

Minutes - The Blue Mountains Special Council Meeting



MEETING DATE: October 30, 2008

LOCATION: L.E. Shore Memorial Library

PREPARED BY: Corrina Giles, Deputy Clerk

A. Call to Order

- Deputy Mayor McKinlay called the meeting to order with all members in attendance, save Mayor Anderson and Councillor McKean, absent due to a previous commitment.
- Also in attendance was Chief Administrative Officer Paul Graham, Director of Engineering and Public Works Reg Russwurm, Manager of Water and Wastewater John Caswell, Director of Planning Peter Tollefsen, Director of Recreation Shawn Everitt, Director of Finance Rob Cummings, Library Chief Executive Officer Carol Cooley.
- Council then paused for a moment of Personal Prayer or Reflection.
- Approval of Agenda:

Moved by: Cameron Kennedy Seconded by: R.J. Gamble

THAT the Agenda of October 30, 2008 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.

B. Items for Discussion

1. Results of Service Delivery Review
2. Review 2008 Budget Priorities

1. Managing growth to ensure the ongoing health and prosperity of the community

CAO Paul Graham then introduced the Service Delivery Review document, noting Staff will report on goals and then will advise where the Town stands on priorities and the progress made on Council's priorities to date.

Paul then reviewed the Council's goal to manage growth to ensure the ongoing health and prosperity of the community, noting he networks with all neighbouring CAOs through regular meetings with more ongoing networking with Collingwood through regular meetings with the CAO and Mayor of Collingwood and Clearview. Paul further noted the most recent meeting was with Collingwood regarding fire services.

Paul noted the meetings are also focussed on growth and noted discussions with Collingwood regarding issues such as growth and affordable housing.

Regarding the CAO/Clerks Department, Paul noted the terms of reference for the economic development strategy is ready to go out and further noted the terms of reference was funded through 2008 and 2009.

Paul then reported on the enhancing the Town's identity and confirmed the sustainable community plan is moving along well.

Paul noted that Council and the Town of The Blue Mountains have a great reputation as an employer.

Paul then noted Staff is proceeding with the postal code identity of "The Blue Mountains" and noted this change will assist with branding The Blue Mountains.

Director of Engineering and Public Works Reg Russwurm then spoke, noting he is addressing the gaps in experience of Staff by undertaking Staff training. Reg then noted Tom Gray was hired as a Design Technologist and has proven to be an excellent choice.

Director of Planning Peter Tollefsen noted a report went to Council in March, 2008 regarding the Official Plan review and further noted that the changes will be in the form of an Official Plan Amendment completed in two stages. Peter then noted the first one will be updating policy forthwith, the second amendment will be a little more comprehensive as it is dependent on some of the studies currently underway. Peter noted a public meeting will be scheduled in early 2009 to deal with the first amendment to the Official Plan.

Peter noted discussion papers regarding the comprehensive zoning by-law were completed, noting the funding was provided in the 2008 budget and further noted the RFP closed last week with five firms submitting proposals. Peter noted Staff will amend the Recommendation and will report back to Council next month.

Peter then reviewed the short term rental and parking strategy.

Councillor McGee then questioned what is to be accomplished in 2009, Reg replying Staff is currently working on "wayfinding signage" with the Town of Collingwood and Township of Clearview. Paul then spoke, noting the Town should continue to work with Collingwood on fire services and noted the Municipality of Grey Highlands would like to work with the Town on boundary issues for fire services.

Paul then noted the Town will work with surrounding municipalities on Economic Development Strategy and there will be discussions with neighbours on sustainability.

Councillor Kennedy then noted he believed partnerships are going well, adding the priority should include partnership with Grey County as well as neighbouring municipalities, Deputy Mayor McKinlay concurring with Cameron.

Paul then noting the Town's relationship with the Ministry of Transportation has improved greatly in the last year.

Councillor Gamble then noted that overall the Town should respond to current trends, for example the current recessionary trend, further noting the Town should respond to negative impacts as well.

Bob then noted water efficiencies would represent a better system for cost recovery rather than increasing the charges.

