

THE CORPORATION OF THE TOWN OF GEORGINA

SPECIAL COUNCIL MINUTES

Tuesday, January 12, 2016
9:08 AM

@ The ROC Chalet

Council

Mayor Quirk	Councillor Davison
Councillor Fellini	Councillor Harding
Councillor Neeson	Councillor Sebo

Regrets: Regional Councillor Wheeler

Staff

Winanne Grant, Chief Administrative officer
Dan Pisani, Director of Operations and Engineering
Mary Baxter, Director of Library Services/CEO
Harold Lenters, Director of Planning and Building
Robin McDougall, Director of Recreation and Culture
Rod Jenkins, Director of Emergency Services/Fire Chief
Karyn Stone, Economic Development Officer
Brian Jordan, Manager of Purchasing
David Reddon, Manager, Taxation and Revenue
Michael Baskerville, Development Engineering Manager
Tricia Quinlan, Human Resources Manager
Velvet Ross, Manager of Planning
Rod Larmer, Manager of Building and Chief Building Official
Tanya Thompson, Communications Manager
Ken Turriff, Communications Manager (Interim)
Patti White, Manager Recreation Services
Phil Rose-Donahoe, Manager of Cultural Services
Ryan Cronsberry, Manager of Municipal Law Enforcement/C.M.L.E.O.
Shawn Conde, Manager of Information Technology Services
Robert Fortier, Capital Projects Manager
Gagan Sandhu, Infrastructure and Operations Manager
Darlene Carson-Hildebrand, Manager of Finance and Deputy Treasurer
Dan Murnaghan, Manager of Parks and Facilities
Ryan Zabielski, IT Systems/Support Analyst
Jeff Fitzgerald, IT Network/Support Analyst

Bev Moffatt, HR Program Development Specialist
Michael Rosario, Deputy Fire Chief
John Espinosa, Town Clerk
Carolyn Lance, Council Services Coordinator

Others

Karen Wolfe, the Georgina Post
Joanne Henderson

1. CALL TO ORDER - MOMENT OF MEDITATION

A moment of meditation was observed.

2. ROLL CALL

Mayor Quirk
Councillor Fellini
Councillor Neeson

Councillor Davison
Councillor Harding
Councillor Sebo

Regrets; Regional Councillor Wheeler

3. COMMUNITY ANNOUNCEMENTS *None.*

4. INTRODUCTION OF ADDENDUM ITEM(S)

Item No. 18(1) Closed Session Item No. 239 (2) f, MA respecting Site
Alteration Matter, Baldwin 33 Incorporated

5. APPROVAL OF AGENDA

Moved by Councillor Neeson, Seconded by Councillor Davison

RESOLUTION NO. SC-2016-0001

That the agenda, with the following addendum item, be approved:

Item No. 18(1) Closed Session Item No. 239 (2) f, MA respecting Site
Alteration Matter, Baldwin 33 Incorporated

Carried.

6. DECLARATIONS OF PECUNIARY INTEREST AND GENERAL NATURE
THEREOF *None.*

7. ADOPTION OF MINUTES *None.*

8. SPEAKERS
9. DELEGATIONS/PETITIONS *None.*
10. PRESENTATIONS *None*
11. PUBLIC MEETINGS *None.*
 - (1) STATUTORY MEETING(S) UNDER THE PLANNING ACT OR MEETINGS PERTAINING TO THE CONTINUATION OF PLANNING MATTERS
 - (2) STATUTORY MEETING(S) UNDER OTHER LEGISLATION
 - (3) OTHER PUBLIC MEETINGS
12. REPORTS
 - (1) ADOPTION OF REPORTS NOT REQUIRING SEPARATE DISCUSSION
 - (2) REPORTS REQUIRING SEPARATE DISCUSSION
 - (A) Council and Senior Staff Corporate Strategic Planning Session

Winanne Grant, CAO, advised that staff just completed a review of the Economic Development program. The first recommendation of that document identifies that the Economic Development Strategy needs to be redefined and reviewed. The Consultant, Karen Wianecki, felt that prior to reviewing the Economic Development priorities, staff needed to know where the overall corporate priorities lie and is in attendance to lead staff through the process.

