

The Corporation of the Municipality of Mississippi Mills

COMMUNITY & ECONOMIC DEVELOPMENT COMMITTEE AGENDA

Tuesday November 19, 2019
8:00AM
Council Chambers, Municipal Office

- A. APPROVAL OF AGENDA**
- B. DISCLOSURE OF PECUIARY INTEREST**
- C. DELEGATIONS/PRESENTATIONS/TOURS**
- D. APPROVAL OF MINUTES**
Minutes of September 2019.....page 1
- E. BUSINESS ARISING OUT OF MINUTES**
Municipal Film Policy Update & Next Stepspage 4
OVRT/ Directional Signage/ Park/ Parking
Business Breakfast
Mississippi Mills Promotional Items
- F. ROUND TABLE**
- G. REPORTS**
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Christmas Decor Update.....page 5
Pakenham Trail Working Group Updatepage 6
Christmas Events.....page 8
- H. INFORMATION/CORRESPONDENCE**
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- I. OTHER/NEW BUSINESS**
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- J. MEETING ANNOUNCEMENTS**
- K. ADJOURNMENT**

CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS
COMMUNITY AND ECONOMIC DEVELOPMENT COMMITTEE

October 15, 2019

8:00 a.m.

Municipal Office - Council Chambers

PRESENT: Scott McLellan (Chairperson)
Councilor Gerard
Deputy Mayor Minnille
Greg Smith
Vic Bode
Sanjeev Sivarulrasa
Helen Antebi
Ron MacMeekin

STAFF/OTHERS: Tiffany MacLaren, Community Economic & Cultural Coordinator
Bonnie Ostrom, Recording Secretary
Ken Kelly (CAO)

REGRETS: Mary Rozenberg

Chairperson, Scott McLellan called the meeting to order at 8:02 a.m.

A. APPROVAL OF AGENDA

Change the date on the Agenda to September 17 minutes (not August 13, 2019)

Moved by Deputy Mayor Minnille

Seconded by Vic Bode

THAT the October 15, 2019 C&EDC agenda be accepted as amended.

CARRIED

B. DISCLOSURE OF PECUNIARY INTEREST OR GENERAL NATURE THEREOF

None

C. DELEGATIONS/PRESENTATIONS/TOURS

None

D. APPROVAL OF MINUTES: September 17, 2019

Moved by Greg Smith

Seconded by Helen Antebi

THAT the September 17, 2019 minutes be accepted as presented.

CARRIED

E. BUSINESS ARISING OUT OF MINUTES

1. Business Breakfast (Review October, Topic/Agenda for November 21)
 - The last business breakfast received excellent reviews, the presenters were very well versed.
 - A small local gift for the presenters was discussed.
 - Topics for the next breakfast; Downtown revitalization - discussion with the Town of Arnprior and a local business that went through the construction (pros/cons)
 - Accessibility issues/requirements
 - Council has requested the 90% draft of the revitalization project.

Moved by Ron MacMeekin

Seconded by Deputy Mayor Minnille

THAT the C&EDC committees next business breakfast topic be “What can businesses do to prepare? “

CARRIED

2. Municipal Film Policy update & Next Steps
 - Update to follow at November meeting
3. OVRT/ Directional Signage/ Park/ Parking
 - Lanark County is still working on the directional signage policy and will be updating their website once complete.
 - The draft will be presented to Lanark County Council on November 27.
4. Mississippi Mills Promotional Items
 - The Community Economic & Cultural Coordinator will meet with Greg Smith and the local business to discuss dual brands (ie. Almonte in Mississippi Mills)
 - It was recommended that branding/logo be included in the Strategic Planning discussions.

F. ROUND TABLE

- An update on the micro grant program was requested for the next meeting

G. REPORTS

1. Beautification Committee Update (verbal) Ron MacMeekin
 - Fall Pitch In was completed before Thanksgiving; post mortem on Thursday
 - Installation of cornstalks and daffodil bulbs have been completed
 - What process to take to inquire about the Ultramar lot on Mill St.
2. Riverwalk Working Group Update (Verbal) Tiffany MacLaren
 - Maintenance of the Riverwalk was questioned; inquiries/complaints were directed to Community, Economic & Cultural Coordinator.
 - Two other fundraising events are planned for the Riverwalk; Paddling Filming event Oct 27, Buntline November 27

H. INFORMATION/CORRESPONDENCE

None

I. OTHER/NEW BUSINESS

1. Pakenham River Trail

Council referred the group to C&EDC. A draft copy of the Terms of Reference Guidelines were presented.

Moved by Deputy Mayor Minnille

Seconded by Vic Bode

THAT the Community and Economic Development Committee create a Pakenham River Trail Working Group;

AND THAT the terms of reference and guidelines be approved as presented;

AND THAT the following individuals be appointed to the working group: Vic Bode (CEDC liaison), Jeff Mills and Doris Rankin.

CARRIED

2. Long Standing Business Awards

- A list of the businesses that have received awards from 2016-2018 was submitted to the committee.
- Categories 25/35/50/65+ years in business
- Councilor Ferguson and Scott McLellan will help work on the list/follow up/bios.
- Suggested that the initial 7 years in business is typically the most difficult. Perhaps adding another category for those businesses that have reach 10 years could be discussed for next year's event.

J. MEETING ANNOUNCEMENTS

Next meeting: Tuesday, November 19, 2019 at 8:00AM.

Next Business Breakfast: Thursday, November 21, 2019 at 7:00AM. Location TBD

K. ADJOURNMENT

Moved by Greg Smith

Seconded by Vic Bode

THAT the October 15, 2019 C&EDC meeting be adjourned at 9:30a.m.

CARRIED

Bonnie Ostrom, Recording Secretary

Tiffany MacLaren

From: Fay Devlin [thepoint@secludedgrove.com]
Sent: Friday, October 25, 2019 9:53 AM
To: Tiffany MacLaren
Subject: Re: Survey Draft

Hi Tiffany. Thank you for the look-see.

I think you have a sound survey but, naturally, I have some thoughts:

In the introduction, you say "if allowed to continue filming in Mississippi Mills", but Q 9 says the town would like to help ... work with the film industry. The introduction's phrase suggests filming may be forbidden, and the later implies filming will continue. This needs to be corrected.

Question: Have you as a customer or resident been affected by a film production? If yes,

Q 4. Perhaps you could add "employment" to the options? I realize it could be input in Q 5, but employment could be a significant factor.

Q 9. A coordinated meeting with the film prod. **team** will not be received well by the film industry. Instead, it is reasonable to request a shooting schedule, which would detail the address, date and time of planned filming, to be received by the Town or the C&EDC (or whoever) no later than two days prior to shooting. This would be in addition to the prod coy's application. Additional changes to the shooting schedule should be copied to the Town or C&EDC.

Q 9. I don't understand the second option, "Require film crews to produce promotional materials...." Are you suggesting that they provide info on the project's name, stars, director, synopsis? Are you asking for each crew to tell us about themselves, e.g. Fay Devlin's a local screenwriter....? Also, do you mean "Require the film production company / Require the applicant...."?

Fay

On 10/24/2019 2:15 PM, Tiffany MacLaren wrote:

Thanks for your help with this!

<https://www.surveymonkey.com/r/MPRWY3J>

Tiffany MacLaren
Community Economic & Cultural Coordinator
tmaclaren@mississippimills.ca

Municipality of Mississippi Mills
14 Bridge Street, P.O. Box 400
Tel: 613.256.1077 ext. 22
Cel: 613.223.3810

Tiffany MacLaren

From: Tiffany MacLaren
Sent: Wednesday, November 13, 2019 12:09 PM
To: 'Lea-Anne Solomonian'; 'Malte Mendzigall'
Cc: Bonnie Ostrom
Subject: MM Christmas Decor Update

Hello Lea-Anne and Malte,

Please share with the rest of your committee.

- 45 Christmas Baskets from Brantim were delivered yesterday, they are being installed by Recreation Staff today. Primarily Downtown Almonte and Pakenham but also some Municipal Facilities.
- The RFQ (Request for Quotation) for Christmas Décor has gone out and closes on November 21st. This includes 4 Lit Garlands with red and silver ornament groupings that hang across Mill Street, Lit tinsel stars on the Almonte bridges as well as the Red Keepsakes building bow. This will be installed before December 5th. I have ordered some replacement red and silver balls for the garland because many have broken over the years.
- I also purchased 600 ft of warm white LED Christmas lights for the two tall green trees across from the HUB. My hope is that that will be done as part of the RFQ. Our estimate is that those trees are 40-50ft tall. As long as it comes in on budget these trees will be a nice addition to the downtown.
- The large Christmas Tree for the Naismith Square(12-14ft) along with the 3 smaller trees for Almonte Old Town Hall(6-8ft) will be picked up by Recreation Staff on Monday or Tuesday if next week. I have purchased a new roll of Christmas lights for you for the larger tree - 150 bulbs (100 ft) I think this will cover the entire tree nicely. You can pick them up in our office. You'll have the tree before the 20th to install as planned.
- I have ordered a bunch of 4" red balls similar to the ones that hang on the garland. They won't arrive until the end of the month. If you can't hang them I'll see if I can get someone else to help. I thought they would be a nice addition to the warm lights of the tree.
- We have hired Paul Laforce to install the 3 trees beside Almonte Old Town he will also light them. This will be done next week.
- We are removing the metal banners in Pakenham and installing the Welcome to Pakenham snowman banners. Since Pakenham doesn't have any Garlands we felt this was important. This is being contracted out as well and will be done before November 30th – Pakenham Country Christmas.
- We were contacted by Appleton village community group. They have volunteers who always install lights on the bridge. They are having issues replacing the bulbs and require new lights. We're giving them a \$150 Micro Grant(from CEDC) so they can purchase new lights and continue this tradition.

I believe that is all for now. Please let Bonnie or I know if you have any questions.

Tiffany MacLaren

Community Economic & Cultural Coordinator

tmaclaren@mississippimills.ca

Municipality of Mississippi Mills
14 Bridge Street, P.O. Box 400

Tel: 613.256.1077 ext. 22
Cel: 613.223.3810



Way Forward meeting: Pakenham Trail

November 7, 2019

DRAFT v1

Attending: Ken Kelly, tiffany MacLaren, Jeff Mills, Doris Rankin

NOTES:

1. It was determined to continue with the planning for the Trail. The necessary components include keeping CEDC in the loop and having Vic Bode as the Trail Working Group rep to the CEDC committee. Important components of the Plan will include:
 - i) Agreement from Council: Expected when CEDC Minutes are approved and Working Group is set up
 - ii) Identify components such as agreement with United Church, surveying needs, property owned by the Town
 - iii) Design and Conception stage
 - iv) Consultation
 - v) Fundraising
 - vi) Implementation

2. Issues discussed:
 - i) Need to speak with United Church as soon as possible to begin process with them. Letter to be sent to Ken from United Church.
 - ii) Document AODA requirements – already reviewed
 - iii) Passive Park components – to ensure maintenance is not a burden
 - iv) Possible establishment of “Friends of the Trail” group
 - v) Naming the Trail – importance of recognition of Margie Argue and for ownership of the Trail for Pakenham plus fundraising efforts.

3. Arrange Sub-group meeting in Pakenham to give update to date. Doris to do.

Doris Rankin,
Jeff Mills,
Mississippi Mills Bridging Generations Group

May 1, 2019

Re: Pakenham Walking Trail access to and through Union Cemetery land

Dear Ms Rankin and Mr Mills,

Thank you for meeting with members of the Board of Trustees of the Pakenham Union Cemetery on April 29, 2019, and providing us with the information on the plan and next steps for the approval of a public use walking trail that encircles the village and accesses the cemetery. The proposed access to the back line of the property, from Forbes Street on the south crossing to the Highway 29 on the north was viewed and requirements and approvals were discussed. Amongst these were:

1. The municipality of Mississippi Mills will establish, maintain, and sign the trail premises, including:
 - 1.1. Provide all legal agreements related to public access
 - 1.2. Carry third party liability insurance
 - 1.3. Construct the trail, including completing a survey by a registered Ontario Land Surveyor
 - 1.4. Supply all materials required to maintain the trail in reasonably safe and usable condition for the purpose of walking
 - 1.5. Erect signage that clearly indicates the premises of the trail, potential risks and safety issues and respect for private property boundaries
 - 1.6. Enforce by-laws e.g. littering, animal control, noise and respond to complaints
 - 1.7. Cover all costs associated to the above noted requirements.
2. The proposed trail will be exclusively used for walking.
3. The Municipality of Mississippi Mills will continue to communicate and include the Pakenham Union Cemetery Board of Trustees in the process of development and implementation of the trail.

The Pakenham Union Cemetery Board of Trustees subsequently met on April 30, 2019. As a result, the Board is pleased to provide you with this letter as confirmation of their formal support for inclusion of this trail link through Pakenham Union Cemetery property in the planning and submission to the Municipality, pending the outcomes of the requirements above noted and notwithstanding any future issues that may arise.

We look forward to working with the Bridging Generations Group in this endeavour. Please keep me informed of the outcomes of your efforts and any further needs.

Sincerely

David Blair,
Chair, Pakenham Union Cemetery Board of Trustees

2019 Christmas Weekend in Mississippi Mills December 6-8th

Light Up the Friday - December 6th 7:00PM to 8:30PM (aprox.)

Mill Street Almonte

This year's host is Tracey Brown Prescott

Entertainment:

- Country Recording Artist -Jordan McIntosh
- Rock The Arts Christmas Puppets Sarah Argue and Jennifer Sheffield
- Ottawa Valley Country Singer - Vicki Brittle
- Almonte Hometown Gal - Alison Postma
- The Fabulous - Voices of Praise Gospel Choir
- The Cedar Hill Sunday School Choir
- The Almonte Academy of Dance featuring The Snow Queen and Twinkle Fairies & Santa Claus!

