Contents

Service Delivery Review

THE JOURNEY TO SERVICE EXCELLENCE

EXECUTIVE SUMMARY

The Town of Midland (the Town) is a vibrant community that desires to see economic growth, programs and services to attract youth, assist seniors and leverage its natural resources. The small-town feel exudes when one tours the town and it is imperative that this be maintained. Its geographic location is prime to attract new residents and tourists but transportation networks are not sufficient to support this goal. In terms of Town services, both the community and staff see the need to streamline operations and improve communications. Managing workload and developing new processes is imperative to improve the customer experience. Attracting and retaining good employees that will move the Town forward is a challenge that must be tackled. A key focus for the Town must be to move to more customer centered services while supporting new initiatives through good planning and partnership building.

PROJECT OBJECTIVE

WSCS Consulting Inc. was engaged to undertake a service delivery review in order to assist the Town in assessing its programs. The objective of this review was to provide an objective view of services, explore opportunities for alternatives and make recommendations for improvements. The key focus is to determine if the municipality has opportunities to:
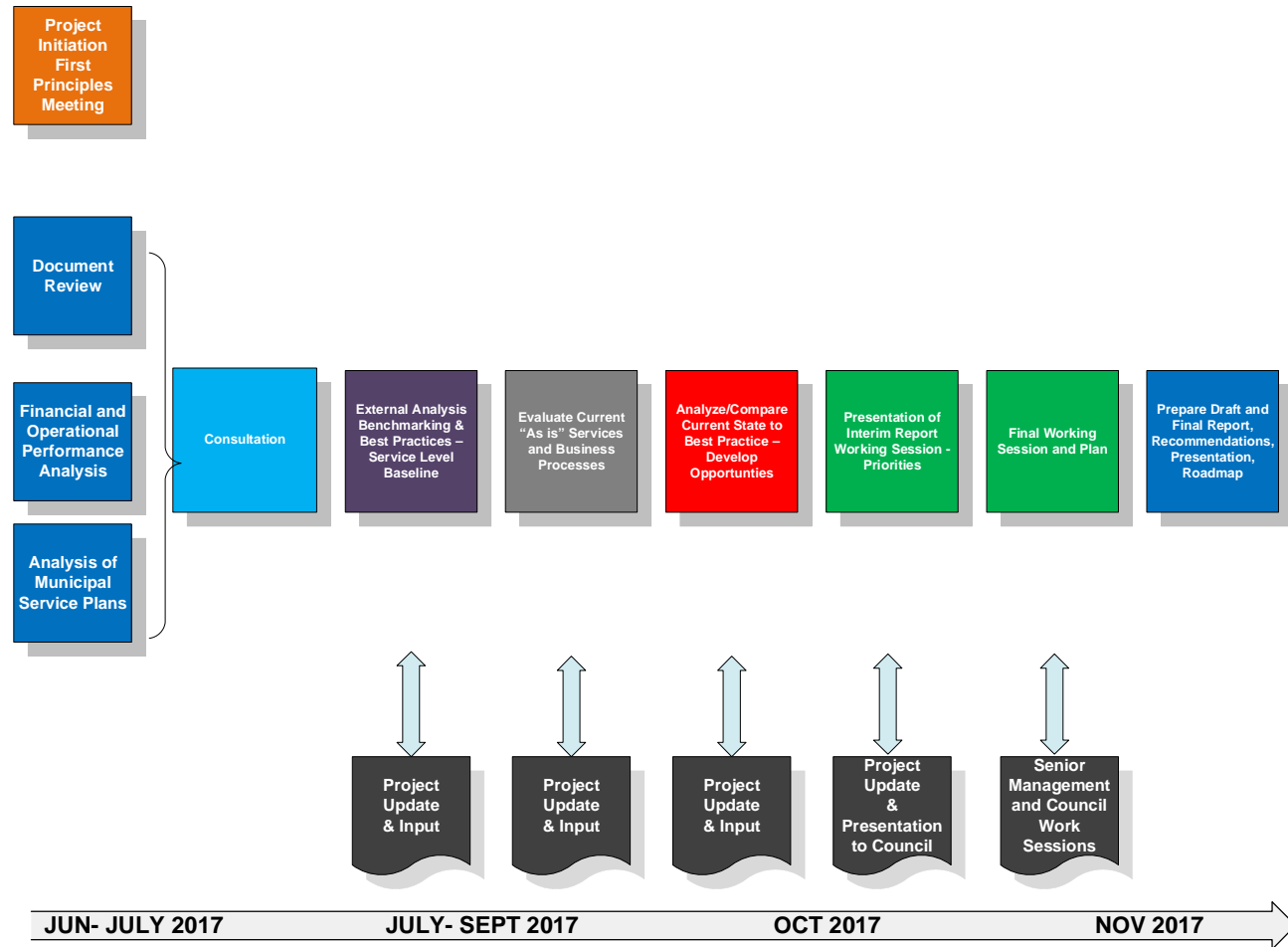
a. improve service and outcomes
b. meet new or increased demand from customers for services;
c. improve service delivery mechanisms and processes;
d. maintain existing service levels in the face of competing priorities or decreasing revenues;
e. reduce costs; and/or improve revenues.

PROJECT SCOPE

1. **Project Initiation:** Met with the Chief Administrative Officer (CAO) and management to clarify expectations, refine lines of inquiry, and develop a subsequent work program for the engagement.

2. **Steering Committee**: CAO and Council selection including management, staff and members of Council. Developed Terms of Reference and biweekly meetings.

3. **Staff Engagement Survey:** Development and administration of staff survey from September 11-October 31, 2017.

4. **Committee Advisory Committee**: Volunteer committee selected. Developed Terms of Reference and regular meetings throughout the project.

5. **Community Survey:** Conducted an online survey from October 23 to November 21, 2017. Open until November 30, 2017.

6. **Environmental Scan:** Reviewed relevant documentation; benchmarked Town services against comparators to identify opportunities for improved efficiencies and effectiveness; met with key stakeholders (e.g. Mayor, Council, CAO, Senior Management Team, staff and community) to understand the current operating environment.

7. **Partnership Analysis:** Met with Town of Penetanguishine's CAO and SDR Consultants to analyze joint service and partnership opportunities.

8. **Review of Current Service Delivery Model:** Developed an inventory of programs, services (service profiles) and processes provided by the Town.

9. **Opportunity Identification:** Identified potential opportunities to achieve the most efficient and operationally effective approach to service delivery.

10. **Final Report & Presentation:** Developed and presented a final report with recommendations on the Town's service delivery model to Council and Steering Committee.

METHODOLODY

Our methodology included a combination of documentation reviews, consultations, focus groups, interviews, system walkthroughs, benchmarking and data analysis. This work was undertaken over a six month period commencing June 2017 with an interim report delivered to Council in September 2017. The opportunities were presented to Town Council, the Steering Committee and the Community Advisory Committee in November 2017. Updates to this final report include comments and recommendations from these groups.

Project Initiation First Principles Meeting

Document Review

Financial and Operational Performance Analysis

Analysis of Municipal Service Plans

Consultation

External Analysis Benchmarking & Best Practices – Service Level Baseline

Evaluate Current "As is" Services and Business Processes

Analyze/Compare Current State to Best Practice – Develop Opportunties

Presentation of Interim Report Working Session - Priorities

Final Working Session and Plan

Prepare Draft and Final Report, Recommendations, Presentation, Roadmap

Project Update & Input

Project Update & Input

Project Update & Input

Project Update & Presentation to Council

Senior Management and Council Work Sessions

JUN- JULY 2017   **JULY- SEPT 2017**   **OCT 2017**   **NOV 2017**

PROJECT SCHEDULE

Town of Midland - Service Delivery Review

Timeline - [Page 1 of 1]

July	August	September	October	November

Key Meetings

- 17th — Steering Committee Meeting
- 2nd — Steering Committee
- 25th — Steering and Community Advisory Committee
- 23rd — Steering and Community Advisory Committees
- 20th — Steering and Community Advisory Committee
- 25th — Council Meeting
- 5th — Steering and Community Advisory Committee
- 18th — Steering and Community Advisory Committee
- 1st — Steering and Community Advisory Committee
- 15th — Steering and Community Advisory Committee
- 27th — Council Workshop

Key Milestones

- 23rd — Terms of Reference
- 25th — Interim Report
- 27th — Final Report

Activity Groups

- Senior Management Interviews
- Manager/ Supervisor Interviews
- Staff Interviews
- Focus Groups
- Policies, procedures, benchmarking analysis
- Current State Analysis
- Opportunities Analysis
- Staff Survey
- Community Survey
- Interim Report
- Final Report

Legend

Consultation	Focus Groups	Documenation...	Current State...	Future State...	Surveys	Reporting

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KEY FINDINGS

The key findings of the service delivery review are as follows:

FROM THE COMMUNITY PERSPECTIVE

1. The Town's waterfront is a key attraction that brings people from around the world. It is the focal point and the future that offers endless opportunities. Steeped in history, the harbour has provided the Town with its character and has attracted businesses and tourists for over 100 years. The harbourfront statue points to the water with a sense of hope and direction.

2. That being said, the statue is just that. The Town has many plans but *no Vision*. The community has been consulted on a variety of initiatives that the Town has undertaken, such as the Waterfront Development Plan, Downtown Master Plan, Official Plan to name a few but no comprehensive Community Vision has emerged nor has it been a focus.

3. Council's Strategic Priorities and Plans was a good step in the direction of longer term planning. However, the plan is still relatively short term, focused on what Council hopes to achieve in its current term.

4. The Town needs a comprehensive, long term vision and planning framework to guide its future. This Vision, as defined by the community should describe "what does Midland want to be in 20 years"? "What will the Town look like"?
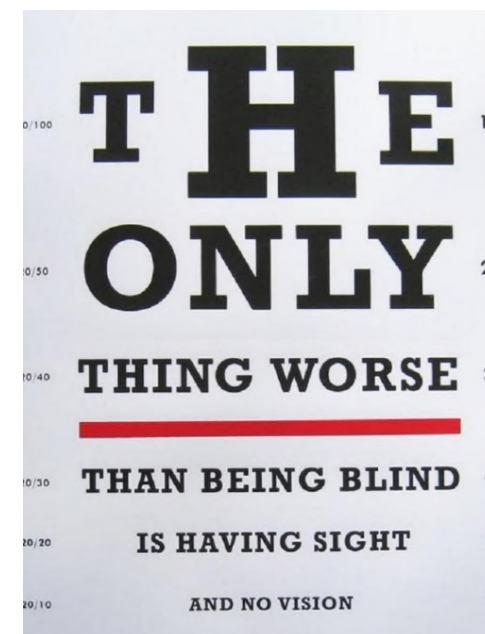
5. Without this vision, the Town will not be able to steer the ship along the route towards a destination.

6. Along this journey, it is imperative that the Town retain its "small-town feel" and recreation opportunities while attracting and retaining youth and business. This is why people move to Midland and why they stay.

7. In terms of the economy, the Town's focus has been on history: manufacturing and retaining its current businesses. While this is important, it is clear that, the manufacturing sector has suffered across the province due to globalization. Some would view this a threat but the Town has many qualities and strengths that make it a viable and attractive destination for new businesses. The Town's location being just north of the growing GTA and the natural amenities, trails and parks, make it a great place for families and businesses alike.

8. However, a revitalized approach to economic development is needed. Becoming a "business friendly" Town that encourages economic growth, jobs and promote new businesses/entrepreneurs must be a key focus for long term planning.

9. In order to facilitate new types of business development, it is imperative that the infrastructure, transportation and broadband networks are in place and optimized. The Town needs to focus on its long term asset management strategy which looks over that 20 year horizon and make the investments now that are needed to realize its vision.

10. In terms of current service provision, it must be recognized that the Town's demographics are aging. This trend is seen by most municipalities outside the GTA. Therefore, services for seniors and affordable housing should be explored as ways to keep residents in Town. Community hubs are a great way to bring a multitude of agencies together for a common purpose such as seniors' services.
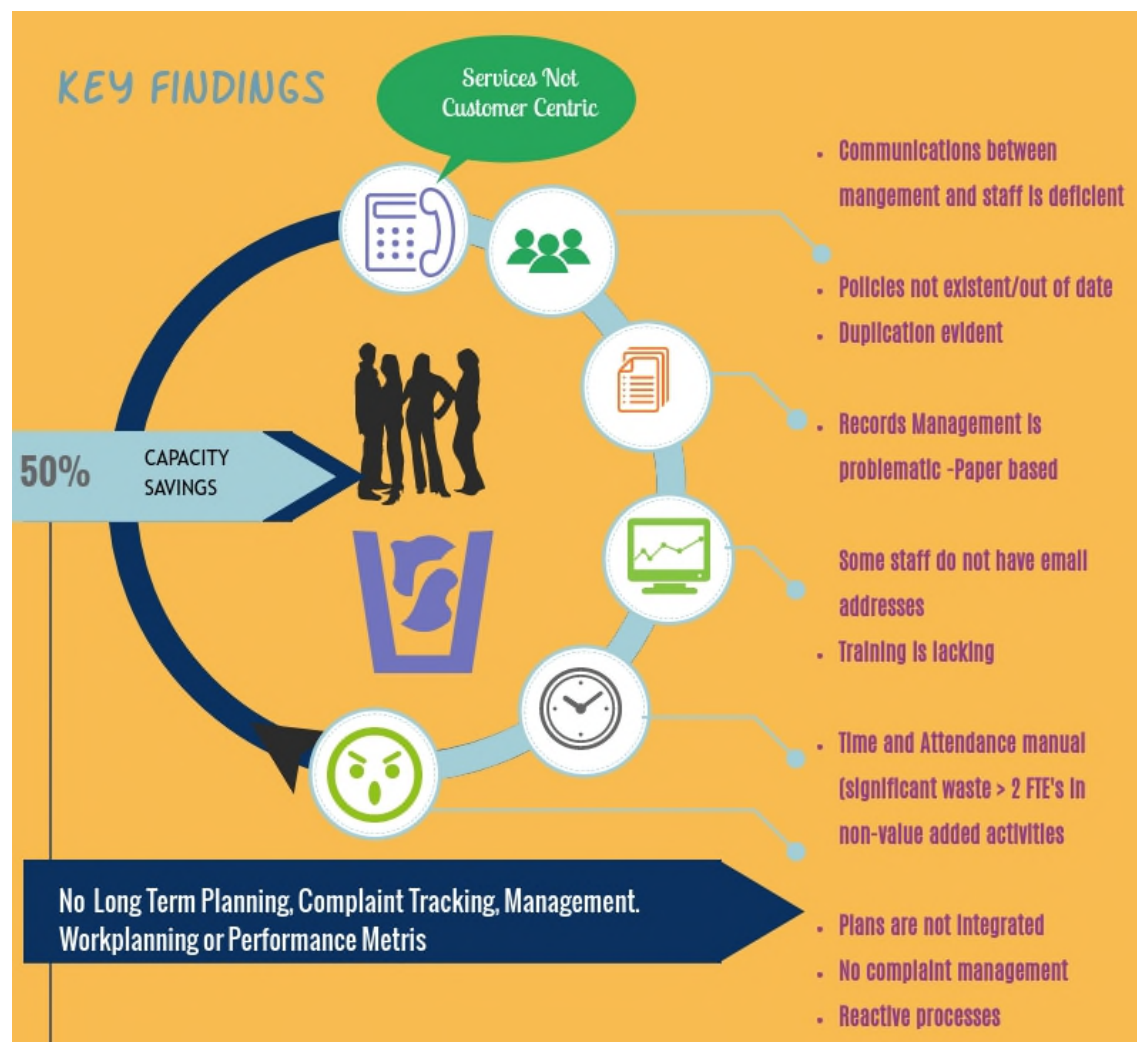
COMMUNITY HUBS IN ONTARIO: A Strategic Framework & Action Plan

11. At the same time, sustainability demands that the Town leverage services, facilities, technology and education that are youth centric. Attracting and retaining youth, is the Town's future. However, the Town is in competition with the "glitz" of the cities and modern technologies. Mega trends indicate that the move to urbanization is growing and the need to change fast is what attracts young people.

12. This is a challenge for the Town as it has been recognized that both the community and the Town administration is change averse and is already behind in terms of technology and services.

13. That being said, one cannot say enough about the success of the tourism, special and cultural events that the Town has managed over the past few years. These events attract young and old from many walks of life and bring vibrancy to the Town. However, a lack of resources to manage these events indicates that sustainability is at risk.

14. Partnerships with other community's agencies and governments is paramount to providing new and expanded services and funding. Looking at community hubs is a viable option for the Town to provide better integrated services to key demographic groups such as seniors, youth, people with disabilities. If the Town can share resources in certain areas, it may be able to expand its events and initiatives.

15. Streamlining Town operations and providing customer centered services should be the Town's focus in the immediate future in order to free up capacity for future growth. Online services would be welcomed and utilized by the community, if introduced. Typical uptake is 70% of the population in other communities and the survey results support that uptake. Value for tax dollars must be considered in every decision the Town makes so that its scarce resources can be funneled to services and initiatives that will allow the Town to prosper. Online is one area that has proven to provide good value.

16. Accountability and communications from the Town need to be improved to demonstrate that value. Key performance indicators need to be developed, tracked and shared with the public to illustrate that the Town's stewardship of all assets.

17. While taxes were identified as being a barrier to making the Town the most livable community, evidence shows that the Town's taxes are below the average among comparators. The challenge for the Town is to better manage its operations and communicate how taxes are being spent. Demonstrating that taxes are directed towards to the most important initiatives that will realize the key desired outcomes as opposed to non-value-added activities, will show that value.

18. In order to demonstrate that value, it was recognized both internally and by the public that the Town has no mechanism to track complaints/requests or to communicate the resolution to the public in a timely fashion. Complaints are current handled by emails, telephone calls and is not tracked in a manner that will allow reporting, service levels or prioritization of work. This results in dissatisfied customers and frustrated staff members that must respond.

19. The telephone system at the Town office is not user friendly and customer complaints are endless. The telephone messaging is "department" focused not customer focused. Often customers complain that they are unable to get through which often leads to anger or calls to Council members. Staff indicated that the customers are so frustrated by the time they reach a live body that it is difficult to adequately serve them. The elimination of a "receptionist" has been identified as the root cause of this issue, however, system functionality may also be a challenge.

FROM THE TOWN PERSPECTIVE

1. Leadership at the Town has seen many changes over the past 18 months which has allowed for some significant changes and renewed approach. However, there is still a ways to go.

2. An overarching theme is that the Town is reactive. While Council's Strategic Priorities were developed in 2014 and updated in 2016, only management, not front-line staff were aware of these priorities. There is no integrated approach to planning and staff have not been involved.

3. Plans do not currently focus on outcomes, but rather projects and outputs. A move to outcome focused plans and reporting would fundamentally change the way in which the Town does business. This approach would concentrate on how effective the Town is and the value or impact it has on the community (doing the right things) as opposed to only looking at efficiency (doing things right). As Peter Drucker states: *"There is nothing more useless that doing something efficiently that should not be done at all."*

KEY FINDINGS

Services Not Customer Centric

50% CAPACITY SAVINGS

No Long Term Planning, Complaint Tracking, Management. Workplanning or Performance Metris

- Communications between mangement and staff is deficient
- Policies not existent/out of date
- Duplication evident
- Records Management is problematic -Paper based
- Some staff do not have email addresses
- Training is lacking
- Time and Attendance manual (significant waste > 2 FTE's in non-value added activities
- Plans are not integrated
- No complaint management
- Reactive processes

4. Budgets are financially focused and short term (annual). There is no long term financial plan that integrates all the key master plans (such as the Asset Management Plan, Downtown Master Plan) and how the plans will be financed.

5. While 2017 saw improvements to the budget process, a long-term view has yet to be developed. This is primarily due to a lack of resources and key data analytics. In the fulsome of time, budgets should begin with "what the Town is trying to achieve", "how will the Town achieve it" (non-financial) and then "what resources does the Town need to achieve it" (financial). Current budget processes focus on financial measures only.

6. Staff are currently not involved in planning processes. A critical question would be "how are staff able to meet performance expectations they are unaware of". Staff need to be part of current and future plans and understand where the Town wants to go so that the staff contribute to those outcomes and goals and be measured against these goals.

7. It is important to recognize that it is the staff who make things happen and are the "face" of the Town and yet, there has been limited investment in their customer service and professional skill development.

8. Services are not customer centric, departments operate in silos and significant "red tape" due to antiquated processes "old school" management approaches.

9. Communications between management and staff are not as effective as they could be. Many staff indicated that they are unaware of Town services or plans and many are not privy to management decisions.

10. There has been an historic under-investment in developing new policies and processes at the Town resulting in poor purchasing practices, excess costs, significant waste in terms of non-value- added activities and poor controls.

11. The financial management framework is not comprehensive and therefore, accountability and controls are lacking in some areas.

12. Training budgets are limited or nonexistent resulting in a lack of knowledge of core applications such as Microsoft office. Professional training and participation in municipal associations has been limited. Therefore, the Town has not leveraged knowledge or best practices from its counterparts in their respective professions or leading municipalities. While this has been changing in recent months, there has not been a "learning" culture, with the exception of health and safety (mandatory).

FROM THE SYSTEMS PERSPECTIVE

13. There are no automated work management systems to assign work or track where time has been spent. Work is primarily reactive and directed piecemeal. This has resulted in inefficient work practices. There are no mechanisms to plan work into the future or track and report on the work to be done or has been completed.

14. There are no established priorities, service levels or key performance indicators. Consequently, staff are directed to shift their work and locations and "react" without any understanding of level of service. Staff do not know what is next in the "hopper" as management has all the information regarding work assignments. Staff have no input into planning their own work nor is it scheduled over days/weeks as we have seen in other municipalities.

15. While some standards are set in terms of number of hours each type of work should take but it is not tracked in any electronic work order system, and therefore, cannot be measured or validated. All information of this nature is paper based or in spreadsheets that do not allow for trend analysis.

The overarching theme emerged during this review. The Town has made significant investment in technology but has not realized the return on investment. Some findings in this regard include:

1. Over $1.6 million in technology investments but return on investment is not evident. Many systems are underutilized or not used at all. For example, "Penny", a time and attendance system costing over $60k, was never implemented due to lack of project management, improper requirements analysis and resources.

2. No governance exists to ensure that technology is procured based upon business requirements, compatibility or standards.

3. Departments have been permitted to procure software without any analysis or integration with core financial systems. Business cases and proper requirements development which ensures integration with core systems has not been done resulting in incompatible systems, duplication of effort and risk.

4. The Town's Enterprise Resource Planning System, Microsoft GP and Worktech (Work Management, Service Management and Asset Management) are powerful systems with over $600k investment since 2004. However, the systems were not implemented effectively or completely. Therefore, about 90% of the systems are not being utilized as staff have not received training nor the documentation required. Many modules have not been activated.

5. As a result of a combination of leadership practices, isolation and a culture that is resistant of change, the Town is behind in the utilization of basic online services used by even the smallest municipalities. Mobile applications are not in place and the Town's website has not transformed to take advantage of improved online tools.

6. In addition, some staff at the Town do not have access to technology nor do they have personal Town email address. Since this is the key method used by management to communicate, some staff are isolated and only are made aware of Town initiatives through word of mouth or not at all.

7. Time and attendance tracking and payroll processes are time consuming and not-value added. Most are done manually, or in spreadsheets including work orders, equipment to the equivalent of 2 Full time equivalents. These are non-value-added activities as much of this can be automated through implementation and utilization of existing software and online submissions by employees and supervisor approvals.

8. It was discovered through analysis that most of the information collected in these spreadsheets are so unwieldy that the data cannot be reported or utilized for decision making. Significant duplication exists with very high risk of errors and omissions with no value add. There would be no way to easily report on work done over time nor an ability to validate time and dates worked.

9. Training on systems and technology is lacking resulting in many inefficient processes and approaches within the Town.

10. While the Town engaged OPTIMUS SBR to develop a strategic IT plan in 2015, it was not comprehensive. That being said, the recommendations were valid and some, but not all, have been implemented. In particular, additional resources were hired but policies were not developed. The plan did not capture all of the technologies that the Town owns and did not rationalize their utilization.

Key to Success

$$A + B + C + D + E + F =$$
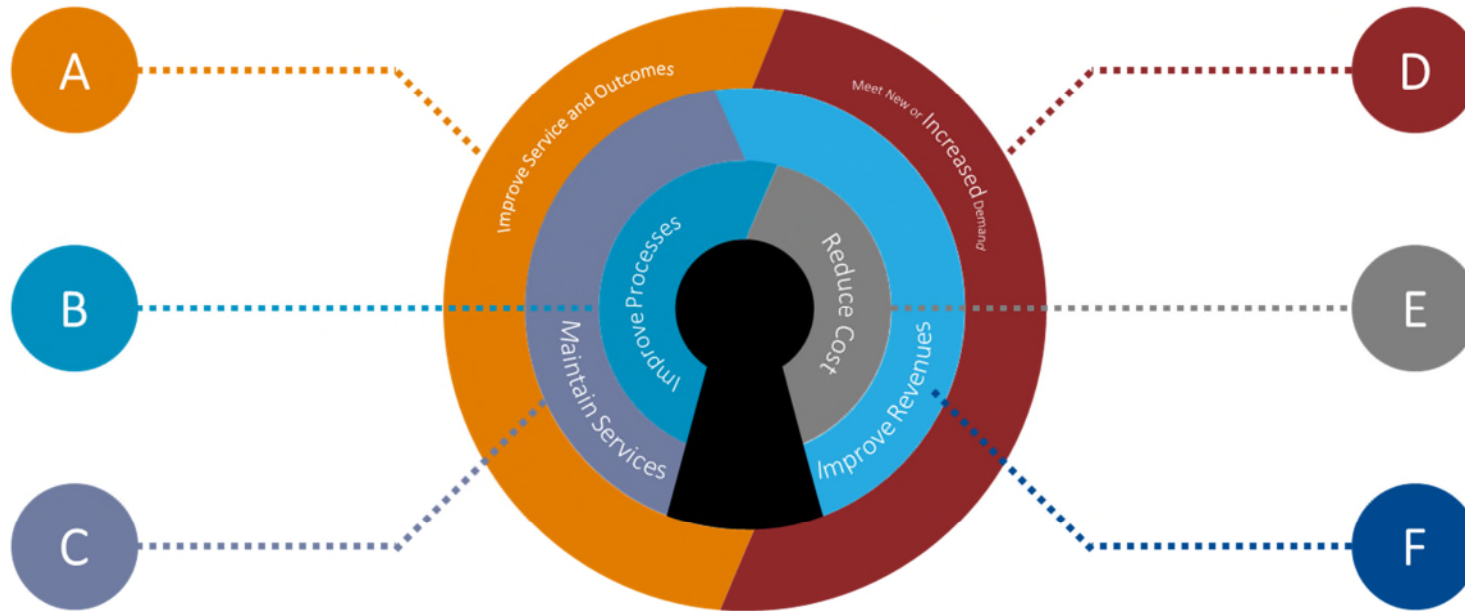
Better customer focussed services & delivery Outcome: Improved Customer Satisfaction, Reduced Costs	**Improve Service Delivery Mechanisms through Greater operational integration** Outcome: "Better decision Making and management"	**Greater Economy, Alternative Service Delivery Models** Outcome: "Reduced Costs and Improved Services"
Improved processes, efficiency and productivity Outcome: Reduced Waste and Improved controls = Good Management	**Meet New or Increased Demand from Customers** Outcome: Economic Development, Immigration, Growth	**Increased Revenues** Outcome: Fiscal Sustainability, Flexibility and reduced vulnerability

OPPORTUNITIES AND RECOMMENDATIONS

This report provides 68 opportunities that are recommended to be explored by the Town following an extensive review of services and consultations.

In assessing services and processes, WSCS utilized LEAN Six Sigma methodologies which focuses on the customer with the view to eliminate non-value-added activities (waste), decrease variation in services which lead to expectation gaps with service expectations.

The SDR Steering and Community Advisory Committees participated in SWOT sessions whereby strengths and weaknesses were revealed, opportunities were identified from each of their perspectives. These opportunities coupled with our research provide the framework for the recommendations in this report. The recommendations are intended to build on the Town's strengths, eliminate its weaknesses and prepare the future and combat the threats that may impact the Town in the long term.

An interim report presented to Council in September 2017 detailed the current state of core foundational services of the municipality. That report focused projects that the Town needs to undertake in order to reduce risks, manage resources and move forward on many of the recommendations in this report.

An opportunities presentation was delivered to Council, the Steering Committee and the Community Advisory Committee in November 2017.Based upon feedback from these sessions, we have updated the opportunities to identify whether they are external, internal or both (external and internal). We have ranked them in accordance with a combination of impact and effort.

Opportunities have been grouped into the following categories:

1. Governance, Planning, Performance and Reporting
2. Communication/Engagement
3. Services (Partnerships, Alternative Service Delivery, Changes)
4. Policy/Process Improvements
5. Technology
6. Organization

From this point forward, the report is in the hands of Council and Town management to determine which opportunities will be pursued and when. This may result in further engagement across the organization through presentation of the opportunities to staff in a series of focus groups or other forums.

We also provided a section on change management to assist the Town with techniques to assist staff through transition.

Each opportunity has been ranked based upon level of effort and impact in order to assist in the development of the roadmap included in this review.

Many of the opportunities require and investment in people, technology and planning. The improvements in processes and services, will ultimately lead to better service, and increased capacity that will allow for more proactive approach to work, planning and data analysis.

In many cases, the recommendations/opportunities will allow the Town to meet its legislative or mandatory obligations. Not all opportunities will produce immediate cash "savings". This is a reflection of the fact that the Town has not focused on service improvement but rather cost cutting.

This has left the Town significantly behind in technology and service provision. Therefore, one time costs are needed to be invested to realize the capacity savings, cost avoidance and increased revenues.

Given that the Town is poised to develop its economy and attract new residents in the medium to long term, the opportunities identified in this report should be seen as required investments ensure that the foundation is in place to develop a high performing organization.

TOP 18 RECOMMENDED OPPORTUNITIES

The report provided for 68 opportunities for improvements as follows: 10 – External, 14 – External/Internal and 44 – Internal. This categorization illustrates that the Town needs to transform its operations in order to build the capacity to support the external opportunities. We have identified the top 18 recommendations opportunities and ranked them in terms of impact and effort.

	Category	Opportunity
External	Communications	**Review Telephone Services and System. At minimum, update telephone messaging and operator assistance.**
	Services	**Leverage Economic Development opportunities with EDCNS.**
	Governance	**Undertake a Community Long Term Strategic Visioning (Start with Integrating all existing Plans)**
	Technology	**Develop digital strategy for online services.**
	Technology	**Implement E-billing for Tax, Utilities, Permits**
	Services	**Explore options for Waterfront development and other possible major changes to attract year round visitors.**
External/ Internal - TOP 6	Communications	**Develop a Communications strategy including social media to improve stakeholder relations**
	Governance	**Develop a Complaints Management system with Service Level Agreements**
	Services	**Create a Muncipal Forum to explore Community Hubs.**
	Services	**Implement new parking systems**
	Processes	**Mandate EFTs for vendors**
	Governance	**Implement an Agenda/Document Management System**
Internal - Top 6	**Organization**	**Create IT System Administrator/Application and/or Business Analyst Roles**
	Processes	**Centralize Purchasing Functions. Develop Procurement Policy.**
	Organization	**Form a Change Management/Process Improvement Committee**
	Governance	**Develop a Council/Staff Interaction Protocol**
	Technology	**Form an IT Steering Committee**
	Technology	**Review and rationalize system utilization and eliminate non integrated systems where possible**

RANKING ALL 68 OPPORTUNITIES

This chart is provided to assist the Town in prioritizing the top 18 (and 68) opportunities identified in the Service Delivery Review report. The numbers contained in the diagram identify the recommendation number by category in the legend to the right.

It is noted that the report has not included any recommendations in the High Effort, Low Impact or Low Effort, Low Impact quadrants. The reason is that we have determined that many small opportunities exist that the report would be overwhelming. We have included only recommendations where the impact will be high but the effort may be low or high. The order that opportunities should be implemented would be:

(1)　bottom right quadrant (low effort, high impact),

(2)　top right (high effort, high impact).
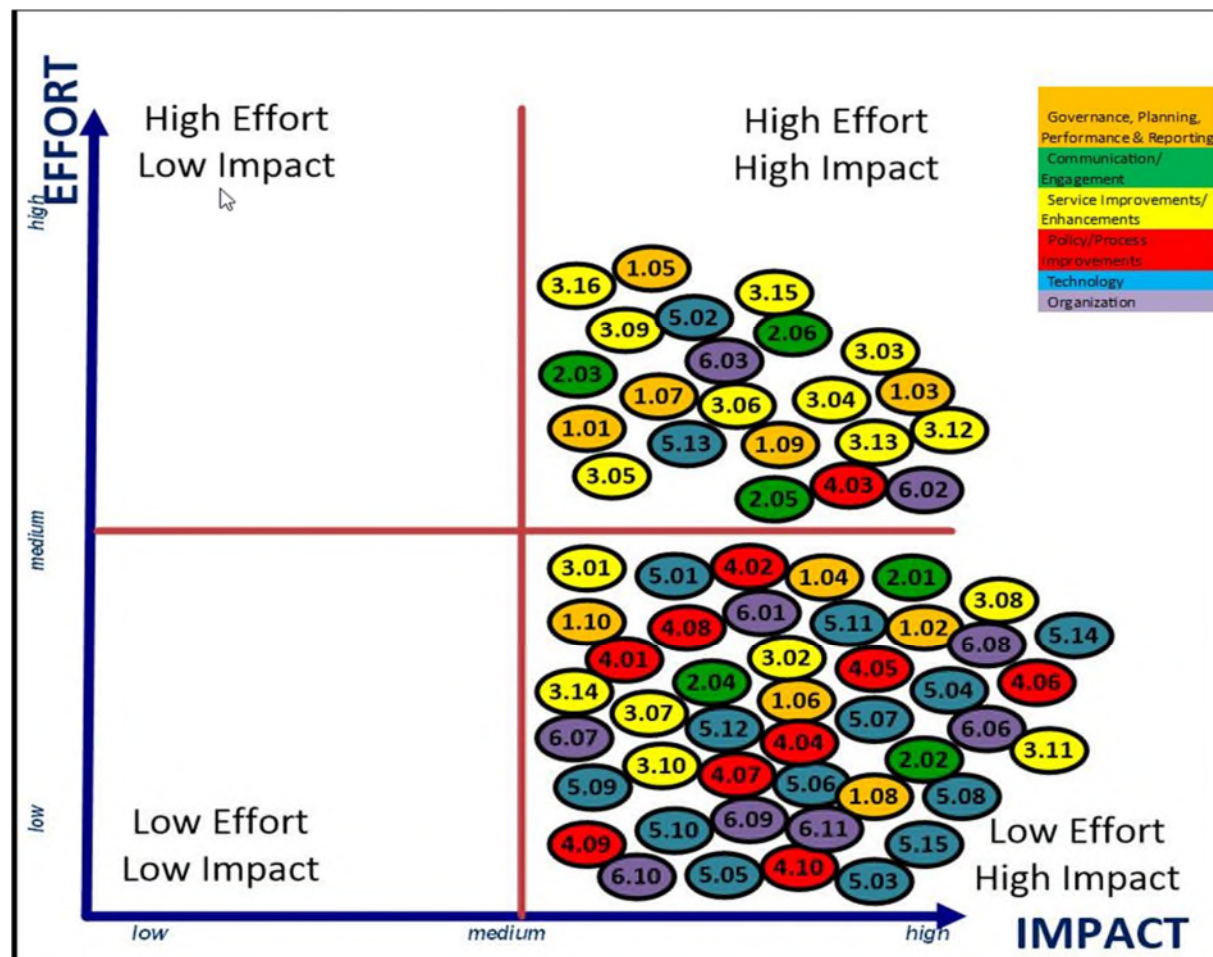
The reason for this recommendation is to allow the Town to realize "quick wins" that it can reap the benefits of enhanced capacity so that it can use this capacity for the recommendations requiring high effort. Further, "quick wins" will provide the incentives for staff to continue to improve and see customers satisfied.

THE REMAINING 50 OPPORTUNITIES

The remaining 50 opportunities and all 68 opportunities including estimated One-time costs, Net Operating costs/savings in the year of implementation and estimated capacity savings in terms of FTE's from improvements that will be realized upon full implementation are included in the recommendations section to this report.   It is anticipated that the investment over the next three years in these initiatives will realize paybacks in a short period of time. However, it must be recognized that a significant concerted effort and leadership is needed to make these changes happen. As noted above, a Change Management Initiative is recommended in order to support the recommended changes. Without this, success will likely not happen. The chart below summarizes the number of opportunities by year, the total estimated one-time costs and the total net costs/savings over three years. It should be noted that the savings in "capacity" will allow the staff to spend their time on more value-added activities including promoting/developing the Town and increased services.
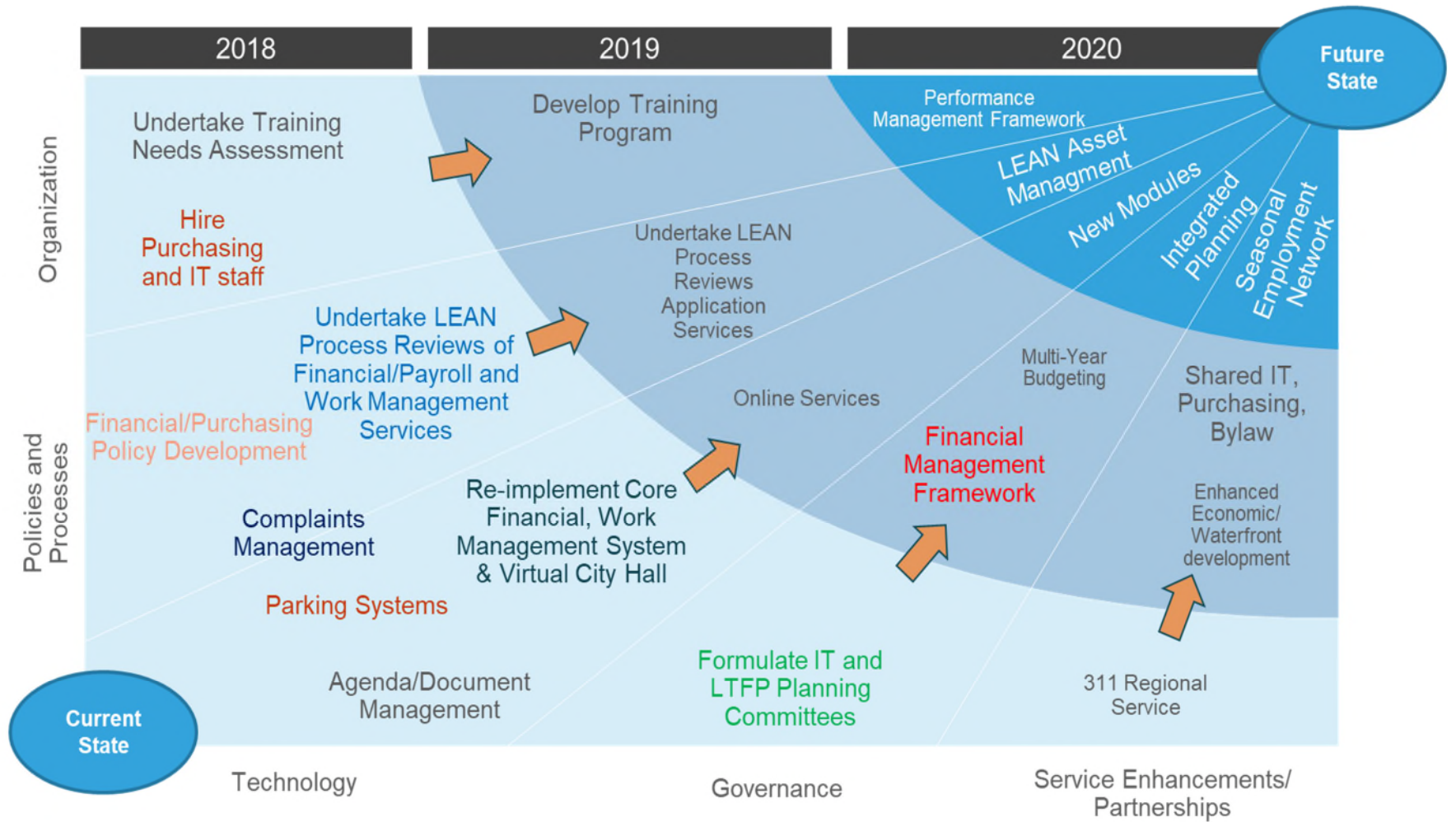
YEAR	2018			2019			2020			Total Number of Opportunties	Total Sum of One Time Costs	Total Net Capacity savings after 3 Years
QUADRANT	Number of Opportunties	Sum of One Time Costs	Net Capacity savings after 3 Years	Number of Opportunties	Sum of One Time Costs	Net Capacity savings after 3 Years	Number of Opportunties	Sum of One Time Costs	Net Capacity savings after 3 Years			
External	2	$35,000	-$16,000	6	$75,000	$13,000	2	$10,000	$10,000	10	$120,000	$7,000
External/ Inter	8	$27,000	-$243,000	5	$81,000	$16,200	1		$0	14	$108,000	-$226,800
Internal	28	$255,000	-$395,050	15	$180,000	$100,000	1		$0	44	$435,000	-$295,050
Grand Total	38	$317,000	-$654,050	26	$336,000	$129,200	4	$10,000	$10,000	68	$663,000	-$514,850

On the next page, we have provided a transformation roadmap from the current state to future state. We believe the future state is achievable in 3 to 5 years. This future state would look like this:

Future State
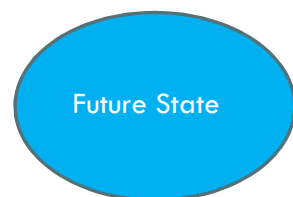
1. Integrated Planning Framework with a Community Vision
2. Annual growth exceeding 2.5%, diversity of demographics and businesses
3. Performance Dashboards, Annual reports on progress for the Council and Community
4. 95% satisfaction rating of Town services which are delivered based upon the customer needs

Transformation RoadMap

2018	2019	2020

Future State

Organization

Undertake Training Needs Assessment

Develop Training Program

Performance Management Framework

Hire Purchasing and IT staff

LEAN Asset Managment

New Modules

Integrated Planning

Seasonal Employment Network

Undertake LEAN Process Reviews of Financial/Payroll and Work Management Services

Undertake LEAN Process Reviews Application Services

Policies and Processes

Financial/Purchasing Policy Development

Online Services

Multi-Year Budgeting

Shared IT, Purchasing, Bylaw

Complaints Management

Re-implement Core Financial, Work Management System & Virtual City Hall

Financial Management Framework

Enhanced Economic/ Waterfront development

Parking Systems

Agenda/Document Management

Formulate IT and LTFP Planning Committees

311 Regional Service

Current State

Technology

Governance

Service Enhancements/ Partnerships

Background

Situated on beautiful Georgian Bay, the Town of Midland (the Town) is a lower-tier municipality in the County of Simcoe which is a picturesque community with a small town feel and many natural amenities.   As the gateway to the 30,000 islands, Midland provides for a good blend of culture, history, recreation and nature. Its idyllic surroundings make Midland the economic hub of the North Simcoe region and the top tourist destination in the area, attracting visitors from all around the world.   The harbour is very unique and provides for exciting opportunities for the Town.   Being only 90 minutes from the GTA and near the ever-expanding Highway 400, Midland has much to offer.   The town is primarily urban with 35.34 square kilometres which allows for ease of transportation and management of its resources. The community is very active and appreciates the history and culture as well as the vast natural resources at its disposal.