Councillor Martin then noted priorities are organized around the strategic plan and does not believe there will be any growth in 2009. Michael further noted that development should pay for development. Peter then noted that smart growth is the perfect philosophy for the current time as we are heading into an urban sprawl cannot pay for itself, further noting that smart growth is a better use of resources.

Peter then noted he has seen a slowing of development in the Town.

Cameron then spoke, noting he has issues regarding spending money on consultants when the Town has great Staff, for example Economic and Development Coordinator Lisa Kidd. CAO Paul Graham then noted that Lisa Kidd is just one person, adding she is doing well in her dialogue with the public. Deputy Mayor McKinlay then noted that Staff can only do so many things and that consultants can do a specific job in a specific amount of time.

Paul then noted Staff members are doing a lot of work in house regarding the RFP for the Integrated Community Sustainability Plan, adding that Staff understands that money is an issue, Duncan concurring that the Town may need the Community Sustainability Plan more in 2009 than ever before.

Michael then spoke, noting that anything that is currently in the works should continue, but that new development should not be further encouraged. Duncan then noted disagreement with this statement, adding that this would make the economic situation worse, further noting the Town should not spend excessive amounts of time reviewing something (i.e. development agreements) that may not proceed. Director of Engineering and Public Works Reg Russwurm then noted the Town is collecting more works fees upfront on pre-development agreements. Paul then noted if a Certificate of Approval is not obtained for the Thornbury Water Treatment Plant that the Town will have to freeze development.

Councillor McGee then noted the Town should not stop development, but noted the Town should be collecting from developers on a regular basis for services provided. Peter then noted Staff has had no time to deal with development plans that are proposed for far in the future, but noted plans for the near future are being reviewed and addressed.

Paul then spoke, noting there is a huge inventory of serviced lots in Collingwood, Meaford and The Blue Mountains, adding developers are gearing up for a turnaround in the economy, further noting the Town needs to ensure engineering fees and development charges are collected more upfront.

Councillor Gamble then referred to the Camperdown and Lora Bay areas, noting neither has hooked up or paid for services for their entire allocation, Peter replying Camperdown and Lora Bay Phase 2 will have to wait for services.

Bob then questioned if there is capacity allocated at the waste water plant for Clarksburg, Reg replying no, Manager of Water and Wastewater John Caswell noting there is room for Clarksburg, further noting that allocation for Clarksburg has not been formally established.

Reg then noted there are 1300 units that require allocation at the plant, but those 1300 units have not been charged for, John Caswell noting the 20 year capital plan will be reviewed before the end of the year.

Councillor McGee then questioned if an expiry can be set for an allocation space at the plant, Reg replying that the legislation does not allow this. Paul then noted the By-law has not been passed for Camperdown to recoup costs.

Reg then noted the Town's regulatory By-law does not state that older houses have to hook up, Paul then clarifying that there is housing fronting on municipal services that the Town has not collected on. Duncan then questioned if the Town could have an education session on this issue as to who does not have to hookup and who has to pay based on past agreements made.

Bob then questioned if the Town can correspond with the Ministry of the Environment to determine if the Town can extend servicing of the plant out longer as we not be at capacity for many years, further noting there are 1300 lots that have allocation.

Paul then confirmed the Town is obtaining a Certificate of Approval that would allow the Town to continue the planning process and as such the Town would not have to impose a development freeze.

Duncan then spoke, noting reference to a proposed Collingwood Fire Hall on the west side and questioned if the Town could be in discussions with Collingwood on this, Paul noting Collingwood is interested in a joint service to assist both Collingwood and The Blue Mountains.

Director of Finance Rob Cummings spoke regarding water and waste water revenues and noted if consumption slowed, the cost would not necessarily increase, further noting the Town is putting 25% of revenues into reserve.

Cameron then questioned those who do not pay for water but have the service, Rob replying he will speak to Staff on the issue.

Paul then questioned if Council wished to change Staff priorities as listed, noting he will include that the Town will work with Grey County and neighbouring municipalities in the Corporate Priorities.

Duncan then noted the Town should be aware of the economy and be ready to react, Paul replying that Rob Cummings is well aware of the financial markets and is in tune with the development community.

