



Mississippi Mills  
**STRATEGIC PLAN**  
2020-2023



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# Executive Summary

Mississippi Mills Council led a process to develop a strategic plan for the organization that would present its vision for the community and guide the efforts of the Municipality from 2020-2023. The value in a strategic plan is twofold. Firstly, the process of creating the plan forces the organization to think about priorities and what it values. Secondly, the plan is a clear picture that will guide other aspects of the daily and operational work that takes place to ensure that it contributes to the achievement of the “bigger picture” – the goals of Council for its term in office.

This plan includes a vision, four statements of Community values, five themes (priorities) with goals for each theme. Actions or deliverables have been identified for each theme such that when completed, the actions and deliverables will contribute to Council’s vision for the community. The process to create the strategic plan included various stages from high level to detailed plans on how each action/deliverable will be carried out. This translates the strategic plan from concept to accomplishments.

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## Vision

Mississippi Mills will promote and balance employment, growth, and the environment, to create a caring community for its residents; supported by exchanging information, integrity and financial responsibility while capitalizing on its natural assets, history, culture and diversity of its people. (Revised at Council Meeting June 11, 2020)



## Community Value Statements

**LIVE**  
In Mississippi Mills we take pride in our historic, diverse, resilient, caring community.

**WORK**  
We encourage economic opportunities, retention of our businesses and building on the assets of the community to maintain Mississippi Mills as a destination for business, artists, and tourists.

**PLAY**  
We support age friendly recreation and arts through our natural assets and people.

**ENVIRONMENT**  
Ensure a clean, safe and sustainable environment for present and future generations.

# Process

The community has been without a concise map of what is important and what it wants to achieve for some time. Starting in the fall of 2019 Council held several sessions in which members contributed issues, concerns and ideas. Through this process certain themes or priority areas of Council were apparent. Some of the discussions in these sessions focused on the creation of goals for each theme. The themes were discussed one at a time with Council guiding the development and identifying additional issues, concerns and ideas.

The output from these sessions of issues, concerns, ideas, goals and themes was reviewed with the Senior Management Team in various sessions to discuss, add, challenge and create the actions and deliverables of the strategic plan. The actions and deliverables are the key things that we want to accomplish to implement the strategic plan. The issues, ideas and concerns will be addressed in the actions/deliverables to realize the goals of the plan. In total, thirteen (13) major deliverables have been identified, and detailed project charters developed that illustrate how the deliverable will come together and be implemented.

Council and staff worked in a bottom up approach by identifying issues, concerns and ideas which formed the themes and goals, followed by the community value statements and finally the vision statement. At the same time staff worked to create detailed project charters. A member of the senior management team has been identified as the project lead. This is the person responsible to manage the project to completion. The project lead and the CAO have worked together on how to carry out each project by identifying the scope of the project, the timeline required, the necessary resources and the risks/issues that could affect the project. These project charters are included as an appendix and are at a level sufficient to receive approval of council to proceed.

The project charters are meant as a communication tool with key stakeholders in the process. Council understands and sanctions the deliverables, consultation processes, timelines and resources to be used to complete each project. Staff understand and have a defined plan on the deliverables they are expected to produce and when. Stakeholders such as residents, businesses, community groups and others have defined processes for consultation on these major initiatives and when deliverables that may impact them will be completed. Strategically we can prioritize and see the interdependence of one project on another project. In this manner the project charter focuses resources on the completion of the most important and beneficial projects to the organization.

This process has taken approximately eight months of discussion and refinement to produce the vision, statements of community values, themes, goals and actions/deliverables with project charters.

At this stage in the process staff is presenting the draft Strategic Plan to Council for approval to start public consultation on the plan. Public consultation will be challenging given the COVID-19 restrictions, but we will be seeking input via email and through written correspondence from stakeholders in the community on the direction Council is putting forward and all aspects of the plan.

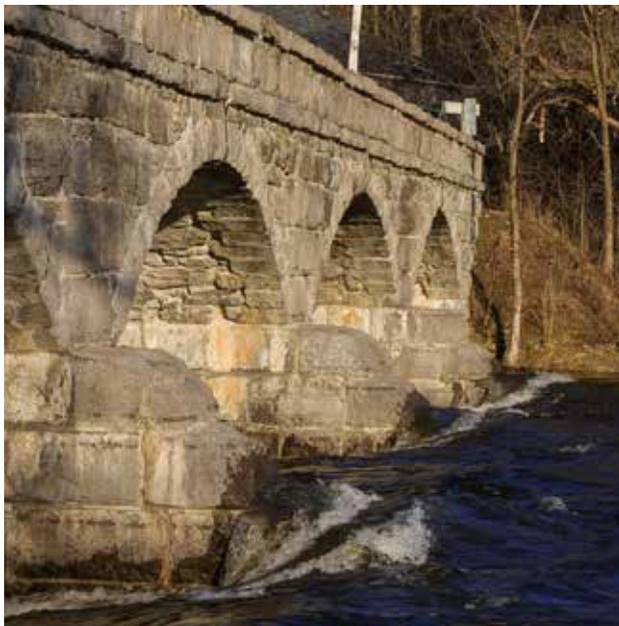
It is expected that the public consultation on the draft Strategic Plan will take about six weeks after which it will return to Council with a summary of the input in late August or early September.



# Priorities & Goals

Council has chosen five priority areas or themes that it wants to focus municipal resources on over the coming years. The action/deliverables in these themes have detailed project charters to ensure that the scope of work is understood and agreed upon by both Council and staff. This is an important step because in order for the vision to be implemented through the themes, goals and projects everyone must agree on what we are working towards and what are the steps to get there including timelines and resources. At the end of a project the output or deliverable should be what everyone was expecting and not a "surprise."

The following five priority areas have a total of 13 project charters included in the Appendix that provide further details on how the action or deliverables will be conducted. The next section illustrates the overall timing of these actions/deliverables and when Council is expecting them to be complete and when staff is committing to deliver the outputs. This will be the overall tracking of each project and how it fits into the broader context of the strategic plan and helps build and implement Council's vision.



## Quality of Life

### GOAL

- Appealing and attainable (cost effective) full-service municipality offering an excellent age friendly (appropriate) quality of life.
- Cooperation and Advocacy on key issues such as physician allocation, recruitment, long term care, broadband, cellular service etc....

### ➔ ACTIONS/DELIVERABLES

1. Community Services Master plan
2. Community Safety Plan
3. Official Plan Amendment 22  
- Planning For Growth
4. Plan for Advocacy and Partnerships

## Infrastructure

### GOAL

Provide infrastructure that is safe, and reliable and meets the expectations of residents (ratepayers) for environmental and financial sustainability.

### ➔ ACTIONS/DELIVERABLES

5. Transportation Master Plan Update
6. Master Infrastructure Projects
7. Environment / Climate Action Plan



## Modernization Operational Excellence

### GOAL

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- Strive to integrate across facilities, equipment and staff.
- Provide excellence in services, processes and communications while recognizing both rural, suburban and urban needs.
- Know what we do best (upper/lower tier) and utilize staff, technology, team work, cross functional training and partnerships/approaches to provide excellent modern service delivery.

### ➔ ACTIONS/DELIVERABLES

- 8. Service Delivery Review
- 9. Human Resources Plan
- 10. Communications and Engagement Plan
- 11. Information Technology Plan

## Economic Development

### GOAL

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- Diversify economy to encourage local employment (millennials, entrepreneurs, digital economy, knowledge economy) with a mix of residential development, small and light industry.
- Promote Mississippi Mills through assets such as library, museum network, OVRT, recreation and tourist opportunities.

### ➔ ACTIONS/DELIVERABLES

- 12. Economic Development and Branding Plan

## Financial Management

### GOAL

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- Use multi year operational and capital to sustainably plan and fund the future.
- Establish a predictable, sustainable approach to reserves, debt management and tax strategy.

### ➔ ACTIONS/DELIVERABLES

- 13. Long Term Financial Plan

# Workplan & Timeline

	2020				2021				2022		2023	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	1st Half	2nd Half	1st Half	2nd Half
<b>Quality of Life</b>												
Action/Deliverable												
1 Community Services Master Plan												
2 Community Safety Plan						B	B	B				
3 Official Plan Amendment 22 - Planning for Growth							B	B				
4 Plan for Advocacy and Partnerships												
<b>Infrastructure</b>												
5 Transportation Master Plan Update												
6 Master Infrastructure Projects												
7 Environment/Climate Action Plan												
<b>Modernization Operational Excellence</b>												
8 Service Delivery Review												
9 Human Resources Plan												
10 Communications and Engagement Plan						B	B					
11 Information Technology Plan												
<b>Economic Development</b>												
12 Economic Development and Branding Plan												
<b>Financial Development</b>												
13 Long Term Financial Plan												

Note: B - indicates that there are other secondary or sub project charters to accomplish other components of the project.