The Town prides itself with the "small town feel" but in fact, the Town that it is not "small" in relative terms to most municipalities in Ontario. It represents 0.125% of the province's population and there are 318 (76%) lower/single tier municipalities in Ontario that are smaller. However, it's population of 16,864[1], it has experienced relatively slow growth at 1.8% since 2011. This is well below Simcoe County's (the County) growth rate of 7.5% and the 4.6% growth rate across Ontario. Like many municipalities outside the GTA, the Town's is aging. Its median age is 50.1 years which is 7 years over the County's and Ontario's median age of 43.1 and 41.3 years respectively. In

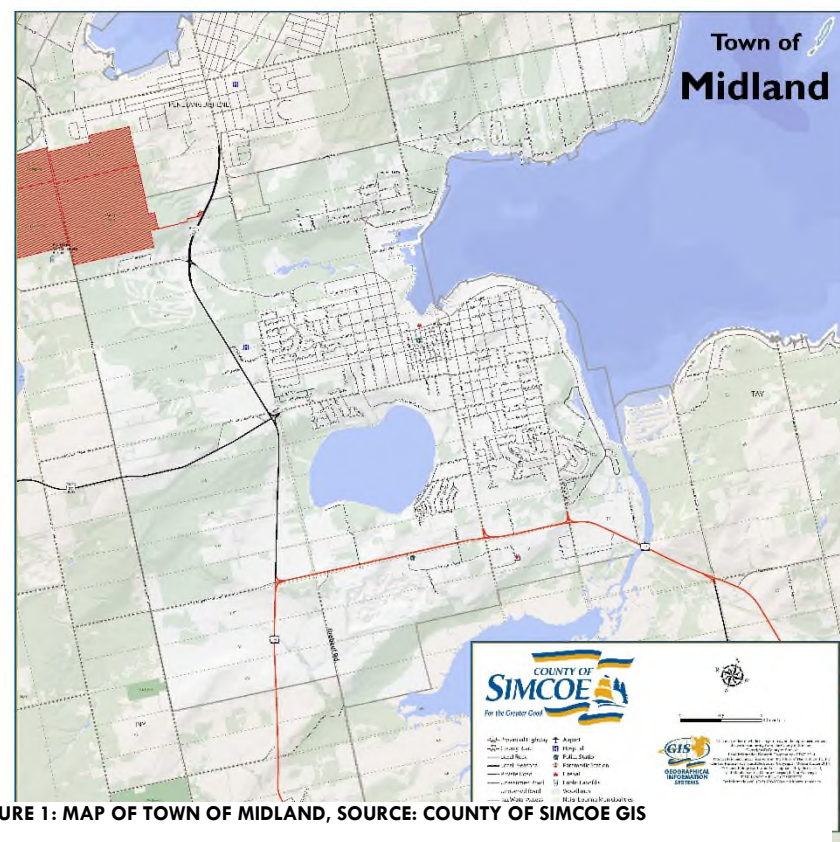[1] 2016 Census, Statistics Canada

FIGURE 1: MAP OF TOWN OF MIDLAND, SOURCE: COUNTY OF SIMCOE GIS

terms of young people, the Town's population under the age of 19 represents only 18.7% whereas the County's and province's overall proportion is 22%.

The changing demographics, may be due to a combination of design and circumstance. The desire to maintain that small-town

feel may have resulted in a lack of resources to develop strategy to effectively attract people and business to the area. Further, transportation networks and/or services available within and around the Town may have discouraged people from settling in the area.[2]

Not only has the community changed over the past decade, the demand for openness and accountability of government services has increased at all levels. Following the downloading of many services from the province, Ontario municipalities are facing funding challenges, demand for value for tax dollars and pressure to keep property taxes low all with increased demand for services, legislative changes and infrastructure deficits. The Town is no different. There is a desire to improve services, promote the Town and encourage growth all with a focus on decreasing or maintaining costs.

In terms of delivery mechanisms, municipalities are under increasing pressure to streamline and improve client processes. It is no longer acceptable to make people wait, send them to multiple contacts and consume their valuable time. The Town has exceptional stresses in this regard due to the volume of transactions, applications and processes with poor technology backbone, lack of resources and change management acumen.

With recent changes in the organizational leadership and direction, Town Council and senior management recognized that there are many opportunities to deliver more efficient and effective services, improve customer and staff satisfaction, better, more sustainable use of resources by transforming its operations through service rationalization, alternative methods of delivery and business process redesign.

To this end, WSCS Consulting Inc. (WSCS) was engaged to undertake a Service Delivery Review (SDR) of Town services. Service Delivery Reviews are an opportunity for a municipality to respond to multiple (and often competing) demands for a wide range of services and programs while facing budgetary pressure and fiscal constraint.

The key focus of the SDR is to determine if the Town has opportunities to:

a. Improve service and outcomes
b. Meet new or increased demand from customers for services;
c. Improve service delivery mechanisms and processes;
d. Maintain existing service levels in the face of competing priorities or decreasing revenues;
e. Reduce costs; and/or
f. Improve revenues.

Our review revealed that the Town has many opportunities to improve services, better manage its service demand and positively impact the community.

This project was a complex business undertaking. Whenever there are elected officials, citizens, customers, staff, systems and regulations affected, reviews present challenges. Although the

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[2] 2017 Service Delivery Review Community Survey

primary focus of this report are the services managed and provided by the Town, we identified that there are many business processes associated with services provided by staff, there are many "behind the scenes" and other departmental processes that impact those services. As well, municipal government is complex. The Town is only one of many public-sector bodies providing services which is often a challenge in itself for the Town as well as the citizens. Often, there is a lack of understanding of jurisdiction between different levels of government leading to expectations gaps between citizens and the Town.

As with all public sector entities, there is a need to preserve appropriate controls and manage risks so as to ensure that Town Council and leadership can ensure that they demonstrate accountability and safeguard the assets of the corporation through good financial controllership practices. To be successful, customers must see improved services, staff satisfaction should be enhanced, assets must be safeguarded, and the Town must be sustainable. Out of this report, it is hoped that a long-term vision for the community and the Town will be revealed.

In terms of scope of this report, all Town services as well as potential partnerships to increase services was included with the exception of Library and Police Services. This was primarily due to the fact that these services are managed by their own local boards as defined by the *Municipal Act* (the Act) as well as other studies underway.

It is also important to note that the Town has several projects underway to review services and plans in specific areas including but not limited to:

- Governance Review
- Official Plan Review
- Property Standards By-law Review
- Transit Operations Review
- Parks and Recreation Master Plan
- Proposed Municipal Development Corporation for Midland Bay Landing

This report is intended to provide a high-level review of services and not to circumvent these other projects. Consequently, in areas where other projects are in progress or planned, this report simply refers the opportunity to be explored by the specific projects.

Governance of this project included a Steering Committee[3] which included two members of Council, Town staff and management who provided input and direction throughout the project as well as facilitated the consultation processes.

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[3] See Appendix A: Steering Committee Terms of Reference

A key activity for the Committee was to develop a staff survey which as administered independently by WSCS utilizing SurveyMonkey™ from September 11, 2017 to November 6, 2017. The survey was voluntary and confidential. The Town received 102 responses representing a response rate of 69% of which 78% were completed online.[4] The results were shared with the staff and management as well as the Steering Committee. Many of the findings and recommendations contained in this report reflect these findings.

A Community Advisory Committee[5] was instrumental in providing insight into the community views and advice to the consultants on mechanisms to gain community input. The Committee included members of the community and two members of Council as well as ex-officio members from the Town management. This Committee designed a community survey which was administered by WSCS over the period October 24, 2017 to November 22, 2017. At that time, the Town received 395 responses representing 5%[6] of Midland's households of 7,739.[7]. The survey was to remain active for Town review until November 30, 2017. The survey results can be found at Appendix D to this report. While one cannot conclude that the results are indicative of the general population, a good cross section of age groups did respond giving the Town some interesting metrics for moving forward.

FIGURE 2: 2017 TOWN OF MIDLAND STAFF SURVEY HIGHLIGHT

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[4] Note: Survey Gizmo indicates good response rates from internal sources range between 30-40%
[5] See Appendix B: Community Advisory Committee Terms of Reference
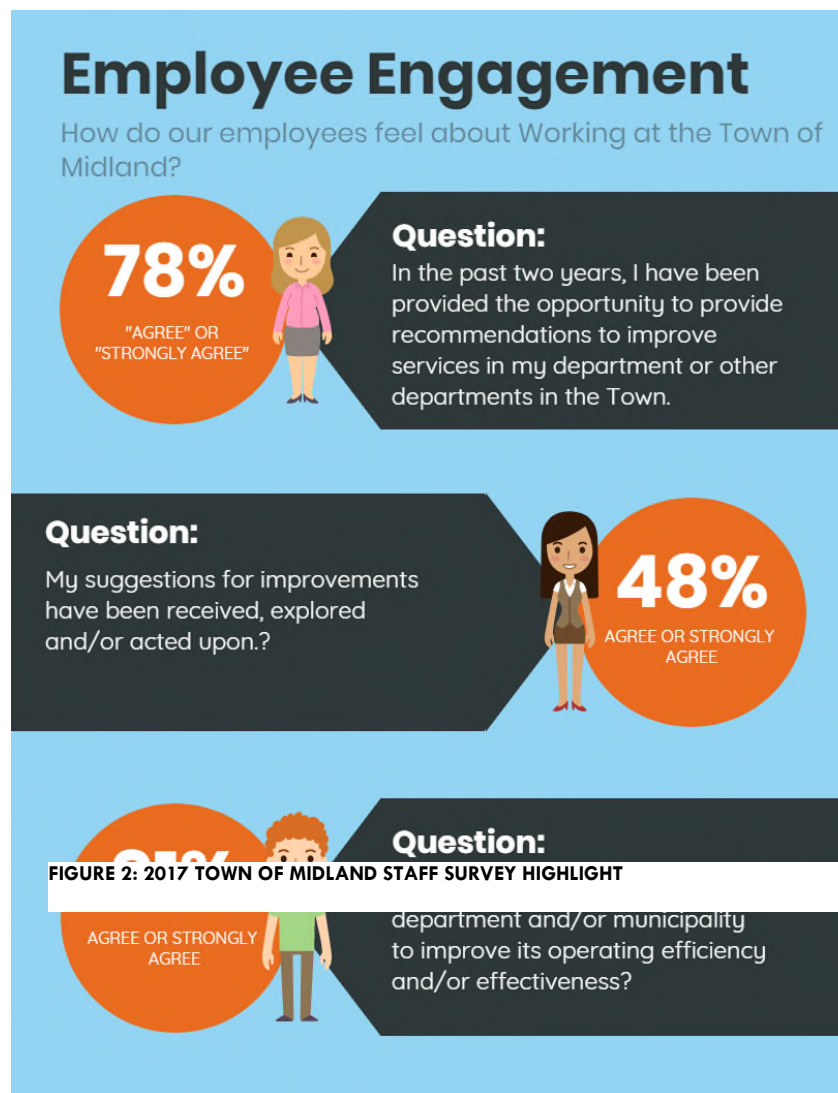
[6] Note: Survey Gizmo indicates typical response rates of survey that are not targeted is 2%.
[7] 2016 Census, Statistics Canada

WSCS undertook extensive consultation throughout this review. This included interviews with all Council members and Town management,[8] individual staff interviews several focus groups, documentation reviews and system walkthroughs involving staff and management from all relevant departments. SWOT (Strengths, Weaknesses, Opportunities and Threats) exercises were undertaken with the Committees as well as management which provided a good basis for identifying potential improvements and service enhancements. We also analyzed data and performance measures in order to understand the service levels, benchmarks, processes and systems.

This review revealed that there are significant opportunities for enhanced services and improvement in most areas.

The recommendations are a combination of technological solutions and process improvements. There are also opportunities to improve interdepartmental cooperation to ensure that all frontline staff have the information they need to provide timely, effective service.

However, it is very important that the reader understand that, because of the lack of pure data, particularly time spent on processes that the numbers in the report in terms to cost and savings are to be viewed as estimates. The most important conclusion and recommendations surround the processes and mechanisms to improve services.

What did the Community Say?

Community Members would like to see improvements to Town services:

66% of respondents rated services offered by the Town as Good to Very Good Value for tax dollars

53% of respondents said they were satisfied with the Town's reporting of how tax dollars are spent.

70% of respondents indicated that they would likely or very likely to utilize online and paperless services

42% indicated that the Town's primary focus for the future is improving services to be more efficient and customer centred

58% indicated that the Town's primary focus for the future is improving services to be more efficient and customer centred
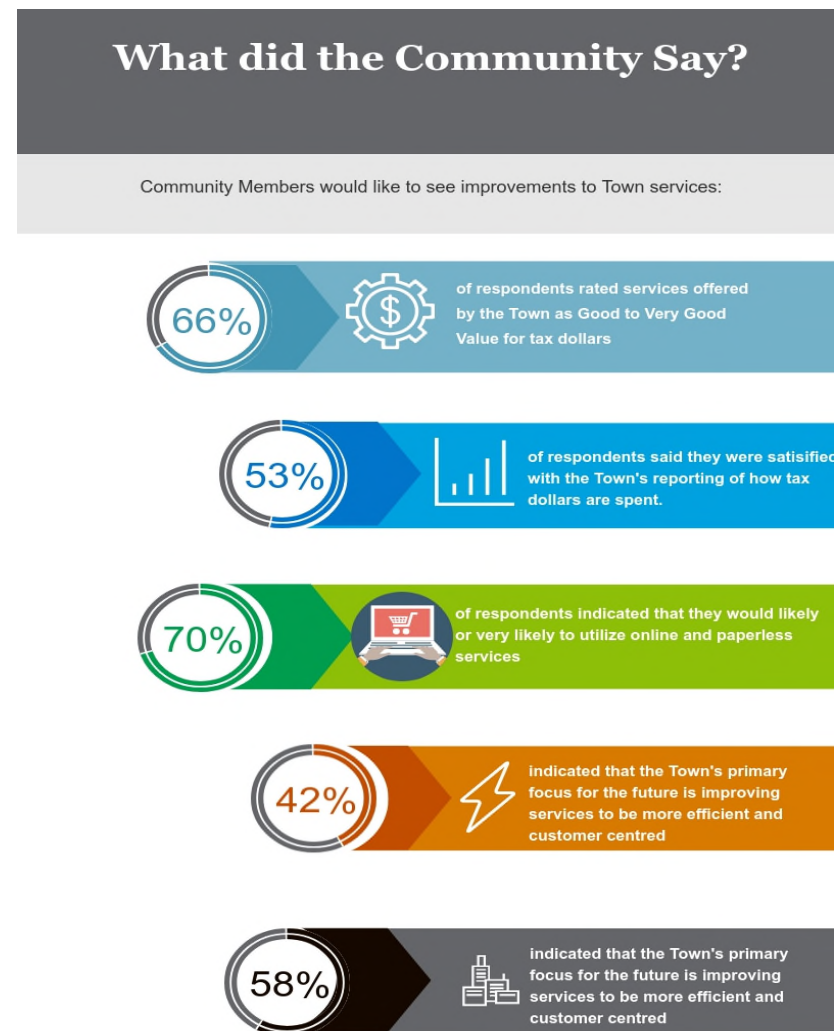
FIGURE 3: 2017 COMMUNITY SURVEY HIGHLIGHTS

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[8] See Appendix C: Consultations

Town Services

The services delivered by the Town are vast and various. As a lower-tier municipality, Midland plays a key role in the lives of the community but is limited in its jurisdiction through a combination of mandatory services as set by legislation and discretionary services by choice or design of the municipality.

There is no such thing as the "typical" municipality as each municipality is different in terms of types and variety of services depending upon the decisions at the upper tier. For example, Simcoe County provides waste management services but many upper-tier municipalities leave this to the local level. These types of decisions may date back many years and reflect individual municipal circumstances. Many upper-tiers have the approval authority for lower tier official plans while others must get approval from the Minister of Municipal Affairs and Housing. When the province downloaded social services, social housing and ambulance services in 1998, there was a requirement for each municipality to provide these services as a Consolidated Municipal Service Manager. Some municipalities opted to be a single tier and "contract" out the role of the CMSM. This makes benchmarking with other municipalities both challenging and interesting. Assumptions, methods of delivery, organizational structure, location, natural environment, location all play a role in how municipalities operate. Therefore, while we have used some benchmarks in this report, we have done so as information only and provide some guidance on possible opportunities to be explored with partners. The reader should be cautioned that the simple fact that a service may be delivered at less cost or more volume by another municipality does not necessarily mean more efficient or effective.

It is important to note that this review has a different focus and approach than that Management Study undertaken by KPMG in 2012[9]. The focus of that review was to find ways in which to reduce taxes to a maximum of 2% primarily as a reaction to increases in prior years that averaged 5.5% over the previous decade. As such, KPMG was charged by Council to provide scenarios for operating cost reductions and incremental revenues in the range of $343,000 to $1,033,000.
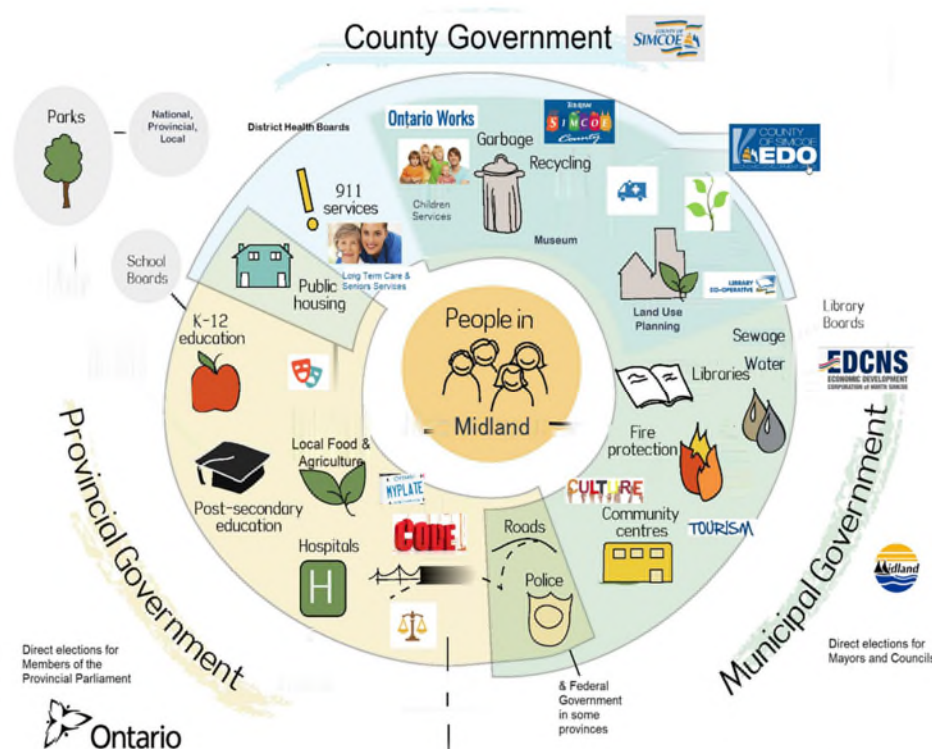

FIGURE 4: : OVERVIEW OF TOWN OF MIDLAND SERVICES IN CONTEXT OF OTHER LEVELS OF GOVERNMENT

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[9] 2012 KPMG Management Study Final Report

The recommendations totaled $1.26 million over two years and included reducing Council size, decreasing services such as uploading leaf pick up to the County, developing tiered maintenance for roads based upon classification, decreasing service maintenance at parks and outdoor facilities, increasing user fees for some services such as harbor and ice rentals. Many of the recommendations were accepted and actions were taken over the next few years. Public consultation was undertaken via meeting and written submissions. Consultations focused on Council and management with little staff input, and therefore, process efficiencies were not highlighted nor were customer facing services.

The Town's workforce has declined over the past 5 years as follows:

Departmental FTE Breakdown 2012 to 2017						
Department	2012	2013	2014	2015	2016	2017
Council	9.00	9.00	9.00	9.00	9.00	9.00
Chief Administrative Officer	1.00	1.00	1.00	1.00	1.15	1.37
Human Resources/Health & Safety	1.50	1.50	1.50	2.00	2.00	2.00
Clerks (Communication)	4.00	4.00	3.00	3.00	3.35	3.78
Bylaw (Parking and Crossing	2.21	2.21	2.21	2.21	2.21	2.21
IT	2.00	2.00	2.00	1.00	1.80	2.00
Finance	9.00	9.00	8.50	9.00	8.00	8.32
Custodian	1.00	1.00	1.00	1.00		
Fire	17.00	17.42	16.00	14.05	14.00	14.00
Police	43.50	40.63	41.58	41.73	34.72	35.76
Transit	2.09	2.09	2.10	2.10	1.94	1.94
Public Works(included Engineering to 2016)	26.42	26.56	26.35	27.35	25.02	24.51
Water/Waste Water Treatment Ctr INCL BILLING)	20.23	20.62	18.62	18.62	17.62	17.12
Parks, Harbour, NSSRC(included Culture and Tourism to 2016)	37.40	37.67	34.15	33.40	26.06	25.70
Engineering					4.33	3.83
Culture and Tourism					2.20	2.10
Library	13.81	13.79	13.38	13.38	12.04	12.98
Planning and Building Services	6.35	6.35	6.56	6.35	6.35	6.35
TOTAL (includes Council)	187.51	185.84	177.95	176.19	162.79	163.98

We have undertaken this review by applying the concepts and methodology of LEAN SIX SIGMA, a proven business philosophy which focuses this Service Delivery Review from a different perspective: **THE CUSTOMER**. LEAN Six Sigma utilizes the VOICE OF THE CUSTOMER to eliminate non-value-added activities in processes, eliminate defects in service and builds capacity to deliver the RIGHT services, at the RIGHT time resulting in service improvements. All too often, service delivery reviews in the public sector are undertaken based upon the organizational structure or departmental responsibilities. While we do look at the processes and activities to provide recommendations, t is also evident that the "customer" is not always the focus of the provision of service and often the customer is not known. It is true that a customer may be much more ambiguous in government as it may be the general public and not the direct recipient of the "service". In other situations, it may be an internal customer, that is, the next person in line of a process. A customer, whether it be a taxpayer, business owner or tourist, does not care about departments or "whose job it is" to perform a service.

The report will on services as a cycle as a municipality would be developed. From planning the Town to building and expanding, serving the variety of customers, **protecting** the assets to ensure that they can provide service for the intended useful life, while promoting the community for growth and exposure to the world. In order to continue to plan and build, the municipality must become sustainable from economic, financial and environmental perspectives framed this report based upon the following services, many of which cross Town departments:

1. PLANNING OUR FUTURE

- Strategic Planning
- Official Plan
- Asset Management Planning
- Recreation & Waterfront Development
- Infrastructure, Downtown, Master Planning
- Information Technology Strategic Planning
- Long Term Financial Planning

2. BUILDING OUR TOWN

- Promoting Building
- Expansion for residents and business
- Code Enforcement, By-law, Permits & Inspections
- Infrastructure Development and Renewal
- Procurement

3. SERVING OUR CUSTOMERS

- Transportation Services, Safety & Transit
- Water/Wastewater Treatment & Distribution
- Fire & Protective Services
- Recreation/Waterfront programs & facilities
- Property Standards, Licensing & Permits
- Seniors and health and library Services

4. PROTECTING OUR ASSETS

- Maintaining Surface, Underground, Facilities & Green Spaces
- Monitoring & Protecting water, sewer, buildings, parks, trails
- Fire & Crime Prevention
- Managing Town assets, fleet, facilities & land

Governance

5. PROMOTING OUR COMMUNITY

- Economic Development
- Tourism
- Culture
- Special Events
- Communications

6. BECOMING SUSTAINABLE

- Building Partnerships
- Environmental assessments, planning and containment
- Human Resourses and Financial sustainability and supports

In 2014, the Town undertook a Strategic Planning exercise which identified 5 key priorities:

1. Fiscal Responsibility and Cost Containment
2. Organizational Excellence
3. Economic Development
4. Developing Partnerships, Promoting Collaboration & Alignment
5. A Healthy Sustainable Community

This Service Delivery Review was a key priority to be undertaken in the current term of Council. When asked about the importance of Council priorities, the community survey affirms that many of the priorities are supported by the community as being high to moderate importance as shown in **Figure 5**.[10]
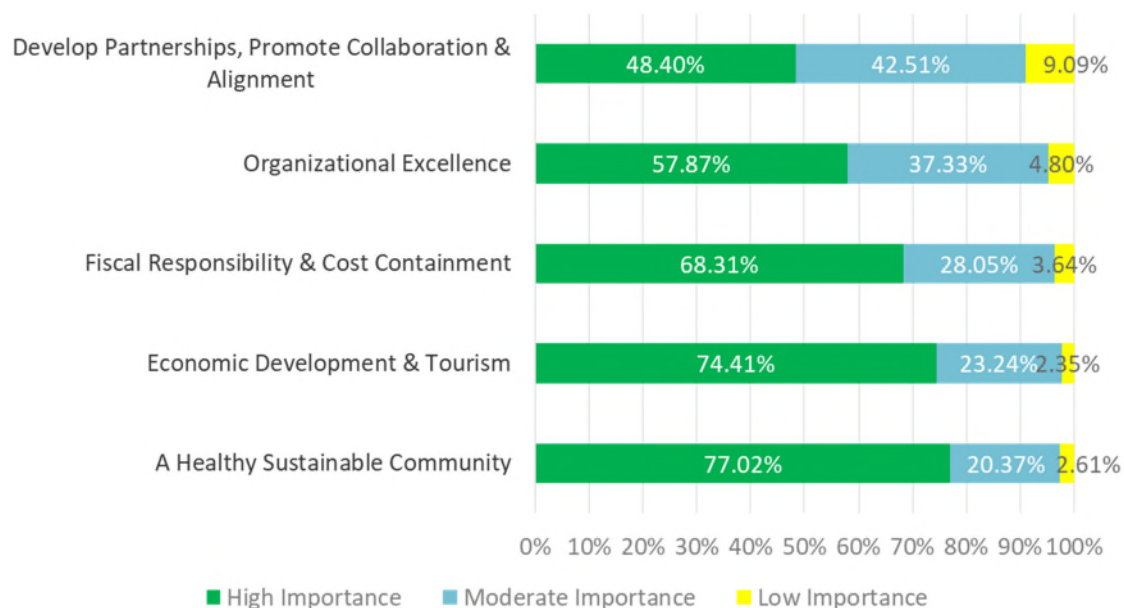

FIGURE 5: QUESTION 14 OF COMMUNITY SURVEY

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[10] 2017 Service Delivery Review Community Survey – See Appendix

Demographics

The Town has seen little growth (1.8%) between 2011 and 2016 in comparison the rest of Simcoe County and is aging. The youth population is declining which can be attributed to a lack of job growth and education facilities in the area as identified as a key priority for the community in the survey.

Population change (in percentage) for Midland and higher level geographies, 2011 to 2016
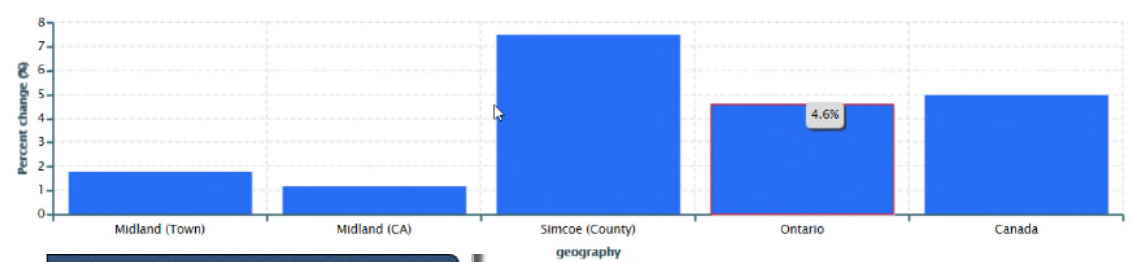
Midland – Age distributions, 2006 to 2016
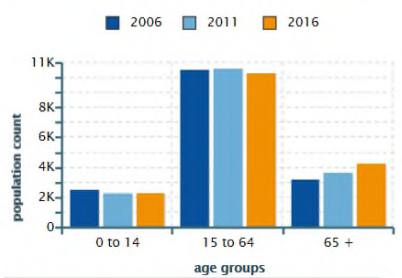
Midland - Age distributions by broad age groups and sex, 2016 Census

Age groups	Both sexes	Males	Females
0 to 14	13.6%	14.8%	12.5%
15 to 64	61.2%	61.6%	60.9%
65 and over	25.1%	23.6%	26.5%

Population, 2016 and 2011 censuses

Provincial population rank

96 of 552

National population rank

256 of 4870

Population change by broad age groups, Midland, 2006 to 2016
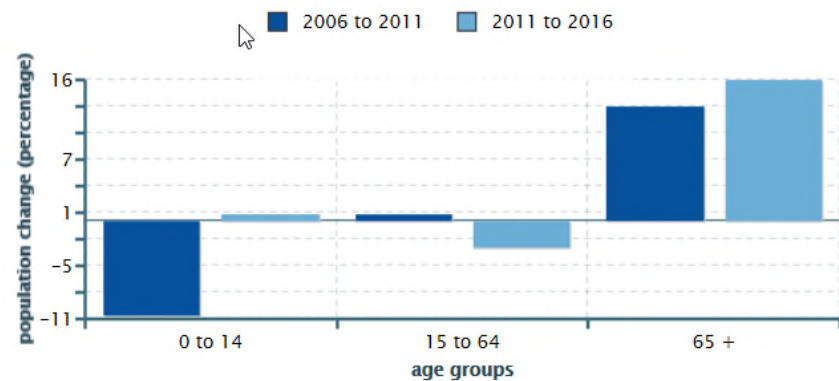
Percentage of the population by broad age groups, Midland, 2006 to 2016
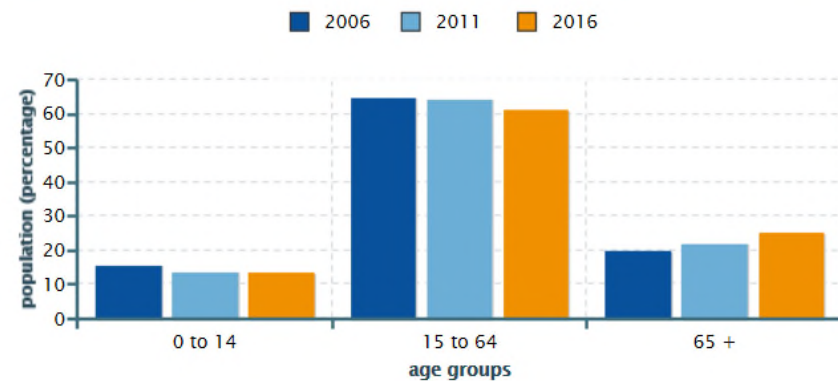
Midland (Town) – Neighbouring census subdivisions, population change, 2011 to 2016

Census subdivision (CSD) name	CSD type	Population		
		2016	2011	% change
Tiny	TP	11,787	11,232	4.9
Tay	TP	10,033	9,736	3.1
Penetanguishene	T	8,962	9,111	-1.6
Georgian Bay	TP	2,499	2,482	0.7

Ontario – Census subdivisions with 5,000-plus population with the highest population change, 2011 to 2016

Census subdivision (CSD) name	CSD type	Population		
		2016	2011	% change
Shelburne	T	8,126	5,846	39.0
Milton	T	110,128	84,362	30.5
Bradford West Gwillimbury	T	35,325	28,077	25.8
King	TP	24,512	19,899	23.2
Whitchurch-Stouffville	T	45,837	37,628	21.8

Benchmarking – Why Compare to Other Communities?

For the purposes of the project, comparator communities were selected as municipal comparators based on population growth, urban/ rural characteristics, and natural resources such as harbours:

The primary purpose of benchmarking and comparative analysis is to understand the performance of comparator municipalities and to identify opportunities to change how the Town's organization is aligned to deliver municipal services.

- Communities with similar financial benchmarks/service levels – insight into operating efficiencies
- Communities with different financial benchmarks/service levels – opportunities to change existing organizational structure/processes to reflect common service levels

MIDLAND COMPARATORS

Population and Households

Municipality	Households	Population (2016)
Brighton	5,099	11,844
Cobourg	8,958	19,440
Port Hope	7,305	16,753
Trent Hills	6,883	12,900
Kingsville	8,676	21,552
Essex	8,694	20,427
Kincardine	6,096	11,389
Meaford	5,648	10,991
Collingwood	11,617	21,793
Oro-Medonte	9,388	21,036
Wasaga Beach	12,821	20,675
Midland	7,739	16,864

■ Population (2016)   ■ Households

RATIONALE
Midland Comparators with populations between 10,000 and 25,000 that have harbours

It is imperative to understand that comparators must be taken as information and not an indicator of effectiveness. Financial performance and taxation levels has both benefits and risks as the underlying assumptions and variables must be taken into account when analyzing results.

For example, Figure 6 shows that the average annual lower tier tax bill is $2,886 and the Town of Midland is well below that at $1,853 which may lead one to believe that Midland is more efficient than other municipalities on its face. However, the levels and types of services provided by tax dollars at the local tier is unknown as well as user fees. In the case of Kincardine, which has relatively high taxes, has very low planning fees which indicates that these costs are being funded by taxes.

2017 AVERAGE RESIDENTIAL TAX BILL AND ASSESSMENT

AVERAGE $2,886

	Brighton	Cobourg	Port Hope	Trent Hills	Kingsville	Essex	Kincardine	Meaford	Collingwood	Oro-Medonte	Wasaga Beach	Midland
AVERAGE ASSESSMENT	$254,768	$237,580	$258,000	$185,000	$207,000	$178,000	$244,000	$263,546	$285,000	$213,487	$317,247	$196,250
2017 LT TAX BILL	$3,118	$3,577	$4,192	$1,451	$2,707	$2,787	$2,904	$3,503	$3,507	$1,916	$3,126	$1,853.07

AVERAGE ASSESSMENT   2017 LT TAX BILL

In terms of expenses, Midland is slightly higher than the average. So while the average tax bill is lower in Midland, this is primarily due to the mix of user fees and tax funded services. It is important to note that Midland's expenses have not varied to the degree that many other comparators have.

2016 - Expenses/ Household

Kincardine M — $7,066
Cobourg T — $4,805
Collingwood T — $4,398
Port Hope M — $4,364
Midland T — $3,832
Essex T — $3,490
Meaford M — $3,351
Kingsville T — $3,273
Trent Hills M — $3,127
Brighton M — $2,688
Wasaga Beach T — $2,648

AVERAGE =$3,449

% Change Expenses Year over Year 2013-2016
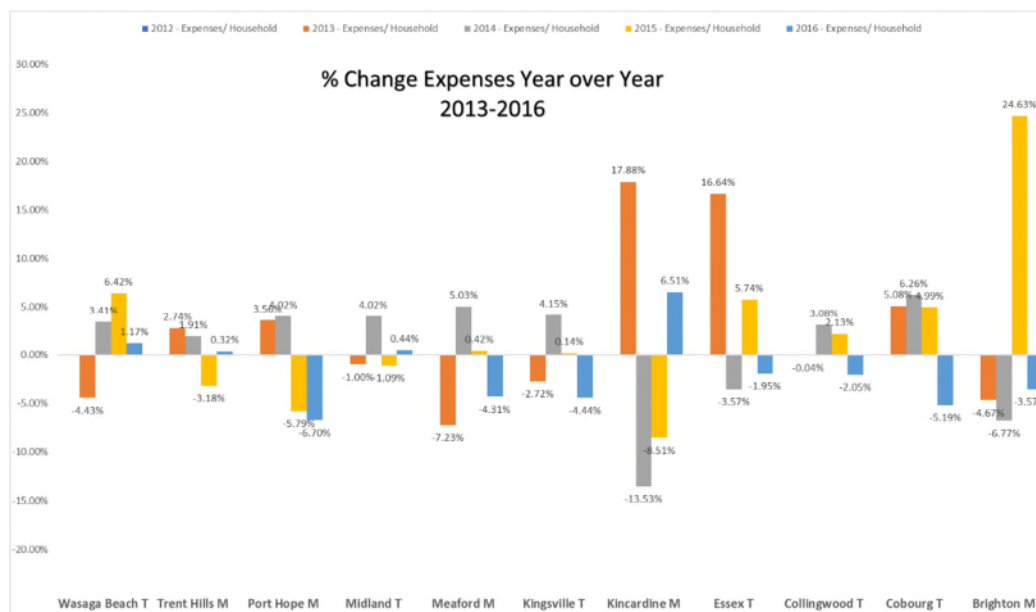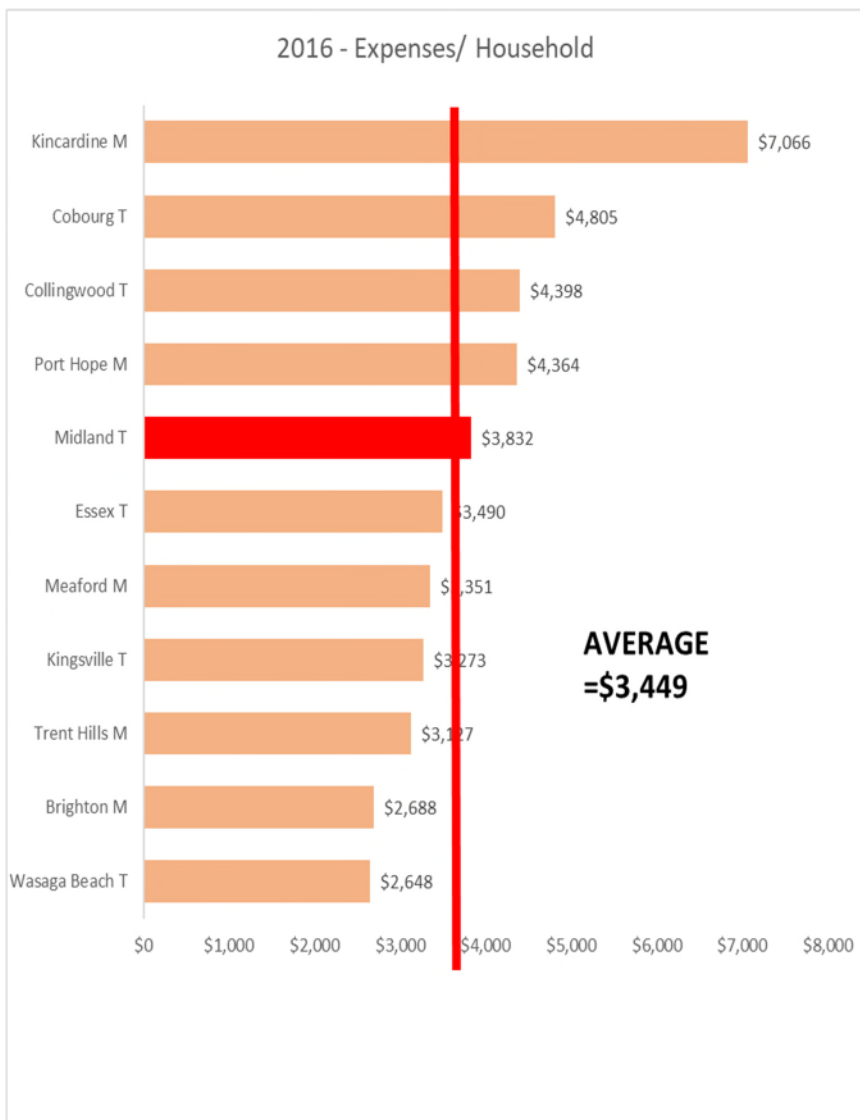
Strengths, Weaknesses, Opportunities and Threats (SWOT)

SWOT analysis - SWOT stands for strengths, weaknesses, opportunities and threats. A SWOT analysis identifies strengths and weaknesses within an organization, in this case, the Town, and outside opportunities and threats. The most important parts of a SWOT analysis specify the actions that correspond to the elements that are identified. By using the results of the analysis to improve the situation of the Town, one can reduce the likelihood of developments that negatively affect the business while improving performance. The two most critical outcomes of a SWOT are as follows:

Reducing Risk

The most important part of a SWOT analysis is to improve the viability of the Town. Important threats coupled with the Town's weaknesses typically put at risk the Town's future, and the SWOT analysis identifies these risks. The analysis pairs external threats with internal weaknesses to highlights the potential opportunities and the threats faced by the Town that could impede on its success. We undertook SWOT sessions with the Steering Committee, the Community Advisory Committee and the management team. For example, as identified in the sessions, the resources required or lack of training, technological backbone is a serious risk to any improvement initiative. The Town can eliminate internal weaknesses by assigning resources to fix the problems. The Town can reduce external threats by better understanding stakeholder expectations.

