

THE CORPORATION OF THE TOWN OF COBALT
REGULAR MEETING OF COUNCIL
COBALT COMMUNITY HALL
TUESDAY, November 24, 2015
MINUTES

MINUTES OF THE REGULAR COUNCIL MEETING HELD TUESDAY, November 24, 2015 COMMENCING AT 5:30 PM.

PRESENT:

T. Sartoretto	Mayor
S. Nielsen	Councillor
P. Wuest	Councillor
G. Othmer	Councillor
M. Harrison	Councillor
G. Bigelow	Councillor
R. Schwartz	Councillor

STAFF: Candice Bedard, Dale Taylor, Michelle Anderson, Cassandra Miron

The meeting was called to order at 5:30 pm by Mayor T. Sartoretto

ADOPTION OF THE AGENDA

15-256

MOVED BY: M. Harrison

SECONDED BY: G. Othmer

BE IT RESOLVED THAT: The regular council meeting Agenda dated November 24, 2015 be adopted as circulated.

CARRIED

CLOSED SESSION

15-257

MOVED BY: R. Schwartz

SECONDED BY: G. Bigelow

BE IT RESOLVED THAT: this Regular Council Meeting proceed in Camera at 5:30 p.m. under section 239 of the Municipal Act, 2001 as amended in order to address a matter pertaining to subsection: (2)(e) Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality;

CARRIED

15-258

MOVED BY: R. Schwartz

SECONDED BY: G. Othmer

BE IT RESOLVED THAT: this Regular Council Meeting resume at 6:00 pm.

CARRIED

STRATEGIC PLANNING SESSION

Staff provided a presentation to Council as a preliminary step in the strategic planning session. (see presentation attached).

ADJOURNMENT

15-259

MOVED BY: G. Bigelow

SECONDED BY: M. Harrison

BE IT RESOLVED THAT: The meeting adjourn at 9:45pm

CARRIED

Mayor

CAO



THE CORPORATION OF THE
TOWN OF COBALT

Council Priority Setting

November 24, 2015

DISCLOSURE

- The information presented is in part collected through research, existing municipal documents and data.
- Recommendations are put forward without prejudice
- The staff function is to fulfill our duties in the best interest of the *people* of Cobalt
- The best possible case is that Council and Staff work together

**You cannot afford to
preserve your rich
HISTORY
if you live in the
PAST.**

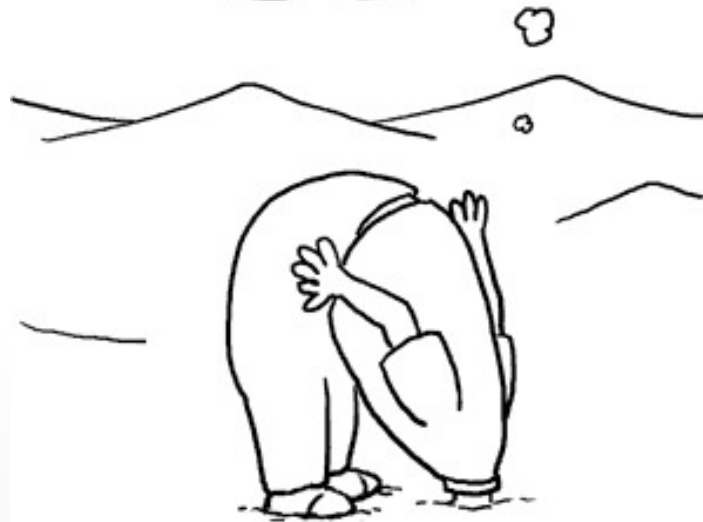
- Ryde Council Youtube

This Council Has Inherited A Legacy Of Living in the Past.