Karen Wianecki, Director of Practice, Planning Solutions Inc., Consultant, stated that she has had the opportunity to work with a number of municipalities to develop strategic plans. Strategic plans deal with what is felt collectively to be critical to the corporation and develop a list of collective priorities over the next three years. Direction is required in order for staff to align resources, fiscal and human, to keep those priorities. Ms. Wianecki reviewed the power point presentation of the Strategic Planning Session at this time.

Council inquired if a demographics expert is required to obtain accurate numbers for the innovative housing strategy.

Harold Lenters advised that trends change; as more affordable housing becomes available, more young families move to Georgina. The communities of Sutton and Pefferlaw are older communities in comparison to the community Keswick. The

Region of York, at the planning level, is conducting an update on growth projections for York Region and modelling for immigration, fatality rates, etc, are factored into those projections. Accurate numbers will be available.

Moved by Councillor Davison, Seconded by Councillor Harding

That the meeting recess at 10:04 a.m.

Carried.

The meeting resumed at 10:18 a.m.

Priorities identified by staff include;

- creating a solid business plan
- delivering core services better
- growth management
- health, safety and well-being – mind, body, spirit
- Economic Development – more jobs
- waterfront
- development of communication service levels
- employment
- organizational excellence - recruitment and retention
- community engagement
- recreation
- environmental protection – lake, rivers, waterways, tourism
- fiscal sustainability
- monitoring measurement and reporting on results
- providing emergency services
- agricultural

Sixty-two (62) responses were received from the staff survey concerning strengths, challenges, opportunities and priorities, which is an extremely good response rate.

Strengths:

- Georgina is affordable, inclusive, rural, community-focused
- Opportunity for growth and business development, tourism
- Location
- Experienced and loyal staff

Challenges:

- Managing growth, influx of new residents
- Lack of jobs/industry, lack of economic development
- Aging infrastructure
- Limited beachfront access
- Lack of small town charisma

- Financial challenges
- Organizational capacity –workload, front line staff
- Communication (to residents and among ourselves)
- Balancing urban and rural identifies
- No defined levels of service for municipal programs
- political expectations

Needed changes:

- Economic Development
- Streamlined development
- More strategic long range planning
- Efficiency
- Technology
- Records management
- Revenue generation
- Track, measure reports
- Silo thinking
- More innovation ability to measure impact of work
- An updated look
- More facilities
- Public participation

Priorities:

- Growth plan, infrastructure
- Job creation
- Strong economy
- Multi Use Recreation Complex (MURC)
- Better inter departmental communication, teamwork
- Customer service
- Community safety
- Efficient, effective and accessible municipal service

SPECIFIC PROJECTS/INITIATIVES;

Economic:

- development of employment lands
- Solicit commercial development
- Multi Use Recreation Complex (MURC)
- Service needs of Keswick
- Attract and promote tourism

Corporate:

- Customer service strategy
- Performance management service standards
- Satellite offices
- Update policies and procedures

Environmental:

- Beach front spaces
- Build on and enhanced access to lake

Recreational:

- Local pool
- Multi rec facility
- Another library
- Promote health lifestyles
- Smart traffic lights to improve traffic flow

Communication:

There was no shortage of priority areas to focus on. When developing a priority list, the strategic plan cannot contain 100 issues; if there are too many issues, not many priorities will be achieved. Council needs to 'Say what you mean and mean what you say' and deliver on those priorities. Municipalities tend to deliver on their top ten priorities.

A mission statement will not be developed at this meeting.

The consultant was advised that there is an existing vision statement, but that does not need to be revisited at this time.

VALUES/GUIDING PRINCIPLES:

- honesty
- integrity
- accountability
- service excellence
- professionalism
- transparency
- customer focus
- fiscal responsibility – value for tax dollars

- efficiency
- respect
- adaptability/flexibility
- responsible
- inclusivity
- innovation
- creativity

The existing Vision Statement and Mission Statements created several years ago states:

MISSION STATEMENTS

Administrative:

To provide an appropriate level of service in a cost-effective and timely manner, that addresses the needs of our community and reflects the expectations of a majority of residents.

This will be accomplished through well planned and executed programs delivered by a customer focused organization that fosters good communication.

Customer Service:

In the provision of services, we will relate to all others in a pleasant and responsible manner, always striving to meet or exceed expectations where possible.

As a result, customers should feel heard, understood and fairly treated. Regardless of the outcome.