Many stores remain open for the event. We will have a couple of vendors including Dairy Distilleries. They get their own Special Occasions Permit and Insurance. Almonte Scouts give away free Hot Chocolate. *A spectacular Fireworks display ends the show.* Calvin and I organize this event with the support of a very small committee and the help of the fire department. The committee fundraises every year to keep the event going. This year Chair Don Wiley hit a record with \$8000 in sponsorship dollars, collected through door to door visits.

Pakenham Santa Claus Parade – December 7th 1:00PM

- Theme for 2019 **Parade of Christmas Trees** (*fill your float with colourful, outrageous or beautiful Christmas Trees*)
- Parade starts at 1:00PM leaving from the Stewart Community Centre and travels down Hwy 29 (Main St. Pakenham)
- This is always a great parade and is one of the last traditional daytime Christmas parades in the surrounding area. A benefit of a daytime parade is that we see more animals and musical instruments if it's mild enough. It gets too cold after dark.
- No advance registration required. Floats should be on site at the Stewart Community Centre to line up at least 45 minutes in advance.
- Come back to the Stewart Community Centre after for free hot chocolate and hot dogs supplied by the Pakenham Civitan Club. Visit with Santa in the upper hall or enjoy free public skating on the ice surface
- We don't award prizes for this parade but instead enter all registrants in draw for 4 beautiful Christmas fresh wreaths from the Cedar Hill Christmas Tree Farm
- Pakenham Fire Association help with traffic control for this parade. I also don't know what we'd do without Councillor Ferguson directing traffic in the lot.

Almonte Christmas Night Parade – Sunday December 8th 5:00PM

- Theme for 2019 **Parade of Christmas Trees** (*fill your float with colourful, outrageous or beautiful Christmas Trees*)
- Parade starts at 5:00PM leaving from the Almonte Community Centre and travels down Bridge St to Mill Street back up Main St. and loops back up Bridge St. to return to the Arena.
- No advance registration required. Floats should be on site at the Community Centre to line up at least 1 hour in advance.
- This is a NIGHT parade. It gets dark between 4:30 and 5:00PM. We strongly encourage people to light their floats so they can be seen in the dark. This parade has grown in popularity over the last few years and is a lot of fun.
- The public is invited back to the Community Centre after for free hot chocolate and hot dogs supplied by the Almonte Lions Club. Visit with Santa in the upper hall or enjoy free public skating on the ice surface.
- There are 4 cash prizes of \$100 along with 2 trophies, Civitan Best Use of Lights and Theme (\$100 and Trophy) Best Walking entry (\$100) Best Musical Float (\$100) Best Overall (\$100 & Trophy)
- The Almonte Civitan plays a big part in helping close roads and direct traffic for this parade. We are grateful for their continued support.
- The Almonte Scouts collect canned goods for the food bank along the parade route.

355 Bowland Rd
Clayton, ON
K0A 1P0

24 Dec 2018

Mississippi Mills Council
3131 Old Perth Rd
Box 400
Almonte, ON
K0A 1A0

Mayor Lowry and Council Members;

DESIGNATION ON THE YEAR 2023 AS THE MISSISSIPPI MILLS BICENTENNIAL YEAR

1. It is proposed that the year of 2023 be designated as the Mississippi Mills Bicentennial Year of white settlement in the municipality. 1823 is the year that saw settlers in **all areas** of the municipality.
2. Reuben Sherwood and Associates commenced surveying the old Ramsay Township (which included the land where Almonte is currently located) in 1820 and completed it in Jan 1821. Settlers then began moving into Ramsay Township in Feb 1821. The survey of Pakenham Township was completed in the summer of 1823 and immediately settlers started to arrive in Pakenham Township.
3. In addition, efforts are also underway to research and collect information regarding First Nations history in Mississippi Mills. It is requested that the municipality provide assistance in this endeavor so that an appropriate recognition or tribute may be planned for 2023 to celebrate First Nations history in Mississippi Mills.
4. A brief account on Mississippi Mills white settlement history is attached as Annex A.

Sincerely,

Laurel Cook

Attachment: Annex A

Annex A

RAMSAY TOWNSHIP

1. Reuben Sherwood and Associates commenced surveying the old Ramsay Township (which included the land where Almonte is currently located) in 1820 and completed it in Jan 1821. Land could not be granted to settlers until the survey was complete. There were but two exceptions to this rule which were unusual circumstances. Four lots were allotted in Ramsay Township in Nov 1820 to two military officers as partial payment for government work and military service but these officers never lived on their lots.

2. The first wave of settlers was an overflow of military settlers from the Rideau Settlement in Perth. Some of them had been waiting at Perth for more than a year without being able to obtain lots because of the slowness of surveying neighboring townships. There were thirty-nine settlers from the Rideau Settlement who obtained lots in Ramsay Township, the first being Edward McManus, the first real settler in Ramsay. He located on lot 13W concession 8 on 8 Feb 1821. Others followed quickly after that.

3. Later in 1821, a second influx of settlers, the Lanark Society Settlers from Scotland. They disembarked in Montreal on June 19, 1821 and then made their way to Perth and then Lanark village. One of these settlers was Arthur Lang whose letters still remain. In a letter dated 19 July, 1821, he writes about travelling to Ramsay and being unable to locate a lot, returning to Lanark and having to make the trek to Ramsay again. Another letter from Lanark Society Settler, John Toshack, dated 11 Sep 1821, details how "William, John and James Bennie and I each got one hundred acres together in a square...". This was the beginning of the settlement of **Bennie's Corners**.

4. 1822 saw another group of settlers arrive from the Rideau Settlement. In the list of military settlers from Perth is a notation that on 11 Dec 1822, David Sheppard received Lot 15E and Lot 16E Concession 9 (the two one-hundred acre lot that make up most of present day **Almonte**) "on conditions". He was to have a saw mill and grist mill erected within a certain time. He built a sawmill which burnt down before it was able to be used. Financially incapable of building another, he sold it to Daniel Shipman. Daniel Shipman was a United Empire Loyalist who had been living in Leeds County and he took over the lots and in 1823 erected both a sawmill and grist mill.

5. There were also other independent settlers including Alexander Snedden. Alexander Snedden and his brother came over from Scotland in 1819 and settled in Beckwith Township. In 1822, Alexander Snedden wanted to find a suitable mill site so he walked down the ninth line in Ramsay and found what he was looking for at Norway Pine Falls, part of lots 25 and 26. Within a few years he had erected a sawmill, grist mill and timber slide. The name quickly changed from Norway Pine Falls to Snedden's Mills and later to **Blakeney**.

6. The next large influx of Settlers to Ramsay were the Peter Robinson Irish immigrants who arrived in Quebec in September 1823. One of these Irish families, John Teskey, his wife and nine children, settled in Ramsay on Lot 7 Concession 11. Joseph Teskey, the oldest son of John Teskey, obtained his one hundred acre Lot 4 Concession 10 at the location known as Appletree Falls on the

Mississippi. The second son, Robert, joined Joseph in building a sawmill and grist mill at the falls. This resulting community was called Teskeyville and later was named **Appleton**.

7. It has long been believed that **Clayton** had its origin in 1824, a little more than a year later than Almonte, when Edward Bellamy obtained the water privilege of the falls on the Indian River. However, recent extensive research by Rosemary Sarsfield has revealed a slightly different story. One of the Peter Robinson settlers, Martin Ryan, received his allocated lot 22 Concession 2 (which is now the village of Clayton) and moved into his house there on 1 Dec 1823. In Feb 1824, when the Bellamy brothers came from Vermont looking for a site to construct mills, they found that the ideal site had already been allocated. Martin Ryan refused their first offer to purchase, but some time later, the Bellamys made a deal with Mr Ryan.

8. The majority of this information was taken from "Ramsay Reflections" and "Whispers From The Past" by Rosemary Sarsfield. Ramsay Reflections was compiled and written by Susan Campbell, Trisha Stewart and Shelley Timmins as a "Young Canada Works" project Employment and Immigration Canada, sponsored by Ramsay Township, June 18, 1979. In verifying information in this book, I checked with local historian Terrence Currie who stated "I have read the original Bathhurst district papers on Lanark and I agree that settlers came after 1820...the reports are in the old surveyor's reports among others."

9. There has been some discussion that 2020 should be the date of the bicentennial year of Mississippi Mills. This is a result of considerable confusion about the founding date of Almonte. Wikipedia states "Almonte's first European-bred settler was David Shepherd, who in 1818 was given 200 acres (0.81 km²) by the Crown to build and operate a mill. The site became known as Shepherd's Falls. That name was never official however, and Shepherd sold his patent after his mill burned down. The buyer of the patent, Daniel Shipman, rebuilt the mill and the settlement became known as Shipman's Mills by about 1821." In footnotes on the Wikipedia, it states the information was taken in part from an article by Gerry Wheatley in the Almonte Gazette on 26 Feb 1992. In his article, however, Gerry Wheatley recognized that there were few records from that time and he indicated that the dates used in his article were "probable". He also pointed out that the government bronze historic plaque beside Almonte Old Town Hall reads in part "the sawmill and grist mill completed here by Daniel Shipman in 1823." Some people have also noted that in 1970, Almonte celebrated its 150th birthday, although in retrospect, it appears that this celebration may have been premature.

10. However, given the confirmed dates of Reuben Sherwoods survey of Ramsay Township (from which Almonte was later separated) and other historical documents, reports and letters, it is most probable that there were no settlers in Ramsay Township until 1821.

PAKENHAM TOWNSHIP

11. The survey of **Pakenham** Township was completed in the summer of 1823 and immediately settlers began pouring in, amongst the first were some of the Peter Robinson Irish immigrants.

12. Verna Ross McGiffin's book "Pakenham 1823-1860" provides a detailed account of the settlement of Pakenham Township.

Strategic Plan 2022 Update As Amended – May 26, 2015



Colour Coding System of the Strategic Plan

Red	URGENT – Need to be addressed in year 1 or 2 of the Plan
Orange	MODERATE – Initiatives of importance
Green	ONGOING – Concepts that are ongoing and need to be completed in a standard time frame

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VISION STATEMENT

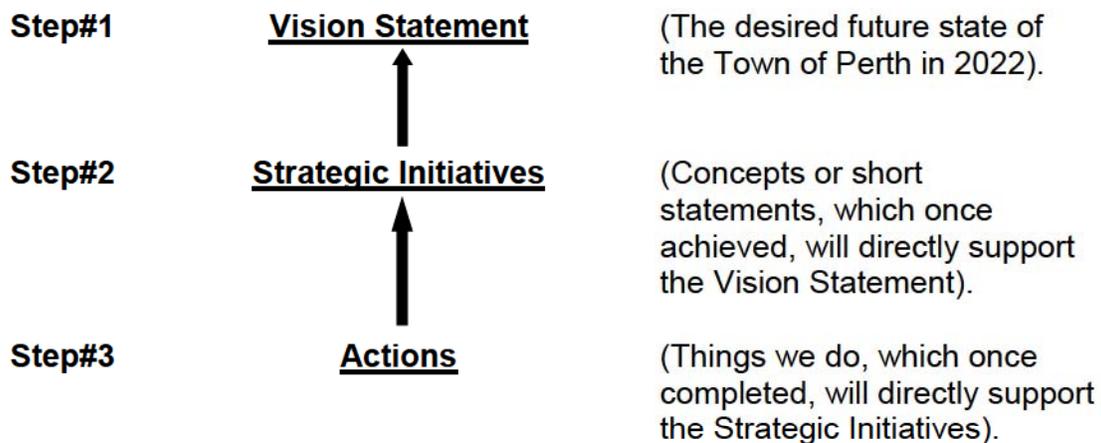
To be a sustainable Community that respects both its Heritage and Natural Environment, while enabling a balanced lifestyle by means of a vibrant economy.



VISION STATEMENT EXPLAINED

The Vision Statement is a short paragraph that describes the idyllic Town of Perth in the future state (10 years' time). All of the following Strategic Initiatives and Actions, once completed, bring the community closer to meeting our goals as set out in the aforementioned Vision Statement.

As a reminder on how the mechanics of a Strategic Plan works; please see the following three (3) step process.



On March 20th, 2012, the Council of the Town of Perth approved the inaugural Strategic Plan 2022, inclusive of the above noted Vision Statement.

The following Strategic Plan 2022 Update is a document that augments the original Strategic Plan and gives a fresh outlook to our planning horizon.

Overview Strategic Plan Context

This Strategic Plan 2022 Update has been designed to inform the public of Councils' priorities for the community and specifically how we intend to meet these objectives and above all else how we intend to fund these initiatives.

In essence:

Priorities

- Economic Prosperity
- Tourism
- Fiscal Responsibility
- Quality of Life
- Green Initiatives
- Sustainability
- Natural and Heritage Environment

Sectors of Study

- Economy
- Infrastructure
- Governance
- Planning and Development
- Safety and Support
- Quality of Life
- Protection of Persons

Financial Concepts

- Living within our financial means to ensure that Perth is affordable for families today and in the future.
- By adopting and practicing sustainable budgetary/financial practices. The ongoing development of Financial Policies, which directly support sustainability.
- Ensuring that future tax increases are benchmarked at the Consumer Price Index (CPI) or lower, on a consistent basis to support the financial means of Perth citizens.

Plan Design

In order to demonstrate the urgency or prioritization of the various Strategic Initiatives contained in the Plan, the following colour coding system has been developed to aid in this process:

Identify the critical path issues of the Strategic Plan by means of a colour coding system:

- Red = Urgent (need to be addressed in year 1 or 2 of the Plan)
- Orange = Moderate (initiatives of importance)
- Green = Ongoing (concepts that are ongoing and need to be completed in a standard time frame)

This simple colour code will be inserted as a colour bar on the header section of each Strategic Initiative. The Town of Perth will allocate resources to facilitate those objectives with the greatest importance, through the annual budgetary program.

