



**Town of Hinton**  
**Standing Committee MEETING**  
**Agenda**  
**September 10, 2013 - 11:30 AM**  
**Committee Room, Hinton Government Centre**

**TOWN COUNCIL MISSION**  
*Council serves the interests of our citizens  
to enable our community to reach full  
potential.*

Page

**ORDER**

1. Call to Order

**ADOPTION OF AGENDA**

1. Standing Committee Agenda - September 10, 2013

**DELEGATIONS AND PRESENTATIONS**

- 2 - 4      1. High River Flood Observations - Presented by S/Sgt. Mark Fitzgerald

**ACTION ITEMS**

- 5 - 6      1. Quality of Life Grant Program
- 7 - 11     2. 2014 Budget Preliminary Overview
- 12 - 13   3. Municipal Planning and Implementation System for Hinton

**ADDITIONAL INFORMATION**

1. Urgent Matters from Council and Town Manager
2. Executive Assistant Logistics Information

**IN CAMERA (if necessary)**

**ADJOURNMENT**

1. Adjournment

# COUNCIL CONSIDERATIONS

○ SIC - as background to EMO - Council role.

## Slave Lake's experience

Elected leaders from the Town of Slave Lake, the MD of Lesser Slave River and the Sawridge First Nation played a pivotal role in the ongoing recovery from the 2011 fire. They were the linkage with different levels of government and the public face for the recovery effort. They set the direction for the many facets of recovery. Their many involvements are evident in other sections of this guide. Considering the enormity of the recovery effort, residents were very proud of the leadership shown by their Council, in conjunction with other regional elected officials.

Slave Lake's mayor and members of Council put in countless hours since the fire to guide the town's recovery. Their regular jobs, family, personal and social life were affected in many ways. The three Council members who lost homes also needed to deal with displacement, loss of personal possessions and the rebuild of their homes. Council members have been so busy they have had little time to reflect and relax. They expect it will take three years after the fire to get back to a more regular Council schedule and work load.

There were so many social pressures on every public institution and it was difficult to limit municipal involvement. The Town office staff and Council were asked to help resolve many issues that were not a municipal responsibility. For example, dealing with donations of goods, and gathering owner signatures on insurance forms for co-ordinated demolition and clean-up to commence, were crucial initiatives but put extra pressure on Town staff. Being in the centre of the activity, it sometimes felt to Council that things were not moving fast enough. Others times progress seemed remarkable, yet the public felt nothing was happening.

Councillors were approached daily by residents, either on the street or at home with positive and negative messages. Council members were also approached by media looking for various angles to stories. Public events where Council was available were important and messages from the mayor helped put residents at ease.

*"The reality is that when the state of emergency is lifted, emergency circumstances still continue in the community"*



*"The Mayor provided messaging and let people know their feelings are normal"*

## Prepare

- Build and nurture relationships with key stakeholders in town and the region including:
  - other communities
  - companies and other levels of government
  - community organizations
  - RCMP
- Foster healthy working relationships within Council – you need it in tough times
- Train to be prepared for disasters, both the practical and emotional aspects
- Think regionally
- Ensure that infrastructure and the boards and agencies of the municipality have adequate insurance

*"Do not be afraid to bring in outside consulting expertise to get their perspective on it. They're also not so wrapped up in emotional response"*

## WISDOM GAINED

*The Town of Slave Lake shares its reflections on recovery from the 2011 wildfire*  
High River Flood Observations - Presented by S/Sgt. Mark Fit...



