

## Minutes - The Blue Mountains Special Council Meeting



**MEETING DATE:** August 4, 2010, 4:00 pm

**LOCATION:** Fire Station #1, Thornbury

**PREPARED BY:** Corrina Giles, Clerk

### A. Call to Order

- Mayor Anderson called the special meeting to order with all members in attendance save Deputy Mayor McKinlay absent due to a work commitment and Councillor Martin, absent due to a previous commitment.

Also in attendance was CAO Paul Graham, Director of Financial & Information Services Rob Cummings, Deputy Treasurer Elizabeth Thompson, Director of Recreation Shawn Everitt, Manager of Human Resources Tracey McKenna, Director of Engineering and Public Works Reg Russwurm, Manager of Water and Wastewater Services John Caswell, Director of Building and Planning Services David Finbow, Fire Chief Ron Doherty, Director of Special Projects Peter Tollefsen, Library CEO Carol Cooley and Communications and Economic Development Coordinator Lisa Kidd

Council then paused for a moment of Personal Prayer or Reflection.

- Approval of Agenda:

Moved by: John McKean      Seconded by: John McGee

THAT the special meeting Agenda of August 4, 2010 be approved as circulated, including any items added to the Agenda, Carried.

- No member declared a pecuniary interest with any matter as listed on the Agenda save Councillor McGee with respect to staffing and a family member employed by the Town.

### B. 2010 Budget Deputations/Presentations

#### B.1 2011 Service Levels and Other Budget Priorities

Director of Financial and Information Services Rob Cummings spoke reviewing the process noting this is the second meeting regarding the 2011 Budget. Rob noted a slight revision and circulated the revision to pages 51 and 52.

Rob reviewed the service level and other budget priorities and noted once the final budget is adopted, actions and expected deliveries will be presented.

Administration Department

Councillor Gamble then asked that the headlines of each department be touched on in each section of the document.

CAO Paul Graham then reviewed the CAO/Clerks/Communications and Economic Development/Human Resources/Police Services Business Plan noting the Director of Special Sustainability Projects is included in Administration.

Paul noted there is no need for staffing increase in this department though Human Resources may be asking for administrative support in the future. Paul indicated this may be achieved by shuffling duties among existing staff.

#### Police Services Contract

Paul reviewed the Police Services Contract and noted a new constable will be coming on board and confirmed the impact on the budget will be 3 – 4% in 2011.

Councillor McGee questioned Stephen Keast's new role and if this role will be shown as a new head count in 2011, Paul replying yes as an administrative assistant that assists various departments (as indicated on page 5).

John then questioned if there are specific budgets being set up for the Communications and Economic Development Plan and the Sustainability Plan, Paul replying yes, further noting these plans were developed this year and we will now move towards the implementation phase of these plans. Paul then noted Staff will be looking to establish budgets in the next few budgets for the implementation of the plans.

Councillor Kennedy then referenced Police Services and questioned if Council has any say in the Police Services Contract, Paul replying it is an agreement that has been signed that the Town agreed to. Paul further noted we have decided to include one new staff in this contract and one in the next contract so as to avoid a huge hit on the budget at a later time.

Mayor Anderson then noted there has been increased activity at the Village, though crime is not up, there is increased activity in the area. Cameron then questioned if Police Services indicated they required additional staff or did the Town indicate it was needed, Paul replying that he wrote a report to Council to have the Mayor and Clerk execute an agreement with Police Services regarding this addition. Paul then noted our Police detachment solves almost every crime in The Blue Mountains, then referenced neighbourhood protection programs, and further indicated with an additional staff member the Police can be more involved in the community.

Paul then reviewed the list of key functions of each section of Administration. Paul then questioned if there are any items on the list that Council feel Staff should not be performing or that should be looked at further. Ellen then referenced complaints of garbage/property standards in the rural areas and questioned what costs could be associated with increased property standards enforcement, David replying the property standards by-law includes the Highway 26 corridor to County Road 40, further noting the By-law Group does not have the capacity to take on more duties.

David then noted Planning and Building Services are not asking for increased Staff next year, further noting if increased services are sought, the budget will increase.

