

**THE CORPORATION OF THE TOWNSHIP OF WELLINGTON NORTH
SPECIAL COUNCIL MEETING AGENDA
DECEMBER 18, 2017 @ 4:00 P.M.
MUNICIPAL OFFICE COUNCIL CHAMBERS, KENILWORTH**

**PAGE
NUMBER**

CALLING TO ORDER - Mayor Lennox

ADOPTION OF THE AGENDA

DISCLOSURE OF PECUNIARY INTEREST

ITEMS FOR CONSIDERATION

1. ADMINISTRATION

a. Report CAO 2017-027 Strategic Plan Status Update

001

b. Strategic Plan 2015 – 2018 Approved in Principle July 13, 2015

011

CONFIRMATORY BY-LAW NUMBER 096-17

015

ADJOURNMENT



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**TO: MAYOR AND MEMBERS OF COUNCIL
MEETING OF DECEMBER 18, 2017**

FROM: MICHAEL GIVENS, CAO

SUBJECT: REPORT CAO 2017-027 - STRATEGIC PLAN STATUS UPDATE

RECOMMENDATION

THAT Report CAO 2017-027 being a status update report on the Township of Wellington North Strategic Plan be received for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

- June 6, 2016 Report CAO 2016-014 Strategic Plan Status Update
- January 11, 2016-Report CAO 2016-003/CLK 2016-001 Strategic Plan-Committee Structure Alignment
- December 21, 2015-CAO 2015-034 Being An Update On The Township Strategic Plan
- July 13, 2015-CAO 2015-18 Report to Council-Strategic Planning-Council Approval
- May 11, 2015-CAO 2015-12 Report to Council-Strategic Planning

BACKGROUND

On July 13, 2015 Council approved in principle the Township of Wellington North Strategic Plan 2015-2018. The plan established the Township Mission and Vision.

MISSION – WHO WE ARE TODAY

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

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

Township staff and Council have taken many steps to implement many the key priorities that were identified in the plan. Appendix A to this report provides a high level update.

FINANCIAL CONSIDERATIONS

A detailed analysis of the financial implications has not been completed. Many initiatives are reflected in annual budgets, while others have limited or no financial impact.

STRATEGIC PLAN

Do the report's recommendations advance the Strategy's implementation?

Yes No N/A

Which pillars does this report support?

Community Growth Plan Community Service Review
 Human Resource Plan Corporate Communication Plan
 Brand and Identity Positive Healthy Work Environment
 Strategic Partnerships

The Township's Strategic Plan 2015-2018 provided broad goals and initiatives for staff and Council to work towards during this term of Council. All seven of the strategic priorities areas identified in the Plan and approved by Council have been given consideration with many of the key initiatives either completed or in process. With the

2018 election looming, prioritizing the remaining initiatives will become a priority for Council.

PREPARED BY:

RECOMMENDED BY:

Michael Givens

Michael Givens, CAO

MICHAEL GIVENS
CAO

MICHAEL GIVENS
CHIEF ADMINISTRATIVE OFFICER

Appendix A

Strategic Plan 2015 – 2018 -Key Strategic Priorities 2017 Update

KEY INITIATIVE	DESCRIPTION	ACTIONS TAKEN
Community Growth Plan	Assemble a task force to provide Council with advice on how to develop a near term, medium term and long-term Community Growth Plan that addresses the projected 40% population growth and the growth in the employment base.	<ul style="list-style-type: none"> • Municipal Development Forum (Developers Forum)- COMPLETED • Environmental Assessment process related to the Arthur Waste Water Treatment plant and creation of capacity-EA COMPLETED, DETAILED DESIGN IN PROCESS OF NEW TREATMENT FACILITY • Continuing efforts with GRCA on exploring rerating of the existing Arthur Waste Water Treatment plant-ENDED. GRCA WASTEWATER OPTIMIZATION PROGRAM CONTINUES IN CONJUNCTION WITH OCWA • Wellington North Population, Household, Employment Growth (2016 – 2041) • Community Growth Plan- COMMITTEE FORMED, CONSULTANT HIRED, PUBLIC CONSULTATIONS COMPLETED, FINAL PUBLIC MEETING AND COUNCIL PRESENTATION IN Q1

Appendix A

Strategic Plan 2015 – 2018 -Key Strategic Priorities 2017 Update

OF 2018

- Recreation Master Plan-
STEERING COMMITTEE FORMED, CONSULTANT HIRED, PUBLIC CONSULTATIONS COMPLETED, FINAL REPORT IN Q1 OF 2018

Human Resource Plan

Develop a comprehensive Human Resource Plan that will advance the Township into an employer of choice.