*"Be all in"*

## Recover

- Recognize that you may all be victims, including your local emergency personnel, social service providers, staff and Council members
- Assess your own and your fellow Council members' readiness to take on recovery:
  - recognize you are all victims and will face significant stress
  - consider the huge time commitment and impact on family
  - consider the increased public scrutiny that comes with major events
  - delay participation if you need time to deal with personal issues
- Obtain legal advice immediately to understand potential liability
- Phone and read about other communities that have experienced similar disasters
- Start developing the recovery plan and identifying key tasks and required resources before the state of emergency is lifted
- Expect to make many quick decisions initially
- Set boundaries on municipal involvement:
  - recognize the limits of Council and staff time
  - say no to areas that are not critical to Council's work
  - refer issues to others who can take on issues and needs
  - communicate how people can resolve issues
- Learn about emotions typical of disaster recovery situations and how to respond effectively to emotionally distraught residents
- Establish communication practices and protocols:
  - use written information to ensure consistent messages
  - be available at public events to listen and answer questions
  - recognize publicly that people are still hurting
  - be prepared to respond to residents on the street and at your home
  - get to know the media contacts so you know who you are talking to
  - share personal cell phone numbers sparingly
- Take care of personal and family needs:
  - eat well and get enough rest
  - get individual and/or family counselling
  - take breaks and leave town for a short while
  - know personal signs and symptoms of stress
- Recognize that you will lose a sense of time:
  - track and keep a continuous log of efforts related to recovery, especially in the early phases, of key events and activities, meetings and documents
  - stop and rest before exhaustion sets in
- Show appreciation:
  - frequently, publicly and generously
  - be inclusive and ask for nominations of those deserving of recognition
  - appreciate all groups equally, including those working behind the scenes

*"No one signed up for this – Council did a fantastic job"*



*"You can help lobby but you also need to set boundaries"*

## **ROLE OF THE OF LOCAL AUTHORITY/MAYOR DURING AN EVENT**

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### **Responsibilities:**

1. Address policy needs to meet the needs of the incident.
2. Declare a state of local emergency if required.
3. Liaise with political counter parts in other municipalities and other levels of governments as needed.

### **Link to EOC**

- Liaises with the Director of Emergency Management.

### **Activation Phase:**

- Start log and document all activity on ICS Form 214 (Unit Log). Prepare other forms and documents, as necessary.

### **Operations Phase:**

- Ensure continuity of elected official representation (confirm shift replacements, if required).
- Brief other elected officials on the emergency situation and provide regular status reports, as required.
- If needed, declare state of local emergency and terminate the state of local emergency when no longer required.
- Approve expenditures to meet requirement of emergency response activity.
- Take necessary actions to meet emergency response requirements.
- Identify policy needs and options to meet the unique needs of the situation.
- In conjunction with the Emergency Public Information Officer and Director of Emergency Management, participate in news conferences, etc.



## TOWN OF HINTON DIRECTION REQUEST

**DATE:** September 6, 2013

**TO:** Standing Committee Meeting of September 10, 2013

**FROM:** Olga Uloth, FCSS Manager

**REVIEWED BY:** Laura Howarth, Director of Community & Protective Services

**APPROVED BY:** Bernie Kreiner, Town Manager

**RE:** **Quality of Life Grant Program**

### **Purpose**

At their Regular Meeting of Council on April 16, 2013, Council directed Administration to evaluate the effectiveness of the current Quality of Life Program with its terms of reference and purpose and make recommendations to address the greatest needs of the community.

This item is before Council to affirm the shared outcome for this program and determine what, if any, political concern there is with the current program.

### **Issue(s)**

1. What outcome does Council want the Quality of Life Grant Program to achieve?
2. What strengths and challenges of the current program are of a political concern for Council?

### **Administration Comments**

The current mission of the Quality of Life Grant Program is *to provide funding opportunities for community organizations to:*

- *undertake projects or activities that maximize improvements in the quality of life for Hinton residents;*
- *use the funds to substantially leverage other funding;*
- *use the funds for operating (core) costs linked to measurable targets and outcomes.*

Administration believes the current Quality of Life Grant Program has proven to be an easy, accessible process and funding source that offers eligible groups two streams of funding options in support of their projects and/or core operating activities.