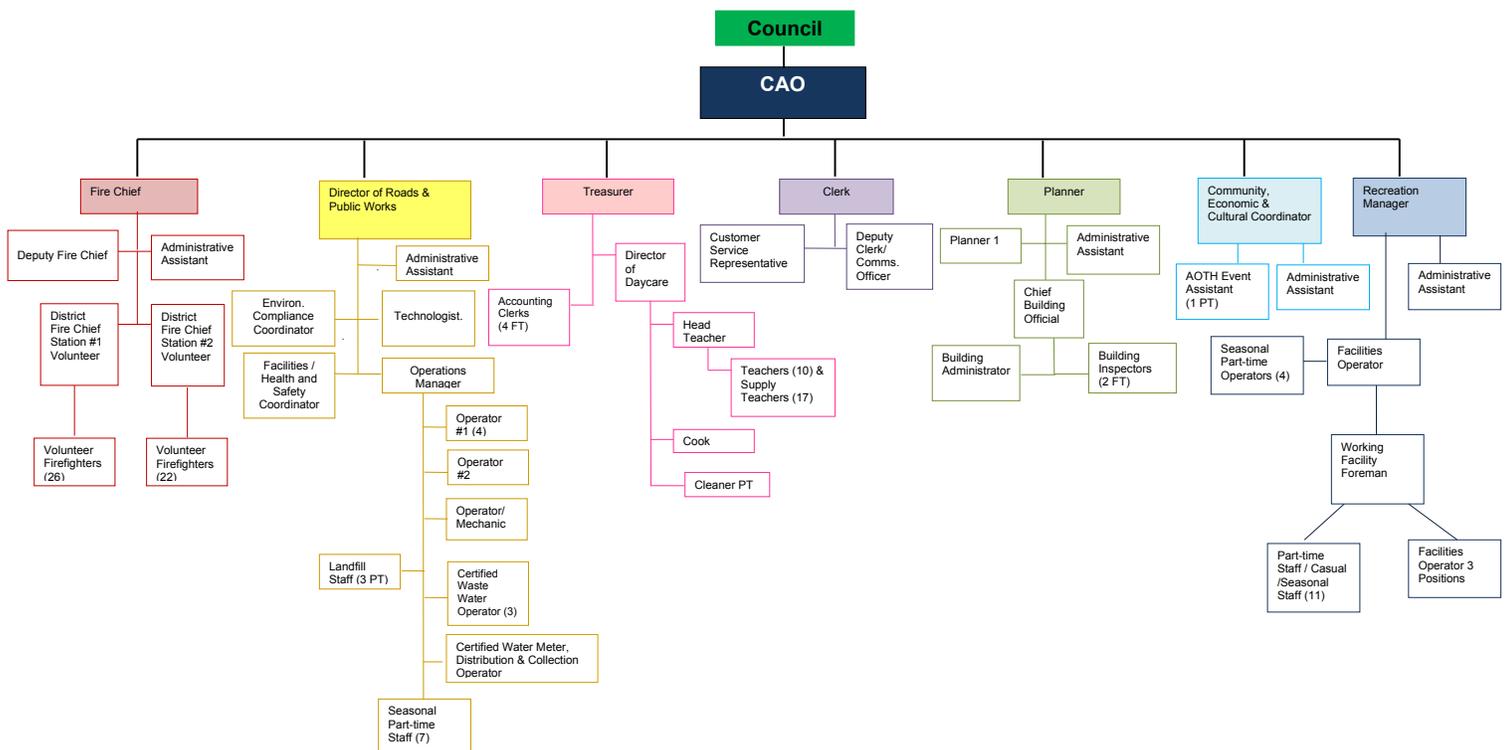


# Overview of Municipal Service Delivery:

The Municipality of Mississippi Mills delivers multiple services for residents and taxpayers. These services are managed by the respective departments within the municipality's organizational structure.

More than 100 staff are employed by the municipality through full time, part-time, seasonal, casual, or student employment to ensure delivery of programs and services to the community is continuous. Municipal staff in Mississippi Mills is comprised of firefighters, library staff, childcare employees, parks and recreation workers, road crews, and administrators.

## Municipality of Mississippi Mills Organization Chart 2020

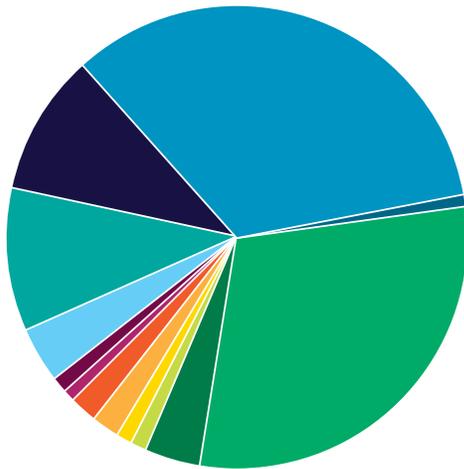


Under Council's direction, administrators oversee the delivery of services to citizens, thereby enabling the community to maintain the high quality of life citizens have come to expect. It is Council's responsibility to provide oversight of municipal expenditures and stewardship over municipal assets, and to make the best use of the public funds to ensure residents are getting the most out of the taxes and user fees they pay.

## Service Delivery

The Service Delivery Review project initiated by the municipality will compile service profiles on how we deliver services which will be detailed descriptions of the current methods and inputs for our municipal service delivery. The Municipality of Mississippi Mills delivers services through contracts such as waste management, water treatment, sewage treatment and policing, among others. Services are also delivered thanks to the combined efforts of our many community partners, agencies and provincial entities including:

- Leeds, Grenville & Lanark District Health Unit
- Mississippi Valley Conservation Authority
- Mississippi Valley Textile Museum
- Mississippi River Power Corporation
- Ottawa River Power Corporation
- North Lanark Regional Museum
- Mississippi Mills Youth Centre
- Carebridge Community Support
- Almonte Tennis Club
- Almonte Curling Club
- Mississippi Mills Minor Hockey League
- Various committees of Council



Salaries & Benefits \$7,621,853	34%
Travel & Training \$211,500	1%
Materials & Contracts \$6,684,857	30%
General Expenses \$862,807	4%
Community Grants \$324,977	1%
Fuel & Oil \$188,250	1%
Maintenance & Repairs \$392,629	2%
Utilities \$448,200	2%
Insurance \$150,125	1%
Cost Sharing \$149,832	1%
Grant in Lieu \$80,200	0%
Reserve Allocations \$925,991	4%
Debt Payments \$2,208,931	10%
Capital \$2,177,504	10%

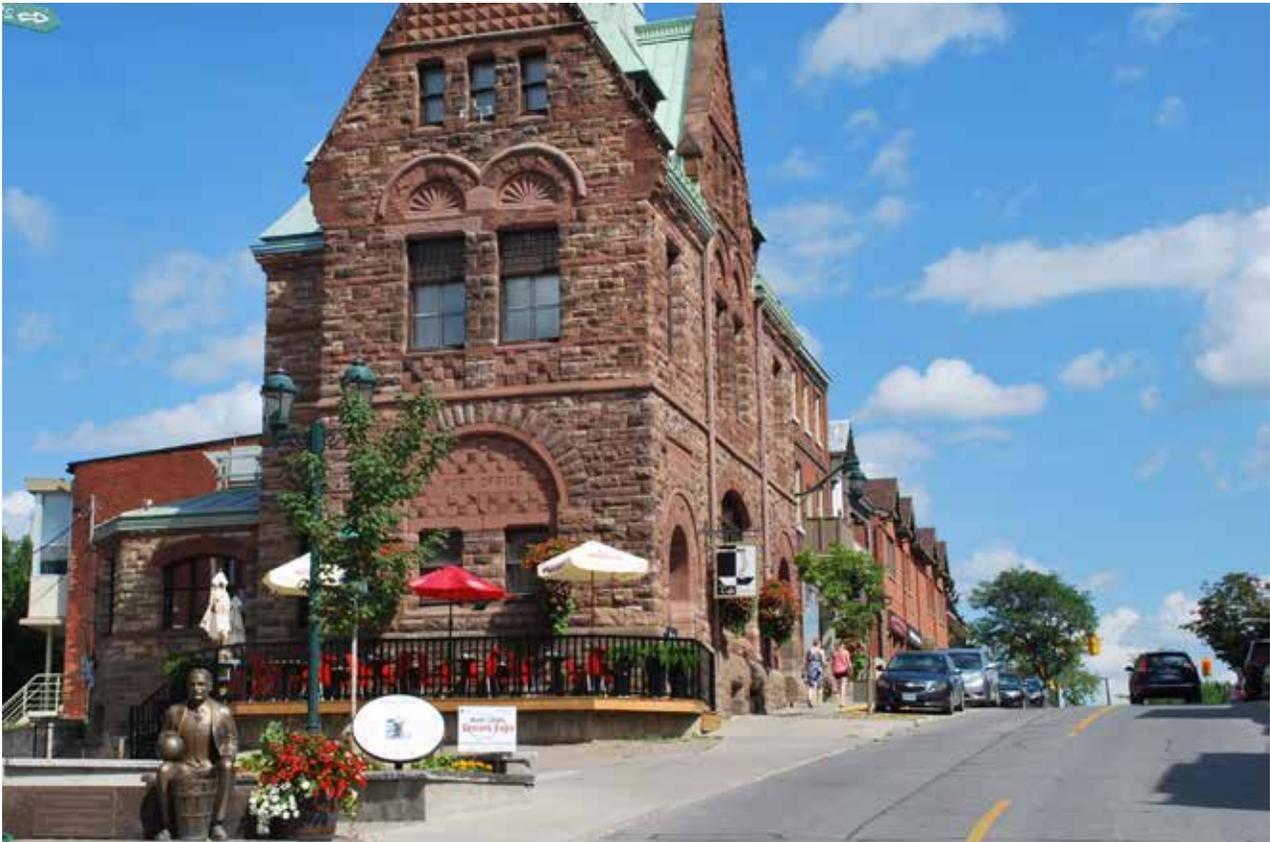
As a service organization, the largest proportion of operating expenditures is made to salaries and benefits of staff which support delivery of services. This means each service delivered by the municipality has a financial impact to the municipal budget.

The 2020 municipal budget is summarized as follows:

## Mississippi Mills 2020 Budget

DESCRIPTION	DOLLARS
Municipal Operations & Capital (Total Expenditures)	\$31,679,908
<b>Funding for Municipal Operations &amp; Capital</b>	
• Municipal Tax Revenue	\$11,173,265
• Long Term Financing	\$3,193,715
• Reserves/Development Charges	\$4,640,870
• User Fees & Other Revenues	\$9,065,210
• Federal, Provincial, County Grants	\$3,606,210
<b>Total Revenue</b>	<b>\$31,679,908</b>
<b>Current Shortfall</b>	<b>\$0</b>

The Municipality of Mississippi Mills' Strategic Plan will provide a roadmap for Council and staff to use when setting priorities and making decisions for expenditures of funds that will impact the quality of life of citizens for years to come.



# Appendix



# Community Services Master Plan

**PROJECT NUMBER: 1**

**PROJECT LEAD: CALVIN MURPHY**

## **PROJECT DEFINITION:**

The Municipality of Mississippi Mills delivers several community focused services including Childcare, Library, Culture and Recreation. These services, that involve the social interaction of people, are the fabric of the community. This project will develop a shared understanding of the services and the future direction they will take in conjunction with the changes and growth of the Municipality.

## **PROJECT SCOPE:**

This Master Plan will include reviewing all Recreation parks, facilities, programming, culture, public art, heritage, staffing components of the Recreation and Culture department, and Childcare services. The Library's Strategic Plan will also be included in this review. It will take into consideration age friendly components for all areas. It should also include input from other departments such as Public Works and the Planning Department as these departments work closely with Recreation and Culture, Libraries and Childcare. Input should also be obtained from local groups who provide valuable services to our community such as the Pakenham Curling Club, Mississippi Mills Youth Centre, all Mississippi Mills Museums, Community Halls run by Community organizations such as Union Hall and Clayton Hall and local organizations who organize and run events throughout the Municipality such as the Naismith 3 on 3 basketball, Celt fest, Neighbourhood Tomato and others including service groups such as Legions, Civitans, etc..