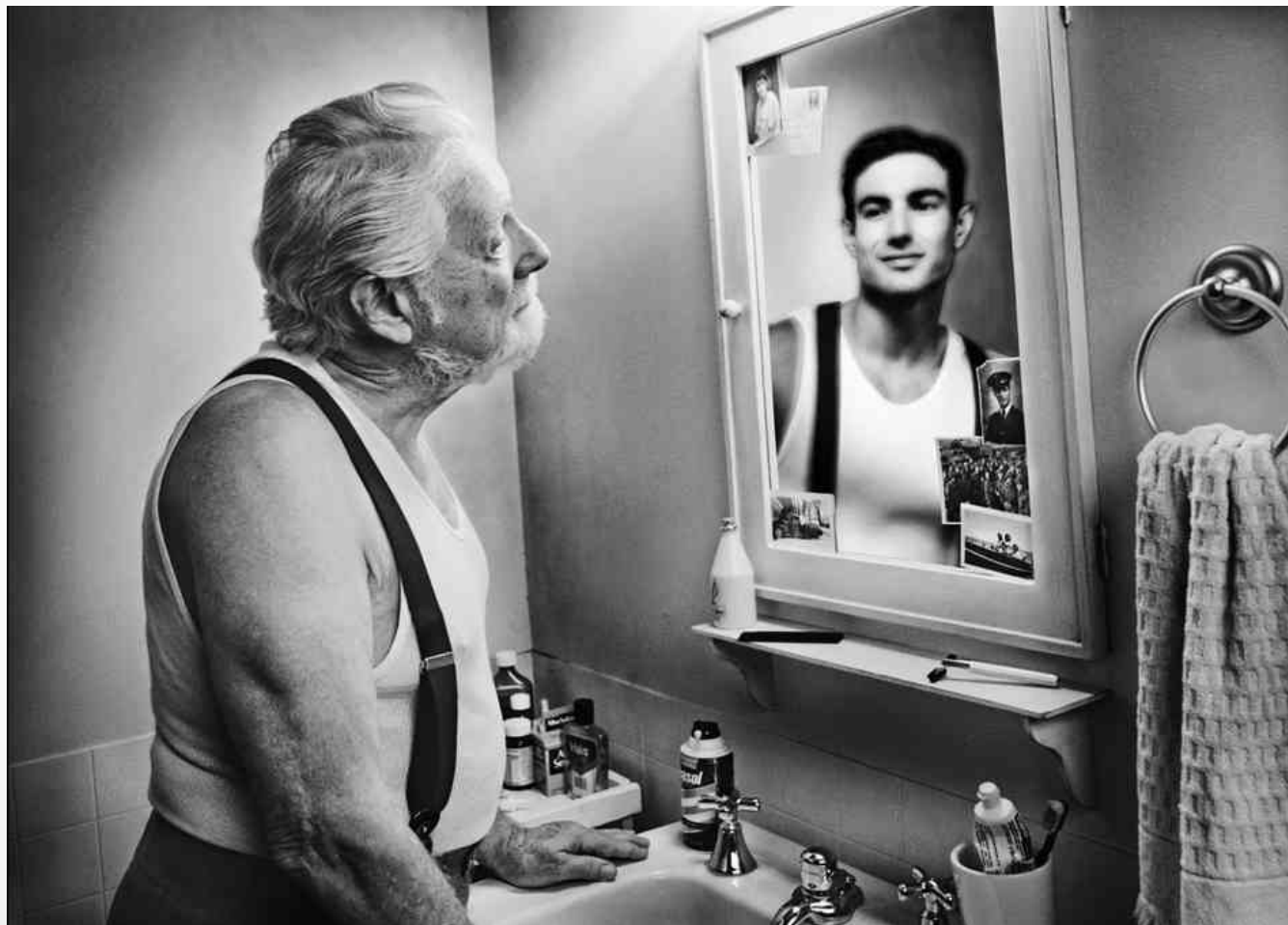
- *We can't afford it now, so let's put it off...*
- *Residents don't like fees, so let's avoid them...*
- *People will complain, so we better not...*
- *Let's do it all... and we'll figure out how later...*
- *If we don't take it on, nobody will...*
- *I want to get re-elected, so I'd prefer to avoid that unpleasant topic...*
- *Asset management is just a thing that the province made us do*
- *We can't think about draining the pond when we are surrounded by alligators!*

WE HAVE TO ACKNOWLEDGE OUR PRESENT STATE

Problems??? What Problems!
Everything Seems Fine Here!
Yep... Yep... Yep... Yep... Yep...