The Land Use Planning Strategic Vision Statement states:

OFFICIAL PLAN DRAFT VISION;

To be a well-balance and vibrant community that preserves and protects Georgina's natural environment and rural character, while [providing for a high quality of life, growth and economic development in a sustainable manner.

Staff members broke into working groups to discuss a vision statement at 11:05 a.m., resumed the meeting at 11:34 a.m. and reported out as follows:

Vison:

- Group 1 • provide facilitate excellent, innovate services and programs in sustainable fashion for environment, financial, social economic perspective. Talked about wellness, enhanced community engagement, inclusivity, meeting and exceeding expectations.
- Group 2 • a healthy, inclusive, sustainable affordable community
- Group 3 • we are a vibrant, safe, welcoming progressive community

Ms. Wianecki stated that staff's focus is on producing a product and it is important to leave staff in a place where they believe their time has been well spent.

Mission:

- Group 1 • servicing Georgina today for tomorrow
- Group 2 • a Town dedicated to customer service excellence through delivery of municipal services
- Group 3 • Strong leadership, diversity, all inclusive, complete community, responsible, friendly, respect, forward thinking, natural environment...supporting the needs of a growing community in an efficient, effective manner

Values have been identified, and staff have had the opportunity to develop four different vision statements and three mission statements. Staff need to agree on goal areas; she has identified five goal areas that she believes are reflective of some of the areas already identified.

POTENTIAL GOAL AREAS:

1. Economic Growth and Employment
2. Environmental protection/health, safe, sustainable communities
3. Organizational excellence
4. Communication, education and awareness
5. Partnerships – delivery of services in cost-effective and efficient ways

The consultant requested, that in order to solidify the goals of the corporation, that staff think about how they would define 'success' by completing the following sentence; 'I would define success, if in the next three years we were able to accomplish the following; '.

... if we are able to attract a large business to set up shop in Georgina to attract business

... sustain service levels (core service review)

... organize a strategy on water and water elevation

... embrace the fact that we are a lakeside community on the Trent Severn Waterway and capitalize on the fact that Lake Simcoe and the navigable waterways are an important asset

... long term municipal direction ... municipal services

... real progress and improvements to development lands

- ... manage money in a financially sustainable manner
- ... develop organizational plan to meet the short and long term challenges faced by the Town
- ... achieve sustainable core services
- ... effectively accomplish mission statements
- ... open the business park in the next few years
- ... measure successes of goals and successes built on.
- ... complete and implement customer services strategy
- ... manage customer service expectations by setting service standards
- ... implementation of annual work plans for each department and division, team approach
- ... deliver core services
- ... well developed plan for future emergency plan for fire services
- ... help foster training and education for all
- ... well defined existing service levels to communicate, and market service levels effectively
- ... continue to build of trust with each other and the residents
- ... Multi Use Recreation Complex (MURC) built in south end of Keswick
- ... foster reputation of service excellence via performance management program and customer service strategy
- ... engage the community to actively lead a healthier lifestyle
- ... establish Georgina as a place that values innovation
- ... provide an affordable diverse range of housing opportunities for an aging community

... brand for the Town of Georgina

... change in municipal services, become agile

The following were identified:

- Long term municipal direction
- Performance reviews
- Achieving visions
- Reporting on monitoring results, performance benchmarks
- Developing customer service strategy, defining, implementing, achieving customer
- Service standard
- Manual work plans – promote collaborative team approach
- Organizational excellence

- Economic Development
- Business retention strategy to attract large business, well-paying jobs
- Attraction, establish new institutional use
- Partnerships
- Tourism strategy; make use of natural resources assets or promote Georgina as a destination
- Image, branding of the Town
- Opening of the Business Park and Multi Use Recreation Complex (MURC) – securing grant monies, etc.

- Health, safety and sustainable communities
- Water levels and flows – emergency floods, drought, etc, agriculture
- Optimizing natural assets
- Long term fire management
- Promoting healthy lifestyles – active living...as part of community design
- Providing affordable diverse range of housing opportunities for aging community through use of various tools and incentives
- Community engagement strategy
- Advancing Georgina as a community that is normally focused on adaptive and innovative

Moved by Councillor Fellini, Seconded by Councillor Davison

That the meeting recess at 12:12 p.m. for lunch.

Carried.

The meeting resumed at 1:00 p.m.