At the end of the day the Plan needs to be a living tool, in that both the content is flexible and adaptable to new ideas and initiatives in order to ensure that the Town of Perth is open to change and changing times. To aid in the public understanding of the progress of the Plan, Council will celebrate municipal accomplishments in December of each year, in conjunction of having the Strategic Plan elements engrained in our annual budgetary exercise.



Strategic Plan 2022 – Update
New 2015 Strategic Initiatives
May 26, 2015

Sector #1 – Economy

Strategic Initiative #1

Through economic planning initiatives ensure that the Perth Business Park is enabled to develop both new assessment and employment opportunities.

Actions

- A) That the Development Support Team (DST) analyze the Perth Business Park and develop configuration models complete with full servicing costings.
- B) Working with the Ontario East Economic Development Commission, partner on Sector Initiatives such as Advanced Manufacturing, Business Immigration, Rural Opportunities, Food Processing, Investment Tourism, and Logistics and Warehousing.
- C) Work with the local realtors to successfully market Perth's development opportunities.
- D) Work with Algonquin College and the local High Schools to encourage uptake in the skilled trades sector and for the College to consider offering a Business Management Course to graduate students of the Heritage Programs.



Strategic Initiative #2

Ensuring the economic vibrancy of the Perth downtown business district.



¹ *Perth through the Ages*, a historic theatrical walking tour, is a project of the Classic Theatre Festival, Ottawa Valley's only professional theatre company, located in Perth (classictheatre.ca).

Actions

- A) By means of consultation with the Downtown Heritage Perth Business Improvement Area (BIA) develop a marketing plan to support businesses that conform to standard evening and weekend shopping hours.
- B) By means of consultation with the Downtown Heritage Perth Business Improvement Area (BIA) identify marketing initiatives that directly link festivals and events to merchant sales.
- C) By means of consultation with the Downtown Heritage Perth Business Improvement Area (BIA) coordinate beautification elements that lead to making Perth an all seasons tourist destination.
- D) By means of partnership with the Downtown Heritage Perth Business Improvement Area (BIA) create activities that support both tourism and commerce (example: Christmas in Perth)

Strategic Initiative #3

Expanding the brand of “Heritage Perth” to differentiate the Perth market place for future investments.

Actions

- A) Evaluate the economic health of the Heritage Conservation District (HCD) and document the Perth experience from this initial undertaking. This is to include: conducting surveys, obtaining testimonials, analyzing vacancy rates, talking to tourists, etc.
- B) Based upon the outcome of the HCD evaluation, should Perth consider future HCD phases and how would they complement both Phase I and the interests of the citizens of Perth?
- C) What other Heritage concepts would support the economic vitality of Perth?
- D) Provide a Cost/Benefit analysis of all noted new Heritage concepts identified in Section C, above.
- E) Augment the Town’s brand to explore “non-heritage” opportunities that appeal to all demographics.
- F) Evaluate economic opportunities that may arise in regard to the Historic Lanark County Jail facility.



Strategic Initiative #4

Creation of an Economic Development Strategic Plan, which directly supports job/assessment growth initiatives (in-house).

Actions

- A) Complete a SWOT analysis of the aforementioned job growth initiative, in relationship to Perth's economic strengths/opportunities.
- B) Define opportunities which complement existing economic drivers.
- C) Address the results of the ICI Sector consultation results.
- D) Cost all initiatives in a prioritized manner demonstrating the cost/benefit to the Town of Perth.
- E) Contact five (5) comparable communities and statistically compare their economic strength/opportunities and current practices.
- F) Identify the best practices in economic development that can be adopted to strengthen the economy of the Town of Perth.
- G) Create a Business Retention and Expansion (BR and E) Plan based on the ICI Sector consultation results (BR and E survey).
- H) Ensure that Perth is being promoted as development friendly and open for business. Remember that public relations and word of mouth are important factors in ensuring that business people recommend Perth, as a result of how well you have helped them in the past.



Strategic Initiative #5

Ensuring that Perth is Tourism friendly to all of our visitors.

Actions

- A) Establish a “Clean Friendly” program for all Parks and Facilities, in concert with our cleaning schedule (i.e. establish service levels and maintain them).
- B) Promote both the hours and locations of all public washrooms.
- C) Enhance camping opportunities at the Last Duel Park campground.
- D) Contact both the Ottawa and Kingston media to enquire about the conditions required for Perth to be a “weather point” on their weather broadcasts.
- E) Engage the boating community in discussions about their tourism needs and what Perth has to offer.
- F) Ensure connectivity with the Ontario Provincial Park system and private campground owners to reach out to the camping segment of the tourism market.
- G) Solicit testimonials from tourists to affirm their tourism experience in Perth.



Strategic Initiative #6

Strategize on how to best position the Perth Business/Industrial Park to meet the needs of the Industrial/Commercial/Institutional (ICI) Sector.

Actions

- A) Ensure that both the Official Plan (OP) and Zoning By-law are positioned to encourage the development of the “Employment Lands” at the Perth Business Park.
- B) Ensure that the results of the Development Support Team (DST) findings are incorporated into the Perth Business Park concept.
- C) Utilize the results of the newly created “Economic Development Strategic Plan”, in SI #3, to position the Perth Business Park for the next ten (10) years.
- D) Work with the DST to ensure that the “Employment Lands” at the Perth Business Park are “Turn Key” ready (i.e. Municipal services are in place).
- E) Dedicate all land sale revenues to the Development Reserve Fund, to accommodate the financial needs in the above noted Action D (i.e. the main product of the business park is to create employment/jobs and thus the need to create a self-funding plan is imperative).
- F) Prioritize the findings of the above actions with reference to the cost/benefit to the Town of Perth.



Strategic Initiative #7

Create a dynamic commercial business climate in Perth's Highway # 7, and Downtown business areas by creating joint synergies.

Actions

- A) Investigate and identify joint business growth activities that support the entire Perth commercial sector.
- B) Develop a Highway #7 Beautification Plan.
- C) Initiate a signage program that draws traffic to both the Highway #7 & downtown commercial areas.
- D) Analyze the joint marketing benefits of the Perth commercial area.
- E) Track net employment growth in the Perth commercial sector.
- F) Emulate economic success, such as Perth 'n Company, on a municipal wide basis.



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Sector #2 – Infrastructure

Strategic Initiative #1

Bring to fruition key Infrastructure capacity projects to support economic growth initiatives.

Actions

- A) Prepare a Project Plan, complete with both revenues/expenditures and timeframes for the construction of the Submerged Activated Growth Reactor (SAGR) project to backstop the sewage treatment requirements of the development community (Plan for the 2016 budget).
- B) Develop a Water Treatment Plant (WTP) and Water Distribution Operations report to detail of technical upgrades required for the facilities to accommodate the development needs of the community.
- C) Completion of the Waste Management Environment Assessment to ensure the waste management requirements of the Town of Perth.
- D) Coordinate a Natural Gas Servicing Plan to meet the utility needs of our Business Park customers.
- E) Prepare a Project Plan, complete with dates and costs for the future re-development of the Wilson Street Parking Lot.





Strategic Initiative #2

Coordinate our infrastructure to support the dreams and desires of our Tourism Industry.

Actions

- A) Conduct an analysis of our bridge inventory to demonstrate how we can participate in nautical tourism initiatives.
- B) Provide both mapping and a Five (5) Year Plan for the creation of Perth's bicycle pathways from the results of the 2015 Transportation Master Plan.

Strategic Initiative #3



Being a Green Community is a way of life.

Actions

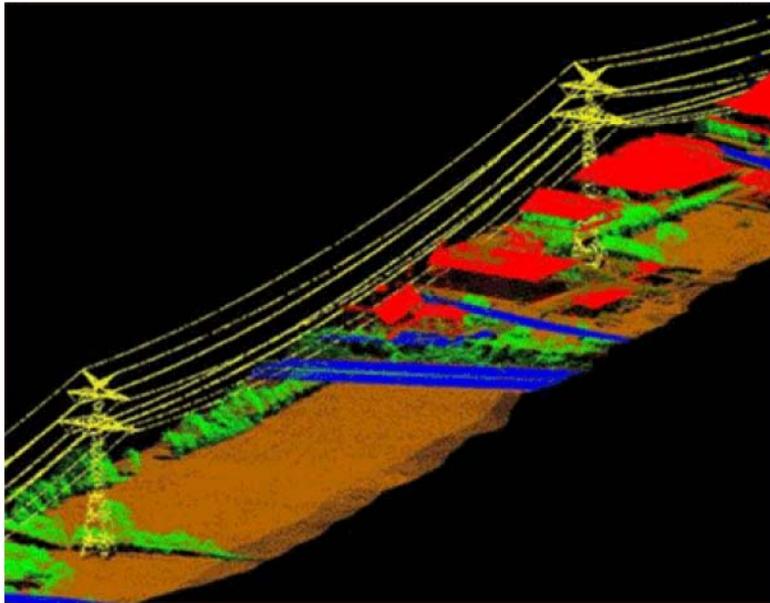
- A) The Mayor of Perth to launch the “Mayor’s Taskforce on Local Climate Change” in Perth and thus start the community dialogue about thinking globally and acting locally.
- B) Assign and train a junior management staff person to act as the “Official Green Community Coordinator” to facilitate the ongoing commitment to living as a Green Community.
- C) Coordinate the “Solar Evaluation Program” in 2015.
- D) Review and determine possible outcomes for the following “Green Ideas”:
 - 1. Encourage Civic Green Pride.
 - 2. Provide Green Education Guidelines.
 - 3. Promote the Town of Perth Green Environmental Projects.
 - 4. Evaluate a low volume water fixtures program.
 - 5. Provide public information on the LEED Construction Standards.
 - 6. Develop Water Conservation Public Education Programs.
 - 7. Other Green Ideas, as identified.

Strategic Initiative #4

Develop an Infrastructure Plan that supports new economic growth.

Actions

- A) Map out the utility pathways that will service growth in:
- Perth Business Park;
 - Secondary Plan Area (North of Highway #7), and;
 - Lands westerly of the Peter Street bridge (Perth Golf Course property).
- B) Assist with the development of funding models for this growth.
- C) When planning utility corridors, think “green” and consider new initiatives such as pedestrian/cycle pathways.
- D) Analyze the pros and cons of developing underground utility networks.
- E) Layout a ten (10) year plan to achieve the desired infrastructure network.



Strategic Initiative #5

Ensure that our financial practices reflect a commitment to our existing infrastructure/equipment.

Actions

- A) Develop a master prioritized ten (10) year Municipal Infrastructure Plan.
- B) Develop a master prioritized ten (10) year Municipal Equipment Plan.
- C) Develop a capacity to locate and secure external sources of infrastructure funding.



Strategic Initiative #6

Ensure that the Environmental Services standards and procedures are in concert with the best sustainable practices to support the environment.

Actions

- A) Create/practice a Tree Planting Program for all suitable municipal properties that complement the natural environment. Consider native trees, enabling the restoration of our natural biodiversity.
- B) Evaluate and implement “Greening the Fleet” ideas.
- C) Promote water/sewer efficiency use programs with a view to provide more capacity for community development (example: having the Great War Memorial Hospital convert to low flow toilets).
- D) Identify “Green” options in all aspects of operations.
- E) Support solar initiatives in municipal facilities/land holdings over the course of new initiatives.
- F) Prioritize the cost/benefit of the aforementioned green projects to the Town of Perth.
- G) Landfill – maximize life of site. Investigate green initiatives which complement our goals and objectives. Further promote the use of the Green Bin program, to minimize the content of organic wastes going into the landfill.
- H) Ensure a clean community. (i.e. garbage pick-up, street sweeping etc.)
- I) Support sustainable development projects through appropriate sustainable development practices.
- J) Promote the use of rain-barrels to harvest rainwater for watering gardens & lawns.



Strategic Initiative #7

Ensure Perth has a safe and sustainable transportation system that supports all modes of transportation.

Actions

- A) Complete a Transportation Master Plan that would consist of an update of the 1991 Transportation Study in concert with a review of parking, pedestrian movement, cycling network and opportunities for a public trail system.
- B) Maintain and enhance the road network repair evaluation system.
- C) Ensure Perth's connectivity to both County and/or Provincially significant walking/cycling routes.
- D) Ensure pedestrian and cycling network is secured through subdivision and other Planning approvals.
- E) Dedicate local funds and secure funding from other sources to support the desired pedestrian and cycle paths.
- F) Be a community, where people walk to work.
- G) Layout a ten (10) year plan to achieve the desired pedestrian /cycle network (in-house).



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Sector #3 – Governance

Strategic Initiative #1

To ensure that Perth remains “affordable for families today and in the future”, Council will consider the establishment of a Master Budgeting Policy.



Actions

- A) Future Town of Perth budgets will be developed with the budgeting target of the Consumer Price Index (CPI) or less.
- B) Ensuring that staff review all grant opportunities that may assist the Town of Perth in either its operation or Asset Management Program.
- C) Continue to use the tool of Service Delivery Reviews to evaluate all opportunities.
- D) That the Director of Corporate Services / Treasurer continues to track the tax rate position of Perth in regard to all Ontario municipalities, starting with 2013 being the base statistical year.
- E) As savings from Service Delivery Initiatives and upon retirement of debt and unfunded capital outlays (UFCO) said financial opportunities are to be new sources of revenue to support all infrastructure projects.
- F) Absorb future growth within existing budgeted resources, thus allowing the Perth tax rate to stabilize over the long term.

Strategic Initiative #2

Harness the intellectual capacity of staff and facilitate a Corporate Learning Culture.



