



## STAFF REPORT

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**DEPARTMENT/FUNCTION:** Administration

**CHAIR:** Councillor J. Contin

**DATE:** November 4, 2016

**REPORT NO.:** CAO-2016-9 MIDLAND FORWARD

**RECOMMENDATION:**

**THAT the Report CAO-2016-9 entitled “MIDLAND FORWARD” presented by the Chief Administrative Officer dated November 4, 2016, be received; and**

**THAT Council endorses the assignment of the Corporate Champions in relation to the 2014 – 2018 Strategic Plan Priorities, as noted in the Report “MIDLAND FORWARD” and that Council commits to re-engaging with Administration in a workshop setting to provide the appropriate clarity on the expectations and outcomes for the various initiatives identified within the Strategic Plan Priorities; and**

**THAT the Director of Finance/Treasurer, be instructed to reflect the organizational changes as noted in the report within the 2017 Budget presentations; and**

**THAT the Chief Administrative Officer be authorized to re-engage Council and the Senior Management Team for the purpose of establishing a Corporate Mission, Vision and Values exercise; and**

**THAT the Chief Administrative Officer be authorized to proceed early in 2017 with the proposed SERVICE DELIVERY REVIEW PROJECT (SERVING MIDLAND) for the purpose of creating the foundation for a continuous improvement and customer service excellence program; and**

**THAT the concept of the proposed PERFORMANCE EXCELLENCE PROGRAM (PEP) be approved in principal with the intent that a future implementation report be presented by the Director of Human Resources and the Chief Administrative Officer before the end of the 2<sup>nd</sup> Quarter of 2017; and**

**THAT the Director of Corporate Services/Clerk/Deputy CAO be directed to undertake a review of the Procedural By-law 2010-42, as amended, and the Terms of Reference for all existing Town Committees. This work to be supported by a Council ad hoc committee of 3 – 4 members which will report back on the proposed changes to Council not later than the end of the 3<sup>rd</sup> Quarter of 2017; and**

**THAT the Chief Administrative Officer be directed to report on the progress and impact of these proposed changes no later than the 3<sup>rd</sup> Quarter of 2017.**

## **BACKGROUND:**

Since this Council assumed office there have been a series of staffing and organizational changes. Some of these changes were supported and justified through the review and analysis conducted by external parties (2012 KPMG report). Without question some of the changes resulted in significant “churn” within the organization. Externally we have witnessed the rise in community polarization which creates an ever increasing challenge respecting new policy initiatives. These dynamics have created a challenging situation and added to a less than ideal working environment. The current climate did not arise as an overnight phenomenon but has been slowly manifesting itself for a considerable period of time.

Recently, with the departure of several senior staff, Council has been forced to hit the “pause-reset button” for the corporation. In September of this year, two recent hires occurred (*the Chief Administrative Officer and Director of Finance/Treasurer*). Each joined the organization with high expectations that they would add both a measure of stability in addition to extensive municipal experience. Given the changes that the organization has undergone over the past year, these two individuals in senior roles will provide the organization with the opportunity to refocus and rebuild the confidence between Council, the administration and the community.

Over the past two months since joining the corporation in early September, it is evident to your CAO that there are a number of challenges which require considerable focused attention, renewed leadership, and a considerable degree of patience.

The challenges include:

- 1) Focus on Council’s strategic priorities – a need to clarify, develop appropriate action plans and assign responsibility for administrative champions to lead these key initiatives
- 2) Build corporate capacity within the administration – actions required include providing greater clarity in direction, supporting the enhancement of existing and the development of new skills, improving accountability and introducing formal staff recognition
- 3) Deliver program and process improvements (*which also includes a higher level of IT System integration and enhancements*)
- 4) Focus on re-establishing productive relations amongst Council, administration and the broader community
- 5) Create and foster a positive and enhanced climate for economic development and growth

Why do we find ourselves in the current situation?

Based upon conversations both external and internal to the corporation, reoccurring themes arose suggesting that the corporation was slow to adapt to change and has been significantly outpaced by changing circumstances in the community and beyond. This has resulted in the fact that the corporation seems to be well behind the curve in embracing leading practices, building greater capacity and preparing and creating its own future.

Today more than ever, municipalities are recognizing that they need to develop appropriate responses to disruptive changes in their communities in order to remain relevant to their customers, taxpayers, and stakeholders. The failure to recognize the importance to make positive and meaningful changes leads to a significant loss of trust between the community and the municipality.