Improving Performance, Identifying Opportunities

The SWOT analysis provides the Town with actions that should be considered to improve the performance and new opportunities that could be explored. The analysis in this report pairs the internal strengths with the external opportunities. Taking advantage of an opportunity from a position of strength helps ensure the success of the corresponding venture. For example, some strengths identified include customer focused staff that embrace technology. This allows the Town to optimize these strengths through buy-in and involvement of staff. Since staff are customer focused, they want to be part of the solution. Although they embrace technology, they also recognize that some customers need additional assistance either because not all customers are "tech-savvy" or do not have access or there are language barriers. Therefore, the staff embrace a combined approach to improving the customer experience.
.

- Strengths: characteristics of the organization, or project team that give it an advantage over others
- Weaknesses (or Limitations): are characteristics that place the team at a disadvantage relative to others
- Opportunities: external chances to improve performance
- Threats: external elements in the environment that could cause trouble for the municipality or project

Based upon information gathered during focus groups and documentation reviews, the Town has many positive strengths and opportunities that will render changes to counter services successful. In particular, the Town recognizes that customer expectations need to be better understood in order to move forward. As well, the staff have been well engaged in this project and there is momentum for change.

COMMUNITY ADVISORY COMMITTEE SWOT

Strengths

Special Events and Tourism

Cultural and Recreational Infrastructure and Programs

Parks & Trails Downtown

Harbour Revitalization

Proximity to Large Urban Areas

Volunteerism and Community Groups Support,

Vast Knowledge and Skills of Residents

Protection of the Environment

Doctor Recruitment

Weaknesses

Inadequate Connectivity

Weak Town Governance, Administration and Transparency

Communications to Residents and Public

Adversity to Change Residents and Businesses

Lack of Strategies to Attract Youth, New High Municipal Taxes,

Over Regulation by Town,

Lack of Transportation Links

Lack of Commitment to Environment Protection

Sustainability, Community Safety Not Addressed

SWOT Analysis

Opportunities

Partnerships with All Levels of Government

New Educational

Medical and Business Opportunities, Federal and Provincial Funding

Midland Bay Landing, Cultural, Tourism

New Business Planning and Development

Use of Knowledgeable Skilled of the Residents

Deliver Services More Efficiently and Effective

Better Broadband

Keep Youth in the Area, Mayor's Think Tank – Developing Policies

Threats

Tax Rates

Community Resistance to Change

Skilled Workforce, Youth Leaving

Provincial & Federal Downloading

Asset Management & Infrastructure

Technology Changes, Broadband

Labour laws   Change in Council

Economic Stresses, Loss of Businesses

Public Image

MIDLAND STEERING COMMITTEE SWOT

Strengths

✓ Downtown Development
✓ Recreation, Parks & Trails
✓ Fire Services
✓ Community Engagement
✓ Drinking Water
✓ Public Library Expansion
✓ Cultural Centre
✓ Special Events
✓ Tourism and Economic Development
✓ Staff Dedication & Knowledge
✓ Partnerships
✓ Customer Service
✓ Change to Budgeting
✓ Midland Bay Landing
✓ Perseverance
✓ Willingness to Learn

Opportunities

✓ Midland/Harbour Bay Landing
✓ Finding Champions
✓ Using Existing Technology, New Technology and Processes
✓ Partnership & Learning with Other Municipalities Research
✓ Think Tank
✓ Meaningful Work
✓ Energized Employees
✓ Downtown Revitalization
✓ Promoting the Town
✓ Recreation Programming
✓ Website
✓ Immigration
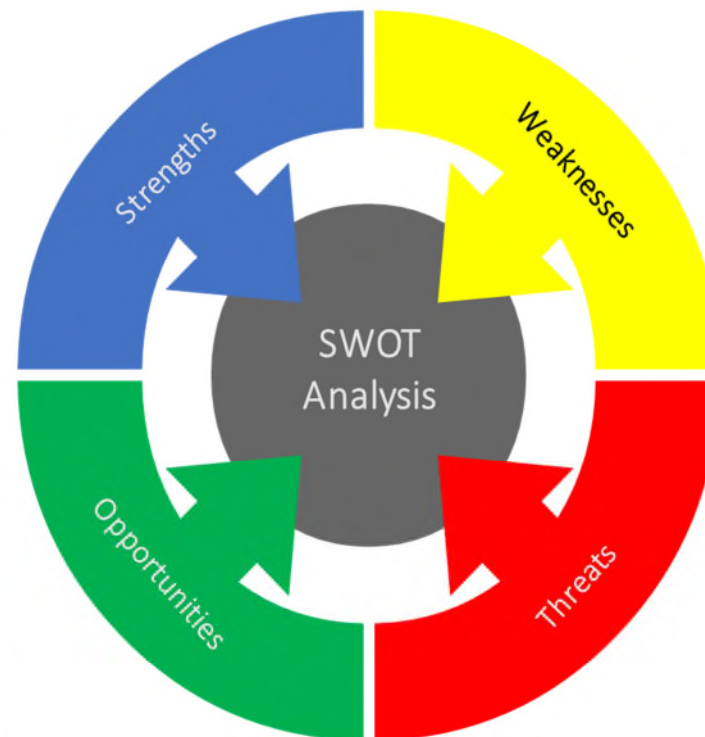
Lack of:

× Asset Management, Long Term Planning
× Reserves
× Information Sharing/Internal Customer Service
× On-line and Self-Serve
× Complaint Management
× Communications
× Staff Training
× Employee Recognition
× Purchasing Sustainability
× Knowledge and Utilization of software
× Staff Skills
× Record Management

× Old School Methods
× Change Adverse
× Fear of the Unknown
× Manual processes

× Planning and Reserves
× Assessment Appeals and Risks
× Trade Agreements
× Provincial Legislative & Regulation Changes
× Elections - Municipal & Provincial
× Asset Management Regulation
× Changes to Upper Tier Municipalities
× Exchange and Interest Rates
× Commodity Prices, Climate Change
× Change in Technology
× Demographic Changes
× Work Environment for Millennials
× New Types of Infrastructures
× Urbanization, Globalization

SWOT Analysis

Strengths

Weaknesses

Opportunities

Threats

WHAT WE HEARD
FROM THE COMMUNITY

ATTRACTING NEW COMPANIES, JOBS SHOULD BE KEY ECONOMIC GROWTH FOCUS

IMPROVE ACCOUNTABILITY

COMMUNICATION
USE MORE SOCIAL MEDIA, CONTINUE OTHER METHODS OF COMMUNICATION

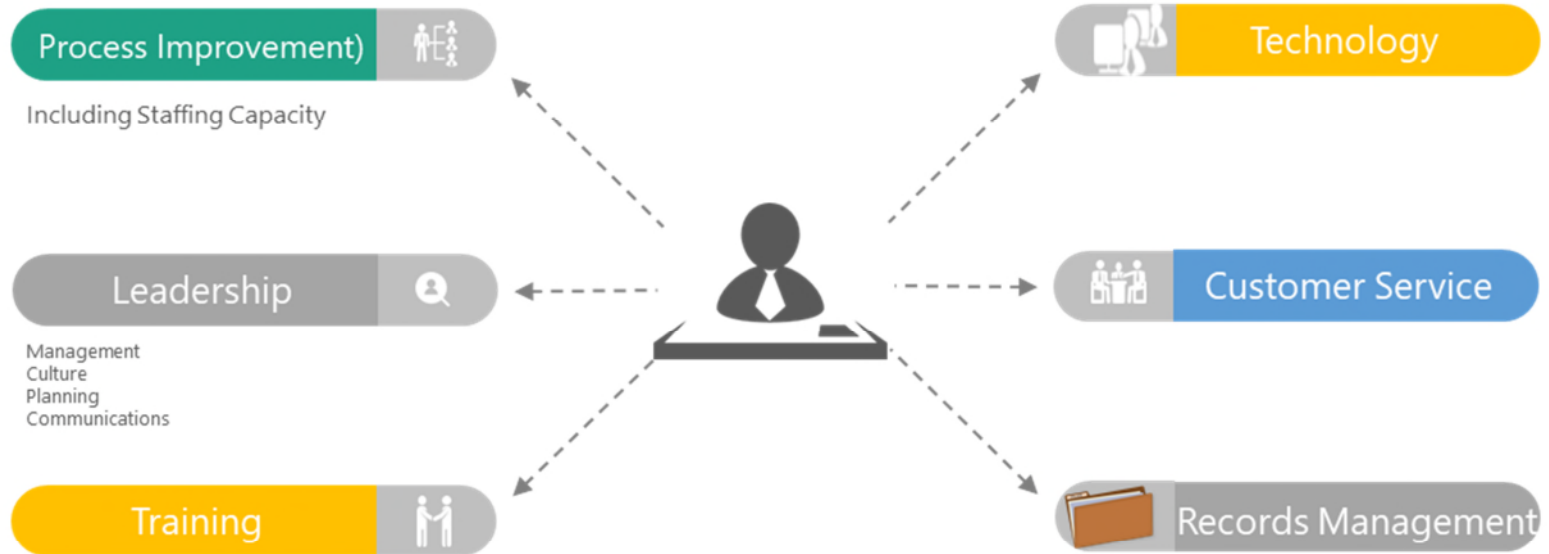STREAMLINING TOWN OPERATIONS SHOULD BE THE FOCUS FOR IMPROVEMENTS

ONLINE SERVICES WILL BE USED

SMALL TOWN FEEL AND HARBOUR ARE WHAT MAKES MIDLAND ATTRACTIVE

COMPLAINTS HANDLING IS POOR

LEADING THEMES
FROM STAFF AND MANAGEMENT

Process Improvement)
Including Staffing Capacity

Leadership
Management
Culture
Planning
Communications

Training

Technology

**Customer Service**

Records Management

GOVERNANCE

Governance is a term used to describe the political organization of municipalities. It also concerns the on-going involvement of citizens and the accountability of council members.

Council is an elected body that conducts regular public meetings to address issues facing the Town. As a collective group, representing the interests of citizens, Council is responsible for: representing the public and considering the well-being and interests of the municipality; developing and evaluating the policies and programs of the municipality; determining which services the municipality provides; maintaining the financial integrity of the municipality. Council meets regularly and committee structure is in place to achieve various goals.

Transparency of decisions by Council and communications with the public and staff is a key area for focus in the future. This was an overarching theme throughout the consultations and survey results. Municipal responsibilities have expanded over the last twenty years and legislative provisions require more vigour in management of Town operations. Coupled with that are the expectations of the public for value for tax dollars.

In terms of financial performance, Midland's governance expenses are $25 on a per capita basis which is less the comparators by $2 annually.

Governance - Midland T
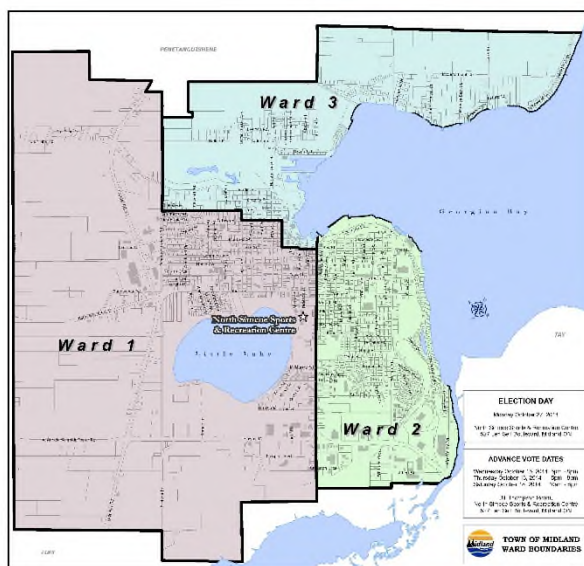

2016 -$/Capita - Governance
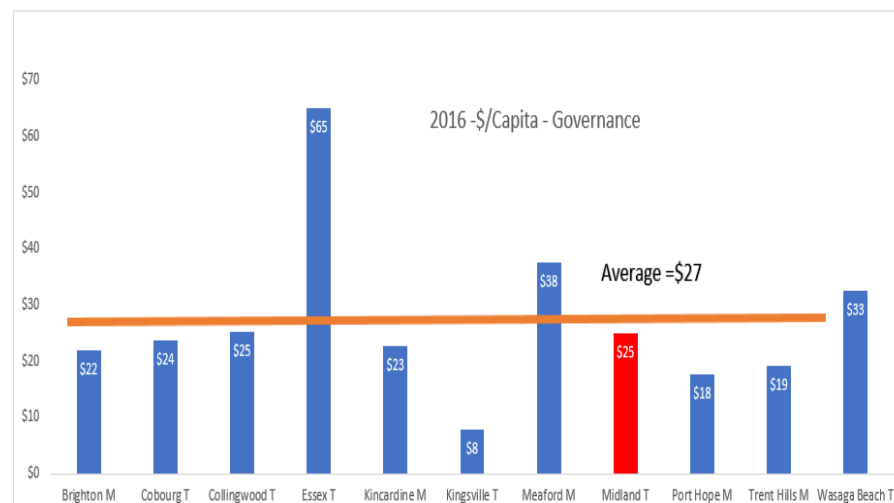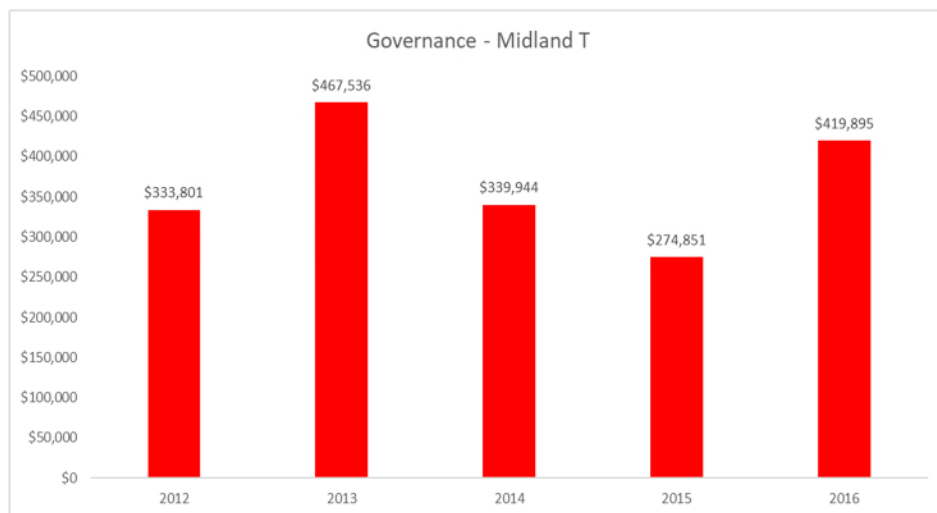
ELECTION MANAGEMENT

A legislated public service to provide the Town with democratic Council to govern the municipality. The Office of the Town Clerk is responsible for conducting orderly and democratic elections every four years, or as otherwise may be required, on behalf of the Town of Midland, Simcoe County and school boards operating within the municipality.

There is no specific FTEs allotted to Election Management, however, in an election year, which is set for 2018, the Clerk's Office requires significant staff resources from both internal and external staff. The Director of Corporate Services/Solicitor will also have a key role in an election year is coordinating the election which is overseen by the Town Clerk.

Voter Turnout - Ontario Municipal Elections 2014

WARD BOUNDARIES AND ELECTION PROCESSES

The Town is represented by 3 Wards as shown in the Town Map:
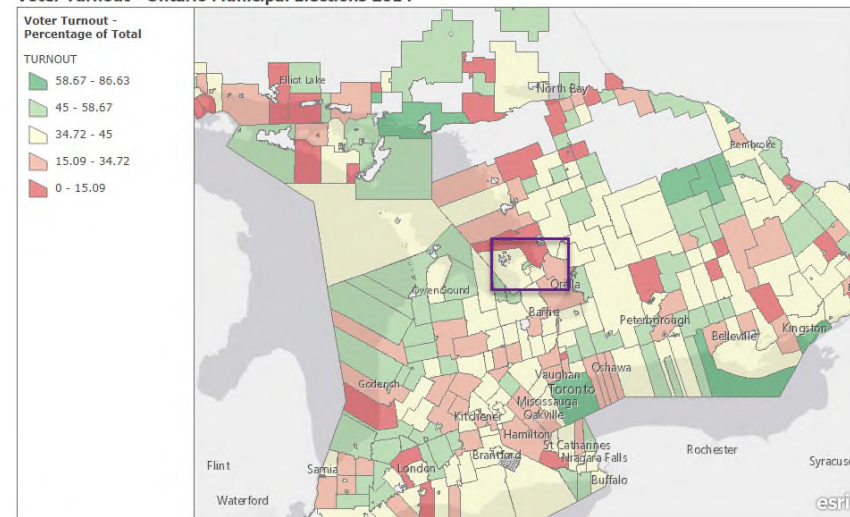
The Town's continues to utilize traditional voting method of polls and paper. This is a very large undertaking and resource rich method and does not result in the highest voter turnout. The community survey indicates that voter turnout may increases from the 41% 2014 municipal election which slightly below the average of 43.1%[11] in Ontario if alternate means were offered.

While studies[12] indicate increases in voter turnout of up to additional 35% and costs decline from approximately $6 to $2 per eligible voter (or approximately $21,000 savings). As the Town has decided to continue utilizing standardized paper voting in 2018, it would be advantageous for staff to capture time spent and costs of the upcoming election.

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[11] AMO website – 2014 Voter Turnout

[12] 2010 Carleton University, A Comparative Assessment of Electronic Votin
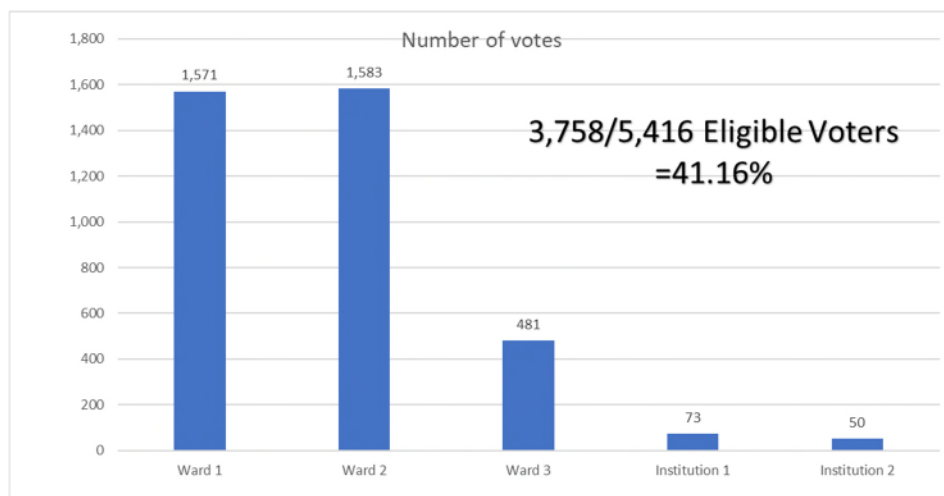
COUNCIL SIZE

Each municipality in the province consists of a head of council (in the case of the Town, the mayor) and a varying number of councilors. The number of councillors generally depends on the population of the municipality and varies from four to ten. However, council has the ability to change the number of its council members. Council size was identified in the past and again through the community survey as an opportunity to reduce costs and refocus the accountability. It is also noted that ward sizes and structure indicate that a ward review may be appropriate. However, with the 2018 election looming, it is not an initiative that the Town is in a position to take until 2019. Based upon the benchmarks, Midland is higher than average representation than the comparators, 9 of which had 7 Councillors and the remaining 3 municipalities, including Midland have 9 Councillors.
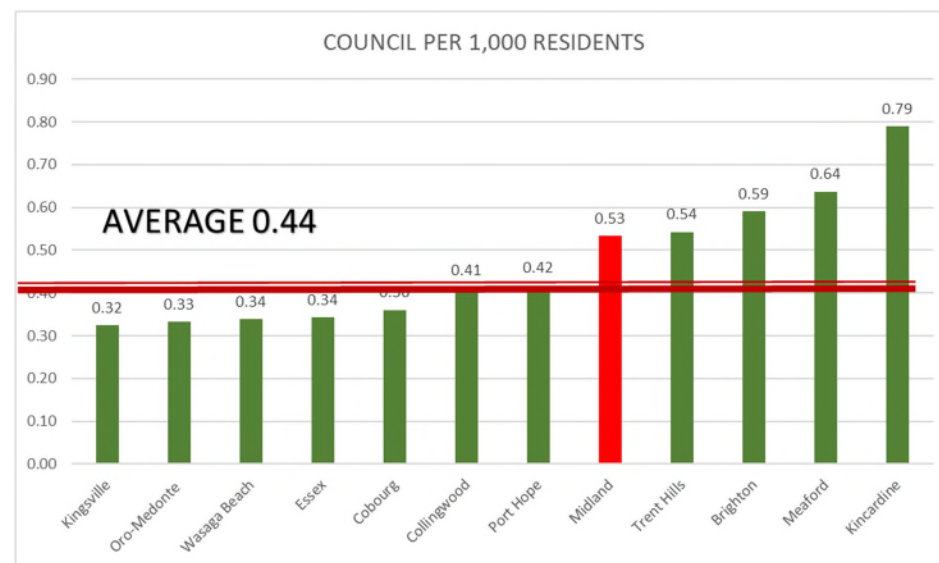
COMMITTEE STRUCTURE AND COUNCIL SUPPORT

The Town has a very extensive committee structure which allows for community input into a variety of initiatives and services. While this is generally viewed as a positive from the community perspectives, it is very resource intensive from a staff perspective and Council commitments and associated costs.

As shown in the table below, there is a total of 43 Committees with 32 having Town Councillor representation all of which require staff support with outdated processes and tools. This does not include other committees at the County level. Some of the committees are, by nature, project based and short term while others appear to have no sunset dates.

It has been recognized that the number of committees and cost to support these committees challenging for staff to manage. As such, Council has commissioned a Governance Review to assess the continued need of each committee and any opportunities to streamline. As such, this review will not explore these specific committees but rather simply indicate that it is evident that the review is needed in order to gain capacity to undertake the many important opportunities outlined in this report.

Category Type	Name
standing	General Committee
standing	Planning and Development Committee of Council
standing	Human Resources Committee
statutory	Business Improvement Area Board of Management (BIA)
statutory	Committee of Adjustment
statutory	Compliance Audit - Election (Joint)

statutory	Midland Accessibility Advisory Committee
statutory	Midland Emergency Management Program Committee
statutory	Midland Heritage Committee
statutory	Midland Police Services Board (MPSB)
statutory	Midland Public Library Board
statutory	Property Standards and Fence Viewing Committee
statutory	Sign Variance Committee
advisory	Service Delivery Review Steering Committee
advisory	Service Delivery Review Community Advisory Committee
advisory	Active Transportation Advisory
advisory	Audit
advisory	Buttertart Festival Steering Committee
advisory	Festival Steering Committee)
advisory	Canada Day Committee
advisory	Culture Midland Committee
advisory	Midland Bay Landing Steering Committee
advisory	Seniors Council
advisory	Youth Committee
ad hoc	King Street Rejuvenation Project Steering Committee
ad hoc	Midland Penetanguishene Transit Committee
ad hoc	MPUC Sale Committee
ad hoc	Municipal Aboriginal Relations Ad Hoc Committee
ad hoc	Official Plan Review Steering Committee
ad hoc	OPP Costing Committee
ad hoc	Snowmobiling Advisory Committee
external	Boys and Girls Club Board of Directors
external	County Housing Advisory Committee

external	Economic Development Corporation of North Simcoe (ECDNS)
external	Huronia Airport Commission
external	Huronia Museum Board
external	Midland Cultural Centre Inc. Board of Directors
external	North Simcoe Housing Working Group
external	North Simcoe Mayors Committee
external	Physician Recruitment Steering Committee
external	Severn Sound Environmental Association
external	Severn Sound Sustainability Plan Committee
corporation	Midland Power Utility Corporation (MPUC)

Type	Number of Committees
ad hoc	7
advisory	11
corporation	1
external	11
standing	3
statutory	10
Grand Total	**43**

COUNCIL SUPPORT

A legislated provision of services to Council, the Corporation and the public by way of Council and Committee meetings (i.e. agenda and minutes, reports, and by-laws). Also includes the statutory duties of the Clerk as outlined in the Municipal Act, numerous statutes, and as assigned by Council.

The Town Clerk provides support for a variety of areas as follows:

Work supporting Council includes: Provide secretariat support by attending Council and Committee meetings, preparing agenda, minutes and follow-up directives for Council and Standing Committee meetings including reports to Committee/Council. As well as preparation of agendas, minutes and follow up directives for many of the Advisory Committee Meetings.

Agenda development, document and records management and distribution for Council, public and internally is very cumbersome. Staff indicated that, due to a combination of staff turnover, lack of knowledge management strategies, outdated technology, significant time is wasted looking for documents and decisions. This is not only costly in terms of resources; the Town is at risk of not meeting its legislative responsibilities and/or facing liabilities in the future.

The Municipal Clerk provides a wide variety of statutory functions as referenced in numerous statutes. Other key roles of the Clerk as follows:

- Preparing public and statutory notices as per legislation;
- Processed Proclamation requests and Delegation requests; as well as the Town's Flag Raising Policy.
- Conducting policy and legislative research and training, e-agenda system management, legislative and by-law reviews, as well as a variety of project-based research.
- Provide registration services to the public on behalf of the Province for the detailing of deaths and marriages.

Volumes of 2016 and first part of 2017 are as follows:

Auctioneer Permits	0	2
Commissioning's Provided	86	197
Death Certificates Registered	261	532
FACSIMILES (Received And Forwarded Through Email)	3600	7200
Flag Raisings Requested	3	5
Freedom Of Information Requests	8	7
Garage Sale Permits	79	259
Hawker & Peddler Permits Issued	8	13
Insurance Claims	3	11
Land Acquisition Files		
Lottery Licenses (No Stats Available)		
Marriage Licenses Issued	15	109
Parking Permits Issued	99	114
Proclamations Requested	10	13
Refreshment Vehicle Permits Issued	6	13
Tag Day Requests	26	32
Town Leases		28
Watering Permits Issued	18	31

ACCOUNTABILITY

Under the Municipal Act, municipalities are required to appoint an external auditor to audit the financial statements each year for a maximum of five years and a Closed Meeting Investigator. As a result of Bill 68, Modernizing Ontario's Municipal Legislation Act, municipalities must now appoint an Integrity Commissioners. Municipality may appoint its own accountabilities officers such as Auditor Generals, Municipal Ombudsman and/or Lobbyist Registrars.

Changes to the Ombudsman's Act were made with Bill 8 - Public Sector and MPP Accountability and Transparency Act, 2014 which granted new powers to the Ontario Ombudsman as follows:

- May Investigate decisions, recommendations or actions done or not done in the course of the administration of a municipality and most of its local boards;
- May initiate broad systemic investigations;
- May investigate in response to complaints or on the Ombudsman's own motion;
- May publish findings and make recommendations on the above.

To date, the Town has opted to utilize the Ontario Ombudsman as opposed to appoint its own ombudsman and does not currently have an Auditor General or any Internal Audit capacity. Simcoe County has initiated joint committees for Election Audit and Integrity Commissioners.

COMPLAINTS

When a member of the public wishes to file a complaint, the Town must demonstrate that it has undertaken a procedure to manage the complaint.

At present, requests and complaints handling is not systematic and does not allow the Town to effectively respond to the community nor track the types, volume or area of complaints. There is **no central repository of complaints nor are the complaints linked to workplanning.** Service level standards are not set for many requests nor are agreements in place to assess if standards are being met. Priorities are no managed based upon risk, service level or response times. Most request and complaints are housed in staff emails, paper or not recorded. It is imperative that there is a formalized complaint procedure within the Town which demonstrates accountability. These documented procedures will assist the Town should there be an investigation launched by the Ombudsman as well as improve services to the public.


FIGURE 7: TYPES OF COMPLAINTS

PERFORMANCE METRICS & REPORTING

Performance measurement and reporting is extremely important to ensure that the Town is going in the right direction. The Town **does not have** a dashboard or performance measures in place for monitoring.

One effective method is the utilization of a balanced scorecard approach and performance measures. It helps show the value and link to vision.

Principle #1 - The measurement system must be tied to the vision of the Town.
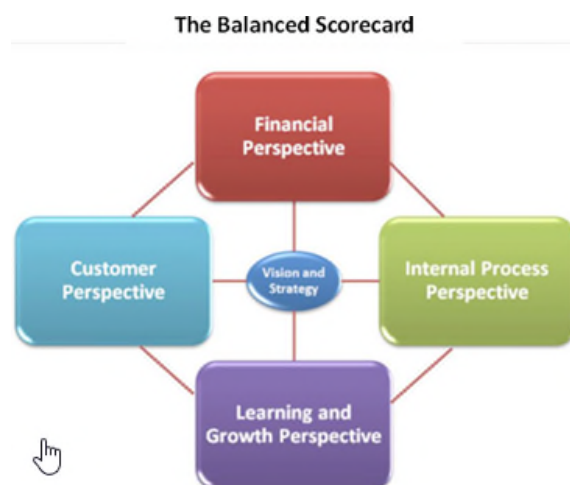
In particular, there should be some goals identified such as:

- Improve turnaround time of applications, information
- Improve client satisfaction for various elements such as consistency, time to respond, time to decide, understanding of processes
- Elimination of paper, copies and process steps.
- Reduced cost of providing services

The Balanced Scorecard

- Increased volume of approvals
- Growth

Principle #2 - The measures must be balanced (comprised of financial and non-financial data).

Principle #3 - Measures must be a mix of process data and outcome data taken over time.

The measurement system must reflect all programs and activities the Town conducts, both internal and external. It is not sufficient to measure just past results. It is essential to also analyze what the processes are generating on an on-going basis. Process data in time order provides a 'lagging' indicator of the organization's operational or output efficiency, but can also serve as a 'leading' indicator - providing a signal on whether policies and programs are contributing to the targeted outcomes and the intended results. The service delivery review we undertook is the first step in this direction. On an ongoing basis, processes need to be analyzed and controlled.

Principle #4 - Measures must be within the Town's sphere of influence.

The measures must reflect the activities undertaken by the Town.

Principle #5 - Measures must be dynamic, relevant and timely.

The measurement system should provide meaningful, relevant, and timely information. Tracking performance leads to increased knowledge and appreciation of the operational environment. As the Town's knowledge of the performance

improves, each of the measures will need to be revised or changed to incorporate this new knowledge and understanding. Continual review of performance indicators is essential to ensure you have appropriate performance information to support decision-making, especially in a changing environment. Dynamic measures serve as indicators of current performance and assist in the prediction of future performance.

Principle #6 - Measures must be interconnected (ie: always reported collectively, never singly).

The measurement system is essentially a report card on the organization's operational performance, hence the balanced scorecard. The causal links between outputs and outcomes is explicitly displayed in logic models and strategy maps. Those same causal linkages should be reflected in the performance measures. If measures are analyzed individually, the Town will lose the understanding and appreciation of the interactions between programs and the improvement potential that is inherent in improved coordination.

Principle #7 - Senior Management is accountable for the measures.

Senior management is ultimately responsible and accountable for the Town's processes and practices. Employees need to be held responsible for data input, collection and the initial interpretation and analysis of the performance information. This should be a responsibility of the new Business Manager proposed in this report. However, the accountability for the performance of the organization lies with the senior managers and, as such, the Director must take responsibility and demonstrate active leadership in supporting the performance measurement practices by using the performance information in their communications with staff and in their decision-making.

Principle #8 - Measures must be limited in number but still provide a holistic view.

Many organizations develop detailed logic models and then identify 2-3 performance measures for each output and outcome in the model. By the end of the initiative, the team has identified an unmanageable number of performance indicators. Instead, key outputs should be selected that are most vital - then select the outcomes that have the greatest level of influence. Establish key measures that gauge the efficiency in which outputs are generated and track the progress in achieving the intended outcomes. Eg. Number of applications, reduction in paper/time.

Principle #9 - Measures must be communicated and documented.

Employees throughout the Town should be able to study the measures for themselves to determine how the Town is performing. It is not enough to simply communicate the results; employees must be actively engaged and allowed to use the performance information in their own decision-making, in contributing to policy and program changes, and for their continuous process improvement efforts.

Development Charges assessment. The Midland Development Corporation for the Midland Bay Landing will provide the Town with alternatives for developing the waterfront.

The overarching finding is that the Town has many master plans that guide its decision making. The key is to integrate the plans and determine appropriate financing.

1. PLANNING OUR FUTURE

- Strategic Planning
- Official Plan
- Asset Management Planning
- Recreation & Waterfront Development
- Infrastructure, Downtown, Master Planning
- Information Technology Strategic Planning
- Long Term Financial Planning

PLANNING THE FUTURE

Planning encompasses a wide variety of processes and activities. STRATEGIC PLANNING involves setting the direction for the TOWN, a VISION for the community, a MISSION and the VALUES it embraces. DEVELOPMENT, through an OFFICIAL PLAN must be undertaken in line with the Planning Act. While ASSET MANAGEMENT PLANNING is just good business, new REGULATIONS will mandate comprehensive policies and plans and must guide all other INFRASTRUCTURE MASTER PLANS. Programming plans, such as RECREATION planning, help focus the community's direction. INFORMATION TECHNOLOGY planning should support all plans in order to leverage new ways of providing services. LONG TERM FINANCIAL PLANNING is the integrating plan that ensures that all of the plans have the resources to successfully execute.

The Town is undertaking a review of the Official Plan with a view to implement in the near future. As well, other plans such as the Downtown Master Plan, Waterfront Development Plan will also provide the basis for moving. Infrastructure plans for Water and Wastewater have been undertaken as well as

OFFICIAL PLAN REVIEW MIDLAND
your ideal town

Town of Midland Downtown Master Plan Study

Kick-off Meeting: September 11, 2014

DRINKING WATER SOURCE PROTECTION
ACT FOR CLEAN WATER

Lake Simcoe Region conservation authority

South Georgian Bay Lake Simcoe Source Protection Region

STRATEGIC PLANNING

TOWN OF MIDLAND – COUNCIL STRATEGIC PLANNING PRIORITIES

2014/2015 – 2018/2019

In 2014, the Council undertook a Strategic Planning process which was later updated through a working session in 2016. This outlines some key priorities and projects for the 2014-2018 Term of Council.

KEY FINDINGS

This is a good start. However, our finding was that staff were unaware of this plan and it is not necessarily integrated with all other plans. It also does not provide for a long-term VISION from the community which, best practice, indicates should out 20 YEARS.

There are no departmental business plans that align with the Strategic Plan nor is there a performance management program that links staff performance with results. Performance

agreements are not in place and therefore, there is no formalized manner in which to involve staff in developing workplans, in line with the goals of the organization, performance assessment to encourage continuous improvement or "360" feedback mechanism.

The Town's budget process has seen some improvement with the appointment of a new Director of Finance/Treasurer with new policies and consultation. However, the Town has yet to transition to multi-year budgeting nor is there a long term financial plan which assess the condition of the municipality, strategies to meet future service demands or infrastructure requirements and ensure the Town is financially sustainable. The budget is primarily focused on financials and does not include non-financial performance measures. When reviewing the various master plans that the Town has developed, few have financial strategies nor are they integrated with each other.

ASSET MANAGEMENT PLAN

The Town's Asset Management Plan was completed in 2014 with replacement costs and service level standards identified for the linear assets. There are no mechanisms to update the plan and does not include all assets. Proposed regulations indicate that the AMP will need significant updates to include all assets and demonstrate accountability, policies, lifecycle costing, commitment to consider climate change mitigation and adaption, ongoing updates and financing strategies. The Town's resources are already stretched and does not have the organizational structure or technology supports in place to manage these changes.

TECHNOLOGY PLANNING, SERVICES AND UTILIZATION

The Town departments in this review utilize a variety of systems in order to track and transact its processes.

Generally, these systems are not "integrated" but there are processes in place to share and "push" information to/from various systems. We were able to find over $1.6 million spent in technology from 2004 to 2017, $1.4 million of which represents core financial, work management and transaction software. It is our assessment that there has not been the desired return on this investment.

In 2015, the Town engaged Optimus SBR to undertake an IT review and develop a strategic plan. In that report, recommendations included policy and procedure development and increased staffing. There was little assessment of the utilization of key systems. However, procurement of technology was highlighted as problematic. It does not appear that many of the issues raised in this report were acted upon with the exception of staff and password protection.

IT STRUCTURE AND SERVICES
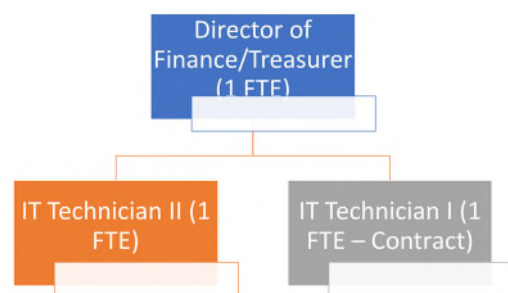
KEY FINDINGS – IT SERVICES AND SYSTEM ADMINSTRATION

- No service level agreements – all reactive and not work management/ticketing system
- Security not controlled, Departmental System administration and procurement
- Versioning not managed nor tested
- Many "Power users"
- No IT Policies addressing acceptable use, security, redundancy or standards
- No Threat and risk penetration testing undertaken
- SCADA mixed with normal traffic
- Technology hardware is outdated and slow
- Systems not integrated
- No disaster recovery planning or offsite backups
- No transaction logs leaving the Town at risk of lost data
- Contract management issues
- Software licenses questionable
- IT staff complement and competencies insufficient

At the time of the report, IT reported directly to the Director of Finance/Treasurer with 2 FTE's, one being contract. As part of the Interim Report, we recommended some immediate changes to technology changes including 2 new positions as follows:
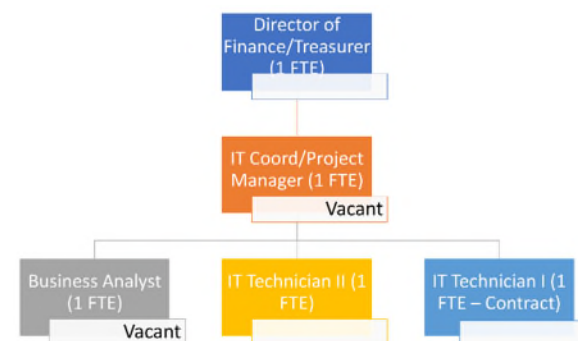
KEY FINDINGS - APPLICATIONS

There is no corporate strategy to guide technology investments or project management. The lack of IT Governance has led to departmental purchases of software without proper requirements, assessment or standards. Further, there are many applications that are not integrated due to a lack of proper procurement. Implementations have, in general, not been successful likely due to a lack of internal project management, training and process improvements. Systems have been installed without any long-term plan to leverage the functionality.