WE ARE NOT WHAT WE ONCE WERE, BUT....



COMPARATIVE ANALYSIS

- The province mandated the FIR so that municipalities, councils and residents could see how they performed compared to their peers...
COULD WE BE DOING A BETTER JOB OF ALLOCATING RESOURCES???
- FIR and Asset Management Plan gave way to new analysis... and the results are illuminating!



EMBRACE THE FUTURE!!!

- The municipal world has changed in the last 20 years.
- In the 80's and early 90's things were great. In the late 90's, things started to change and changes came with warnings.
- The Town of Cobalt has not adequately adapted to the changing municipal landscape.
- **BUT**...This Council has the unique opportunity to change that tide, and to set a course for short term sacrifices that will improve the Town's fiscal and asset status and ensure the sustainability of the Cobalt - ***Canada's Silver Capital***

HOW DO WE POSITION OURSELVES FOR THE FUTURE?

- Accept our obligations. Municipalities don't have the luxury of determining their own agendas with full independence.
- The province and feds have a role in determining our agendas.
- Direct our attention to how we can maximize our impact.
- Being proactive means that we take back some control and chart our own course.

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STATUS QUO DOESN'T WORK ANYMORE

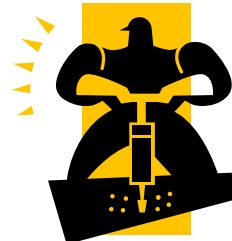
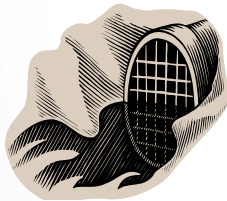
- While municipalities often resent the Province for their orders passed down and painful cuts, the Province's recommendations should not be ignored
- It would be unwise to count on provincial or federal infrastructure assistance going forward.
- Council must consider assets and plan for replacement
- Council cannot sacrifice core (statutory) services for non-core services
- Council must maximize revenue sources
- Council must make potentially unpopular decisions in the best interest of the municipality as a whole

WHAT DOES A MUNICIPALITY DO?

- **Protection of persons and property**, which includes the management of local policing and firefighting services
- **Local transportation**, such as management of public bus service, as well as municipal roadway construction and maintenance (winter)
- **Planning and development**, including municipal zoning and industrial/economic development
- **Public utilities**, including the management of local sewage systems, water treatment, and electric utilities
- **Local social-welfare services**, such as management of local health, library and educational facilities, and social assistance services.
- **Parks, recreation, and culture**, including the development and management of local parks and green spaces, public recreation facilities, as well as local art and cultural programs and events.

CORE vs NON-CORE

Core are those services that once provided you cannot cease to provide, and/or those services essential to living, and/or that permit the operation of the municipality.



If your house needs a new furnace, are you going to the movies?

ACTIVITY #1

- What is Core vs Non Core for the Town of Cobalt?
- Consider: control, community benefit, what a municipality does that the private industry does not do
- Take 15 minutes
- Present

CORE

- Roads
- Water
- Sewer
- Storm water
- Wetlands
- Solid waste
- Recycling
- Landfill
- Cemetery
- Policing
- Health unit
- DTSSAB
- Planning
- Fire
- Legal
- Building Official
- Assessment
- Clerk
- Administration
- Council support
- IT
- Training
- Emergency management
- Facilities management
- Physician

NON-CORE

- Hoist Room
- Mining Museum
- Bunker Museum
- Library
- Golden Age Club
- Trailer Park
- Classic Theatre
- Fire Fighter Museum
- Trails
- Airport
- Parks
- Transit
- Fraser
- Community Hall
- Arena

