



Midland – Penetanguishene Joint Urban Node Consultation:

Comments and Feedback from Meeting #2

Meeting held on Thursday, February 17th, 2011
Midland Secondary School, Midland



MARCH 28, 2011

TABLE OF CONTENTS

EXECUTIVE SUMMARY	i
ADMINISTRATION / INSURANCE / PURCHASING	1
ARTS / CULTURE / HERITAGE	3
ECONOMIC DEVELOPMENT	6
HEALTH CARE SERVICES	9
HOUSING	10
LIBRARIES	11
POLICE AND FIRE SERVICES	13
PUBLIC WORKS AND INFRASTRUCTURE	15
TRANSIT	17
WRITTEN SUBMISSIONS	19

EXECUTIVE SUMMARY

- In June 2006, further to earlier provincial legislation known as “the Places to Grow Act, 2005”, the Ontario Government enacted the *Growth Plan for the Greater Golden Horseshoe*, which includes the County of Simcoe and outlines the Province’s vision for managing growth between now and 2031.
- In June 2009, the Province released a white paper entitled “Simcoe Area: A Strategic Vision for Growth”. This paper established the concept of a “Simcoe Sub-area” and a vision for sustainable growth in the Simcoe Sub-area to: help manage growth; boost job creation; improve quality of life; and, curb sprawl and protect the natural environment and agricultural lands.
- In September 2009, the Towns of Midland and Penetanguishene, in response to the Vision paper, requested that the Province designate both Towns as a Joint Urban Node. At that time, the two Town Councils agreed that if the Province designated the Towns as a Joint Urban Node, they would consider exploring a range of services in light of the designation, including land use planning, infrastructure, transit and economic development.
- On October 28th, 2010, the Minister of Infrastructure released “Proposed Amendment No. 1 to the Growth Plan for the Greater Golden Horseshoe” (GPA 1), which applies specifically to the Simcoe Sub-area, and builds on the “Simcoe Area” paper of 2009 and will affect several facets of land use planning between now and 2031.
- As requested, the Towns of Midland and Penetanguishene were designated as a Joint Urban Node in the draft Growth Plan Amendment.
- There is no specific definition for a shared or “Joint” Urban Node, and the Province does not have a mandate for what a “Joint” Urban Node can or should do. As such, the Mayors and Councils of the two Towns have decided to explore, with the input of the residents of both communities, what a “Joint Urban Node” means and how the two Towns can capture the opportunities provided by the Proposed “Joint Urban Node” designation.
- The first meeting was held on January 19th, 2011 at the Brian Orser Hall in Penetanguishene. The meeting attracted approximately 60 members of both communities along with members of Council and staff from both Towns and was intended to gather initial public input from both communities. A report of the comments and feedback from meeting #1 is available online:
http://www.midland.ca/Whats-New/JointUrbanNode/wspar_028637
- The second meeting was held on February 17th, 2011 at Midland Secondary School, and is the focus of this report.

- For the purposes of discussion at the second meeting ten (10) issues were identified and each break out group was asked to consider one of the ten issues. The ten issues were:
 - Administration/Insurance/Purchasing
 - Arts/Culture/Heritage
 - Economic Development
 - Health Care Services
 - Housing
 - Libraries
 - Police and Fire Services
 - Public Works and Infrastructure
 - Transit
 - Tourism (this issue was combined with Economic Development).
- In addition, each group was asked to consider six (6) specific questions concerning their issue as follows:
 1. Define the scope of the topic – what's in/out?
 2. What is the ideal outcome? What does it look like in 3-4 years? 10 years?
 3. Why will this outcome benefit the Towns?
 4. What are the drawbacks for this outcome?
 5. What is needed to get us there?
 6. What will prevent us from getting there (i.e. problems getting to the outcome)?
- The following pages in this report provide a synopsis of the public's comments at the February 17, 2011 meeting on each of the issues listed above.

DISCLAIMER:

The opinions expressed in this report were captured by the facilitators at the consultation meeting, are not listed in any particular order of priority or preference, and do not necessarily reflect the opinions or positions of the Councils or staff of the Town of Midland or the Town of Penetanguishene.

- A third meeting, planned for the Spring of 2011, will report back on the findings and discussions between the two Towns on the future directions for the Joint Urban Node in response to the input received at the first two meetings.

ADMINISTRATION / INSURANCE / PURCHASING

Defining the Scope

What's in? What's out?

- All administrative related functions should be considered: purchasing, HR, payroll, departmental administrators.
- Applied across all departments – fire, library, roads, economic development, etc.
- As we prioritize our integration projects, look first for better/more efficient services and second for cost savings.
- Look for inherent efficiencies in the new structural arrangement. Don't look for layoffs.
- Better services mean an increased service level (potholes filled more quickly; expanded leaf pick-up, etc.)
- Perhaps we need an outside municipal model, so we can compare what improved service looks like.
- By having the Towns working together we will be better than having done it on our own.
- There is really nothing that could not be merged.