## **PROJECT GOAL/OBJECTIVE:**

Upon completion of the Community Services Master Plan we should have established a strategic document to guide the future planning and development of parks, facilities, recreation services, cultural assets, museums, festivals and events, libraries, childcare services for the next 10 years. Goals will be shared with the Library Board to ensure library service is aligned with the Master Plan.

## **PROJECT APPROACH/WORK PLAN/STEPS:**

The Community Services Master Plan will be based on input from the public, user groups, Library Board, Parks & Recreation Advisory Committee and Municipal staff. A Steering Committee comprised of two Councillors and the project lead will guide the development of the project. It will be based on a three-step process, beginning with gathering information on the following:

### **PHASE 1:**

1. The socio-demographic profile of Mississippi Mills.
2. Relevant findings from existing documents prepared by the Township/Inventory of facilities etc.
3. The results of the public engagement strategy/leaders in sports, leisure, arts, etc...
4. The state of existing leisure facilities and programs offered by the Municipality and community partners.
5. Trends in Library services programming and direction provincially (Library to provide).
6. State of childcare services in Lanark County, direction, strategic plan, and other guidance on future programming.

## PHASE 2:

Build upon the information gathered in phase 2 and using community and Council engagement, draft a mission statement, guiding principles and options/approaches to the delivery of community services.

1. Benchmark the approaches in other neighbouring communities.
2. Consult with stakeholders on issues and opportunities.
3. Draft a Mission Statement and Guiding Principles to direct the delivery of parks, facilities, childcare and recreation services. Principles will be shared with the Library Board.
4. Draft options based on each service.
5. Consult with the public and stakeholders on the options.

## PHASE 3:

This phase will bring the research and public feedback together to formulate the Community Services Master Plan.

1. Draft Master Plan with recommendations for facilities, programs, services, and staffing etc... including a supporting implementation plan.
2. Test recommendations with Municipal staff, Council and the public in the third phase, prior to finalizing the Master Plan.
3. Finalize the Master Plan

As per the Strategic Plan this project is to specifically investigate the following:

- Recreation - are we meeting the expectations of our residents?
- Encourage young families and young professionals to stay or move here
- Maintain sense of community, sense of place
- Sense of place and identity (what are we proud of? What do we celebrate?)
- Community Pride & diversity
- Cultural fiber of community (public art, celebration of local artists etc.)
- Indoor/outdoor – (Activities/sports? What is this referring to?)
- Valuable Volunteer Experiences (Building Community Connections)
- Volunteer Strategy/Plan
- Childcare – Affordability - fees
- Responsiveness, Accessibility: Special needs and Quality
- Celebrate heritage and history – (Built heritage, Settlers, Ancestors, Indigenous history, recognition of ancestral land)
- Beautification and Maintenance

Phase/Major Deliverable	Timeline
Phase One: Current State Demographics Current Delivery for each service (build on SDR service profiles)	Fall 2020
Phase Two: Analysis of Options Benchmarking Consultation on issues Draft Guiding Principles Draft Options Consult on options	Winter 2021
Phase Three: Develop Plan Draft Master Plan Consult on draft Finalize Draft	Spring/Summer 2021

**BUDGET AND RESOURCES:**

Components of the analysis may be available from other sources such as demographic and population projection data which was developed for the Official Plan processes with the County of Lanark.

The Master Plan document should be outsourced externally through consultants to conduct the public engagement and development of the Master Plan. Budget is unknown at this time.

**KNOWN CONSTRAINTS:**

Community services, as we have defined them, are three departments that currently function separately with very little interaction. The Corporation of Mississippi Mills provides the administrative backbone which is shared by these three departments. The ability to recognize the strategic components of each department as separate services while at the same time understanding the common contribution to social growth of the community will be a challenge.

	Sign Off	
	Signature	Date
Project Lead: Calvin Murphy		
Department Head: Calvin Murphy		
CAO: Ken T. Kelly		
Mayor: Christa Lowry		

# Community Safety Plan

**PROJECT NUMBER: 2**

**PROJECT LEAD: CHAD BROWN**

## **PROJECT DEFINITION:**

The master fire plan provides a strategic approach to the delivery of fire protection services for the future needs of the growing community and addresses the local needs and circumstances of service delivery.

The community safety plan is a well-being framework to get Mississippi Mills and community stakeholders thinking in new ways about local issues and potential solutions by exploring options to address risks through social development, prevention, mitigation and risk intervention.

## **PROJECT SCOPE:**

The following are included in the scope of this project:

- Master Fire Plan
- Smoke and Carbon Monoxide Alarm Program
- Emergency Management Plan (Emergency Response Plan Review)
- Understand vision zero and implications for MM
- Contract for police/by-law and review police service contract (communications – where the money goes re: policing)
- Review property standards
- Implement SDR option for Bylaw Services
- Community Safety Committee
  - Work with partners to support/address opioids, homelessness, hate crimes, human trafficking, isolation/loneliness
  - Community policing and service consistency
  - Municipal Drug Strategy
- Contract for Police/Bylaw
- Review Police Services Contract – Service Board vs Contract CPAC

## **PROJECT GOAL/OBJECTIVE:**

To review and update the method of delivery and the service levels for key safety services including Fire, Police, and By-law as well as understanding the levels of service for other key social services in the community and how we can influence the outcomes.

## **PROJECT APPROACH / WORK PLAN**

This project is the sum of several sub-components that will become the overall framework for “Community Safety”. The sub-components do not share commonalities such as policies, staff, facilities or a committee etc... Overall they will become a framework that may be overseen by a Community Safety Committee that would be charged with providing direction. Each service would report into the Community Safety Committee – Fire Services, OPP Contract liaison, By-law services whether contracted or internally provided. The Community Safety Committee would need to be established with a terms of reference developed for the new committee.



# Planning for Growth:

## **OFFICIAL PLAN AMENDMENT 22**

### **PROJECT 3**

#### **PROJECT LEAD: DIRECTOR OF PLANNING**

#### **PROJECT DEFINITION:**

To understand and evaluate growth strategies for the municipality of Mississippi Mills and prioritize locations of growth.

#### **PROJECT SCOPE:**

The Official Plan Amendment will undertake a Comprehensive Review in accordance with the requirements of the Provincial Policy Statement. A background study of demographic and building trends from the past five (5) years to assess rates of growth and project needs for the statutory 25-year evaluation period will be completed in conjunction with a land inventory. Background research will also confirm the availability of water and wastewater infrastructure to service development lands. Various land use constraints will also be evaluated in accordance with the Provincial Policy Statement and any proposed growth within these areas will be justified in accordance with the applicable land use policies.

A series of growth scenarios will be proposed and mapped for review and feedback from Council. Following initial feedback from Council on the recommended settlement strategy, formal public consultation will commence in accordance with the Planning Act.

Agency consultation will be required with the County of Lanark; Ministry of Municipal Affairs and Housing; and the Public Works Department. Consultation with Council, prescribed public bodies and the public will also be required in accordance with the Planning Act.

Prescribed public bodies and agencies will include the following:

1. The Clerk of the County of Lanark
2. The Clerk of Mississippi Mills and Secretary-Treasurer of the Committee of Adjustment
3. The Secretary of the Upper Canada District School Board and Catholic District School Board of Eastern Ontario
4. The Secretary-Treasurer of the Mississippi Valley Conservation Authority
5. The Secretary of the natural gas utility company
6. The Secretary of every company operating an oil or natural gas pipeline
8. The Executive Vice-President, Law and Development, of Ontario Power Generation Inc.
9. The Secretary of Hydro One Inc.
10. The Clerk of every municipality within 1 km of the lands impacted by the application (Lanark Highlands, Carleton Place, Beckwith, Arnprior, City of Ottawa, McNabb-Braeside)
11. The Chief of every First Nation Council, if the First Nation is located on a reserve any part of which is within one kilometer of the area to which the proposed official plan or plan amendment would apply.

Additional resources may include limited GIS services by a third-party provider (ie. JL Richards). Assessment of the Agricultural Lands within the community may be undertaken by the LEAR project which is budgeted to be undertaken this year.

## **PROJECT GOAL/OBJECTIVE:**

Upon completion of the project, Council will have adopted the bylaw to approve Amendment No 22 to establish or confirm the following:

- Settlement Strategy
- Expansion of the Settlement Boundary of Almonte Ward
- Prioritize Vacant Development Lands
- Designations of Employment Lands and Residential Lands within Settlement Areas
- Amend additional policies as needed to fulfil Settlement Strategy objectives

## **PROJECT WORK PLAN / STEPS**

### 1. Technical Review

The technical review and preparation of documents in compliance with the Provincial Policy Statement will largely be undertaken by internal staff. Early consultation with the County of Lanark to understand expected submission requirements will be undertaken at the initial stages of the project. A signed Terms of References for the scope of the comprehensive review will be signed by both the Municipality and County prior to the commencement of the project.

As growth projections from the Municipality have been pre-allocated by the County, limited data analysis of growth trends will be required, however analysis of more detailed demographics and market needs will be conducted based on data available from StatsCanada; Canadian Mortgage and Housing Corp; and the Ministry of Municipal Affairs and Housing.

Deliverable: A draft Comprehensive Review Report to be provided for acceptance to the County of Lanark.

### 2. Options for Growth Strategies

When the document is accepted, a series of options for settlement strategy and growth allocations will be presented to Council for initial comment.

Council will be provided with two reports:

- Overview of findings of the Comprehensive Review
- Options for proposed growth scenarios (3-6 options)

Note that the options for the growth scenarios will pertain to where growth is allocated within the Municipality (urban vs. rural) and the density of the growth we wish to plan for (low, medium and high density). It will also review where expansions of settlement areas will occur. The rate of growth (ie. the total population projection) will not be discussed, as this has been established by the County of Lanark.

Deliverable: Council to pass a resolution accepting the findings of the Comprehensive Review and directing staff to undertake public consultation with the proposed growth scenarios.