The inability of this organization to recognize that problem has only served to exacerbate frustration at the Council table. That level of frustration has directly attributed to the erosion of trust and confidence. Unfortunately, once the corporation recognized the need to make changes, it appears that some of the changes lacked an understanding and full appreciation of the implications of the proposed changes. Implementing change is never easy, however making changes as a reactive response with no real consideration of the long term implications is problematic.

The mandate of the new CAO is to work closely with Council; town staff and the various community organizations/stakeholders with a view to implement a work plan to advance Council's approved strategic direction. Since starting this role in September, your CAO has been engaged in a number of meetings with Council members, community representatives, various municipal agencies, employee associations and unions, and of course town staff. All of these meetings were conducted for the purpose of engaging and soliciting feedback with respect to our organization and how effectively we interact with our community.

A great deal of feedback received relates to the quality and nature of the services we provide and the relative satisfaction with the manner in which our services are provided. In general, the reception has been positive and individuals have been quite candid in their comments, observations and suggestions respecting the potential for organizational, process and policy improvements.

The proposed changes outlined in this report have been derived from the feedback as well as through engagement with our current practices. The valued input has been helpful on a number of fronts but in particular, in assisting with the identification of a number of opportunities for "MIDLAND FORWARD".

For the benefit of those reading this report, a brief summary of the comments shared with the CAO by various parties has been appended to this report. The objectivity and passion of the comments reflects well on the desire of all stakeholders to shape a better future for the Town of Midland. It is with that objective in mind that the recommendations for change are presented to Council for consideration and endorsement.

The balance of this report focuses on the learnings from those conversations and the guidance offered by those engaged by the CAO. This report recommends some organizational re-alignments with a view to accelerate activity toward the pursuit of the strategic priorities. In addition, the changes outlined in this report will ensure that there is clarity surrounding expectations *vis-a-vis* the execution of the strategic priorities.

The report focuses on the above challenges in an effort to move the organization forward (“MIDLAND FORWARD”) in a direction that will start to systematically respond to these issues. The measure of our success in moving this organization forward will be largely dependent upon three key factors:

1. The commitment, support and patience of Council;
2. Administration embracing a vision of service excellence and building organizational accountability for the execution of same; and
3. Ensuring a continuous process of engaging the community to ensure that we are addressing and balancing the expectations of our community (*taxpayers and stakeholders*) in an open and transparent manner through service delivery excellence.

## **ANALYSIS:**

So how will we deliver upon these lofty expectations?

This report sets out several initiatives which over the course of the next two years will set in motion a series of changes to advance the organization.



## **PROPOSED ORGANIZATIONAL CHANGES: (PHASE 1)**

### Information Technology:

Re-assign the responsibility and accountability for Information Technology Services including the advancement of the IT Master Plan to the Director of Finance/Treasurer (noting that the Deputy Treasurer recruitment is currently underway and certain aspects respecting the IT role will likely be shared between the Treasurer and Deputy during the early stages). (*This function is currently under the Director of Corporate Services/Clerk/Deputy CAO area of responsibility*)

### By-law Enforcement & Parking Enforcement:

Re-assign responsibility and accountability to the Director of Operations/Parks & Facilities. The nature of the community-based enforcement role aligns better with an external service area. This will increase opportunities to capitalize on expanded “on-street” resources, information sharing and should improve overall responsiveness, customer service and a more proactive enforcement approach. (*This function is currently under the Director of Corporate Services/Clerk/Deputy CAO area of responsibility*)

### Engineering:

Assign the responsibility for the Town’s Asset Management portfolio as well as consolidation and development of the Town’s capital budget program (save and except vehicle and equipment acquisition) to the Town Engineer. (*Currently the Asset Management program is split among several departments and lacks a true corporate champion. The Capital Budget program is equally split amongst several departments and requires improved coordination*). The Director of Finance/Treasurer will continue to play a significant role in the process.

Development Charges:

Re-assign responsibility for coordination of future development charges study updating to the Director of Finance/Treasurer. (*Currently under Director of Planning and Building Services*)

Tourism, Culture and Special Events:

Proposed change would have the function report to the Director of Corporate Services/Clerk/Deputy CAO. The role currently interacts with numerous community groups and coordinates activities that engage with Council. (*Currently under the Chief Administrative Officer*)

Corporate Communications and Marketing:

There is a strong desire to elevate the function of corporate communications in an effort to improve our outreach with the community. This includes the sharing of information for the purpose of informing, as well as educating the public. The Town Clerk's Office is viewed as the primary conduit for most of the coordination of this information and is seen as the logical place to start the capacity-building process. (*Currently under the Chief Administrative Officer*)

Development Coordination:

As development opportunities continue to grow, a need to build upon the "one-window" approach that falls to the Director of Planning/Building/Development Services. This "one-window" approach is intended to assist and facilitate the economic development opportunities within the community. The intention here is to bolster the current responsibilities for coordination and reduce and/or eliminate the "hand-offs" by assigning the lead responsibility for successfully navigating applicants through the process.