DEMOGRAPHICS

POPULATION *2011 CENSUS*

Age Group	%
0 to 14 years	17%
15 to 24 years	14%
25 to 49 years	30%
50 to 69 years	30%
70 and older	13%

HOUSING SALES *2014-15 MUNICIPAL RECORDS*

Age Group	Purchases	Sellers
35 and younger	79%	9%
36 to 64 years	15%	48%
66 and older	6%	42%

ACTIVITY #2

- Discuss with your group, what demographic should Cobalt be focused on and why and how?
- Review your core and non-core services and list which services are valued by this demographic and which are less valued.
- Consider if whether your chosen demographic would prefer raised taxes or decreases in service levels?
- What services would you decrease?
- Present

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**PRIORITIZATION
HAS
NEVER
BEEN SO
DIFFICULT!!!**

WHY PRIORITY SETTING?

Failing to plan is planning to fail.

Limited resources means it is even more important to prioritize.

Neither Council as a whole, nor the public, nor staff know the priorities.

UNITED voice, COMBINED efforts, ACHIEVABLE objectives



STEP 1

Inventory

SWOT ANALYSIS

STRENGTHS

PEOPLE
HISTORY
TRANSPORTATION
UTILITIES
WATER
SEWER
NATURAL GAS
HIGH SPEED INTERNET
AFFORDABLE LIVING
RECREATION
HOIST ROOM
GOLDEN AGE CLUB

OPPORTUNITIES

CIP
AGENDA
TOURISM
ARTS & CULTURE RETAIL FOCUS
REDEFINE RECREATION
ATTRACT NEW BUSINESSES
DOWNTOWN REVITALIZATION
PHASE II BRANDING AND MARKETING
FOCUS RESOURCES TO ATTRACT
TARGET DEMOGRAPHICS

WEAKNESSES

LIMITED GROWTH OPTIONS
JOBS
HIGHLY SUBSIDIZED
HISTORIC/CULTURAL SECTOR
PROVINCIAL RED TAPE
HIGH INFRASTRUCTURE
OBLIGATIONS
LOW ASSESSMENT
DOWNTOWN NEEDS A FACELIFT
TECHNOLOGY
VACANT COMMERCIAL PROPERTIES
HIGH RESIDENTIAL POPULATION IN
DOWNTOWN COMMERCIAL ZONE

THREATS

LOW RESERVES
LACK OF LONG TERM PLANNING
AGING INFRASTRUCTURE
MINE HAZARDS
SHRINKING POPULATION
REDUCTION IN FUNDING SOURCES
INCREASING RESPONSIBILITIES

STEP 2

The Past

LESSONS FROM THE PAST

- Subsidizing grocery store
- Bank co-op
- Mountains of plans built on the notion of attracting 500,000 visitors per year... such an inflated figure and resulted in unrealistic plans
- Sports Clubs
- Volunteer accountability
- Fundraising – Heart of Mines
- Outdoor rink
- Chip Stand
- Mini-Putt
- Public subsidies of private industries does not equal sustainable
- Parking tickets, Bylaw not upheld
- Lease agreements
- Property Standards – Court fees and judgements against Town
- Restitution Agreements
- Insufficient Project Oversight
- Commercial and residential lots sold with conditions...

STEP 3

Going Forward

AREAS OF CONCERN

- Capital Projects
- Building Inspections
- Planning – Zoning Considerations for Building Permits
- Fire Department Fleet Inspections
- Preventative Maintenance – Water Treatment Plant, etc.
- Property Standards, Parking, Enforcement
- Energy Plan
- Accessibility Planning
- Long Term Asset Management Planning
- Tax Registrations – Properties Vesting with the Town
- Staffing and other resources is not sufficient to deliver existing service requirements