John McGee then spoke, noting the priorities are not specific enough for the public to understand and further noted it is not easy to explain what Council is doing for the community, including being good stewards of assets and improving efficiencies of water services. John then reviewed a list of priorities he created including:

- A) Simplify the public interface with the Municipality:
 - i) Town web page
 - ii) Zoning on web page
 - iii) Entrance permits to B & B
- B) Enhance stewardship of municipal assets
 - i) Water value
 - ii) Tree canopy
 - iii) Facility management
 - iv) Frontage damage
 - v) New Town Hall
 - vi) W & WW connections
- C) Improve efficiency of delivery of services
 - i) Water meters

- ii) NEC applications
- iii) W & WW locates
- iv) Engineering fees
- v) Volunteer program
- vi) Civic addressing
- vii) Lot grading
- viii) By-law enforcement
- D) Enhance safety
 - i) Fire services strategy
 - ii) Back flow prevention
- E) Improve Management Tools available
 - i) Timely reliable accessible financial information
 - ii) Asset management tools
- F) Move toward a more sustainable community
 - i) Solid waste initiatives
 - ii) Call desk policy
 - iii) Youth initiatives
 - iv) Economic development strategy
 - v) Update development charges

Paul noted this summary could be used for budget advertising.

John then noted a lot of the goals will not be completed in 2009, and further noted if a goal cannot be completed in 2009, then a specific goal should be referenced.

2. Addressing the Town's municipal infrastructure needs

Reg noted there has been excellent cooperation with the Ministry of Transportation and Grey County this year, noting the Transportation Master Plan is 70% completed, adding the Goal should be changed to commence implementation of Transportation Master Plan

Reg further noted the PSAB is an excellent start to the asset management inventory, noting the Town needs to get a rational method for reconstruction of roads and the infrastructure beneath the road.

Reg noted the Thornbury Waste Water Treatment Plant is 60% complete on the preliminary design, further noting obtaining the Certificate of Approval is the Town's goal in the first quarter of 2009.

Reg noted the construction of the Thornbury Water Treatment Plant is a little behind, noting it is 50% complete, further noting it will be completed in 2009.

Bob then questioned if the system of rating roads and infrastructure would be completed in house, Reg replying it is not known yet, noting if Staff has time it could be done internally. Paul then noted Rob Cummings would be involved in the financial needs portion of this rating system, further noting Staff wants to complete as much of the rating in house as possible.

John McGee then referenced the Transportation Master Plan and questioned what will be done with the Plan once completed. Reg noted the Town will coordinate its efforts with the MTO as development occurs, noting some intersections can be closed, Reg further noted there is a 20 year implementation period for the Plan. Duncan then spoke, noting the priorities should state what will be completed in year one.

John McGee then questioned if the expansion of the Thornbury WWTP should be stopped or delayed, further noting the Town should find other ways to free up space at the WWTP, further noting our goal should be to obtain the Certificate of Approval at the Thornbury WWTP in 2009, Reg replying the plan would only be expanded when our plant is 75% to 80% at capacity.

Mayor Anderson then joined the meeting.

Paul Graham then confirmed amendment to the budget priority.

Paul then reviewed the Master Fire Plan in Chief Ron Doherty's absence and the firefighter recruitment and retention strategy and noted there will have to be money allocated in the budget for 2009 for this strategy. Paul noted the Master Plan should commence implementation and recruitment. Paul then noted the bullets dealing with the recruitment and retention strategy and the Master Fire Plan should be combined.

Michael then noted the plan is completed and should therefore not be a budget priority, Duncan noting Council has to complete the Fire Master Plan, further noting the priorities are Council's priorities.

Mayor Anderson then noted she believes the recruitment of firefighters is important, adding retention of firefighters is also very important.

Paul then noted the alarm response management is working and noted the priority will be removed from the list.

Paul then reviewed the communication of Fire Prevention Services, noting there is a lot of work to be done, Bob noting there are two opportunities per year to sent out fire communication messages to residents in the Town's tax bills.

Duncan then made reference to the bullet related to the development and delivery of emergency services, noting the Town has enough equipment and suggested this bullet item be removed from the priority list. Bob then noted this item deals with Steve Conn's role of emergency services, Paul noting a large portion of this item is the training of fire prevention officers.