What is the ideal outcome?

What does it look like in 3-4 years? 10 years?

- Integration of all services. Combining service delivery.
- Seamless services, consistent through whole area.
- An attitude/culture of continuous improvement.
- Use joint purchasing power to get a better insurance rate.
- Have a central purchasing area/function.
- Can have two municipal offices, but different departments will be located in different places, to deliver greater efficiencies.
- Public works garages can be geographically separate, but they must be rationalized.
- Sewage runs downhill. We may need two plants but one staff.
- By-law and building departments should be merged. All rules should be brought into alignment.

Why will this outcome benefit the Towns?

- When we compare operations in each municipality we adopt the more efficient method to apply to the joint community.
- Will allow the two municipalities to focus energies on new or more effective services (savings not necessarily directed to reduce taxes).
- We have to do it because it is right – an efficient government, a better place to live.
- If we are buying things collectively we will:
 - reduce the number of staff involved in buying
 - improve our pricing through greater volume.

- Morale of employees will be better.
- Two Towns will both be better because they are more efficient.

Hurdles / Drawbacks

None identified.

What is needed to get us there?

- If we are to reduce staffing in areas it should be done through attrition. Attrition will adjust staff levels over time. Initially there will be more work as two systems come together.
- We must show early success. If we do not do anything within next 6 months people will regard this as a “feel good” exercise and lose interest. People need to see an early success. Optics is incredibly important. Choose a “no-brainer” project with no staff cuts, but better efficiencies. The early success does not cost jobs and can occur by June 2011. Find an example of reduction and make it an early success:
 - Payroll?
 - Purchasing?
 - Insurance?
- Two mayors have to show leadership.
- Politicians cannot do it on their own, they need staff involvement. We have to have all employees of the Town’s engaged. They have to see this as the way to go.
- We need an independent consultant to guide the human resources process.
- The employees will have the best ideas for integration. We have to be able to surface those suggestions and overcome the fear of telling management. Good ideas from staff should be rewarded - \$ and/or recognition. An incentive system – x% of the benefit?
- Don’t build anything new – we have enough capital structure between us.
- Keep the momentum of these first two meetings going.
- Focus attention of the realities of change management. Apply learned lessons from other change projects.
- Strike a group to look for efficiencies – for example a joint festival.
- Need a communications plan – have to keep telling people we are on the right track.

What will prevent us from getting there?

- Make sure it does not look like one municipality is “taking over” the other, especially from Penetanguishene’s perspective.
- Being careless and not being aware of Penetanguishene culture. Don’t bring up bilingualism.
- Concern about “jobs going to Midland”. People (employees) will be concerned about their jobs – have to overcome these perceptions.
- Our two Towns have historically felt that we have to compete.
- People will be afraid of the potential end-point – eventual union.
- People will attempt to de-rail the initiative by focusing on a program cut that is “politically hot”.

ARTS / CULTURE / HERITAGE

Defining the Scope

What's in? What's out?

All forms of arts, culture and heritage:

- Visual arts
- Performing arts (music, theatre, etc.)
- Natural heritage (Georgian Bay)
- Cultural heritage: Aboriginal/Métis/French/British/Other
- Naval/Boating heritage on Georgian Bay
- Sports heritage
- Local heritage: Museums, Historical sites, not just 100 year old houses.

Museums:

Hurononia Museum
 Penetanguishene Centennial Museum & Archives

Sports:

North Simcoe Sports & Recreation Centre/Sports Hall of Fame
 Penetanguishene Memorial Centre/Sports Hall of Fame
 Sports Hall of Fame (Midland and Penetanguishene),
 Mountainview

Arts:

Cultural Centre in Midland
 Huronia Arts Foundation
 Visual Arts: Local Artists, Art galleries, Graphic arts, Quest, Group of Seven connection
 Performing Arts: Huronia Players, Drayton Theater

Heritage:

Heritage Committees, Murals, Saint Marie, Discovery Harbour, Martyrs' Shrine

Natural Heritage:

Wye Marsh, Georgian Bay Islands, Trail Systems (need connections)

Cultural:

Christian Island
 Wendat
 Georgian Bay Friendship Centre

What is the ideal outcome?

What does it look like in 3-4 years? 10 years?

- Build on what already exists in the Huronia community.

- Identify and promote (i.e. local artists and musicians).
- Communities need to network and work together.
- Events and activities for all age groups.
- Retired persons in area have time and experience.
- School programs.
- Work with local Aboriginal and Métis groups, including Christian Island.
- Build on Georgian Bay heritage and theme:
 - Bass Tournament & Derby
 - Atlantic Challenge
 - Waterfront Festival (like Kempenfest or Festival of Sound).
- Local food and promotions like Winterlicious.
- Events which last for weeks or weekends in a row with one price/promotion for the season.
- Winterfest/Winterama - should this be one weekend?
- Boat “races” between the communities.
- Regional events that bring people into communities.
- Ice related theme for winter (ice sculptures, ice hotels, activities on ice, etc.).
- 400th Anniversary of Champlain – use as a market niche.
- Celebrate our arts, culture and heritage. We already have it!