Action

- A) The development of a Corporate Training Program that is linked to our succession planning requirements and development of core competencies of existing staff.

Strategic Initiative #3

Demonstrate how the financial outcomes of previous Service Delivery Reviews (Police Services Delivery Change, Rational Hiring Freeze, etc.) support the economic viability of Perth.

Actions

- A) Document both the Service Delivery Review outcomes (Police Services Delivery savings, Rational Hiring Freeze savings, etc.) and other associated financial outcomes since 2013.
- B) Propose how Council may wish to allocate these new financial resources in the Capital budget and forecast for the next five (5) years.
- C) Demonstrate the financial impact of the Service Delivery Financial Outcomes in regard to the tax rate and the forecast for the next five (5) years.



Strategic Initiative #4

That the Town of Perth embrace the “Spirit of Innovation” in all aspects of our corporate being.

Actions

- A) That the annual budget concentrate on innovative practices to demonstrate that we are striving to be cost effective and while maximizing value to the taxpayers in all of our service delivery obligations.
- B) That all managers and staff are encouraged to challenge the status quo and to evaluate all opportunities, each day of their working career.
- C) All employees will be asked to embrace change in tandem with their managers. Successful innovation will require a coordinated approach from all employees. Innovation must be driven from the top down and bottom up within our organization. Management will engage staff to contribute to and participate in being part of the innovation solutions. Participation in effecting positive change is not optional, as change will be a key part of the corporate culture.



**INITIATIVE
AND DRIVE**

Strategic Initiative #5

Employees with a positive attitude and strong work ethic are the backbone of the Town of Perth work environment.

Actions

- A) During recruitment practices Directors need to tailor their process to select candidate employees who have demonstrated a positive attitude and a strong work ethic at previous employers.
- B) All managers need to send the same message highlighting importance of positive people who get results as the standard work expectation of all Departments.
- C) By means of the Annual Performance Appraisal process, all employees will have clearly stated performance goals and objectives for work ethic, attitude and team work. All managers are expected to properly evaluate the conduct of employees, thus providing positive reinforcement of those who have a “can do attitude”. Inversely using the Performance Appraisal process to help those employees who are negative to understand the importance of being a positive influence in the workplace.
- D) Lastly, communication is the key to success and the Chief Administrative Officer will be charged with ensuring that the following communication schedule is practiced at all levels:
 - 1. **Town Hall Meetings:**
To be held twice per year, with all employees.
 - 2. **Directors Meetings:**
To be held weekly with all Directors.



the



3. **Managers Meetings:**

To be held four (4) times per year with all management staff.

4. **Departmental Meetings:**

To be held monthly with all operating Departmental staff.

*The Clerk's Department will be responsible for coordinating the Communication Calendar.



Strategic Initiative #6

As a result of technical advancements, the public desires more information delivered in a convenient and timely manner. Engaging the community is critical.

Actions

- A) Provide enhanced coverage of the Committee of the Whole meetings via COGECO, Lake 88.1 FM, and the Perth Courier.
- B) Reach out and communicate more by providing information to residents and stakeholders in a convenient, timely and cost effective manner.
- C) Monitor and refresh the Town's website on a regular basis.
- D) Help people find what they need by offering e-services, in plain language without technical jargon.
- E) Commitment to being pleasant, open-minded, time-sensitive, and cost-effective.
- F) Commitment to demonstrating openness, trustworthiness and transparency.

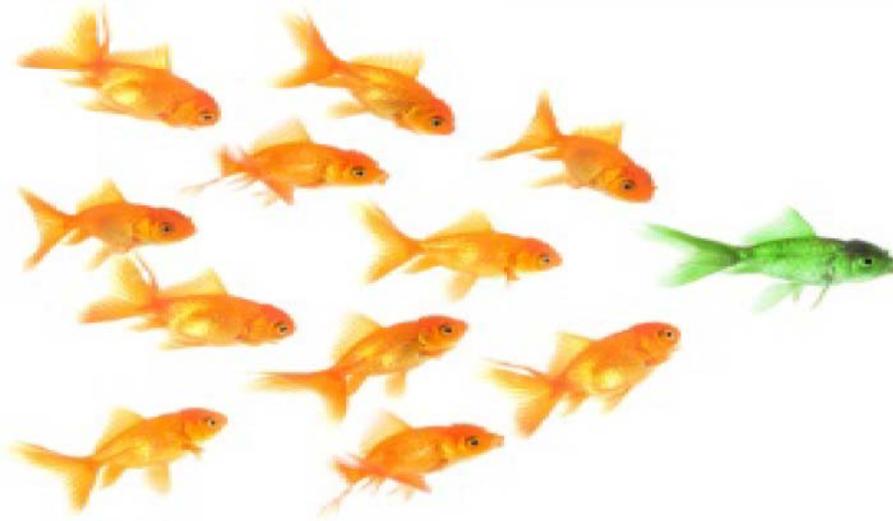
- G) Provide appropriate opportunities for citizen and stakeholder participation regarding proposed developments, services, programs, etc. that affect the quality of life in Perth.
- H) Ensure we report back to the public on the needs and priorities of the community.
- I) Communicate with other municipalities regularly via survey to obtain information and benchmarking on best practices, joint services, etc.

Strategic Initiative #7

The ongoing development of Financial Policies, which directly support sustainability.

Actions

- A) Development of a Reserve Policy, which aligns asset management practices with our necessity to fund future infrastructure replacement needs.
- B) Development of an Investment Policy, to ensure that funds are invested appropriately and in compliance with the *Ontario Municipal Act* investment standards.
- C) Ongoing financial Controllershship Policies that ensure the long-term financial viability of the Town of Perth.
- D) The continued use of Performance Benchmarking as a standard practice in our yearly budgetary exercise to ensure that we are competitive in all economic sectors.



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Sector #4 – Planning and Development

Strategic Initiative #1

Review the elements of the Official Plan (OP) addressing servicing allocation to ensure that there are procedures and protocols in place to avoid servicing capacity being allocated or held for extended periods if development does not proceed.



Actions

- A) Review the Official Plan (OP) policies, schedules and appendices and evaluate if appropriate time-limited servicing allocation procedures are in place or supported to encourage developers to proceed expeditiously when servicing capacity is dedicated to a property through planning approvals.
- B) Review Site plan procedures to ensure that application approvals do not result in servicing allocation being granted for an indefinite/unlimited period.

Strategic Initiative #2

Completion of a Zoning By-law review process to support the Official Plan and the development needs of the Town of Perth.



Actions

- A) Undertake a Zoning By-law review taking the Official Plan update and the Source Water Protection Plan into consideration.

- B) Review the Zoning By-law with regard to updating zoning standards and correcting conflicting standards in the By-law
- C) Review the Zones in Schedule 'A' to the By-law to ensure the zone boundaries are consistent with lot lines or use locations and that the zoning reflects both existing use and appropriate alternative uses.

Strategic Initiative #3

Coordinate the infrastructure/planning reviews required to support economic development.

Actions

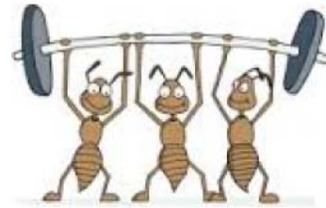
- A) Coordinate and lead the Infrastructure Master Plan process regarding the lands annexed to the westerly section of the community.



- B) Coordinate and lead the Planning Review of the project plan for the new arterial road planned in the easterly part of the community.
- C) Continue the utility/planning coordination for the growth of the lands at the northerly limits of the community.
- D) Prepare updates to the Official Plan to implement findings of the Transportation Master Plan and collaborate with other Directors to develop By-laws, policies and projects to implement the recommendations of the Master Plan
- E) Document both short-term and long-term plans to alleviate truck traffic from the down core (Gore Street).
- F) From a planning perspective and community growth goal, is there a win-win situation in analyzing the possibility of a Perth Fair Grounds / Darou Farm land exchange?

Strategic Initiative #4

Harness the collective efforts of the Development Support Team (DST) to demonstrate that Perth is “Open for Business”.



Actions

- A) Continue building upon the success of the DST to ensure that the needs of the business community are fully considered and, to the greatest extent possible facilitated, while ensuring the public interest goals of the community, particularly regarding financial and environmental sustainability, desired levels of service and accessibility objectives are met.
- B) Collaborate and coordinate with all DST members to maintain efficient and responsive procedures for reviewing and managing development applications.
- C) Collaborate and coordinate with all DST members to identify and implement innovative approaches to service delivery with the objectives of, improving community living and life-style standards, enhancing the market presence and attractiveness of the Town to existing and new businesses and improving the efficiency of service delivery while managing tax pressures sustainably.
- D) Ensure that development proposals and business opportunities, once received by any member of the DST are copied to the:
 - 1. Director of Development and Protective Services (for overall development evaluation).
 - 2. Director of Community Services (for contact and sales).
 - 3. Director of Environment Services (for utility servicing needs).
 - 4. Chief Administrative Officer (CAO) (for information purposes).

Please note: that even though the business contact / development process is confidential, several key parties must all be informed of the business lead in order to create the investment environment suitable for the opportunity.

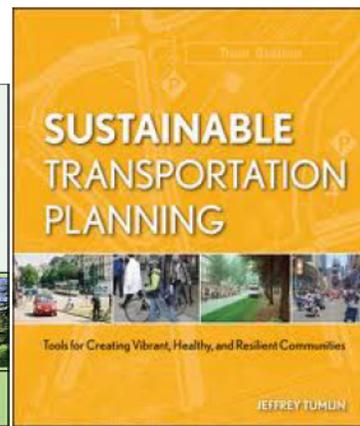
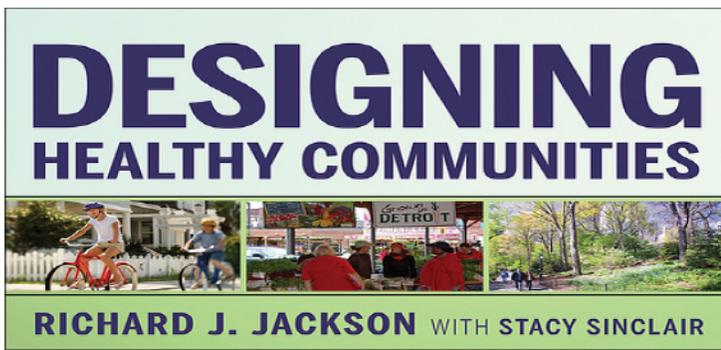
- 5. Upon business opportunities being brought to fruition, the Mayor and Council and staff will strive to ensure timely legislative reviews.

Strategic Initiative #5

Develop Land Use Policies which reflects the desired elements of a healthy vibrant sustainable community.

Actions

- A) Ensure that the Official Plan (OP) is consistent with the Provincial Policy statement in a manner that reflects the priorities of the Town of Perth.
- B) Ensure that pedestrian and cycling network corridors are identified in the Transportation Master Plan.
- C) Support Planning Policies/Initiatives which support development standards that address mobility and accessibility issues.
- D) Identification of best in class healthy land use policy ideas from five (5) comparable communities.
- E) Consideration of Safe Community design in all new Development Applications.
- F) Planning policies will promote efficient, compact land use patterns and ensure new development accesses or extension of municipal services in a fiscally sustainable manner.
- G) Policies that support and require green opportunities in all Development Applications.
- H) Prioritize the findings with reference to the cost/benefit to the Town of Perth.



Strategic Initiative #6

Coordinating the protection of our Natural Environment, as a standard in all Planning practices.

Actions

- A) Implement the Source Water Protection Policies through Planning review processes.
- B) Having due concern for the Natural Environment in Development Applications review.
- C) Identification of best in class Natural Environment Protection Policy ideas from five (5) comparable communities.
- D) The protection of the natural environment by incorporating passive uses (i.e. creation of an environmentally responsible pathway in a flood plain).
- E) Ensuring adequate protection of threatened and endangered species and their habitat.
- F) Encouraging protection and provision of natural system linkages whenever practical.
- G) Prioritize the findings with reference to the maximum natural resource protection at the least long-term cost to the Town.



Strategic Initiative #7

Facilitate new green-field development in an efficient, sustainable manner.

Actions

- A) Ensure developable lands within the areas recently annexed into the Town will develop on full municipal services in a fiscally sustainable and environmentally responsible manner and are appropriately designated in the Official Plan consistent with this intent.
- B) Facilitate the development of the north-end of the Town, commonly referred to as the “Secondary Plan Area”, as an integrated live-work community with commercial and employment areas oriented to Dufferin Street (Hwy #7) and County Road 511, and a new neighbourhood with residential and institutional uses developed along a new interior road network extending in depth from these two (2) arterial road corridors.
- C) In concert with the completion of initiatives, per the Infrastructure Services Sector, develop a capacity allocation protocol to ensure a fiscally responsible and equitable distribution of any servicing capacity recovered or created to new green-field development areas.



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Sector #5 – Safety and Support



Strategic Initiative #1

Seek out new ways of service delivery in the Emergency Services Sector.

Actions

- A) Identify and evaluate Capital and Operating efficiencies of joint firefighting partnerships with adjacent municipalities by means of consultation.



Strategic Initiative #2

Review Service Delivery Partnerships to ensure positive support of the development process.

Action

- A) Identify and evaluate the benefit to the Building Inspection process of creating an “Inspection Back-Up” process between adjacent municipalities.



Strategic Initiative #3

Conduct a Crossing Guard Safety Audit.

Actions

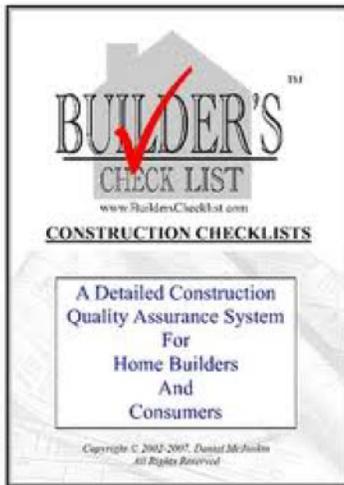
- A) Review vehicle traffic counts at existing crossing locations.
- B) Confirm that the current Crossing Guard geographic pattern supports student safety.
- C) Talk with all local school Principals to confirm the program design.