## **Strengths:**

- Familiar to the groups – anticipated, annual program
- Easy and accessible process
- Grant Funding Advisory Committee – objective, community point of view, brings in the “lay-person” perspective and provides accountability
- Overall community acceptance of fund allocations
- Two streams – for projects and core operations (was recently included)
- Well advertised and promoted
- Optional orientation workshop
- Administrative support to applicants – determine eligibility, make recommendations to maximize readiness of application, personal one-on-one meetings
- Builds a deeper relationship between staff and the organizations

## **Challenges:**

- Recurring applications from the same organization(s) – some groups are more frequent but may not always be most in need.
- Follow-up after grant approval on reporting and financial accountability – currently an “honor system”
- Link to sustainability may be too weak
- Community engagement indicators for the project/operations may be too weak to give merit for partnerships, other funding sources etc.
- Fewer government grants are available, therefore reducing the “substantial leveragability” criteria set out in the mission statement

## **Town Manager’s Comments**

I look forward to this discussion, as this program has been refined quite frequently and appears to still create some political concern as structured, which I’m also having a hard time putting my finger on.



## TOWN OF HINTON DIRECTION REQUEST

**DATE:** September 5, 2013

**TO:** **STANDING COMMITTEE MEETING OF September 10, 2013**

**FROM:** Denise Parent, Director of Corporate Services

**REVIEWED BY:** Bernie Kreiner, Town Manager

**APPROVED BY:** Bernie Kreiner, Town Manager

**RE:** **2014 Budget Preliminary Overview**

### **Purpose**

To seek direction from Town Council on the 2014 budget high-level status and proposed timelines.

Town Council is being asked to provide their view and consensus of direction to administration to:

- Set the framework for developing the contents for the 2014 budgets.
- Comment on the planned time frame and process.
- Provide direction on how to use the increased funds from the YHC revenue sharing agreement.

There are 4 deliverables in the annual budget process.

- Operating Budget
- Capital Budget
- One-time project list
- CSI project list

### **Issue**

Based on macro-level impact information, the 2014 Budget for the Town of Hinton will require a modest tax increase and/or user fee increase to maintain current municipal service levels.

### **Administration Comments on Situation / Options**

The budget provides and supports many municipal services in the Town of Hinton. Costs associated with maintaining these services commonly require more financial support through the budget process as most operational grants remain static, i.e. are not increased by inflation on a yearly basis.

Guiding principles for creating a strong budget include:

- Maintain and where required/directed by Town council, enhance existing levels of municipal service to the community, as well as ensuring that the newly constructed properties are fully serviced.
- Base the tax rate and user fees appropriately to reflect current economic conditions and realistic needs.

- Reflect cost-effective program delivery through continuous improvement of resources required to deliver the service (essentially institutionalizing the “resource rationalization” initiative.
- Utilities services are operated on a fully cost recovery basis.
- Timely investments in infrastructure to preserve our community’s ability to sustain services over the long term.
- Reserves are in place for future infrastructure investments, especially existing infrastructure preservation and renewal.

Our macro scan has identified the following projected uncontrollable favorable and unfavorable items for 2014 operating budget. The net result is expected to be \$178,000 unfavorable. The specific items breakdown is as follows:

Favorable		Unfavorable	
<b>Revenue</b>		<b>Revenue</b>	
Estimated additional Town utility fees from growth and existing rate increase.	\$ 75,000	Franchise fees – natural gas **	\$ 40,000
Increase in YHC revenue sharing	\$400,000	Recycling revenue **	\$ 30,000
Estimated additional tax revenue from assessment growth	\$ 50,000	Bulk water sales **	\$ 80,000
West Fraser Property tax phase in	\$ 35,000		
Franchise fees – electricity	\$ 52,000	<i>** adjustment to reflect actual revenues versus 2013 budget forecast</i>	
<b>Expenses</b>		<b>Expenses</b>	
Electricity/Natural gas Town usage/rates	TBD	Operational inflation	\$290,000
Savings from provincial cell phone service agreement	\$ 12,000	YHC airport agreement	\$ 75,000
		Landfill increased fees	\$ 60,000
		Payroll (inflation)	\$120,000
		2014 Salary review by consultant	\$ 25,000
		Reserve Contribution (3% inflation)	\$ 82,000
<b>Total Favorable Items</b>	<b>\$624,000</b>	<b>Total Unfavorable Items</b>	<b>\$802,000</b>