Why will this outcome benefit the Towns?

- Better quality of life.
- Better choices (i.e. various options: plays, music).
- Attracts people to our area – not just visitors, but also new residents, new doctors, etc.
- Improved quality of events (more resources).
- Cooperative vs. competitive.

Hurdles / Drawbacks

- Some groups may be overlooked in the coordination.
- Process must be totally inclusive.
- Transportation is the key drawback to connect communities.
- Keeping distinctiveness of our communities – could be viewed by others as a threat but is not an issue for “newer” residents.

What is needed to get us there?

- A brand.
- Money (although, shared services/activities should help reduce costs).
- Leadership.
- Coordination.
- Open minds.
- Volunteers.
- Closing of rift between Midland and Penetanguishene.
- Representation of all groups/inclusiveness.

Key Requirements:

- Needs to be a common goal for the communities: “Unity” statement, mission or vision.
- Arts, Culture and Heritage also includes Tiny and Tay, not just Midland-Penetanguishene.
- Need level of coordination of events across the region (do not compete).
- Need joint promotion to attract from a larger area (not just own communities).
- Need geographic focus (i.e. cultural centre).
- Need coordination for grants vs. competition (work together on applications).
- Need access to Funding – Provincial, Municipal, Trillium, other.
- Need to have goal of self sufficiency.

Key Issues:

- Who are we doing this for? Should be visitors, not just locals.
- We need to think more about higher quality events marketed for a large crowd (i.e. Parry Sound Festival of the Sound; Shaw Festival in Niagara on the Lake; Stratford Festival; Quebec Carnival).
- There does not need to be one venue. Events could be held at multiple venues across the two Towns as it is closer to drive between Midland and Penetanguishene than inside most cities.
- Key to combine arts, culture and heritage not just narrowly focused.
- Need summer and winter tourism.
- Need to bundle services – trip and accommodation, meals, cruise/play etc.

What DON'T we have?

- Orchestra (classical music).
- Outdoor music venue:
 - Little Lake Park only holds 300-400 people
 - Larger groups maybe at Martyrs' Shrine
- Academic enrichment (i.e. speaker tours on a topic, authors, etc.).
- Art in the Garden.
- Items that are designed for outdoor spaces.

What will prevent us from getting there?

- “Fractious” groups. We need to bring people together, and this can be hard to do when people are passionate about their group/activity.
- Determine what the one thing is that we want to be known for? Some people may feel left out.

ECONOMIC DEVELOPMENT

Defining the Scope

What's in? What's out?

- Range of different types of development to consider, including but not limited to:
 - Industrial development
 - Commercial/retail development
 - Tourism and Recreational development
 - Education development (and skills training)
 - Agricultural development (food).
- Amalgamation was discussed as something to be included in the scope of the topic.
- Geographically, there is a push for Midland and Penetanguishene as a joint urban node; however, we believe that the surrounding municipalities (Tay, Tiny) will share in the benefits of economic development.
- Structure was discussed as major component in the scope of economic development:
 - There may be too many people/groups involved (i.e. BIA, Chamber of Commerce, Towns, etc.)
 - Group talked about their concerns about Southern Georgian Bay Chamber of Commerce (lack of vision and lack of economic development officer)
 - Duplication of efforts and resources.
 - Need a cooperative, focused structure to put things into action.
 - Needs political vision to move beyond plans.

What is the ideal outcome?

What does it look like in 3-4 years? 10 years?

- Short term (which should be seen as the ideal outcome in the long term as well):
 - Faith and trust (“build it and they will come”)
 - Hospitality is prioritized so that developers are treated with respect and are assisted throughout the process so they want to set-up and stay in this area
 - Cut the red tape (business owners don't have the time or money to fight their cases at the Ontario Municipal Board)
 - Tax incentives and/or utilities/services are available and ready to go
 - Mid-Pen needs to get proactive about recruiting businesses and/or development to the area
 - Example given of local government in Tennessee that essentially rolled out the red carpet for Techform; met them at the airport, bought them lunch, gave them a tour of their area, etc.
- Long term (great to see in the short term as well):
 - Growing tax base (to fund the enhance lifestyle on Georgian Bay)
 - More jobs
 - Increased population
 - Economy diverse in population, and in age
 - Economy diverse in industry (not just manufacturing)

- This area is a major destination (tourism) with exciting and profitable attractions (Martyrs' Shrine, Ste Marie, Discovery Harbour, and many more)
- All parts of the puzzle are working together so that developers are not pulled in various directions, waiting for the timing of things, or given different information by departments:
 - Zoning
 - Building regulations
 - Housing supply
 - Public works/infrastructure
 - Faster bureaucracy – people are interpreting policies consistently.

Why will this outcome benefit the Towns?

- The group agreed that the benefits should be evident from the ideal outcome as noted above (greater tax base to be able to afford better services, better quality of life, etc).

