project. 	<ul style="list-style-type: none"> - minimal disruption to our core business sector. - effective design/development of main street revitalization plans. - community engagement - sustainable development process and procedures.

Overall impression of performance and results achieved.

Accomplishment of Goals

Comments:

Continuing with developmental
courses.

Areas for Improvement (Rank in order of importance)

1. Assistance in the Council's governance processes
7
2. Relationship building with the Mayor
6
3. Policy advice & leadership on the key issues
2
4. Fiscal management
5 1
5. Leadership to the administrative team
4
6. Discharge of all legislative and bylaw requirements
1 5
7. Development of community relationships
3

Follow-Up

Indicate those measures or steps which should be taken by the CAO over the course of the next appraisal period to improve her performance, e.g. types of external or internal development courses/seminars, changes in management practices, etc.

Overall impression of performance and results achieved.

Accomplishment of Goals

Comments:

Continuing with developmental
courses.

Areas for Improvement (Rank in order of importance)

1. Assistance in the Council's governance processes
 7
2. Relationship building with the Mayor
 6
3. Policy advice & leadership on the key issues
 2
4. Fiscal management
 5 1
5. Leadership to the administrative team
 4
6. Discharge of all legislative and bylaw requirements
 1 5
7. Development of community relationships
 3

Follow-Up

Indicate those measures or steps which should be taken by the CAO over the course of the next appraisal period to improve her performance, e.g. types of external or internal development courses/seminars, changes in management practices, etc.

4

C

C

C

Town of Sedgewick

Salary offered \$68,786

Cell phone remuneration \$100/month.

bonus consideration; potential to be awarded a
? of competitive grants received.

Sign Off

Signatures of the Mayor (on behalf of Council) and the CAO to indicate completion of the process

Signature of the CAO [Signature]

Signature of Mayor (or designate) [Signature]

Date Oct 18/13

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

Short Term Goals:

1. Erect Signage throughout Town	<ul style="list-style-type: none">• Signage ordered.....delivery by Dec. 31/14.
2. Regional Recreation	<ul style="list-style-type: none">• Obtained funding from Ag Society – preparing funding scenarios for Council review – to be complete by Dec. 31/14.• Negotiating on employment position.
3. Purchase of SW9-44-12 W4M	<ul style="list-style-type: none">• Meeting scheduled for the end of November re: negotiations.
4. Rebranding	<ul style="list-style-type: none">• Public consultation complete – in process of reviewing with Council.
5. Main Street Lot Development	<ul style="list-style-type: none">• Public meeting held – various ideas have been addressed; recently held a discussion with a party interested in purchasing and developing. Admin. is continuing consultation with this party.• In consultation with neighbouring business owner for development of property.
6. Walking Trail Expansion Project	<ul style="list-style-type: none">• Schematic approved, trees removed – working on easements with County and Ag Society following Subdivision Approval.

Long Term Goals:

1. Residential Subdivision	<ul style="list-style-type: none">• Tentative plan of subdivision for council – Nov. 6, 2014 Meeting.
2. Main Street Redevelopment	<ul style="list-style-type: none">• No action taken
3. Infrastructure Replacement	<ul style="list-style-type: none">• No action taken.

Performance Appraisal of the Chief Administrative Officer for the Town of Sedgewick

Name of CAO: _____

Date Appointed to Position: _____

Date of Appraisal Meeting: _____

Current Salary: _____

Date of Last Revision: _____










Purpose of a Performance Evaluation Process

This performance evaluation of the CAO is a valued instrument of this Mayor and Council and is used in order to:

- ✚ Underline the importance which the Mayor and Council places on its relationship to the CAO
- ✚ Ensure that the Mayor, Council and CAO understand essential components/competencies of this position
- ✚ Provide a balanced format that is deemed acceptable and useful to both parties and one that serves the purpose of outlining requirements and ensuring sound and regular feedback
- ✚ Provide the CAO with a forum for outlining and discussing his/her annual objectives and an assessment of the results
- ✚ Establish any needed changes in the criteria for future evaluations.

Performance Evaluation Content

A review of the CAO's performance should embrace a number of areas. These include the following:

-  Assistance to Council in understanding its governance role
-  Relationship building with the Mayor
-  Policy advice and leadership on the key issues
-  Fiscal management
-  Leadership of the administrative team
-  Team selection, assessment, training, mentoring
-  Development of community relationships
-  Accomplishment of goals
-  Areas for improvement


Guidance to Performance Assessment Factors

Rate each factor according to your perception of the performance of the CAO in the past year.

Please provide narrative comments or examples to illustrate, if possible.