There is a **significant underutilization** of software partly due to training and lack of knowledge of functionality. Lack of integration between systems represents risks and duplication of effort. In many situations, spreadsheets and standalone basic databases are used to track information as opposed to using corporate systems.

Some software was purchased and never used, such as Penny, time and attendance software which was over $62k. This has meant that payroll continues to be entered manually in spreadsheets utilizing significant staff resources. It is unclear why Penny was purchased as time and attendance entry is achievable through GP and/or Worktech.

Similarly, while systems such as MarMak are utilized, they are not fully integrated with GP or Worktech and therefore, there is much duplication of data entry. While MarMak is favored by the building department, it's functionality is minimal and could be achieved with some modifications to GP.

Some software is no longer required as WorkTech or GP could and should be used. For example, MP2, used at Water and Wastewater for complaints and work orders is outdated (Access database from 2000).

PSR is used to manage Bylaw complaints but is not used across the Town. Service Manager WorkTech allows for complaints management and associated work orders. This can be accessible to the public on a weblink and allows for workflows and work assignments. PSR is not required.

Integration between the County GIS and Worktech would achieve the same result as MarMak.
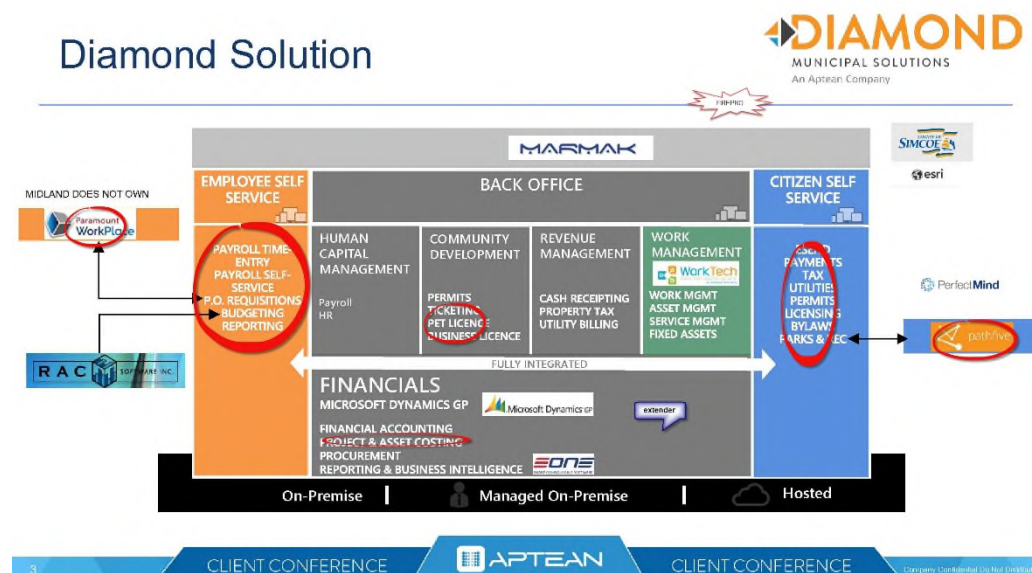
Software	Spent 2004 to 2017
City-Wide??	$7,055
Document Control Software	$6,390
Fire Pro 2	$31,848
Grant Funding Software	$10,164
FMW	$87,490
Grasp Software	$510
Great Plains/Diamond	$459,867
Horizon Software?	$4,373
Identicard Software	$1,017
JJ MacKay	$71,202
Mr. Compliance	$21,358
MarMak	$192,113
Mechanics Software	$8,180
MP2 - Water/Wastewater Complaints	
N_Sight	$3,955
Penny	$62,630
PerfectMinds	$68,202
CLASS	$86,288
RMS Software	$13,214
PSR Software	$4,746
Salt Management Software	$5,592
SCADA Support	$4,055
Sigma Plot Upgrade	$498
Tourism Software	$141
Traffic Counter Software	$1,754
Vianet	$2,672
Venue Vision	$970
Volunteer Software	$339
Voting Software	$10,362
Water Trax Software	$16,331
Web Filter - Barracuda	$4,057
Worktech	$216,712
Truck Software Package	$2,204
SUBTOTAL	**$1,406,290**
total WITH OTHERS	**$1,685,574**

The diagram above shows the key systems being utilized with the entire list in.

In terms of key systems, Microsoft GP, Worktech cost the Town $676,600 of which only 10% of the modules are being utilized and of those modules, the functionality is not fully understood. As well, we noted that some of the modules that are owned by the Town are not installed. For example, the Purchasing, Human Resources, Electronic Bank Reconciliation modules are owned but not installed.

The Town owns Worktech and all its modules:

- Service Manager - for External, facilities and IT work orders – Not used
- Asset Manager - for developing Asset Management plans, Repair and replacement programs, Inspections, traffic counts, condition assessments – Not used
- Fixed Asset Accounting – Utilized but not up to date
- Work Manager – for work orders, job costing but only utilizing for payroll.

In terms of GP, there are some modules that the Town does not own but would be advantageous to eliminate manual processing:

- Business Licensing
- Bylaw Enforcement
- Animal Licensing
- Extender (allows for additions to GP on any window)
- Advanced HR – Certifications and Position Inventory.

TREASURY (FINANCE, TAXATION AND UTILITIES)

Treasury manages the Town's financial resources to ensure funding is available to meet the financial needs, both now and in the future through compliance with legislative and contractual requirements as well as long term planning. Financial Services provides budgeting, financial analysis, policy development, long term financial planning, corporate accounting, accounts payable and receivable, financial statements and Provincial reporting, cash & investment management, payroll & benefits, centralized purchasing services, property taxation & property assessment analysis.

FINANCE STRUCTURE AND SERVICES
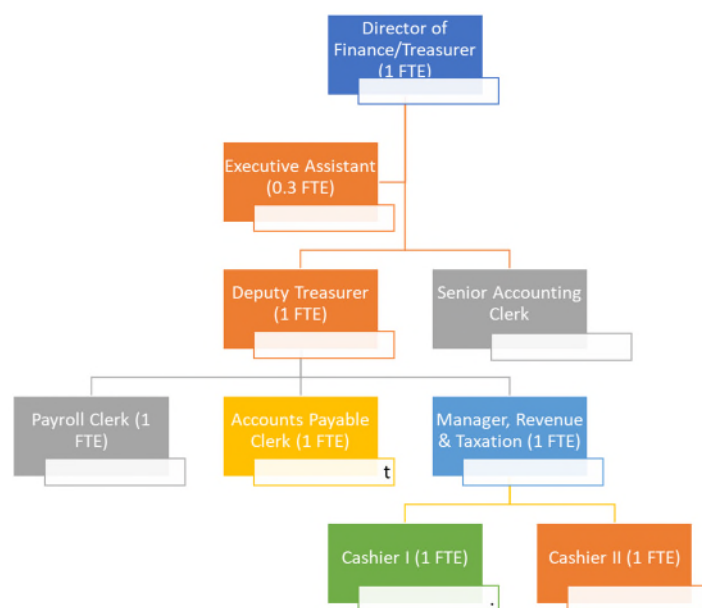
Property Tax Billing & Collection

Property tax billing and collection is a regulated process to bill and collect tax revenue which is the major source of funding for Town operations. Also includes administration of Pre-Authorized Payment Plan.

Property Tax Management

Proactively managing the assessment base for fairness and equity, maximizing Town revenues, managing tax rebates and grants programs, write offs and other property tax related items.

Financial Administration

Ensure the Town's finances are managed in accordance with legislature and contractual requirements. This is done through corporate accounting functions, financial statements and Provincial reporting, systems control, corporate banking, internal audit, advice and direction to internal and external clients. Also includes Town-wide collection and maintenance of Tangible Capital Asset (TCA) inventory.

Accounts Payable & Receivable

Provides accounting services by processing payments for goods and services, employee expense reimbursements, processes customer payments and the billings / collections for non-tax revenue account.

Purchasing and Procurement

Purchasing is currently undertaken at the department level and there is no oversight. There is not mechanism to ensure the purchase of all goods, services and construction required by the Town is done in a fair and transparent manner, and meets the current and future needs of the Corporation. Also, there is no policy monitoring or policy development/ enforcement, contract negotiation, risk mitigation, vendor performance evaluation, PO software administration or system utilization.

6. BECOMING SUSTAINABLE

- Building Partnerships
- Environmental assessments, planning and containment
- Human Resourses and Financial sustainability and supports

Financial Planning and Budget

Provide both current and long term financial planning through the preparation and coordination of capital and operating budgets and quarterly projection reporting; financial analysis relating to Asset Management Plans; ensuring Committee/Council reports reflect ongoing budgetary impacts; reserve/reserve fund and debt forecasting. Development of financial planning policies and procedures ensures financial resources will be available to meet Council objectives in the long term.

KEY FINDINGS – TREASURY

- Weak controls – no segregation of duties, policies and procedures do not exist, lack of training
- No centralized accounts receivable or collection processes
- Building permits, Licensing, burn permits, dog tags are done manually etc
- Departments do not have proper controls or policies with respect the finance:
- CLASS transactions were entered manually
- PERFECTMIND is not fully implemented
- No Integration between POS and financial systems
- No pay before you play policies
- No policies over contracts and transients (eg. Harbour)
- No policies on tax rebates
- No policies over refunds, voids or changes to transactions

- Staff have incompatible duties in system access and processes
- Paper based processes and documentation
- "manual systems" for cash and receipts
- Recreation and Harbour cash handing procedures not integrated
- Prepaid revenues not recognized in accordance with GAAP
- Invoices are sent to the Town by variety of means
- AP reconciliations at year end only
- Statements reviewed by AP
- HST calculated manually – system not set up properly
- No Inventory policies
- Fuel "system" Salt, Sand and Parts are paper based
- Garbage tag inventory was used for purchasing and revenues
- Liquor inventory system required

- Financial systems (GP and WT) not properly set up nor utilized
- Paycodes, rate tables, benefits, entitlements need to be redeveloped for payroll
- Manual retroactive pay – risk of errors
- HRIS not implemented and therefore, not integrated

- Pension module not implemented

HUMAN RESOURCES INCLUDING HEALTH AND SAFETY

An internal support service that provides human resource management programs and services to enable the Town to meet its goals, consistent with Council direction and regulatory requirements including responsibility for health and safety.'

HR is guided by Employment Standards Act, Pay Equity Act, Records Retention By-law, MFIPPA, CRA, Collective Agreements, Ontario Human Rights Code, Accessibility for Ontarians with Disabilities Act, Occupational Health and Safety Act, Ontario Labour Relations Act. Fire Prevention and Protection Act.

Employee and Labour Relations

Provide leadership and administration and strategic advice to CAO and Management Team. Includes but is not limited to Compensation and Benefits Management, Pay Equity Adherence, Performance Management, and Employee and Labour Relations.

Recruitment & Position Management

Recruit new staff, provide strategic advice to the CAO, management regarding performance, vacancies and resourcing.

Workplace Health and Safety and WSIB

Provides disability management services, occupational health and safety consultation services to ensure legal compliance and support health and safety for all employees.

Corporate Training & Development

Provides functionally appropriate training and professional development opportunities to staff.

KEY FINDINGS – HUMAN RESOURCES

- HRIS not implemented
- Duplication of effort evidenced by a lack of integration with payroll
- Paper based processes and tracking mechanisms
- Outdated forms
- Policies are lacking in many areas
- Health and Safety training is well managed but tracked manually

DEVELOPMENT SERVICES AND OFFICIAL PLAN

The essential work of Town's Planning, Building and Development Services is built around design plans, and their submission, administration, evaluation, authorization, and the associated applications and communications about them. It is the language of this business. Municipalities are under increasing pressure to streamline and improve development, planning, engineering and building permit approval processes. The Town has exceptional stresses attracting and retaining Planners to the area. While not a large volume, applications and processes are complex and always viewed as 'red tape' instead of enablers. The demands of legislation and regulation, and the Town's desire to execute its responsibilities the best way possible is hampered by a lack of integrated technologies. In carrying out these obligations, the Town administers plans, technical drawings and documents and studies which are provided by others, circulated internally and externally, and reviewed, authorized and archived by staff. These processes are complex and very costly both in terms of time, transportation and materials. Processes and Methods

The planning and building permit processes are complex and time consuming, only partly due to regulatory requirements. In particular, the intake processes, number of drawings, circulation as well as approvals add to the cycle time and complexity.

Circulation of plans to multiple approvers is generally manual involving creation of files and copies and transport/mailing.
In terms of managing relations, customers are unaware of where their applications are in the complex processes without contacting the Town. Although the Town's website provides some guidance regarding processes in general, it is difficult for the client to ascertain where the application is, how long processes

Planning Applications	2014	2015	2016	2017
Official Plan Amendments	4	3	0	2
Zoning Bylaw Amendments	3	7	4	9
Plans of Subdivision	0	0	1	0
Site Plan Applications	2	5	7	7
Community Improvement Plans (started in 2016)	-	-	6	4
Committee of Adjustment				
Minor Variance Applications	2	8	7	14
Sign Variance Applications	7	7	1	4
Provisional Consent Applications	4	5	4	5
TOTAL	22	35	30	45

take and when they can expect decisions.
Errors in original submission of documents are common in these types of processes. Markups on drawings are done by hand, by many people at different times. The plan review processes are paper

Land Use Planning

There is a requirement for the Town to make decisions, recommendations, and comments on Provincial and County legislation and policies, which would be applicable to Land-Use Planning (Long-Range Planning). This service also includes updates/amendments to the Town's Official Plan and Zoning By-law. Population and employment forecasts, residential commercial industrial and inventories, and housing activity are also monitored by the department and inform growth management studies and consideration for settlement area expansions.

An Official Plan is mandated by the Planning Act and is required to be reviewed every 5 years.

The Town meets legislative requirements for long-range planning sub-services (Official Plans /Special Studies).

Measures

Planning	Midland	Brighton	Cobourg	Collingwood	Meaford	Kingsville	Penetang	Port Hope	Trent Hills	Wasaga Beach	AVERAGE
Application for Official Plan Amendment	$6,000	$3,000	$7,500	$7,500	$8,000	$2,000	$4,000	$3,000	$2,500	$8,500	$5,200
Application for Zoning By-law Amendment	$4,000	$1,200	$6,000	$10,500	$4,000	$1,200	$3,000	$2,500	1,000 - 3,5(	$4,500	$4,100
Application for Temporary Use By-law	$1,000			$3,420	$1,000	$1,200	$1,000	$2,500		$1,600	$1,674
Application for Removal of H or D Symbol	$500	$500	$600		$950	$700	$350	$800		$900	$663
Application for Site Plan Control Approval - Major	$4,000		3500 +40.0	$5,000	$10,000		$2,000	$2,700		$4,000	$4,617
Application for Site Plan Control Approval - Minor	$2,000		$2,750	$3,000	$1,200	$1,000	$500			$2,000	$1,779

Secondary Plans and Special Studies are traditional sub-services provided under the Planning and Municipal Acts. Service levels for these sub-services are consistent with municipal peers.

Changes to Provincial and County planning policy framework and growth plans will impact the operations.

Committee of Adjustment
A legislated service for the administration of the minor variance process under the Planning Act. Also administers the consent process under the Planning Act.

Technology and Equipment
The technologies are not currently in place at the Town to track applications throughout the lifecycle or to facilitate electronic plan reviews. The Town utilizes MarMak for building permits but it is not used for tracking planning applications. Therefore, there is no understanding of true costs. Marmak has an electronic plan solution but there are many options in the marketplace including Avolve, E-plan, Bluebeam. Online submissions of applications is not available and the current forms are not user friendly nor fillable.

Generally, the Town has indicated that it has met the established targets for turnaround times for application processing over the past few years. However, there is no mechanism to easily track performance measures. This becomes more important as increased volumes are realized.
In reviewing the planning fees, they are in line with the comparators and in some cases lower.

KEY FINDINGS – PLANNING

- Systems are not in place to track planning application timelines or time spent.
- No mechanisms to apply online or manage plans electronically.

BUILDING THE TOWN

2. BUILDING OUR TOWN

- Promoting Building
- Expansion for residents and business
- Code Enforcement, By-law, Permits & Inspections
- Infrastructure Development and Renewal
- Procurement

Median number of working days to complete 2014-2016

BUILDING SERVICES – ENFORCEMENT AND INSPECTION

Building services include provide plans review and building inspections for the enforcement of the Ontario Building Code. The Chief Building Official is appointed to exercise powers and perform duties under the Building Code Act, which include charging fees, issuing permits, performing inspections and issuing orders for illegal construction. The Building Code Act allows municipalities to impose fees through by-law for the cost of providing building code enforcement activities.

The Town's latest Development Related Fees By-law Study conducted in 2014 by Hemson Consulting. There have been changes to the Development Charges Act which allow for expanded scope of services that can be covered such as Transit services.

Building Inspection is required by legislation - Ontario Building Code. Service level is at standard and determined by the Ontario Building Code and associated regulations
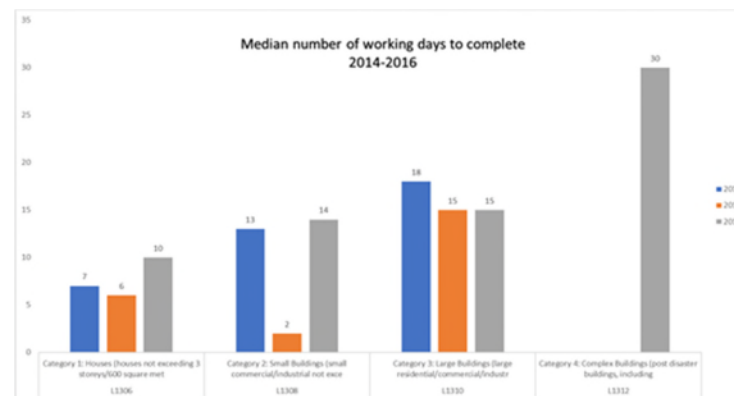
This is a shared service with the Town of Penetanguishine which, in general has been successful.

Some key challenges is that the two municipalities have different fees and systems. Harmonization of these services would be

# of Building Inspections 2012-2016

	2012	2013	2014	2015	2016
Permitted Building Inspections	1145	1172	1215	1122	1818
Non-Permitted Building Inspections	161	98	149	62	52
Penetanguishene Joint Service Inspections				548	867
Septic System Maintenance Inspections			39	17	49
Total Building Inspections	1306	1270	1403	1749	2786
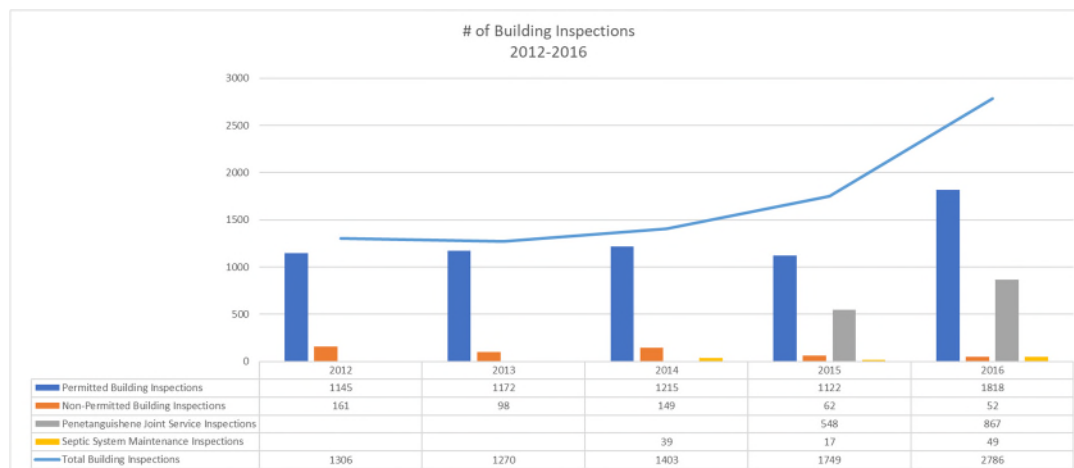
Type	2012 #	2012 Constructruciton Value ($)	2013#	2013 Constructruciton Value ($)	2014#	2014 Constructruciton Value ($)	2015 #	2015 Constructruciton Value ($)	2016 #	2016 Constructruciton Value ($)
Residential (New)	28	$5,205,530	19	$2,220,644	33	$5,735,909	57	$12,092,566	102	$18,434,333
ResidentialiAlt/Add)	0	$0	177	$1,533,154	153	$1,261,990	149	$1,471,617	220	$2,331,542
Residential Multi (New)	9	$165,866	2	$350,000	0	$0	7	$1,261,900	4	$445,360
Residential Multi (Alt/Add)	146	$1,518,166	10	$977,000	3	$11,450	3	$40,000	4	$488,000
Commercial (NEW)	0	$0	1	$155,000	1	$1,115,200	5	$4,328,000	5	$2,730,000
Commercial (Alt/Add)	10	$219,000	44	$3,928,130	57	$2,378,572	40	$2,432,300	43	$9,271,040
Industrial(New)	4	$3,050,000	0	$0	4	$960,000	1	$50,000	0	$0
Industrial (Alt/Add)	37	$2,005,779	8	$111,500	8	$237,500	1	$10,000	2	$365,000
Institutional (New)	2	$14,426,000	0	$0	0	$0	0	$0	2	$27,000,000
Institutional (Alt/Add)	17	$716,858	19	$8,230,400	7	$42,900	5	$23,500	8	$9,929,700
Demolition	38	$401,500	10	$0	16	$0	6	$11,000	9	$320,000
Pools	6	$34,500	9	$164,500	3	$47,500	9	$307,500	7	$80,190
Signs	8	$0	48	$243,830	44	$87,600	41	$225,894	40	$108,280
Septics	15	$83,800	13	$98,200	17	$89,300	17	$104,500	18	$109,200
TOTAL Permits	320	$27,826,999	360	$18,012,358	346	$11,967,921	341	$22,358,777	464	$71,612,645

TABLE 1:2012-2016 BUILDING PERMIT STATISTICS (FROM TOWN)

better service with common platforms and fees. The CBO is undertaking a review and recommendation in terms of fees for both councils.

There has been a 31% increase in the number of building permits issued since 2012 indicating that there is some significant growth in the Town. There is a risk that the increases will result in targets not being met. Therefore, it is imperative that time spent be tracked and service standards be reported

Technology and Equipment
As explained in the prior section, the Town utilizes MarMak to track building permits but it is not used for tracking all of the activities. The processes are still very paper based and online

applications are not permitted. There is a duplication of effort as permits are entered in MarMak as well as Diamond.

KEY FINDINGS – BUILDING

- Systems are not used to track timelines or time spent.
- No mechanisms to apply online or manage plans electronically
- Lack of integration between systems results in duplication.

FACILITY MANAGEMENT AND SERVICES

Property Management

Responsible for over the operation, control, and oversight of real properties owned and operated by the Town or utilized in the delivery of services to the public. At NSSRC, the facility management undertaken by the facility manager.

Operations & Maintenance

Operations and maintenance includes custodial duties and the ongoing preventative maintenance for all building systems and components to ensure performance meets the requirements of intended facility users.

New Operations Complex

The new Operations Complex was designed and tendered by the previous Town Engineer in 2015-16. The complex will allow for the consolidation of operations for parks and roads as well as disposal of current properties downtown. We have undertaken an analysis of the project management and tender documents for this project with the view to identify synergies between departments as well as possible efficiencies.

- Staff time not captured against capital project.
- Lack of project management capability.
- Lack of capability/resources for ongoing facility management and condition assessment.
- No mechanism to track work orders or service level agreements.
- Complaints that the NSSRC is not at standard in terms of cleanliness.
- NSSRC is open too late resulting in risk to staff and utilization of facilities without any controls.
- NSSRC opportunities for additional rental space.
- No pay before you play policies.

KEY FINDINGS – FACILITIES MANAGEMENT

- Procurement process was resource intensive, Town is Constructor under the Occupational Health and Safety Act.

BYLAW SERVICES – ENFORCEMENT AND INSPECTION

By-laws and regulations are in place to encourage residents and businesses to be responsible and respectful of their neighbours and contribute to the health, safety and vibrancy of our community. Bylaw Services is responsible for the investigation administration and enforcement of the majority of the Town's by-laws. Additionally, By-law Services is responsible for developing, drafting and implementing a variety of municipal by-laws in response to community needs and emerging issues.

The Town has the authority to enact a broad range of municipal by-laws pursuant to the Municipal Act, 2001 and the Building Code Act, 1992. Ensuring that there is compliance with these by-laws through the provision of a by-law enforcement service is essential in order for these by-laws to achieve the desired outcomes. By-law enforcement also ensures that licensing regulations and standards are upheld. Lastly, the processes for enforcement of the Town's by-laws are governed by the provisions of the Provincial Offences Act and the Municipal Act, 2001.

By-law Enforcement

Includes the enforcement of a variety of municipal by-laws. By-law enforcement is primarily provided on a complaint basis subject to certain exceptions.

Measures

The charts below show the volumes and types of by-law infractions which shows that the number declined slightly in 2016. At November 2017, there were 437 infractions to date.

By-law	2013	2014	2015	2016
Animal Control	24	31	38	35
Burning		3		
Clean Yards	47	88	119	80
Heavy Garbage	18	18		
Dumping/Littering	13	23	34	49
Long Grass	83	114	66	74
Noise	23	20	24	17
Leaves		41	17	9
Pool Fence	5	2		1
Property Standards	23	30	57	43
Sign	72	97	51	56
Zoning	20	26	25	7
Snow	19	33	41	25
Taxi(complaints)			1	
Parking	34	36	31	39
Police Assist	16	16	3	18
Graffiti			12	
Other	70	74	96	97
TOTAL	**467**	**652**	**615**	**550**

BYLAW INFRACTIONS BY TYPE
2013-2016

KEY FINDINGS – BYLAW

Parking Enforcement

Parking provides proactive and reactive parking enforcement of on-street and off-street parking By-Laws ensuring public safety, traffic flow and effective customer parking in business areas and private property. Over the past year, parking revenues have declined as well as parking tickets issued. This is partly to do with the fact that the Parking Enforcement Officer has been unavailable.

Net Parking Revenue/Expenses
2013-2017

KEY FINDINGS – PARKING

- Systems are not comprehensive or linking to complaints to track bylaw compliance, timelines or time spent.
- No mechanisms to submit complaints online.
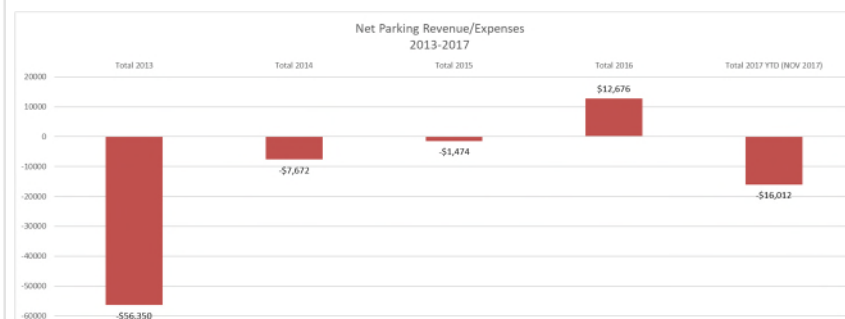
- **The Town utilizes "old" technology for parking meters, tickets and collection.**
- **Coin based parking meters are aging and require resources to collect coins.**
- **Most municipalities have moved to Pay-and-Display meters that allow for credit**

and debit as well as paper bills for payment.

- **Mobile applications have been developed that allow for pay by phone, locating empty spots and extension of payment time through the phone app. Reminders are sent via text when the time is about to expire and allows for increased time without going to the parking meter location. In the near future, software will allow for "booking" of spots (eg. Honkmobile).**
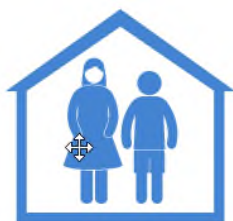
3. SERVING OUR CUSTOMERS
- Transportation Services, Safety & Transit
- Water/Wastewater Treatment & Distribution
- Fire & Protective Services
- Recreation/Waterfront programs & facilities
- Property Standards, Licensing & Permits
- Senior and health

4. PROTECTING OUR ASSETS
- Maintaining Surface, Underground, Facilities & Green Spaces
- Monitoring & Protecting water, sewer, buildings, parks, trails
- Fire & Crime Prevention
- Managing Town assets, fleet, facilities & land

SERVING CUSTOMERS

Serving Customers in a municipality involves direct and indirect services. Transportation services, safety, water treatment, fire prevention as well as property standards indirectly affect customers. Water/wastewater distribution, fire suppression, recreation programs directly affect customers.

Operations is responsible for roadway/parks management and Engineering, is responsible for development program delivery of the Town's road related municipal infrastructure. As well, Engineering is responsible for asset management, capital engineering, development engineering, construction management, corridor management, traffic, and GIS services for the entire Town. Infrastructure (Master) Planning initiate servicing strategies through Master Planning and Class Environmental Assessments to ensure that infrastructure projects including servicing, drainage and transportation, are coordinated from a planning perspective to meet the growing needs of the Town and the development industry.

PROTECTING ASSETS

Protecting assets ensures that the Town will be able to deliver services to customers. Asset management ensures that the most value is derived from the assets. This includes preventative maintenance, addressing issues, monitoring/patrolling. In the case of fleet, facilities and land, the Town must ensure that these are operational, limited downtime, lifecycle costs are understood and work planning is undertaken.

Fire and Crime Prevention ensure that all assets, Town owned, community owned and/or natural resources are maintained for general community enjoyment. Crime prevention also improves overall safety for the residents. Police services have been reviewed in other projects and will not form part of this review.

Maintaining green spaces, parks, harbour and outside areas of the Town including beautification adds to the overall impression of the Town and attracts many visitors leading to increased economic results for the community as a whole.

OPERATIONS

Providing access to the Town's roads and sidewalks is a mandatory public service that enables road users and pedestrians to travel to destinations to carry out their daily activities. Some aspects of this service are required by Provincial legislation. Maintaining the Town's roads and sidewalks includes Winter Control; Road Maintenance Support Services; Storm water Management; and Summer Maintenance. In the last year and half, the Operations Department has been managing the development of the new Operations Complex which has taken a significant amount of resources.

- Roadways are maintained according to the Minimum Maintenance Standards (MMS) established by the Province.
- Required pursuant to Municipal Act, Highway Traffic Act, Accessibility for Ontarians with Disabilities Act.
- Right of Way Infrastructure Maintenance meets target levels, i.e. (MMS).
- Sidewalks are maintained according to the MMS.
- Support is provided for services that support the daily operations related to maintenance within roadways.
- Provide additional services requested by Council.
- Maintain roadway assets to ensure they are in proper condition and to prolong their service life.

Fleet Maintenance

Mechanical maintenance of Town of Midland fleet (includes Maintenance, Fire, Police, Parks, Water/Wastewater, By-law, Transit, SSEA, Midland Public Utilities and if time permits, service is provided to neighbouring municipalities vehicle fleet)

Fuel supply for Town of Midland fleet (same as above – no external communities supplied)

Roads Maintenance

- Boulevard Maintenance
- Patching
- Asphalt Resurfacing (capital replacement)
- Sweeping & Flushing
- Shouldering
- Spring Sand Clean-Up
- Loosetop Maintenance

Winter Control

Plans & delivers winter control services for the Town, including plowing/sanding and required removal on all roadways, sidewalks and parking areas throughout the Town

- Snow Ploughing
- Snow Removal
- Sanding and Salting
- Municipal Parking Lot Maintenance (includes snow ploughing, removal, sanding, sand clean-up)

Traffic Control and Safety Devices

Ensures the safe and efficient movement of traffic and people through installing, inspecting, supplying and maintaining traffic

signals and systems, traffic signs and markings, and street lighting within the right of way.

- Street Name Signs
- Traffic Regulatory Signs (ie Stop, Yield, Parking, etc)
- Traffic Signals
- Guardrail installation and maintenance

Sidewalks & Curbs

- General repairs and maintenance (includes capital replacement)
- Snow removal
- Sanding and salting

Transit

- Conventional and Specialized Transit
- Bus maintenance (and capital replacement)
- Scheduling
- Shelter Maintenance (and capital replacement)
- Contract for Penetanguishene Transit (provide driver, housing and maintenance for their bus)

Street Lighting

- Maintenance contracted out
- Capital replacement

Storm Sewers

- Ditching and culvert maintenance
- Storm sewer and catchbasin maintenance

Parks Maintenance

- 25 parks, includes 8 waterfront parks (3 season maintenance includes grass cutting, trees and garden maintenance, playground equipment maintenance, garbage collection, washroom maintenance, beach raking, sweeping and monitoring, tennis courts and pickleball court maintenance and special event support).
- 4 baseball diamonds (maintenance includes grass cutting, grading the track surface, line painting)
- Sports field (3 soccer pitches) (maintenance includes grass cutting, line painting)

Trails

- 3 season trail maintenance (18 kms of trails includes sweeping, garbage collection, trail lighting and bench maintenance, tree and shrub maintenance)

NEW OPERATIONS COMPLEX

In 2014, the Town undertook to build a new operations complex which began construction in 2016. The project was managed in house involving many tenders as opposed to a Design Build. Opening day is estimated to be in 2017.

Expenses by Activity 2012-2017

	Roads - paved L0611	Roads - unpaved L0612	Roadways - traffic operations & roadside L0614	Winter control - except sidewalks, parking lots L0621	Winter control - sidewalks, parking lots only L0622	Transit - conventional L0631	Transit - disabled & special needs L0632	Parking L0640	Street lighting L0650	Air transportation L0660
2012	$2,071,211	$10,882	$610,426	$488,387	$133,104	$270,511	$108,372	$293,465	$344,328	$165,030
2013	$2,463,535	$13,946	$455,107	$781,952	$201,717	$307,498	$106,972	$303,781	$281,138	$239,074
2014	$2,404,506	$35,360	$430,673	$1,004,941	$136,425	$275,824	$125,089	$306,147	$260,242	$250,207
2015	$2,659,221	$11,151	$448,125	$807,700	$137,485	$181,945	$241,428	$292,975	$326,260	$240,833
2016	$2,651,364	$5,423	$479,435	$1,081,606	$186,875	$241,620	$335,988	$321,567	$594,656	$245,752

FIGURE 8 2012-2016 ROADS EXPENSES: FIRS

Parks Expenses by Activity 2012-2017

	Parks L1610	Recreation programs L1620	Recreation facilities - Golf Course, Marina, Ski Hill L1631	Recreation facilities - Other L1634
2012	$1,235,110	$268,776		$2,508,035
2013	$1,410,332	$428,172		$2,465,907
2014	$1,347,449	$370,911	$142,927	$2,510,245
2015	$1,380,808	$474,286		$2,567,146
2016	$1,402,850	$853,975		$1,656,996
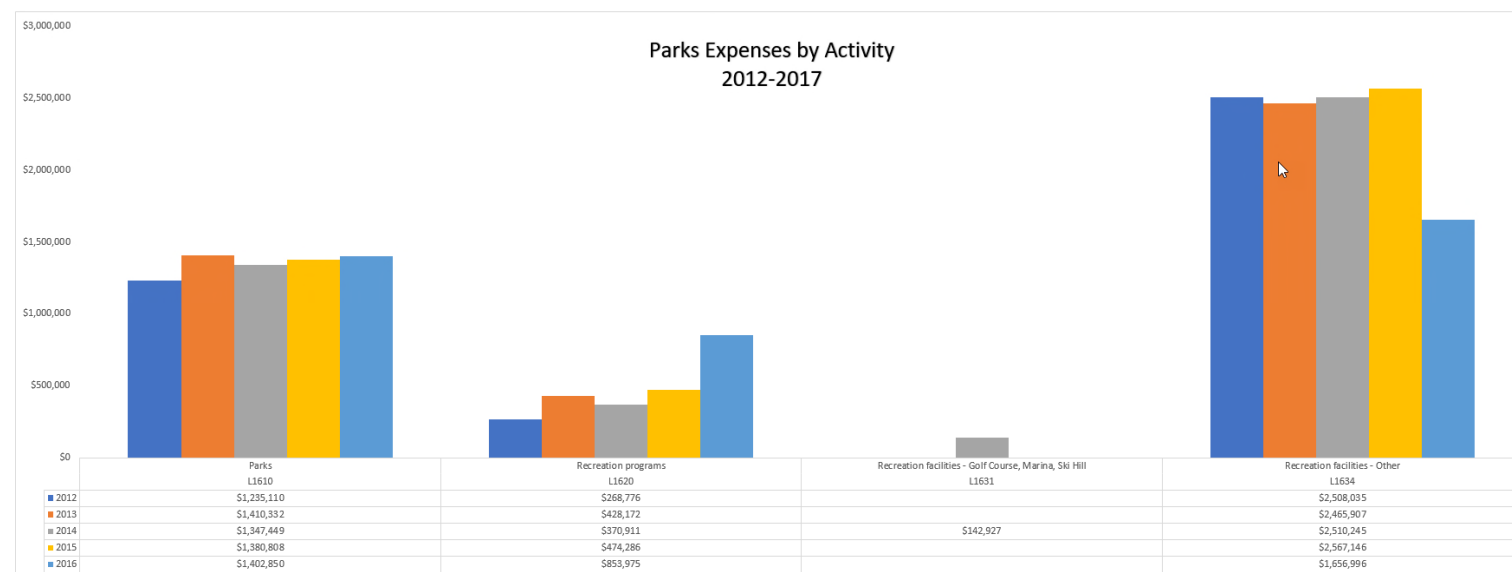
KEY FINDINGS – OPERATIONS

- Systems are not utilized to manage work – manual processes.
- Patrolling software outdated.
- Systems are not in place to track compliance, timelines or time spent.
- No mechanisms to submit complaints online.
- Complaints are tracked by paper (tree binder by street) and emails.
- SIGNIFICANT time spent tracking time, salting/sanding, fuel inventories (swipe produced but not used.
- Procurement undertaken in departments does not always follow policy and conflicts of interest evident.
- Public procurement not always used leading to increased costs and may violate trade agreements
- Operations Complex procurement likely resulted in higher costs than a Design Build and had significant risks (Constructor)
- Review of procedures should be undertaken upon move to new building.
- Time not allocated to the Complex so true costs unknown
- Contaminated Sites Liability not accrued
- Organization has "divides"
- Seasonal employment is problematic due to costs, loss of expertise
- Training on equipment is lacking
- Transit is an essential service but improvements could be made to improve scheduling. The Town is doing an operational review for Transit so these issues can be dealt with at that time.

Development Engineering Review A service provided to the development industry to review and approve new developments and development related infrastructure required to service lands and provide required agreements.

Water and Wastewater Treatment and Distribution

Water and wastewater includes the following services:

- Water treatment and distribution
- Wastewater collection and treatment
- Infrastructure maintenance
- Biosolids management
- Service locates
- Fire hydrant maintenance
- Special programs (water efficiency stewardship, lead sampling, private well abandonment)
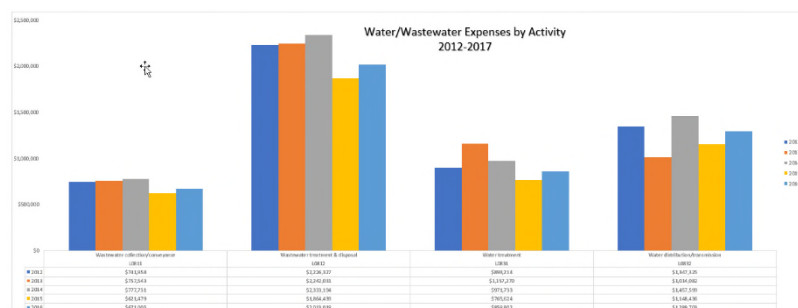
KEY FINDINGS – WATER WASTEWATER TREATMENT AND DISTRIBUTION

- Systems for managing work are old.
- Tracking and monitoring undertaken by paper and spreadsheets.
- No mechanisms to submit requests online.
- On call phone is outdated.
- Swipe system outdated – produced but not used.
- SCADA needs to be reviewed.

- Recent changes to structure appear to be working well. Concerns over division of labour with Operations - silos

Fire Services:

The Town's Fire Service provides Emergency Response Services, Public Education and Fire Prevention throughout the municipality using a full time staffing model. Current staffing is comprised of permanent and volunteer personnel. **Fire**

Protection services include:
Fire Operations, Rescue Operations, Medical
Assists, Public Assists and Hazardous
Materials.

Fire Prevention and Public Education
services including inspections upon
complaint or request to ensure buildings
meet the provision of the Ontario Fire Code
for the safety of residents and visitors.

- New construction plans review.
- Public education sessions to help residents
- better understand the dangers of fire and
- the need for fire prevention in everyday life.
- Training for all firefighters to meet the NFPA
- standard for firefighters as well as training
- for specialized courses.
- Emergency Management Program
- administration to ensure Town is ready to
- respond to a wide variety of emergencies.

Fire Prevention

Fire and life safety inspections are conducted upon complaint or request. Plans review for new construction is conducted, as well as pre-incident planning for emergency response. Code compliance, enforcement and pre-planning activities significantly reduce the negative impact of fire incidents including life safety concerns and fire loss.

