

TOWN OF CRESTON
SPECIAL REGULAR COMMITTEE OF THE WHOLE MEETING MINUTES
September 28, 2015

Minutes of a Special Regular Committee of the Whole Meeting of Council held on Monday, September 28, 2015 at 9:30 a.m. in the Town of Creston Council Chambers, 238 - 10th Avenue, North.

PRESENT: Mayor Ron Toyota
Councillors Boehmer, Comer, Elford, Snopek, Unruh, Wilson

ALSO PRESENT: Lou Varela, Town Manager
Steffan Klassen, Director of Finance & Corporate Services
Ross Beddoes, Director of Municipal Services/Chief Building Official
Michael Moore, Fire Chief
Colin Farynowski, Manager of Engineering
Jared Riel, Assistant Fire Chief
Helene Miles, Local Government Intern
Bev Caldwell, Executive Assistant

Dr. Gordon McIntosh, Facilitator
Kris Dickiesen, Juice FM Radio (left the meeting at 10:00 a.m.)

CALL TO ORDER: Mayor Toyota called the meeting to order at 9:30 a.m.

ADOPTION OF AGENDA Moved by Councillor Snopek, seconded by Councillor Wilson
THAT the agenda for the Committee of the Whole meeting of September 28, 2015,
be adopted. CARRIED

STRATEGIC PLANNING Mayor Toyota welcomed Dr. Gordon McIntosh of the Local Government Leadership (LGL) Institute, to the meeting. Dr. McIntosh will facilitate a Strategic Planning Session with members of the Council Committee and senior staff, which involved the following topics.

► STRATEGIC SCAN The following items were identified as having been established and working well in the community:
Trails, recreation centre, festivals/events, community spaces, splash park, physician recruitment, arts and culture, Farmers' Market, new cultural environment (urban atmosphere, vibrancy), bonding between Regional District Directors/Council, economic development downtown (evening shopping, downtown vibrancy), Community Network meetings, social programming, place making (Chamber flower boxes, street pianos) and active volunteer groups.

The following were areas that were identified as needing attention/enhancement:
Public art, increased medical professionals and hospital services, increased community pride, further collaboration between events and cross-promotion, integration of arts and festivals, reclaiming of downtown main street, increasing youth recreational opportunities (organized), external promotion of amenities, continued place making, and youth engagement follow up.

STRATEGIC TOPICS
► INFRA-STRUCTURE

The following were identified as working well with respect to Town infrastructure: Highway realignment (Phase I complete), good road maintenance, new wastewater treatment plant on-line, off-leash dog park, Asset Management Plan, sustainability plans, grants for water infrastructure, downtown trail, Arrow Creek pipeline grant funding, Green Community (electric car charging station, water conservation), incredible response from community re water conservation, and quality staff.

Areas for attention/enhancement were identified as:

Promotion of walkable community (increased trails), connectivity (sidewalk along Northwest Boulevard, and 10th Avenue to Cavell Street), internal water system (phases 5 & 6) and Arrow Creek water system, cemetery upgrades, cycling access through the community, non-potable water for irrigation, etc., composting biosolids and recycling programs, mobility enhancement on roads and sidewalks, redundancy in wastewater treatment plant, buildings included in Asset Management Plan, fire hall and town hall spaces.

- ENVIRONMENTAL** With respect to environmental issues, the following were identified as working well: Staff knowledge regarding climate impact and infrastructure municipal planning (IDF), water conservation – public reception, landfill, renewable energy programs (woodstoves, toilets, composting), yard waste disposal (reduce backyard burning), sustainable community infrastructure plan.

Improvements are needed in the following areas:

Alternative energy programs, landfill (composting), removal of truck traffic on Canyon Street in the downtown core, wastewater treatment plant – collect energy, alternate energy – be more of an example, recreational fire burning, community aesthetics, Green buildings including rainwater collection, alternative development standards, climate change adaptation, ICSP – implementation, and multi-modal transportation plan.

► ECONOMY

With respect to the economy, the following were identified as working well:

New businesses (6), downtown revitalization, active Chamber of Commerce, regional economic development (working with the RDCK), highway realignment (Phase I), Business Walks, tourism, regional agriculture (agri-tourism), new wineries, museum tours and other local tours, central hub in the region, Ten Mile Diet, Creston Valley referred to as the 'Tuscany of BC', and performing arts (social amenities (cultural destination).

Improvements are needed in the following areas:

Promotion of local shopping, cross-border shopping (do not see the US residents coming North), event coordination (duplication and lack of promotion), cultural events (promotion), creation of more positive information regarding new businesses (instead of focussing on those businesses that close), retention of business, planning should a major industry close (vulnerability), reliance on residential tax base, recruitment of more light/heavy industry, marketing airport lands to attract industry, and opportunities for an agricultural hub.