### 3. Public Consultation

Staff will commence public consultation in accordance with the Planning Act. Official Plan Amendments are subject to the following minimum consultation requirements:

- Direct Circulation to prescribed agencies and public bodies identified in the Act;
- Posting of notice for a period of 20 days in the newspaper;
- Conducting one (1) open house;
- Conducting one (1) public meeting no sooner than 10 days after the open house.

Staff suggest the following additional public consultation procedures:

- Mailed notification to any property owner whose land use designation may change as a result of the amendment;

- Notification of the amendment posted on the Municipality's website on a project specific page;
- Notification of the amendment consultation on Municipal social media sites;
- Notification of the project in tax bill mail out;
- Online survey of preferred growth scenarios + general feedback on community growth;
- A total of three (3) open houses (Almonte [statutory], Pakenham, Clayton);

Staff will also be available to meet one-on-one with members of the public to discuss the proposed amendment and the impact it will have on an individual's specific property.

Deliverables: A summary of all feedback received respecting the amendment and how the feedback has been considered in accordance with the Planning Act will be presented to Council for adoption as part of the Amendment.

#### 4. Adoption by Council:

Council will be presented with the final recommended growth scenario as supported by public feedback.

Deliverable: Council will pass a bylaw adopting Amendment No. 22 with the preferred growth strategy and direct staff to file an amendment to the County of Lanark's Sustainable Communities Official Plan.

#### 5. Approval of the Plan:

Staff will assemble the submission requirements for the County for consideration of approval of the Official Plan Amendment 22 and file an additional Amendment to the County's Official Plan to reflect the anticipated settlement boundary expansion.

Where the County recommends modifications to the Municipality, additional reports seeking direction will be brought forward to Council.

Deliverable: County Council passes a bylaw approving Official Plan Amendment 22 and a bylaw amending the County Official Plan to expand the settlement boundary.

#### 6. Conclusion:

Following the adoption of the bylaws by the County, a statutory appeal period of 21-days is undertaken.

Failing an appeal of the bylaws, Planning staff will work the CAO's office to petition the Energy Board to amend the jurisdictional boundaries for hydro providers.

Planning staff will also recommend that the Clerk amend the Almonte Ward Boundary to reflect the new settlement area.

A final information bulletin will be provided on the Municipality's website, social media, and in the weekly Ad-block advising that the change is final and in effect.

Phase/Major Deliverable	Timeline
Comprehensive Review Report to County	Spring/Summer 2020
Options for Growth Strategies	Fall 2020
Public Consultation	Fall 2020
Adoption by Council	Winter 2021
Submission of Plan to County for Review	Winter 2021
Statutory Appeal period for Bylaws	Spring 2021

As per the Strategic Plan the following will be included in the project:

- o Review Official Plan – vision of the community
- o Development - how much is too much
- o Where do we want housing to occur
- o More rental walkable to main services (grocery, pharmacies)
- o Settlement Boundary expansion
- o Village Vitality (there is a separate sub project for this)
  - Services (municipal and provincial)
  - Community identity
  - Growth
- o Updating water and sewer plans for other areas outside Almonte
- o Evaluate cost efficiency of development

### **BUDGET AND RESOURCES:**

As the bulk of the work will be conducted internally, there will be minimal cost for consultants. Any additional GIS assistance can be accommodated within the Planning Department’s professional fee’s budget.

Nominal budgets will be required for the open houses (printing costs, coffee, snacks etc) and staff time will be inclusive of time-in-lieu provisions of the Employee Benefit Policy.

Fees associated with the County of Lanark’s review of the application will be invoiced based on costs associated with the third-party review of the file by the County’s planning consultants.

### **KNOWN CONSTRAINTS:**

There are presently two considerable constraints to the completion of this project:

- Appeal of COPA 21: The County’s approval of OPA 21 has been appealed to the Local Planning Appeals Tribunal. Staff are working with legal counsel to sanction the effectiveness of the plan, with the exception of specific sections which have been referenced in the appeal letter.
- Effective Date of the Provincial Policy Statement: The Municipality has received confirmation that the effective date of the PPS is still May 1, 2020 (despite the COVID-19 pandemic). However, the Ministry has also committed to publishing additional guidelines and resources to clarify the implementation of certain policies in the new PPS. Notably this includes a “Projection Methodology Guideline” for forecasting municipal land needs. Staff have requested clarity from the Province regarding an expected timeline but anticipate that work on Stages 1 and 2 of the Plan can continue in advance of any published materials.

While these two constraints limit the Municipality's ability to conclude the project, staff can and will commence Steps 1 and possibly 2 at this time.

As with any planning approval process, public consultation can dramatically change the anticipated deliverable. While Council adopted growth scenarios will be circulated for review and public comment, there is potential that the public will be unsatisfied with all proposed scenarios. If this is the case, staff will seek Council direction to alter the proposed scenarios and possibly the process in order to respond to feedback.

	Sign Off	Date
Project Lead:		
Department Head:		
CAO: Ken T. Kelly		
Mayor: Christa Lowry		

# Planning for Growth

## VILLAGE VITALITY STRATEGY

### PROJECT 3B

#### PROJECT LEAD: DIRECTOR OF PLANNING

#### PROJECT DEFINITION:

To establish a secondary plan for the growth, development and marketing of the Mississippi Mills Villages.

#### PROJECT SCOPE:

The Village Vitality Strategy will take a comprehensive look at establishing themes and characteristics which are unique to each of the Villages in Mississippi Mills. The Municipality has four Villages recognized as designated Settlement Areas which are historical economic centers within their respective Wards:

- Ramsay Ward – Appleton, Clayton and Blakeney
- Pakenham Ward - Pakenham

The purpose of the strategy will include examining opportunities for growth and infill of the villages while capitalizing on the unique sense of place which each offers.

A background of historical information on each of the villages as well as recent inventories and plans will be reviewed to establish a base understanding of challenges and opportunities within the Villages. The majority of the undertaking will involve community visioning exercises with stakeholders and members of the public to understand the local perspective and desires for the future of each of the Villages.

Some of the key anticipated discussion points will include the following:

- What makes the Village unique?
- What are residents missing in the Village?
- How much more development can the Village support?
- What servicing opportunities exist to support and improve the Village?
- What services are missing right now (High speed internet)?
- Which partners and stakeholders are required to fulfill the vision for the future of the Village?

A final report with recommendations to Council on short, medium and long-term objectives and deliverables will be presented for adoption.

There is also an opportunity to include branding and tourism objectives in the strategy as a method of marketing and promoting the communities.

Additional resources may include consultant services to expedite the delivery of the work (pending budget approval).

#### PROJECT GOAL/OBJECTIVE:

Upon the completion of the project, Council will have adopted the Village Vitality Strategy and recognized the goals and objectives of the plan for future strategic initiatives.

Some of these objectives may require implementation through the creation of a Secondary Plan or Official Plan Amendment in accordance with the Planning Act. This will be conducted as a separate deliverable following the adoption of the Plan.

## **PROJECT WORK PLAN / STEPS**

### **1. Technical Review**

The background review of existing studies and reports available on the Villages will largely be undertaken by internal staff. Resources and consultation may be required from the Mississippi Valley Conservation Authority; County of Lanark; Leeds Grenville and Lanark District Health Unit; Ministry of Environment; Municipal Heritage Committee; Public Works Department; Parks and Recreation Department; Utility Companies etc.

At the time of background review completion, staff will assess if there is a need for technical studies to be completed by consultants (ie. localized well testing, hydrogeological review, etc).

Deliverable: A background report providing the findings of the research will be completed. This may ultimately be used to create a Request for Proposal for consulting services.

### **2. Public Consultation**

Internal staff will work with Ward Councilors to assemble a list of stakeholders within each of the Villages as part of a concentrated public consultation outreach program.

Public Consultation will include mailed notifications to property owners within the Villages and will be generally circulates to all property owners within 500m of the Village Boundary. Notice will also be posted in the local newspaper and on the Municipality's website and social media platforms.

A series of workshops (1 per Village) will be conducted in person using Charette and SWOT style processes to gather feedback on the fundamental vision and goals of each of the Villages.

Online surveys (and hard copy options) will also be made available to the public who cannot participate in the workshops asking similar questions to gather feedback on residents' expectations for future development.

It will be critical that Ward Councilors and involved in promoting public outreach and opportunities for participation.

Deliverable: Council to pass a resolution accepting the report summarizing the findings of the Background Study and Preliminary Comments.

### **3. Analysis of Findings**

Staff will review, organize and characterize feedback and recommendations from the public consultation process in order to establish key deliverables and actions that can be attributed to meeting the fundamental goal statements for the respective Villages. A timeline of action items and estimated costs associated with their implementation will be charted and organized into short, medium and long-term categories. Action items will also denote projects where the Municipality is not the team lead, but can play a supportive role (ie. High Speed Internet).

Deliverables: A final report summarizing the goals and objectives collected from the public consultation process will be produced.

#### 4. Summary Open House:

Staff will complete final open houses in each of the Villages (4 total) to present the findings of the consultation and will visually display the final recommendations on display panels.

Deliverable: Conduct four summary open houses to present findings and invite final comments.

#### 5. Adoption by Council:

Staff will finalize the report, including any final comments received at the Open House, and present a Strategy for adoption by Council.

Deliverable: Council will pass a resolution adopting the recommendations of the Village Vitality Strategy.

#### 6. Conclusion:

Following the adoption of the Strategy, Planning staff will work to formalize costing and capital works planning and assign action items to appropriate municipal staff leads.

A final information bulletin will be provided on the Municipality's website, social media, and in the weekly Ad-block advising that the Strategy has been adopted

As per the Strategic Plan the following will be included in the project:

- o Village Vitality (there is a separate sub project for this)
  - Services (municipal and provincial)
  - Community identity
  - Growth

### **BUDGET AND RESOURCES:**

The majority of work conducted in the project will be undertaken by internal resources there is minimal costs associated with the budget at this time.

The background review may result in the recommendation to obtain professional services from engineering and planning consultants respecting environmental conditions in some of the villages. This will be assessed before the advancement of Step 2 and will be budgeted for the following fiscal year.

Nominal budgets will be required for the open houses (printing costs, mail costs, coffee, snacks etc) and staff time will be inclusive of time-in-lieu provisions of the Employee Benefit Policy.

### **KNOWN CONSTRAINTS:**

The cost estimates associated with professional services for additional technical studies is an unknown at this time. While Pakenham has been studied conclusively to assess hydrological capacities, the other Villages have had limited and localized studies. As private and communal services are assumed to be the only reasonable options for servicing lands, the capacity of the community is critical to understanding growth potential and redevelopment.