Paul then noted Staff will amend this bullet item.

Michael then requested the word "Budget" be removed from the Budget Priorities document name.

Paul then referenced the Automatic Aid Agreement with Collingwood, Duncan questioning if fire fighters could be sent to a large city for intensive training.

3. Preserving and enhancing natural and environmental features, and cultural heritage of the community

Paul then spoke, confirming maintaining and enhancement of our urban forest remains a priority for Council.

Reg then noted funding has been secured to promote sustainability and green initiatives, further noting some programs are being rolled out including integrated community sustainability plan, salt management, anti-idling, organic collection and composting and the greenhouse gas guide.

Cameron then questioned the declaration for reduction of water uses, Reg noting a 15% reduction from 2008-2009, further noting the Town is progressing a little at a time, confirming reduction of water use is still a priority. Paul then noted the flushing of water mains is being metered and water services is determining where water is being lost.

Michael then questioned if the word "green" should be removed from the priority, Ellen noting "green" is seen as positive. John McGee then noted for a consistent message that "green" should be removed for a "sustainable" message. Paul then concurred that the wording is too vague and noted the Integrated Community Strategic Plan should be able to finish the plan.

Duncan then noted the "unaccounted for water" plan should be completed.

Director of Planning Peter Tollefsen spoke, noting the RFP for site plan/architectural guidelines is being sent out by the end of 2008 and the goal will be to commence and complete in 2009.

Peter then referenced the policy for renewable energy and noted a Public Information Session will be done in June or July and the policy will be completed in 2009.

Peter noted pre-development agreements should include maintenance of mature trees, confirming the strategy should permeate through all activities, Paul noting it is Staff's intention to bring a draft back for Council's review.

Cameron then questioned if site plan/architectural guidelines would be completed in land use development and in recreation, noting it is two different deliverables, Duncan noting it also affects roads.

Director of Recreation Shawn Everitt then spoke, noting contributions to environmental sustainability through improvements to the Tomahawk pond, planting of frees and blueflag beaches, all fitting into corporate goals.

4. Supporting the development of social and recreational programs to meet the broad range of needs in the community

Paul spoke regarding the delivery of land for a medical clinic in Thornbury, noting the agreements have not been signed but are close, further noting the bullet item should be changed to read "Help facilitate and support the construction of a medical clinic in Thornbury"

CEO Carol Cooley then spoke, noting work completed with a consultant regarding the possibility of a book mobile or the expansion of the library, further noting the Library Board decided not to expand the library because of costs.

Carol then noted the 2009 detailed space analysis will be undertaken in the library to determine if space can be used more efficiently and effectively.

Carol then noted library users have advised through the survey process that they would like to see expanded hours, including being open on Mondays. Carol confirmed through 2009 that the service plan includes opening on Sundays, with no additional costs incurred. Carol further noted downloadable books have been added and a new computer system to manage books and DVDs has been purchased to improve service to customers.

Carol referenced bullet 3 and confirmed the library captured the actual budget costs and bullet 3 can be struck from the list. Carol noted in 2009 the library will undertake the space analysis, the assessing of community programs and service needs, legislated assistive requirements including work stations for blind, etc.

Paul then reviewed Library bullet 3 and noted Carol Cooley is a part of the Town operations.

Peter then referenced the participation in affordable housing initiatives and noted two developments in Craigleith have more affordable housing opportunities, further noting he would like to improve the clause to require participation regarding attainable housing, so the Town must develop such a strategy. Peter then noted the 2009 budget goal would be to get a policy into the Official Plan to have developers develop affordable housing.

Michael then noted there should be a cash-in-lieu clause as well, Paul replying if the Town has the proper policies in place that according to a legal opinion from the law firm of Aird & Berlis the Town could do this. Cameron then noted there is a need for affordable housing, but noted high end developments will not want to have affordable housing and would likely pay cash-in-lieu.

Paul then spoke, noting large developments have the opportunity to have affordable housing areas and noted if the Town gives intensification to a developer that the developer could provide affordable housing options, adding the Town should require this. Duncan then noted the Town can demand open space on a development and we should demand affordable housing options as well. Cameron noted it may be an issue that goes to the OMB, Peter noting the housing strategy will show the Town how to require development to provide affordable housing. Peter noted smart growth includes secondary housing.