RATING CRITERIA:

1. Outstanding
2. Above Standard
3. Standard
4. Below Standard

-  **1.** Assistance to Council in understanding its governance role
 - a) Preparing an orientation program and suitable materials for a new Council*
 - b) Identifying the needs/priorities of this Council*
 - c) Committing to equal treatment/courtesy/assistance*
 - d) Providing advice on potential areas of conflict/pecuniary issues*
 - e) Seeking to develop a relationship based on mutual respect, trust and integrity*
 - f) Ensuring access to relevant training programs for all Council members*

- g) Being responsive to the feedback and input received from all members of Council*
- h) Communicating advice to Council that will assist it in its governance responsibilities*
- i) Communicating any issues of concern to Council impacting its relationship to the administration*
- j) Monitoring legal implications of issues; being aware of Council 's legal and legislative requirements*
- k) Ensuring ready access to useful policy-based information*
- l) Maintaining appropriate boundaries; assuring equal treatment*
- m) Providing quality control on advice going forward*
- n) Ensuring an ongoing degree of open communication with Council; presenting reasonable and professional views in a straight-forward yet pleasant manner.*

Rating: _____

Comments:

2. Relationship building with the Mayor

- a) Meeting with new Mayor immediately following election*
- b) Identifying concerns of the Mayor; addressing his/her expectations, style and needs issues*
- c) Ensuring the apolitical nature of the relationship clear (including no personal connection to the Mayor)*
- d) Identifying areas of potential overlap & strategies to address*
- e) Ensuring Mayor prepared for any engagements/speeches*
- f) Ongoing briefings and meetings held on scheduled basis*

Rating: _____

Comments:

3. Policy advice & leadership on the key issues

- a) Assistance in identifying key issues; offering strategic advice addressing such issues*
- b) Ensuring both Council and administration aware of importance of policy development*
- c) Providing quality advice and guidance to Council on identified issues*
- d) Coordination and preparation of draft policy statements*
- e) Strength of administrative leadership as observed in terms of the CAO's decision-making ability (e.g. decisiveness, quality of decisions)*
- f) Advice to Council on importance of strategic planning as a leadership tool; assistance to Council in planning/designing a strategic planning session*
- g) Implementing approved policy; monitoring policy implications*
- h) Review/monitoring of financial controls/audit reports/business plan and budget*

Rating: _____

Comments:

4. Fiscal management

- a) Ensuring the development of a comprehensive, inclusive and transparent process of business planning and budgeting*
- b) Ensuring that Council provides guidance to the administration in the development of both plans and budgets*
- c) Providing Council with accurate, comprehensive advice on the current status of the fiscal condition of the Town*
- d) Advising Council on the status of any changes required by the external auditor; acting promptly on audit recommendations*

Rating: _____

Comments:

5. Leadership of the administrative team

- a) Providing ongoing, consistent leadership to department heads and through them to the full administration*
- b) Communicating effectively and regularly; providing ongoing guidance/direction*
- c) Making administrative decisions within constraints of bylaw/policies*
- d) Providing inspiration and modeling of a desire to be the best*
- e) Delegating/empowering within reasonable limits*
- f) Supervising direct reports and expecting results*
- g) Disciplining behaviour and correcting promptly*
- h) Ensuring sound corporate communications plan*
- i) Ensuring that senior staff are involved in the process of developing Town goals and priorities; providing a forum for Council and senior staff to engage in discussions relative to the Town's strategic plan*

Rating: _____

Comments:

6. Discharge of all legislative and bylaw requirements

- a) Determining changes to the organizational structure*
- b) Continually assessing the needs of the system; seeking the advice of senior staff in this process*
- c) Developing a sound policy-based and cross-organizational approach to recruitment & selection*
- d) Ensuring a planned approach to training/development*
- e) Attending suitable conferences/courses as an example*
- f) Establishing mechanisms for mentoring other supervisory staff*
- g) Fulfilling all legislated and bylaw requirements*

Rating: _____

Comments:

7. Development of community relationships

- a) Maintaining a positive profile in the Town of Sedgewick's jurisdiction as the senior administrative spokesperson and leader*
- b) Ensuring that Council members and the Mayor have access to sound advice on how to engage the public (community communication plan)*
- c) Maintaining contact with other administrative leaders in the region and with other key administrative leaders throughout the region*
- d) Developing a positive/constructive rapport with media*

e) Ensuring the development of administrative protocol to develop courteous relationships with the public

Rating: _____

Comments:

Annual Objectives/Key Results

These should be developed by the CAO and reviewed with the Mayor and Council (this part of the format could be completed on a separate page(s) if more space is required).

Key Objectives	Key Results

Overall impression of performance and results achieved.

Accomplishment of Goals

Comments:

Areas for Improvement (Rank in order of importance)

1. *Assistance in the Council's governance processes*

2. *Relationship building with the Mayor*

3. *Policy advice & leadership on the key issues*

4. *Fiscal management*

5. *Leadership to the administrative team*

6. *Discharge of all legislative and bylaw requirements*

7. *Development of community relationships*

Follow-Up

Indicate those measures or steps which should be taken by the CAO over the course of the next appraisal period to improve her performance, e.g. types of external or internal development courses/seminars, changes in management practices, etc.

Town of Sedgewick

Sign Off

Signatures of the Mayor (on behalf of Council) and the CAO to indicate completion of the process

Signature of the CAO_____

Signature of Mayor (or designate)_____

Date_____