Councillor McKean then spoke noting the property standards by-law should cover the entire municipality, further noting determining the criteria in the rural areas could be a challenge. David then noted when short term accommodations have

been dealt with, that perhaps there will be more room to look into property standards in the rural areas.

Paul then spoke noting if property standards are a Council priority, that Council should let Staff know and we can determine if it is at all feasible.

Cameron then concurred with John McKean, that property standards should cover the entire municipality. David then noted a service level matrix will be brought forward and noted by-law enforcement are acted on in response to complaints.

Paul then noted he is asking that the property standards by-law be amended so property standards are in effect municipality wide. Councillor Gamble then noted derelict farms are unique and concurred that rural criteria will be difficult to determine. Councillor McGee then spoke noting urban property standards in the rural areas would be hard to manage and concurred that criteria would have to be defined and moving forward would be beneficial.

Paul then reviewed the Administration 2011 Operational Business Plan Outlook and noted the Integrated Community Sustainability Plan implementation will be moving toward implementation.

Cameron then questioned physician recruitment as referenced in the Human Resources tasks and questioned the status of the medical clinic, Paul replying nothing has been done recently and confirmed the Town now owns the medical clinic land and that an application for site plan approval has been filed with the municipality. Paul indicated that the application is being fast-tracked and that the building permit will be applied for.

Paul then noted Human Resources Manager Tracey McKenna is sitting on the Medical Clinic Board Working Group as an advisor, further noting the Board appreciates Tracey's involvement, though the group has not been successful in recruiting doctors to date. Paul then noted the medical clinic should break ground late fall, though this is not a definitive date. Paul confirmed Tracey has experience with the medical community.

Tracey then spoke noting she is attending monthly meetings with the Medical Clinic Board and confirmed there are new members at the table. Tracey then noted a strategic plan and marketing plan are being created and confirmed it is a strong group that will move forward shortly.

Bob then spoke referencing the requirement for six physicians in the area, noting he questions if this is necessary as there are currently doctors in Clarksburg, Meaford, Owen Sound, and Collingwood. Mayor Anderson noted the Clarksburg doctors do not have hospital privileges in Meaford and confirmed we need doctors to keep the Meaford hospital open.

Paul then noted the Clinic members could be asked to come to a future Council Meeting to speak on the progress made to date.

Paul then confirmed the medical clinic building is being built to accommodate six doctors, four in the first phase and a physiotherapy facility.

John McGee then spoke noting the Town has close to \$1M in land and loans invested in the medical clinic and is concerned for the ratepayers' investment in the building and how the Town will move forward if the medical clinic fails, Paul replying if the medical clinic fails, the Town will retain the land and building.

## Financial and Information Services Department

Rob then reviewed the Financial and Information Services Business Plan and noted generating information is getting easier with new opportunities. Rob confirmed his department budget has been stable over the last three years.

Rob then reviewed the pressure points for the Financial and Information Services Department, noting tangible capital assets has been significant part of the budget.

Rob then reviewed the tickets for Information Services and noted the numbers of tickets are being managed though 90 – 130 tickets are in the queue at any given time. Rob noted an increase in the knowledge level at the Town and the creation of the Geek Squad Group has assisted with the number of inquiries to Information Services.

Rob then noted moving to the new building in 2011 will be a huge undertaking for Information Services with enhanced connectivity in The Blue Mountains and noted fibre optics is also being proposed.

Rob then noted a new position is proposed for Information Services, Bob questioning if the new position will be self-financed, Rob replying the new position will be amount to approximately \$60,000 after benefits and may have the effect of .2% on the millrate.

John McGee then questioned the number of Revenue Staff, being 6 full-time and 1 part-time, and questioned if there is any opportunity for automation to reduce the number of staff, Rob replying the computer system has decreased the amount of overtime in Financial Services, further noting automation still requires Staff, i.e. address changes, sending bills, cheques, etc.

John then referenced Freedom of Information requests and questioned if the Town can charge a fee for services that will lessen frivolous requests, further noting the requestor should pay a fee for services, David replying that the Information and Privacy Commissioner allows for services to be charged for and confirmed Freedom of Information requests should be avoided where possible.

Rob then noted Financial Services is providing the services they can with the resources available.