Hurdles / Drawbacks

- Need to recognize the difference between cutting red tape and being wishy-washy; Towns will need to have a vision for their industrial areas, and work cooperatively.
- Need to be cautious about focusing on tourism; generally, low-paying jobs and often seasonal.

What is needed to get us there?

- If transportation improvements are slow coming, put focus on Georgian Bay and the tourism aspects of this area to attract and entice people to come to the “end of the road”.
- Open boat slips up to transient boaters.
- Get a hotel on the water (possible location: Ojibway Park, Penetanguishene).
- Focus tourism on 4-season economy (refer to EDANS report).
- Prioritize education and knowledge economy (bring the institutions here, focus on skills training, knowledge building, etc).
- Focus on businesses that match core competences at educational institutions (Georgian College).
- Enhance Georgian College by adding transit service, housing opportunities, etc. (talk to Georgian College President Bryan Tamblyn for ideas of how to improve the campus).
- Build on health care education (Mental Health Centre and Super Jail) to enhance economic spin-offs.
- Attract new/more educational institutions; Laurentian University is looking to set up another campus (maybe Little Lake Park?).
- Group talked about the need to have an Economic Development Office (and/or Economic Development Officer) for the area; someone whose job it is to recruit industry and development, and assist them through the process. This should be central, coordinated, and cooperative.

What will prevent us from getting there?

- Things out of our control, such as improving the transportation network on provincial/county roads. Need better road connections, especially on County Road 93; very important since we are at the end of the road.

HEALTH CARE SERVICES

Defining the Scope

What's in? What's out?

- See ideal outcome.

What is the ideal outcome?

What does it look like in 3-4 years? 10 years?

- We have a great hospital, but we need walk-in clinics and home care support to provide the full circle of support required.
- Family physician recruitment must continue.
- Specialists are required.
- Nurse practitioners are also a priority.
- Create a health care training facility (dietary, personal support, Reg. Practical Nursing).
- Creation of healthy lifestyle programs (exercise, social, dietary, community involvement).
- Identify under-serviced health care needs and develop plans to fill gaps.

Why will this outcome benefit the Towns?

- The health-care sector can lead to jobs.
- Communities of Midland and Penetanguishene are stronger together.

Hurdles / Drawbacks

- We need suitable housing.

What is needed to get us there?

- Elderly parents follow their children and the children are following the jobs. We want to make sure there are jobs here to keep our children here. Doing so equates to another form of community support.
- Complement not compete with specialist services provided by RVH and Soldiers Memorial (need to consider winter driving while doing so).
- Set community expectations, all four Mayors must be in sync.
- Increase community awareness of services offered.
- Wireless and internet capabilities need to expand (greater bandwidth, utilize wireless capabilities, patient history downloadable to any walk in clinic physician).

What will prevent us from getting there?

- Lack of the above items.

HOUSING

Defining the Scope

What's in? What's out?

- See ideal outcome below.

What is the ideal outcome?

What does it look like in 3-4 years? 10 years?

- To have policies and strategies in place in the two Towns that will provide a full range of housing options for every socio-economic income level. The goal of establishing the policies and strategies can be achieved in the next 3-4 years, while the goal of having a full range of housing options could be targeted over the next 10 years.
- To have a co-ordinated shelter plan for youth and men which is not currently available.
- To develop common Secondary Suites By-laws to increase the supply of accommodation opportunities.
- To identify redevelopment opportunities in both communities.
- Develop joint support for Habitat for Humanity.
- To work together to take advantage of any opportunities available under the Province's new Long Term Affordable Housing strategy.
- To establish a permanent home for the Out of the Cold Program that services both communities with some form of transportation option between the two communities.

Why will this outcome benefit the Towns?

- There is a strong desire to work together to move our communities toward the goal of having affordable housing options for all our residents over the next 10 years.

Hurdles / Drawbacks

- The comment was made that if the drive is there, we can overcome any obstacles we face.

What is needed to get us there?

- Perhaps a joint committee of individuals from the two communities who are already working on these issues would allow us to work together toward these goals.

What will prevent us from getting there?

- Nothing identified.

LIBRARIES

Defining the Scope

What's in? What's out?

- Scope itself is wide open, including: joint library cards, servicing between the two libraries.
- Library services are changing with the advent of technology (e-books, computer services, etc). It is a challenge for libraries to keep up and to keep attracting patrons, especially youth.
- Genealogy is getting very popular. Can the libraries capitalize on this as a new service?
- Collection that recognizes cultural differences of the entire area.
- Is there an opportunity to incorporate museum services?

What is the ideal outcome?

What does it look like in 3-4 years? 10 years?

- Joint library service: one library card, joint programming, joint purchasing, sharing of resources.
- For this to happen it would make sense to have a joint Library Board servicing the two municipalities. This would provide the framework for all of the above and ensure maintenance and continuity of the joint system.
- Central archives.
- Enhanced services.