Shawn then referenced the high quality recreation map and noted he is in the second draft stage of the map and it will be released in spring 2009

Shawn then referenced the strategy for waterfront parks and vista lookouts and noted he will report to Council in early 2009 on the strategy with costs associated.

Shawn then referenced the single, comprehensive communication piece for recreation and noted he is in discussions with Communications and Economic Development Coordinator Lisa Kidd regarding programs used by other municipalities dealing with both municipal and private information.

Shawn then noted the outdoor skating loop has been morphed into the new Town hall project, noting the project is in conceptual stage.

Shawn then reviewed the Tomahawk strategy and noted the vision was approved in 2008 and further noted the public will be consulted prior to moving forward.

Shawn then reviewed the accessibility and affordability of recreation and confirmed this was the main driver in 2006 and confirmed he will look at volunteers and partners to assist in lowering costs to make programs accessible.

Shawn then reviewed the trail network development, noting he is discussions with the Safrata group to improve the connection of trails from the Georgian Trail to the Bruce Trail. Shawn further referenced discussions with Georgian International through Craigleith.

Shawn then noted the trail network currently includes horseback riding, walking, biking and snowmobiling. Shawn noted the Town's trail network is being looked at as a model for other municipalities, confirming the Town partners as much as possible.

Ellen then questioned if bullet #3 under Recreation should be marked as complete.

Michael then referenced the Delphi lands and questioned if the Town could use this land in the spring, Shawn noting the MNR is in the final stages of opening this land up to the Town and confirmed the parking lot has been reviewed.

Paul then noted he would like to see, through the Youth Initiative, one major youth event each year, further noting he has spoken to Don Braden on the issue but it would be the Town leading the event.

John McGee then noted a successful event would have to be funded on an ongoing basis and questioned if the event would be sponsored or partnered, Paul replying the event would be run by volunteers, but that the Town could provide a venue.

Cameron then noted the average age for residents of the Town is 55 – 64, Duncan noting the event should be for youth under the age of 20 years, Paul noting the event should be for local youth.

Shawn then noted the event has to be youth driven and confirmed the youth should make it their own. Shawn noted the Town can only assist so much, confirming Owen Sound recently did tours of the City of Owen Sound to engage its youth.

5. Ensuring long-term financial sustainability

Director Finance Rob Cummings then referenced area specific by-laws, noting the Camperdown By-law was completed in June 2008 and noted Lora Bay would be completed by December 2008, and further noted the goal is to complete three documents in 2009.

Rob noted a great amount of work was completed on the Tangible Capital Asset Program in 2008 and noted the goal should be changed to "Deliver Tangible Capital Asset Program by September 2009, including the Audit Process"

Rob noted the long term capital model is to be completed by September 2009

Paul noted there are a number of by-laws to be completed to recover capital costs for serviced areas, Rob confirming there are a number of by-laws in the queue. Paul then questioned if the by-laws will be completed by the end of 2009, Rob replying yes.

6. Providing a strong, well managed municipal government

Paul reviewed the corporate priorities regarding the new Administration Centre and noted it will be significant in the budget process, further noting the current goal is to complete the design and commence construction in 2009. Paul noted services are being sought from an architectural group.

Paul then reviewed the effective and timely delivery of information to clients, citizens etc. and noted this is a multi-faceted approach that will use some

additional techniques as the Town wants to get a broad perspective of the community.

Paul referenced bullet 3, confirming the same response as in bullet 2 above, Ellen noting these two bullets should be blended together.

Paul then reviewed the implementation of higher performance strategy and noted the Senior Management Team has met on this issue and it is now time to roll out this strategy to Council and Staff. Paul further noted he would like to give SMT, Council and Staff an overview of the higher performance strategy.

Paul then reviewed the core business/ delivery of corporate services noting the service review document will be tweaked and this bullet can be removed.