Strategic Initiative #4

Develop sustainability checklist for builders and homeowners.

Actions

- A) Review code requirements.
- B) Review better building practices.
- C) Make sustainable building concepts the facility of choice.



Strategic Initiative #5

Develop and train others to be both proactive and development friendly for all development proposals.

Actions

- A) Contact all local builders, building supply outlets and ask for their ideas to improve building development in the Town of Perth.
- B) Survey our market (five (5) comparable communities) to review best practices for building development and customer service.
- C) Meet with builders each year to engage in a two (2) way exchange of information regarding building code/development issues.
- D) Review building practices to identify and promote green opportunities.
- E) Generate a prioritized cost/benefit plan to demonstrate the findings.

Levels of service



Strategic Initiative #6

Review our existing Parking Policies in the downtown core to ensure an appropriate balance between customer service and the financial ability to replace parking infrastructure.

Actions

- A) Conduct a parking needs evaluation to determine if our existing parking network is satisfactory and if any additional parking capacity is warranted.
- B) Undertake a five (5) party community survey to determine the best practices for downtown parking activities (both on the revenue and expenditure side).
- C) Have a summer student survey downtown customers to determine their “experience” with our parking system.
- D) Talk with the Business Improvement Area (BIA) and Chamber of Commerce (CoC) to seek out new concepts, based upon the best practices in parking systems.
- E) Develop cost estimates for our existing parking infrastructure and confirm existing revenue generation to replace these assets.
- F) Create a prioritized cost/benefit plan to demonstrate the findings.
- G) Review/develop cash in lieu for Parking Policy/Procedure.



Strategic Initiative #7

Review Provincial Offences Court Operation to ensure appropriate level of service.

Actions

- A) Survey courts of comparable size to develop and implement best practice for:
- Administration;
 - Prosecution, and;
 - Collection.



Strategic Initiative #8

Develop and train others to be both proactive in our commitment to make Perth a community that is accessible for all citizens and visitors.

Actions

- A) Understanding the accessibility needs of the disabled and senior population.
- B) Incorporate both compliance with the *Accessibility for Ontarians with Disabilities Act (AODA)* standards and with general mobility solutions in all planning/development reviews.
- C) Promote universal design concept.
- D) Ensure built environment is aesthetic and usable by everyone regardless of age, ability or status in life.



Strategic Initiative #9

Mitigate emergencies before they happen.

Actions

- A) Create a Master Public Education Program for Public Safety.
- B) Coordinate with Police, Ambulance and Emergency Preparedness to ensure that our communication efforts are appropriate and effective.



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Strategic Initiative #10

Develop sustainable standards for Information Technology (IT).

Actions

- A) Review industry best practice.
- B) Review industry product specific lifecycle.
- C) Develop succession plan for IT Management and Support.



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Sector #6 – Quality of Life

Strategic Initiative #1

What are “the things that people do” which facilitates Tourism in the Town of Perth?

Actions

- A) Document “the things that people do” list circa 2015 and develop a gap analysis from said list.
- B) Work with the emerging Brewing/Distillery sector in Perth to establish new tourism/business related activities.
- C) Create an online booking reservation system for Last Duel Park Campground to increase customer service levels.
- D) Market the new sleeping cabin into the LDP Campground offerings.
- E) Encourage more sports tourism through attraction of tournaments and sports related events i.e. Kilt Run.
- F) In conjunction with our network of cycling and walking paths in the community, ensure that we strategically place park benches / waste receptacles in key locations throughout Town and on the Highway #7 business sector.



Strategic Initiative #2

Facilitate the hosting of tourists and residents of Perth in public spaces.



Actions

- A) Take a “back to basics” approach and ensure that the Perth Washroom Plan includes:
- Locations and hours;
 - Cleaning schedule and inspection process, and;
 - Integrate the Washroom Plan with the Tourism schedule.
- B) Evaluate the need to create a main street washroom facility to compliment the Matheson House Tourism centre.
- C) Create a Community Cleanliness Inspection Program to benchmark our state of readiness for success in the competitive tourism field and for the interests of the residents of the Town of Perth.
- D) Explore opportunities to attract non-english language speaking tourists to Perth.
-



Strategic Initiative #3

Enhance the “Wedding Capital of Eastern Ontario” experience.

Actions

- A) Create a Marriage License Service provision by the Town of Perth and link the function as a direct service offering of the Community Services Department.
- B) Add the Inge-Va property to the list of wedding venues in the community. This concept could be done in partnership with the Chamber of Commerce.
- C) Evaluate the ability of our existing Hotels, Motels and Bed and Breakfast sector to numerically host the reserved wedding bookings in 2015, and; for those projected in 2016 and 2017. Please note, that this evaluation is to review both hotel and banquet capacity.
- D) Investigate and document the existing Marriage Ceremony capacity in Lanark County with an eye to make Perth a “full service” wedding destination;
- Denominational Clergy;
 - Non-Denominational Clergy; and
 - Certified Lanark County Municipal staff.

Strategic Initiative #4

Explore opportunities to attract young families to live, work and play in Perth.

Actions

- A) Catalogue current recreational/cultural opportunities for youth and young families. Market said opportunities. Identify any potential gaps for future offerings. Example: Create a Labyrinth in Stewart Park.

Strategic Initiative #5

Ensure that our financial practices reflect a commitment to our existing parks and recreation and cultural facilities.

Actions

- A) Develop a prioritized ten (10) year Municipal Parks and Recreation Master Plan.



Strategic Initiative #6

Promote development of cycling services to compliment the new pathways initiative.

Actions

- A) To engage the business sector in discussions about the proposed cycling pathways initiative to seed the development of cycling services.
- B) To promote the new pathways initiative to the public to support a healthy lifestyle.
- C) To provide support information to cycling tourists in an effort to put Perth on the cycling network.
- D) To partner with existing successful Cycling Organizations (examples Welcome Cyclists, Mississippi Mills Bike Month) to learn and utilize best practices.



Strategic Initiative #7

To explore alternative partnerships and financing options for collaborative community facilities.

Actions

- A) To meet with other groups to understand/discuss the potential for joint long term community/Institutional needs.
- B) Discuss alternative partnership options that address the needs of the public, in tandem with the ability of the community to fund future projects.
- C) In conjunction with the Chief Building Official (CBO), analyze long-term care of structures, with enhanced maintenance/replacement of critical system components for the long-term use, in accordance with appropriate standards.



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Sector #7 – Protection of Persons (New in 2015)

Strategic Initiative #1

Take a proactive approach to community safety.

Actions

- A) Provide a visible police presence in order to contribute to the perception of community safety.
- B) Monitor crime statistics and emergency response through routine reporting to the Police Services Board to ensure mandatory levels of service are maintained in our community.
- C) Develop a communication plan to deliver messaging about community safety and to encourage citizen involvement.
- D) Solicit feedback from the public through various processes about the community's level of satisfaction with police performance.
- E) Utilize technology to identify and address high-risk areas for various types of crime.



Strategic Initiative #2

Take a proactive approach to development and delivery of crime prevention programs.

Actions

- A) Work with stakeholders to establish a hub/situation table model that will help identify and prevent crime in our community.
- B) Work with citizens and stakeholders to identify issues and prevent crime in our community and to strategize targets for education program delivery.
- C) Develop a communication plan to deliver messaging about crime prevention and to encourage citizen involvement.



Strategic Initiative #3

Explore opportunities to adjust models of policing to increase efficiencies and reduce costs.

Actions

- A) Monitor calls for service and identify problem areas to ensure fiscal sustainability.
- B) Leverage the development of a hub/situation table model to reduce the need for police intervention.
- C) Work with other stakeholders, such as municipal by-law enforcement, to identify opportunities to increase efficiencies and reduce calls for service.



Strategic Plan 2022 Updates - Schedule 'A'

Town of Perth Tourism



10 Year Strategy



Mission Statement (Why Tourism Exists)

We provide Tourism activities to directly support commerce in the Town of Perth.

Vision Statement (desired future for Perth Tourism over the next 10 years)

Working together, Perth will become a Tourism Destination that supports our local economy by providing cultural, eco-friendly & recreational tourism experiences across four seasons and set amongst a rich heritage landscape.

Local/Provincial/National Trends in Tourism

1. Decrease in American visitors.
2. Ontario's aging population and desire for quality/lifestyle weekend getaways. (Shorter stays but seniors tend to spend more).
3. The awakening to Heritage/Culture as a Tourism destination theme.
4. Experience/Lifestyle Tourism events such as cycling, hiking and outdoor activities.
5. Pre-looking and booking on the internet. Vacations often planned before they arrive.
6. Shorter weekend getaways for vacationers.
7. Current travel trends and predications for the future point to a strong global tourism industry well into the next millennium.
8. Rural Ontario possesses the natural amenities, history and culture, lifestyle experience, and the types of attractions and events that appear to be increasingly in demand by tourists.
9. Nature-based Tourism and outdoor adventure Tourism are new vacation trends.
10. Vacationers are traveling more and more with pets.
11. There is significant demand and growth potential for Tourism Packages.

Tourism S.W.O.T Analysis

<p><u>Strengths</u></p> <ul style="list-style-type: none"> • Volunteerism; • Abundance of Heritage properties; • BIA/Chamber of Commerce/Town of Perth partnership; • Gateway community to the natural environment; • Beautiful Downtown (flowers, parks, etc.); • Stewart Park (7 wonders of Lanark County); • Numerous Festivals, Events, Retail, Restaurants; • UNESCO designation of Tay Canal (link to Rideau Canal); • Museum located in Downtown (Open 7 days per week all year long); • Strong historical connection (200 years); • Strong Heritage Brand – Aged to Perfection! • Numerous Market Ready Attractions (Mammoth Cheese, Big Ben, Tay Canal, Museum); • Accessible Public Washrooms; • Town Crier 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> • Lack of Tourism plan; • Cost to maintain Heritage properties; • Public education with respect to the value of Heritage; • Regional/Provincial awareness of Perth; • How to keep Tourism alive off season; • Never enough time or money to accomplish the ultimate
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • CIP - Façade & Signage program; • Heritage renovation grants; • Heritage Conservation District Study/Plan; • Development of a Tourism partnership; • Marketing Perth as innovative, creative, & sustainable; • Building Tourism relationships/partnerships; • More grant application opportunities (Tourism Development Fund) • Become a community that is considered friendly and welcoming to visitors • Target Market – Ottawa (bus tours) 	<p><u>Threats</u></p> <ul style="list-style-type: none"> • The cost to renovate Heritage properties; • The volunteer burnout factor; • Change Tourism patterns; • Economic realities; • Lack of funds; • Potential loss of hotel to condominiums



Tourism Strategy #1

Heritage Product Development:

(The need to preserve and protect heritage elements to facilitate Perth as a unique destination).

Actions: (to support the Strategy)

1. Ongoing support for the Community Improvement Plan (Façade & Signage program).
2. Ongoing Heritage approved renovations.
3. Maintain Heritage Grant programs.
4. Heritage District planning discussions.
5. Connectivity with Algonquin College and their skill based heritage programs.
6. Development of Heritage Guidelines (pre-approved colour palette).
7. Maintain existing Museum with a view to the Expansion – (Gift Shop, archives, etc).
8. Maintain National Historic Sites Status (3 buildings).
9. Continue to develop Heritage plaque/kiosk/walking tour programs.
10. Expand operations/programs of a Heritage buildings to make the facility more viable (i.e. expand the current use/need of the building).



Tourism Strategy #2

Marketing

Creating Regional/Provincial awareness of Perth as a Tourism destination (i.e. what are the innovative/cost effective methods of marketing Perth to the citizens of Ontario?)

Actions

1. Develop a Coordinated Marketing Strategy.
2. Ongoing Perth Tourism internet presence (Websites, Facebook, Twitter, Apps).
3. Ongoing use of “Heritage Perth – Aged to Perfection!” brand.
4. GIS based tourism destination/feature plan. Inventory the “Attractions” on GIS/GPS.
5. Projects such as “Perth `n Company”. i.e. Provide supporting promotional items.
6. Being pro-active with the media (Example: CTVtwo: “Live Where You Live” program, Canada AM, A-Channel).
7. Continue to host delegations (Australia Rotary; Perth, Scotland; Asago Japan).
8. Development and Promotion of Tourism Packages – Partner with Hotel, B&B’s, Theatre.
9. Partnership with the Ontario Motor Coach Association to bring bus tours to Perth.
10. Increased development of Perth Souvenirs and Sales.
11. Promotion of Festivals and Events (coordinate marketing budgets/efforts to maximize advertising dollars).
12. Increased use of Lake 88 and local media for “free press”.
13. Increased use of Town Crier at all functions.

9. Coordination of Perth businesses to provide supporting services for the Wedding sector.
10. Supporting the Theatre groups in their efforts to draw customers and cross sell services (i.e. Theatre and Dinner events)
11. Supporting tourism infrastructure for boating, snowmobiling, camping, cycling. i.e. docks, campground, trails, cycling paths. Ensuring connectivity back to the downtown.