Municipalities have a finite number of staff and resources to utilize and organizations face two challenges; doing things right and doing the right thing. It was suggested that partnerships would assist with priorities.

Ms. Wianecki listed the five key category areas for which priorities need to be identified. This is the first step in a municipality to determine priorities to focus on.

ECONOMIC DEVELOPMENT

Group 1:

- Business Park
- Commercial development
- Streetscaping
- Revamp site plan approval

Group 2:

- Business attraction strategy
- Broadband and connectivity strategy
- Tourism strategy and implementation
- Update of economic development strategy

Group 3:

- South Shore Condominiums
- Transportation strategy
- The Link completion and occupancy
- Tourism, the lake
- Develop The ROC for year round use

ENVIRONMENTAL PROTECTION, HEALTHY, SAFE SUSTAINABLE COMMUNITIES:

Group 1:

- Fire protection be left to upper level mandate
- Environmental stewards municipal infrastructure
- Diverse housing mix

Group 2:

- Proactive environmental scan
- Emergency Management Plan completed
- Continue to attract occupants to the link
- Position recruitment
- Attainable housing strategy
- Waterfront strategy
- Fire services master plan adopted
- Multi Use Recreation Complex (MURC) business plan and strategy
- Implementation of trail master plan

Group 3:
New fire hall
Establish new development/programming- Multi Use Recreation Complex (MURC)
Aging infrastructure review

ORGANIZATION EXCELLENCE

Group 1:
Client focus – customer service
Defining service standards
Results focused through evaluation

Group 2:
Customer service strategy
Establish and communicate service levels
Complete Civic Centre space planning
Admin services review – building review
Professional development – succession planning
Further explore N6 services review

Group 3:
Human Resources strategy
Fiscal strategy
Customer strategy
Review of core services
Records management system
Civic Centre space planning
Process documentation and knowledge transfer

COMMUNICATION/EDUCATION

Group 1:
Branding
Marketing strategies
Enhanced public engagement

Group 2:
Citizen satisfaction surveys
Leverage technologies for resident engagement
Branding strategy
Internal communication strategy
External communication strategy

Group 3:
Customer Self –service
On-line portal

PARTNERSHIPS

Group 1:
Business Improvement Areas (BIA's)
Georgina Trades Training Inc (GTTI)
The Water Centre
The Link
Corporate sponsorships – Multi Use Recreation Complex (MURC), etc.

Group 2:
Identify public and private non-profit sectors that are existing partners, put in place service agreements

Group 3:
Provincial and federal grant funding
Advocate for affordable housing
Advocate for post-secondary education facilities
School boards – life services

ECONOMIC DEVELOPMENT LIST:

Business Park
Commercial development
Streetscaping
Develop lot year round use
Tourism of lake
Tourism strategy- implementation
Complete update Economic Development strategy
Revamp site plan approval
South shore condos
Broadband connectivity
Business attraction strategy
The Link – complete occupation
Transportation

Ms. Wianecki created a list of priorities on the board and noted with an asterisk those items already in the process of being worked on;

SHEET 1: ECONOMIC DEVELOPMENT (diversifying the economy, creating jobs)

- * •Economic Development Strategy
- * •Business Retention and Expansion Strategy
 - Preparation of a Business Strategy
 - Hotels, Business Park
- * •Process improvements;
 - site plan approval enhancements
- * •Implementation of Broadband Strategy (all encompassing)
 - Improved connectivity;
 - broadband
 - Tourism Strategy – implementation Plan
 - include the lake, High St, downtown districts, agricultural fair
 - Boat friendly
 - Festivals
 - Studio tours
 - Advocate for enhanced community
 - Public transit enhancement
 - Transportation master plan
 - Hwy 404/400 link

Moved by Councillor Harding, Seconded by Councillor Sebo

That the meeting recess at 2:22pm

Carried.

The meeting resumed at 2:45pm

SHEET 2: ENVIRONMENTAL PROTECTION/HEALTHY, SAFE, SUSTAINABLE COMMUNITIES

- * •Municipal Audit Management
 - Aging infrastructure reviews and maintenance
- * •Healthy Lifestyles
- * •Expanded recreational services and programs/facilities, Multi Use Recreation Complex (MURC), The ROC, etc
 - Active transportation
 - Improved streetscape
- * •Improved emergency management

- developing innovative housing strategy
- * •protecting the environment – waterfront strategy, navigable rivers
- Improving connectivity
- Public transit

Winanne Grant advised that there are a variety of services in which the lines are blurred concerning responsibility levels between the levels of government.