- Development of a job description for a human resources position-
COMPLETED, POSITION FILLED
- Discussion regarding a shared service human resource position-**COMPLETED**
- Development of a Request for Proposal-Pay Equity/Compensation Review/Job Description updates-**COMPLETED**
COMPENSATION REVIEW RESULTS IMPLEMENTED. PAY EQUITY ACHIEVED. NEW PAY ADMINISTRATION POLICY. NEW JOB EVALUATION TOOL. NEW JOB DESCRIPTION UPDATES IN PROCESS.

Appendix A

Strategic Plan 2015 – 2018 -Key Strategic Priorities 2017 Update

		<ul style="list-style-type: none"> • Introduction of an Employee Assistance Program with our benefit provider-COMPLETED
Brand and Identity	Develop a consistent Brand and Identity for the Township, Staff and Council.	<ul style="list-style-type: none"> • Township issued clothing for staff and Council-ANNUAL CLOTHING ORDER IMPLEMENTED. NEW HIRES PROVIDED WITH TOWNSHIP BRANDED CLOTHING • Correspondence and reports, PowerPoint decks, forms and policies are consistent and include Township logo-COMPLETED • Standardizing vehicle colours and logos on township vehicles-ON GOING. STANDARDIZED IN PUBLIC WORKS AND FIRE DEPARTMENT
Strategic Partnerships	Explore new Strategic Partnerships where additional resources can be accessed in order to meet service needs.	<ul style="list-style-type: none"> • Mount Forest Pool-MF Lions-LIMITED INTERACTION TO DATE. • Arthur Splash pad-AV Optimist-CONSTRUCTION COMPLETED, FINANCIAL RECONCILING STILL OUTSTANDING

Appendix A

Strategic Plan 2015 – 2018 -Key Strategic Priorities 2017 Update

- School Within A Factory (SWAF)-Upper Grand District School Board, Town Of Minto-**TOWNSHIP ROLE COMPLETED**
- Butter Tarts and Buggies-**ON GOING**
- Wellington County OPP-**LIMITED INTERACTION**
- MP/MPP increased focus on Provincial/Federal Initiatives on how they tie to Township initiatives-**LIMITED INTERACTION**
- Youth Action Council-**ON GOING WITH EDO**
- Renew Northern Wellington-**ON GOING WITH EDO**
- Jobs & Housing Portal-**COMPLETED**
- Taste Real-**ON GOING**
- Wellington North Farmers' Market-**ANNUAL EDO**
- Saugeen Connects-**ON GOING PARTNERSHIP WITH SEDC AND OTHER MUNICIPALITIES**
- Municipal Solar Program – partnership with Arntjen Solar-

Appendix A

Strategic Plan 2015 – 2018 -Key Strategic Priorities 2017 Update

		<p>FIT 5 APPLICATIONS SUBMITTED</p> <ul style="list-style-type: none"> • BMX/Skateboard Park, Arthur Lions-NEW INITIATIVE
Community Service Review	Conduct a Township wide Community Service Review.	<ul style="list-style-type: none"> • Brush/yard waste service review-NEEDS FURTHER REVIEW. EVENT DAY PARTICIPATION IS DECLINING. • Open air burning by-law review-COMPLETED • Canine control service provider-DOOR TO DOOR ENUMERATION COMPLETED IN 2017, INTRODUCTION OF PERMANENT TAGS WITH ANNUAL LICENSING • Open forums-Environmental Assessment Public Information Centre, Rick Hopkins Bridge Project, Eliza Street, James Street, Francis Street, Recreation Master Plan, Community Growth Plan
Corporate Communication Plan	Create a Corporate Communication Strategy focusing on consistent professional information sharing.	<ul style="list-style-type: none"> • Development of a Communications Plan-COMPLETED. TOWNSHIP UTILIZING SOCIAL MEDIA-