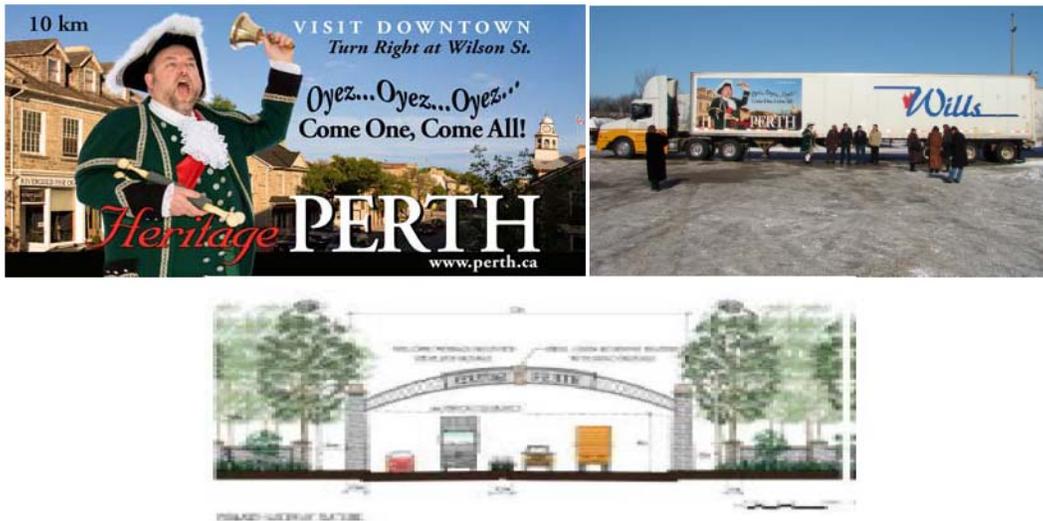
Tourism Strategy #4

Four Season Strategy

Product and design for a four season Tourism destination. (How do we balance out the Tourism schedule to non-traditional tourism months?)

Actions

1. Creation of a twelve month tourism and event program schedule.
2. Co-ordination of volunteer groups to create off season events.
3. Creation/expansion/resurrection of off season events such as:
 - Festival of Good Cheer
 - Santa Claus Parade
 - CPR Holiday Train
 - Polar Bear Plunge
 - Festival of the Maples
 - Pumpkinfest
4. Shift focus/funding to shoulder season events.
5. Encourage conferences/business retreats during Winter Months (Algonquin Conference Centre, Hotel).
6. Develop a Winter Festival (January to March).
7. Enhance seasonal ambiance (corn stalk decorations, wreathes, lights, etc.)
8. Package Flagship events.
9. Coordinate a theatre program to cover seasonal lows.



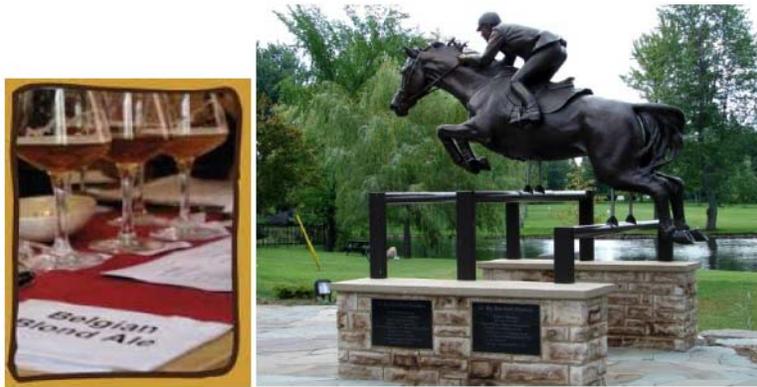
Tourism Strategy #5

Customer Attraction

Creation of a Highway #7, Town of Perth recognition program (using innovative concepts to capture the imagination of the highway traveler to discover downtown Perth).

Actions:

1. Investigate further opportunities under the TODD's Signage Program (Provincial Tourism Destination Signage Program for Highways).
2. Continue the innovative Town Crier Billboard Program.
3. Continue the creative (Wills Transfer) transport truck signage program.
4. Create a common Town standard for signage that compliments both the heritage element and the natural environment theme.
5. Execution of the Wilson Street Gateway features to herald the Perth business areas.
6. Execution of the Wilson Street Landscape Plan for visitors to our community.
7. Use social media as a means for Customer Attraction.



Tourism Strategy #6

Information Collection

Creating a knowledge base of accommodation/dining/shops/attractions/events opportunities.

Actions:

1. Using the internet, create a link to restaurants/accommodations/shops/attractions/events database.
2. Encourage the Tourism Centre to promote a comprehensive Town of Perth database/network of attractions/events/tourism related businesses.
3. Build stay & play, stay & dine, stay & shop, and rest packages in concert with local proprietors.
4. Collect and share demographical information about our customers and design events that meet the market demand. (Surveys)
5. Ensure that Perth's presence is positioned on the internet to attract the clients of our target market.
6. Develop an informal survey and track

Tourism Strategy #7

People

The development of a volunteer base to support the Tourism base economy (i.e. building community volunteer capacity).



Restoration of the Almonte Agricultural Hall, 2004



Sheri Mahon-Fournier



Actions:

1. Motivate the local volunteers to find reward in Tourism activities.
2. Development of a “Thank-you” program for all designated volunteers (Theatre Tickets, volunteer appreciation barbeques).
3. Encourage new ideas from our volunteers who understand the grass roots level of tourism.
4. Continue to encourage training of volunteers (Superhost, Disney, etc.).
5. Continue with the Perth Medal program (annually recognizes a distinguished Perth volunteer).
6. Create a local recognition program for volunteers (radio, Municipal Connections, newsletters, thank-you in newspaper, etc.).
7. Actively seek High School Students needing their 40 volunteer hours. (Ideas on website)
8. Investigate the issues surrounding a volunteer database/recruitment.
9. Motivate Youth to volunteer

Tourism Strategy #8

Institutional Support

Connect with the large local institutions (hospitals, college and seniors homes) to discover how they can develop a supporting role in our Tourism industry.



Actions:

1. Continue the heritage coordination with Algonquin College to ensure training opportunities for new students.
2. Building community partnerships. (Hospital, Schools)
3. Continue to host delegations with local groups (Rotarian delegation from Australia).
4. Work with local seniors groups to find tourism opportunities (Seniors Games).
5. Work with local recreational groups (Minor Hockey, Figure Skaters, United Soccer, Perth and District Little League, etc.) to find tourism opportunities (CanSkate, Last Duel Tournament, Del Harper Tournament, Majors/Minors).

Tourism Strategy #9

Waterway Attraction

Recognize the visitor attraction potential via the Tay Canal/Rideau Canal (UNESCO designation) and how it can attract boaters to the community.



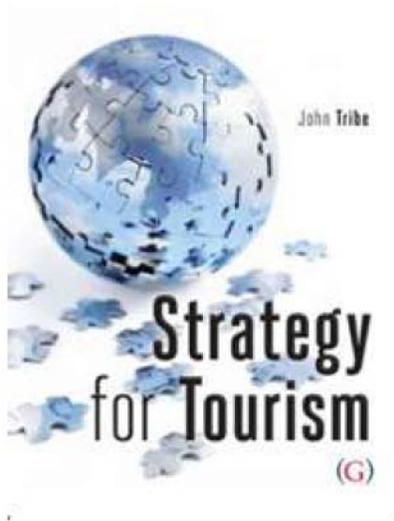
Actions:

1. Develop a marketing program to draw boaters up the Canal and into the community to spend money.
2. Maintain boat facilities (docks, boat launch, power, etc.) to support boaters to our community.
3. Work with Parks Canada to improve the Tay Canal/Rideau Canal as an attractive recreational waterway.
4. Continue with using the Tay Canal/River for tourism events. Polar Bear Plunge, Voyageur Canoes, Perth Kidfish, etc.
5. Continue to create water features that support tourism (International Friendship Fountains, Tay River Trail, Tow Path developments, Riparian Strip, walking tours, butterfly gardens, etc.)

Tourism Strategy #10

Partnership

Coordinate the Tourism Plan (10 year vision) and delegate outcomes to the tourism partnership members.



Actions:

1. Create the Master Tourism Plan (Year One) and clearly establish accountability factors for the partners.
2. Integrate timelines/deadlines into all activities with notation of responsible person/group.
3. Factor realistic budgets that balance both revenue and expenditures.
4. Coordinate measurable results into the Plan to allow data tracking on a yearly basis.
5. Re-balance the yearly Tourism Plan to accommodate both change and adherence to the 10 Year Tourism Plan.
6. On a yearly basis, review measures and confirm what went well and what did not.
7. Invest financial resources into ideas/concepts/activities that directly support the 10 year tourism plan.

HERITAGE PERTH ECONOMIC DEVELOPMENT STRATEGIC PLAN

FIVE YEAR ECONOMIC DEVELOPMENT
STRATEGIC PLAN 2013 TO 2018

“To create an environment that supports business and residential growth intended to improve the municipal tax base and thereby improve our citizens’ quality of life.”



Mission Statement:

“Creating an environment that supports business and residential growth thereby improving the municipal tax base and our citizens’ quality of life.”



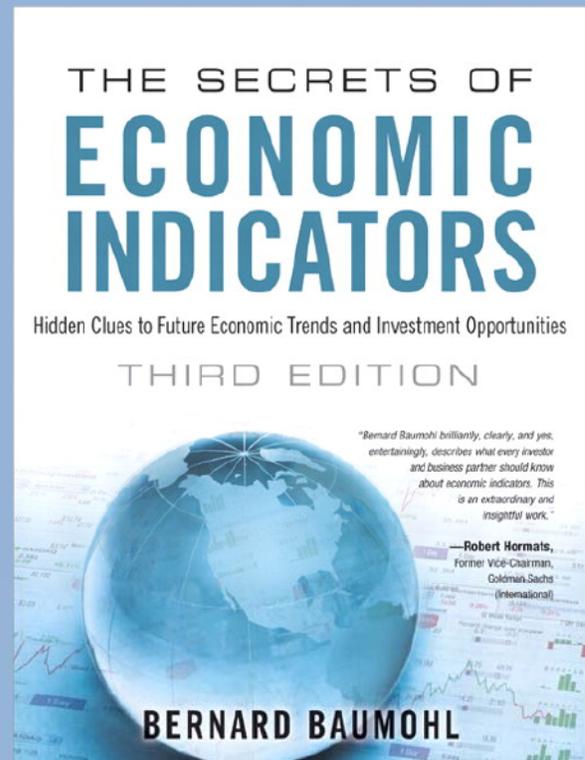
Vision Statement:

To be a regional destination for business investment and residential development supported by a qualified local labour force.



Local/Provincial/National Economic Trends

- Demand for services (especially retirees, child care)
- Green e.g. wind, solar, green technologies
- Growth of Home-based businesses – need access to broadband, internet
- Reality of big box stores threatens small business and retail operators
- Loss of small town individuality (same physical layout and design)
- Declining student populations particularly high school closings and curriculum focus on academics (vs. skilled trades) – gap in people in trades
- Many communities not ready for increase in immigration (receptiveness, cultural sensitivity, etc.)
- Increase in enrolment in post secondary institutions with second career folks
- Increase in demand for certification and accreditation (e.g. health care)
- Birth rate challenges - Attractiveness of living in rural community (cost of living etc.)
- Growth of underground services (threat to tax base)
- Impact of arbitrator decisions on collective bargaining (skyrocketing labour costs make it tough to compete)
- Companies from outside Eastern Ontario look at labour situation and union environment
- Government focus on mitigation of risk (huge documentation required – people, especially small companies, give up due to lack of resources) Also, huge government resources required to audit
- Downward trend in manufacturing in Eastern Ontario
- Government (Fed/Prov.) focus on reducing big deficits, cuts to programs and spending
- Tendency for Canadians to carry a high debt load.



Perth's Economic S.W.O.T Analysis



Strengths

- An extremely **High Quality of Life** that attracts and retains residents, businesses and industry (Recreation amenities, festivals, volunteers, heritage, arts and culture)
- A well **Diversified Economy** - equally balanced in the Service, Industry, Retail, Hospitality and Government Sectors
- **Proximity to Markets** - Strategically Located between 2 major markets (Toronto and Montreal) on the Hwy #7 Trans Canada corridor. One hour from the 401 and the United States Border.
- Full **Health Care Services** (adequate number of physicians, local hospital, etc.)
- **Active Business Community** – Perth and District Chamber of Commerce and Downtown Heritage Perth Business Improvement Area
- Strong identifiable **Heritage Brand and Heritage Landscape**.
- A **Healthy and vibrant downtown core** (97% occupancy rate)
- Located on the **Tay Canal** waterway, part of the Rideau Canal system **UNESCO designation**
- Home of successful **Multinational and National industries** (non-unionized) 3M Canada, Albany International, Cosma International, Central Wire, Eaton, Shandex, etc.
- Strong **Information Technology and Creative Economy Sector** (Knudsen Engineering, Centre for Geographic Information Systems.
- Successful **Hotel Chain** – Best Western Plus Park Inn and Spa providing conference space.
- **Loyal and dedicated Labour Force**
- **Post Secondary Education Facility** - Algonquin College Heritage Institute
- Access to **High Speed Broadband**
- **Environmentally Conscious** community – EcoPerth, Local Food Movement, Green Energy initiatives.
- Strong **Affiliation with local Community Futures Development Corporation**.
- **Large Secondary Trade Area** – Only centre between Carleton Place and Madoc.



Weaknesses

- ***Above Average Senior Population*** – Adds pressure to health care services.
- Labour Challenge – ***Shortage of Skilled Labour***
- ***Limited Serviced Land Available*** for development. The extension of municipal roads and services is required to support future development.
- ***Infrastructure Deficit*** - Limited Reserve Funds available to replace aging infrastructure.
- ***Provincial downloading*** – increased demand on the property tax base.
- ***Governance*** - Three municipalities serving a single local economy.
- ***Market Leakage*** – A gap in retail services drives local residents to other communities/larger commercial centres.
- ***Inconsistent Store Hours*** – Majority of downtown stores not open in evenings or Sundays. This drives spending to other communities/larger centres.