### Proposed Timeline for 2014 Budget Process

Lead	Description	References / Comments	Due Date
Exec	Budget Guidelines	Overview of parameters	August 12
Exec	Resource Optimization	Compilation of 2014 suggestions	August 31
Standing	Budget Guidelines	Provide overall direction and strategic direction	Sept 10
Coord	Budget Kick-off	Distribution of 2014 budget packages	Sept 12/13
Manager	Submit 2014 Budgets	to Division Directors for review	Sept 24
Directors	Submit 2014 Budgets	to budget coordinator for compilation	Sept 30



Exec & finance	Status quo ops budget preparation	Prepare and review budgets	Oct 1 (YHC portion) Oct 15 balance
Exec & finance	Preliminary Long-term project/capital plan	Long term Facilities Capital Plan - ensure all components are included for successful implementation - focus on completing existing big projects	Oct 15
Exec	Preliminary Budget Review	Status quo budget Identification of uncontrollable variances and how to address them.	Oct 31
Town mgr	Validate with Council Strategic Plan	To coincide with council strategic session Validate budget guidelines & assumptions	By Nov 30 <sup>th</sup>
Finance	Budget Preparation	Compilation of data and validation	November
Council	Initial budget Discussion	2014 Draft Operating Budget - revenue and expenditures by division with tax support requirements for each program 2014 Draft Capital budget Reserve Changes Supporting charts - assessments - debt and debt limit - big ticket items (utilities, etc.)	1 <sup>st</sup> Standing Committee meeting in December
Finance	Public Input		January
Council	Final Budget Adoption		February

*Note: Agreements with YHC must have a preliminary operational budget completed by October 1.*

### **Administration's Conclusion / Proposed Direction**

The Town of Hinton provides a diverse set of services to the public. Delivery of all services and programs for immediate consumption and usage as well as consideration of longevity through the Community Sustainability Plan requires administration to be efficient in allocating resource dollars and effective in planning for required increases to taxation and user fees.

### **Town Manager Comments**

Matching resources to support core services and strategic plan initiatives (CSP linked) is an important annual process, complicated somewhat in years of municipal election.. Balancing the 2014 operating budget is no less challenging than other years, especially if council seeks to direct the vast majority of the Yellowhead County revenue sharing increase to Year X reserve. (as some have suggested.).

It is also proposed that to enhance transparency, all council budget review steps be public (although by law, this is not required as this is deliberative work).

### **Attachments**

1. Proposed operational budget format

July 31 2013 LEGISLATIVE SERVICES 2014 Comments:

	2011 Actual	2012 Actual	2013 Actual to date	2013 Budget	2013 Variance to date	2014 Core Budget	2014 Controllable	2014 Uncontrollable
<b>MAYOR</b>								
1-2-130-01-01-01-00-00	3,383	1,627	1,360	2,150	790	0	2,150	0
1-2-151-01-01-01-00-00	7,893	10,793	6,729	19,500	12,771	0	19,500	0
1-2-153-01-01-01-00-00	35,040	27,472	21,259	40,804	19,545	0	40,804	0
1-2-154-01-01-01-00-00	6,970	0	0	0	0	0	0	0
1-2-211-01-01-01-00-00	7,995	5,622	4,099	7,112	3,013	0	7,112	0
1-2-217-01-01-01-00-00	3,935	2,458	834	3,000	2,166	0	3,000	0
1-2-234-01-01-01-00-00	275	453	0	500	500	0	500	0
1-2-234-01-01-01-00-00	0	0	3	300	297	0	300	0
1-2-591-01-01-01-00-00	592	499	0	750	750	0	750	0
1-2-965-01-01-01-00-00	3,243	3,155	1,609	3,499	1,890	0	3,499	0
<b>SUB TOTAL MAYOR</b>	<b>69,327</b>	<b>52,079</b>	<b>35,892</b>	<b>77,615</b>	<b>41,723</b>	<b>0</b>	<b>77,615</b>	<b>0</b>