KEY FINDINGS – FIRE SERVICES

- Shared Fire Chief services is successful but challenging in terms of resources.
- Need to work with partner to improve/consolidate reporting, council meeting preparation.
- Overtime tracked manually
- Procurement is challenging (no PCard for small purchases)
- Additional regionalization possible
- Many comments and concerns from public over cost of services.

Recreation Services

The NSSRC has two Arenas, a Double Gymnasium and is home to the Askennonia Senior Centre and the Boys and Girls Club.

The key service is to provide fair and equitable access to ice surfaces, arena floors, gymnasiums, meeting rooms, and community facilities and rental contracts. Providing reasonable rates for facility use. Many out of town residents and groups utilize this facility and it is well known in the area. There are no specific fees for utilization by outside municipalities.

Net expenses have declined since 2015 indicating increased revenues.
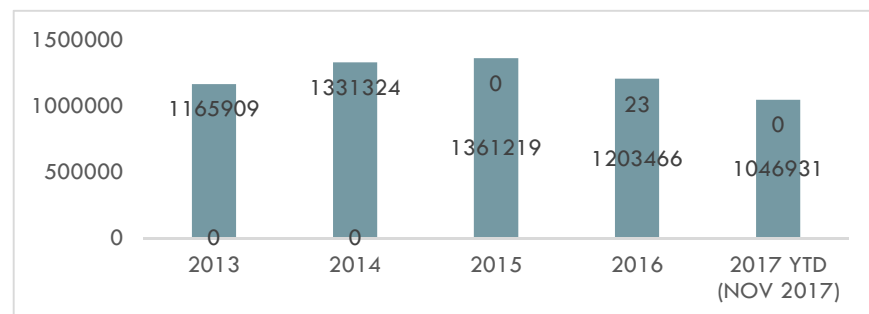
In 2017, the Town's Recreation software, CLASS, was no longer supported. CLASS was problematic and did not allow for easy online services due to the aging technology. The department partnered with other municipalities to purchase

PERFECTMIND which will allow for improved and online facility booking. It is unclear if this product will be integrated with the Town's financial system. There was no consultation with the finance department.

KEY FINDINGS – NSSRC

- **Systems are not utilized to manage work or track time for events – manual processes**
- **No oversight of building during late hours**
- **Inventory not appropriately controlled**
- **No event packages (eg.weddings)**
- **Cleanliness issues**
- **Review of work assignments and scheduling**
- **Reception staff under utilized**
- **Underutilized office space could be used by corporate services**
- **Potential rentable space with configuration**
- **No pay before you play policies**
- **Strategy required to build event programs and "spruce" up the centre to attract more people**
- **Non-resident fees**

Waterfront-Harbour Services

The Midland Marina is a profit centre providing a wide range of services and benefits to the community. The Marina is a discretionary service offered by the Town and is delivered at an above standard service level.

Net Harbour Revenues 2013-2017
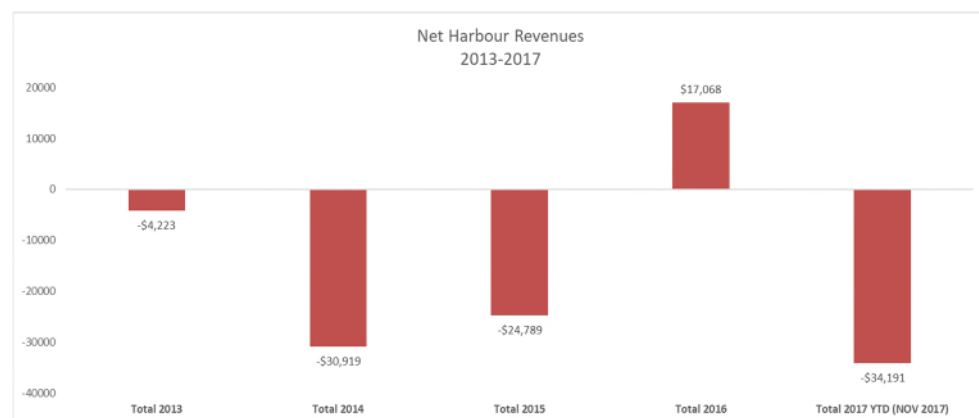
Many waterfront municipalities provide Marina and related services within their communities.

The Marina profit centre has generated average annual operating profit of approximately $30K for the past 5years.

LEASE AGREEMENT

The Town has a lease agreement for prime waterfront harbor slips with Niagara-on-the Lake Marine Ltd for $21,000 per year payable during the season commenced January 1,2008 with 10 year auto renewals.

FEES

A review of the fees indicate that the Town's seasonal dockage is higher than average but transient dockage is lower.

Seasonal/ft Average =$53

Marina	Value
Wye Heritage Marina	68.75
Central Marine	56.20
Bay Port Marina	71.80
Harbour West Marina	41.10
Trent Hills	51.80
Saugeen Shores	59.75
Port Hope	42.32
Port Colborne	48.50
Meaford	52.00
Kingsville	56.00
Kincardine	49.03
Essex	47.95
Collingwood	51.50
Cobourg	59.00
Brighton	35.75
Midland	56.55

Transient/ft/day

Average =$1.76

Harbour	Transient/ft/day
Bay Port Marina	1.75
Harbour West Marina	1.50
Trent Hills	1.80
Saugeen Shores	1.80
Port Hope	1.90
Port Colborne	1.60
Meaford	1.85
Kingsville	2.00
Kincardine	1.50
Essex	1.95
Collingwood	2.25
Brighton	1.35
Midland	1.50

As well, many harbours charge for boat launching, seasonally or by the day.

KEY FINDINGS – HARBOUR

- Systems are not utilized to manage work – manual processes
- No oversight of contract management – seasonal dockage is not for the entire season
- No mandatory deposits and bookings
- Transient slips not properly accounted for
- No Boat launching fees
- Lease agreement expires at Dec 31, 2017 and renews for another 10-year term – no revenue sharing
- 2016 did not result in net revenues

Creating Value for the Customer

The analysis of processes contained in this study has utilized the concepts of LEAN Six Sigma, a proven management philosophy, originally designed by Motorola and adapted by the Japanese and large companies such as GE, to improve processes based upon data driven analysis and customer value.   All processes can be found at Appendix E.

The fact that the Town has not yet embraced online services indicates that there are opportunities to be LEANER and focus on the customer. LEAN has been adapted to the service sector based upon the uniqueness of services as opposed to manufacturing and significant, quantifiable results are being realized in many sectors including healthcare, education, non-profits and public sector. In particular, LEAN has resulted in some significant savings and improved quality in many public sector (or public funded sectors) organizations including healthcare in Ontario, several state governments in the US[13] and municipal governments.

In municipal governments, customers/stakeholders are more complex and varied, ranging from the general public, internal staff and management, external agencies to the direct recipient of the service. In this study, the primary customers are considered to be the customers who walk-in to access services at counters or access similar services via telephone, email or online as well as the community in general. There are also many external agencies and internal customers, including the staff member who is next in line in any given process or another department. These are also very important customers when evaluating processes to determine value added (or non-value added) activities.

Value is defined by the customer, the business and anything that does not add value is considered waste and should be removed from the process. Customers are varied and include internal and external customers and anyone who is the recipient of the process, including contractors, developers and consultants working on their behalf.

Studies show that in any given process, whether in the private, non-profit or public sector, that non-value added activities amounts to approximates 75-90% and has been found to be as high as 97%. By eliminating lead time and non-value added time, services can be delivered in a continuous flow with reduced cycle time and costs while increasing customer satisfaction. Value added activities are defined as:

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[13] http://lean.iowa.gov/, www.asq.org, wwww.erie.gov/exec/?reform-government/lean-six-sigma-initiative.html

Category	Definition	Our Goal and Focus
Customer (Service Provider) Value Added	• ==Physical Transformation of the Service== • Adds detail, feature or form to move towards a decision • ==Customer is willing to pay for the transformation== • Source/enabler for better, faster or cheaper service • ==Done Right the First Time (no errors or defects)==	• Improve the efficiency and effectiveness of the task by eliminating waste • Improve the flow of value to the customer • Monitoring to assure we are meeting customer evolving requirements – continuous improvements
Organization Value Added	• Required by law or regulation • Reduces financial risk • Critical to avoiding process breakdown • Required by Town policy	• ==Verification that it is truly required== • Reduction and/or elimination of requirements • Redesign tasks to meet requirements more efficiently or effectively
Non-Value Added	• Everything else that is not customer value added or business value added	• Total and complete elimination of waste

TABLE 2: VALUE ADDED ACTIVITIES DEFINED

In Table 1, four key areas have been highlighted to emphasize the importance of these eliminates in determining waste in processes. We found that the Town processes reviewed that there were an extensive number of "checks" or inspections/verification that are in the incorrect position or should not be done at all. Duplication of effort was extensive through multiple systems or not at all.

We are of the opinion that, because policy and procedures are lacking, and processes are manual that the Town is at risk of error, losses.

STEPS TO CREATING VALUE AND ELIMINATING NON-VALUE-ADDED ACTIVITIES FROM PROCESSES

In order to create value for the customer, the following steps are undertaken:

- **Define Customer (Process) Demand for Services**

This is the definition of demand for services from the point of view of the customer. The nature of demand includes: what is demanded, how much, how frequently, by whom, where and when.   The Town does not have a customer relationship management system and therefore, does not know its demand for services in many areas, particularly as it relates to complaints.

- **Extend Customer (Process) Demand Lead Time**

The sooner that the customer demand (client requirement for marriage license, property tax payments, licenses) is known to the supplier (the Town), the sooner that the resources can be deployed to provide the services to the customer. Customer demand lead time is the period between the time when customer demand is known and when it is communicated to the supplier. This is particularly challenging for the Town does not know what the demand will be at any particular time.

- **Match Supply with Customer (Process) Demand**

Matching supply with customer demand is challenging when things change or there are undue influences on the demand. It is essential to perform continuous monitoring of the demand and adjust resources to respond. In the case of Town, the number of resources are generally fixed and therefore, increases in workload and the changes in time lines have resulted in pressure to handle new clients. Scheduling allows for better demand management and the elimination of as many "forced" deadlines as possible will allow staff to be allocated where work is required.

- **Eliminate Waste**

WASTE DEFINED

Waste is defined as any activity that does not create value for the customer or the organization as described above. In particular, the public of customer is extremely interested in ensuring the tax dollars are not wasted. Waste only adds cost and time. There are three key things to remember about waste:

- Waste is a symptom rather than a root cause of a problem
- Waste points to problems within the system at both the activity and the value stream levels
- In order to eliminate waste, the root causes of waste must be found and addressed.

There are essentially 8 types of waste in processes are denoted by DOWNTIME.

Value added services do not include waste but do include those value creating activities such as information technology and human resources. In order to eliminate non-value added activities, the following steps were undertaken:

a. Analyze the Current State
b. Process Analysis – Looking for the Hidden Processes
c. From Initial Assessment to Root Causes
d. Find Solutions – Draw the Future State

Possible Solutions:
- o Work on the "One is Best" Principle
- o Investigate all Checks for value add
- o Eliminate the Need for Checks
- o File Only Once, In Only One Place, Electronically
- o Process Ownership – Accountability at each step
- o Get the Job done as soon as you start (eliminate changeover time)
- o Eliminate handoffs where possible
- o Look at Team Work
- o Risk Analysis

The 8 wastes are further defined with some examples of waste in processes within the processes analyzed. These examples are further illustrated in the "waste elimination process maps" in the appendices as well as the analysis in the next section.

LEAN SIX SIGMA: 8 WASTES

DEFECTS

OVERPRODUCTION

WAITING

NON-UTILIZED TALENT

TRANSPORTATION

INVENTORY

MOTION

EXTRA-PROCESSING

TYPES OF WASTE	DEFINITION	WASTES DISCOVERED
Defects / Process Errors	Defects, errors, skipped process steps that cause rework.	Missing, inaccurate or incomplete information- Applicants often do not have the appropriate information when making application- forms are all paper or are not in place - specific instructions to ensure completeness are not available.
Over-Production/Duplication	Producing more, sooner, or faster of one component than is required for next step.	Producing, printing, and over dissemination of reports compared to need/use – Documents printed when not necessary. Excessive paperwork trails- excess copies of documents in files that are never reviewed and could be captured electronically Records Management is non-existent
Waiting	Time or interruption in the process where team members are waiting for something to happen before doing the next step. Process idle time.	Waiting for decisions from management or other departments and required follow ups. Waiting for customer information due to lack of instruction at front end. Customers wait in line due to lack of scheduling or online information.
Non-Utilized Talent	Underutilizing people's knowledge and creativity Uneven work flow resulting with some team members overburdened while other underutilized	Duplication of effort – multiple spreadsheets Utilizing staff for clerical duties that could be eliminated – faxing, photocopying and mailing of documents when they could be Lack of formal training in some areas. Managers doing "all the work"/decisions. Manual pet licenses, parking tickets **Time and attendance, Sick leave banks, Work orders**

Transportation/Conveyance	Unnecessary handling or transportation, multiple handling. Steps where work is moved from one role to another, one location to another, etc. Office design and layout does not flow of decision making.	Transferring data files between computer and paper Moving files between staff without knowledge of file location Paper-based versus electronic transfer. Customers have to go to "cash counter" to pay.
Inventory	Producing, holding, or purchasing unnecessary inventory or materials. More inventory than is required to meet 1 or 2 days of work.	Excessive inventory or work to be processed due to deadlines. Reconciliations at end of the year. Too much paper to be handled, processed or to be filed
Motion	Unnecessary movement to access information, files, materials, to equipment to complete a task.	Walking to pick up documents and deliver paperwork or accessing needed tools Excessive walking to and from printers, files etc. Time chasing information and data Poor cell design, particularly in counters where staff are not able to see customers at the counter.

| Extra-Processing / Redundancy | Activity that doesn't add value or transform the product/service.

Steps that repeat another step in the process – multiple roles doing similar tasks.

Checking work of others already completed for accuracy or completeness. | Unnecessary steps and handoffs –

Restacking or sorting files

Re-entering data in several spreadsheets/systems – Current records management system out of date and only on one system, time and attendance

Making extra paper copies – files revealed several drafts.

Entering information in systems "after the fact". Documents are filled out by hand, then later entered into systems (eg. Permits, development charges) |

Elimination of waste also should follow the concept of 8S (formerly known as 5S) which provides for efficient work space. The list describes how to organize a work space for efficiency and effectiveness by identifying and storing the items used, maintaining the area and items, and sustaining the new order. The decision-making process usually comes from a dialogue about standardization, which builds understanding among employees of how they should do the work. When moving to the new Operations Complex, The Town should implement 8S's as follows:

The Pillars of 8S

1. **Sort (Get rid of it):** Separate what is needed in the work area from what is not; eliminate the latter
2. **Set in order (Organize):** Organize what remains
3. **Shine (Clean and Solve):** Clean and inspect
4. **Safety (Respect workplace and employees):** Create a safe place to work
5. **Security (Keep employees and clients secure):**
6. **Standardize (Make consistent):** Standardize the cleaning, inspection, and safety practices
7. **Satisfaction (Employee Satisfaction and engagement in continuous improvement activities)**
8. **Sustain (Keep it up):** Make 8S a way of life

- **Reduce Supply Lead Time**

Supply lead time is the total time it takes to complete a series of tasks within a process in order to meet customer demand. Reducing lead time is one of the most effective ways to reduce waste and lower total costs. Lead time can be broken down into three basic components:

- Cycle time – The time it takes to complete a single task in a work process (such as a licensing application). This is a physical or mental exertion on the particular task.
- Changeover time – The time it takes to transfer from one step to the next or one activity/transaction to the next. This is the most "underrated" waste of time. Most people do not realize how much time is lost when they must change what they are doing to respond to calls, interruptions and how much time it takes to re-familiarize themselves with the process step at hand. As well, in terms of applications, if the customer is unable to complete the entire transaction at one time due to lack of accurate, complete information, both customer and staff must re-familiarize themselves with the application when they return to the Town (or call). Therefore, elimination of changeover time is absolutely essential for improved services and reduction in overall lead time.

- Lead time – The time it takes to complete an entire process from start to finish and any time in between process steps (such as the amount of time from license application to approval). Any time in between steps adds to the Lead time.
- Process delay – the lag time during which one process ends and next one begins (such as initiation of a journal entry and approval by management, vacancy rebate application to approval).

Process and value stream maps are effective illustrations of lead times, cycle times and delays.

- **Reduce Total Costs**

In economic terms, the reduction of waste and delays results in significant reduction in costs. By eliminating unnecessary checks, over-processing and handoffs, less resources are needed to complete the tasks. The true cost savings in the Town can be realized by reducing approvals and handoffs, requiring accountability at each stage and analyzing the types of reviews undertaken. As well, improving tracking of time and resources dedicated to each step and further understanding the steps that can be eliminated. Not only does this result in savings, it will result in improved customer service. We noted that there are significant number of inquiries and transactions that are not tracked. For example, tax inquiries, utilities, complaints are not tracked in many departments. As well, these types and subject matter of inquiries, if known, would allow for better upfront communication for customers and allow for improved documentation on websites or pamphlets.

5. PROMOTING OUR COMMUNITY
- Economic Development
- Tourism
- Culture
- Special Events
- Communications

PROMOTING THE COMMUNITY

Economic Development

The Town is part of the Economic Development Corporation of North Simcoe which was developed with the goal of creating one economic voice for the municipalities of Midland, Penetanguishene, Tay and Tiny. This voice, coined "the power of four" municipalities, reinforces county-wide and provincial initiatives to drive growth and improve the environment for producing and offering goods and services from North Simcoe. This is a very important partnership for the Town. It is our understanding that a new plan is being released shortly and therefore, this review simply refers to the activities of the Corporation with the recommendations that it be further developed.

Town Organized Community Events, Culture and Tourism

A mandate to develop and promote dynamic, innovative and accessible events and festivals, which celebrates the richness and growing diversity of the Town, enriching the quality of life for residents and attracting tourist audiences. Community events are not guided by specific legislation but are expected to perform in accordance within Council policy and related provincial legislation. This is the pride of the Town of Midland.

The Town has dedicated staff for special events and over the last few years, these events have increased both in number and size. The most notable events include the Butter Tart Festival, Canada Day Celebrations, Ontario 150 (and the Giant Duck) to name a few.

Midland partners with other groups to enhance culture and recreational events. These include:

- Culture Midland

- Askennonia Seniors Centre

- Downtown Midland BIA

- Midland Cultural Centre

- Midland Public Library

- Quest Art & Gallery

KEY FINDINGS – SPECIAL EVENTS

- Many events but limited systems to track and manage projects.

- Events are not planned out over the entire year or season with workplans for staff. Many events require many departments to work together to make them work but there is no overarching plan to assign resources. There is a sense that the organizational structure does not support events. However, this appears to be an issue with departmental silos.

- Time and resources are not tracked by event so it is not possible to determine the cost of each event.

CHANGE MANAGEMENT

Town staff consist of professionals, many of whom have been with the Town for many years, some in excess of 20 years. Some of the changes in this report may seem threatening and may cause concerns about job security. The manner in with the Town handles these changes will determine the overall outcome. Ongoing communication, continuous improvement and performance measurement is key to effective change management.

Improvement is always possible. Online services is no different than any other type of change that the Town has tried to implement. This conviction is the heart of the transformation system developed by Virginia Satir who assists people in improving lives by transforming the way they see and express themselves.

An element of the Satir System is a five-stage change model (see the Figure above) that describes the effects each stage has on feelings, thinking, performance, and physiology. Using the principles embodied in this model, the Town can improve how it promotes process change and how management can help staff process change.

Stage 1: Late Status Quo

The staff is at a familiar place – paper based transactions. The performance pattern is consistent. Stable relationships give members a sense of belonging and identity. Members know what to expect, how to react, and how to behave.
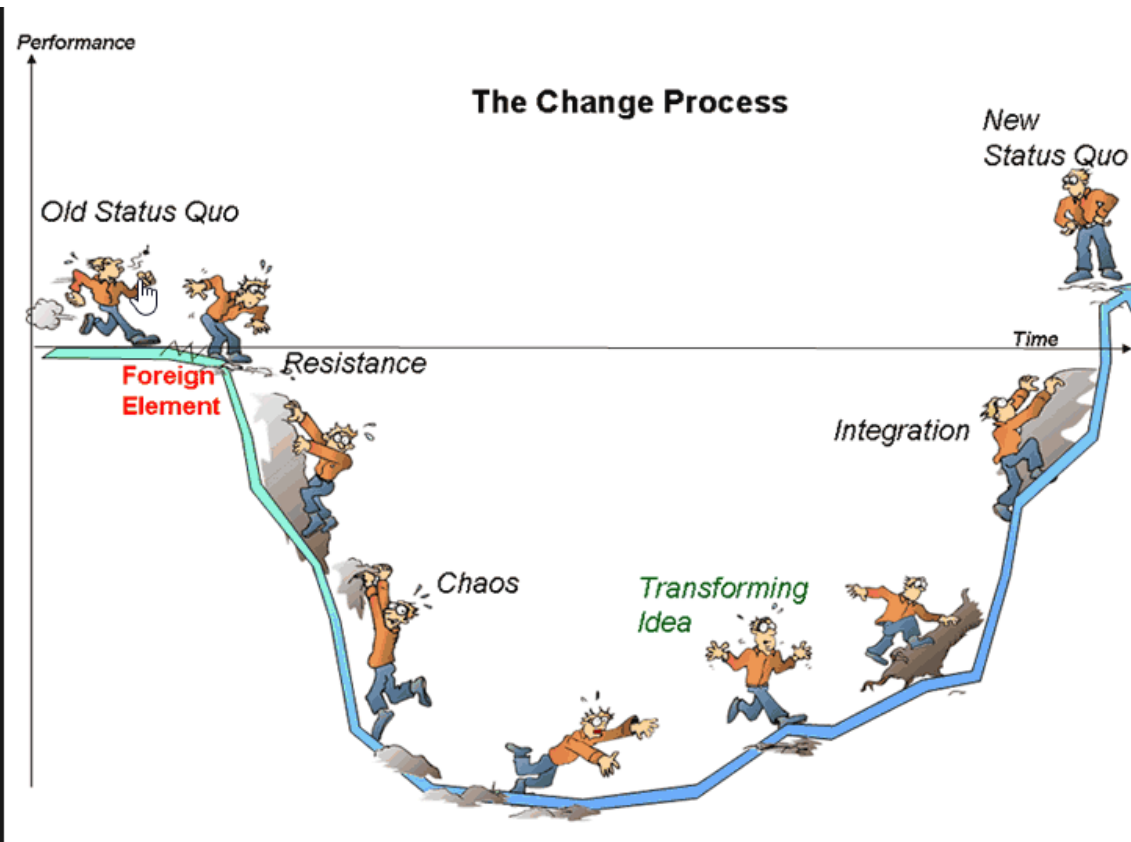
Implicit and explicit rules underlie behavior. Staff attach survival value to the processes, even if they are painful (too much paper, too much work).

After experiencing too many crises and too many revisions, staff begin to bicker and the project falls apart.

For this group, paper based work is their Late Status Quo. They don't necessarily enjoy the amount of work they had to do, but they know and understand what is expected of them. The team feels the pressure from management about timeliness and compensates accordingly (usually working longer hours or missed deadlines). The pressure works for small problems. With a major problem, the group cannot cope with the expectations and a pattern of dysfunctional behavior starts. Poor communication is a symptom of a dysfunctional group. Members use blaming, placating, and other *incongruent* communication styles to cope with feelings like anger and guilt. Stress may lead to physical symptoms such as headaches and gastrointestinal pain that create an unexplainable increase in absenteeism.

New information and concepts from outside the group can open members up to the possibility of improvement. At this stage, the Town needs to communication (two way) with staff of the change, how they can be involved and start to introduce them to the concepts. Pilots are a good way at addressing some fears as well as a planned implementation in consultation with staff.

Stage 2: Resistance

The staff confronts a *foreign element* that requires a response. Often imported by a small minority seeking change, this element brings the members whose opinions count the most face to face with a crucial issue.

A foreign element threatens the stability of current departmental structures and power struggles may occur. Most staff will resist by denying its validity, avoiding the issue, or blaming someone for causing the problem, indicating that it will never work "here" even if has worked elsewhere. These blocking tactics are accompanied by unconscious physical responses, such as shallow breathing and closed posture. Resistance clogs awareness and conceals the desires highlighted by the foreign element. Middle and upper management vehemently deny the findings and dispute the validity of the methods. But after a series of frank discussions with key clients, upper management accepts the findings. Staff in this stage need help opening up, becoming aware, and overcoming the reaction to deny, avoid or blame.

This will likely occur when the staff see the report and processes being revamped. The Town needs to involve staff and manage this resistance through workshops, and teamwork. It should be noted that productivity may start to decrease at this stage.

Stage 3: Chaos

The group enters the unknown. Relationships shatter: Old expectations may no longer be valid; old reactions may cease to be effective; and old behaviors may not be possible.

The loss of belonging and identity triggers anxiousness and vulnerability. On occasion, these feelings may set off nervous disorders such as shaking, dizziness, tics, and rashes. Members may behave uncharacteristically as they revert to childhood survival rules. Desperately seeking new relationships that offer hope, the employees may look for municipal jobs where change is not on the radar. Managers of groups experiencing chaos should plan for team performance to plummet during this stage. Until the staff accept the plan, members form only halfhearted relationships with each other. All staff in this stage need help focusing on their feelings, acknowledging their fear, and using their support systems. Management needs special help avoiding any attempt to short circuit this stage with magical solutions. The chaos stage is vital to the transformation process.

Stage 4: Integration

The staff discover a *transforming idea* that shows how the changes can benefit them. The team becomes excited. New relationships emerge that offer the opportunity for identity and belonging. In particular, working in teams across the Town will become interesting. All of a sudden, staff realize that their worth has increased from these new skills from electronic plan review.   With practice, performance improves rapidly. This will likely occur about 6 months after implementation. Awareness of new possibilities enables authorship of new rules that build functional reactions, expectations, and behaviors. Staff may feel euphoric and invincible, as the transforming idea may be so powerful that it becomes a panacea.

Staff in this stage need more support than might be first thought. They can become frustrated when things fail to work perfectly the first time. Although staff feel good, they are also afraid that any transformation might mysteriously evaporate disconnecting them from their new relationships and plunging them back into chaos. The staff need reassurance and help finding new methods for coping with difficulties.

Stage 5: New Status Quo

If the change is well conceived and assimilated, the teams and its environment are in better accord and performance stabilizes at a higher level than in the Late Status Quo. We believe that the Town Staff will be here about a year after implementation. Staff are centered with more erect posture and deeper breathing. They feel free to observe and communicate what is really happening. A

sense of accomplishment and possibility permeates the atmosphere. They will feel the change when dealing with their clients. It is important to celebrate the change.

In this stage, the staff continue to need to feel safe so they can practice. Everyone, manager and staff, needs to encourage each other to continue exploring the imbalances between the group and its environment so that there is less resistance to change.

Change is an opportunity for people to shine and become learning organizations. The Town is well positioned for this change but needs to be managed properly. Performance measures should be tracked before and after the change. Utilization of pilots will help as smaller incremental change is more likely to be accepted.

Involvement of staff will be the key. Many were involved in focus groups and feel a part of the change. If management communicates and reinforces the vision of seamless implementation and provide support, it will be seen as a positive project. Staff can influence the design of the processes and the manner in which it is rolled out. Other team members plan and teach training courses. All team members and external agencies and clients must be able to provide feedback to improve process.

Coping With Change

Virginia Satir's Change Model describes the change patterns she saw during therapy with families. In our experience, the patterns she describes occur with any group of people when confronted by change.

The Table below summarizes suggestions on how to help during each stage of the change model:

Stage	Description	How to Help
1	Late Status Quo	Encourage people to seek improvement information and concepts from outside the group. Develop a communication plan that outlines the implementation. Create a website or suggestion box for people to ask questions in a safe manner.
2	Resistance	Help people to open up, become aware, and overcome the reaction to deny, avoid or blame. This can be done through lunch and learns, workshops, focus groups or individual meetings.

3	Chaos	Help build a safe environment that enables people to focus on their feelings, acknowledge their fear, and use their support systems. Help management avoid any attempt to short circuit this stage with magical solutions. Undertake pilots and facilitate feedback.
4	Integration	Offer reassurance and help finding new methods for coping with difficulties. Provide ongoing training.
5	New Status Quo	Help people feel safe. Recognize that the project can always be improved.

FIGURE 9: CHANGE MANAGEMENT STRATEGY

The actions in the table will help people cope. But organizations that create a safe environment where people are encouraged to cope with change and embrace it will increase their capacity for change and are much more able to respond effectively to whatever challenges are thrown their way.

RECOMMENDATIONS/OPPORTUNTIES

There are 68 recommendations/opportunities that arise from the service delivery review. Each are ranked in terms of priority in terms of level of effort and the impact on the town as follows:
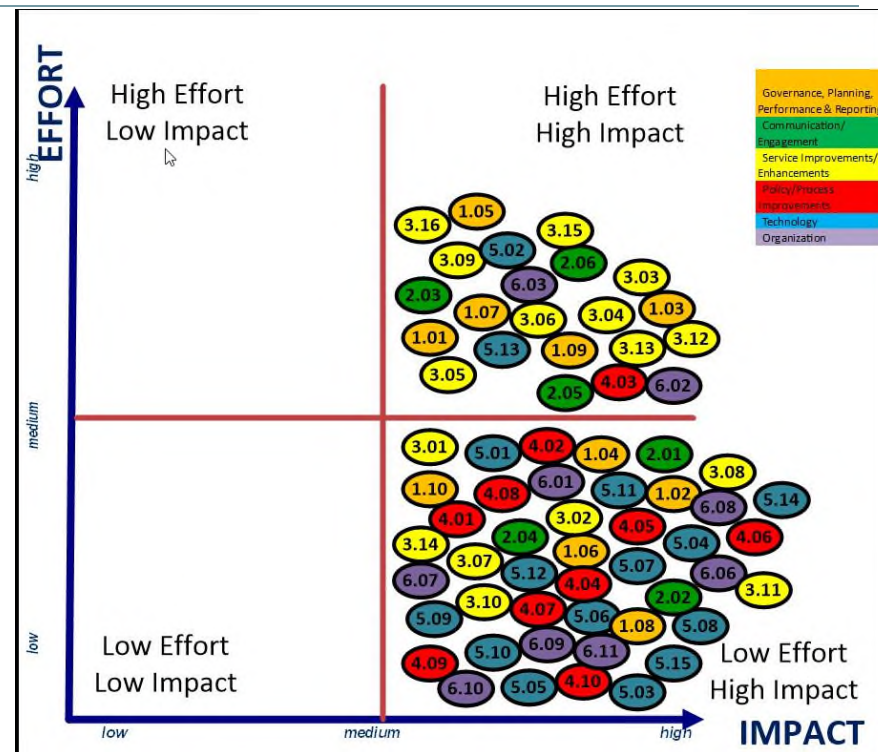
QUADRANT	2018			2019			2020			Total Number of Opportunities	Total Sum of One Time Costs	Total Net Capacity savings after 3 Years
	Number of Opportunties	Sum of One Time Costs	Net Capacity savings after 3 Years	Number of Opportunties	Sum of One Time Costs	Net Capacity savings after 3 Years	Number of Opportunties	Sum of One Time Costs	Net Capacity savings after 3 Years			
External	2	$35,000	-$16,000	6	$75,000	$13,000	2	$10,000	$10,000	10	$120,000	$7,000
External/ Internal	8	$27,000	-$243,000	5	$81,000	$16,200	1		$0	14	$108,000	-$226,800
Internal	28	$255,000	-$395,050	15	$180,000	$100,000	1		$0	44	$435,000	-$295,050
Grand Total	38	$317,000	-$654,050	26	$336,000	$129,200	4	$10,000	$10,000	68	$663,000	-$514,850

OPPORTUNTIES – GOVERNANCE, PLANNING, PERFORMANCE AND REPORTING

Category	Ranking	Rec #	Opportunity	Internal or External or Both	Opportunity Detailed Description	Quadrant	Recommended Timeframe	One Time Costs	Estimated Net Operating Costs (Savings) Year of Implementation	Estimated Net Productivity/ Capacity Costs (Savings) - 3 Years	Total	Comments/ Assumptions regarding costs and savings
1.0 Governance, Planning, Performance and Reporting	E-03	1.01	**Undertake a Community Long Term Strategic Visioning (Start with Integrating all existing Plans)**	External	Community visioning session should be held to develop a plan out a minimum of 20 years. In the interim, bring together all existing plans to develop an interim vision document.	**HIGH EFFORT,HIGH IMPACT**	2019	$50,000			$50,000	Consultant costs for facilitation and develop the plan
	EI-06	1.02	**Implement an Agenda/Document Management System**	External/ Internal	There are simple and inexpensive options to better manage agenda development, workflow and document management. Currently, 40 committees and	**LOW EFFORT,HIGH IMPACT**	2018	$5,000	-$8,000	-$24,000	-$27,000	2 hours per meeting, 80 meetings per year + reduction in time of for looking for documents by staff and public (not included)
	E-10	1.03	**Undertake a Council representation/ward review**	External	Review Council size and Ward Structure.	**HIGH EFFORT,HIGH IMPACT**	2020	$10,000			$10,000	Consultant costs for facilitation and develop the plan
	I-04	1.04	**Develop a Council/Staff Interaction Protocol**	Internal	Council interactions and complaints dissemination protocol should be developed prior to next election.	**LOW EFFORT,HIGH IMPACT**	2018		$3,500		$3,500	Internal costs to develop protocol and consultation with staff and Council (5 days work x 5 staff and council time)
	I-24	1.05	**Develop a Financial Management Strategy**	Internal	Develop Financial management framework including delegation of authorities, RACI, Internal Control Framework and monitoring processes.	**HIGH EFFORT,HIGH IMPACT**	2018		$3,500		$3,500	Internal costs to develop policies and consultation with staff and Council (5 days work x 5 staff and council time)

OPPORTUNTIES – GOVERNANCE, PLANNING, PERFORMANCE AND REPORTING CONT'D

Category	Ranking	Rec #	Opportunity	Internal or External or Both	Opportunity Detailed Description	Quadrant	Recommended Timeframe	One Time Costs	Estimated Net Operating Costs (Savings) Year of Implementation	Estimated Net Productivity/ Capacity Costs (Savings) - 3 Years	Total	Comments/ Assumptions regarding costs and savings
1.0 Governance, Planning, Performance and Reporting	EI-02	1.06	**Develop a Complaints Management system with Service Level Agreements**	External/ Internal	Procedure and System Solution. As part of Worktech Service Manager implementation.	**LOW EFFORT,HIGH IMPACT**	2018	$10,000	$7,000	-$130,000	-$113,000	Set up Security Manager and training. Savings from reduction in manual tracking and returning information to customers (5 hours per week for 10 persons)
	EI-11	1.07	**Implement an Integrated Planning Framework**	External/ Internal	As part of 2019 Planning Cycle, develop business plans across departments in line with Term of Council Stategic Plan. Implement Multi- Year Budgeting.	**HIGH EFFORT,HIGH IMPACT**	2019				$0	1/3 FTE to develop framework internally
	EI-12	1.08	**Develop Service Standards, KPIs and Associated Balanced Scorecard and Dashboard for performance monitoring against busines plans.**	External/ Internal	Balanced Scorecard includes 4 elements in order to ensure that measures are "balanced" and do not result in unintended consequences.	**LOW EFFORT,HIGH IMPACT**	2019			$25,200	$25,200	Ongoing of 14 hours per month for reporting. Benefits will provide management with informaiton to make decisions in a timely manner and report on value to public.
	I-30	1.09	**Implement a Performance Management Framework**	Internal	Develop performance agreements with staff in line with business planning.	**HIGH EFFORT,HIGH IMPACT**	2019			$18,000	$18,000	Ongoing costs related to number of FTEs (2 hours per year for each employee and supervisor). Benefits include feedback, improved performance.
	I-19	1.10	**Develop a Code of Conduct, Fraud Prevention and Whistleblowing Protection Policy with a hotline.**	Internal	Provide training. Include policy on outside employment and conflict of interest. Institute a process to sign off on the Code annually.	**LOW EFFORT,HIGH IMPACT**	2018	$5,000			$5,000	One time costs to develop policy and training

OPPORTUNTIES – COMMUNICATIONS/ENGAGEMENT

Category	Ranking	Rec #	Opportunity	Internal or External or Both	Opportunity Detailed Description	Quadrant	Recommended Timeframe	One Time Costs	Estimated Net Operating Costs (Savings) Year of Implementation	Estimated Net Productivity/ Capacity Costs (Savings) - 3 Years	Total	Comments/ Assumptions regarding costs and savings
2.0 Communications/Engagement	EI-01	2.01	Develop a Communications strategy including social media to improve stakeholder relations	External/ Internal	Communications with public and staff strategy for ongoing and projects should be developed including social media, newspaper, other modes.	LOW EFFORT,HIGH IMPACT	2018				$0	Internal costs
	E-08	2.02	Re-administer Community Survey on a bi-annual basis. Undertake structured surveys for specific services . Include "pop up " or follow up services after provided services.	External	Community survey undertaken over a short time. Ongoing surveys are more common based upon the service received.	LOW EFFORT,HIGH IMPACT	2019			$3,000	$3,000	One time costs plus internal analysis
	EI-10	2.03	Amalgamate counter services and provide "one stop shop" approach to transactions. That a kiosk be placed in the reception area to transition to online submissions and payments. In the interim, payment terminals should be available at all counters.	External/ Internal	Implement one stop shop for customers.	HIGH EFFORT,HIGH IMPACT	2019	$1,000			$1,000	One time costs for set up and training.
	I-18	2.04	Provide systems (access and mobile) and email for staff communication.	Internal	Provide mechanisms for staff to access systems, emails.	LOW EFFORT,HIGH IMPACT	2018	$0			$0	
	E-07	2.05	Investigate Shared 311 service across the County	External	Regional 311 services.	HIGH EFFORT,HIGH IMPACT	2019	$0			$0	
	E-01	2.06	Review Telephone Services and System. At minimum, update telephone messaging and operator assistance.	External	NSSRC staff are underutilized and currently taking calls. Needs to be more formalized.	HIGH EFFORT,HIGH IMPACT	2018	$30,000			$30,000	

OPPORTUNTIES – SERVICES

Category	Ranking	Rec #	Opportunity	Internal or External or Both	Opportunity Detailed Description	Quadrant	Recommended Timeframe	One Time Costs	Estimated Net Operating Costs (Savings) Year of Implementation	Estimated Net Productivity/ Capacity Costs (Savings) - 3 Years	Total	Comments/ Assumptions regarding costs and savings
3.0 Services	EI-03	3.01	Create a Muncipal Forum to explore Community Hubs.	External/Internal	Neighbouring municipalities should create a Partnership forum.	LOW EFFORT,HIGH IMPACT	2018	$0			$0	
	I-17	3.02	Implement improved Harbour contract management and seasonal dockage.	Internal	Current seasonal dockage allows for multiple time frames. Policies on payment needs to be revamped for booking into future years.	LOW EFFORT,HIGH IMPACT	2018		-$10,000	-$30,000	-$40,000	Increased revenues
	E-02	3.03	Leverage Economic Development opportunities with EDCNS. Build long term plan to attract educational institutions, new business, reduce red tape, affordable housing and harmonize between municipalities.	External	EDCNS about to embark on new plans and focus. Opportuntiy to expand their scope and partnerships. Area needs to attract youth through education. Other possibilities include cannibus producers, home based businesses.	HIGH EFFORT,HIGH IMPACT	2019				$0	Increased revenues through economic development possible
	E-06	3.04	Explore options for Waterfront development and other possible major changes to attract year round visitors.	External	Possible examples include Casinos, expanding boat tours, snow based sports, Water parks.	HIGH EFFORT,HIGH IMPACT	2020				$0	Increased revenues through economic development possible
	I-31	3.05	Shared Bylaw services with other municipalities	Internal	Bylaw services are generic and a hub could result in improved coverage and synergies.	HIGH EFFORT,HIGH IMPACT	2019	-$25,000			-$25,000	Reduce costs by 1/4
	EI-14	3.06	Undertake review of Fire services for possible increased regionalization opportunities	External/Internal	Fire services are capital and staffing intense. Increase opportunities for partnerships such as training, equipment purchases, systems.	HIGH EFFORT,HIGH IMPACT	2020				$0	Potential for savings