Why will this outcome benefit the Towns?

- Reduced cost.
- Expanded and enhanced services.
- Enhanced collection.
- Improved access (i.e. go to closest library)

Hurdles / Drawbacks

- Agreed that drawbacks would not be significant in number or impact.
- Potential reduction of Provincial library grant.
- If it ever evolved to just one Library, transportation could be an issue.

What is needed to get us there?

- Establishment of a Joint Library Board.
- Council buy-in and support.

What will prevent us from getting there?

- Lack of cooperation and political will.
- Protectionism.

POLICE AND FIRE SERVICES

Defining the Scope

What's in? What's out?

- From the beginning of the discussions, the over riding opinion on Fire and Policing for Penetanguishene and Midland was “One Uniform, One Logo.”
- Group discussed the concept of one organization policing both towns, without focusing on any particular force.
- There was much discussion of rates of pay, and the fact that OPP are paid much higher than the Midland Department. At the same time it was noted that the OPP bring more expertise and additional resources from outside the detachment, when required.

What is the ideal outcome?

What does it look like in 3-4 years? 10 years?

POLICE:

- Policing budgets should be subject to cost of living increases only.
- The outcome of discussions was favorable to the OPP policing both Midland and Penetanguishene, with one detachment office and one community policing office.

FIRE:

- In the short term, move to one fire department for the two Towns, with a sharing of equipment.
- Combine fire departments, with one main fire hall and one substation.

Why will this outcome benefit the Towns?

POLICE:

- Everyone agreed from the start of discussions that one department serving the two Towns was the preferred outcome.
- Economies of scale, and shorter response times were discussed.

FIRE:

- The group identified that sending fire trucks to medical emergencies in Midland is a huge waste of money. The suggestion was made that an analysis be conducted of both fire departments to determine what the annual cost per fire is for each entity.

Hurdles / Drawbacks

POLICE:

- With the OPP, municipalities might lack financial control over policing. Concerns were also raised that there is more officer turnover in the OPP.
- Adversely, it was noted that perhaps the Midland Police Service does not offer economies of scale and that there is the possibility the leadership gets too entrenched when there is no turnover of officers.
- It was also noted that the Midland force has some user fees that the OPP do not. One mentioned was the charge for police background checks for Community volunteers.

FIRE:

- Concerns were raised about the roadblock of merging a professional fire department with a volunteer department, but it was decided that we couldn't dwell on that at this point in the discussion.

What is needed to get us there?

- Both municipalities would have to receive and review quotes on Joint Policing from the Midland Police Service and the OPP.

What will prevent us from getting there?

POLICE:

- Community resistance and fear of losing identity.
- Concerns were also raised about large budget increases.

FIRE:

- Resistance from community and staff, fear of losing identity as individual towns, and the complexities of merging a professional and volunteer department.
- Particular mention was made of the added cost to Penetanguishene, if increased full-time firefighters would be required.

PUBLIC WORKS AND INFRASTRUCTURE

Defining the Scope

What's in? What's out?

- Roads (construction and maintenance), sidewalks, sewer & water systems, 'area' sewage (i.e. sludge) storage facility, sand and salt storage.
- Instead of each municipality doing its own thing individually, consult with other Town.
- Equipment purchases.
- Are there any savings to be had from a 'labour' standpoint?

What is the ideal outcome?

What does it look like in 3-4 years? 10 years?

- Water and Sewage could be the subject of a 'Joint Service Board' with representatives from both towns (in order to retain local control & autonomy), in other words combined and treated as a utility.
- Both towns should be cautious about giving up the responsibility for this to another group.
- Water and Sewage is self-sufficient and would generate funds for capital projects.
- Think of Waste & Sewage as 'Area Utilities'.
- By combining efforts there's economies of scale and it should also eliminate redundancies, meaning improved efficiencies should result.
- Improved services through snow removal, road maintenance and more flexibility.
- Some staff reductions/shared services, and reduction in use of consultants.
- Use of municipal staff (vs. consultants) would perhaps be more responsive to 'local' needs, be more cost effective, and create better purchasing power.

Why will this outcome benefit the Towns?

- In addition to the above, it should lead to better coordinated service levels and improved communications.
- Capital purchases 'jointly' could lead to savings.
- Long range planning for roads would be a benefit.
- If the two Towns perceived as one larger body, this could result in savings when tendering.
- Sidewalks should be better coordinated, particularly on main roads.
- Biking should also be taken into account, which is consistent with today's *healthy living* initiatives.
- Common standards (e.g. sidewalks, roads) would be beneficial and level the playing field.
- Sharing of services (both equipment and intellectually) would be beneficial.

Hurdles / Drawbacks

- Governance, integration of different unions, wage scales a challenge and loss of some positions.
- Personal service (i.e. what people are accustomed to) might be negatively impacted.
- Level of service changes might be upsetting to public in short term.
- Important that citizens see “*equality* of service” in both Towns.

What is needed to get us there?