## Planning and Building Services Department

Director of Planning and Building David Finbow then spoke reviewing the pressure areas of the Planning and Building Department. David noted By-Law is not anticipating an increase in service levels or staffing and confirmed a service level matrix will be brought forward through the budget document. David then confirmed no increase in the By-Law budget to support short term accommodation is proposed, but noted he will report further once the OMB hearing is complete and the licencing regime is finalized.

David then spoke regarding the Security Alarm position noting it is a 2.5 day per week position and noted he is looking to increase this position to a full-time 5 day per week position with Building and By-Law.

David noted the Building Department is looking at succession planning as two members of their group will be retiring soon, though the dates have not

determined at this time. David noted a training position should be put in place by replacing the current contract position with a training position.

David then reviewed Planning Services and noted he is looking to hire a Manager of Planning to start in mid-2011. David referenced receipt of recent large applications and noted the processing of the applications could be problematic because of staffing. David further spoke to the implementation of studies and noted this will also generate a need for a Manager of Planning.

Bob then spoke referencing the downturn in the economy and questioned the need for a Manager of Planning and questioned if the Director of Special Projects could cover the new developments as they are received until there is a full economic recovery. David replying that the Manager of Planning would ensure day to day planning matters are dealt with and confirmed the Director of Special Projects is involved in other large plans, and further noted the Manager of Planning would be specialized i.e urban design guidelines, and further noted there is no capacity in the current staff to deal with this. David noted short term accommodation has consumed a significant amount of time and created a huge amount of work. David then noted he hopes to fill this position in 2011.

Paul then spoke noting Peter's workload is full and noted he is in the office many nights until 6:00 p.m. or 7:00 p.m. further noting he would not have the capacity if other plans are to proceed as anticipated to fulfill the role of Manager of Planning. Paul then noted, it was always anticipated that the role of Manager of Planning would be filled in the future when the Planning and Building Department was created.

John McGee then spoke noting there could be significant consequences if a development application is not processed correctly, further noting he supports moving ahead with the Manager of Planning position.

## Recreation

Councillor McGee then declared a pecuniary interest as it relates to Youth and Events and a family member working at the Town being the Youth and Events Coordinator.

Director of Recreation Shawn Everitt then spoke reviewing the key points for Recreation in 2011, and noted peak development in the near future. Shawn noted he is expecting Delphi to come on stream and noted he is not anticipating the creation of any new parks in the future. Shawn reviewed proposed staffing for slip allotments and cemetery plot sales in the near future and noted he would like an on-line application system in the future that would alleviate some of the counter requests.

Shawn noted the proposed Parks and Trails Parks Operator position would be from December to April shared with lead hand for Tomahawk then to Parks for winter duties.

Shawn noted Tomahawk was reclassified in 2011, and noted the Beaver Valley Community Centre operators move to Tomahawk in the summer. Shawn further noted Tomahawk continues to operate as a donation only facility.

Shawn referenced the Harbour Operator 1 position noting it is not an additional position, noting the position has been reclassified.

Shawn noted Recreation will continue business as usual with few service delivery changes proposed. Shawn noted he would like to prioritize the maintenance of Parks and Trails noting Recreation receives many calls because Parks are not cut as often as in previous years. Shawn proposed that some parks may be more natural, but still quite suitable.

Shawn noted the shared staffing contract for cemetery digs has significantly reduced costs to Recreation.

Shawn then reviewed Trails including Beaver River Trail and Georgian Trail.

Shawn noted Recreation's largest success has been working with partners, with the Town as the liaison, has been beneficial.

Councillor Kennedy questioned Tomahawk revenues. Shawn noting revenues to date have been approximately the same as last year. Shawn noted \$28,000 in revenues were received in 2009, being an average of \$5 per person. Cameron then questioned if there is any consideration to charging a fee at Tomahawk, Shawn replying he would like to speak with Council about this. Shawn then noted the Village directs patrons to Tomahawk, noting this is very positive. Shawn further noted he receives many calls from other municipalities questioning how The Blue Mountains operates a free golf course.