OPPORTUNTIES – SERVICES CONT'D

Category	Ranking	Rec #	Opportunity	Internal or External or Both	Opportunity Detailed Description	Quadrant	Recommended Timeframe	One Time Costs	Estimated Net Operating Costs (Savings) Year of Implementation	Estimated Net Productivity/ Capacity Costs (Savings) - 3 Years	Total	Comments/ Assumptions regarding costs and savings
3.0 Services	EI-04	3.07	**Implement new parking systems including Pay by Phone, Pay Display to reduce reliance on staff resources for collection.**	External/ Internal	New mobile apps and systems available for increased efficiencies. Add parking displays at Harbour.	**LOW EFFORT,HIGH IMPACT**	2018	$30,000	-$15,000	-$45,000	-$30,000	Increased revenues and more efficient collection of parking revenues. 10 terminals at $6000 each. Payback in 3 years
	EI-09	3.08	**Implement JJ MacKay pay tickets - and online payments**	External/ Internal	Parking tickets issued by paper. No knowledge of inventory or outstanding tickets.	**LOW EFFORT,HIGH IMPACT**	2018		-$10,000	-$45,000	-$55,000	Capacity savings, collections - little investment.
	I-26	3.09	**Implement "stores" at new Operations Complex to allow for shared "parts person" structured shared Equipment/Tool purchases and utilization with partner municipalities**	Internal	Current practice allows for partnerships. Implement inventory controls.	**HIGH EFFORT,HIGH IMPACT**	2018				$0	Initial set up and ongoing FTE costs. Net of inventory savings, and economies of scale.
	I-25	3.10	**Investigate Shared Asset Management and Data analytics capactiy**	Internal	New regulations require Asset management policies, plans and levels of service by 2020. Opporunty to share resources and expertise.	**LOW EFFORT,HIGH IMPACT**	2019		-$50,000	$150,000	$100,000	Some funding available for asset management - better availability if partnered
	I-41	3.11	**Create a facilities center of excellence to manage municipal properties.**	Internal	Facilities management and condition assessments could be shared with neighbouring municipalities through a work order hub and dispatch.	**LOW EFFORT,HIGH IMPACT**	2019		$45,000	-$45,000	$0	Building maintenance position is required but sharing will result in a cost avoidance of $45000 per year.
	I-43	3.12	**Develop IT Center of Excellence**	Internal	Work with County and neighbouring municipalities to share IT services and joint programs/systems and services.	**HIGH EFFORT,HIGH IMPACT**	2019				$0	

OPPORTUNTIES – SERVICES CONT'D

Category	Ranking	Rec #	Opportunity	Internal or External or Both	Opportunity Detailed Description	Quadrant	Recommended Timeframe	One Time Costs	Estimated Net Operating Costs (Savings) Year of Implementation	Estimated Net Productivity/ Capacity Costs (Savings) - 3 Years	Total	Comments/ Assumptions regarding costs and savings
3.0 Services	I-38	3.13	Develop a County wide IT disaster recovery, cyber security and service hub.	Internal	Work with County and neighbouring municipalities to develop cyber security protocols.	HIGH EFFORT,HIGH IMPACT	2019				$0	
	I-22	3.14	Investigate space options at NSSRC (office space for corporate services)	Internal	Office space at Town hall is an issue. Look at possible reloactions.	LOW EFFORT,HIGH IMPACT	2019				$0	
	EI-13	3.15	Investigate better utilization of space options at NSSRC and programs	External/ Internal	Rentable space, "spruce up" Look at new "packages".	HIGH EFFORT,HIGH IMPACT	2019	$30,000	-$10,000	-$30,000	-$10,000	3 year payback of renovations
	I-44	3.16	Investigate ERP system sharing with neighbouring municipalities	Internal	Not all municipalities are on the same platform which makes it difficult to move to shared services	HIGH EFFORT,HIGH IMPACT	2020				$0	

OPPORTUNTIES – POLICIES, PROCEDURES AND PROCESSES

Category	Ranking	Rec #	Opportunity	Internal or External or Both	Opportunity Detailed Description	Quadrant	Recommended Timeframe	One Time Costs	Estimated Net Operating Costs (Savings) Year of Implementation	Estimated Net Productivity/ Capacity Costs (Savings) – 3 Years	Total	Comments/ Assumptions regarding costs and savings
4.0 Policies/Procedure and Process Improvements	I-02	4.01	**Centralize Purchasing Functions. Develop Procurement Policy.**	Internal	Purchasing policies and processes centralized. Policies updated to meet CFTA requirements. Implement GP and WT purchasing modules, procurement, 3 way matching and training. Paperless workflow processes. Include encumbrances and commitments.	**LOW EFFORT,HIGH IMPACT**	2018		$70,000	$135,000	$205,000	1/2 FTE is likely only required in years 3 and 4. Savings from improved purchasing will cover the costs.
	I-20	4.02	**Tender for Banking/Purchasing cards.**	Internal	Procurement card policies and tender.	**LOW EFFORT,HIGH IMPACT**	2018				$0	
	I-10	4.03	**Undertake LEAN Process review of all financial processes with first focus on redesign o 'front office' / customer-facing services and associated staff duties.**	Internal	Refer to Interim Report. Undertake a LEAN process review to eliminate non value added activities and improved customer service.	**HIGH EFFORT,HIGH IMPACT**	2018	$60,000	$30,000	-$109,200	-$19,200	Initial investment includes consultant costs to guide process change and training. Staff time required to implement changes. Capacity savings approximately 30% of 5 FTEs
	I-33	4.04	**Develop Standard Operating Practices and Processes**	Internal	As part of the LEAN process review, develop policies, procedures and processes for each major process.	**LOW EFFORT,HIGH IMPACT**	2018		$30,000	-$30,000	$0	
	I-27	4.05	**Develop Inventory Policy and system**	Internal	Inventory Policy and processes be developed. The Town can look at possible integration with key vendors in order to reduce data entry.	**LOW EFFORT,HIGH IMPACT**	2018				$0	

OPPORTUNTIES – POLICIES, PROCEDURES AND PROCESSES CONT'D

Category	Ranking	Rec #	Opportunity	Internal or External or Both	Opportunity Detailed Description	Quadrant	Recommended Timeframe	One Time Costs	Estimated Net Operating Costs (Savings) Year of Implementation	Estimated Net Productivity/ Capacity Costs (Savings) - 3 Years	Total	Comments/ Assumptions regarding costs and savings
4.0 Policies/Procedure and Process Improvements	EI-08	4.06	Implement scheduling of appointments (eg. Commissioning, Marriage Licenses, Permitting etc)	External/ Internal	Online facility scheduling will be in place. Implement for other services to improve customer experience.	LOW EFFORT, HIGH IMPACT	2018				$0	
	I-35	4.07	Redesign Equipment Usage Processes and Rates	Internal	That, all staff be required to enter equipment usage in time sheets in order to eliminate the garage charge process. All equipment and vehicles charge out rates should have billing out rates to eliminate duplication and paper based work orders.	LOW EFFORT, HIGH IMPACT	2019				$0	
	EI-05	4.08	Mandate EFTs for vendors	External/ Internal	EFTs are not used extensively. Resources and cost savings high.	LOW EFFORT, HIGH IMPACT	2018	-$18,000			-$18,000	Time and cost avoidance
	I-34	4.09	Redevelop all forms for fillable and eventual online submission.	Internal	Forms are outdated and do not allow for fillable information and error proofing.	LOW EFFORT, HIGH IMPACT	2018				$0	
	I-23	4.10	Centralize Accounts Receivable and Outsource Collections	Internal	Receivables are currently managed by departments as well as finance. Collection activity can be outsourced to improve turnaround time and revenues.	LOW EFFORT, HIGH IMPACT	2018				$0	

OPPORTUNTIES – TECHNOLOGY

Category	Ranking	Rec #	Opportunity	Internal or External or Both	Opportunity Detailed Description	Quadrant	Recommended Timeframe	One Time Costs	Estimated Net Operating Costs (Savings) Year of Implementation	Estimated Net Productivity/ Capacity Costs (Savings) - 3 Years	Total	Comments/ Assumptions regarding costs and savings
5.0 Technology	I-05	5.01	**Form an IT Steering Committee**	Internal	IT Steering Committee with cross departmental representatives would guide all IT investments, purchases and projects. Could develop into a County wide program.	**LOW EFFORT,HIGH IMPACT**	2018				$0	Staff time
	I-07	5.02	**General Ledger and Job Costing redesign. Purchase Extender module.**	Internal	Redesign GL and Job Costing in GP and WorkTech to take simplify GL and take advantage of WT Work Manager and Asset Manager. Set up would be developed through consultative processes with all departments.	**HIGH EFFORT,HIGH IMPACT**	2018	$20,000			$20,000	Consultant costs for facilitation and develop new GL.
	I-08	5.03	**Re-implementation Payroll Module in GP and WT.**	Internal	Policies and procedures. Reimplementation of all systems and training. Payroll needs to be implemented at the beginning of the fiscal year based upon payroll year.	**LOW EFFORT,HIGH IMPACT**	2018	$10,000	$10,000	-$286,650	-$266,650	Significant capacity savings of 2 FTEs following an initial investment of $30000 for consultant fees.
	I-11	5.04	**Re-implementation of all existing modules including set up and training for staff.**	Internal	Phased approach of Reimplementation and training. Sequence: Accounts Payable, Accounts Receivable, Purchasing, Inventory, Reporting, Utilities and Property Tax, Electronic Document management and workflows.	**LOW EFFORT,HIGH IMPACT**	2019	$80,000	$75,000	-$273,000	-$118,000	Significant capacity savings of 3 FTEs following an initial investment of $80000 for consultant fees and staff time.
	E-04	5.05	**Develop digital strategy to implement Virtual City Hall and add online services.**	External	Allows for online integration with GP.	**LOW EFFORT,HIGH IMPACT**	2019	$20,000	$30,000	-$90,000	-$40,000	Significant increase in timeliness of payments resulting in investment income. Reduction in time spent at counter and reconciling paper and manual processes/payments.

OPPORTUNTIES – TECHNOLOGY CONT'D

Category	Ranking	Rec #	Opportunity	Internal or External or Both	Opportunity Detailed Description	Quadrant	Recommended Timeframe	One Time Costs	Estimated Net Operating Costs (Savings) Year of Implementation	Estimated Net Productivity/ Capacity Costs (Savings) - 3 Years	Total	Comments/ Assumptions regarding costs and savings
5.0 Technology	E-05	5.06	**Implement E-billing for Tax, Utilities, Permits**	External	E-billing module needs to be purchased, emails gathered.	**LOW EFFORT,HIGH IMPACT**	2018	$5,000	$5,000	-$56,000	-$46,000	Significant savings in mailing costs, staff time by eliminating paper, envelopes, stamps and time for production and stuffing.
	I-14	5.07	**Implement modules not utilized and Purchase WT Purchasing, Licensing.**	Internal	Implementation of purchasing, licensing. WT Service Manager for complaints. WT Asset Manager for Asset management.	**LOW EFFORT,HIGH IMPACT**	2018	$5,000	$10,000	-$25,000	-$10,000	Elimination of manual processes, increases in license revenues
	I-06	5.08	**Review and rationalize system utilization and eliminate non integrated systems where possible (eg. Marmak, GRASP, WP2)**	Internal	Following purchase of Extender.	**LOW EFFORT,HIGH IMPACT**	2018	-$100,000			-$100,000	Eliminate systems no longer required
	I-12	5.09	**Implement Work Orders**	Internal	That, the Town implement Work Manager, work orders for all departments in order to capture maintenance, repair and replacement for all assets. This should be incorporated with the capital planning process as well.	**LOW EFFORT,HIGH IMPACT**	2018	$10,000	$10,000	-$187,200	-$167,200	Significant time in manual work orders eliminated, capacity savings at 10 hours per week per lead hand.
	I-36	5.10	**Set up WorkTech PM Tasks**	Internal	Preventative maintenance work orders	**LOW EFFORT,HIGH IMPACT**	2018				$0	
	I-13	5.11	**Implement Electronic Document Management**	Internal	That, a strategy be developed to implement electronic document management across all departments including document attachment to systems, e-billing to reduce printing, mailing and filing. All data should be included in WorkTech and not printed/filed unless absolutely necessary. Training required.	**LOW EFFORT,HIGH IMPACT**	2018	$20,000		-$234,000	-$214,000	Surveys show 9.3 hours per week per employee is spent looking for things. Electronic document management would save significant time for key employees. Assumed capacity savings to be 50% of employees at 1 hour per day (minimum)

OPPORTUNTIES – TECHNOLOGY CONT'D

Category	Ranking	Rec #	Opportunity	Internal or External or Both	Opportunity Detailed Description	Quadrant	Recommended Timeframe	One Time Costs	Estimated Net Operating Costs (Savings) Year of Implementation	Estimated Net Productivity/ Capacity Costs (Savings) - 3 Years	Total	Comments/ Assumptions regarding costs and savings
5.0 Technology	I-21	5.12	Document Workflow and Procedures	Internal	That, documentation and workflow requirements for each asset type be developed.	LOW EFFORT,HIGH IMPACT	2018	$5,000		-$20,000	-$15,000	Improved workflow would eliminate tracking of documents and approvals as the ERP would track this for purchasing and HR. Capacity savings and improved controls. Payback in three years.
	I-37	5.13	Implement Self Service for Employees	Internal	Invest in time and attendance system implementation and self service. Assess Penny, GP and WT for best solution.	HIGH EFFORT,HIGH IMPACT	2018	$5,000		-$5,000	$0	Staff will be able to make own changes and see information. Capacity savings offset cost of implementation +.
	E-09	5.14	Implement Self Service for customers/vendors	External	Entails utilizing Virutal City hall, online access to look up information.	LOW EFFORT,HIGH IMPACT	2019	$5,000		-$5,000	$0	Vendors/Customers will be able to access own information. Capacity savings offset cost of implementation +.
	EI-07	5.15	Implement Eplan Submission and Workflow	External/ Internal	Electronic plan submssion will result in improved processes, environmental impacts, increased foreign investment.	LOW EFFORT,HIGH IMPACT	2019	$50,000		-$50,000	$0	Increase in building and planning applications as well as capacity savings will offset investment in three years.

OPPORTUNTIES – ORGANIZATION

Category	Ranking	Rec #	Opportunity	Internal or External or Both	Opportunity Detailed Description	Quadrant	Recommended Timeframe	One Time Costs	Estimated Net Operating Costs (Savings) Year of Implementation	Estimated Net Productivity/ Capacity Costs (Savings) - 3 Years	Total	Comments/ Assumptions regarding costs and savings
6.0 Organization	I-01	6.01	Create IT System Administrator/Application and/or Business Analyst Roles	Internal	IT staff require training. Additional resources required to set direction, manage system administration and project management. Business Analyst position to support long term goals, project management and change.	LOW EFFORT,HIGH IMPACT	2018	$150,000			$150,000	Positions are temporary starting and may be shared in the future
	I-32	6.02	Add FTE Responsible for Project Management, Strategic Planning, responsible for integrating all an plans and OPEN data analytics, economic analysis and integration of all plans (Asset Management, Financial Planning, Long term planning and integration	Internal	No current capacity to undertake long term planning, economic analysis, integration between all master plans and data analytics. This position would be responsible for corporate planning, reporting, strategic initiatives.	HIGH EFFORT,HIGH IMPACT	2019	$120,000			$120,000	Position would be temporary at first
	I-09	6.03	Undertake LEAN Process review of all human resource payroll processes and implement HRIS module (Online applications)	Internal	Human resouces currently does not have systems in place to manage recruitment, health and safety, certifications, training, onboarding, terminations, changes through the employee life cycle.	HIGH EFFORT,HIGH IMPACT	2018	$15,000		-$15,000	$0	Capacity savings will offset intial cost.
	I-15	6.04	Undertake a Training Needs Assessment	Internal	Survey administered based upon types of training required (for staff and volunteers) supplemented by assessment.	LOW EFFORT,HIGH IMPACT	2018				$0	Internal
	I-03	6.05	Form a Change Management/Process Improvement Committee	Internal	Change management committee to drive change and employee buy in.	LOW EFFORT,HIGH IMPACT	2018				$0	Internal

OPPORTUNTIES – ORGANIZATION CONT'D

Category	Ranking	Rec #	Opportunity	Internal or External or Both	Opportunity Detailed Description	Quadrant	Recommended Timeframe	One Time Costs	Estimated Net Operating Costs (Savings) Year of Implementation	Estimated Net Productivity/ Capacity Costs (Savings) - 3 Years	Total	Comments/ Assumptions regarding costs and savings
6.0 Organization	I-16	6.06	Invest in Technology, Professional and Soft Skills Training	Internal	Training in basic systems (office), professional and management skills.	LOW EFFORT,HIGH IMPACT	2018	$50,000			$50,000	Investment in staff will improve morale and performance.
	I-39	6.07	Develop a Sharepoint Site for repository of Projects and Communication for Staff and Council	Internal	Sharepoint is a secure mechanism to share information in one repository and version control.	LOW EFFORT,HIGH IMPACT	2019	$5,000			$5,000	
	I-40	6.08	Undertake a review of Seasonal Employment approach to find efficiencies and potential "generic" positions	Internal	Potential hub of seasonal employment and/or move to more full time positions.	LOW EFFORT,HIGH IMPACT	2019				$0	Potential for improved staff relations and saving
	I-28	6.09	Undertake an Organizational Review that Focuses on Services rather than reporting lines.	Internal	Departmenal silos exist. Review organization structure.	LOW EFFORT,HIGH IMPACT	2019				$0	Potential for improved staff relations and saving
	I-42	6.10	Re- administer the Staff Engagement Survey on a bi-annual	Internal	Survey provides a benchmark for improvement. May be focussed or general.	LOW EFFORT,HIGH IMPACT	2019				$0	Potential for improved staff relations and saving
	I-29	6.11	Implement Performance Management System across the organization and provide management training.	Internal	Performance agreements with staff as part of the business planning cycle.	LOW EFFORT,HIGH IMPACT	2019				$0	Included above

CONCLUSION

In conclusion, the Town of Midland is destined for success. It has the community engagement a Town needs to make things happen. It has the natural resources that many municipalities could only dream of and it has new leadership to make change. The Town needs a long-term vision and define what it wants to be in 20 years. This will not only help shape the Town, it will give the direction the Town management, Council and staff need to allocate its scarce resources towards the outcomes that are most important to the Town. To support the community, the Town needs to invest in its people and technologies so that it has the capacity to make change happen. We are confident that the recommendations in this report is a positive step in that direction.

ACKNOWLEDGEMENT

We wish to express appreciation to the Council, staff, management, the Steering Committee, the Community Advisory Committee for their participation, cooperation and assistance throughout the project.

APPENDIX A: TERMS OF REFERENCE: SDR: STEERING COMMITTEE

MANDATE

The mandate of the Service Delivery Review (SDR) Steering Committee is to guide the SDR through the process, provide the Town wide view of the services and guide the consultation and reporting process.

OBJECTIVES

Role of the Steering Committee

The role and objectives of the Steering Committee are to:

- Provide subject matter expertise with respect to each sub project on a regular and as needed basis
- Provide an "enterprise" or town wide view of services (interactions and interdependencies between departments).
- Ensure that resources are available to assist the consultants (WSCS Consulting Inc.) in developing the service inventory
- Validate Logic Model
- Validate the findings of the consultants
- Provide a forum to develop and "vet" opportunities for new services, alternative delivery mechanisms and service changes.
- Communication with Town
- Dispute Resolution
- Interact with the Community Advisory Committee as required.

Steering Committee Member Responsibilities

Committee members will be responsible for providing input and advice that relates to their respective areas of the business.

Membership

The team will be comprised of staff and Council members with two Leads in management to ensure continuity and coverage.

The role of the Co-Leads is to ensure that the Committee is engaged and provided the opportunity to participate.

Composition and Size

The working group will consist of the following members:

- Management Co-Lead – Engineering
- Management Co-Lead – Corporate Services
- Project Manager (WSCS)
- Consultant (WSCS)
- Staff Reps – Cross section of teams and positions
- Two Councillors as appointed by Council

Members may be replaced and/or substituted as required provided that the member has the requisite knowledge of the project and progress made to date. If a member is unable to attend the meetings or continue performing the work required, the member must address the substitution with Co-Leads.

Town staff, external stakeholders, may be invited to meetings as standing guests but may not be appointed as committee members.

A current list of members and standing guests is attached.

Role of Committee Members

The Steering Committee is intended to provide subject matter expertise to each service area. This will include, but not limited to:

- developing roles and responsibilities of team members
- arranging service delivery interviews and walkthroughs with staff
- undertaking an analysis of the service inventory
- validating the service inventory
- gathering documents, statistics and other information in their area of expertise
- participating in brainstorming and visioning sessions to develop opportunities for alternative service delivery mechanisms, new services, reduced or removal of services
- validate logic model
- Report progress to the SMT or others

The Executive Sponsor(s) is the Chief Administrative Officer who have the power to invite experts who are not appointed members to attend working group meetings as guests, as needed.

Town staff may be invited to Steering Committee meetings to perform a supporting role, such as making a presentation or responding to questions on particular issues.

Sub-Projects/Sub-Groups

Working Groups could be formed should it be necessary to study a particular service in detail or develop strategies for new services. The Working Group may determine leads for each sub project as it sees fit provided that the project is managed at the Co-Lead level to ensure timelines, progress reports and budgets are met.

Committee Support

The Engineering Assistant will provide support to the Steering Committee in preparation for meetings and during meetings. WSCS Project Manager will provide leadership support to the Steering Committee during tenure.

Frequency of Meetings

The Steering Committee will meet at least monthly. The Steering Committee may meet more frequently if the Co-Leads believe that it is warranted and/or decisions are required in a timely fashion. This needs to be assessed based upon operational requirements. Members may attend in person or by teleconference.

Steering Committee Term

The term of the Steering Committee will be from May to November 2017. If required, the term may extend the term with the current members or new members.

Key Success Factors

The key success factors with respect to the project(s) are as follows:

- Town and community readiness for service improvements and change.
- Consensus recommendations for service improvements and alternatives.

- Proactive engagement and trust with employees, stakeholders, community and council.
- Milestones of the project are met— based upon agreed upon timelines
- Feedback from participants is positive
- Service inventories are complete and validated.
- Roles and responsibilities are clear and understood.
- Report to Council

Effective Date

These terms shall come into force on the day they are passed by the Steering Committee.

 MEMBERSHIP

MEMBERS:

- Andy Campbell, Co-Lead, Director of Engineering, Water and Wastewater Services
- Amanpreet Sidhu, Co-Lead, Director of Corporate Services/Solicitor
- Staff Reps – Cross section of teams and positions
- Kellea Dallaire, Deputy Treasurer
- Lyell Bergstrome, Operations Technician
- Madelaine Twitchin, Executive Assistant, Engineering, Water and Wastewater Services
- Charmen LeBlanc, Health and Safety/HR Coordinator
- Trista Anderson, Booking and Events Coordinator
- Andre Pepin, Water/Wastewater Operator
- Rick Wayne, Public Works Operator – Grade III
- Councillors
- Mayor Gordon McKay
- Councillor, Ward 3 Stewart Strathearn

EX-OFFICIO

- Project Manager – Tammy Carruthers, WSCS
- Consultant – Lorry Sheldon, WSCS

APPENDIX B: TERMS OF REFERENCE: SDR: COMMUNITY ADVISORY COMMITTEE

MANDATE

The mandate of the Service Delivery Review (SDR) Community Advisory Committee is to provide a community lens of Town services, possible alternatives to service provision and provide input into community consultation processes.

OBJECTIVES

Role of the Community Advisory Committee

The role and objectives of the Community Advisory Committee are to:

- Provide community input into Town services as the inventories are developed on an as needed basis
- Advise the Steering Committee of community consultation processes
- Provide recommendations on service delivery options (a lens into the community vision)
- Provide a forum to develop opportunities for new services, alternative delivery mechanisms and service changes as well as the community tolerance levels for change in service and cost
- Interact with the Steering Committee as required.

Community Advisory Committee Member Responsibilities

As the Committee members, it is expected that best efforts will be made to attend meetings and provide input as a representative of the community. This would include seeking input from others as appropriate. Both their unique perspectives as well as community perspectives should be provided.

Membership

General

The team will be comprised of the Community members, Councillors and Consultants.

The Co-Leads of the Steering Committee will be attending meetings when possible on an ex-officio basis to ensure that the Steering Committee views are highlighted and any Community issues are provided to the Steering Committee.

Composition and Size

The Committee will consist of the following members:

- Project Manager (WSCS)
- Consultant (WSCS)
- Community members
- Two Councillors as appointed by Council

Members may be replaced and/or substituted as required provided that the member has the requisite knowledge of the project and progress made to date. If a member is unable to attend the meetings or continue performing the work required, the member must address the substitution with the Project Manager.

Town staff, external stakeholders, may be invited to meetings as standing guests but may not be appointed as committee members.

A current list of members and standing guests is attached.

Role of Committee Members

The Committee is intended to provide community perspective on a broad service area perspective as well as individual areas of expertise. This will include, but not limited to:

- developing roles and responsibilities of team members
- review the service inventory
- provide input into the service inventory
- provide the community view of services
- provide input into community survey

- participating in brainstorming and visioning sessions to develop opportunities for alternative service delivery mechanisms, new services, reduced or removal of services
- Report progress to the Steering Committee or others

The Executive Sponsor(s) is the Chief Administrative Officer who have the power to invite experts who are not appointed members to attend working group meetings as guests, as needed.

Town staff may be invited to Committee meetings to perform a supporting role, such as making a presentation or responding to questions on particular issues.

Sub-Projects/Sub-Groups

Working Groups could be formed should it be necessary to study a particular service in detail or develop strategies for new services. The Working Group may determine leads for each sub project as it sees fit provided that the project is managed to ensure timelines, progress reports and budgets are met.

Committee Support

The Engineering Assistant will provide support to the Committee in preparation for meetings and during meetings. WSCS Project Manager will provide leadership support to the Committee during tenure.

Frequency of Meetings

The Committee will meet at monthly. The Committee may meet more frequently if the Project Manager and Steering Committee believe that it is warranted and/or decisions are required in a timely fashion. This needs to be assessed based upon operational requirements.   Members may attend in person or by teleconference.

Committee Term

The term of the Committee will be from May to November 2017. If required, the term may extend the term with the current members or new members.

Key Success Factors

The key success factors with respect to the project(s) are as follows:

- Understanding of Service provision and delivery methods.
- Community engagement strategy developed and communicated.
- Priority services explored and recommendations reflect community perspectives.
- Balanced and extensive community involvement in process and perspectives reflected in rationalization of alternatives.
- Favourable framework, commitment to service delivery changes and balanced community involvement

Effective Date

These terms shall come into force on the day they are passed by the Committee.

MEMBERSHIP

- Carole Ann Nichols – Co-chair
- Burke Penny – Co - chair
- Kevin Cowie
- Ken Stief
- Gerard Lyons
- Bill Kernohan
- Deputy Mayor: Michael Ross
- Councillor, Ward 1: Patricia File

EX-OFFICIO

- Project Manager – Tammy Carruthers, WSCS
- Consultant – Lorry Sheldon, WSCS
- Andy Campbell, Co-Lead, Director of Engineering, Water and Wastewater Services
- Amanpreet Sidhu, Co-Lead, Director of Corporate Services/Solicitor
- John Skorobohacz, CAO – Resource

PRIOR MEMBER: WITHDREW

Zena Pendlebury

APPENDIX C: CONSULTATIONS

Council Interviews

Position	Name
Deputy Mayor	Mike Ross
Ward 1 Councillors	Jonathan Main
	Patricia File
	George MacDonald
Ward 2 Councillors	Cody Oschefski
	Glen Canning
	Jack Contin
Ward 3 Councillor (includes Ward 4)	Stewart Strathearn

Management Interviews

Position	Name
Chief Administrative Officer (CAO)	John Skorobohacz
Director of Human Resources/ Health and Safety	Glenda Green
Director of Corporate Services/ Town Solicitor	Amanpreet Sidhu
Clerk	Karen Desroches
Director of Finance/Treasurer	Susan Turnbull
Deputy Treasurer	Kellea Dallaire
Manager of Revenue and Taxation	Pamela Wayne
Director of Fire Services/ Fire Chief	Paul Ryan
Deputy Fire Chief	Tom Toole

Position	Name
Director of Operations	Shawn Berriault
Manager of Maintenance Operations	Rick Dalziel
NSSRC Manager	Dave Bressette
Tourism and Special Events Manager	Nicole Major
Municipal Law Enforcement Officer	Jim Reichheld
Director of Engineering/Water & Wastewater Services	Andy Campbell
Manager, Water and Wastewater	Chuck Fiddy
Director of Planning, Building & Developmental Services	Wes Crown
Chief Building Official	Terry Paquette

Staff Interviews/System Walkthroughs

Department	Number of Staff
Corporate Services, HR	1
Finance and Information Technology	6
Operations	9
Planning, Building and Development Services	2
Engineering and Water/Wastewater Services	3

APPENDIX D: COMMUNITY SURVEY RESULTS

MIDLAND SERVICE DELIVERY REVIEW - COMMUNITY SURVEY

Wednesday, November 22, 2017

395

Total Responses

Date Created: Tuesday, July 25, 2017

Complete Responses: 395

Q1: Do you live in the Town of Midland?

Answered: 395   Skipped: 0
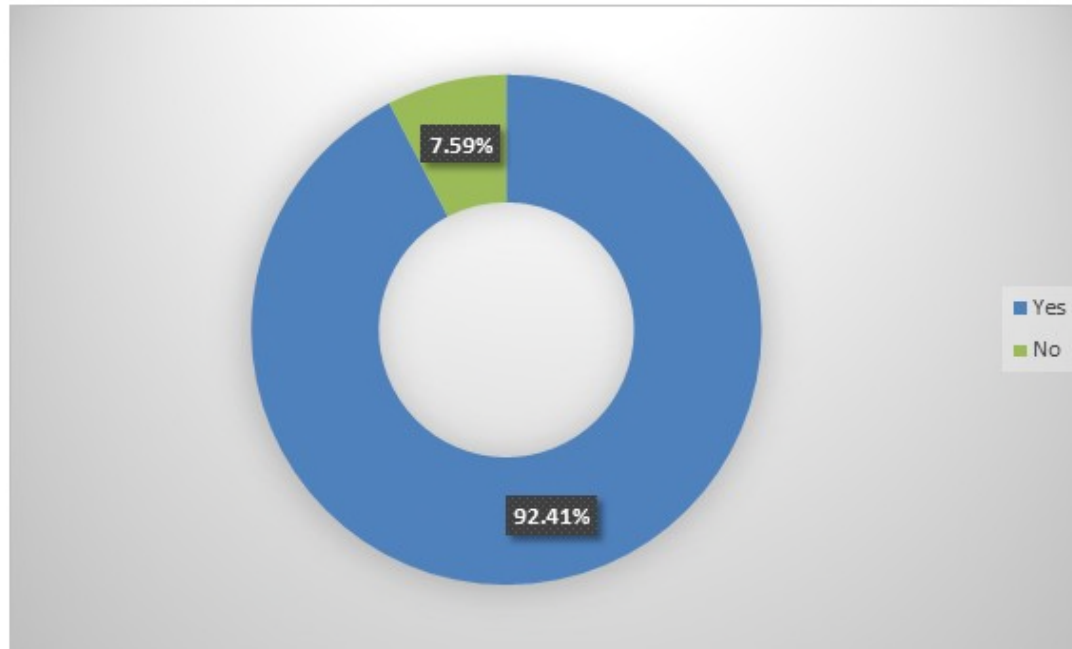
Q2: If you are a resident in Midland, are you a permanent or seasonal?

Answered: 375   Skipped: 20
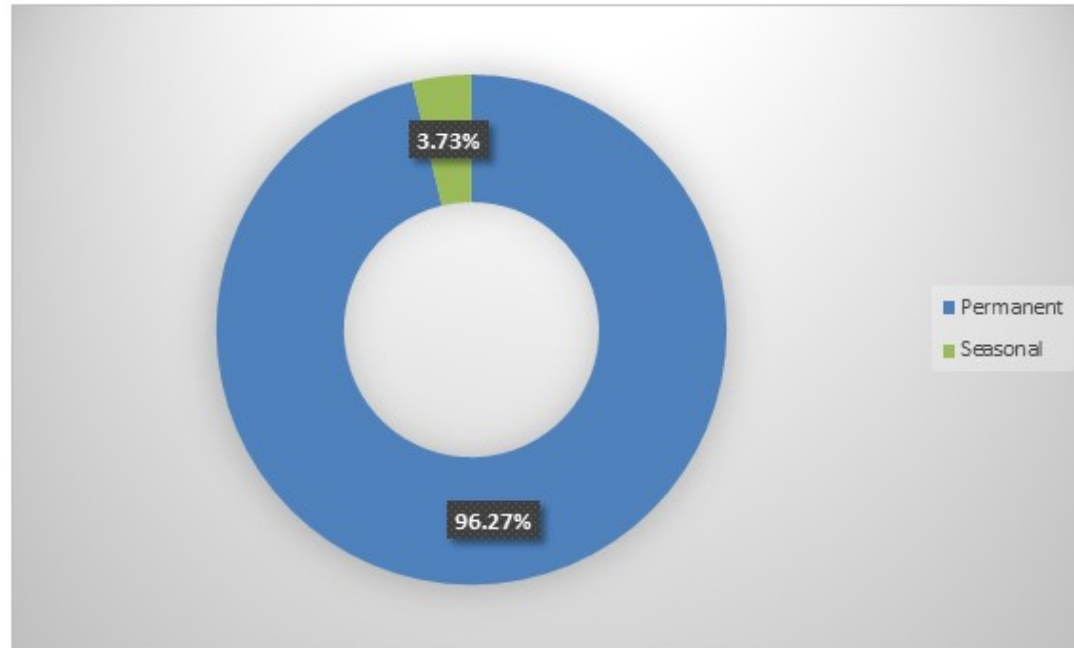
Q3: Please indicate your age range.

Answered: 394   Skipped: 1

Responses

Legend	
55-64	27.41%
65-74	22.59%
45-54	16.24%
35-44	13.45%
25-34	9.14%
75+	7.87%
18-24	2.03%
Prefer not to answer	1.02%
Under 18	0.25%
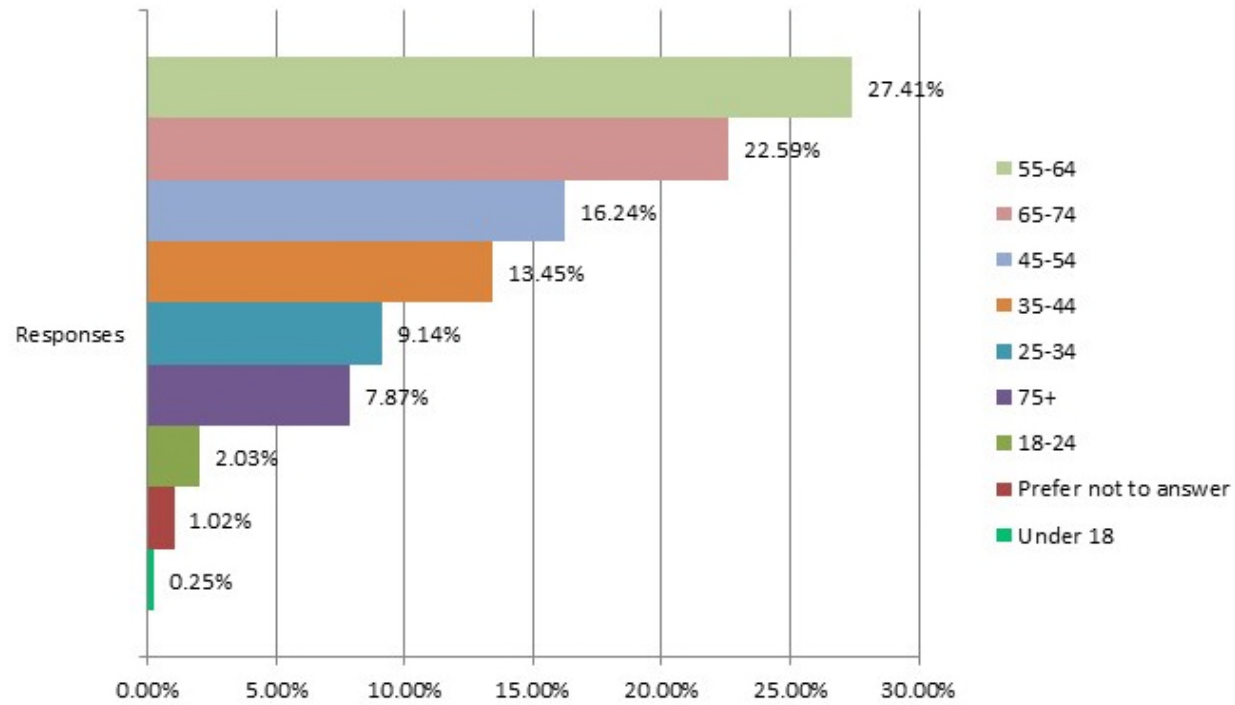
Q4: If applicable, how long have you owned property or lived in the Town of Midland?

Answered: 386   Skipped: 9
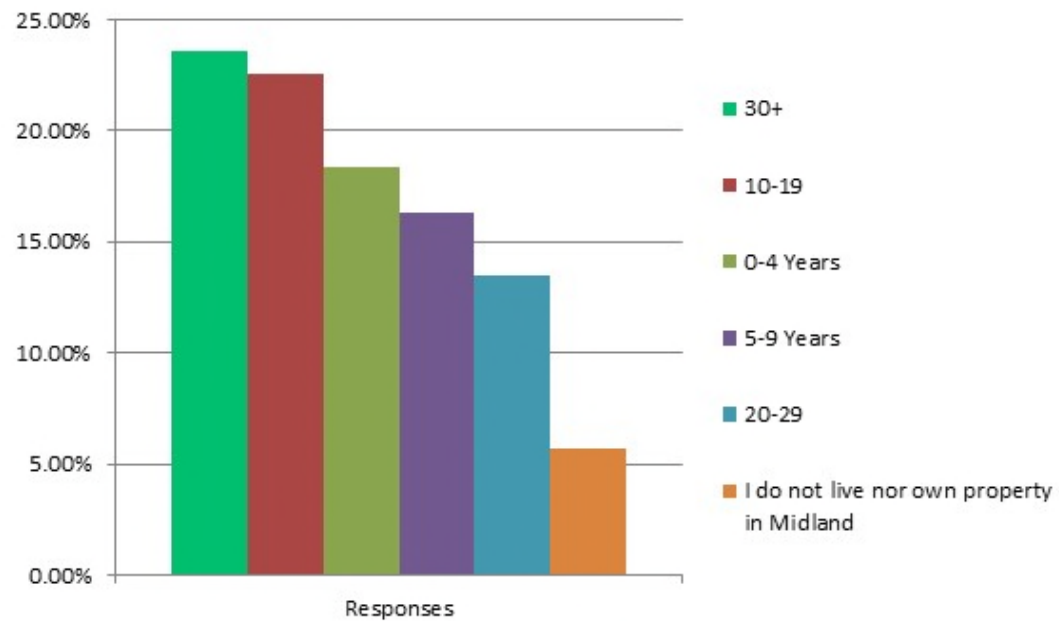
Q5: Do you own property or rent in Midland (check all that apply)?

Answered: 392   Skipped: 3

Legend:
- Yes, I own Residential property
- I rent property
- Yes, I own Commercial property
- I neither own nor rent property in the Town of Midland
- Yes, I own Multi-Residential property
- Yes, I own Farmland or vacant property

Bar values:
- 80.61%
- 14.54%
- 6.63%
- 5.87%
- 3.83%
- 1.79%
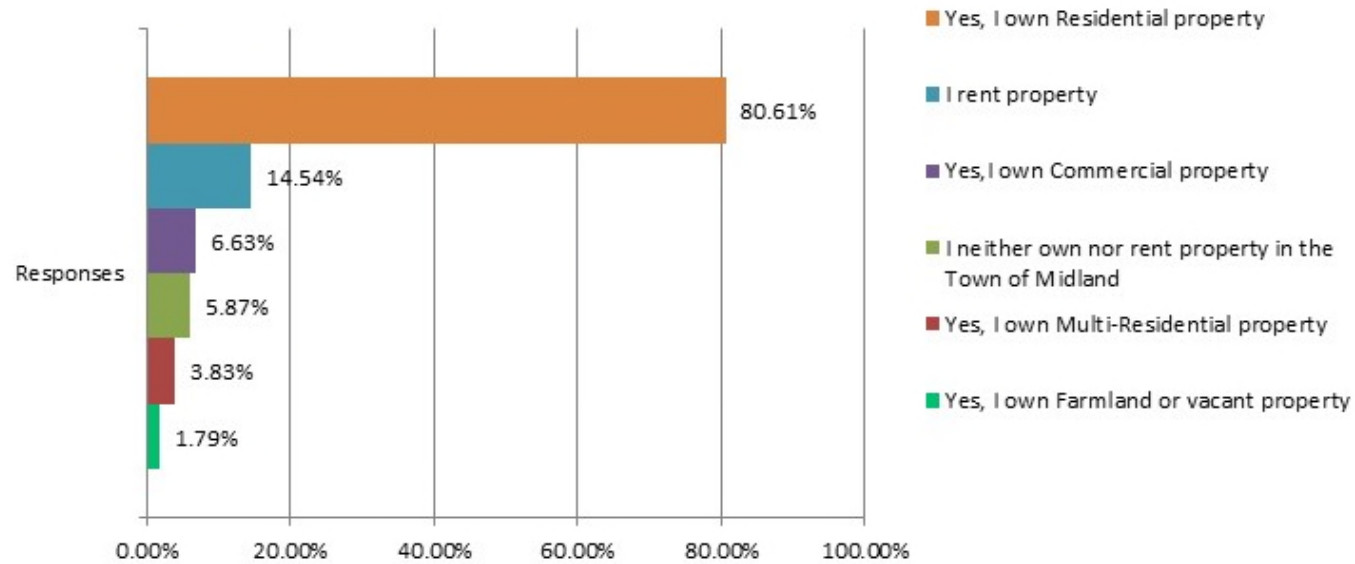
Q6: Given the programs and services offered by the Town of Midland, how would you rate the value you are receiving from your tax dollars?