Assign all Facility Management responsibilities by consolidating the function the Director of Operations/Parks & Facilities. (*Currently responsibility for the Town's various facilities is dispersed among several Directors.*) Assigning the responsibility to one Director should improve the management oversight for all facilities, standardize our approach to maintenance and repairs and improve accountability.)

These changes including the allocation of the 2017 operating budgets for the services in question would be reflected in the 2017 Budget presentations.

**ORGANIZATIONAL EXCELLENCE: (PHASE 2)**

In keeping with an effort to elevate performance it is clear that we need to address "organizational culture". In short, the culture of an organization speaks to the shared values and beliefs that underlie the behavioral norms of the organization. Culture is typically referenced as, "the way we do it around here" and can be easily recognized by newcomers to the organization through their daily interaction with employees. Where employees have a solid understanding of the vision, mission and values and are clearly working together to achieve those common corporate goals, the culture of the organization tends to be strong and supportive. On the flip side, where there is a lack of cohesiveness and the focus lacks clarity, the organization will often reflect the "status quo" and is typically about defending "the way things have always been done", and suggests a much weaker corporate culture.

There is leading research to suggest that those organizations which place a premium on developing the right organizational culture have a consistently higher level of achievement.

Typically organizations that attempt to introduce change initiatives into an “old” organizational culture are most likely to invite problems. When employees are sold a bill of goods respecting change it is critical that those who “talk the talk” actually embrace it and “walk that talk.” When the obvious failures occur and continue to re-occur with each successive attempt to change the organization, employees become cynical, distrustful, overly stressed and passively resistant. With these proposed changes we have to be mindful and committed to ensure that the approaches we take in our renewed efforts to strengthen and revitalize the organization that we avoid the potential of creating an organization that is cynical, distrustful and overly stressed which will lead to passive resistance.

If we intend to build a high performance workplace with the view to delivering on the aspirations of Council and this community, we have a significant amount of work ahead of us. It should be noted that, “change leadership” takes time and a strong commitment to “staying the course”. Too often, competing priorities, employee turnover, coupled with a heavy workload will result in a diffused effort on the part of the organization to stay committed to the change process.

So how exactly do “leaders” impact organizational culture?

There are several opportunities to change culture

- Identifying and supporting Champions for change within the organization
- Role modeling, including teaching, coaching and mentoring employees
- Establishing criteria which reinforce the new culture and then using them to allocate rewards (*both monetary and otherwise*)
- Using the criteria which reinforce the new culture to select, promote and terminate staff

If we are serious about setting in motion the development of the new culture then we need to address the need for a “Mission, Vision and Values” that articulate and shape that new culture.

To quote Margaret Thatcher, -

*“It is the leader’s responsibility to shine a spotlight on the future and get the support of the people to create that future.”*

We owe it to our community and our employees to create the path (*mission*) and to show them where it is taking them (*vision*). The recommendation for Council is to authorize the Chief Administrative Officer to re-engage Council and the Senior Management Team in an exercise to develop the Mission, Vision and Values for the Corporation.

As part of an overall Performance Excellence Program examine the opportunity to embrace new approaches to the overall Human Resources Management of the Corporation. In order to develop greater responsibility and accountability within the organization, a number of proposals are being advanced:

- a) The first is for the consideration to the potential benefits of a Human Resources Committee as a Standing Committee of Council. The intent here is to provide strategic guidance on matters related to the Town's workforce. Examples of issues could include: labour negotiations strategy, succession planning, benefits, compensation, employee recruitment and retention, employee wellness, etc.

This particular initiative would be presented at the time that Council re-examines its procedural by-law and the various Council Committee mandates.

- b) The need to simplify while at the same time ensuring a high degree of consistency in evaluating the performance of employees. Consideration for adopting a new Performance Appraisal Program with a focus to ensuring ongoing and regular conversations respecting performance expectations, and alignment of organizational strategic priorities.
- c) Examine existing compensation programs to ensure that the Corporation is appropriately positioned to meet ongoing challenges.