Cameron then referenced the Administration Centre building, noting it will likely be another three years before completion, and questioned if Diane's Attic or the Esso Station can be utilized for space in the meantime. Paul noted Staff can examine Diane's attic for use to alleviate the space pressure in Town Hall. Reg then spoke, noting he reviewed the scenario as well and noted extending communications to the Esso Station or Diane's Attic would be costly, further noting perhaps an additional office trailer could be added. Paul noted an additional trailer as what we currently have would cost approximately \$80,000.

Paul further noted his goal is to have speakers from the University of Virginia come to the Town to speak to Staff in the fall of 2009 regarding high performance organizations.

Duncan then referenced bullet 5 and questioned if the review of core business/delivery of corporate services is a priority, Paul replying it would be unusual to do this annually.

Paul then referenced the internal and external communications strategy and noted this is as earlier referenced, noting it includes community engagement, adding Lisa is working on external community strategies. Paul then noted he would like to see communication increased vertically.

Paul then referenced the human resources policies and noted little progress has been made on HR policies though a human resources manager has been hired, noting this priority should remain. John McGee then questioned if there are key elements of HR to work on, Paul noting specifics will be identified in next draft document.

Paul then referenced the document management system and noted Planning circulations have been forwarded to the Planning Department from the Clerks Department so Deputy Clerk Corrina Giles can implement a Document Management System.

Paul then referenced bullet 4 regarding the implementation of the Municipal Act policy requirements, noting all are in place and this bullet should be removed.

Paul then reported for Director of Building and By-Law David Finbow that the succession planning is mature and noted a Deputy position has been created so David can tend to other duties. Duncan noted this bullet should be removed from the list.

Paul then referenced the internal and external communication strategy and noted this should be left at the corporate level, noting Lisa Kidd is working with all departments and this bullet should be removed from the list.

Paul noted the CityView property based database is up-to-speed and noted this bullet should be removed from the list.

Paul then noted the training of Staff continues and that all building inspectors are now examining plans which provides cross-training for all Staff. John McGee noted he would like to see some service restructuring in Building and By-Law Enforcement.

Director of Engineering and Public Works Reg Russwurm then recounted efforts with Lisa Kidd to improve communications with residents, referencing two recent public information centres, one held on a weekend and one on a weeknight yielding mixed results. Reg further noted this should become part of corporate communications. Reg then noted one item should be added to the list of priorities, being "sending one locator to a site".

Rob Cummings then addressed the space limitations for receiving and processing cash payments, noting not a lot had been done because of the space issue, but confirmed Staff are encouraging automatic payments. John McGee then noted payments do not have to be made at the Town Hall as payments can be made at the bank or online, Cameron noting this would not have the small Town feel, Ellen concurring with Cam.

Rob then spoke regarding the delivery of timely financial information and service and noted self service of tax information via computer is being reviewed. Cameron then referenced a vehicle purchasing policy, i.e purchasing fleet, Rob noting this would be dealt with through a Policy, noting Finance would be in favour of this as well. Paul then noted the Purchasing Policy has sustainable policies to purchase 'green', John noting the Town does not have any Town owned Smart Cars.

John McGee then noted the service review discussion should apply to vehicles as well, Paul noting the Town does not have the capacity to do this. John then noted a Staff person looking after this could possibly pay for themselves, just in the reduction of the cost of fuel. John then noted the Town has a central gas purchasing policy.

Ellen then spoke, noting the issue of vehicles comes up frequently and should be relayed to each department, Duncan noting "Start review of comprehensive fleet policy in 2009" should be added to priorities list.

Councillor Martin then retired from the meeting.

Rob Cummings then noted bullet items 2 and 3 under Department of Finance would be implemented in 2009.

Peter then noted bullet items 1 – 3 under Department of Planning and IT are ongoing.

Councillor Gamble then referenced bullet item 2 under Department of Planning and IT and questioned if the Clerks Department has any input on this, Peter replying all departments are involved, and further noted that follow up is required.

C. Adjournment

Moved by: John McGee Seconded by: Ellen Anderson

THAT this Special Council Meeting does now adjourn at 10:09 p.m. to meet again November 3, 2008, 7:00 pm, L.E. Shore Library, Carried.

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Ellen Anderson, Mayor

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Corrina Giles, Deputy Clerk