As with any planning approval process, public consultation can dramatically change the anticipated deliverable. The recommendations and receptiveness of the community to participate in the Strategy may lead to the requirement for change orders on the Project Charter.

Project Lead:  
Department Head:  
CAO: Ken T. Kelly  
Mayor: Christa Lowry

Sign Off  
Signature

Date

# Plan for Advocacy and Partnerships

**PROJECT NUMBER: 4**

**PROJECT LEAD: MAYOR LOWRY, KEN KELLY**

## **PROJECT DEFINITION:**

A plan that identifies key issues that impact on the residents and businesses of the Municipality but for which it has no control and the only method to influence is through taking action to advocate our concerns and issues.

## **PROJECT SCOPE:**

The strategic planning process identified a number of issues that touch upon and impact our residents and businesses but that the Municipality does not have sole control and authority for the service(s). This would include services offered at the County level as the Municipality participates in the governance of the County through its members on the County Council.

## **PROJECT GOAL/OBJECTIVE:**

The Municipality of Mississippi Mills would like to see services and issues that are the responsibility of other levels of government and entities modified or focused to address the concerns of our residents and businesses.

Through a coordinated effort of issue identification, action plan on what measures are to be taken to bring attention to the issues and advocating to others that change can be made to address these issues.

## **PROJECT APPROACH:**

The scope of issues that are outside the control of the Municipality are immense and the Municipality has limited resources (time, funding, capacity). A process to identify and build consensus on the issues of utmost importance to Council and the correct advocacy approach is required to manage the scope of this project. Council will have input on the issues that will form the advocacy plan. The process also needs to incorporate a method to bring forward new issues for consideration or to remove issues if they are no longer relevant or are of lesser importance.

Part of the process should include tracking or understanding the position of other municipal organizations that perform advocacy on behalf of municipalities such as Association of Municipalities Ontario (AMO), Federation of Canadian Municipalities (FCM), Rural Ontario Municipal Organization (ROMA), Ontario Good Roads Association (ORGA) and professional associations that staff are members.

Definitive communication to residents and businesses that even though this is being discussed by the Municipality it is not the responsibility of the Municipality.

As per the Strategic Plan this project is to specifically investigate the following:

Plan for Advocacy and Partnerships (Social Services/Transportation) Mayor Lowry/CAO

- o Advocate Access to Social Services

- o Transportation plan review (explore methods to assist rural residents get to appointments, etc.)

- o Understand the options for health care and supports, doctor recruitment, etc...partnering

- o Options, role and Understanding of Affordability of homes/housing and long term care –

i.e. County Community Services Committee is looking to partner to develop new space, incentives such as development charge incentives

- o Understand Planet Youth and implications for MM

Additional items such as:

- o Cellular services, rural Broad band connectivity
- o Governance of Police Service Boards and pending changes

**PROJECT WORK PLAN / STEPS**

A high level work plan to identify the processes to be used, develop consensus on an issue and then to bring back the information on the effectiveness of the advocacy is presented below.

Phase/Major Deliverable	Timeline
Phase One: Develop Process Research approaches in other municipalities Develop process based on needs of Mississippi Mills	Fall 2020
Phase Two: Develop Plan Identify Issues of Concern and Desired Outcome Prioritize and Develop action to be taken on each issue Implement advocacy plan	Winter 2021
Phase Three: Review Issues and Effectiveness Review Issues - outcome achieved or continue to advocate Identify new issues Develop Action plan to be taken on new issues Implement and review at next 6 Month interval	Every 6 Months

**BUDGET AND RESOURCES:**

This project will be managed by internal resources. Decisions will need to be made on an issue specific basis if third party research may be required in order to understand and develop a specific position to advocate. This could be achieved through funding allocated to Professional Services during the budget process based on the number and scope of initiatives in the advocacy plan.

**KNOWN CONSTRAINTS:**

The risk for this project is that the public sees the Municipality as responsible for an issue. This project could also raise expectations for those affected by the issue and the progress on an issue, the timeline and outcome while out of the control of the Municipality may open the Municipality up for criticism for failing to achieve the desired outcome or advocating for an outcome that some do not agree with.

	Sign Off		Date
	Signature		
Project Lead: Ken T. Kelly			
Department Head: Ken T. Kelly			
CAO: Ken T. Kelly			
Mayor: Mayor Lowry			

# Transportation Master Plan

**PROJECT NUMBER: 5**

**PROJECT LEAD: DAVID ARMSTRONG**

## **PROJECT DEFINITION:**

The Transportation Master Plan needs to be reviewed and updated.

## **PROJECT SCOPE:**

The current Transportation Master Plan 2016 (TMP) has an overall planning horizon of 2035 and we have just reached the end of the short-term planning horizon of 2020. The population assumptions adopted in July 2019 for the Lanark County Sustainable Communities Official Plan (SCOP) exceed the population assumptions used for the TMP. In addition, the Active Transportation Plan 2015 is equally affected by changes in the planning context. Council wants to see both reflect current assumptions and context with regards to transportation.

## **PROJECT GOAL/OBJECTIVE:**

To develop the projects and capital costs that will become part of the Long-Term Financial Plan and update the current plans for the increased population projections for Mississippi Mills.

As per the Strategic Plan this project will include the following at a minimum:

- o Plan review
- o Update/merge master and active transportation plans
- o Study Link/ring road – another bridge location/connection

The detailed project plan for this project will also consider a focus on establishing East/West collector roads to alleviate traffic volume on Ottawa Street (both North - Martin St. to Ramsay 11 - and South - Spring St. to Appleton Side Rd. - of Ottawa Street) as well as another river crossing. The approach to the active transportation model will be reviewed and consider the potential to re-align the active transportation model away from major roads (Ottawa St.). Expansion of active transportation to rural roads and designating them "cycle-friendly" with extended paved shoulders (Clayton Rd., Ramsay 8, River Rd., Cedar Hill Side Rd., Ramsay 12) based on cycle use and data could be explored.

Priorities such as all urban roads must be paved (Water St., Carss St., Adelaide/McDermott St.) will be evaluated. The overall approach to traffic calming measures in urban and rural subdivision areas as well as posted and unposted speed limits. Consider controlled pedestrian crossings at trail crossing in Almonte (Queen St., Main St.) and at Main St. and Mill St.

Public Consultation will include the Public Works Advisory Committee and the public.

## **PROJECT WORK PLAN / STEPS**

A Request for Proposal will be issued to secure an engineering consulting firm to complete a review and update of the assumptions and impacts of the Transportation Master Plan 2016.

Phase/Major Deliverable	Timeline
Phase One	
Develop, issue and award RFP to engage Consulting Firm	Fall 2020
Phase Two	
Consulting firm to perform review and update	Winter 2021
Phase Three:	
Options to be presented to Council	
Finalize Project and Capital Projections	Summer 2021

**BUDGET AND RESOURCES:**

Cost would be approximately \$20,000 to \$50,000 to hire a consultant to conduct the review and update. Staff assistance would be minimal at this juncture. We envision a 6-9 month project from the date of award of contract. This will also be impacted by the methods and level of public consultation.

**KNOWN CONSTRAINTS:**

The only constraint will be funding to secure resources to complete the project and the availability of competent resources to compete the work.

Project Lead: David Armstrong  
 Department Head: David Armstrong  
 CAO: Ken T. Kelly  
 Mayor: Christa Lowry

Sign Off  
 Signature

Date

# Master Infrastructure Projects

**PROJECT NUMBER: 6**

**PROJECT LEAD: DAVID ARMSTRONG**

**PROJECT DEFINITION:**

Completion of construction or rehabilitation of key infrastructure as identified in master plans and Council priorities.

**PROJECT SCOPE:**

The Municipality has been planning and designing several construction projects to rehabilitate or create infrastructure for the continued sustainability and growth of the Municipality. This includes projects such as the Downtown Revitalization, Phase three of the Business park and projects identified in the Water/Wastewater Master plan such as the water reservoir for west side of Almonte.

**PROJECT GOAL/OBJECTIVE:**

To complete the projects that have been identified as short-term goals for the Municipality. As per the Strategic Plan this project will include the following at a minimum:

- Complete downtown revitalization
- Phase 3 Business Park
- Water/Wastewater Master Plan Implementation

The detailed project plan will consider the storm sewer upgrades to mitigate run-off damage to properties (Almonte and Pakenham), removal of combined storm/sanitary mains, loop and tie in existing dead end watermains, new river crossing (part of TMP as well), expansion of services from Whitetail Ridge for redundancy; incorporate/encourage/incentivize development in that area and review master plan and consider decommissioning wells that are not required.

Public Consultation will include the Public Works Advisory Committee and the public.

**PROJECT WORK PLAN / STEPS**

As identified in the individual project plans as they are tendered and the Municipality receives qualified bids to complete the projects.

**BUDGET AND RESOURCES:**

Each of these projects has a capital budget identified that forms part of the Long Term Financial Plan of the Municipality and the annual budgeting cycle.

**KNOWN CONSTRAINTS:**

Impacts of COVID-19 has increased some costs and delayed some planning work. As the Province moves to reopen businesses and work starts to ramp up there may be additional pressure on project costs and the availability of goods and services to advance these projects.

Sign Off  
Signature

Date

Project Lead: David Armstrong  
Department Head: David Armstrong  
CAO: Ken T. Kelly  
Mayor: Christa Lowry

# Environment / Climate Action Plan

**PROJECT NUMBER: 7**

**PROJECT LEAD: DAVID ARMSTRONG**

## **PROJECT DEFINITION:**

Develop an action plan that is specific to Mississippi Mills with the tangible actions that we can implement to contribute to environmental stewardship.

## **PROJECT SCOPE:**

The Municipality would like to look at its practices and future projects to ensure that it is being a good environmental steward as well as preparing for changes to the environment and climate that will affect our services, residents and businesses. Included in the scope will be the development of an Integrated Vegetation Management Plan, Energy Audits of facilities and updating our Energy Management Plan, preparations for flood control and management, waste management options for diversion, municipal drainage system and its operations and impacts on agriculture, infrastructure hardening, review of the municipal fleet to reduce emissions and other projects

## **PROJECT GOAL/OBJECTIVE:**

To provide the Municipality with its first guide on what it can do within its authority and area of influence to be an environmental steward and prepare for future climate change.