### **GOVERNANCE:**

Although the Town's procedural by-law has been amended regularly to address changes in provincial legislation, the bones (skeleton) are becoming rather frail and the injection of some forward thinking governance principles may help to breathe some new life to our current practices.

Some observations from the few Council and committee meetings attended include:

- There appears to be an overall lack of discipline in dealing with the business before Council. Some Council training on procedure may help to address and resolve this.
- Although Council has been clear in its desire to focus on core municipal services for the purpose of addressing the fiscal challenges, there is a propensity for Council to move into areas where jurisdiction is clearly assigned to other government bodies and agencies.
- There is a need for policy direction on a number of fronts that would help Council to be better focused, i.e. grants, fee waivers, etc.
- Members are observed to wander off topic and away from the substantive nature of the reports that are before Council. This tendency puts Council into certain discussions that are not properly before Council for consideration and debate.

- Lack of adherence to the principle that staff should always be directed by the will of Council and not by individual Council members – for the purpose of engaging staff to undertake initiatives there should be clear direction from Council expressed through resolution.
- Significant level of procedural duplication i.e. committee recommendations could be adopted via consent agenda items and only contentious issues be addressed for commentary. Currently we engage in a separate vote on each committee item on the Council agenda then we proceed to adopt all of the recommendations through the adoption of the minutes. The desire to have sober second thought on matters before committee should be precisely that and not engage in a repeat of the discussion that occurred at committee meeting.
- There is an opportunity to consider the current agenda and information package layout for purposes of dealing more effectively with the business of Council.

The next steps recommended under the area of governance is to undertake a Procedural By-law update, review all of the current committees of Council with a view to ensuring that the mandates of each continues to be relevant to the needs of both Council and the Community.

### **STRATEGIC PLAN:**

At the start of this term of office, Midland Council considered a wide range of strategic priorities and created a high level strategic direction for the municipality.

- ➡ FINANCIAL - Fiscal Responsibility and Cost Containment
- ➡ ORGANIZATION - Organizational Excellence
- ➡ ECONOMY - Economic Development
- ➡ PARTNERSHIPS - Developing, Promoting Collaboration & Alignment
- ➡ COMMUNITY - Healthy Sustainable Community

Council’s plan includes a number of ambitious initiatives and undertakings (including some that appear to be well beyond the direct responsibility of local government). The challenging aspect to the Strategic Plan is the fact that it is in large part silent on meaningful and actionable steps/tactics as well as absent on the assignment of corporate champions tasked with advancing these initiatives. Through the recent efforts of your senior management team, individuals have now been identified to take on the leadership/champions role. Given that the plan is also silent on any commitment of funding to deliver upon these initiatives, instructions have been given to the various project leads to incorporate a business plan and identify potential funding within future budget submissions.

This report does identify a need to re-engage Council in a workshop to review and validate the current plan to ensure that there is clarity in the expectations of Council and the resource requirements in order to successfully execute upon Council's Strategic priorities.

Strategic plans require ongoing monitoring, reporting and periodic re-focusing to address circumstances that are changing. Through the discussions and conversations between the CAO and a variety of individuals (*and not necessarily from the perspective of shifting direction but rather gaining a better understanding of how to make things work better*) it is important for the organization to reflect upon today's circumstances and assess these strategic priorities relative to "what's new", "what's changed" and "where are we heading?"

In preparing this report, consideration has been given to align where possible the strategic priorities with the corporate organizational structure. It's important to understand that there is no magic solution which will address everyone's expectations. However, given that Council has refocused its strategic objectives, it is critical that administratively we begin to address those objectives in a concerted and planned approach.

The balance of this report will start to address the assignment of corporate resources to achieve the desired results over the short/medium term.

The longer-term objectives may require further "tweaking" of the organization. So, in keeping with the desire to attain "organizational excellence" it is important to clearly assign both responsibility and accountability to each of these strategic pillars, if not specifically to individuals then to express the team members that will lead the initiatives.

The following represents Council's strategic priorities for the 2014/15 – 2018/19 term of Council including recent Council resolutions which impact certain priorities. In addition, the administrative champion for each of these initiatives has been included.