- *Joint Task Force* – whose mandate should include input from all employees (not just managers). Should precede creation of Joint Service Board.
- *Joint Service Board* for providing overall public works services and coordination.
- Public Works is the best opportunity to gain joint agreement between the two Towns (as compared to more complicated issues like Fire and Police Protection).

What will prevent us from getting there?

- Parochial Thinking.
- Differences in level of service may also be challenging to overcome.

TRANSIT

Defining the Scope

What's in? What's out?

- “Grey Tsunami” is coming and higher gas prices are coming and both will drive demand for affordable transit options.
- Towns need to focus on ability to move people around who are disadvantaged and/or disabled. Need to define who are the current and future riders and what kind of service they need and where.
- Transit has to be accessible.
- Everything is in, including the 10 organizations (Hillcrest, Community Living Huronia, Wendat, Midland Accessible Transit, Georgian Manor, Midland Health Centre, etc) in the area that provide some form of transit service to clients in Midland-Penetanguishene, but operate in silos.

What is the ideal outcome?

What does it look like in 3-4 years? 10 years?

- A single integrated transit system for the two Towns as a single Urban Node that is affordable and well used.
- The full range of transit providers, in the broadest sense, is coordinated into a network of transit options for residents of the Towns.
- Solutions could include public system, private system, or public-private partnership (that likely would have to be subsidized).
- Towns should consider a taxi-bus service or a small vehicle for 12-15 passengers. We do not have to go big.
- In 10 years, the system should be extended into Tiny and Tay.

Why will this outcome benefit the Towns?

- Single transit system will make travel between the Towns affordable and effective and better integrate the Joint Urban Node.
- A fully coordinated system will better use the transit options provided by public, non-profit, and private providers and get better bang for our transit buck.
- Makes the communities more desirable to live in and move to, will decrease isolation of residents and will have less impact on the environment.

Hurdles / Drawbacks

- The system, whatever it is, will have to be subsidized (Gas Tax?).

- The cost of the service and the price of the service are two different things and will likely never be equal.
- If we have an integrated public transit system for the Towns, the routes and frequency will have to be determined, based on major points of destinations (hospitals, malls, Medical clinic, downtowns, etc) and major routes. This could impact current users.

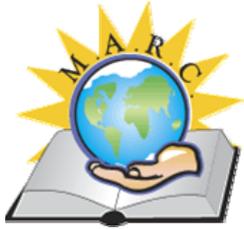
What is needed to get us there?

- Need to educate our residents about the transit system and the transit options and get them into buses and other transit options and the benefits of doing so.
- Political will to take on the work of developing a public transit system for the Urban Node and to coordinate all the transit providers into a coordinated system.

What will prevent us from getting there?

- The system, whatever it is, will have a cost and will have to be subsidized by both Towns.

WRITTEN SUBMISSIONS



MIDLAND AREA READING COUNCIL

(Affiliated with Laubach Literacy of Ontario)

67 FOURTH STREET, MIDLAND, ONTARIO L4R 3S9
Phone: (705) 527-1522 Facsimile : (705) 527-0693
Email: marc@csolve.net

Date: January 18th, 2011

To: Mayor Gord McKay, Town of Midland
Mayor Gerry Marshall, Town of Penetanguishene

Re: Joint Urban Growth Node Meeting

As you are aware the Midland Area Reading Council (MARC) has been struggling for years with the Ministry of Training, Colleges and Universities (MTCU) for enough funding to sustain our Adult Literacy and Basic Skills Program in our communities.

Again this year MTCU has seen fit to cut our funding. They are expecting us to go back to 1997 funding levels and still run our program even with MTCU's ever growing demands!

I understand that you are meeting tonight to discuss ways in which our communities can work together to better service our ever growing populations.

At this point I would like to ask that both Communities consider the fact that there is a direct link with the following:

- ✓ Literacy and poverty
- ✓ Literacy and employment
- ✓ Literacy and unemployment
- ✓ Literacy and health
- ✓ Literacy and civic engagement
- ✓ Literacy and youth
- ✓ Literacy and seniors
- ✓ Literacy and justice
- ✓ Literacy and economy
- ✓ Literacy and the recession
- ✓ The list goes on and on.....

Here at MARC we feel that Literacy and Essential Skills upgrading are an important part of all our communities.

We ask that you consider what your needs are in your communities and urge you to consider literacy and skills upgrading as a priority for the reasons previously mentioned.

Unfortunately I am unable to attend your meeting tonight as I have a MARC board meeting to attend at the same time to discuss the future of our agency and services that we will be able to provide in your communities.

I would be most happy to meet with you to discuss ways in which we can work together to mutually benefit our communities together!

Respectfully submitted,

Sue Bannon

Executive Director
Midland Area Reading Council

Promoting Literacy in our Community for more than 25 Years!

Joint Urban Node Designation Submission
January 19, 2011

Our group, Coalition for Fair Taxes, read with great interest and optimism the amendment to the Growth Plan for the Greater Golden Horseshoe, which contemplates the proposed urban node designation for Midland- Penetanguishene. We're big believers of the two towns working together and exploring greater alignment and synergies.