Councillor McKean referenced the maintenance of parks and questioned if private people/organizations would assist with the maintenance of parks, just as rural cemeteries are. Shawn answered yes, noting many Heathcote residents have spoken to him about this and are interested in managing the maintenance of the Heathcote Park. Shawn noted Timmons Street could also be a stewardship area.

Councillor Gamble then referenced Town beautification, noting the Town should keep special projects in the hands of the BIA as it could lead to the Town having to beautify other areas of the municipality. Shawn noted that he and Elizabeth Thompson have been in discussions with the BIA regarding reducing the number of flower baskets, being 110 currently in Thornbury and 30 in Clarksburg. Shawn noted the Manager of Parks, Terry Green has creating a mapping of the flower baskets that could be removed, and further noted the Town needs the BIA partnership. Bob then noted the Town represents the entire municipality not just Thornbury.

Paul spoke noting the BIA would like to have discussions on how they can build their capacity to hold events, and further noted the Town is working closely with the BIA.

#### Engineering and Public Works

Director of Engineering and Public Works Reg Russwurm then spoke providing an overview of the EPW Services, noting 4 summer students are proposed for Environmental Initiatives in 2011. Reg noted Water and Wastewater groups need to be commended for doing a great job.

Reg noted water conservation is increasing since the water meters were installed, and noted revenues are up slightly.

Reg noted EPW will require increased summer maintenance staff because of vacation time as the roads department staff use lieu time and take vacation time.

Reg further noted as new roads are assumed by the municipality, he may require more staff.

Reg then noted tree maintenance needs to be looked at as infrastructure, but resources to do so are an issue, further noting summer students will assist with this. Mayor Anderson spoke noting trees should be saved where possible.

Reg then noted the status quo is the service proposed in 2011 for EPW.

Reg then noted minimum maintenance standards have increased and noted sidewalks will require inspection and any variance of over 2 cm will require correction within two weeks of initial inspection.

Reg then noted minimum maintenance standards have increased the standards of sign reflectivity, further noting all signs in the municipality need to be looked at and any sign that does not meet the criteria will have to be replaced.

John McKean then noted Dufferin County is purchasing a unit to test reflectivity of signs to be used/rented by its member municipalities. John then noted sightlines need to be improved on rural roads as brush continues to grow along the side of the roads.

John McGee then referenced the water and wastewater budget and questioned if this section of EPW will ever be classified as a separate department, a stand-alone managed operation, Paul replying that he does not believe so, further noting it is common that Engineering and Operations are one unit and confirmed water and wastewater need to work closely with EPW.

Bob then questioned Bill 13 and the move toward a Regional Water System, Reg replying that he does not believe this will proceed, and confirmed he is preparing a Report for the next I & R Meeting on August 10 regarding this Bill. Reg further noted this would add another level of bureaucracy and noted this would not benefit The Blue Mountains.

## Fire

Fire Chief Ron Doherty spoke noting he is not seeking more staff in 2011 and is looking to move forward with the Fire Master Plan. Ron referenced the three new hires on board and noted the Chief Prevention Officer position still has to be filled.

Ron noted Fire Prevention Initiatives will be moving forward now with the three new hires and Deputy Fire Chief AJ Lake can move forward with other work.

Ron noted the Chief Fire Prevention Officer will deal with short term accommodation issues and dangers.

Ron noted the Training Officer will move ahead with the records retention software to provide a better handle on safety and tracking of fire officers.

Ron then referenced the problems with National and Provincial Regulations and changing standards on Personal Protective Apparatus ("PPA"), further noting the new standards will be a significant cost to the municipality to replace PPA at the expiry of its pre-determined life.

Ron then noted hiring “double-hatters” may be an option to assist with the retention of volunteers which currently is a little below the level of where the volunteers should be, being 24 at each station.

#### Library

CEO Carol Cooley then spoke reviewing the budget, noting the library is now open 50 hours per week, 7 hours per day, noting there is a lot of value in serving the community. Carol noted services are holding the line, but there is a slight increase in the budget, with the bookmobile and the purchase of 177 Bruce Street.

Carol noted the community was polled and the community asked for regular hours, 10:00 a.m. being the opening time, Monday to Saturday.

Carol noted the library plans on being an active participant in the Integrated Community Sustainability Plan with the existing budget.