#### **Priority: Fiscal Responsibility & Cost Containment**

##### **Finance A)**

##### **Strategic Action: Broad Fiscal Direction By Council To Reduce Taxes.**

Priority for 2016:

Managing expectations of costs containment in light of the many new initiatives:

How will we achieve this?:

- 1) Immediate Hiring Freeze (Internal replacements conditional on full needs assessment)**
- 2) Annual Budget to provide Council with scenarios of -2% and -1%**
- 3) Through corporate wide process review expectation of a \$1.5M operating budget reduction by 2018 (exclusive of police and capital)**

**CAO's Comment:** The Resolution adopted July 25, 2016 (2016-354) requires some further clarification as the intent may not align with the original Council Objective. This objective should be revisited during the 2017 budget deliberations.

**Budget process for 2017 will be delayed as a result of the staff changes and key position vacancies within the finance area.**

**Objective #1 is in effect and administrative assessment criteria have been established.**

**Objective #2 will be met by Q1/17.**

**Objective #3 is inherently linked to the Strategic Priority listed as Organization “B” –if reductions are to be attained they should be sustainable and should be directly linked to the function of local government – the provision of services.**

**ADMINISTRATIVE CHAMPIONS: Director of Human Resources, Director of Finance/Treasurer & CAO**

**Finance B)**

**Strategic Action: Emergency Service Review & Rationalization**

**1) OPP COSTING EXERCISE – ESTIMATED TIME FRAME Q4/16 – Q2/17**

**ADMINISTRATIVE CHAMPIONS: Director of Corporate Services/Clerk/Deputy CAO & CAO**

**2) FIRE SERVICES - SHARED SERVICE MODEL (PENETANGUSHENE) TIME FRAME - Q1/17**

**ADMINISTRATIVE CHAMPION: Director of Fire Services/Fire Chief & CAO**

**Finance C)**

**Strategic Action: Municipal Review & Restructuring**

**IT IS RECOMMENDED TO ROLL THIS INTO THE CORE SERVICE REVIEW UNDER ORGANIZATIONAL EXCELLENCE – Subject to the determination of the delivery of municipal services should inform the nature of the organizational structure that is selected to deliver the desired results.**

**Priority: Organizational Excellence**

**Organization A)**

**Strategic Action: Transformative Government & Governance.**

**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?**

**TO A LARGE EXTENT THIS SHOULD BECOME EVIDENT THROUGH THE DEVELOPMENT OF CLARITY SURROUNDING THE CREATION AND ADOPTION OF A CORPORATE MISSION/VISION AND VALUES WHICH WOULD HELP INFORM AND SUPPORT A SERVICE DELIVERY REVIEW PROCESS. THIS STRATEGIC ACTION WOULD LOGICALLY FLOW FROM THE CORE SERVICE REVIEW.**

**ADMINISTRATIVE CHAMPIONS: CAO with support from the entire Senior Management Team**

**Organization B)**

**Strategic Action: Core Service Review**

Assess our core services and develop an Organizational Excellence Strategy and where appropriate implement further organizational realignment. **(This objective is blended with objective FINANCE “C” and will result in the objective under Finance “C” being dropped. It is important to note that the strategic objective noted under Organizational Excellence “A” will be a bi-product of the completion of the service delivery review. The expectation is that where synergies in services warrant organizational changes the form will follow function.**

*In light of Council’s Strategic Direction respecting corporate wide process review – the CAO move forward with the introduction of a Service Delivery Review (SERVICE MIDLAND) initiative. The exercise will launch in Q1/17 and will continue through Q4/17.*

*Administration will be seeking a Council/Community-Based Steering Committee to assist with the exercise.*

**ADMINISTRATIVE CHAMPION:** CAO and the entire Senior Management Team including external support. A Council/Community Steering Committee should be formed as part of the process to test and validate service level expectations.

**Organization C)**

**Strategic Action: Team Building & Skills Development Across the Organization**

Build a whole team approach through team building efforts including skills development for Council and staff.

*This is an ongoing objective which will continue to be a priority over the balance of this term of Council. One of the first joint training initiatives (Council and Administration) was communications training. Additional training opportunities along with Team-Building initiatives will form part of future initiatives – Including the development of an action plan. Ongoing Q4/16 – Q2/18*

**ADMINISTRATIVE CHAMPION:** Director of Human Resources with support from the CAO

**Organization D)**

**Strategic Action: Imaging & Rebranding**

Building a ‘whole team approach’ by focusing on Midland’s positive future.