	2011 Actual	2012 Actual	2013 Actual to date	2013 Budget	2013 Variance to date	2014 Core Budget	2014 Controllable	2014 Uncontrollable
<b>COUNCILLORS</b>								
1-2-130-01-01-02-00-00	8,053	6,982	3,865	11,110	7,245	0	11,110	0
1-2-151-01-01-02-00-00	43,768	75,004	32,904	65,500	32,596	0	65,500	0
1-2-153-01-01-02-00-00	106,698	95,663	59,578	113,300	53,722	0	113,300	0
1-2-154-01-01-02-00-00	25,728	0	0	0	0	0	0	0
1-2-211-01-01-02-00-00	21,409	12,130	6,582	17,689	11,107	0	17,689	0
1-2-216-01-01-02-00-00	2	2	0	0	0	0	0	0
1-2-217-01-01-02-00-00	542	594	361	700	339	0	700	0
1-2-221-01-01-02-00-00	612	1,987	0	750	750	0	750	0
1-2-234-01-01-02-00-00	0	0	349	750	401	0	750	0
1-2-511-01-01-02-00-00	107	1,148	0	1,850	1,850	0	1,850	0
1-2-965-01-01-02-00-00	1,622	1,498	750	3,000	2,250	0	3,000	0
<b>SUB TOTAL COUNCILLORS</b>	<b>208,539</b>	<b>195,008</b>	<b>104,389</b>	<b>214,649</b>	<b>110,260</b>	<b>0</b>	<b>214,649</b>	<b>0</b>

	2011 Actual	2012 Actual	2013 Actual to date	2013 Budget	2013 Variance to date	2014 Core Budget	2014 Controllable	2014 Uncontrollable
<b>MAYOR &amp; COUNCILLOR EXPENSE</b>	<b>277,865</b>	<b>247,087</b>	<b>140,281</b>	<b>292,264</b>	<b>151,983</b>	<b>0</b>	<b>292,264</b>	<b>0</b>

	2011 Actual	2012 Actual	2013 Actual to date	2013 Budget	2013 Variance to date	2014 Core Budget	2014 Controllable	2014 Uncontrollable
<b>ADMIN LEGISLATIVE SERVICES</b>								
1-2-111-01-02-01-02-00	67,019	69,853	42,483	69,688	27,225	0	69,688	0
1-2-130-01-02-01-02-00	15,679	16,191	11,886	16,018	4,132	0	16,018	0
1-2-211-01-02-01-02-00	879	1,384	2,289	2,000	-289	0	2,000	0
1-2-217-01-02-01-02-00	138	150	87	200	113	0	200	0
1-2-221-01-02-01-02-00	2,472	2,273	1,052	1,500	448	0	1,500	0
1-2-228-01-02-01-02-00	1,936	976	259	750	491	0	750	0
1-2-232-01-02-01-02-00	12,524	6,794	2,911	15,000	12,089	0	15,000	0
1-2-249-01-02-01-02-00	580	390	249	500	251	0	500	0
1-2-511-01-02-01-02-00	92	105	103	300	197	0	300	0
1-2-965-01-02-01-02-00	375	353	194	500	306	0	500	0
<b>LEGISLATIVE SRV. ADMINISTRATIVE EXPENSE</b>	<b>101,693</b>	<b>98,470</b>	<b>61,493</b>	<b>106,456</b>	<b>44,963</b>	<b>0</b>	<b>106,456</b>	<b>0</b>