SHEET 3: ORGANIZATIONAL EXCELLENCE (9)

- * •Customer service standard/strategy
- Core service review
 - establish service levels
- * •Fiscal strategy
 - sustainable funding strategy
- * •N6 Service Review
- * •HR Management Strategy
 - retention, recruitment, knowledge transfer
- * •People Plan
- Administrative Services Review
 - Civic Centre Space Planning
- Records Management
- * •Reporting on Results – evaluation process
- Performance Management
- Environmental Scan

SHEET 4: COMMUNICATION, EDUCATION AND AWARENESS (5)

- * •Branding Strategy
- * •Marketing Strategy
- * •Community Engagement Strategy
- * •Improving access to town information/services
 - online portal
- * •Communication strategy
 - internal
 - external

SHEET 5: PARTNERSHIPS (5)

- Service Level agreements
- Explore Corporate partnerships
- * •Strengthen existing partnerships
- Chamber
 - Georgina Trades Training Inc (GTTI)
 - The Link
 - School Boards

- Building new partnerships
 - industry and business
- Advocate for affordable housing
- N6 Initiative
- * •Joint Grant Funding

Winanne Grant stated that she believes the cart is before the horse for a lot of the topics. The municipality has a two-year mandate to focus on the implementation of the Performance Management Program. Until the performance Management Program is complete, some of the priorities should not be identifying for the 2016-2018 time frame.

Harold Lenters identified the Financial Strategy, Customer Service Strategy, Performance Management Strategy and Economic Development Check/Review of Program and suggested staff highlight all the topics that have already begun and determine from that list, which ones need to be finalized and which ones can be put on hold.

Ms. Wianecki suggested that staff distinguish between corporate and departmental objectives, those items outside the municipal jurisdiction. Strategic plans contain issues that transform into change. Ms. Wianecki suggested that staff decide on the priorities from all of the asterisk-identified items to focus on over the next three years.

Ms. Wianecki asked staff's perspective on how staff should define success

- in three years, where will you finish
- what is important to the constituents
- what will be the Town's legacy
- what will the Town deliver on
- what are the priorities the Town wishes to emphasize and complete over the next three years

Council advised that constituents are enquiring about a Community Centre and a swimming pool and it would be beneficial to be aware of the timelines concerning these facilities, as well as others. It was noted that until residents receive the services they are requesting, there will not be a lot of support for funding to replace the Civic Centre.

Mayor Quirk advised that the commercial/residential tax base needs improvement in order to be able to fund a new Recreation Centre, pool or Civic Centre. Residents want to see either the tax rates reduced or not increased.

Council suggested that staff work on those items already identified and being worked on, and not add to them at this time. In addition, as far as infrastructure is concerned, the sewers in other areas of the Town will most likely need to be replaced, following the replacement of the sewers along Dalton Road, in addition to fire trucks and other equipment.

Ms. Wianecki advised that the identified priorities are not mutually exclusive and are related in one way or another, and many are in various stages of completion. Staff have indicated that there is a real interest in demonstrating and providing value for service. There are many initiatives that focus on that customer service standard.

Are there specific initiatives that could be completed in the next three years?

Council advised that the public measures tangible items and believes it is important to communicate to the public the work Council and staff are doing so that they can understand staff is moving in the right direction.

Winanne Grant advised that staff can report annually on the milestones achieved annually and share successes to the public and internally to demonstrate that staff is moving forward.

Council observed that it is important to ensure the actions being taken and milestones being achieved are going to be in the best interest of the public and will be appreciated by the public.

Mayor Quirk stated that the public needs to be made aware of what the end result will be in order to understand the work being undertaken by staff.

Ms. Wianecki stated that there may be some value in looking at this list of priorities and turning the outcomes into a "what's in it for me" scenario to ensure that it is abundantly clear that these initiatives and strategies are important. She suggested that the Town be strategic in communicating.