*Adopting a “whole team approach” should be a given when we look at putting our best foot forward in support of our community. As noted previously in the section related to “Organizational Excellence” we may wish to develop the narrative respecting both the image and a brand through the adoption of a Mission, Vision and Values component. Together all three of*

*these help to define us as a “corporation” and, provided we are truly committed to them, it will begin to create our brand. The intention would be to undertake an internal exercise to create the framework using some of the work Council undertook in establishing the Strategic Planning Priorities. Early in 2017 Administration will set out a process for undertaking this work.*

**ADMINISTRATIVE CHAMPION:** Director of Human Resources, and the Communications Coordinator with support from the CAO

#### Organization E)

##### **Strategic Action: Communicating to our Constituents**

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.

*Develop and implement a Community Engagement Strategy. Given the various public opinions that help to shape Council’s consideration of public policy, it is essential that the Town establish a framework for a comprehensive community engagement approach. Before the end of the second Quarter of 2017 it is the intention of the administration to develop a draft Citizen Engagement Policy which would become available for public comment and Council consideration.*

**ADMINISTRATIVE CHAMPION:** Director of Corporate Services/Clerk/Deputy CAO, Director of Planning & Building Services and Communications Coordinator with support from the CAO

### **Priority: Economic Development & Tourism**

#### Economy A)

##### **Strategic Action: Job Retention & Job Creation**

Develop a strategy to address job creation and retention. Work with local business, schools and academia and capitalize on the changing employment trends and work landscape to develop a Home-Based Business Strategy.

**ADMINISTRATIVE CHAMPION:** Director of Planning & Building Services with support from the CAO and the Economic Development Corporation of North Simcoe

#### Economy B)

##### **Strategic Action: Town Asset Inventory & Reuse Strategy**

How Can Municipal Assets Drive Change?

How Can We Use Our Assets More Efficiently and More Effectively?

*Develop a policy framework respecting the potential reuse of Municipal Assets. The objective would be to drive value for the municipality (taxpayers) and potentially create more efficiency in the use of municipal assets. By the third quarter of 2017 present a draft strategy for Council’s consideration. This objective also aligns with Council’s efforts behind the Midland Bay Landing Project.*

**ADMINISTRATIVE CHAMPION:** Director of Operations, Parks and Facilities, along with the Director of Planning & Building Services with support from the CAO and the Economic Development Corporation of North Simcoe

**Economy C)**

**Strategic Action: Council Support to EDCNS**

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. (PROPOSED STRATEGY LIKELY NEEDS TO BE REVISITED)

*Consider directing some of the fiscal room created via the operating budget process improvements to fund Council Economic Development and Tourism. This objective to be included in the 2017 Budget presentation.*

**ADMINISTRATIVE CHAMPION:** Director of Finance/Treasurer with support from the CAO

**Economy D)**

**Strategic Action: Midland Bay Landing**

Review goals and composition of the Waterfront Steering Committee – This early phase objective has been met.

*There continues to be a need for the committee to address ongoing activities on the Midland Bay Landing project and report those issues to Council on an ongoing basis.* See reference to Economy B.

**ADMINISTRATIVE CHAMPION:** Director of Engineering, with support from the CAO

**Economy E)**

**Strategic Action: Downtown Midland Master Plan**

Community & Stakeholder engagement to build sense of shared ownership and support.

**ADMINISTRATIVE CHAMPION:** Director of Planning and Building Services with support from the CAO

**Priority: A Healthy Sustainable Community**

**Community A)**

**Strategic Action: Enhance & Strengthen Recreational & Cultural Assets.**

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.

*Municipalities generally undertake master planning initiatives to engage their community in helping to set out a future vision and framework for developing key assets (parks, key community facilities, water/wastewater services, roads, etc.). The information gathered through the Master Planning exercise sets a vision for the future and typically a framework for future capital requirements. It would serve the Town well to undertake a new Recreation Master Plan to help address the challenges identified in the above-noted strategic objective as well as helping Council to identify opportunities within the next (below) strategic objective of creating more active engagement. In the absence of master plans, the focus of expenditures can be rather disjointed and lacking in real focus.*

**ADMINISTRATIVE CHAMPION: Director of Operations, Parks & Facilities**

**Community B)**

**Strategic Action: Improved Quality of Life**

1. Focus on opportunities to increase affordable housing in Midland. (Need to revisit this strategic objective for greater clarity surrounding actual responsibility)

The opportunity for increased affordable housing (typically an upper tier responsibility to fund and manage) will require a strong voice at County Council advocating for affordable housing options in Midland. Internally we will need to examine existing policies to determine if there are impediments to the creation of new affordable housing opportunities.