We note, in addition to the three scheduled public hearings, both towns by way of media announcements have requested copies of submissions be sent to their CAO's, Walker and Rath respectively; please accept this letter as a written submission on this matter.

It is clear from previous positioning and our recent readings, that the towns of Midland and Penetanguishene were cohesive in their approach to secure 'urban node status'. I quote from the amendment, "Urban nodes are the settlement areas of the city of Barrie,, the Town of Midland TOGETHER with the Town of Penetanguishene". This language certainly motivates both communities to explore those things in common with an appreciation of our uniqueness as it relates to language and heritage.

When it comes to infrastructure and sharing costs to provide ongoing services, we believe a commitment/agreement needs to be in place between the two towns and should be a pre-cursor for moving forward. The timing could not be better considering we have two newly elected Mayors and common taxation and financial challenges.

Services like Fire, Police, Hospitals, Libraries, Public Works and Water and Wastewater management, etc, could and should have more synergies. There is also a need for a shared vision around transit infrastructure, which is foundational to the partnership, in order for residents to share in the benefit of services and cultural icons.

You may recall around election time, our group conducted a survey in the local newspapers inviting Midland residents to respond to five questions. One of the questions was, "I'm a proponent of shared service arrangements with neighbouring communities (Fire, Police, Medical, Waste, etc)? 100% of the respondents replied YES to the question. While we realize this exercise was directed toward Midland only, we're confident that if the citizens of both towns understand the benefits up front, they will certainly be supportive of this initiative.

In summary, our group will support the plan if the concept of shared resources/services providing greater efficiencies and a corresponding reduction in budgets is embraced upfront by both towns; and we certainly cannot support the plan, if both towns fail to get serious about run-a-way taxes.

Fundamental to attracting new business and new residents is a tax friendly and policy friendly local government(s). Both towns need to aspire to a passing grade on these two fronts. Both towns have taxes in excess of where they should be and this will clearly act as a deterrent for growth and prosperity.

Thank you for this opportunity to provide public input.

Allan Shakes on behalf of the Coalition for Fair taxes

22 Wright Court,
Penetanguishene, Ontario,
L9M 1K3,
February 16, 2011.

Mr. Paul Hodgins,
(in your joint capacity as summarizing secretary,
Joint Urban Growth Node Consultations)

Afternoon medical commitments in Newmarket, February 17th, make it highly unlikely that I'll be back in time to attend the next meeting on this matter.

Mr. Marshall acted as recording secretary at the table at which I was sitting.

I have reviewed the summation prepared by you and your colleague from Midland and note(believe) two items have been overlooked in the summary - by accident or design, I'm unsure. Might they be reintroduced, please, although in making this request it is not to assign a priority.

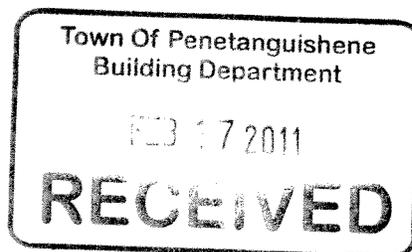
- (1) on page 5, Arts, Culture and Heritage, or by its own "bullet", the inclusion and/or broadening the base of sports, recreation, in the communities, e.g. ref. Innisfil's new complex south on Hwy. 11 - pools and aqua therapeutic facilities. Such opportunities already exist, e.g. Town of Caledon(Bolton) and Huntsville shared with secondary school.
- (2) economic exploitation and development of Huronia Airport as a support transportation means for industry - new or present. The history of Buttonville Airport(Markham) could serve as a model of 'air' exploitation over the last 50-60 years.

Should I not make the meeting, over the next week or so, might I 'phone you fo an update on the meeting. Many thanks.

Cheers,



Georg Fontaine.



Record of Call

February 18, 2011

From: Sue McKenzie – Midland

RE: Fire/Police Services

- Fire Dept in Midland is responding to every medical call and they don't do that in Penetanguishene – need to harmonize the level of service between the Towns.
- We need a single police force for the Towns.

From: [Cathy McKay](#)
To: [Wes Crown](#)
Subject: Urban Node
Date: February 18, 2011 10:19:02 AM

Hi Wes,

You did a great job facilitating in our group last night at the Urban Node meeting. At the end you invited us to submit any additional ideas that we might want to include. In listening to the reports from the groups, I remembered an idea that I have often had regarding transportation in relation to tourism.

During the high tourism months, I believe that a shuttle among the tourist high points would be a huge asset to the towns. It could target Ste. Marie Among the Hurons, Wye Marsh, Martyrs' Shrine, Huronia Museum, Midland Cultural Centre, Midland Town Dock/Downtown, Penetanguishene Town Dock/Downtown, Discovery Harbour, and possibly other venues I have forgotten. I'm sure there would be university/college students who could use the jobs during that time frame and who would be fun for the visitors to meet. Alternatively, I expect that there are lots of retired people who would enjoy the job. A kind of Passport could be developed with a 'hop on - hop off' system or multi-day pass or some other system.

