



# TOWN OF MIDLAND – COUNCIL STRATEGIC PLANNING PRIORITIES

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2014/2015 – 2018/2019

## **Foreword:**

*On January 21<sup>st</sup> and again on February 12<sup>th</sup>, members of Midland Town Council together with the CAO and Deputy CAO met to develop a high level strategic direction for the municipality, and to identify key priorities to be undertaken during the current term of Council. This document highlights the strategic priorities agreed to by Council.*

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PRINCIPLES THAT WILL GUIDE THE  
WORK OF COUNCIL OVER THE  
COMING FOUR YEAR TERM

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- We will collaborate and work together.
- We will value the input of others and focus on the positives.
- We will show leadership at Council.
- We will create certainty for our constituents and partners.
- We will transform ourselves by letting go of the things that we should not be focusing on and instead, embrace opportunity.
- We will consider a new role for Council; one that moves us away from being ‘doers’ and one that moves us forward as ‘facilitators’ and ‘partnership builders.’
- We will consider what services should be provided; what the appropriate level of service should be and whether there are more efficient and more effective ways of delivering service.
- We will contain our costs and we will act in a transparent, responsive, accountable and responsible manner.
- We will consider the importance of doing things right and doing the right things.



**TOWN OF MIDLAND**

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**STRATEGIC PLANNING PRIORITIES OF COUNCIL**

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**Rationale & Introductory Remarks:**

As members of Council, we are united in our desire to advance a number of critical Council priorities over the next four-year term. We have made an unwavering commitment to work together for the best interests of our constituents, our partners and our community as we address the challenges facing the Town of Midland. We will turn these challenges into opportunities and we will be clearly focused in our efforts to bring about positive, lasting change.

Midland is a community like no other. We have much to be proud of and, at the same time, much to accomplish. We must address a number of critical challenges, not the least of which is the need to reduce taxes. Our tax rate is among the highest in the County of Simcoe and the income levels of our residents are among the lowest. We must bridge that divide, and you will see in the following priority list, that we have placed an emphasis on cost containment and fiscal responsibility as a critical first order priority.

We will emphasize economic development and the importance of diversifying our employment base to capitalize on new work-related and employment trends, and we will work to promote greater collaboration between industry and academia. We will also review our Official Plan to ensure that Midland is open and ‘ready for business.’ At the same time, we will be looking closely at municipally owned assets to determine if there are opportunities for economic advantage through a higher and better use of these facilities. We will, in few words, be exploring the opportunities to utilize Town assets to drive economic growth and development. We will work hard as your elected leaders to foster an environment that supports economic development, growth and prosperity.

You will also see that we have acknowledged the need to be strategic and to think strategically; to strengthen our existing partnerships and to build new alliances with academia, the business community, the arts sector and our constituents generally. We will place community engagement among our top priorities for the next four years. We will lead by example but we will look at creating stronger connections across our community and we will look forward to making positive changes with you as a member of our team.

We will lead by example and focus on service and organizational excellence by ensuring that our service delivery model advances efficiencies and effectiveness improvements. We will think about new and better ways of doing business and we will ensure that Town staff and Council are well positioned with the proper skills to be able to advance new models of service delivery and continued customer satisfaction. More directly, we will be transforming our service delivery model and contemplating whether and how to move away from direct service provider to service facilitator and convener. To this end, we will advance a review and rationalization of Emergency Services at the Town of Midland. We will also be moving forward with our Core Services Review and Infrastructure Review and we will be looking to adopt best departmental practices for service delivery. At the same time, we will be developing and implementing a Customer Service Standard so that we can ensure that every interaction with the Town of Midland is one that exceeds expectations. This will be our goal.

In carrying out our responsibilities over the coming four year term, we will operate on the basis of a number of key principles. We will collaborate and value the input of others. We will create certainty for our constituents. We will transform the services we provide so that we offer efficiencies and effectiveness for all. We will focus on doing things right and doing the right things. We will, in all of our actions – individually and collectively – emphasize the important role we play as decision makers and ambassadors for the Town. We will focus critically on containing our costs and we will operate against a backdrop of fiscal responsibility and prudence. We will, as your elected Council, earn your trust and your confidence and we will work together to place the Town of Midland and its residents in a position of real strength, today and tomorrow.

We will be taking some early steps to improve our communications and the first order of business will be to improve the audio system for Council meetings. It is our hope that you will see more communications from Council as we make every effort to keep you apprised of our progress.