Opportunities

- ***Sewer Capacity*** is being regained through relining of municipal sewers and grouting manholes.
- ***Asset Management Planning*** is underway to assist the municipality in managing its infrastructure challenges.
- ***Debt Capacity*** - The municipality has successfully managed its debt load and is in a good position to take on debt to finance major infrastructure projects.
- ***Major Growth Potential in the Tourism Sector*** – Perth is well positioned to expand its tourism marketing focus. Ex. (Wedding Capital of Eastern Ontario, Hotel Conferences, etc.)
- ***Partnerships with Algonquin College*** are being developed to address skilled labour shortages through training programs with local industry.
- ***Highway #7 Commercial development will reduce Market Leakage.***
- ***Immigration of Skilled Workers*** - demographics for this category are high for the prime immigration age range, between the ages of 25 to 44.



Threats

- **Shortage of Skilled Workers** – by 2020 all of Ontario is expected to see a shortage in the number of skilled workers, specifically in the health and education fields, which will impact both the economy and the quality of life for residents.
- **Loss of Population Growth** – 2/3rds of Canada's growth is due to immigration, however, rural communities, such as Perth, are not seeing growth rates comparable to city centres in Ontario and therefore economic growth could be at a standstill in the near future.
- **Decline in Manufacturing** – manufacturing is an important part of the Town's industry profile and accounts for a larger percentage of jobs in the area. Competition from other global economies that offer lower operational costs and fewer environmental restrictions are causing a decline in this sector and posing a threat to many jobs.
- **Youth Population Emigration** – lack of economic development vision and opportunities that are relevant to youth
- **Managing Big Box Stores with Small Businesses** - the Town will have to manage its retail mix to deter market leakage, while establishing solutions that sustain and support smaller businesses.
- **Bedroom Community Forecast** – the extension of Highway #7 to four lanes to Perth may increase exporting of jobs and Perth could potentially become a bedroom community, seeing residents travel daily to nearby city centres for work.



Strategic Initiative #1

Develop a culture of supporting business, industry and institutional growth.

Actions

- A) Define the Roles and Responsibilities of all area groups involved in Economic Development. Develop a complementary approach for Perth Economic Development.
- Town of Perth.
 - Downtown Heritage Perth Business Improvement Area (BIA).
 - Perth and District Chamber of Commerce (CoC).
 - Valley Heartland Community Futures Development Corporation (CFDC).
 - Other (Conservation Authorities, Parks Canada, Adjoining Municipal Townships, Lanark County, Province etc.).
 - Rideau Heritage Route Tourism Association (RHRTA)
 - Regional Tourism Organization #11 (Ontario's Highlands)
 - Ontario East Economic Development Commission (OEEDC)
 - Eastern Ontario Wardens' Caucus (EOWC)
 - Lanark County Tourism
- B) Target consultation with 100% of the Industrial Sector, 25% of the Commercial Sector and 25% of the Institutional Sector (ICI Sector). Define the findings in a Town of Perth ICI sector customer service report.
- C) Ensure the Director of Community Services/Mayor meets with the key managers of the industrial sector partners to ensure a two (2) way communication pathway.

- D) Liaise with ICI and Algonquin College to discuss skill set training opportunities and gaps.
- E) Use Statistics Canada data to analyze income levels of Perth residents and District (i.e. workforce).
- F) Implement and monitor the Community Improvement Plan (CIP) for the downtown area and consider the utility of developing a CIP for other areas of Town.
- G) Ensure the Town has sufficient services to meet the needs of immigrant workers and business owners such as English as a Second Language Courses and cultural opportunities.



Strategic Initiative #2

Creation of a “Development Support Team (DST)”.

Actions

- A) The Team will create and organize the goals and objectives for the “DST”.
- B) Ensure all the Town of Perth Directors, who have responsibility for economic growth, jointly create a Terms of Reference for this undertaking.
- C) Consult with all multi-unit Developers and ask them for their ideas, based on their years of experience.
- D) Report to both the Chief Administrative Officer (CAO) and Council within a six (6) month period with both findings and solutions.
- E) Prioritize the findings with reference to the cost/benefit to the Town of Perth.



Strategic Initiative #3

Creation of an Economic Development Strategic Plan, which directly supports job/assessment growth initiatives (in-house).

Actions

- A) Complete a SWOT analysis of the aforementioned job growth initiative, in relationship to Perth’s economic strengths/opportunities.
- B) Define opportunities which complement existing economic drivers.
- C) Address the results of the ICI Sector consultation results, emanating from Strategic Initiative (SI) #1, Action B).
- D) Cost all initiatives in a prioritized manner demonstrating the cost/benefit to the Town of Perth.
- E) Contact five (5) comparable communities and statistically compare their economic strength/opportunities and current practices.
- F) Identify the best practices in economic development that can be adopted to strengthen the economy of the Town of Perth.
- G) Create a Business Retention and Expansion (BR and E) Plan based on the ICI Sector consultation results (BR and E survey).
- H) Ensure that Perth is being promoted as development friendly and open for business. Remember that public relations and word of mouth are important factors in ensuring that business people recommend Perth, as a result of how well you have helped them in the past.
- I) Encourage the sale of local business rather than closures.

Strategic Initiative #4

Make Perth a Regional Tourism destination, which supports commerce.

Actions

- A) Operationalize the new ten (10) Year Tourism Strategy (copy attached as Schedule A).
 - Coordinate our Strategy with our Tourism Partners (Chamber of Commerce (CoC) and Business Improvement Area (BIA)).
 - Lead the delivery of Tourism Services in the Town of Perth.
 - In partnership with the Matheson House Museum, establish a 24/7 Tourism Operations Centre.

Strategic Initiative #5

Ensuring that Perth is Tourism friendly to all of our visitors.

Actions

- A) Establish a “Clean Friendly” program for all Parks and Facilities, in concert with our cleaning schedule (i.e. establish service levels and maintain them).
- B) Promote both the hours and locations of all public washrooms.
- C) Enhance camping opportunities at the Last Duel Park campground.
- D) Contact both the Ottawa and Kingston media to enquire about the conditions required for Perth to be a “weather point” on their weather broadcasts.
- E) Engage the boating community in discussions about their tourism needs and what Perth has to offer.
- F) Ensure connectivity with the Ontario Provincial Park system and private campground owners to reach out to the camping segment of the tourism market.

- G) Solicit testimonials from tourists to affirm their tourism experience in Perth.

Strategic Initiative #6

Strategize on how to best position the Perth Business/Industrial Park to meet the needs of the Industrial/Commercial/Institutional (ICI) Sector.

Actions

- A) Ensure that both the Official Plan (OP) and Zoning By-law are positioned to encourage the development of the “Employment Lands” at the Perth Business Park.
- B) Ensure that the results of the Development Support Team (DST) findings are incorporated into the Perth Business Park concept.
- C) Utilize the results of the newly created “Economic Development Strategic Plan”, to position the Perth Business Park for the next ten (10) years.
- D) Work with the DST to ensure that the “Employment Lands” at the Perth Business Park are “Turn Key” ready (i.e. Municipal services are in place).
- E) Dedicate all land sale revenues to the Development Reserve Fund, to accommodate the financial needs in the above noted Action D (i.e. the main product of the business park is to create employment/jobs and thus the need to create a self-funding plan is imperative).
- F) Prioritize the findings of the above actions with reference to the cost/benefit to the Town of Perth.



Strategic Initiative #7

Explore the concept of purchasing a vacant industrial property and establishing a Business Incubation Centre (BIC) for new businesses with growth potential.

Actions

- A) Develop a structured proposal (including both operational and capital costs), outlining the pros and cons of the aforementioned undertaking.
- B) Create a Business Plan for this proposed facility including the following:
 - Establish maximum time limits for incubating businesses to create an orderly future movement to existing Town of Perth ICI Sector landlords.
 - Rents charged at the Business Incubation Centre (BIC) will be calculated to fund utilities and overhead. The BIC is to be designed to be self-supporting with respect to the business case for the facility.
 - Ask the Chief Building Official (CBO) to evaluate the building code compliance issues and resulting cost of any changes required, prior to the development of the formal structured proposal.
- C) Fund a potential purchase by means of issuing a charitable tax receipt to the owners of the facility.
- D) Investigate potential private sector partnerships in this endeavour.

Note:

- 1) This facility may be a showcase for green initiatives.
- 2) Possible incorporation of green features in the structure.
- 3) The structure proposal in A), shall include an evaluation of the property tax regime of an incubator business.

Strategic Initiative #8

Create a Tourism Marketing Plan to capitalize upon Perth's Heritage Brand (in-house).

Actions

- A) Identify the Tourism target market.
- B) Identify the demographics of our tourism travelers while recognizing changing demographics.
- C) Fund the development and implementation of a Tourism Marketing Plan (in-house program).
- D) Search out Tourism grants that would be of benefit to all Tourism partners in the Town of Perth.
- E) Seek development of Tourism packaging with local businesses, as identified in our Tourism 10 Year Strategy.
- F) Initiate new unique Tourism opportunities, such as Algonquin College tours, which may increase enrollment, in addition to enhancing the Perth Tourism experience.

Strategic Initiative #9

Build the "Heritage Perth" brand to meet the expectations of Regional Tourism market.

Actions

- A) Coordinate with the new Heritage Conservation District to support the expectations of the Regional Tourism Market.
- B) Collaborate with both the Heritage Management Advisory Panel (HMAP) and Municipal Heritage Advisory Panel (MHAP) to ensure the continued designation of our built environment.
- C) Build a dual relationship between Perth's overall heritage and the individual citizen's ability to connect with their past.

- D) Maintain and develop Museum programs for visitors and residents to ensure an appreciation of our history.
- E) Explore opportunities to enhance the collection and the education thereof.
- F) Develop the business support network to facilitate Perth becoming “The Wedding Capital of Eastern Ontario.”
- G) Promote the beauty and health of the natural environment (including Stewart Park, the Tay River and cycling routes) and the richness of the cultural heritage (including local food, local theatre, local artists, and local music) as integral parts of the “Heritage Perth” brand.

Strategic Initiative #10

Coordinate Tourism activities.

Actions

- A) Review the opportunity of establishing a stand-alone Tourism website, as a one stop electronic Tourism destination.
- B) Determine market readiness for Tourism infrastructure, by means of ranking and documenting all Tourism assets and activities.
- C) Create the Master Perth Tourism schedule (Special Events Calendar) and act as the organizational catalyst for all inquiries.
- D) Develop “way finding” signage for the proposed pedestrian/cycling pathways initiatives.
- E) Collaborate with Strategic Partners, to showcase local theatre, art, food, cycling routes, hiking trails and canoeing as integral parts of Perth's vibrant local heritage.

Strategic Initiative #11

Create a dynamic commercial business climate in Perth’s Highway # 7, and Downtown business areas by creating joint synergies.

Actions

- A) Investigate and identify joint business growth activities that support the entire Perth commercial sector.
- B) Develop a Highway #7 Beautification Plan.
- C) Initiate a signage program that draws traffic to both the Highway #7 & downtown commercial areas.
- D) Analyze the joint marketing benefits of the Perth commercial area.
- E) Track net employment growth in the Perth commercial sector.
- F) Emulate economic success, such as Perth 'n Company, on a municipal wide basis.



Strategic Initiative #12

Create actions that support Community Economic Development.

Design; Theatre and Arts Education; Holistic Medicine and Health Sciences.

Actions

- A) Assist Youth in Completing Education and School-to-Work Transition
- B) Assist unemployed workers with training through an integrated employment and training strategy
- C) Development of a Poverty Reduction Strategy
- D) Bring former residents back and attract new residents – Invest Perth
- E) Develop new mutually beneficial relationships with non-profit organizations (entrepreneurial support, environmental advocacy, youth and employment organizations as well as arts/culture)

Strategic Initiative #13

Support Market Sector Diversification and the Creation of the Creative Class Economy.

Actions

- A) Support the transition to Advanced Manufacturing within existing industry.
- B) Encourage the development and start up of Clean Tech – Eco Business Park.
- C) Support the further Integration of the local Arts Community into the Perth Economy – Arts and Culture Council.
- D) Support Municipal Cultural Planning. Identify and promote growth in sectors that are: Knowledge Based; Creative; Technology; Have Significant Value Added Components.
- E) Leverage the arts community to develop new economic opportunities in the: Knowledge Based Economy; Software/GIS services/Graphic



**Balancing Growth
2019 – 2023
Corporate Strategic Plan**



BACKGROUND

Carleton Place is experiencing its most rapid period of growth ever. With a new and engaged council, a complement of excellent staff and with firm priorities set in each department, the Town is well-positioned to balance this tremendous growth with its incredible small-town feel.

Changes in council and senior staff, in ratepayer expectations, in provincial requirements and in local demographics have given rise to a need to redefine the Town's vision and values, goals and objectives. To accomplish this, it engaged in a structured process of Corporate Strategic Planning and Action Planning. And as a result, Carleton Place has come up with a formula for success.

Consultants at BIG THINKING were contracted to lead the Corporate Strategic Planning process which included:

- A start-up meeting with the Mayor and Chief Administrative Officer
- A survey of and interviews with every Councillor and senior member of staff
- An evening session focused on the Council's mission, vision and values
- A full-day session focused on goals and objectives with the Mayor and Council, CAO and senior staff
- A morning Action-planning session with the mayor and council, CAO and senior staff
- A survey of Town committees to identify internal partners in action
- A survey of and interviews with key stakeholders to identify external partners in action
- A presentation of the draft report to the Committee of the Whole of Carleton Place Council
- An evening session with the Mayor, Councillors and CAO to make final decisions

The report is a living document, meant to be modified annually with new information. Shifts in the timeline may occur as new funding opportunities, partnerships, direction from other levels of government and priorities emerge. Annual progress reports and adjustments to the Corporate Strategic Plan are intended to be part of the process.

