



Minutes

The Blue Mountains,
Special Committee of the Whole Meeting

Meeting Date: September 17, 2019
Meeting Time: 8:45 a.m.
Location: Town Hall, Council Chambers
32 Mill Street, Thornbury, ON
Prepared by Krista Royal, Deputy Clerk

A. Call to Order

Mayor Alar Soever called the meeting to order with all members in attendance save Councillor Peter Bordignon absent due to a previous commitment.

Also in attendance Chief Administrative Officer Shawn Everitt, Director of Finance and IT Services Ruth Prince, Director of Human Resources Jenn Moreau, Director of Planning and Development Services Nathan Westendorp, Director of Community Services Ryan Gibbons, and Administrative Assistant Corporate Initiatives Laurel Fortin and Communications and Economic Development Coordinator Tim Hendry.

- Committee paused for a Moment of Reflection.
- **Approval of Agenda**

Moved by: Andrea Matrosovs Seconded by: Odette Bartnick

THAT the Agenda of September 17, 2019 be approved as circulated, including any items added to the Agenda, Carried.

- **Declaration of Pecuniary Interest and general nature thereof**
NOTE: In accordance with the *Municipal Conflict of Interest Act* and the Town Procedural By-law 2018-20, Council Members must file a written statement of the interest and its general nature with the Clerk for inclusion on the Registry

None

B. Workshop

B.1 Public Comment Period (each speaker is allotted three minutes)

NOTE: In accordance with the Town Procedural By-law 2018-20 ten minutes is allotted to receive public comments regarding staff reports included on the Agenda. The speaker shall provide their name and address, and shall address their comments to the Chair. Comments shall not refer to personnel, litigation or potential litigation matters, or regarding matters that are a follow-up to a Public Meeting. Each speaker is allotted three minutes.

None

B.3 Workshop: Town of The Blue Mountains Corporate Strategic Plan Facilitated by Shawn Everitt, Chief Administrative Officer

Councillor Rob Sampson chaired the Special Committee of the Whole meeting.

Chief Administrative Officer, Shawn Everitt spoke noting the Corporate Strategic Plan frames the relationship between Council and Staff. Shawn noted this is the Town's Corporation Strategic Plan, not a community plan. Shawn referenced the Sustainable Path was the Town's Community Plan, but was not widely implemented.

Shawn explained that the workshop would provide an overview of the Town's strategic planning history and a current snapshot of the Corporation in order to establish the mindset for forward planning. Shawn noted that subsequent workshops will drill down into actions the Town will take to meet the Corporate Strategic Plan's objectives.

Shawn noted that while the Corporate Strategic Plan will look ahead five years, 2020-2025, the present Council term being four years with only 37 months remaining until an election, makes the planning for 2021-2022 the legacy for this Council.

Shawn noted that Council's direction to prepare the Corporate Strategic Plan internally will allow greater opportunity for consensus of Council members and Staff, to develop a mutually agreeable and robust document.

Mayor Alar Soever spoke noting that Council's role is to provide staff with financing and human resources in order to effectively implement the Corporate Strategic Plan. Mayor Soever noted this Council has an opportunity to establish clear direction and set actions that will be supported through finance and human resources within the current budgetary restraints. Mayor Soever further noted that since the Town does not have a large fluctuation in revenues year over year, it is in a good position to make clear, achievable plans.

Councillor Rob Sampson spoke noting that he shared an example of a Strategic Plan from the Town of Banff. Councillor Sampson noted that Banff has had successes for many years through planning and community collaboration. Councillor Sampson noted Banff's Strategic Plan outlines that it is a living document, meaning that plans and priorities need to be flexible when new information or new situations occur. Councillor Sampson further noted that Council and Staff should not be afraid to make mistakes; the plan may not be perfect, but should be resilient enough to sustain change in priorities. Councillor Rob Potter noted his former experience developing the Sustainable Path, and stated a living document only lives if someone keeps it at the forefront.

Councillor Jim Uram noted that the area has evolved much since he arrived in 1978. Councillor Uram noted the documents have gotten more complex and larger. Councillor Uram further noted what is in the past has definitely affected the present and what happens now will definitely impact the future.

Shawn noted that with a Corporate Strategic Plan in place, Council and Staff would be able to do a true assessment of any new initiatives brought forward and advise before Council makes a commitment. Shawn further noted staff would be able to determine what impact it may have on the Town overall, which would allow Council to assign priorities and determine what resources are needed whether it's financial or human resources to be redistributed, or to table an initiative until a later date.