ACTIVITY #3

- Layout the budget
- Take 15 minutes
- Present

STEP 4

Recommendations

REVENUES

- **Efficiencies**
 - Making collections more effective and efficient:
 - Tax registration service
 - Notices
 - Multiple payment methods... intro of credit cards!
 - Accounting system
 - Implementation ongoing
 - Improved reports, ease of access to information
 - More efficient data entry
 - Recommendations
 - IT Project – Server, Email, Electronic Filing, Paperless Meetings
- **Tax**
 - Recommendation: Reserve policy which requires annual contribution
- **Fees**
 - Recommendations: fee for fire permit application, fee for notice under property standards, commissioned documents, certificates, non-resident fees
-

EXPENDITURES

- More spending on assets – take on PROACTIVE approach as opposed to REACTIVE
- The Province considers non-core as discretionary spending. Less spending in non-core areas
- How do we allocate spending to the areas where the most community benefit is generated?

MISSION

Cobalt is a northern community, rich in silver mining history, whose mission is the enhancement of the quality of life for area residents while striving for sustainable growth and development.

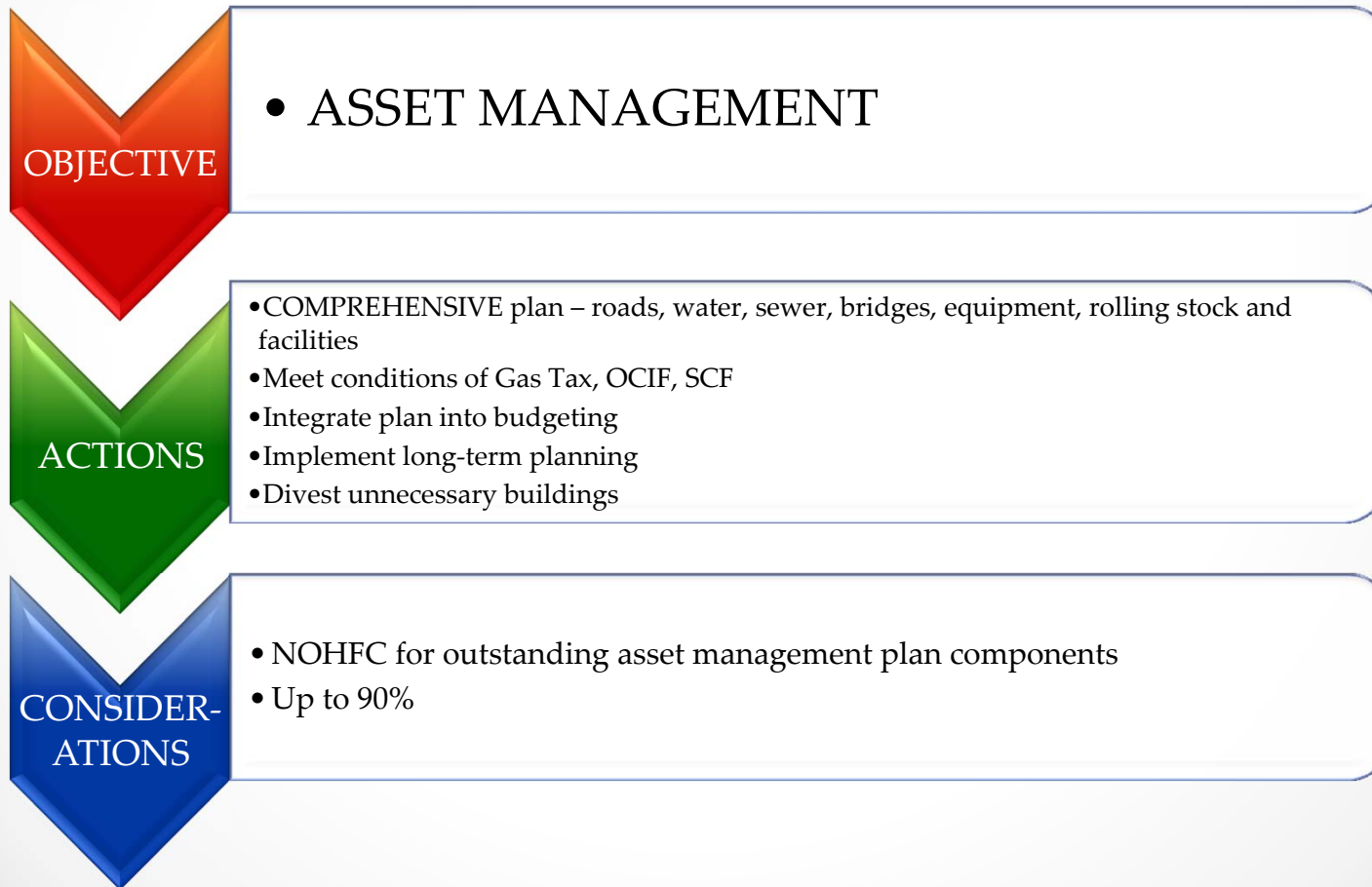
OBJECTIVES

1. Encourage Sustainable Growth & New Business Development
2. Think About Your Assets
3. Review Services
4. Focus on Finance
5. Support the Long-Term Sustainability of Cultural & Historic Assets