Jane Torrance, principal

Jim Mountain, associate

BIG THINKING

INTRODUCTION

The Council of the Corporation of the Town of Carleton Place collaborated with staff to identify goals and objectives and decide on a Corporate Strategic Plan for this term of council, 2019 to 2022. They made a commitment to strike a balance between responding to the significant residential and business growth which is occurring and enhancing the quality of life of the people who live here with improved services and amenities.

Internal and external stakeholders who worked on the Corporate Strategic Plan agreed this is an exciting time for the small town. Participants in the process included:

- Mayor Doug Black
- Deputy Mayor Sean Redmond
- Councillor Jeff Atkinson
- Councillor Theresa Fritz
- Councillor Toby Randell
- Councillor Linda Seccaspina
- Councillor Andrew Tennant
- Chief Administrative Officer Diane Smithson
- Senior members of Town staff: Clerk Stacy Blair, Treasurer Trisa McConkey, Joanna Bowes, (Planning,) Meriah Caswell, (Library,) Robin Daigle, (Engineering,) Tracey Freill, (Childcare Services,) Joanne Henderson, (Recreation and Facilities,) Pascal Meunier, (Fire, By-law and Protective Services,) Lennox Smith, (Building and Inspection,) and Dave Young, (Public Works)
- Internal partners from Town committees: Parks and Recreation, Heritage, Municipal Drug Strategy, Urban Forest, River Corridor and Accessibility, Environmental Advisory, Police Service Board
- External partners: Mary Wilson-Trider, (Carleton Place and District Memorial Hospital,) Jackie Cavanagh, (Carleton Place Chamber of Commerce,) Kate Murray, (Downtown Business Association,) Danielle Shewfelt, (Leeds-Grenville Lanark Health Unit,) and Derek Needham, (Ontario Provincial Police)

While opportunities bring challenges, the tension that arises from this seeming conflict actually results in positive transformations. Council and staff are dedicated to managing this tension proactively. They have developed a new mission statement and vision statement and have made a commitment to be guided by their stated values throughout the term. Great things are happening in Carleton Place.



Mission

Proudly working for and with the people of Carleton Place.

Vision

We provide good governance through progressive leadership to residents and businesses.

Values

A community-focused Carleton Place Council values accountability, integrity, transparency and collaboration for the fulfillment of all.

Strategic goals and objectives, the Action Plan and quick wins

Council and senior staff established strategic goals and objectives through a process of consensus following an analysis of opportunities and threats and the Town's weaknesses and strengths.

A timeline for action was set by senior staff at an Action-planning session. They considered their departments' current workloads and other influencing factors. Staff used the SMART model to determine if objectives and the Action Plan were: specific, measurable, achievable, relevant and time-bound.

The Town's current [long-term financial plan for 2018 to 2027](#) includes many capital projects and will be updated as projects and capital works identified here are further refined.

In developing the Action Plan, staff also determined that there were quick wins for each objective, projects which can begin immediately within existing work-plans and ideas that could shift thinking.



Goal	Comprehensive Communication
Objectives	Develop and implement a robust internal and external Communications Plan
Why	Council wants to communicate its decisions, corporate information and community news in a positive way. They want to promote, protect and enhance the small-town identity that defines the community and to tell the story of Carleton Place in a timely manner.

What

Conduct an audit of current internal and external communications practices using available tools and resources. A comprehensive communications plan will consider corporate, council and public needs and address internal and external communications. It will improve web presence and include a plan for managing social media. The communications plan will be implemented by staff but undertaking training and contracting outside experts may be necessary to complete it.

Timeline

2019 Q3	Communications Plan	Start communications audit
2019 Q3	Communications Plan	Establish working group to review findings
2019 Q4	Communications Plan	Write the communications plan
2020 Q1	Communications Plan	Complete, approve and adopt
2020- 2023	Communications Plan	Implement

Quick wins

- Focus on social media
- Release council meeting information in real time
- Develop engaging content
- Promote the work of committees by sharing content
- Enhance the promotion of Carleton Place by sharing local stories and researching facts
- Monitor web site information to keep content current
- Departments update their own web content
- Take advantage of training opportunities to increase skills and expand ideas
- Councillors participate in communications learning sessions at conferences when possible

Resources needed

Budget, outside resources to build internal capacity and knowledge, all departments and council commit to the communications plan.

Goal	Managed Growth
Objectives	Revise the Official Plan and Development Permit By-law
Why	The Official Plan guides the community so must accurately reflect its needs. Annual growth has surpassed expectations. The growth has caused issues which can be solved by clarifying the Development Permit By-law.
	Review issue of mixed and affordable housing
Why	Many residents of Carleton Place are unable to find affordable rental units or purchase properties. The term, affordable housing, is confusing as is the related hierarchy of government responsibility.
	Conduct a new Development Charges background study and revise the by-law by term-end
Why	A Development Charges background study is needed to accurately reflect new capital projects which are attributable to recent growth including the development of strategic properties.

What

The Planning Department with the help of a consultant will engage community and interested partners to revise the Official Plan, the Development Permit By-law and the Development Charges background study and to define affordable housing in Carleton Place. It will explore options for affordable housing through a community forum with appropriate partners like Lanark County, the Province of Ontario and Canada Mortgage and Housing Corporation and will conduct an affordable housing policy review. The Provincial Policy Statement defines Affordable Housing as:

a) In the case of ownership housing, the least expensive of:

housing for which the purchase price results in annual accommodation costs which do not exceed 30 per cent of gross annual household income for low and moderate income households or

housing for which the purchase price is at least 10 per cent below the average purchase price of a resale unit in the regional market area.

b) In the case of rental housing, the least expensive of:

a unit for which the rent does not exceed 30 per cent of gross annual household income for low- and moderate-income households or

a unit for which the rent is at or below the average market rent of a unit in the regional market area.

Timeline

2019 Q2	Interim Control By-law 51-2019	Passed by council
2019 - 2023	Official Plan amendments as required	Approved if necessary
2019 Q4	Development Permit housekeeping review	By-law review to include legislated and non-legislated updates
2020 Q1	Affordable Housing forum	Host the forum with partners
2019 Q2	Intensified Housing study (as per Interim Control By-law)	Start the study
2020 Q2	Development Charges background study	Start the study
2020 Q3	Development Charges background study	Finish, approve and implement
2020 Q2	Intensified Housing study (as per Interim Control By-law)	Complete, approve and adopt
2021 Q3	Comprehensive Official Plan review	Start the review
2021 Q4	Affordable Housing policies	Review in conjunction with Official Plan
2022 Q2	Development Permit By-law review	Start the review
2022 Q3	Comprehensive Official Plan review	Complete, approve and adopt
2022 Q4	Development Permit By-law review	Complete, approve and adopt

Quick Wins

- The Interim By-law 51-2019 is a by-law to control the erection or development of stacked townhouses, apartments, triplex units and quadraplex units within defined areas of the Town of Carleton Place for a period of one year which will allow time for the subsequent study to be undertaken to review Development Permit regulations and associated land use policies pertaining to multi-storey, multi-residential developments in established residential neighbourhoods.
- Development Permit by-law housekeeping revision will alleviate pressure
- Review Parking by-law and allocate resources for additional enforcement

- As projects attributed to growth come up, Development Charges should be collected and by-law amended if necessary
- Consultant fees for studies can come out of Development Charges
- An Affordable Housing forum led by a consultant or by Lanark County will contribute to the education of all and may consider tiny homes, secondary suites, seniors housing, social housing, et cetera.
- Specific Official Plan amendments and possibly a mini-study may be undertaken to address immediate concerns about density per net hectare, design, massing and consolidation of lots in advance of the full Official Plan review. The Development Permit By-law could then be amended as required.

Resources Needed

Budget, consultants for Intensified Housing study, Official Plan and Development Permit reviews, Development Charges background study and Affordable Housing Forum, staff to rewrite and enforce Parking by-laws including administration for the payment of tickets and attending POA Court, new technology for parking enforcement, interest in affordable housing from Lanark County and the Province of Ontario.

Goal	Corporate Health
Objective	Conduct organizational review of staff
Why	To accommodate community growth, to ensure succession plan to prevent disruption of services and to increase productivity
Objective	Enhance technology to improve service
Why	To improve efficiency and effectiveness of staff, to reduce tax increases, to increase productivity and to improve customer service and accessibility to services
Objective	Improve Asset Management and purchasing process
Why	To comply with legislation, to support funding opportunities and to improve budgeting decisions

What

Human resources: The CAO with input from senior staff will write a Human Resources Plan which considers an amended organizational chart identifying what new positions are required and which ones will be replaced, including the service-delivery justification for any additions, along with a timeline of implementation. This will ensure staff available to complete the work and accommodate increased workload from growth, ensure staff are appropriately trained, improve staffing capacity, clearly define roles, identify opportunities for contracted services and identify services that could be discontinued.

Technology: At regular management team meetings, the senior staff will consider optimization of existing processes and technology, consider new technologies being mindful of staff capacity and identify technology and best practices or processes to improve efficiency, effectiveness and productivity. This is an ongoing process which requires regular evaluation. The project will be driven by managers working with IT.

Asset management: The treasurer will improve the asset management strategic policy and all managers will understand and use the plan.

Timeline

2019 Q2	Asset Management Plan	Strategic policy approval
2019 Q4	Asset Management Plan	Research and further development
2019 Q4	Corporate Health	Form project team and determine scope
2020 Q1	Human Resources Plan	Prepare plan in-house
2020 Q2	Human Resources Plan	Complete, approve and adopt
2020 Q2	Asset Management Plan	Identify service and risk levels
2020 Q2	Enhanced Technology	Revise Purchasing Policy, including E-bidding and demonstrated accountability, efficiency, transparency
2022 Q1	Asset Management Plan	Expand assets to agree with Development Charges background study
2022 Q1	Asset Management Plan	Complete, approve and adopt
2021-2023	Human Resources Plan	Implement
2021-2023	Corporate Health continuous improvement in asset management, technology and human resources	Management discusses at regular meetings to include corporate health considerations in annual draft budget for presentation to council

Quick Wins

- Management team will work with a mindset of continuous improvement
- Identify immediate needs for staff inclusion in 2020 budget
- Identify staff efficiencies that assist with current workload and modernize services such as in-field technology like tablets
- Optimize new technology software already purchased such as e-Scribe and CGIS

- Staff training in asset management
- In-house presentation and an open house on asset management
- Gather other municipal purchasing policies and asset plans for research
- Choose suppliers that provide training with their software
- Schedule training sessions in down time to avoid overtime and burn-out
- Council to attend asset management training when attending conferences

Resources Needed

Budget for upgrades, increase IT capacity, staff training

Goal	Community and Economic Development
Objectives	Develop and implement a Community and Economic Development Plan
Why	To guide community and staff in community and economic development over the next three to five years

What

Develop a Community and Economic Development Plan that will identify and allow for development of strategic community projects using information gathered through a Recreation Master Plan, will take on economic development initiatives, consider the development of social programs, guide development of employment lands, consider preservation of the Natural and Built Heritage and consider community engagement including newcomers and intergenerational people as well as civic engagement that encourages civil discourse. Implement the plan with a variety of willing partners in leading or supporting roles.

Timeline

2019 Q4	Community and Economic Development	Form a project team to determine scope
2019 Q4	Community and Economic Development	Issue and award RFP for Recreation Master Plan
2020 Q2	Community and Economic Development	Complete, approve and adopt Recreation Master Plan
2020 Q3	Community and Economic Development	Issue and award RFP for Community and Economic Development Plan

2020 Q4	Community and Economic Development	Complete, approve and adopt Community and Economic Development Plan
2020 - 2023	Community and Economic Development	Implement Recreation Master Plan
2021 - 2023	Community and Economic Development	Implement Community and Economic Development Plan

Quick Wins

- Gather project team to provide input to Community and Economic Development RFP process and plan, determine scope
- Accept the offer of LGL Health Unit Healthy People, Vibrant Communities to lead community consultation
- Further engineering for employment lands at Highway 7 and Highway 15 this year
- Complete engineering designs Costello Drive

Resources Needed

Budget, consultant, may need a project officer for this initiative

CONCLUSIONS

This is an ambitious plan which aims to balance the tremendous residential and business growth occurring in Carleton Place with its impact on the community. The work called for in the Corporate Strategic Plan is in addition to the full work capacity already being seen in all departments. The capital works are in addition to the capital projects identified in the [2018 to 2027 Long-term Financial Plan](#). This is the cost and benefit of growth.

Annual reviews are required to keep the plan on track and to consider if adjustments are necessary. Annual reporting will demonstrate the plan's scope and achievements, transparency and accountability.

Significant plans, reviews and studies are called for in this strategic plan and additional actions including human resources, capital projects and budget impacts will be identified through the process of the plans including:

- Communications Plan
- Human Resources review
- Recreation Master Plan
- Intensified Housing study
- Community and Economic Development Plan
- Asset Management Plan
- Official Plan

Public consultation and community input will be needed to complete many of the plans, reviews and studies called for in this Strategic Plan including:

- Communications Plan
- Recreation Master Plan
- Community and Economic Development Plan
- Development Charges background study
- Affordable Housing forum
- Official Plan
- Development Permit By-law

The Strategic Plan is a living document. Timelines are flexible and will be adjusted as new plans and studies identify emerging priorities. This is an exciting time of growth, prosperity and success for Carleton Place. The Carleton Place Council and staff, proudly working for and with the people of Carleton Place, are strategically planning for and balancing that growth. The community-focused council values accountability, integrity, transparency and collaboration for the fulfillment of all. The Corporate Strategic Plan demonstrates their good governance through progressive leadership to residents and businesses.