► GOVERNANCE

Regarding governance, the following was identified as working well:

Council/staff/Regional District/Lower Kootenay Band collaboration, public engagement, well managed organization, good quality/competent staff, logical thinking Council, Council Member Reports, good leadership (Mayor).

Improvements are needed in the following areas:

Enhanced communications (any form possible), better relationship with Regional District members (district municipality), economic development function (improve upon), Official Community Plan back on track, review Town policies (governance vs administrative), improve budget approach (higher level and communicate to public in a way that can be understood), lobby for more government funding (both Federal and Provincial).

STRATEGIC POSSIBILITIES

The following were listed as warranting further attention/discussion/improvement (I – Important; U – Urgent; C – Council (and staff); O – Operational):

Agriculture Hub	Highway Realignment Advocacy (I-C)
Fire Hall Report (U-C)	Highway Realignment (Budget Reserve) (I-C)
Fire Strategy Review (U-C)	Promote Local Shopping
Regional Agri-Tourism	District Municipality (I-C)
Communication Awareness	Regional Fire Service (I-C)
Inflow and Infiltration	Wastewater Treatment Plant Redundancy
Place Making	Public Art
Regional Greenhouses	Well Water System (Town of Creston)
Downtown Park Space	Festival Integration
Team Work	Recycling Programs
Official Community Plan (I-C)	Connectivity (Trails/Sidewalks)
Hospital Services	Policy Updates
Medical Services	Emergency Management Review (I-O)
Youth Outdoor Rec. Spaces	Hotel Tax
Improve Social Media	Outdoor Burning (Address)
Youth Committee (I-C)	Advocacy for Other Revenue Sources (I-O)
Composting	Property Acquisition
Maintaining Website	Budget Format/Communication (U-O)
ALR Land Utilization	CV Wildlife Management Area
Regional Trails Advocacy (I-C)	Financial Statements for Novices (U-O)
Cemetery	Land Use Application Fee Review (I-O)
Farmers Market	Community Aesthetics (outlying areas)
Succession Planning	Economic Development Role for Creston
Green Energy (Climate Change)	Alternate Development Standards
Parking Revenue	Cycle Friendly Community
Staffing Capacity	Improved Customer Service
Fire Ground Training Centre	Erickson Water Users Agreement (U-O)
Grant Readiness Strategy (U-O)	Events Calendar/Society-Chamber Mtgs (I-O)
Event Coordinator (I-O)	Asset Management Software (I-O)
Tourism	Development Cost Charges (I-C)
Airport Lands Rationale (I-C)	

STRATEGIC PRIORITIES

The following were listed as Council priorities for 2015/2016 and beyond:

1. **Official Community Plan**
 - Terms of Reference
 - Complete Official Community Plan
 - Local Area Plan Implementation (Northwest Boulevard)
2. **Highway 3 Realignment**
 - Phase II (Cook Street Realignment) – Ongoing liaison with MoTI

- 3. Exploration of a District Municipality (research)**
 - How to achieve
 - Affordability (Business Case)
 - Public Opinion (Public Support)
 - Improved Level of Service
- 4. Service Agreements**
 - Road Rescue (Jaws of Life); Cemetery; Septage Pits
 - Erickson Water Users Agreement
- 5. Regional Fire Service**
 - Terms of Reference – Involve RDCK Directors
 - Budget (2017)
 - Business Case
 - Promote Volunteer Recruitment
 - Shared Equipment/Manpower
 - Equity Cost Sharing
 - Regional District / Firefighter / Public Support
 - Consistent Service / Address Service Gaps
- 6. Airport Lands**
 - Annex Lands for Revenue, Increased Taxation, Job Creation, Economic Development
 - Rationale for Proceeding (Involve Council, RDCK Area Directors, Airport Society)
 - Liase with Airport Society and Users
 - Develop Business Case
- 7. Alternate Revenue / Grants**
 - Advocacy – Non-Government Sources
 - Project Readiness (Shelf-ready)
- 8. Land Use Applications**
 - New Revenues
- 9. Agriculture Hub**
 - Research – Conceptual Model, Feasibility, Partners, Design, Creation
 - Concepts – Facility, Feed to Mouth, Sales, Accommodation
 - Former Livelihood
 - Economies of Scale
 - Worker Retention
 - Food Security
 - Food Waste
 - Economic Drivers
 - Innovation
 - Research
 - Learning

10. Fire Hall – Replace or Renovation

- Needs Analysis Plan (Current or Current and Future)
- Capital Costs to Replace / Renovate
- Benefits to Replacement
- Opportunities for Cost-Sharing
- To Renovate – Lot Size not Large Enough for Parking, Building Expansion, etc. – Issue with Accommodation During Renovations
- Restrictions on Current Site
- Commence Reserve Fund in Budget or Referendum
- Conceptual Design and Costs and Siting
- Public Consultation