As per the Strategic Plan this project will include the following at a minimum:

- Climate action plan
- Implement Integrated Vegetation Management Plan
- Resiliency – infrastructure assessment and ability to with stand climate change effects

In addition, the detailed project plan will consider a broad suite of issues and research initially then forming into priorities/work practices and policies. Some of the subject matters to be explored would include electric vehicles in fleet where appropriate (Building & Planning, Waterworks) incentives for contractors to utilize alternatives (by-law) and target fuel emissions in fleet (replace older vehicles/machines with more efficient ones), consideration given in RFT/RFP scoring/review process for companies actively pursuing progressive environmental responsibility in their practices and work. Tangible assets of the corporation to be reviewed so that we understand the impacts of our ownership: building/facility review to improve energy efficiency, our carrying capacity for older, less efficient buildings/facilities (Almonte Old Town Hall) or plan to construct new to replace, realignment of facility projects for efficiencies (library with AOTH offices incorporated into new build).

A plan for waste management and diversion with extensive promotion and education for waste diversion and recycling practices in an effort to mitigate collection costs and reduce MM carbon footprint.

Other topics for research could be resident incentive plan for water conservation (low-flow toilets) or employee incentive plan for reduced emissions/utility costs.

Public Consultation will include the Public Works Advisory Committee and the public on some aspects of the project. However, components such as an Energy Management Project for the facilities will not necessarily be subject to public consultation.

**PROJECT WORK PLAN / STEPS**

This project may be a framework with several subcomponents each contributing to the overall framework. These standalone components such as Integrated Vegetation Management Plan, Energy Management Plan can be completed on their own. However, there are some that have corporate wide and resident impacts that should be managed within an overall framework so that resources are used on the highest priority items and competing interests are managed and mitigated.

**BUDGET AND RESOURCES:**

This will be determined as the project and its subcomponents are defined. Staff participation alongside consultant to create plan/policy at a cost of approximately \$15,000 to \$40,000 with a target completion of approximately 4 - 7 months from date of award.

**KNOWN CONSTRAINTS:**

This is a subject matter that can be very broad. The Municipality is also affected by actions and decisions taken outside of its boundaries that can have significant environmental impacts such as management of the watershed by the Mississippi Valley Conservation Authority. The ability to manage the scope of this project and the expectations for the outcomes within the control of the Municipality will be key.

Sign Off  
Signature

Date

Project Lead: David Armstrong  
Department Head: David Armstrong  
CAO: Ken T. Kelly  
Mayor: Christa Lowry

# Service Delivery Review

**PROJECT NUMBER: 8**

**PROJECT LEAD: KEN T. KELLY**

## **PROJECT DEFINITION:**

A comprehensive review of services, programs and assets provided by the Municipality to ensure that the organization is operating in the most efficient and effective manner to serve its residents and businesses.

## **PROJECT SCOPE:**

The strategic planning process identified the importance of reviewing the organization as a whole through a systematic review. It is the desire of Council to review all operations of the municipality to ensure that ratepayers are receiving value for money.

In 2018, the Municipality hired a third party consulting firm to review the Recreation and Culture Operations. This report contained a number of recommendations that had corporate wide implications. The Recreation and Culture Department is included in this review and the recommendations from the 2018 project will be reviewed to ensure they are still relevant and will be a starting point for the review of that department.

The Municipality is the sole shareholder of the Mississippi River Power Corporation and a partial owner of the Ottawa River Power Corporation. These two entities are outside the scope of this review. The operations of Lanark County are outside the scope of this review but opportunities to better integrate, reduce costs, provide services to one another and innovate are within scope. There are several museums within the Municipality, and these are also outside the scope of this review. The Consultant can include these entities from the standpoint of governance or opportunities to share services or partner but the operations of the museums will not be within the scope of this review.

Police Services are currently contracted out to the Ontario Provincial Police. Council would like to understand the cost for a municipal police force for a community of our size, as well as general operational issues, capital requirements and governance.

Library Services are administered by a distinct Board with the majority of the funding for the services derived from the Municipality. The library does share some back-office functions and the facilities used in the provision of service are Municipal assets. The Library will be included in terms of budget allocation, utilization, benchmarking to other municipalities but detailed process analysis will not be completed. This has been confirmed with the Chief Librarian/CEO.

## **PROJECT GOAL/OBJECTIVE:**

The Municipality of Mississippi Mills, under the Municipal Act, has broad authority in a number of spheres of jurisdiction, including parks, recreation and culture; economic development, planning and building; public works and roads; water and sewer services; fire and emergency services; library services; daycare; policing as well as finance, policy and administration. Mississippi Mills is a lower tier municipality and is part of Lanark County which provides regional roads, social services, regional planning, long term care and other services.

Each of these areas offers a wide variety of programs, services, infrastructure and events to residents, businesses and stakeholders in urban and rural areas.

The Municipality has received Provincial funding for modernization of the Municipality in the sum of \$625,944. The Municipality wishes to conduct a service delivery review to understand how it can best use these funds to maximize this investment, generate the best return (savings) for the investment, and modernize its service delivery to better meet the expectations of residents and businesses.

It is also the understanding of senior management that additional funds will be available from the Province as part of the Province's four year \$125 million investment to assist municipalities to modernize programs and operations. The findings of this project may also be the basis for applications in future intake processes in the Municipal Modernization Program.

### **PROJECT APPROACH:**

A comprehensive service delivery review will require a number of resources and skills that are limited within the daily operational demands of the organization. This project is a key input into additional funding opportunities as well as an input for other actions and deliverables identified in the Strategic Plan including Long Range Financial Plan, IT Strategy, and Economic Development Plan. Therefore, there is a need to complete this project early in the implementation of the Strategic Plan so that it does not delay other components.

The preferred approach is to issue a request for proposals (RFP) to secure a qualified management consulting firm that can bring the required skills and capacity to the project so that it can be completed for the Fall of 2020.

A working group comprised of the Mayor and CAO will be used to guide the consultant project. The identification of opportunities that should be explored will involve engagement of Council, staff and stakeholders including union, residents, community user groups, some committees of Council, developers, business community, the County and other partners. A detailed communications and stakeholder engagement plan will be a component of the project.

The analysis will include benchmarking with similar municipalities to identify best practices, costs and potential improvements. Financial Information returns submitted to the Province by each municipality will be used as the data to conduct an initial review of cost comparison and unit costs.

As per the Strategic Plan this project is to specifically investigate the following:

- o Service Delivery Review –(Will look at contracting out of services or contracting in)
  - How are we organized and can we reshape ourselves?
  - Review opportunities for efficiencies in house and neighbouring municipalities
  - Facility assessment and rationalization
  - Clerk Dept – Modernization, online records, routine disclosure, meeting management
  - Childcare Subsidy System review – does it work, merging of process (upper/lower tier)
- o More ditching of roads in rural areas (annual budget, priority)
- o Better brushing of roads in rural especially at stop signs
- o Review recycling and garbage
- o Review Actions and incorporate REC SDR recommendations
- o Facility Maintenance and approved vendor list
- o Fleet Standardization and maintenance
- o Modernization – accepting online payments, POS

**PROJECT WORK PLAN / STEPS**

An RFP was issued at the end of March 2020 and was evaluated and awarded by the end of May. The consultant team for the initial stage of the service delivery review process has been engaged. The timeline for the initial stage and the deliverables for the project are outlined at a high level below:

Phase/Major Deliverable	Timeline
<b>Phase One: Kick off and deep dive</b>	
Project Charter	
Detailed Project and engagement plan	May 29 - June 8
<b>Phase Two: Current state, workflow assessment and benchmarking</b>	
Collect and analyze quantitative and qualitative data	
Present current state report to working group	July 1-July 20
Present current state report to Council	
<b>Phase Three: Opportunity generation and improvement recommendations</b>	
Opportunity report (includes detailed analysis and advanced benchmarking)	
Present opportunities report to working group	
Prepare draft service delivery review report	July 20 - August 31
Present final service delivery report to Council	

**BUDGET AND RESOURCES:**

The initial review will be completed by consultants in three months. It has a budget of \$125,000 that will be funded from the Municipal Modernization Program funds that were received by the Municipality in 2019.

**KNOWN CONSTRAINTS:**

The ability to conduct meetings and public engagement due to impacts of COVID-19 will mean that virtual and web based surveys will be the most efficient and timely to reach stakeholders. This may impact the project timeline and the input that is received.

Participation of staff is very important and the full engagement of staff to improve the methods of service delivery will impact the quality of the opportunities and the recommendations.

Sign Off  
Signature

Date

Project Lead: Ken T. Kelly  
 Department Head: Ken T. Kelly  
 CAO: Ken T. Kelly  
 Mayor: Mayor Lowry

# Human Resources Plan

**PROJECT NUMBER: 9**

**PROJECT LEAD: KEN T. KELLY**

## **PROJECT DEFINITION:**

Develop a plan to manage the human resources needs of the Municipality to mitigate retirements, plan for succession, protect the knowledge of the corporation, provide professional and career development opportunities.

## **PROJECT SCOPE:**

The strategic planning process identified the importance of the organization's approach to managing the human resources tasked with delivering on the expectations of Council, residents and businesses.

All internal services within the Municipality that employ staff will be included in this project that will look at corporate aspects and how they are implemented across departments.

This is not a review of the function of human resources in the Municipality. That would have been completed as part of the Service Delivery Review. A market salary review was completed in 2019. Salary information, pay bands and job evaluations are considered accurate and will not be reviewed as part of this project.

## **PROJECT GOAL/OBJECTIVE:**

The Modernization Operational Excellence (efficiency vs effectiveness) theme includes in the goal statement several references to utilizing staff to improve service delivery. This project will focus on integration, excellence in services, processes and communications as well as "knowing what we do best" in utilizing staff.

## **PROJECT APPROACH:**

This project will include a comprehensive review of current HR policies to ensure they are relevant, enable effective management of the workforce, are current with today's legislation and trends in municipal government. A profile of the municipal workforce will be developed to identify the positions that have people eligible for retirement. This will provide guidance on the departments and positions that the Municipality needs to prioritize for recruitment or alternative service delivery in order to mitigate the risk of retirements. Projections will also be made on the workload and staffing areas that will change due to population, infrastructure and service growth that is expected between now and 2038.