**ADMINISTRATIVE CHAMPION: Director of Planning and Building Services with support from the CAO and the Mayor and Deputy Mayor**

2. Focus on access to and the retention of existing health care services in Midland. (Need to revisit in view of the sphere of Municipal responsibility for Health Care)

Although Health Care is a provincial responsibility municipalities continue to play a key role in fostering and supporting existing health care services on behalf of their residents. As a hub, Midland continues to support and foster health care services for residents beyond the community. Efforts to support the redevelopment of the Villa Care Centre - Long Term Care Home will be the primary focus in 2017. Efforts will be made to examine potential means of facilitating the work of Jarlette Health Services in their efforts to expand their support and care within this community.

**ADMINISTRATIVE CHAMPION: Director of Finance and Director of Planning and Building Services**

3. Advance pilot projects under the Sustainability Plan and explore opportunities to advance the Energy Conservation & Demand Management Plan.

- 3a. Staff will continue to advance pilot projects that are currently underway. In addition, administration continues to support Sustainable Severn Sound through participation in the initiatives, events and endeavors of that group and the review of the pilot projects implemented by other member communities.

Staff will be reviewing opportunities through the development of the 2017/2018 capital budget process to advance energy savings projects. Recommended projects will be brought forward as part of the capital budget process.

**ADMINISTRATIVE CHAMPION: Director of Engineering**

4. Consider opportunities to explore; walkability, livability and active transportation.
  - 4 a. King Street redesign to be based upon fundamental principle of “pedestrians first” and creating a walkable downtown – project design to be considered in 2017.
  - 4 b. Official Plan Review will incorporate Complete Streets and Active Transportation principles for walkability and livability – consideration and adoption of plan 2017.
  - 4 c. Ongoing efforts by staff to consider active transportation/walkability with regards to new development applications.

**ADMINISTRATIVE CHAMPION: Director of Operations, Parks & Facilities and Director of Planning and Building Services**

5. Explore the development of an Anti-Poverty Strategy and consider ways in which the town could support more active engagement of lower income families in Town-operated recreational activities.

As part of both the Service Delivery Review and the Master Recreation Plan, we should have sufficient input to identify resources (community) that could participate with the town to address the opportunities for lower income families to become more actively engaged in programs and services at our facilities.

**ADMINISTRATIVE CHAMPION: Director of Operations, Parks & Facilities and Director of Finance/Treasurer**

***Utilize the Fiscal room created via the operating budget process improvements to fund these initiatives***

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

**Partnerships A)**

**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.

***Present a draft community engagement strategy for public consultation by the end of the second quarter of 2017. Refer to Pillar dealing with the Organization Strategy (E)***

**ADMINISTRATIVE CHAMPION: Director of Corporate Services/Clerk/Deputy CAO, Director of Planning and Building Services and Communications Coordinator with support from the CAO**

**Partnerships B)**

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

1. Facilitate inter-municipal and county level dialogue. Engage with upper levels of government.

*Senior Staff be encouraged to attend inter-municipal and County meetings for the purpose of developing new relationships and fostering existing ones to advance the interests of Midland.*

**ADMINISTRATIVE CHAMPION: All Senior Managers**

2. Support neighboring municipal events and festivals. (This objective may need to be revisited)

*Where possible, support and cooperation be extended (with minimal financial expenditure) to support neighbouring municipal initiatives (events and festivals)*

**ADMINISTRATIVE CHAMPION: All Senior Managers**

3. Encourage adjacent municipal attendance at Council meetings and secure an invitation to attend adjacent Council meetings so that issues of common concerns can be regularly tracked and addressed. (This objective may need to be revisited)

*The Mayor and Deputy Mayor meet regularly with their counterparts from North Simcoe.*

**ADMINISTRATIVE CHAMPION: Mayor and Deputy Mayor**

**CONCLUSIONS:**

This report deals with a number of issues which the Town has been grappling with since at least the start of this term of Council. There are no quick or easy fixes that will magically turn the circumstances around and a high degree of patience and cooperation is needed by all parties (Council, administration and the community).

Over the next several years, the ultimate objective is to shift the culture of the organization into one that embraces change, innovation, continuous improvement and becomes a learning organization. It is obvious that we have some challenges ahead but together we can make a difference if there continues to be a willingness to work together and collectively embrace "MIDLAND FORWARD".

**SUSTAINABILITY & COUNCIL'S STRATEGIC PLAN:**

This recommendation is intended to support Council's sustainability efforts and also align with Council's Strategic Plan Priorities.

**FINANCIAL IMPACT:**

There will be financial implications arising from most of these recommendations. However, it is premature to forecast the specifics at this early stage. Further, it is intended that with each phase of the change process, a report will provide Council with greater clarity concerning the objectives of the change process as well as associated costs/savings impact.