1. Encourage Sustainable Growth & New Business Development



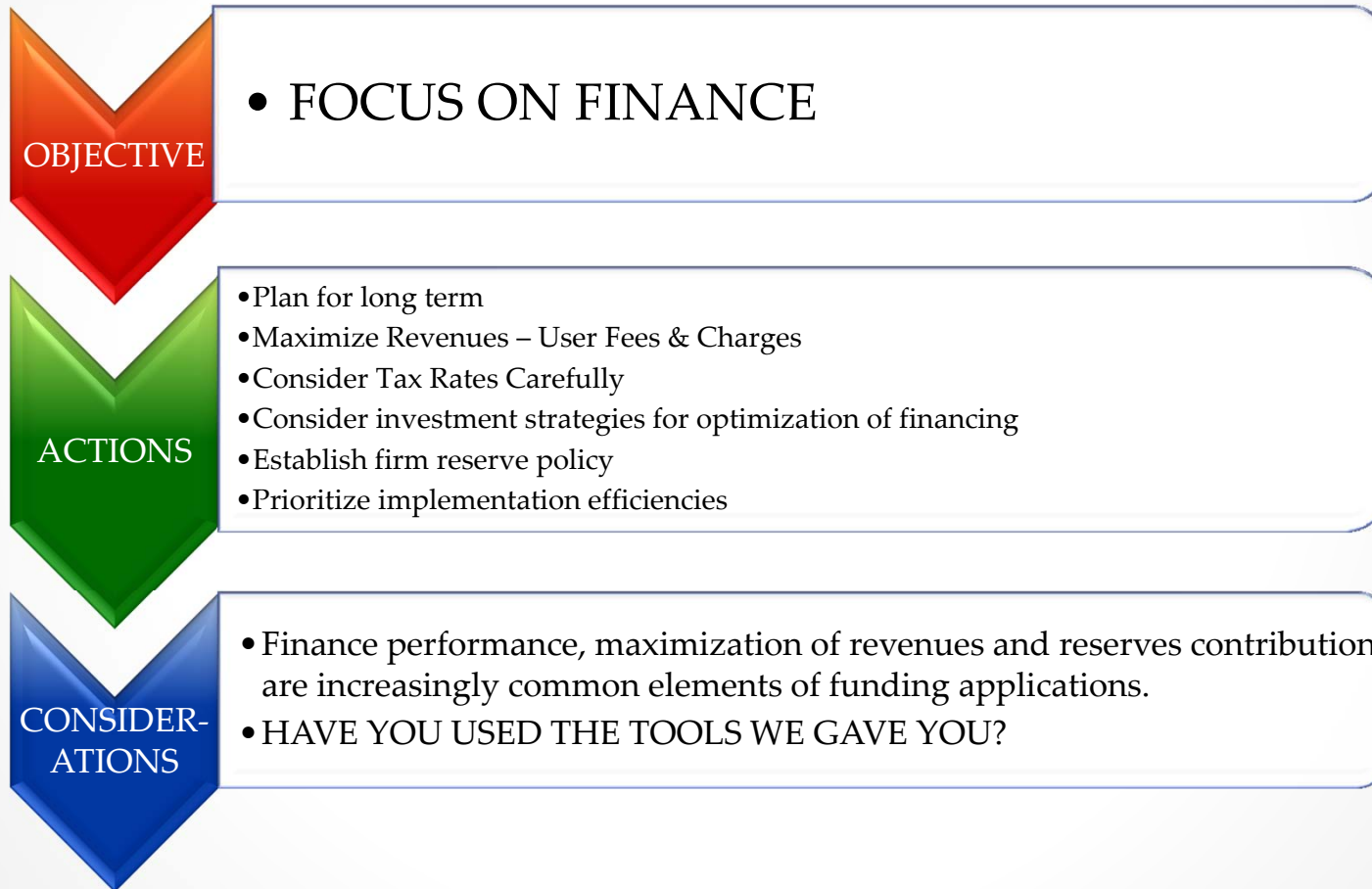
2. Think About Your Assets



3. Review Services



4. Focus on Finance



5. Support the Long-Term Sustainability of Cultural & Historic Assets



Recommendations Cont'd: Cultural Sector

ADOPT A NEW MUNICIPAL ROLE:

Create an environment where cultural assets can prosper.

- Municipalities are not experts in running museums or theatres or the likes
- Municipalities manage a wide variety of services and must allow those that can, to do what is necessary.
- Status quo is not sustainable. The lack of sustainability was pointed out in the 90's and again in the mid 00's.
- Fear of losing volunteers cannot drive this decision. Volunteers with the best interest in the long term sustainability of these assets, will support this the long term best interest of assets.
- It is clear that the municipality has an important stake in the stewardship of its rich mining history. It is important for many reasons, but to our future, tourism is a key component of a thriving business community which benefits residents by sharing the burden of cost of municipal services.
- We must consider that our role has helped to maintain these groups, but have they reached the goal of sustainability?

Recommendations Cont'd: Cultural Sector

- Implementation of recommendations (repeatedly made) under the Historic Mining Camp and various studies since the 90's and 00's
 - Consolidate Boards
 - Direct financial support through singular board overseeing all cultural assets