Appendix A

Strategic Plan 2015 – 2018 -Key Strategic Priorities 2017 Update

FACEBOOK, TWITTER AS COMMUNICATION TOOLS

- Continued focus on utilizing the Township website as a primary forum for communication-**COMPLETED. WEBSITE WAS REFRESHED EARLY DECEMBER.**
- Wellington North Fire Service Communiqué-**COMPLETED MONTHLY**
- Wellington North Fire Service Annual Report-**ANNUAL**
- Bill inserts with WNP billing
- Regular email updates from CAO to Council-**COMPLETED ON AN AS NEEDED BASIS**
- Weekly updates from the front line-**CURRENTLY CEASED, WEEKLY SEEMED EXCESSIVE**
- 1 pm News Sponsorship on 88.7 The River-**ON GOING, NEED FRESH TOPICS/INFORMATION**
- Earth Day event-**ANNUAL**
- Monthly Senior Management Team meetings-**ON GOING**
- Inclusive training/information sessions with all departments

Positive Healthy Work Environment

Promote a positive and healthy work atmosphere that fully engages staff.

Appendix A

Strategic Plan 2015 – 2018 -Key Strategic Priorities 2017 Update

- Council hosted luncheon-
ANNUAL
- Staff luncheons on special occasions-**WELLNESS/TEAM BUILDING COMMITTEE INITIATIVES**



Township of Wellington North

Strategic Plan 2015 – 2018 Draft 2

Approved in principle by Council of the
Corporation of the Township of Wellington North

*Prepared by: Wayne Hussey Consulting Inc.
June 16th, 2015*

BACKGROUND

On June 2, 2015, staff members of the Township of Wellington North gathered at the Municipal Offices in Kenilworth to participate in a rapid yet practical strategic planning process as designed and facilitated by Wayne Hussey Consulting Inc. Staff participated in one of three input sessions to provide ideas on potential activity that would improve the performance of the municipality. Their ideas were recorded and distributed to all staff in the Township after the event. Each group also contributed language towards a Township Mission Statement.

On June 9, 2015, the management team of the Township gathered to provide their ideas on improving the performance of the municipality. They also contributed language to the Mission Statement and a Vision Statement. Finally, of the ideas generated from all staff, the managers created a list of Strategic Priorities. Their content was directed to members of Township Council.

On June 16, 2015 members of Council and the Management Team met together to do a final review of the Draft Mission and Vision, to order the Key Strategic Priorities and to assign and initial evaluation of the financial implication of each priority. This is all presented below:

MISSION – WHO WE ARE TODAY

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

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

It is important for this Plan to present the realities of our government and community relation. We are the sole provider for many key services in which our community has little choice in choosing who they receive services from. That promotes a much closer relationship than in communities where more choice is available.

KEY STRATEGIC PRIORITIES (the best of the staff and management ideas)

1. To assemble a Task Force to provide Council with advice on how to develop a near term, medium term and long term Community Growth Plan that addresses the projected 40% population growth and the growth in the employment base (from 6,000 today to 9,000 in 20 years) including topics such as:

