

**THE CORPORATION OF THE
TOWNSHIP OF WELLINGTON NORTH
MINUTES OF SPECIAL COUNCIL
MARCH 12, 2018 @ 4:00 P.M.**

The meeting was held in the Municipal Office Council Chambers, Kenilworth.

Members Present:

Mayor: Andrew Lennox
Councillors: Sherry Burke
Lisa Hern
Dan Yake
Steve McCabe

Staff Present:

Director of Legislative Services/Clerk: CAO: Michael Givens
Deputy Clerk: Karren Wallace
Director of Finance and Treasury: Catherine Conrad
Deputy Treasurer: Adam McNabb
Chief Building Official: Mary Jo Marshall
Human Resources Manager: Darren Jones
Manager Arthur Community Centre: Chanda Riggi
Road Superintendent: Tom Bowden
Water & Sewer Superintendent: Dale Clark
Barry Trood

CALLING TO ORDER

Mayor Lennox called the meeting to order.

ADOPTION OF THE AGENDA

Resolution 2018-094

Moved: Councillor Burke

Seconded: Councillor McCabe

THAT the Agenda for the March 12, 2018 Special Meeting of Council be accepted and passed.

CARRIED

DISCLOSURE OF PECUNIARY INTEREST

None

MAYOR'S ADDRESS

Mayor Lennox provided opening comments.

CHIEF ADMINISTRATIVE OFFICER PRESENTATION-CAPACITY

Preparing for Growth (see addendum to minutes)

Michael Givens, Chief Administrative Officer, provided a presentation on “Preparing for Growth”. A projected 37% increase in population will require additional staff, new roads, water mains, sanitary connections, sidewalks and more while also maintaining, repairing and replacing old roads, bridges, water mains, sanitary connections and sidewalks. The Community Growth Plan establishes a path for the expected growth.

DIRECTOR OF FINANCE

Revised 2018 Capital Budget review

- **March 5, 2018 Version**
- **March 12, 2018 Version**

The Director of Finance reviewed the revised Draft 2018 Capital Budget and Council gave direction to remove some items and to bring the Capital Budget to the March 26, 2018 Regular Council Meeting together with impact information.

CONFIRMATORY BY-LAW

Resolution 2018-095

Moved: Councillor McCabe

Seconded: Councillor Burke

THAT By-law Number 026-18 being a By-law to Confirm the Proceedings of the Council of the Corporation of the Township of Wellington North at its Special Meeting held on March 12, 2018 be read a First, Second and Third time and enacted.

CARRIED

ADJOURNMENT

Resolution 2018-096

Moved: Councillor Burke

Seconded: Councillor McCabe

THAT the Special Council meeting of March 12, 2018 be adjourned at 6:09 p.m.

CARRIED

CLERK

MAYOR



PREPARING FOR GROWTH!

Mike Givens, Chief Administrative Officer

March 12, 2018



Our Mission

The Township of Wellington North is a team of dedicated volunteers, elected officials and professional staff who are committed to providing high quality service(s) and information to property owners, residents and visitors in order to generate high levels of community pride and happiness.

OUR VISION

| Our Desired Future

The Township of Wellington North will continually strive to provide the best service(s) possible, within the available resource base, with a focus on proactively identifying and meeting key community needs, investing in our team, and communicating broadly with property owners, residents, employees and visitors.



We are **projected** to **GROW!**

Projections show that **Wellington North** is **2nd** only to Centre Wellington for the **largest growth** in Wellington County over the next **25 years**.

The **population** is expected to **climb** from **12,490 to 17,085** by 2036. That's **4,595 new people** in the Community or a **37% increase!**

Household numbers **are to jump** from **4,635 to 6,330**. That's **1,695 new households** or a **37% increase** as well!

**“Uncharted
territory”**



What Does This Mean?

Wellington North Capacity

Growth requires a lot of new roads, new water mains, new sanitary connections, new sidewalks and more.

Yet we still need to maintain, repair and replace the old roads, the old bridges, the old water mains, the old sanitary connections and the old sidewalks.

Millions and millions of infrastructure investment will be required!



Hold on...

do we know if this growth is really going to happen?



All trends point to YES!



Consent Applications

We've already received a dozen consent applications in 2018!



Building Permits

They continue to fly out the door.



Development/Planning Files

We have 350+ residential units either in planning stages or are ready for development. This does not include the Murphy Lands (400+ units) or the Strathcona-Saugeen Valley Nursing Home (90+ units). Every developer wants to break ground in 2018!

Growth

Coupled with internal challenges

In a recent survey, Wellington North employees indicated:

- 37.5% (18 of 48 F/T Staff) indicated they are leaving or retiring from Wellington North in the next five years
- When staff leave we lose a lot of institutional knowledge and key experience
- We are contending with growth but we're also contending with the loss of deep expertise and knowledge

37.5%

loss of knowledge

succession planning



This Means...

As an organization, we have to navigate the current and future development needs and ensure we don't lose sight of the service levels that our residents deserve and expect.



The Community Growth Plan Establishes our Path

Wellington North is a place for everyone where a high quality of life is supported and defined by:



A sense of community with active volunteers, local leaders, government and service providers working together to support capacity building, engagement, participation and well-being;



A range of housing, jobs and services that meet local needs, focused within Arthur and Mount Forest as complete communities and service centres;



A strong and diverse economy that has grown within settlement areas and in agricultural, rural and related business sectors;



Healthy natural, social and built environments that promote conservation of land and resources, community wellness, safety, inclusiveness and a range of recreation opportunities;



Infrastructure, facilities and services that are cost-effective, optimally used, technologically advanced, environmentally responsible and resilient;



Connected transportation routes and options that safely and efficiently move people and goods, offering choice and convenience for all;



Small town atmosphere and rural landscape character with a rich cultural and built heritage that is recognized and celebrated.