 - Hire one manager with the necessary skills and expertise to report to the board who's duties include the oversight, strategic management and development, staff and volunteer management, administration, finance, economic development of all cultural assets
 - Phase out municipal financial support over 5 year window as Historic Cobalt Legacy funding is generated
 - Establish strategic relationship to ensure mutual cooperation

WHAT DO THE FUNDERS THINK?

- *What have you done with the money we've already given you?*
- *Conditions are created to make municipalities increasingly accountable.*
- *Forward thinking!*
- *Operating grants are funded by the taxpayers... what is the responsibility to ensure it is being well spent?*
- *Funders want sustainable initiatives... shared services, partnerships.*
- *Tax cuts mean you have money!*
- *Max out on alternative revenue options*
- *Wise expenditures, based on analysis and sound decision making*
- *Reserves*
- *Consolidated management and funding of cultural/historical organizations*
- *The acknowledgement that we need help to restructure and the willingness to work within the parameters set forth, is a stance that garners support*

ECONOMIC DEVELOPMENT INITIATIVES

- Create Framework to Attract Businesses
 - CIP will provide incentives for downtown improvement (storefronts)
 - Feasibility study to determine ideal businesses
 - Building marketing plan to attract businesses
- Develop Cobalt as a Tourism Product
 - Consolidation of “package”
- Technology Upgrades
 - Ease of access and security of information, administrative efficiency
- Asset Management Plan – Facilities
- Hoist Room Accessibility/Retrofit (Trillium
- Service Review – RED
-