11. Regional Trails – Multi-Model

- Connect Town Trails to Regional Trails
- Transportation Master Plan – Budget for 2016
- Terms of Reference for Trails Master Plan
- Budget
- Process, Public Consultation, etc.
- Support for Trails for Creston Valley Society (Advocacy)

12. Budget and Associated Communication

- Educate Taxpayers re Value for Money
- Tax Increase Consideration
- Build Confidence Through Transparency, Accountability
- Budget Process – Engage Public
- Social Media / Website – Simple Format and Engage Media
- Combination In-House/Contract to Message Information on Budget to Public
- Templates (GFOA Currently Preparing Template on Presentation)
- Consider Aligning 2016 Budget with Services, not Accounts
- Show Department Actual Needs vs Wants

RECESS

Moved by Councillor Boehmer, seconded by Councillor Unruh
 THAT the Special Committee of the Whole meeting recess at 5:30 p.m. and reconvene on Tuesday, September 29, 2015 at 8:30 a.m. CARRIED

RECONVENE

The Special Committee of the Whole meeting reconvened at 8:30 a.m. on Tuesday, September 29, 2015.

**► ECONOMIC
READINESS**

Economics 101:

Retention / Expansion / Attraction

Laisses Faire / Catalyst / Direct

Factors (Staff Function/Society/
Committee/Corporation)

Labour

Infrastructure

Industrial Land

Housing

Regional Reach

Amenities

Sectors (Town/RDCK)

Agriculture

Tourism

Arts and Culture

Resources

Retail

Service

Last Economic Development function was in 2010, Strategy in 2005. Need to determine the focus, who manages the function, how it is funded and the method of assessing success. Also need to determine the benefits of investing time in a strategy (success/role/direction/focus/tools). Some economic development benefits are taxes, jobs, growth. One way of determining success is buy-in from partners such as business and other government agencies.

How to develop a strategy (no boundaries on economic development):

- Council and RDCK Directors (and perhaps LKB) lead Task Force
- Partners (Business, Public, Government Agencies, etc.)
- Terms of Reference
- Funding Agreement
- Options for devising strategy are in-house, consultant, or combination
- Process – workshop, report out to players (strategy) (January 2016)
- Strategy (structure, focus, resource requirements) (February 2016)
- Funding resources for function (May 2016)
- Local Service (108) Levy
- Commence function by June/July 2016

► EVENT COORDINATION

Event Coordination:

- Consider year round event coordination, including Town events
- How to improve events and better use of resources
- How to promote overall
- Coordinate / Collaborate / Communicate
- Prevent volunteer burn-out
- List of events (inventory)
- Invite organizations to joint meeting, or visit individually
- Conduct an assessment
- Develop a calendar of events
- Consider appointment of an Events Coordinator

► EMERGENCY MANAGEMENT

Emergency Management Services – Fire

- Emergency Responsibility Plan (partner with RDCK) about preparedness, response, recovery (review Plan, identify function)
- Wildfire fuels mitigation
- Not meeting emergency management as a function (currently just a Plan)
- Lack of communication of Plan and function, need more working together with the RDCK and more communication

► ASSET MANAGEMENT

Asset Management:

- Moving forward over the past five years
- Good grasp on assets (condition and costs)
- Transition on software, could be 2016 Capital Budget item (proprietary platform but will not be updated in future)
- Build capital reserves to start to tackle asset management

- DEVELOPMENT COST CHARGES** Development Cost Charges:
- Consultant hired for DCC Policy Review and public consultation as to what is a desired DCC function
 - Previous Council wanted to tie DCC's to Official Community Plan Review and defer decision on DCC's until after the 2014 municipal election
 - Review and update DCC bylaw 3 – 5 years after adoption
 - Current DCC's Policy cost prohibitive to some developers and does not allow Town flexibility as to future direction
 - "Resurface" DCC Bylaw – need direction from Council
 - Developers should pay for development, not up to taxpayers to fund development
- YOUTH** Youth:
- Youth Engagement Strategy (YES) Report complete, has staffing and budget implications to implement recommendations
 - Terms of Reference approved for Council appointed Select Committee
 - 2016 Budget considerations
- INFLOW & INFILTRATION** Inflow and Infiltration (I & I):
- Wastewater Treatment Plant concerns re storm flows overflowing system
 - Need moisture to investigate (inspections) for data collection
 - Huge project looking for leaking pipes
 - Affects prioritization of pipe replacement projects, etc.
- POLICIES** Policies:
- Review of current policies
 - Propose to divide policies between governance (Council) and operational (administrative)
- STRATEGIC PRIORITIES CHART** The Strategic Priorities Chart was updated, a copy of which is attached to and forms a part of these minutes as Appendix 'I'.
- ADJOURN** The Regular Committee of the Whole Meeting held September 28, 2015, adjourned at 12:00 Noon on September 29, 2015.

AS TO THE MINUTES OF THIS COMMITTEE OF THE WHOLE MEETING:

Mayor Ron Toyota

Bev Caldwell, Executive Assistant