Answered: 385   Skipped: 10

Pie chart showing:
- 3 - Good: 55.84%
- 2 - Poor: 20.26%
- 4 - Excellent: 10.65%
- Undecided: 7.53%
- 1 - Very Poor: 5.71%

Legend: ■ 3 - Good ■ 2 - Poor ■ 4 - Excellent ■ Undecided ■ 1 - Very Poor
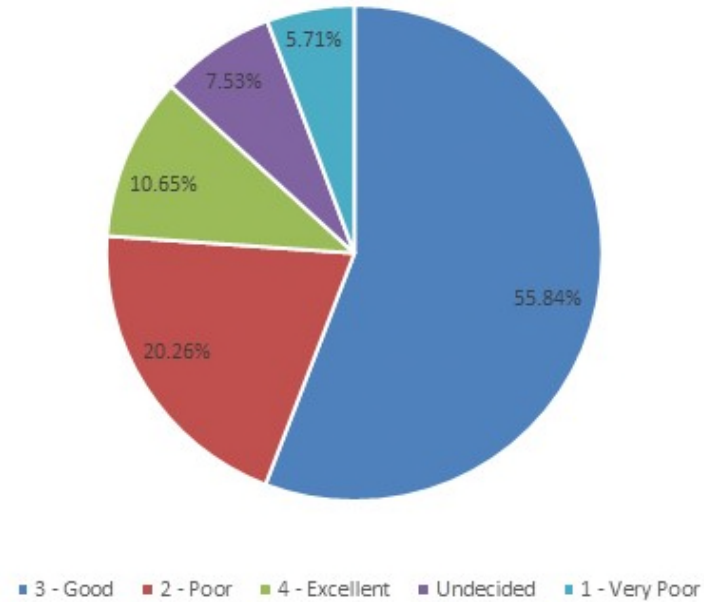
Q7: What is the most important quality or feature of the Town of Midland that makes it attractive to live in (check one) ?

Answered: 392   Skipped: 3

There were 47 answers for "Other"

Of the 47:
16 - Georgian Bay & Waterfront
 5 - Trails
 3 – Small Town Feel (but didn't choose that)
 8 – to be able to choose multiple answers
15 – other, some having negative comments on the Town
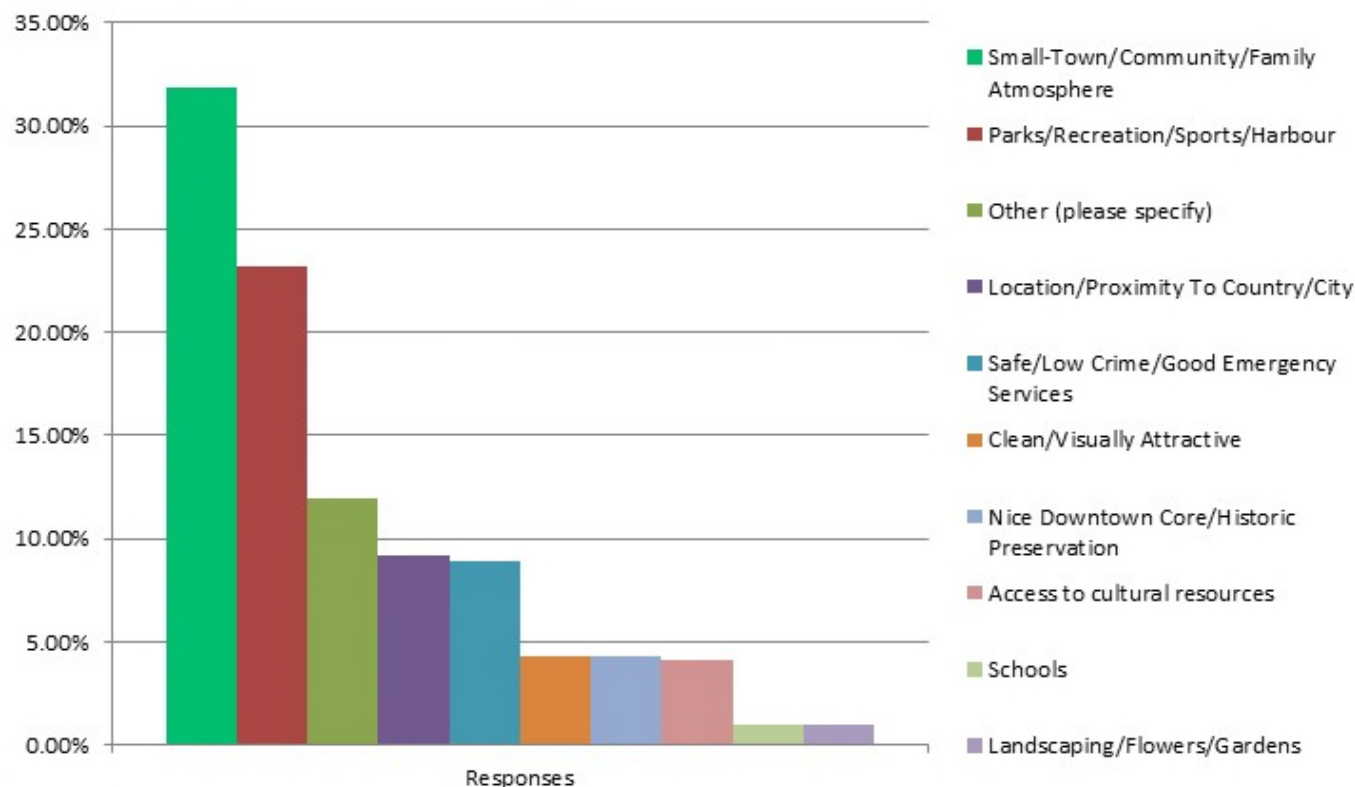
Legend:
- Small-Town/Community/Family Atmosphere
- Parks/Recreation/Sports/Harbour
- Other (please specify)
- Location/Proximity To Country/City
- Safe/Low Crime/Good Emergency Services
- Clean/Visually Attractive
- Nice Downtown Core/Historic Preservation
- Access to cultural resources
- Schools
- Landscaping/Flowers/Gardens

Q8: What is the greatest challenge that prevents the Town of Midland from being the most livable in the area/County (check one)?

Answered: 388   Skipped: 7
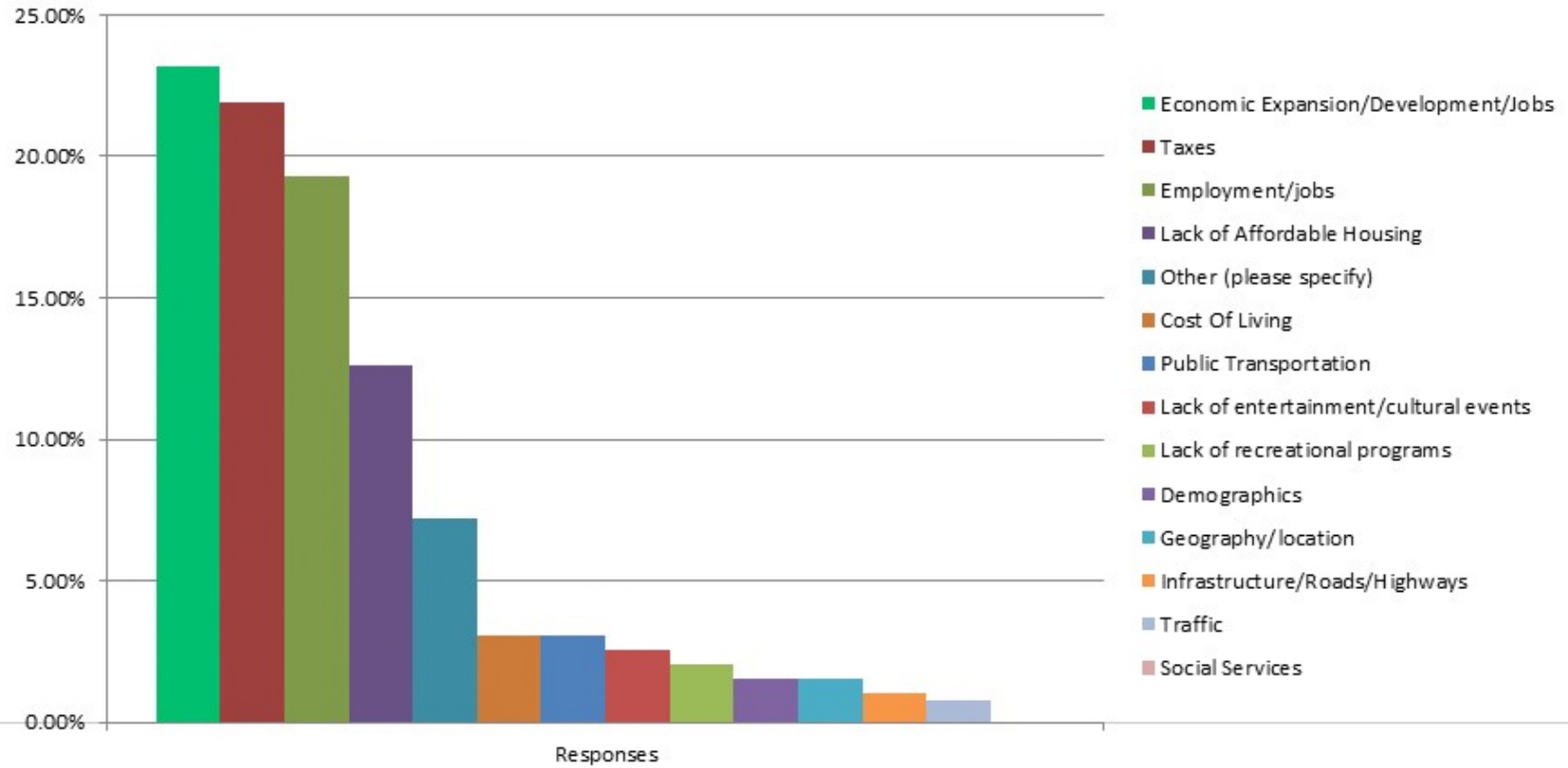
Legend:
- Economic Expansion/Development/Jobs
- Taxes
- Employment/jobs
- Lack of Affordable Housing
- Other (please specify)
- Cost Of Living
- Public Transportation
- Lack of entertainment/cultural events
- Lack of recreational programs
- Demographics
- Geography/location
- Infrastructure/Roads/Highways
- Traffic
- Social Services

Q8: What is the greatest challenge that prevents the Town of Midland from being the most livable in the area/County (check one)?

The 'Other' Comments were as below:

Legend:
- Council Leadership
- Negative Comments
- Downtown Cleanup
- Multiple Selections
- Economic Dev
- Housing
- Transit
- Healthcare
- Job
- Taxes
- Attract Youth
- Lack of Skills
- Leaf Pickup
- Location
- Recreation
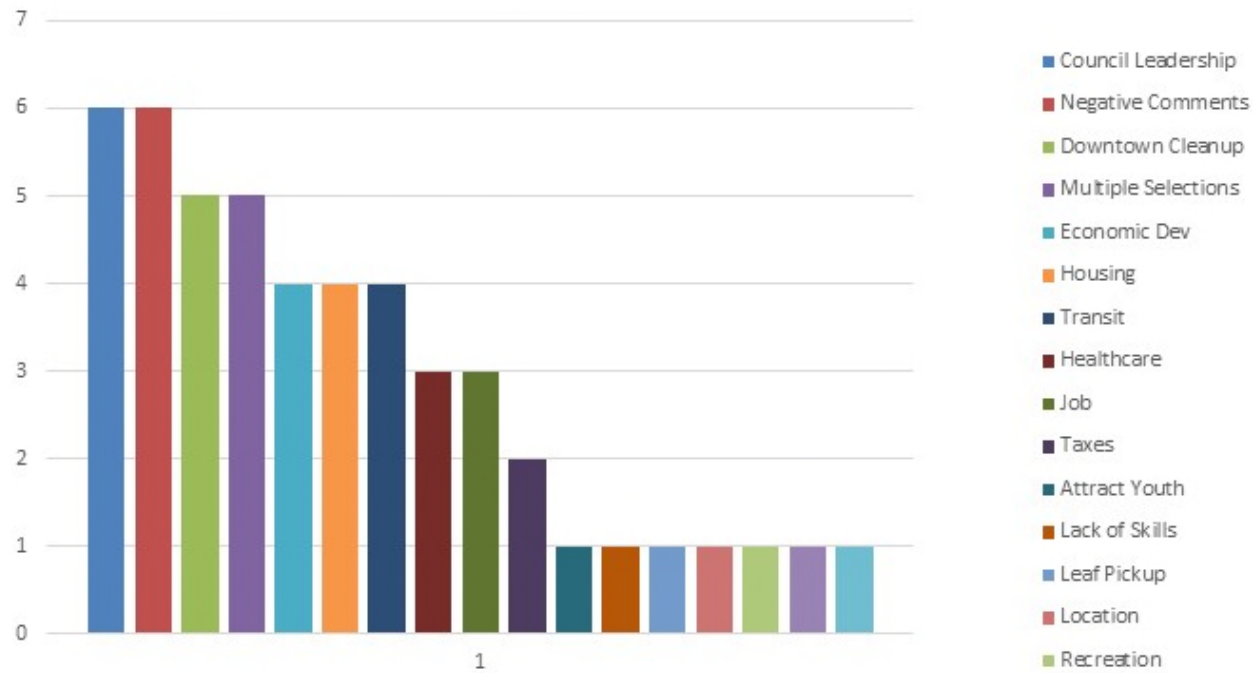
Q9: How satisfied are you with the Town's reporting and explanation of how they spend your tax dollars?

Answered: 382   Skipped: 13
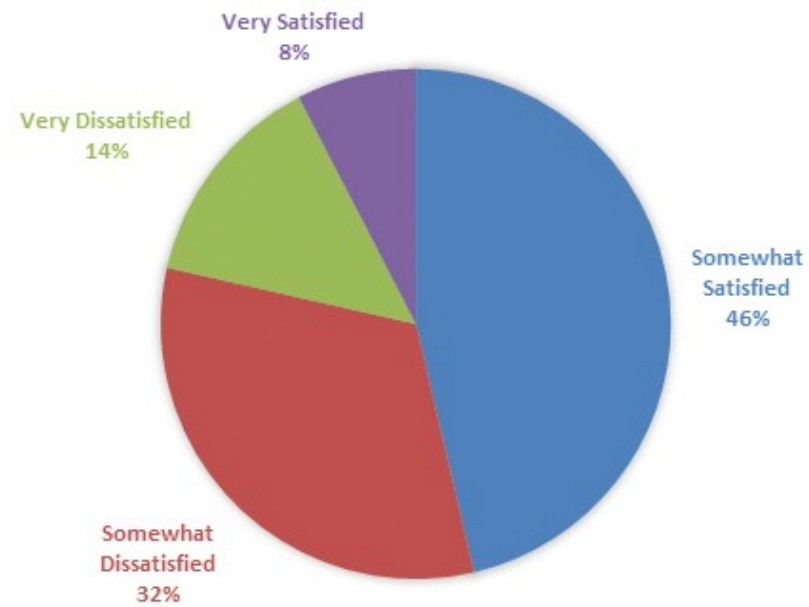
Q10: When you think about the challenge of governing and managing the Town of Midland, what would you consider to be the primary focus for future improvements?

Answered: 390   Skipped: 5

Legend:
- Make it easier to view, apply for and access town services online
- Don't know
- Improve access to information and data to track town performance
- Improve services to be more customer centred
- Provide more opportunities for public input into town decisions
- Ensuring open and accountable government
- Streamlining Town operations to be more efficient

Bar values:
- 6.15%
- 6.67%
- 8.46%
- 13.33%
- 17.18%
- 19.74%
- 28.46%

Q11: The Town is considering additional online services. Of the services below, indicate the likelihood of utilizing these online services.

Answered: 386   Skipped: 9

Legend:
- ■ Online property tax payment
- ■ Online payments for user fees (eg. utilities, transit, permits, fines)
- ■ Online applications (planning, building, fire)
- ■ Complaint submissions
- ■ Registration for programs/Facility booking

	Online property tax payment	Online payments for user fees	Online applications	Complaint submissions	Registration for programs/Facility booking
Will not use	18.87%	12.74%	16.03%	8.72%	8.97%
Not likely	14.29%	11.92%	19.29%	17.98%	13.59%
Likely	20.75%	24.93%	27.72%	27.79%	28.26%
Very likely	46.09%	50.41%	36.96%	45.50%	49.18%

Q12: The Town is considering moving to paperless services. Of the services below, indicate the likelihood that you would move to paperless services.

Answered: 386   Skipped: 9
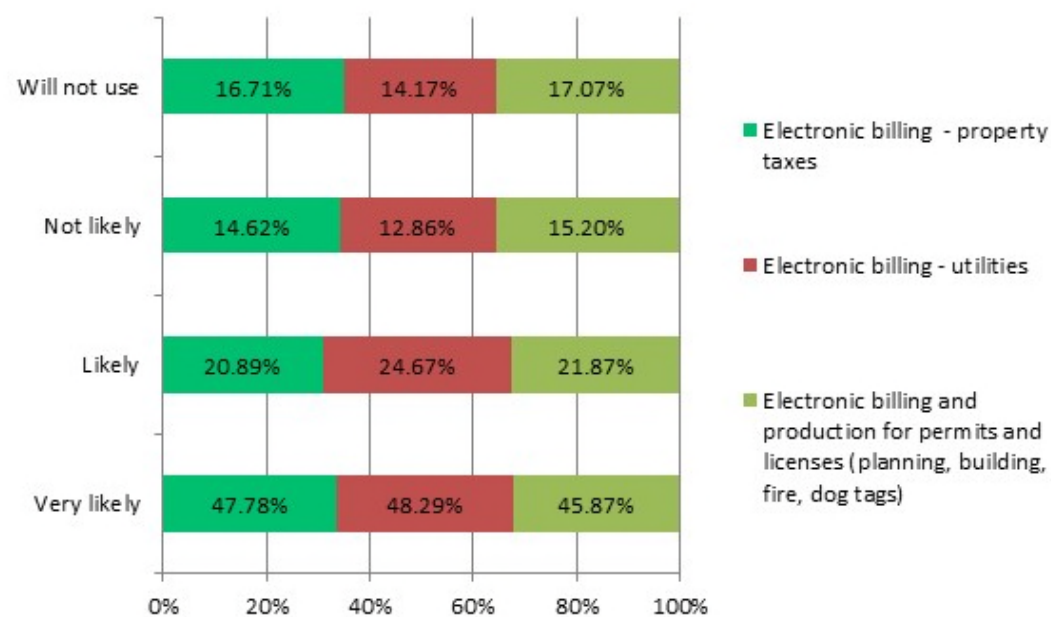
Q13: To what degree do you agree with the following statement: Midland is a business friendly community.

Answered: 383   Skipped: 12

Legend:
- Strongly disagree
- Dissagree
- Agree
- Strongly Agree
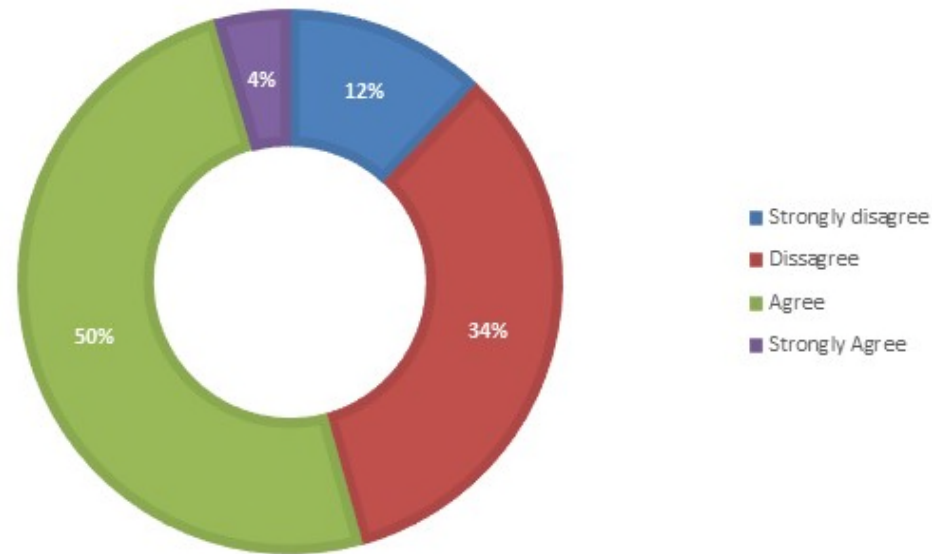
Q14: The Town of Midland's Council Strategic Plan focuses on several key priority areas. Please tell us how important each of the following priorities are to you.

Answered: 392   Skipped: 3

Priority	High Importance	Moderate Importance	Low Importance
Develop Partnerships, Promote Collaboration & Alignment	48.40%	42.51%	9.09%
Organizational Excellence	57.87%	37.33%	4.80%
Fiscal Responsibility & Cost Containment	68.31%	28.05%	3.64%
Economic Development & Tourism	74.41%	23.24%	2.35%
A Healthy Sustainable Community	77.02%	20.37%	2.61%

■ High Importance   ■ Moderate Importance   ■ Low Importance

Q15: Thinking about the ease of travelling within Midland, which one of the following would you most prefer the Town make its top priority?

Answered: 390   Skipped: 5

In the "Other" comments, there seems to be some concerns about Pedestrian Safety.

ie. "Install more lit crosswalks (not traffic signals) especially near schools."

Legend:
- Adding frequency and/or expanse of road maintenance (eg. pot hole repair, sweeping, patching
- Increasing winter control/plowing
- Increasing transit routes and frequency
- Expansion of bicycling, trails and sidewalks
- Increasing traffic calming, signals
- Don't Know
- Other (please specify)
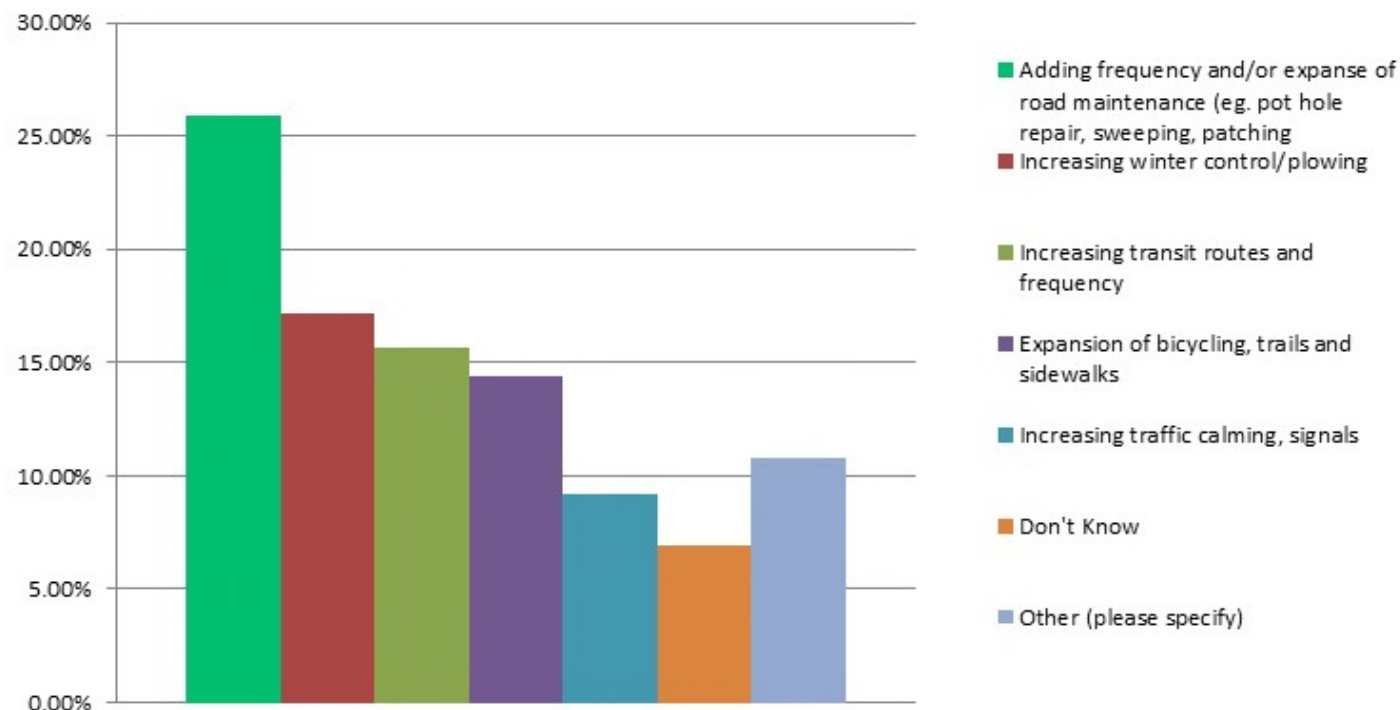
Q16: On Transit: Did you or any member of your family use the Transit system in the past year (excluding the Community Reach Accessible Transit)?

Answered: 394   Skipped: 1

Yes
15%

No
85%

■ Yes ■ No
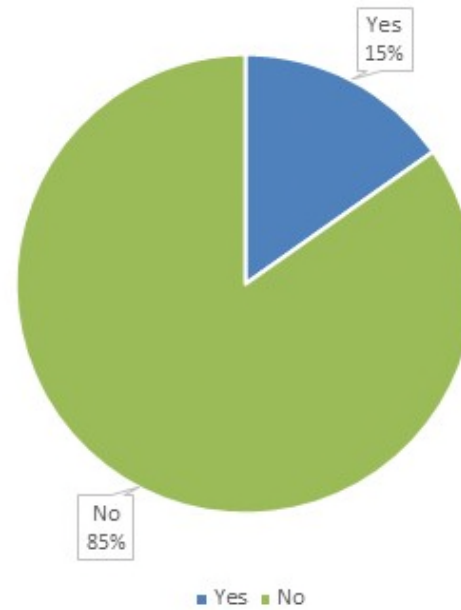
Q17: How important is having a public transit system for Midland?

Answered: 393   Skipped: 2
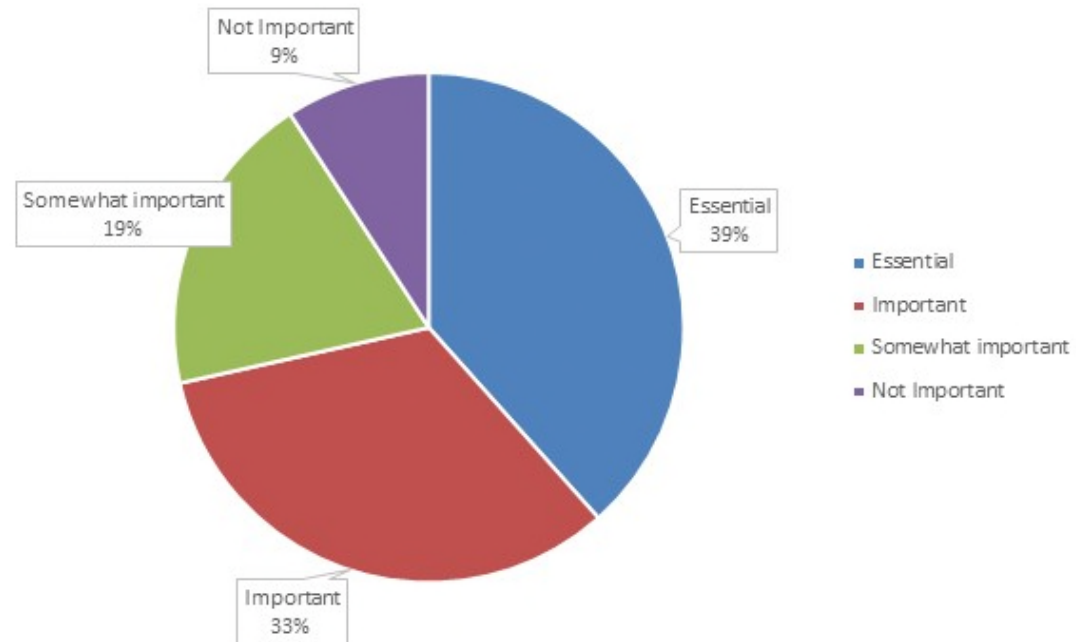
Q18: Thinking about recreation services, which one of the following would you most prefer the Town make its top priority?

Answered: 392   Skipped: 3

- Harbour/Waterfront — 41.07%
- Little Lake Park — 19.39%
- Trails — 11.22%
- Recreational programs — 9.18%
- North Simcoe Sports and Recreation Centre — 7.40%
- Parks and Playgrounds — 6.89%
- Don't Know — 4.85%
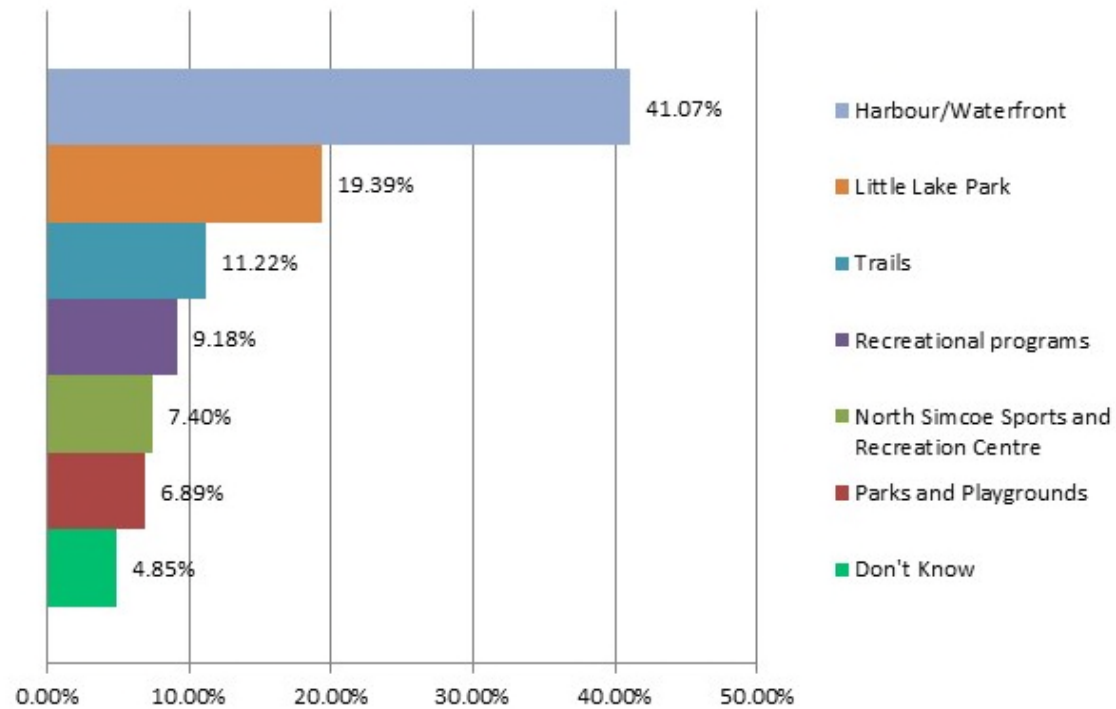
Q19: Thinking about Midland's economic growth, which one of the following would you like to see the Town make its top priority?

Answered: 395   Skipped: 0
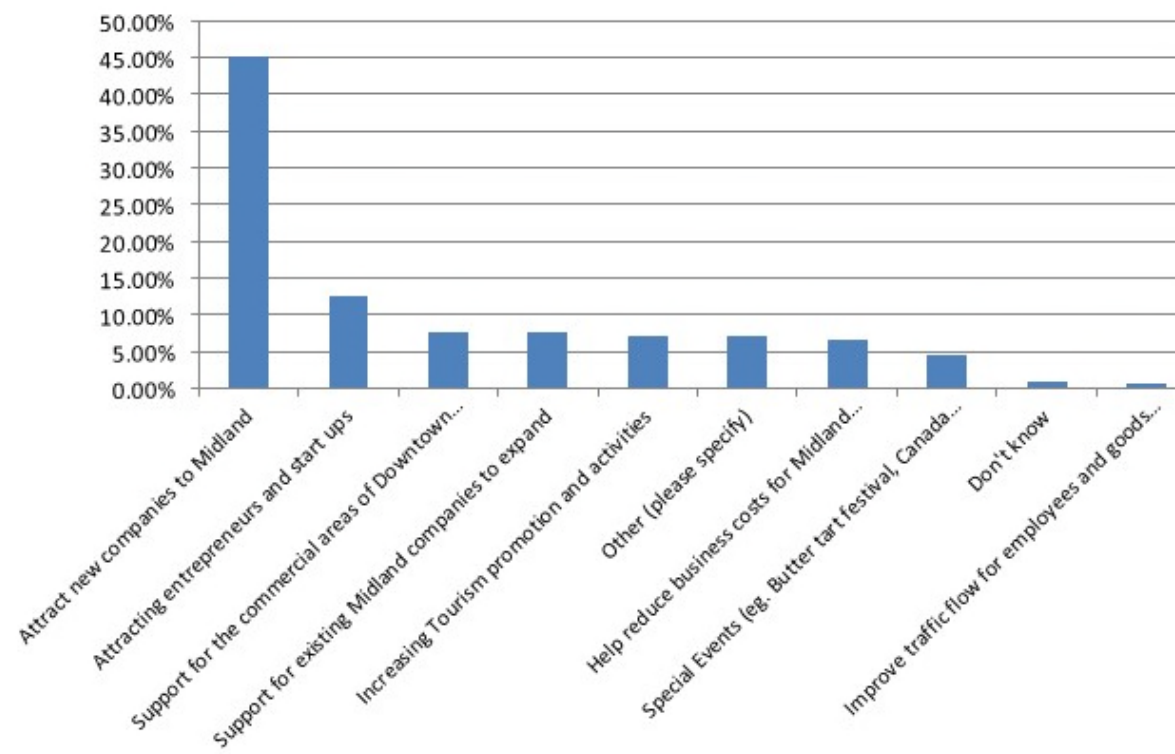
Q19 Compared to Age Q3: Thinking about Midland's economic growth, which one of the following would you like to see the Town make its top priority?
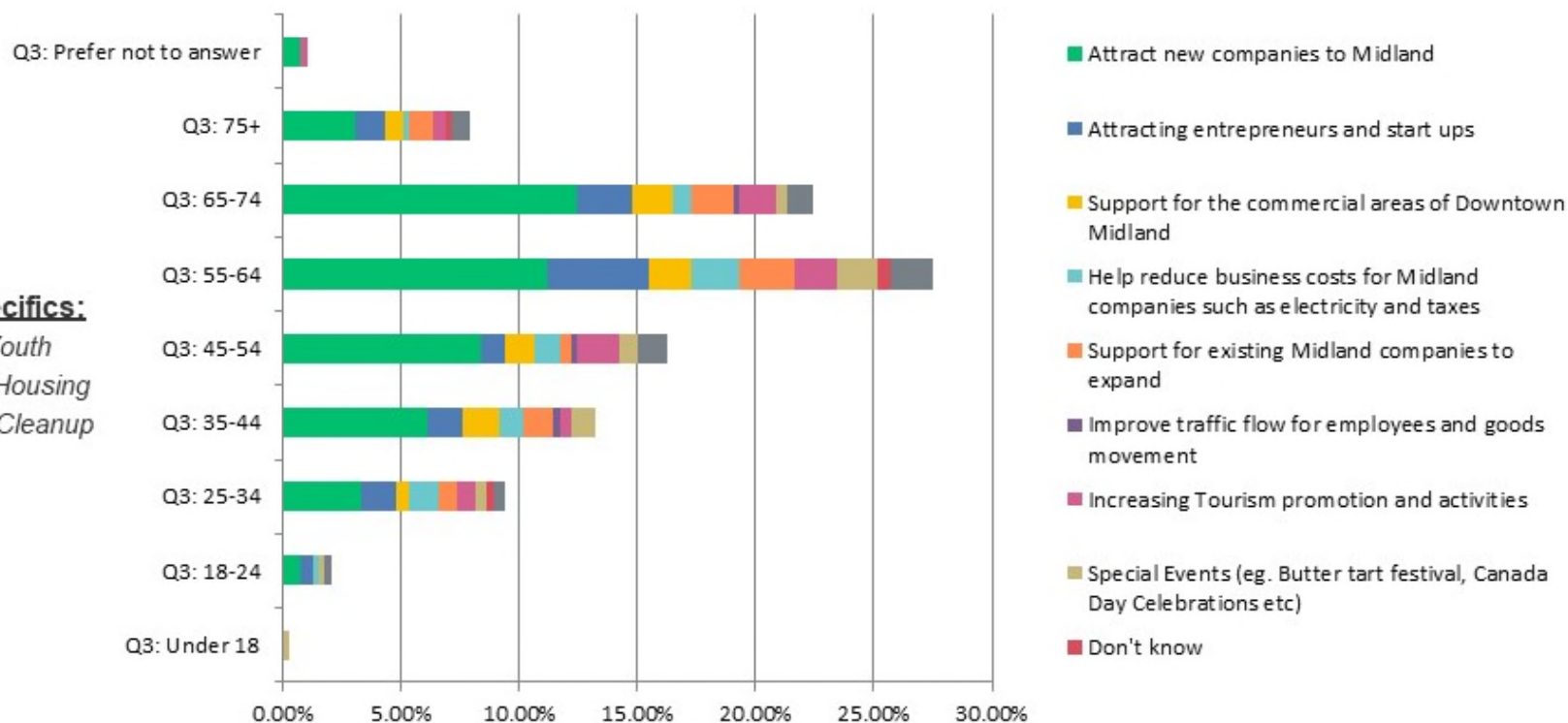
Q20: Please indicate for each service below if you feel the service should be enhanced, maintained, reduced or discontinued.

Answered: 393   Skipped: 2
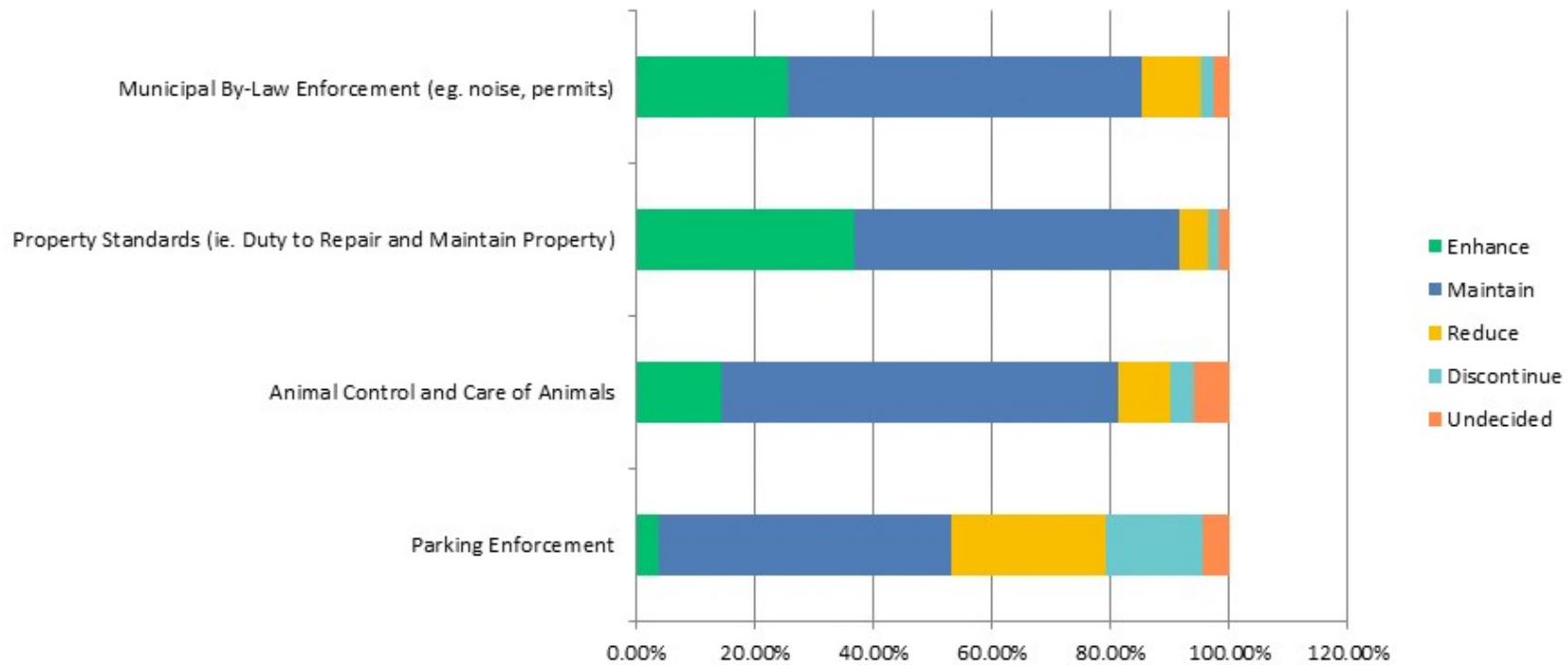
Q21: If you accessed our website at Midland.ca. how easy was it to find what you were looking for?