I would be surprised if the Tourism group from last night has not proposed such an idea, however, in case they didn't, here it is from me!

Thanks for your time and commitment to this project.

Cathy McKay

From: [Gordon McKay](#)
To: [Wes Crown](#)
Cc: [Moreland Lynn](#)
Subject: Fw: Urban node
Date: February 18, 2011 4:15:13 PM

Wes

I am forwarding comments from Moreland Lynn.

Gord

----- Original Message -----

From: [Moreland Lynn](#)
To: '[Gordon McKay](#)' ; '[Gerry Marshall](#)'
Sent: Thursday, February 17, 2011 11:58 PM
Subject: Urban node

Sorry for sending this directly, but I don't have Wes' e-mail address. Two topics which came up at the meeting and not mentioned during the summaries:

Road links between our Urban Node and Hwy. 400 – 5 years ago I brought this issue to the Ministry by way of a report and analysis and later circulated it to the four councils. Mayor Dubeau said it had been taken forward to the area mayor's meeting, but I think it died. My suggestion at the time was that Baseline, Old Baseline or Marshall Road become a direct arterial. Tonight a member of our table raised the same issue as critical to our future transportation needs. It was not reported.

The second matter is a common taxi licence. I am about to find a whole pile of charges in Penetang(uishene) court dealing with taxis operating illegally in Penetanguishene (because they have a "Midland only" licence, in some cases their drivers are not properly licenced. It has always seemed silly to me to have the licences so "territorial."

Please just forward these suggestions and don't spend a lot of time on them. "Youse" guys have enough to do.

Good luck and best wishes, Moreland

From: [Eleanor Rath](#)
To: [Wes Crown](#)
Subject: FW: Reflection- Joint Urban Node Status
Date: February 21, 2011 8:28:45 PM

See submission below.

E.J. Rath, CMO
Chief Administrative Officer
Town of Penetanguishene
P.O. Box 5009, 10 Robert Street West
Penetanguishene ON L9M 2G2
(705) 549-7453 ex. 216
(705) 549-3743 FAX
cao@penetanguishene.ca

-----Original Message-----

From: Roy Ellis [<mailto:m.r.ellis@rogers.com>]
Sent: February 19, 2011 2:07 PM
To: Mayor Gord McKay; Mayor Gerry Marshall
Cc: Roy Ellis; Ted Walker; Eleanor Rath
Subject: Reflection- Joint Urban Node Status

Good morning and thanks for all you do. Similar to you both, I also like to reflect on the weeks activities.

My reflection deals with the two meetings our neighbouring towns have had regarding understanding and defining the Joint Urban Node status. I think we all agree that this exercise right now is a bit of a political football with a Provincial election on the horizon and factoring in comments made publicly by respected individuals on the matter, both in support or against. Knowing we ultimately control our destiny on so many fronts and this "coming together" is intuitively good for both towns, might I suggest that we embrace a collective motion, a resolution of sorts adopted by both municipalities that reads something like this;

"Notwithstanding the future of the Joint urban node status and it's resulting effect on Midland and Penetanguishene, both towns/councils support and embrace the sharing of services, resources, and best practices with a goal to maintain and/or improve current service levels while reducing costs".

View point- The first two meetings on this subject clearly set the frame work as to where efficiencies might lie (said differently, where to go fishing) and now we need to put the overarching vision for success in play with some supporting tactics. I often hear about the EDAMS report only to conclude it sits on a shelf somewhere getting dusty. This suggests to me that the group responsible for it's outcome had no real authority, influence and/or resources to ignite the findings. Gerry you used the term several times this week, and I quote, "stronger together". I agree and this suggests to me that while we need to be mindful of the Joint urban node status initiative and we should continue to exploit this opportunity as a catalyst for change, I'm nervous that if we don't put a stake in the ground soon, (a declaration of sought around success, define the role of planning in the context of policy and partnership, joint boards, etc), we will lose the big "MO" (momentum) we have. As you know, both towns have unusually high taxes already which frankly,

cannot be sustained. We also have too much red tape. We must stop telling those that aspire to invest what they can't do, but help them with what they can do. Additionally, until the model/governance changes, we are currently competing with each other for new business, new homes, new growth, etc. We can clearly do more with tourism and recreation. Finally, I suspect words such as best practices and benchmarking are not intuitive behaviors practiced by our fine town personnel.

In summary and in the near term, why not consider putting a stake in the ground. No longer should we open these meetings by saying, "what does Joint urban node status mean to you"? Let's start by saying, "what does working cooperatively and efficiently look like for both towns under the heading of driving efficiencies and expanded services". Each department could be given 60 days to come back to respective councils with the top three things they can do this year to maximize work processes, systems, resources, with a keen eye on savings and efficiencies. Thanks for listening
Cheers

Roy Ellis