Carol then noted accessibility may be an issue in the future, though the exact requirements are unknown at this time.

Carol then noted the library is in the process of creating a new Strategic Plan, but for 2011 services will be status quo at the library.

Mayor Anderson then noted she is hearing great things about the library.

#### Implementing Dare to Dream Vision

Paul spoke noting Council is aware of the work Staff are doing, noting there is a lot of work to do. Paul further noted Staff will continue to invest time to ensure that this Council and future Councils continue with the Dare to Dream Vision, noting it is a multiyear commitment, to build the Dream of becoming a preferred employer.

Paul noted all Staff will be LEAD trained by the end of the year and will be made aware of what we are trying to achieve. Paul then noted the training budget was cut recently, but noted he hopes to increase this budget over time.

#### Economic Development & Events as a Budget Priority

Paul then spoke regarding events in the municipality, noting he, Shawn Everitt and Peter McGee have met with Community Partners on events they will work together on, further noting each partner can then budget for the Town wide or regional events.

Paul noted Council and Staff need to determine how funds can be included in the budget to support events.

Paul then spoke regarding economic development, noting Council would like to control increases to Development Charges for commercial, industrial and rural businesses to assist in stimulating economic development in The Blue Mountains.

Councillor McKean then questioned how much it would cost to support ten events. Paul replying three events are scheduled for this year, noting fireworks on Canada Day cost \$2500, then referenced two other events at \$5000 each.

Paul noted Council budgeted \$20,000 for the Centurion Event, but noted The Blue Mountains support will likely be less than this amount. Paul further noted budgeting \$5,000 per event would help.

Councillor Gamble then spoke questioning the status of the Plunge and its request for a reduction in taxes. Paul replying this has not been resolved but noted he is working with the management of the Plunge to come to an agreement that the Town and the Plunge could work together for a reduction in taxes in exchange for programs offered at Plunge. Shawn then spoke noting the Plunge is asking the Town not to duplicate services within their hours of operation, i.e. aquafit, jogging, and day camps. Shawn noted he has the proposed schedule and will work with the Plunge. Paul noted this arrangement will not greatly affect the budget and will benefit the Town, further noting it could be a wonderful partnership.

Councillor McGee spoke referencing the Economic Development Strategy Plan and noted the sooner it is enacted, the sooner the Town will see the benefit and affordability with a healthier community. Mayor Anderson concurring this is very important.

Deputy Treasurer Elizabeth Thompson then spoke reviewing the long term debt analysis based on the 2010 Budget, estimated annual balance for 2010 to 2014 and annual total repayment (interest and capital) from 2010 to 2014.

Elizabeth noted the debt is significantly lower than anticipated because of upper level grants.

Councillor Gamble then spoke expressing a concern with the increased budget debt and noted any projects that can be deferred should be.

Elizabeth then reviewed annual repayments in 2010 – 2014.

Councillor McGee questioned reference to Ravenna Roads Department Expansion and questioned if this can be deferred, questioning the effect on equipment if we continue to park equipment outside. Reg replying, he does not know how much equipment parked outside will shorten the life of the equipment, but noted during the winter months trucks need to be cleaned off and sand needs to be stored inside so it will not come out of the trucks in clumps. Councillor McKean noted trucks will deteriorate much faster if not stored inside or cleaned up with salt washed off on a regular basis.

Elizabeth then reviewed the total debt levels by funding source.

Elizabeth then reviewed 2011 Service levels and other budget priorities and estimates made from assumptions and information.

Councillor McGee then questioned reference to 50 units in Castle Glen and noted he is surprised at this amount of development in Castle Glen. David Finbow replying he will look into the reasons why 50 units are estimated in 2012 at Castle Glen.

Paul noted servicing Thornbury West will be an issue as the land is fractured, further noting Thornbury West could be a location for affordable housing.

Bob spoke regarding the schedule and noted unless the Town can be assured it will receive money, that the Town should not be spending, further noting capital

expenditures should seriously be looked at and perhaps some capital expenditures should be deferred.

Elizabeth then reviewed discretionary and obligatory reserve funds budget 2010-2014.