Departments will identify key areas for skill development and trends that affect their workload and staffing. This will identify both skills gaps for the future and current skills gaps that need to be addressed with additional training of current staff.

This project will also identify and provide recommendations on such issues as flexible work weeks, work from home, performance management and incentives.

As per the Strategic Plan this project is to specifically investigate the following:

**HUMAN RESOURCES PLAN**

- HR Plan – the right people and enough people (Staffing and facilities plan for growth)
- Succession Plan
- Implement performance management (citizen satisfaction, annual reporting) (This belongs in Service Delivery Review)
- Training Customer Service and Problem solving

**PROJECT WORK PLAN / STEPS**

Phase/Major Deliverable	Timeline
Phase One: Develop detailed project plan Internal staff project or consultants Develop RFPs and issue if required	Winter 2021
Phase Two: Current State Review Current Policies and prioritize updates/renewal Profile of current staff Identify growth and current/future skill gaps Identify Issues of Concern	Spring 2021
Phase Three: Options Analysis Recommendations for Improvement Develop Implementation Plan Implement and review	Summer/Fall 2021

**BUDGET AND RESOURCES:**

Depending on the aspects of the project that are completed with internal staff versus consultants the project budget will range from a low of \$50,000 to \$150,000.

**KNOWN CONSTRAINTS:**

Ability of organization to provide funding and internal staff to manage the project.

	Sign Off	
	Signature	Date
<p>Project Lead: Ken T. Kelly                  Department Head: Ken T. Kelly                  CAO: Ken T. Kelly                  Mayor: Mayor Lowry</p>		

# Communications Plan

**PROJECT NUMBER: 10**

**PROJECT LEAD: JEANNE HARFIELD, CLERK**

## **PROJECT DEFINITION:**

In 2017, Council approved a Comprehensive Communications Strategy that identified key recommendations and strategies to improve both internal and external municipal communications. The goal is to review the plan, make adjustments and develop a timeline to action the recommendations and strategies.

## **PROJECT SCOPE:**

Currently communications in Mississippi Mills is managed by each department with the Deputy Clerk/Communications Officer providing support and taking the lead on certain municipal-wide communications. With the existing staff and resources, the amount of recommendations and strategies that have been and can be successfully implemented is limited. Effective communication practices require resources, buy-in from leadership and all departments to create a proactive and cohesive approach to communications. There are also several software options available to assist in the management and design of communication materials. Some options are free however, the majority do have a subscription fee associated with them.

## **PROJECT GOAL/OBJECTIVE:**

Upon the completion of the review and ideally additional resources allocated to communication practices the municipality would be set up to maintain and achieve communication goals.

## **PROJECT APPROACH:**

The Communications Plan has already been completed. This plan included consultation with municipal departments as well as a communications survey that was distributed throughout the municipality and to key stakeholders. Much of the background and research has been completed. At this point, the focus is on implementing the recommendations and strategies contained within the report and tailoring these to meet the current challenges and goals of the municipality.

The communications plan should begin upon completion of the updated municipal website. We are also recommending that Council approve the hiring of a full-time Communications Officer who will take the lead on all communications-related activities for the municipality. In doing so, it will provide the municipality with the resources to have communications be the sole focus of one employee which will drastically improve both external and internal communications.

## **PROJECT WORK PLAN / STEPS**

### **PHASE/MAJOR DELIVERABLE**

### **TIMELINE**

#### **PHASE ONE**

Council approves the position of Communications Officer

Summer 2020

Recruitment and hiring of Communications Officer

Begin the review process of the existing Comprehensive Communications Plan

Budget 2021 identify costs for communications software

#### **PHASE TWO**

Provide update to Council with detailed timeline and approach to implement recommendations and strategies identified in the Communications Plan

Implement measurement tools

Fall 2020

**PHASE THREE**

Continued review of communication practices  
Identification of new opportunities

Continued annual review of the communications plan and overview of activities completed to date as well as measurement results Winter 2021

**BUDGET AND RESOURCES:**

Ideally the communications plan will be implemented with internal Municipal staff. However, given the current staffing and resources available it is unrealistic to expect that all recommendations and strategies identified in the communications plan will be actioned. It is therefore recommended that a new position of Communications Officer be created. This individual would report to the Clerk and would be responsible for the management of all communication materials across the organization. This means departments would no longer be required to create their own communication materials. As a result, it would free up time within each department to focus on department-specific work and projects.

The salary for the Communications Officer position would need to be evaluated to ensure that the compensation is fair and reflective of the market. Based on initial research it is estimated that the position would be in the \$60,000 - \$75,000 range.

Additional software to assist with communication planning, design and posts would roughly be approximately \$15,000 per year.

**KNOWN CONSTRAINTS:**

Should the municipality not move forward with the hiring of a communications officer the ability of existing staff to implement the identified recommendations and strategies in the communications plan is limited. Small adjustments could be made, but larger scale projects would need to be scaled back and reflective of resource and staffing constraints.

Sign Off  
Signature

Date

Project Lead: Jeanne Harfield  
Department Head: Jeanne Harfield  
CAO: Ken T. Kelly  
Mayor: Christa Lowry

# Community Engagement Strategy

**PROJECT NUMBER: 10B**

**PROJECT LEAD: JEANNE HARFIELD, CLERK**

## PROJECT DEFINITION:

Meaningful community engagement is a priority for Council. Mississippi Mills is a diverse community with both urban and rural needs. There are also several technological considerations that need to be addressed in order to reach the desired members of the community. An engagement strategy will help to identify the appropriate level of engagement for projects as well as help determine the best way to reach the target audience.

## PROJECT SCOPE:

There is currently no community engagement strategy for the municipality. Any engagement is done ad-hoc, is project specific and managed by individual departments. The plan would help to identify appropriate levels of engagement, timelines, and processes to help guide staff through the implementation. It will also set expectations for members of the public and Council.

## PROJECT GOAL/OBJECTIVE: OPTIONAL

Upon the completion of the community engagement strategy it would be implemented and followed by staff. The lead department will be the Clerk's department.

## PROJECT APPROACH: OPTIONAL

Currently the municipality is completing a redesign of the municipal website. Part of the redesign will include a community engagement component. Additionally, another part of the strategic plan is the review of the existing Comprehensive Communications Plan. This plan will influence the community engagement strategy to ensure that it is in keeping with the municipality's overall communication goals. The development of the Community Engagement Strategy should take place after the existing Communications Plan has been reviewed. Based on projections, it is expected that the communications plan will be reviewed and completed by Q1 2021.

## PROJECT WORK PLAN / STEPS

Phase/Major Deliverable	Timeline
<b>Phase One</b>	
Begin to draft the Community Engagement Strategy – establish timelines and levels of input from staff, Council and the public	Winter 2021
If Communications Officer has not been approved – issue RFP or RFQ for consultants to complete a Community Engagement Strategy	
<b>Phase Two</b>	
Complete community engagement strategy and present final report to Council	
Identify software and engagement tools to utilize	Spring 2021
Train all necessary staff on strategy, software and appropriate engagement levels for staff projects	
Implement measurement tools and baseline measurement	
<b>Phase Three:</b>	
Identify budget considerations for 2022 Budget	
Going forward report back annually on measurements to Council – can form part of the regular communications plan reporting	Summer 2021
The Communications Officer will take the lead to ensure that the community engagement strategy is adhered to and considered for key municipal projects	

**BUDGET AND RESOURCES:**

Ideally the community engagement plan will be drafted by staff. However, if a Communications Officer is not hired it is recommended that an outside consultant be hired to draft the plan. The cost for a consultant to complete the plan would likely fall within the \$20,000 - \$30,000 range. Funds for this project could be drawn from the Modernization Funding received from the province (would need to consult with the Treasurer).

**KNOWN CONSTRAINTS:**

Should the municipality not move forward with the hiring of a communications officer the ability and expertise of existing staff to complete a community engagement strategy is limited. It would likely impact the timelines and delay the project as it would need to be outsourced to a third part. Another constraint would be if a Communications Officer is not hired it would be up to existing staff to implement the community engagement strategy which would likely be challenging considering workloads.

	Sign Off	
	Signature	Date
Project Lead: Jeanne Harfield		
Department Head: Jeanne Harfield		
CAO: Ken T. Kelly		
Mayor: Christa Lowry		

# Mississippi Mills Digital Strategy

**PROJECT NUMBER: 11**

**PROJECT LEAD: CHRISTINE ROW**

## **PROJECT DEFINITION:**

Through a Digital Strategy, Mississippi Mills will commit to use digital technology to improve service delivery, encourage more community engagement and support sustainable innovation. This strategy will provide an assessment of the Municipality's current technology and provide a viable path towards digital transformation for the next five year. This strategy will complement the Municipality's Strategic Plan and Service Delivery Review.

## **PROJECT SCOPE:**

The Mississippi Mills Digital Strategy will align with several action items in the Mississippi Mills Strategic Plan. The Digital Strategy will incorporate aspects of the Modernization Operational Excellence study (efficiency vs effectiveness), Service Delivery Review, Communications Plan and the Economic Development Plan. In order to create a meaningful Digital Strategy, collaboration with municipal departments and residents will be necessary.

## **PROJECT GOALS:**

This project will provide the Municipality with a high-level plan to incorporate digital technology into municipal service. When possible, recommendations will include budgets for any new software, hardware, services or other resources. The Mississippi Mills Digital Strategy may include the following goals and deliverables.

#1 Goal- Provide efficient and responsive service delivery through technology.

#2 Goal –Use technology to encourage more community engagement.

# 3 Goal- Support sustainable innovations.

## **PROJECT APPROACH:**

A Digital Strategy Committee would be used to guide the project and include two Councillors, CAO, Project Lead. Given the information technology knowledge required a consultant team that can analyze issues, review each department's needs and gaps, provide options and ensure integration of various aspects of concept and technology across the organization would be used to perform most of the project task. The Committee may include:

- Project Lead - oversee timelines, project direction and liaise with municipal staff
- Digital Strategy Consultant– conduct research and provide opinion on best tech options
- Digital Strategy Committee – review project direction (CAO, Council representative, resident(s))

Consultation and feedback will include information from the service delivery review as well as the public, staff, user groups, Council, business community and stakeholders depending on the aspect of technology that is being discussed.

As per the Strategic Plan these issues will be investigated.