Answered: 394   Skipped: 1

Legend:
- Extremely easy
- Very easy
- Somewhat easy
- Not so easy
- Not at all easy
- Did not access the website

Values shown: 3.30%, 19.54%, 37.31%, 13.45%, 5.84%, 20.56%
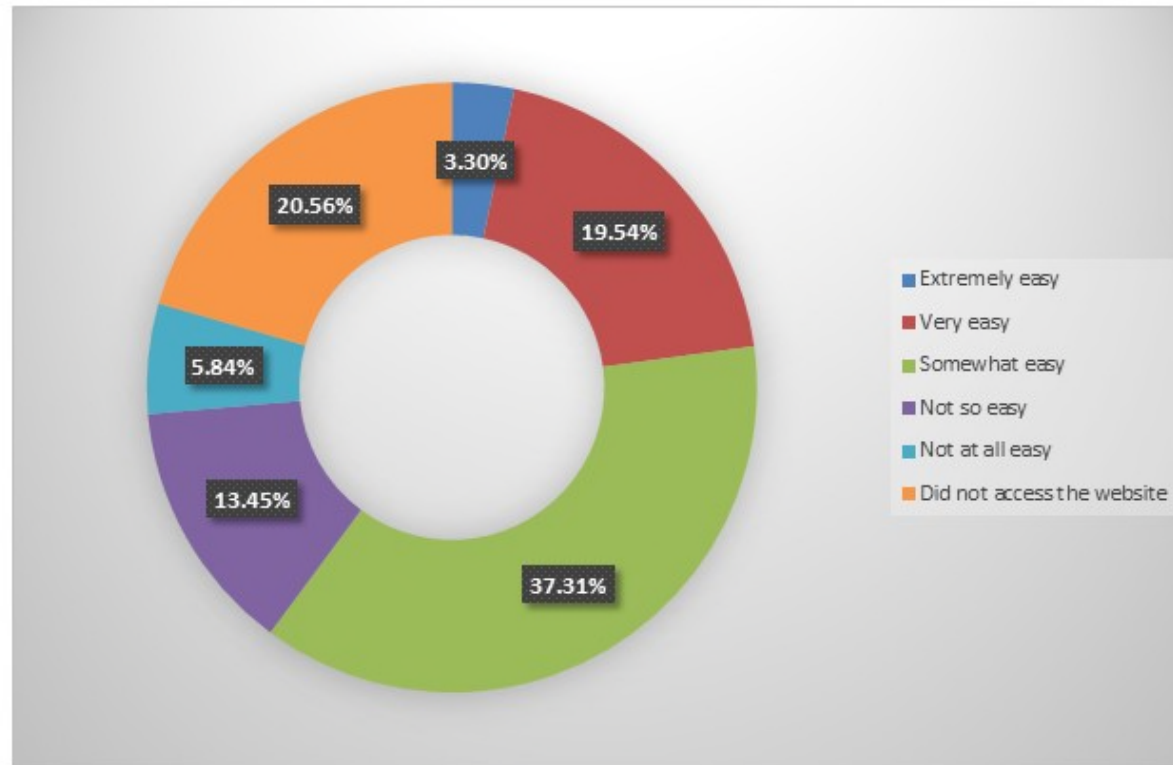
Q22: What method of communication do you use to keep informed about Town business (check your top choice)?

Answered: 391   Skipped: 4

Legend:
- Social Media
- Newspapers
- E-mail
- Town's Website
- Other (please specify)
- Word of Mouth
- Council Meetings on Video
- Newsletters/Brochures
- Radio
- With Utility Bill or Property Tax Bill
- Direct Mail
- Public Meetings
- Not Interested
- Display Booths
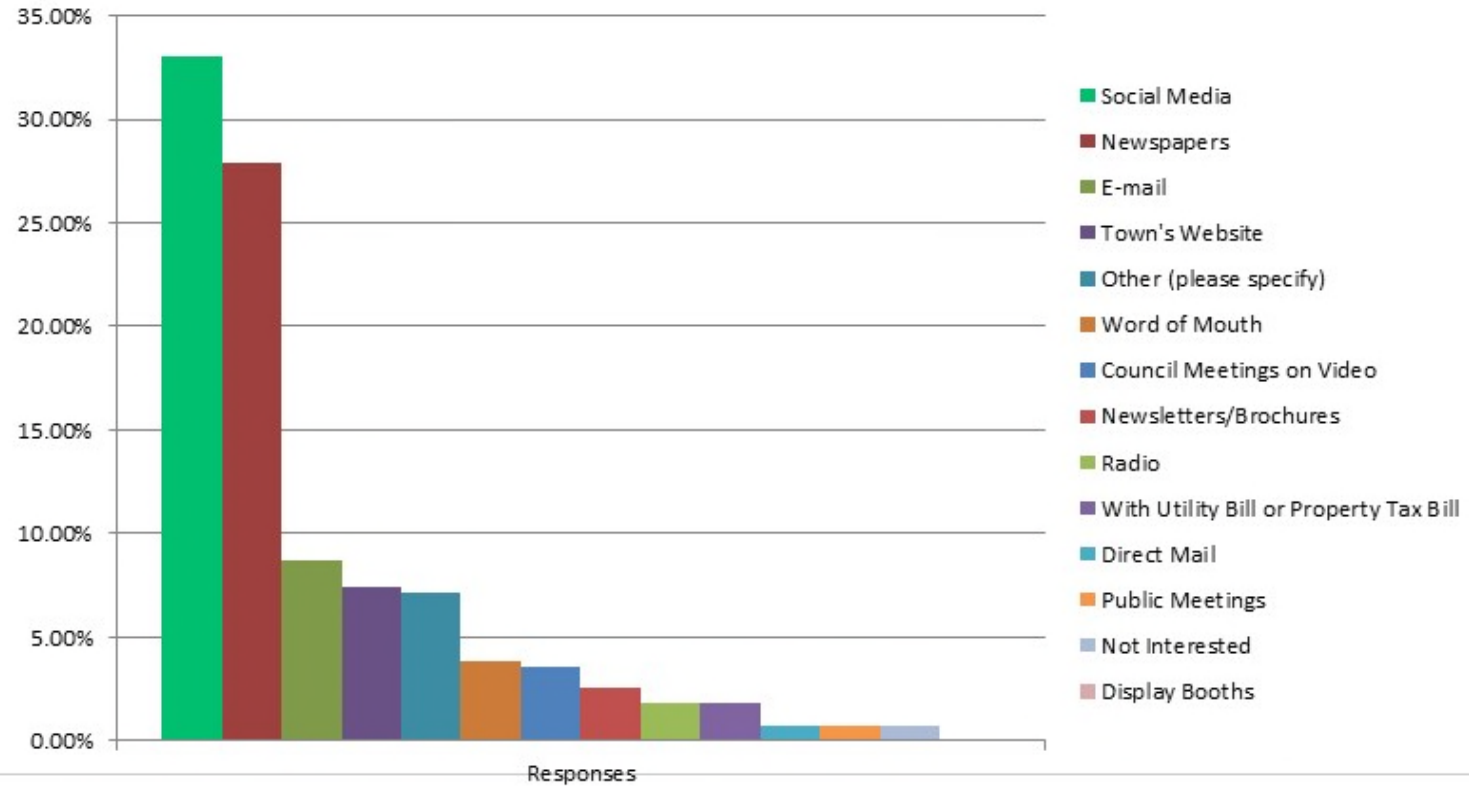
Q22 Compared to Age Q3: What method of communication do you use to keep informed about Town business (check your top choice)?

8 of the 28 "Other" said that they would like to hear through MidlandCommunity.ca where people can sign up to get their newsletter.

10 wanted to hear from Council either by newsletter or some form of social media.

The remaining wanted to answer more than 1 method of communication.

Legend:
- ■ Newspapers
- ■ Radio
- ■ Direct Mail
- ■ Newsletters/Brochures
- ■ Public Meetings
- ■ Town's Website
- ■ Social Media
- ■ With Utility Bill or Property Tax Bill
- ■ Council Meetings on Video
- ■ Display Booths
- ■ E-mail
- ■ Word of Mouth
- ■ Not Interested
- ■ Other (please specify)

Categories (vertical axis): Q3: Prefer not to answer, Q3: 75+, Q3: 65-74, Q3: 55-64, Q3: 45-54, Q3: 35-44, Q3: 25-34, Q3: 18-24, Q3: Under 18
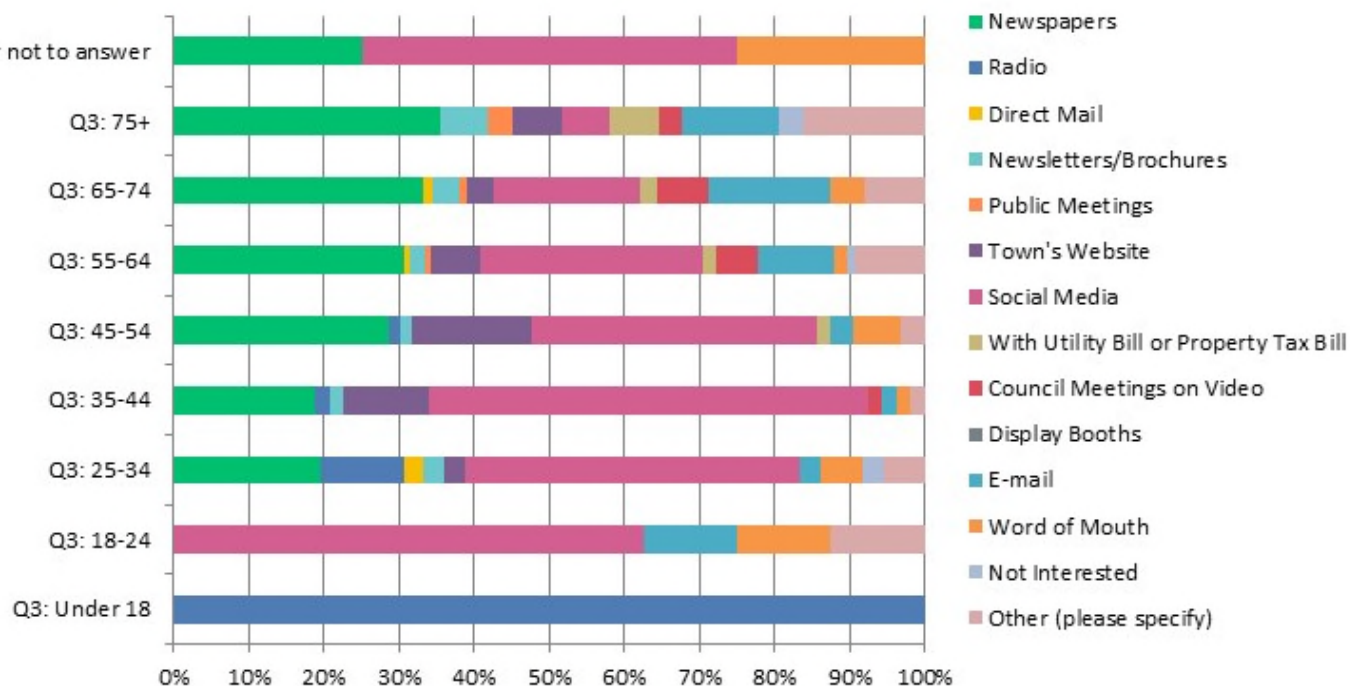
Q23: How do you feel the Town of Midland could improve its communications with the public?
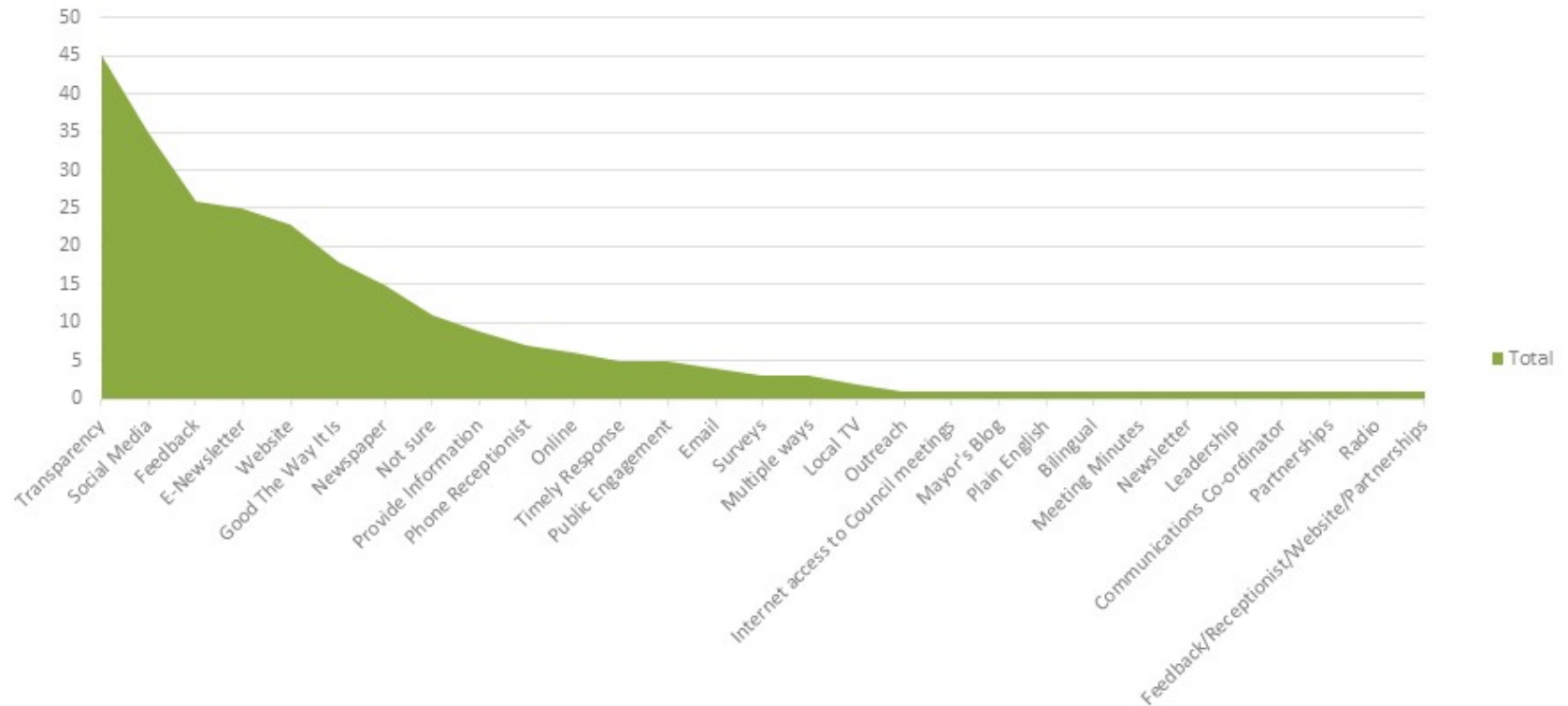
Q24: In the past two years, have you contacted the Town of Midland? If so, which method of contact did you use (check the last method)?

Answered: 392   Skipped: 3

Legend:
- In Person at a Town Facility
- Telephone
- Did not contact the Town in the last two years
- Email
- Town Councillor
- Other (please specify)
- Public Meetings
- Website
- Council or Council Meetings
- Social Media
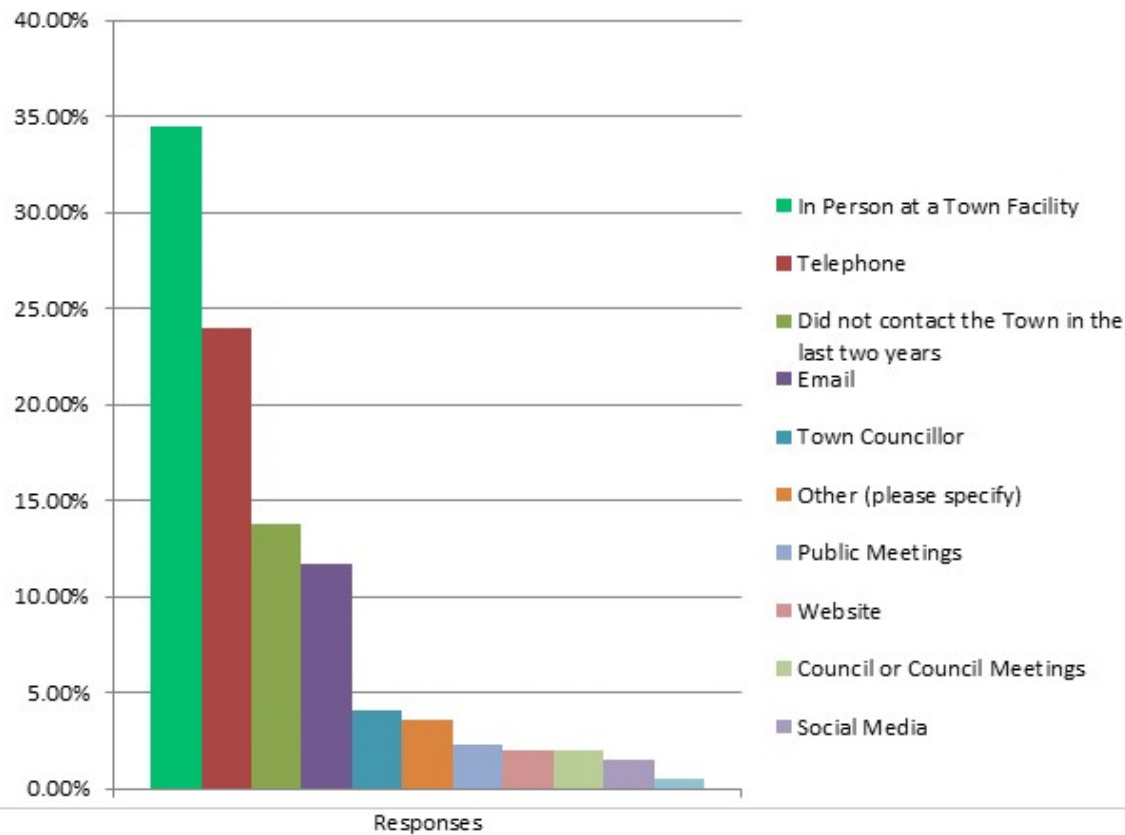
Q24 Compared to Age Q3: In the past two years, have you contacted the Town of Midland? If so, which method of contact did you use (check the last method)?

Most of the "Other" didn't read the question properly and wanted to choose more than 1 method of contact.

A few of the "Other" referred to the Phone System

"Telephone service is horrible...try to call a dept."

Legend:
- Telephone
- In Person at a Town Facility
- Mail
- Website
- Email
- Social Media
- Town Councillor
- Council or Council Meetings
- Public Meetings
- Did not contact the Town in the last two years
- Other (please specify)

Q25: What was/were the primary reason(s) you contacted the Town (check all that apply)?

Answered: 351   Skipped: 44

Legend:
- ■ To perform a transaction — 11.11%
- ■ To inquire about Town programs — 15.10%
- ■ To file a complaint — 15.95%
- ■ To pay a bill — 16.24%
- ■ To request a service — 24.79%
- ■ Another enquiry/question/comment — 43.30%
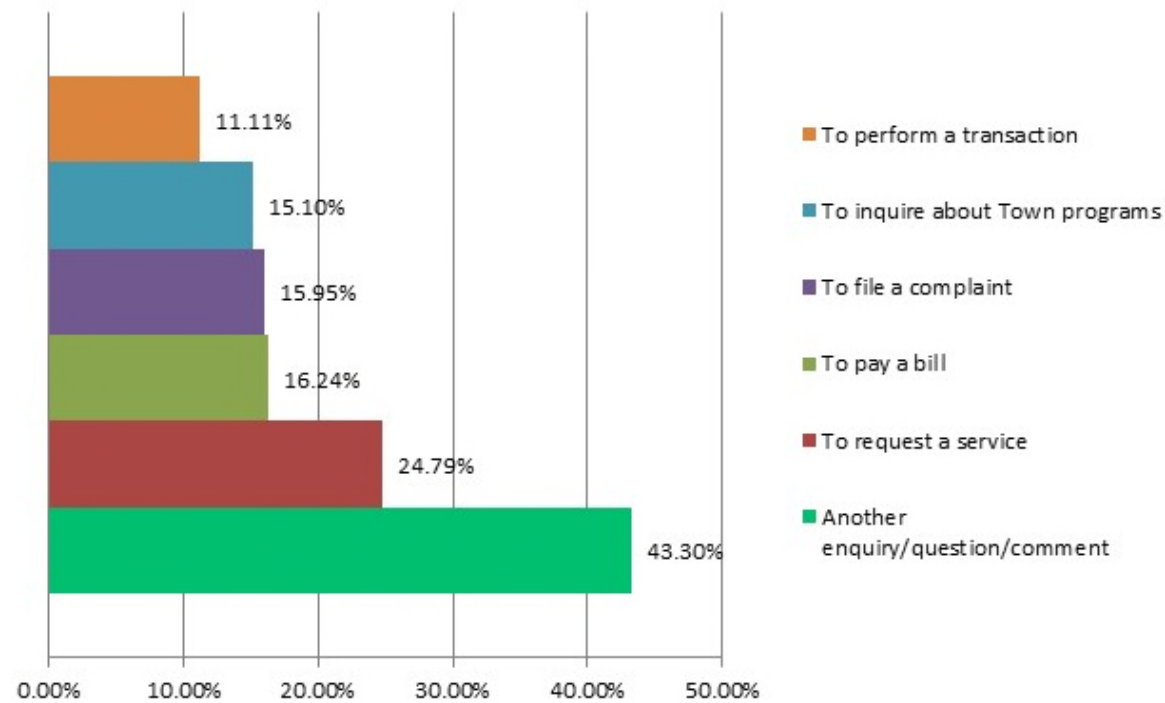
Q26: And thinking about the most recent contact you had with the Town of Midland, overall, how satisfied were you with the service that you received?

Answered: 379   Skipped: 16

Legend:
- Very Dissatisfied — 13.98%
- Somewhat Dissatisfied — 9.50%
- Somewhat Satisfied — 31.40%
- Very Satisfied — 35.36%
- N/A — 9.76%
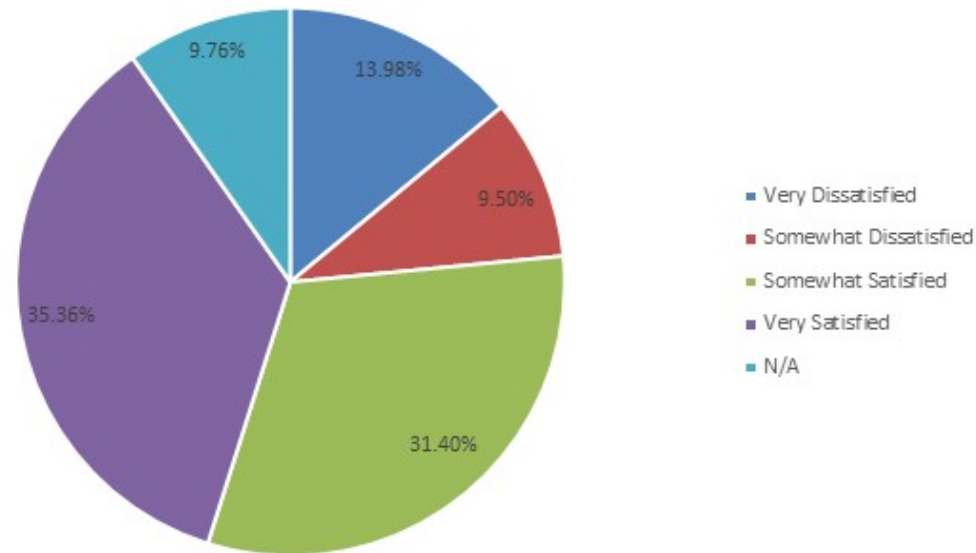
Q27: The Town is considering alternative methods for municipal election voting mechanisms (such as telephone, internet or online voting). Would having the additional option to cast your ballot with these alternatives increase the likelihood that you would vote in municipal elections?

Answered: 388   Skipped: 7

Legend:
- I would vote regardless of the mechanism.
- I would vote anyway but would prefer alternatives.
- Much more likely
- No more or less likely
- Somewhat more likely
- Don't know
- Much less likely
- Somewhat less likely

Bar values: 30.93%, 29.64%, 15.21%, 8.51%, 7.73%, 4.38%, 2.58%, 1.03%
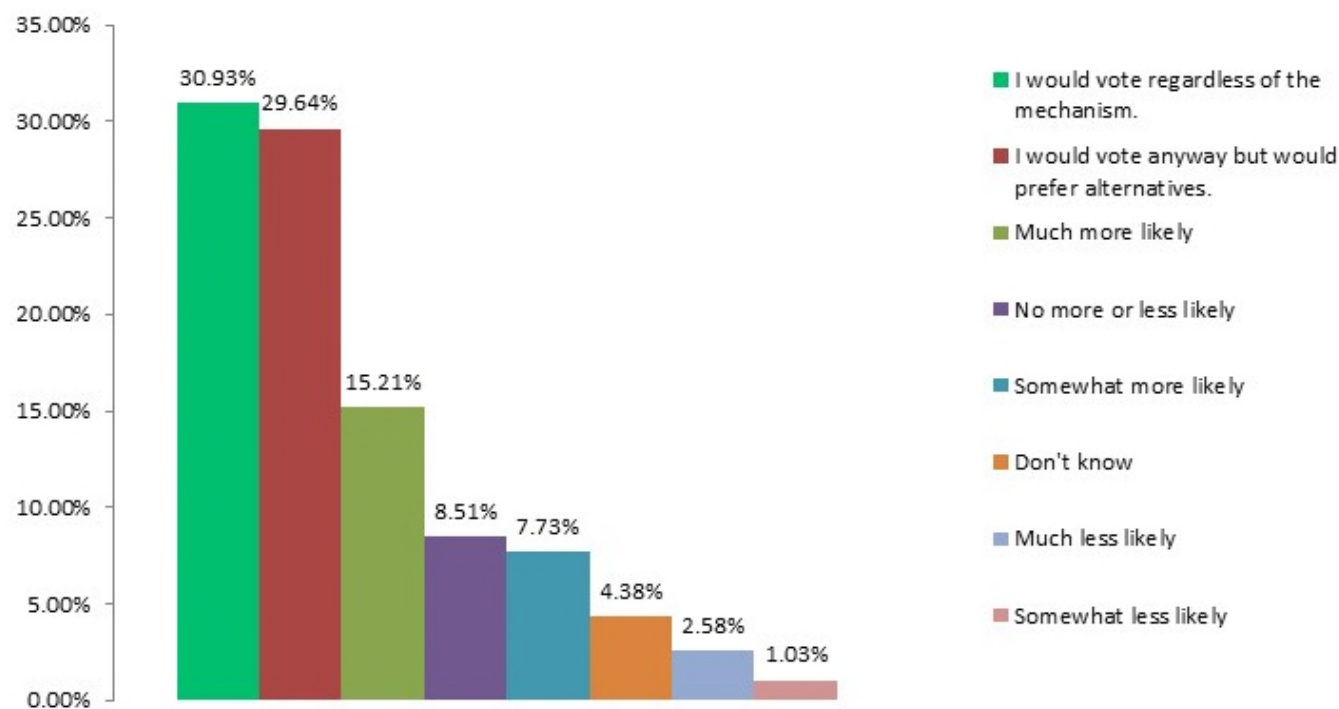
APPENDIX E: SERVICES

Finance
- Sales
- Permits
- Crossing Guards

Corporate Services
- Animal Control
- Licensing
- Land Sales
- Tourism
- Communications
- Commissioning

Planning
- Development Approvals
- Economic Development
- Building Permits & Inspections
- Committee of Adjustment
- Engineering For Capital Projects

Fire
- Fire Prevention
- Fire Education
- Fire Suppression
- Inspections and Building Plans Review
- Medical Assistance

Water & Wastewater
- Water Treatment and Distribution
- Fire Hydrants Maintenance
- Service Locates
- Wastewater Collection and Treatment
- Biosolids Management
- Special Programs

Operations
- Fleet Maintenance
- Roads
- Traffic Control & Safety Devices
- Sidewalks & Curbs
- Transit
- Street Lighting
- Storm Sewers
- Harbour
- Parks & Trails
- North Simcoe Sports & Rec Centre
- By-law
- Facilities Maintenance

Finance		
Permits/Sales	**Sales**	**Crossing Guards**
Burn Permit	Garage Sales Garbage Tags	

Corporate Services		
Animal Control	**Land Sales & Purchases**	**Tourism**
		Special Events Tours for Cruise Ships Cultural Events Partnerships with neighbouring municipalities

Communications	**Licensing**	**Commissioning**
Website Maintenance New Releases	Taxis Hawkers & Peddlers Refreshment Vehicles Secondhand Stores & Pawn Shops Dog Tags Auctioneer License Lottery License	Commissioning of Documents

Planning

Development Approvals	Economic Development	Committee of Adjustment
Development applications	Economic Development Corporation initiatives	Agenda, minutes, reporting, decisions support
Applications for Amendments to Zoning By-Law	Annual prosperity summit	Applications of Minor Variances
Applications for Amendments to Official Plan	Planning requirements for new businesses	Consent to Sever Applications
Applications for Site Plan Approval	Renew Midland initiatives	Applications of Variances to Town Sign By-Law
Applications for Draft Plan of Subdivision	Incubator investigation	
Applications for Draft Plan of Condominium		
Registration of Plans		
Planning Development Committee support		

Building Permits & Inspections	Engineering for Capital Projects
Building Application	Design Capital Infrastructure Projects
Building Application Revision	Capital Project Tender Preparation
Building Application Review	Capital Project Administration
Building Permit	Capial Project Inspection
Building Permit Revision	New Development Review
Building Inspections (12 Types)	Subdivision Agreement Preparation
Demolition	Development Inspection
Sign	

Fire		
Fire Prevention	**Fire Education**	**Fire Suppression**
Fire Prevention	Smoke Alarm Program Distribute Fire Safety Information	Basic Fire Fighting (No Rescue) Interior Structural Fire Fighting (w/Rescue) Vehicle Fire Fighting Grass, Brush, Forestry Fire Fighting Marine Fire Fighting - Shore Based Medical Assistance (Advanced) and Defibrillation Hazardous Materials Response - Awareness Level Transportation and Vehicle Rescue Water and Ice Rescue Shored Based & Water Entry

Inspections/Building Plan Reviews	**Fire Assistance**
Code Compliance Inspections and Information Building Plans Review	Public Assistance Ambulance Assistance Police Assistance Public Utilities Assistance

Water and Wastewater

Water Treatment and Distribution	Fire Hydrants Maintenance	Service Locates
Pipe Maintenance and Repairs Meter Turn ons Meter Shut offs Meter Inspections & Replacements Meter Readings Water Billings Water Receivables Water Collections Internal Chargebacks Water Emergencies	Hydrant Flushing Hydrant Maintenance & Repairs	

Wastewater Collection and Distribution	Biosolids Management	Special Programs
Facilities Maintenance Sewer Billings SCADA Wastewater Emergencies		Water Efficiency Stewardship Water Sampling Abandoned Well Program

Operations

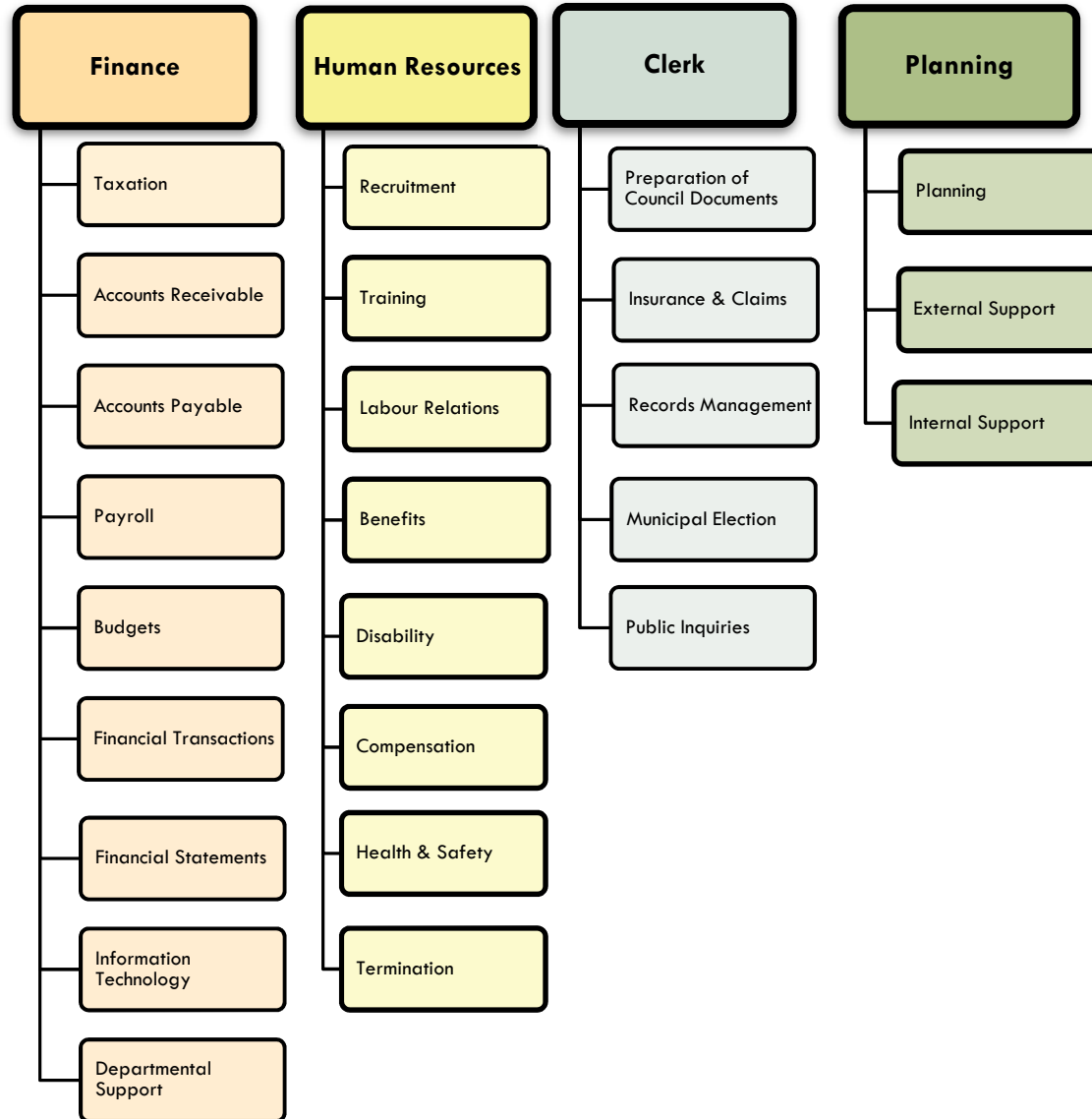| Fleet Maintenance	Roads	Traffic Control & Safety Devices	Sidewalks & Crubs

Mechanical Maintenance
   Town of Midland
   Fire
   Police
   Parks
   Water/Wastewater
   By-Law
   Transit
   SSEA
   Midland Public Utilities
	Boulevard Maintenance
	Patching
	Asphalt Resurfacing
	Sweeping & Flushing
	Shouldering
	Spring Sand Clean-Up
	Loosetop Maintenance
	Snow Ploughing
	Snow Removal
	Sanding and Salting
	Municipal Parking Lot Maintenance
		Street Name Signs
		Traffic Regulatory Signs
		Traffic Signals
		Guardrail installation and maintenance
			General repairs and maintenance
			Snow removal
			Sanding and salting

Street Lighting	Storm Sewers	Harbour	Parks
Maintenance Capital replacement	Ditching and culvert maintenance Storm sewer and catchbasin maintenance	Dock maintenance Washrooms/showers Garbage Transient/seasonal boaters Special events	Grass Cutting Tree and Garden Maintenance Playground Equipment Maintenance Garbage Collection Washroom Maintenance Beach Raking Sweeping & Monitoring Tennis & Pickle Court Maintenance Special Events Support Baseball Diamond Maintenance Soccer Field Maintenance

Recreation Centre	By-Law	Facilities Maintenance	Trails

Ice Surface Maintenance
Multiple Change Room Maintenan
Gymnasium Maintenance
Rental Space Maintenance
Bookings & Rentals
Food Services
	By-Law Enforcement
	Meter cash collection
	Parking Fines
	Parking Enforcement
		Building Maintenance
		   Midland Town Office
		   Maintenance Depot
		   Parks Depot
		   Midland Public Library
		   Midland Bridge Club
			Trail Maintenance
			Garbage Collection
			Trail Lighting
			Bench Maintenance
			Tree and Shrub Maintenance

Transit
Conventional and Specialized Transit Bus maintenance Scheduling Shelter Maintenance Penetanguishene Transit

ADMINISTRATION SUPPORTING SERVICES

Finance
- Taxation
- Accounts Receivable
- Accounts Payable
- Payroll
- Budgets
- Financial Transactions
- Financial Statements
- Information Technology
- Departmental Support

Human Resources
- Recruitment
- Training
- Labour Relations
- Benefits
- Disability
- Compensation
- Health & Safety
- Termination

Clerk
- Preparation of Council Documents
- Insurance & Claims
- Records Management
- Municipal Election
- Public Inquiries

Planning
- Planning
- External Support
- Internal Support

Finance

Taxation	Accounts Receivable	Accounts Payable	Payroll	Budgets
Interim & Final Billings Supplemental Billing Payments-in-Lieu Types of Payments Mortgage Companies Ownership & Address Changes Adjustments Penalties & Interest Refunds Rebates Tax Sales Write Offs	Invoicing Cash Handling Deposits NSF Payments Monthly Statements Accounts Payable	New Vendors & Changes Processing Invoices Issuing Payments Bank Transmissions Credit Card Payments Refunds Payment Certificates Holdbacks Petty Cash	Scheduling/Timesheets Processing the Pay Collective Agreements Benefits Attendance Entitlements Adjustments Pay Remittances Transmission to Bank Rejects from the Bank Monthend Reconciliations T4/T4 Summaries Yearend Reconciliations New Employee Checklist Employee Change of Information Employee Termination	Operating Budget Capital Budget Long Term Planning Project Costing Tangible Capital Assets

Financial Transactions	Financial Statements	Information Technology	Departmental Support
Bank Transactions Journal Entries Bank Reconciliations HST Remittances Holdbacks Posting to the General Ledger Reconciliations for AP accounts Reconciliations for AR accounts Reconciliations for Suspense accounts	Monthly & quarterly financial statements Annual financial statements Annual FIR	Systems Maintenance Systems Security Profiles Procurement of Software Systems Updates Software Updates	Support departments with financial performance Assist departments with capital project financing

Human Resources

Recruitment	Training	Labour Relations	Benefits
Contract Management Orientation On-Boarding - New Hire On-Boarding - Seasonal On-Boarding - Seasonal Rehire On-Boarding - Summer Students	WHMIS Health and Safety Department/Position Specific MOL - awareness for supervisors and workers	IBEW Collective Bargaining OPSEU Collective Bargaining Firefighters Collective Bargaining Volunteer Firefighters Collective Bargaining	Program Management

Compensation	Health & Safety	Termination	Disability
Entitlements Pay Administration Pay Equity Performance Management	Occupational Health and Safety Joint Health & Safety Committee WHMIS WSIB Reporting Contractor Management	Off-Boarding - FT Staff - Record of Employment Off-Boarding - FT Staff - Final Compensation Off-Boarding - FT Staff - Final Vacation Off-Boarding - FT Staff - OMERS Off-Boarding - Seasonal Staff - Record of Employment Off-Boarding - Seasonal Staff - OMERS	Short Term Disability (STD) Long Term Disability (LTD)

Other
Records Management Grants Report of Hirings Job Vacancy and Wage Survey Budget Corporate H&S Training Wellness Committee

Clerk		
Preparation of Council Documents	**Insurance & Claims**	**Records Management**
Council Agendas Council Minutes Reports to Council By-Laws Committees (39) Document Preparation		

Municipal Election	**Public Inquiries**

Planning		
Planning	**External Support**	**Internal Support**
Development Charges Official Plan Zoning By-Law Site plan guidelines Heritage tree policy Cash-in-Lieu of Parking Cash-in-lieu of Parkland Special planning studies	Development Inquires Zoning Inquiries Planning Inquiries	Municipal lands issues Building Department on Occupancy