Councillor McGee questioned the wastewater reserve of \$14 million at the end of 2014. Robert Cummings replying money is going into the reserve on an annual basis for the long term maintenance and care for wastewater plants. Rob further noted the asset module, once complete, will assist in advising what amount is needed.

Elizabeth then reviewed general reserves budget 2010-2014.

Councillor Gamble then questioned why reserves are not used to reduce future debt financing and costs in the future. Rob replying he will bring answers to these questions forward through the budget process, Bob noting it would ease the burden on the taxpayers.

Elizabeth then reviewed municipal financed capital costs and identified those costs that can be billed out, further noting there is currently \$2.3 million sitting in local improvements ready to be billed out.

Rob then noted there are opportunities and challenges for budget process.

Council Goals and Actions from 2010 – Strategies for 2010

Paul spoke noting Council's Goals and Actions do not have to be decided this evening. Mayor Anderson then asked how Council wished to proceed. Councillor Kennedy spoke noting Council decided last year what the priorities would be, further noting these priorities should stand.

Councillor Gamble then spoke noting the 2010 Budget increase of 2% was actually about 4%, but taking into account the School Board increase was status quo, and the County's increase, the actual increase was 2%. Bob noted the Town provided false information regarding the increase in 2010. Bob further noted, approximately 11 additional positions are proposed and noted Staff should reassess this and get back to reality. Bob noted his taxes increased by 8% this year because of reassessment. Bob further noted restraint in soft services is important and cutting back in services is important.

Councillor McGee spoke noting he agrees with Bob, tax increases need to take all factors into consideration, school board, increases in assessment and County portions. John further noted, Council needs an overall view of what the impact is and communicate to all ratepayers. John noted a fully encompassing impact report to the ratepayers is important. Rob replying yes this information would be beneficial to our ratepayers. Rob then reviewed MPAC capping and agreed the Town needs to provide residents with a better idea of what their taxes will be.

Councillor Gamble expressed concern with water and wastewater and noted the Conservation Authority is charged back to water and wastewater, and noted this should cut the costs of operating water and wastewater systems.

Councillor Kennedy noted a 0% budget would be nice, further noting costs should be reduced by installing solar panels on the Recreation Centre and Wastewater Treatment Plant, further noting this would tie into the Integrated Community Sustainability Plan. Cameron further noted, the Town should move forward with

solar panels for increased revenue. Paul agreed with Cameron, noting solar is being worked on for the new Town Hall, as well as working out a proposal for the landfill and treatment plant. Paul noted he is aware there is a timeline to participate in solar, and concurred with Cameron that a revenue stream would be helpful, further noting meaningful revenue would be 7-10 years out. Paul then noted a 0% budget may never be achieved.

Mayor Anderson then asked if the studies relating to the solar energy will be available through the budget process, Paul replying yes we will have the information by budget time and further noted the Town Hall structure will support panels.

Councillor McKean spoke regarding roads operators taking lieu time versus being paid out for overtime, Reg replying the road operators appreciate the extra weeks off in the summer, and noted employment opportunities for youth in the summer is very beneficial. Reg noted he will look into the cost difference in paying overtime, versus employing youth in the summer months and will report back. Paul then spoke noting it will cost more to pay overtime, noting summer students earn significantly less than road operators.

Mayor Anderson then spoke noting it is important to look at the number of current employees, and noted the workload of current employees should be reviewed to determine if Staff or workload can be more evenly distributed to determine if some new hires can be avoided.

Robert reviewed high level discussion of major capital projects.

Councillor Kennedy referenced the Fire Department equipment and questioned the life span of this equipment, Ron replying 20 years. Rob then spoke noting in 2006, the Fire Department ran into a deficit for equipment as there was a large period of time where nothing was updated at the Fire Department, and this is the catch up for that period.

Mayor Anderson then spoke thanking all Staff for their efforts and input on the document. Ellen further noted, cutting costs where possible, keeping equipment for a couple of years longer, and purchasing smaller vehicles and equipment may provide cost savings as well.

**C. Adjournment**

Moved by: Cameron Kennedy                      Seconded by: John McKean

THAT this Special Meeting of Council does now adjourn, Carried.

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Ellen Anderson, Mayor

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Corrina Giles, Town Clerk