- Transportation
 - Determination of the growth areas of our community
 - Addressing the capacity issue of the Arthur Wastewater Treatment Plant
 - Economic Development
 - Official Plan Zoning
 - Recreation Master Plan
 - Development Fees/Financial Plans and Budgets
 - Infrastructure maintenance and growth
2. To develop a comprehensive Human Resource Plan that will advance the Township of Wellington North into an employer of choice. The Human Resource Plan should address:
 - A plan on how to fund a Human Resource position
 - Bring all Job Descriptions up to date
 - Apply a Performance Appraisal process for all Departments and staff
 - A Training Plan to address required skill improvements in staff
 - Ensure consistent application of HR policy and protocols across all Departments
 - Investigate an Employee Assistance Program
 - Develop a Staff Retention Plan
 - Develop a Key Position Succession Plan
 - Develop a Key Position Mentoring Plan to ensure knowledge and skill transfer from retiring employees
 - Investigate more flexible work hours
 3. To conduct a Township wide Community Service Review. This review should include:
 - A Needs Assessment of services requested and required
 - Identification of service gaps and methods of filling those gaps
 - Ensuring consistent service levels throughout the township
 - A Customer Service Survey to understand how well we are delivering our services now and ways to improve
 - Review our current “landlord” status in a number of facilities
 4. To create a Corporate Communication Strategy focusing on consistent professional information sharing within the corporation. Ensure the communication plan addresses:
 - Improve speed, volume of information and accuracy
 - Improved use and content of our website
 - Use of both “hi tech” social media methods and traditional methods strategy – website, twitter, signage, papers, notices in bills, etc.
 - Communication of municipal policies corresponding to high frequency issues (brush pick up, garbage pick-up)
 5. To develop a consistent Brand and Identity for the Township, Staff and Council. Ensure it is consistently used on staff clothing, tools, vehicles, and all other materials (letterhead, email signatures, etc.)
 6. To ensure we promote a positive and healthy work atmosphere that fully engages staff. We must eliminate department “silos”, promote more group activities for all staff, and encourage healthy lifestyles and increased safety for all employees.

7. To explore new strategic partnerships where additional resources can be accessed in order to meet the service needs of our community (neighbours, services clubs, etc.)

COUNCIL RANKINGS OF PRIORITIES

Key Strategic Priority	Priority Ranking	Perceived Financial Implications (Low, Medium High)
Community Growth Plan	1	To be determined
Community Service Review	2	Low
Human Resource Plan	3	Medium/Low
Corporate Communication Plan	4	Medium/Low
Brand and Identity	5	Low
Positive Healthy Work Environment	6	Medium/Low
Strategic Partnerships	7	Low

ROLL OUT PROCESS

- | | |
|--|---------------------|
| 1. Plan sent to CAO | WHCI, June 16, 2015 |
| 2. Plan reviewed by Council for edits | June 30, 2015 |
| 3. Plan presented at Council for approval in principle | July 13, 2015 |
| 4. Plan presented to the Community for input | September 2015 |
| 5. Input reviewed and Plan adjusted | October 2015 |
| 6. Plan presented to Council for formal approval | November 9, 2015 |

**THE CORPORATION OF THE
TOWNSHIP OF WELLINGTON NORTH**

BY-LAW NUMBER 096-17

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 DECEMBER 18, 2017.

WHEREAS Section 5 of the Municipal Act, S.O. 2001 c.25 (hereinafter called "the Act") provides that the powers of a Municipal Corporation shall be exercised by its Council;

AND WHEREAS Section 5(3) of the Act states, a municipal power, including a municipality's capacity, rights, powers and privileges under Section 9, shall be exercised by by-law, unless the municipality is specifically authorized to do otherwise;

NOW THEREFORE the Council of The Corporation of the Township of Wellington North hereby **ENACTS AS FOLLOWS:**

1. The action of the Council of the Corporation of the Township of Wellington North taken at its meeting held on December 18, 2017 in respect of each motion and resolution passed and other action taken by the Council of the Corporation of the Township of Wellington North at its meeting, is hereby adopted and confirmed as if all such proceedings were expressly embodied in this By-law.
2. That the Mayor and the proper officials of the Corporation of the Township of Wellington North are hereby authorized and directed to do all things necessary to give effect to the action of the Council of the Corporation of the Township of Wellington North referred to in the proceeding section hereof.
3. The Mayor and the Clerk are authorized and directed to execute all documents necessary in that behalf and to affix thereto the Seal of the Corporation of the Township of Wellington North.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED
THIS 18TH DAY OF DECEMBER, 2017.**

**ANDREW LENNOX
MAYOR**

**KARREN WALLACE
CLERK**