Shawn noted that Council and Staff will be discussing the best means and frequency of updating and tracking the progress of the Corporate Strategic Plan.

Councillor Sampson invited Councillors to summarize any relevant priorities that they had felt were important during their election campaigns.

Mayor Soever noted that he ran on three themes: Rebuilding Trust, Restoring Government and Managing Change. Mayor Soever further noted it was a good exercise to reflect on whether progress has been made, and areas of strength and opportunity.

Deputy Mayor Odette Bartnicki noted that she ran on a platform of environmental and economic sustainability and ensure the efficiency and effectiveness of taxation dollars.

Councillor Andrea Matrosovs noted there were many common elements between all councillors. Councillor Matrosovs noted she ran on a platform of Building a Blue for all ages and stages, cultivating a community and culture of collaboration and balancing growth and natural heritage.

Councillor Rob Potter noted the theme of his platform was Sustainability. Councillor Potter further noted that making the Town a healthy and happy community where kids have enough to do, seniors are active and happy, schools are vibrant, churches are active and community groups are active.

Councillor Jim Uram noted that he was hopeful this process would be successful because of the shared values of Council. Councillor Uram noted his platform was based on sustainability, housing, transit and public process.

Councillor Rob Sampson noted that attainable housing was a big priority as well as reviewing the goals of the previous community plan of 2009, The Sustainable Path, and setting definable goals for the Town that are measurable and trackable. Councillor Sampson noted that 50 per cent of taxpayers in the Town are non-residents and their needs must be balanced against the needs of permanent residents.

Shawn spoke noting that 85 Town staff members participated in an exercise in the summer of 2018 to produce a mural of what the Town means to them and what it means to work for the Town. Shawn noted staff, without the senior management team present, held a discussion around the themes of Dream, Act and Prosper, during a graphic recording session where artists listened to the staff conversation and recorded keywords and highlights. Shawn noted the resulting mural shows the staff are reflecting a similar set of values and ideas that Council has been discussing. Shawn further noted this demonstrates that Staff and Council are on a similar page for the vision of the Town.

Committee concurred to break for a 10 minute recess from 10:15 a.m. to 10:25 a.m.

Shawn requested Council feedback on the Vision, Mission and Corporate Values listed in the 2015 Strategic Plan and 2009 Sustainable Path. Council members agreed to send suggestions directly to the CAO and have staff make revision suggestions to present at a subsequent workshop.

Committee discussed how best to structure the Corporate Strategic Plan. Council directed staff to draft the plan around three pillars: Environmental, Economic and Social/Cultural.

Senior Managers reported on current projects in their relevant departments, CAO Shawn Everitt, Director of Finance and IT Services Ruth Prince, Director of Human Resources Jenn Moreau, Director of Planning and Development Services Nathan Westendorp and Director of Community Services Ryan Gibbons.

Committee concurred to break for lunch recess at 12:15 p.m. and resumed at 1:15 p.m.

Communications and Economic Development Administrator Tim Hendry reported on responses to date on two surveys. Tim noted the Town public survey has had 80 respondents to date and the Town survey of Committee members has had 15 respondents. Tim further noted both surveys close on September 30th and final summaries of both surveys will be presented to Council in October.

Committee concurred to break for a 10 minute recess from 2:05 p.m. to 2:15 p.m.

Shawn asked for Council feedback on the action items listed in the 2015 Strategic Plan. Committee requested Staff to draft a document that compiles relevant 2015 actions under the three agreed upon pillars, along with any additional actions that staff recommends. Council directed Staff to draft all actions with SMART criteria being, Specific, Measurable, Achievable, Realistic, and Timely.

Council reviewed in detail the Corporate Strategic Plan's current goals and objectives. Council advised that each of them will provide one sentence circulated to CAO Shawn Everitt directly. Council requested staff format the draft Corporate Strategic Plan in such a way that the action items can be updated and reported on easily and clearly. Council agreed to meet again as needed to review future drafts of the Corporate Strategic Plan or provide additional direction.

Mayor Soever thanked CAO Shawn Everitt and staff for their efforts in preparing for the workshop of the Corporate Strategic Plan and noted it will take time with much discussion and debate and for Council to listen but noted his belief that Council and staff are working in the right direction.

C. Adjournment

Moved by: Rob Potter

Seconded by: Andrea Matrosovs

THAT this Committee of the Whole does now adjourn at 3:50 p.m. to meet again at the call of the Chair, Carried.

Alar Soever, Mayor

Krista Royal, Deput Clerk