Ms. Wianecki stated that staff needs to learn the key drivers of change in the short and long term, to consider the Town's greatest challenges and opportunities, and to consider the priorities for the next three years and beyond. Staff have determined five key goal areas, with other goals being interconnected. It is important to take these priorities and the opportunities they offer to perform some communication. Staff also defined four vision statements and three mission statements, two of which are:

**Destination Georgina, vibrant, healthy, safe, welcoming, inclusive, affordable community for all ages

**Delivering excellence today for tomorrow

Ms. Wianecki advised that she will prepare a draft document that summarizes this material.

Winanne Grant stated that collectively, staff have embarked on numerous initiatives, recognizing what needs to be done and moving forward. The tenacity, drive and energy of the organization is fantastic. She is hoping that as this meeting progressed, by identifying priorities, staff will not abort this momentum just for the

purpose of identifying a few key priorities. Georgina is a unique situation. Communication needs to be refined. Council is well positioned to demonstrate to the public that this organization and the degree of work that is being produced, is doing very well with the tax dollars.

Mayor Quirk thanked staff for arranging this meeting.

Moved by Councillor Sebo, Seconded by Councillor Neeson

RESOLUTION NO. SC-2016-0002

That Council receive all comments and discussion of this planning session.

Carried.

13. DISPOSITIONS/PROCLAMATIONS, GENERAL INFORMATION ITEMS AND COMMITTEE OF ADJUSTMENT *None.*
 - (1) Dispositions/Proclamations
 - (2) General Information Items
 - (3) Committee of Adjustment Planning Matters
 - (a) Under Review
 - (b) Recommendations
 - (c) Decisions
14. MOTIONS/NOTICES OF MOTION *None.*
15. REGIONAL BUSINESS *None.*
16. OTHER BUSINESS *None.*
17. BY-LAWS *None.*
18. CLOSED SESSION
 - (1) Motion to move into closed session of Council

Moved by Councillor Fellini, Seconded by Councillor Harding

RESOLUTION NO. SC-2016-0003

That Council move into Closed Session at 4:10 p.m., observe a five minute recess, and convene the closed session business at 4:15 p.m. pursuant to Section 239 of The Municipal Act, 2001, as amended, to deal with the following matter:

- (A) **ADVICE THAT IS SUBJECT TO SOLICITOR-CLIENT PRIVILEGE, INCLUDING COMMUNICATIONS NECESSARY FOR THAT PURPOSE - SECTION 239 (2) (f), MA**
- Site Alteration Matter; Baldwin 33 Incorporated

Carried.

The Council Services Coordinator left the meeting at this time.

- (2) Motion to reconvene into open session of Council and report on matters discussed in closed session.

Moved by Councillor Harding, Seconded by Councillor Neeson

That Council rise from closed session at 5:09 p.m. and report on matters discussed in closed session.

Carried.

- (A) **ADVICE THAT IS SUBJECT TO SOLICITOR-CLIENT PRIVILEGE, INCLUDING COMMUNICATIONS NECESSARY FOR THAT PURPOSE - SECTION 239 (2) (f), MA**
- Site Alteration Matter; Baldwin 33 Incorporated

Moved by Councillor Neeson, Seconded by Councillor Fellini

RESOLUTION NO. SC-2016-0004

That with respect to the Baldwin 33/Blanchard Site Alteration Application, Town Counsel proceed to court as scheduled.

Carried.

19. **CONFIRMING BY-LAW**

Moved by Councillor Sebo, Seconded by Councillor Harding

That the following by-law be approved:

- (1) By-law No. 2016-0001 (COU-2), a by-law to confirm the proceedings of Special Council on January 12, 2016.

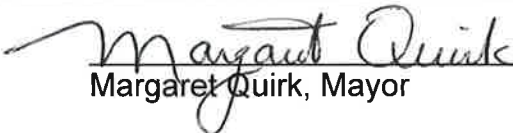
Carried.

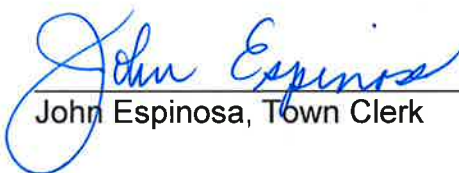
20. MOTION TO ADJOURN

Moved by Councillor Fellini, Seconded by Councillor Harding

That the meeting adjourn at 5:10 p.m.

Carried.


Margaret Quirk, Mayor


John Espinosa, Town Clerk

**Please note that some information, observations and input may not have been included due to acoustic challenges.