



2018-2022  
Council  
Strategic Planning Priorities

**Approved:** March 6, 2019  
Council Resolution 2019-51



# Council's Strategic Priorities 2018-2022

*Midland is a safe, liveable and prosperous community that respects its cultural heritage and celebrates the natural beauty of Georgian Bay*

## 1. Accountable, Responsive & Innovative Governance

- a) Modernizing Government- Enhancing access and capability for on-line municipal services and information;
- b) Develop sustainable and responsible financial strategies that balance demands for asset renewal, evolving service demands and revenue/funding capacity (including investigating new revenue streams);
- c) Explore and implement new service delivery models and community engagement/partnerships;
- d) Review Council composition in time for the 2022 municipal election.

## 2. Economic & Community Development

- a) Attract, support and retain business enterprises and evolve towards a 4 season festival events community;
- b) Accelerate and encourage the planned vision for Midland's waterfront;
- c) Complete infrastructure and public realm improvement in the downtown and leverage public assets;
- d) Advocate for the implementation of high speed broadband and wireless connectivity throughout the Town.

## 3. Safe, Sustainable, Healthy Community

- a) Implement a Safe Streets plan;
- b) Encourage new accessible and affordable housing;
- c) Empower a Youth Council for Midland;
- d) Facilitate intergenerational initiatives to build inclusiveness;
- e) Target and measure achievement of a liveable, sustainable and fully accessible community;
- f) Promote Sustainable and Active Transportation;
- g) Develop Vibrant Public Spaces and celebrate a beautiful Midland.

*"We will work together with integrity and respect to build trust and optimism for the future."*



## Pillar One: Accountable, Responsive & Innovative Governance

### a) **Modernizing Government – Enhancing access and capability for on-line municipal services and information**

- Development of online dashboard (including status of various municipal plans and projects);
- Implement system for online booking and registration;
- Review current phone system with a view to enhancing “live operator” options and voice options;
- Enhance the Town’s website content to ensure currency and relevancy with consideration to rebuilding the website to include digital payment and booking services, as well as better digital government tools;
- Examine alternatives for audio and video/webcasting capabilities in Council Chambers;
- Implement customer service training across the organization;
- Examine opportunities for staff cross training to enhance and broaden front line experience;
- Implement customer service standards;
- Review current practices for public notices for statutory/other public meetings to determine more impactful and effective alternatives;
- Consider agenda/document management system to enhance and streamline public access.

### b) **Develop sustainable and responsible financial strategies that balance demands for asset renewal, evolving service demands and revenue/funding capacity (including investigating new revenue streams)**

- Continue with ongoing implementation of the Service Delivery Review (SDR);
- Audit & Report on the OPP contract services against committed level FTEs and patrol hours;
- Establish multi-year budget cycles and give consideration to the use of alternative budgeting systems (program and Zero-base budgeting) and long-term capital budgeting/asset management plans;
- Review all existing user (group) agreements and leases of Town facilities to ensure appropriate levels of cost recovery (and recognition of Town support);
- Undertake a review of municipal parking systems options (parking modernization) to ensure cost recovery and adequate future reserve contribution;
- Set financial guidelines to ensure certainty and stability (e.g. 2-year tax levy).

### c) **Explore and implement new service delivery models and community engagement/partnerships**

- Continue to advance the SDR with a view towards:



## Council's Strategic Priorities 2018-2022 – Tactical Opportunities

- Social media platforms;
- Community surveys;
- Explore means of introducing – “one-window” service approach;
- Implement Council “constituency days” (coffee with Council);
- Establish an Annual best practices forum – idea exchange – with invitees from other jurisdictions and volunteer groups;
- Establish regular briefing meetings with BIA and Chamber of Commerce;
- Review status of all existing partner arrangements to ensure meeting expectations.

### d) Review Council composition in time for the 2022 Municipal Election

- Structure a community engagement process to review alternatives to existing ward system and the number of Council representatives.