A look ahead...

Strategic considerations

Director of Operations

- Recruitment in progress;
- Large role and must be supported;
- Time required to assess and see what support pieces are needed to ensure success.

Recreation Coordinator

- Draft Recreation Master Plan speaks to the need for a community facilitator;
- An advocate for recreation users and for the Township;
- Ability to see the big picture and foster inclusivity;
- Champion change;
- New role requiring a specific skill set.

Strategic considerations continued...

A strong focus on succession planning.

Retirement

Recruitment

We will continue to hire people that teach, inspire and lead us to do things better.

An opportunity to potentially launch a pilot program.

Capital Project Management

Co-op Opportunities

Partner with local high school and post secondary institutions to tap in to youth and provide meaningful work experiences.

Recruit a specific skill set to push completion of capital projects.

Mutual transfer of knowledge.



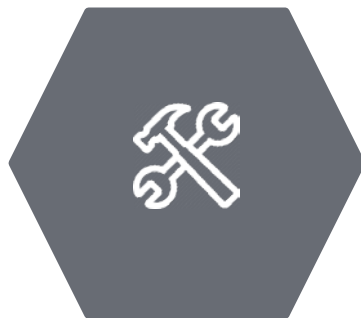
More Considerations...

| The future



Our Facilities

We'll need to consider if we have the appropriate space to accommodate more staff

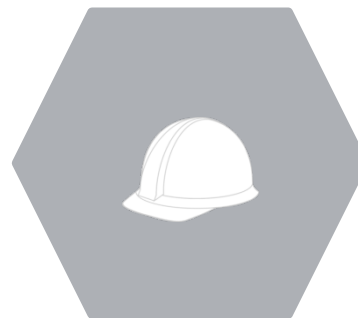


Internal Tools

New performance review process with a focus on employee development

Succession Planning

Leadership development programs



Development Charges

New development charges requires 5 year review

Current By-Law expires June 2018



Recreation Master Plan

The new Recreation Master Plan will inform us on next steps for the community.

What we need

What we don't need

Reviewing Capacity

Starting Point

Leaders will be asked to tap in to capacity that might currently exist in their teams. We'll draw on the talent and skills of current staff in different ways than before in order to meet the future demands of the organization and community.



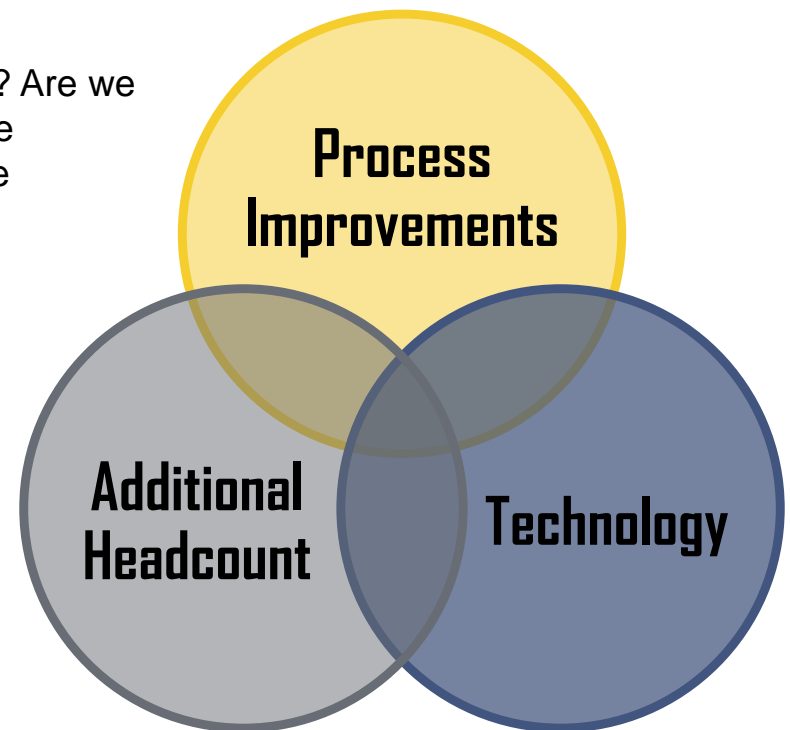
Where can we implement better practices? Are we duplicating efforts? How can we streamline processes and/or involve people who have capacity?



Potential use of technology to free up human capital



Consider additional headcount after reviewing gains from process improvements and technology





2018

| Staying the Course

1

2018 Budget: Align budget to goals, seek approval and proceed to action on those goals.

2

Asset Management Planning: Long-term budgeting required to meet growth needs. We're just getting started.

3

Arthur Wastewater Treatment Plant: Complete the design, secure funding, carry out construction.

REMEMBER: The flood gates will open even wider when capacity is established in Arthur!



We are evolving.

We must be caretakers. We must be builders.

The community is always signalling. We must pay attention to their signals of change.*



“Change will not come if we wait for some other person or if we wait for some other time. We are the ones we’ve been waiting for. We are the change that we seek.”

- Barack Obama