(GL03250)  
July 31 2013

**ELECTIONS & CENSUS** 2014 Comments:

	2011 Actual	2012 Actual	2013 Actual to date	2013 Budget	2013 Variance to date	2014 Core Budget	2014 Controllable Uncontrollable
<b>REVENUES</b>							
1-1-922-01-02-08-01-00 XFER FROM OPERATING RESERV	0	0	0	6,800	-6,800	0	-6,800
<b>ELECTIONS &amp; CENSUS REVENUE (Reserve)</b>	0	0	0	6,800	-6,800	0	-6,800
<b>EXPENSES</b>							
1-2-121-01-02-08-01-00 WAGES CENSUS/ELECTIONS	-313	6,659	0	11,500	11,500	0	11,500
1-2-221-01-02-08-01-00 ADVERT/PROMO CENSUS/ELECTI	0	1,592	29	2,500	2,471	0	2,500
1-2-228-01-02-08-01-00 MEMBERSHIPS REGISTRATIONS	0	0	0	500	500	0	500
1-2-511-01-02-08-01-00 OFFICE SUPPLIES-CENSUS/ELE	0	0	1,039	1,800	761	0	1,800
<b>ELECTIONS &amp; CENSUS EXPENSE</b>	-313	8,251	1,068	16,300	15,232	0	16,300
<b>COUNCIL PUBLIC RELATION</b>							
<b>REVENUES</b>							
1-1-924-01-04-01-00-00 XFER FROM CAP RSV (CSI)	100,000	100,000	100,000	100,000	0	0	-100,000
<b>COUNCIL PUBLIC RELATIONS REVENUE (RSV)</b>	100,000	100,000	100,000	100,000	0	0	-100,000
<b>MEMBERSHIPS REGISTRATIONS</b>							
1-2-228-01-04-01-00-00 MEMBERSHIPS REGISTRATIONS	8,586	10,595	10,258	10,600	342	0	10,600
1-2-234-01-04-01-00-00 TRAINING	0	2,441	396	1,200	804	0	1,200
1-2-249-01-04-01-00-00 OTHER PROF SVCS-PUBLIC REL	3,148	6,464	0	1,500	1,500	0	1,500
1-2-510-01-04-01-00-00 FOOD & BEVERAGE-PUBLIC REL	7,547	7,779	729	5,300	4,571	0	5,300
1-2-771-01-04-01-00-00 TRANSFERS TO COMMUNITY ORG	112,423	111,335	92,322	110,700	18,378	0	110,700
1-2-971-09-09-00-00-00 CONTINGENCY	0	0	0	16,000	16,000	0	16,000
<b>COUNCIL PUBLIC RELATIONS EXPENSE</b>	131,703	138,614	103,705	145,300	41,595	0	145,300
<b>NET LEGISLATIVE SERVICES</b>	410,949	392,421	206,546	453,520	246,974	0	453,520
Balance confirmation			0	0	0	0	0



## TOWN OF HINTON DIRECTION REQUEST

**DATE:** September 6, 2013

**TO:** STANDING COMMITTEE MEETING OF September 10, 2013

**FROM:** Bernie Kreiner

**APPROVED BY:** Bernie Kreiner, Town manager

**RE: MACRO MUNICIPAL PLANNING AND IMPLEMENTATION SYSTEM for HINTON**

### Purpose

This item is before Council to obtain feedback on the macro system and timetable.

### Issue

Is everything logical, appropriate and acceptable?

### Administration Comments on Situation / Options

On the Town Manager pending list has been the requirement for me to develop an integrated planning and implementation system for the Town of Hinton. We have a system, but it is largely informal and not well documented. This exercise is being done in order to:

--incorporate the CSP and CEAC input into the municipal planning and implementation work.

--consider the implications of 4 year terms for council.

--bring the measurement and accountability tools into the evaluation part of the system.

--fit together in realistic ways the largely political systems of municipal strategic planning and resource planning like capital plan, and CAO performance management with the more administrative roles of detailed annual budgeting (operating and capital), employee evaluation, administrative plan development, and work status reporting.

--establish realistic timeframes considering workloads; ensure that time to plan, implement and evaluate is properly proportioned. (Remembering also the "BASE MUNICIPAL SERVICES WORK")/

--have a clear documented system that can be used to educate new councilors and managers and ensure continuity over time.

I'll present what's on the paper sheets in the Standing Committee room wall to council to foster a discussion and feedback with council to build understanding and invite feedback including if there are "better ways" to have the system work based on the criteria above (and other considerations you may have). This council's last 3 years working experience will provide valuable feedback to improve the draft work.

## **Town Manager Comments**

### **Attachment**

1. N/A (I will present the "DRAFT MMPIS system for HINTON" which is on the committee room wall.)