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## APPENDIX "A"

### **SUMMARY OF COMMENTS RECEIVED**

#### Leadership:

- Concerns expressed regarding the issue of Trust
- Council needs to hear the "truth" about what's possible and what's doable
- Not a great deal of empowerment of staff – degree of micromanagement
- Need broader shoulders and thicker skin
- Need to facilitate the work of others rather than attempting to do it all
- Need for greater clarity and direction
- Need greater creativity in approaching some of our challenges – the leadership seems to have the "same old – same old" attitude
- Need for consistency across the organization
- Not about being a friend but getting the job done
- Need for transparency – be honest – no surprises
- Address conflict head on – too much conflict avoidance now
- Don't be fearful of controversy – we need to make difficult decisions
- Need to take the organization to the next level – TEAM MIDLAND
- Lack of vision respecting the need to embrace change
- Succession planning – No real strategy – look at the demographics

#### Governance:

- Need to elevate the discussion at the "boardroom/Council" table –too much time is spent in the weeds
- Balancing act between community interests – "more grey than black and white"
- Perception that Council has challenges balancing the broader community interest
- Transparency is important – need greater advance time for public reports
- Community perception is that we are not all rowing in the same direction (Council/Administration)
- Committee Terms of Reference not always consistent
- Too many committees – some have outlived their mandates
- Briefing sessions don't provide the type of input that is useful in making Council/Admin partnership effective
- Need for real team building
- Need to address the fact that meetings monopolized by minority (1-2) dealing with small stuff (consuming significant time) leaving little time for the more challenging issues
- Need to remember this is a decision making body
- Focus on "gotcha" approach rather than collegial "how can we make this work"
- Information respecting decision making at times is skewed toward purely financial considerations vs community building
- Desire to have a Human Resources Committee of Council – as a way to build trust and improved accountability

#### Workload:

- Council has too many projects on the go (Midland Bay Landing, OPP costing, MPUC sale, Works Depot, Budget process, OP Update, Big Dig, etc...) there is a need to be more focused on just a few rather than chasing too many and ultimately not being successful in delivering results.
- There are too many staff concentrated under one area (Public Works/Parks/Operations, etc) – this raises the question about effectiveness of our ability to oversee the employees effectively.
- Exceeding our reach by establishing regulatory measures that go beyond the minimum standards without the ability to adequately enforce
- Should explore more joint servicing options to address capacity
- Need improved policy research

#### Community Focus:

- Need to celebrate the volunteerism in the community – stop driving our volunteer groups away from the great work they are doing – e.g. lease recovery – it can't always be about the money
- Great community support through volunteers and community groups
- Not enough of a focus on consultation with the public – feeling of being co-opted into decisions
- Community is an afterthought rather than the purpose the municipality exists
- Need to work at the pace of the community – bureaucracy is slow moving change is necessary – no one is listening

#### Town Hall Issues:

- Phone System needs major updating – difficult to navigate –doesn't serve customer needs
- Systems challenges – not enough reliance on data analytics in decision making
- Council Microphones problematic
- Perception of Nepotism (friends and family) perception – in certain services
- On-line payments – need to get with the times
- IT needs greater emphasis to secure future savings and efficiency
- View that the Town Administration operate through silos
- Culture needs to be rebuilt
- Administration doesn't take criticism well – need to develop thick skin
- Organizational inertia – frustration and morale problems
- Need stability – pace of change has been frenetic
- Need for accountability – measuring performance – clarity in objectives
- Culture of Town Hall needs an overhaul
- Great Customer Service in some areas (i.e. "Public Works") while there appears to be a real challenge in other areas of the organization.
- Real need for Staff Training – Customer Service
- Need to get the small stuff right
- Problems identified but limited to no response to address issues
- Lack of objective criteria in determining priorities for expenditures
- Perception that some of the favouritism exists in selecting certain vendors
- Parks Planning seems to have been lost in the organizational changes
- Need for Business Plan

Communications:

- Not always clear and direct, (from Council to Senior Management and then to balance of the organization)
- Sometimes there is need to educate prior to advancing policy positions – we need to take more time informing Council and the public on why certain initiatives are required before putting the policy framework forward
- Need for a more cohesive approach to how we deliver communications – doesn't appear to be a focus on a corporate approach to providing information to the public
- Improved communications between departments is critical to raise the awareness of staff as it relates to new initiatives, etc.