Our strategic priorities focus on five (5) key areas, as follows:

- ✓ Fiscal Responsibility and Cost Containment
- ✓ Organizational Excellence
- ✓ Economic Development
- ✓ Developing Partnerships, Promoting Collaboration & Alignment
- ✓ A Healthy Sustainable Community

We have identified a number of focused, strategic actions that will guide our work as a collective. It is our belief that these five areas offer an important and balanced focus for Council to address the economic, social/cultural and environmental priorities, all supported by an organization that is driven by excellence.

If you have questions, comments or suggestions, we invite you to contact us...our doors are open.

The following represents Council’s strategic priorities for the 2014/15 – 2018/19 term of Council:

**Midland Town Council  
Priorities for the 2014/15 – 2018/19 Term**

<b>Priority: Fiscal Responsibility &amp; Cost Containment</b>
<p><b>Strategic Action: Broad Fiscal Direction By Council To Reduce Taxes.</b> Reduce Taxes, with the objective of moving to the 75% percentile by 2018.</p>
<p><b>Strategic Action: Emergency Service Review &amp; Rationalization</b></p>
<p><b>Strategic Action: Municipal Review &amp; Restructuring</b></p>
<b>Priority: Organizational Excellence</b>
<p><b>Strategic Action: Transformative Government &amp; Governance.</b> Is there a new role for the Town of Midland related to service delivery? How can the Town transform and transition itself from a provider of services to a facilitator of services?</p>
<p><b>Strategic Action: Core Service Review</b> Assess our core services and develop an Organizational Excellence Strategy that focuses on doing things right and doing the right things.</p>
<p><b>Strategic Action: Team Building &amp; Skills Development Across the Organization</b> Build a whole team approach through team building efforts including skills development for Council and staff.</p>
<p><b>Strategic Action: Imaging &amp; Rebranding</b> Building a ‘whole team approach’ by focusing on Midland’s positive future.</p>
<p><b>Strategic Action: Communicating to our Constituents</b> Work hard to ensure that our citizens are well informed of our efforts at Council. Open the avenues of communication to engage our community and keep them apprised and involved.</p>
<b>Priority: Economic Development &amp; Tourism</b>
<p><b>Strategic Action: Job Retention &amp; Job Creation</b> Develop a strategy to address job creation and retention. Work with schools and academia and capitalize on the changing employment trends and work landscape to develop a Home-Based Business Strategy.</p>
<p><b>Strategic Action: Town Asset Inventory &amp; Reuse Strategy</b> How Can Municipal Assets Drive Change? How Can We Use Our Assets More Efficiently and More Effectively?</p>
<p><b>Strategic Action: Council Support to EDCNS</b> Promote greater collaboration between employers. Explore the notion of an innovation hub and work with academia and industry to capitalize on the next era of economic growth and development.</p>
<p><b>Strategic Action: Midland Bay Landing</b> Review goals and composition of the Waterfront Steering Committee</p>
<p><b>Strategic Action: Downtown Midland Master Plan</b> Community &amp; Stakeholder engagement to build sense of shared ownership and support.</p>
<b>Priority: A Healthy Sustainable Community</b>
<p><b>Strategic Action: Enhance &amp; Strengthen Recreational &amp; Cultural Assets.</b> Complete an optimization and valuation study of Little Lake Park as a first order priority and consider optimization of other Town recreational facilities. Support the work of the Cultural Advisory Committee.</p>
<p><b>Strategic Action: Improved Quality of Life</b> Focus on opportunities to increase affordable housing in Midland. Focus on access to and the retention of existing health care services in Midland. Advance pilot projects under the Sustainability Plan and explore opportunities to advance the Energy Conservation &amp; Demand Management Plan. Consider opportunities to explore walkability, livability and active transportation. Explore the development of an Anti-Poverty</p>

Strategy and consider ways in which the Town could support more active engagement of lower income families in Town-operated recreational activities.

**Priority: Develop Partnerships, Promote Collaboration & Alignment**

**Strategic Action: Community Engagement Strategy**

Develop a comprehensive Community Engagement Strategy to encourage involvement at the community level and in particular, focus on engaging Youth. Establish a Youth Committee to inspire the next generation of community leaders.

**Strategic Action: Strengthen Existing Partnerships & Build New Alliances**

Facilitate inter-municipal and County level dialogue. Engage with upper levels of government. Support neighbouring municipal events and festivals and encourage adjacent municipal attendance at Council meetings and secure an invitation to attend adjacent Council meetings so that issues of common concern can be regularly tracked and addressed.