## Pillar Two: Economic & Community Development

### a) Attract, support and retain business enterprises and evolve toward a 4-season festival/events community

- Continue to leverage the partnership with EDCNS for business retention and attraction
- Continue to explore new “local” festivals and events with the engagement of the arts and culture community;
- Continue to support existing festivals and events (Pan-Am Cyclo-Cross Championships, Party on the Dock, Butter Tart, etc.);
- Review Town facilities with a view to optimizing their attractiveness for community festivals and events;
- Explore the potential for a “festival and events opportunities fund” to help kick start local events;
- Review the revenue and marketing potential of the destination marketing fee with the various tourism partners;
- Undertake a review of the current supports for home-based businesses and examine other leading practices to encourage further development of “home-grown” opportunities.

### b) Accelerate and encourage the planned vision for Midland's waterfront

- Adopt the new Official Plan with the inclusion of the implementation recommendations of the Waterfront Plan;
- Support and work with the MBLDC working through the potential phasing of the development to ensure a successful project;
- Improve public access to the waterfront;
- Undertake a boat launch ramp optimization study;



- Implement upgrades to Town dock and waterfront parks;
  - Continue to participate and advocate for the implementation of a Great Lakes Cruise Ship strategy.
- c) Complete infrastructure and public realm improvement in the downtown and leverage public assets**
- Review opportunities to repurpose Town properties as a means to encourage strategic community development;
  - Upon completion of the King Street reconstruction program – Undertake a review of the Downtown Master Plan to determine the required future investments to implement the concepts of the Plan; ensuring a healthy and vibrant downtown (including a re-examination of current and future partnership opportunities, existing and potential incentives, etc.).
- d) Advocate for the implementation of high-speed broadband and wireless connectivity throughout the Town.**

### Pillar Three: Safe, Sustainable, Healthy Community

- a) Implement a Safe Streets plan**
- Revisit the Community Safety Task Force Report with a view to identifying partnerships, funding and staffing resources to coordinate and oversee the implementation of said recommendations of the Ad Hoc Community Safety Task Force;
  - Undertake the next phase of the broader community safety planning process including a re-visit of the “neighbourhood watch” and “block parent” programs.
- b) Encourage new accessible and affordable housing**
- Review existing inventory of available municipal land with the view to repurpose sites for affordable/attainable housing;
  - Examine other successful municipal partnership models including, but not limited to, municipal incentive programs that can leverage and increase the supply of affordable housing, and explore the idea of Community Land trusts for affordable housing;
  - Advocate to senior levels of government for funding, policies and programs that support housing affordability and help residents access housing options;
  - Consider a poverty reduction strategy.
- c) Empower a Youth Council for Midland**
- Review and consider organizational and resources needs to structure a Midland Youth Council that would be empowered to identify community needs and help deliver youth programs.



## **Council's Strategic Priorities 2018-2022 – Tactical Opportunities**

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### **d) Facilitate intergenerational initiatives to build inclusiveness**

- Encourage the development of local partnerships that forge greater understanding and exchange between older and younger age groups within the community;
- Implement age-friendly initiatives for youth and senior engagement.

### **e) Target and measure achievement of a liveable, sustainable and fully accessible community**

- Direct staff to bring forward an appropriate measurement framework for the purpose of reporting out Midland in the overall composite measurement of well-being;
- Continue to expand current partnerships and opportunities to develop strategies to address climate change and incorporating resilient community planning;
- Consider approaches to ensure the preservation and expansion of Town-wide beautification, public art and cultural interpretative signage programs.

### **f) Promote Sustainable and Active Transportation**

- Continue to invest in the Midland Public Transit system through adaptation of the recommendations from the Transit system review;
- Promote walkability through physical improvements to the transportation system as well as promotion and awareness of walking as a viable mode of transportation. Develop a funding strategy for street furniture and plant street trees to enhance an environment that encourages walking.
- Continue with the development of the on and off road cycling network. Work with the schools and community to promote School Travel Planning to address vehicle congestion at schools.

### **g) Develop Vibrant Public Spaces and promote a Beautiful Midland**

- Promote and develop beautification policies that address public art and murals, property standards and community guidelines;
- Take the lead on environmental stewardship through urban tree management, biodiversity and natural heritage preservation, water quality protection. Greening the “concrete jungle” downtown core;
- Reconsider participation in Communities in Bloom.