- IT plan
- Technology upgrade
- Method of easily displaying progress or projects, finances, etc. on web (ie dashboard)

## PROJECT WORK PLAN / STEPS:

### PHASE 1

- Review and inventory municipal technology and limitations.
- Review internal workflow process -determine if there is need for a records and data management system, research software and hardware solutions.
- Research cloud computing services, which will allow staff to access information from anywhere.
- Review municipal reporting –research online possibilities.
- Review human resources and training –internal IT department vs outside contract (or combination).

### PHASE 2:

- Review public engagement opportunities.
- Investigate open data possibilities.

### PHASE 3:

- Estimate cost savings-determine whether the upfront investment costs are worth the long-term benefits.
- Determine if we have the digital infrastructure needed to allow entrepreneurs to succeed (gaps and possibilities).
- Review and update the disaster, privacy and security plans and policies.
- Review and update the digital replacement and disposal plans and policies.
- Draft and Finalize the Digital Strategy.

Phase/Major Deliverable	Timeline
Phase One Inventory and workflow Needs and gap analysis Options to deliver IT services - Internal vz External	Fall 2020
Phase Two Review public engagement opportunities Investigate open data possibilities	Fall 2020
Phase Three: Capital costs projections Enabling businesses IT policy development Draft and Finalize Digital Strategy	Winter 2021

### KNOWN CONSTRAINTS:

*Broadband-* (ACTION)-continue to partner with Eastern Ontario Regional Network (EORN)

*External Acceptance and Legal Compliance –* (ACTION)- research concern from professionals. This may not be relevant today. Electronic Commerce Act, 2000 clearly states that the use of electronic signatures is valid and acceptable. Section 15 (1) reads: "If a public body has power to create, collect, receive, store, transfer, distribute, publish or otherwise deal with information and documents, it has power to do so electronically."

*Privacy-* (ACTION)-compliance with the Municipal Freedom of Information and Protection of Privacy Act.

*Cybersecurity* – (ACTION) “Keeping up to date on potential risks and threats, and ensuring policies are in place to cover data breach notification, disaster recovery, IT service continuity, remote access, employee departure, and acceptable use are recommended. Performing a cybersecurity self-assessment audit, reviewing disaster recovery plans, and ensuring key vendors are prepared are also recommended.” AMO

**BUDGET AND RESOURCES:**

Digital Strategy Consultant –approximately \$45,000

Project Lead: Christine Row  
CAO: Ken T. Kelly  
Mayor: Christa Lowry

Sign Off  
Signature

Date

## **APPENDIX A:**

### AMO # OnMuni-Online-Towards-Digital-Transformation

#### **GENERAL OBSERVATIONS:**

- Municipalities should be looking at ways to digitalize all processes where possible
- New or ongoing projects/initiatives should consider a digital approach. Build an online virtual presence to make it easier for residents/businesses to access services:
  - Allow online completion of forms and payments for services such as registering for recreation programs and building permit applications
  - Electronic billing for taxes or utility payments
  - Online complaint processes and citizen reporting tools
  - Allow residents to search and review the status of property tax information and utility accounts.
  - Install self-serve kiosks
  - Development of a digital concierge for business connections and innovation hub.
- Online sign up for emergency and service messages
- Real-time tracking of snowplows and garbage pick-up services Improvements to internal department processes
- Mobile updates of condition assessments for asset management
- Electronic ticket system to present issues/complaints to staff in multiple departments
- Online budget tool
- Bringing complete natural heritage and GIS mapping online
- Automate intake processes for long-term care and road permits
- Introduce mobile applications for services such as ambulance and road construction.
- More robust networks for library branches
- Online building permit and planning related services
- Enhancements to municipal websites and shared networks to improve internal processes Digitalize records and documents management:
  - Record retention and digitalization
  - Electronic records Management for vital records and document management
    - Implement an Electronic Document Records Management System for more effective records management for staff.
- Electronic document signatures for clients and business

#### Increased council presence online:

- Video council meetings
  - Video conferencing
  - Allow council and committee members to participate in regular meeting online (requires change to the Municipal Act)
  - Digitalization of council agenda/minutes More Open Data for accountability and transparency.
- Increased access to government records – requires digitalizing with proper AODA compliance and metadata
  - More support for open data initiatives to share information with public
  - Informative dashboard and performance measures made publicly available would further support transparency. Broader public engagement:
    - Offer electronic newsletters
    - Increase social media presence
    - Communication through emails or text messages for press releases, updates etc.

- A robust Public Engagement tool that is intuitive, user-friendly, scalable, replicable, resource-efficient, translatable, AODA compliant and incorporates a variety of engagement methodologies (ideation, surveying, polling, panels, mapping etc.) and data management, analysis and reporting tools including social sentiment analysis, theming and open data preparation and anonymization.
- Use of collaboration technology, such as video conferencing, during service delivery processes with citizens. This may help fill some of the transportation related challenges for staff and citizens particularly in rural municipalities.
- Looking for ways to leverage digital channels to enable two-way communication between municipalities and residents to ensure that citizens are engaged in municipal decision making through digital dialogue.
- More regularized long term planning for community engagement online  
<https://www.amo.on.ca/AMO-PDFs/Reports/2017/OnMuni-Online-Towards-Digital-Transformation-2017.aspx>

**DIGITAL STRATEGIES:**

Vaughan Digital Strategy

<https://www.vaughan.ca/cityhall/departments/ocio/General%20Documents/Vaughan%20Digital%20Strategy.pdf>

Kitchener Digital Strategy

[https://www.kitchener.ca/en/resourcesGeneral/Documents/COR\\_TIS\\_Digital-Kitchener-Strategy.pdf](https://www.kitchener.ca/en/resourcesGeneral/Documents/COR_TIS_Digital-Kitchener-Strategy.pdf)

Ontario's Digital Action Plan

[https://d2khazk8e83rdv.cloudfront.net/books/digital\\_action\\_plan.pdf](https://d2khazk8e83rdv.cloudfront.net/books/digital_action_plan.pdf)

Government of Canada's Digital Operations Strategic Plan

<https://www.canada.ca/en/government/system/digital-government/digital-operations-strategic-plan-2018-2022.html>

# Economic Development Plan

**PROJECT NUMBER: 12**

**PROJECT LEAD: TIFFANY MACLAREN, COMMUNITY ECONOMIC**

## **PROJECT DEFINITION:**

The goal of this project is to develop an Economic Development Plan that will be integral to achieving sustainable and measurable economic growth, as well as maintaining our quality of place. The economic development plan will provide a comprehensive overview of our current economy and set Council policies and direction to guide staff activities to maintain strong, vibrant local businesses and support the growth of the economy. It will identify strategies, programs, and projects for Council to support the local economy.

The new Mississippi Mills Vision Statement would guide the development of an Economic Development Plan: Mississippi Mills will promote and balance employment, growth, and the environment, to create a caring community for its residents supported by exchanging information, integrity and financial responsibility while capitalizing on its natural assets, history, culture and diversity of its people. (Revised at Council Meeting June 11, 2020)

## **PROJECT SCOPE:**

The focus of the project is the creation of a 5-year Economic Development Plan including Community and Cultural Development revenue opportunities. A separate but related aspect of economic development is an updated Branding Strategy that supports aspects of the local economy such as tourism and arts based businesses. The Branding Strategy will consider what makes Mississippi Mills special, updated (modernized) logo, tag line, etc... The creation of a 2-year Tourism Strategic Plan (Strategies and vehicles for Tourism Promotion) will flow from the overall direction and the Branding Strategy. A key supporting activity of the Municipality will be its Marketing Plan (Strategies and Activities) that will outline the investments over a 2 year timeline. This should be revised every two years. Performance measurement of the effectiveness of these programs is also necessary. Tangible outputs of the project will be an updated Community Profile for Investment readiness and a section for economic development on the modernized website.

## **PROJECT GOAL/OBJECTIVE:**

The development of a 5-year Economic Development Plan 2021-2026. To set clear and attainable economic development objectives, and design policies and programs to achieve them.

- Strengthen the Economic Development Activities within a Comprehensive Plan
- Consider the Need for Community-Specific Economic Development Strategies (include soft economic development activities that create a community people want to move to and/or invest)
- Promote a Business-Friendly Environment, be available to support our business community, (Business Retention)
- Become Market and Investment Ready (Business and Development Attraction)
- The new Economic Development plan must consider the asset based economic development, community based economic development, inclusion of our agricultural assets and the unique challenges facing those businesses.

## PROJECT APPROACH:

Before we begin to write a plan we need to review economic and demographic data from research analysis.

We must recognize the natural assets of our community in order to develop goals for economic development capitalizing on these assets. Plan to truly understand our community as a product – including its past, present and forecasted future. We will recognize our strengths, opportunities, weaknesses and potential threats. Also need to research future market trends.

Phase 1 – Develop a Mississippi Mills Economic Development Overarching Economic Development Plan which will include overarching themes

Phase 2 – Branding Strategy (community conversation, new branding - what makes MM unique, what makes us proud, how do we want to be known. This would include a logo update, modernization and review of tag line, does it speak to who we are and who we want to be)

Phase 3 – Marketing and Communications Strategic Plan with activities (Promotional Activities, Advertising, Community Profile, Website sections)

Phase 4 – Developed along with the overall Marketing Plan – specific strategies and activities related to a Tourism Plan for MM (as the Municipality is the principal Tourism Agency)

Consultation and feedback will include information from the service delivery review as well as the public, staff, Council, business community, Community Economic Development Committee and other stakeholders.

As set out in the Strategic Plan the following will be include in this project:

- Local economy analysis
- Tourism Strategy
  - Support/encouragement of accommodations ie. Strafford
  - Downtown Christmas lights, lights on falls or other tourism based attraction projects
  - Agri-tourism
  - Driving clubs, bus tours, promotional videos
- IT Strategy
- Promotion Plan – County Business Retention and Expansion Plan
  - Incentive program
- Rural Agricultural business support
  - Support expanding farmers market local grown food
  - Directory of services to support the local businesses
  - Tertiary agriculture – vodka, maple creams
  - Craft brewery
- Artistic and Culture Community as an industry
- Capacity to deliver on the plans
- Economic Climate
- Encourage BIA, Chamber, Other business groups, relationships and responsibilities
- Advocate for broadband/cell services in rural areas
- Business Development Park Development
- Training - expand training opportunities
- Review of Events and develop plan – such as 200 anniversary, Naismith Birthday annual, etc...
- Childcare –
  - Promotion
  - Diversify – families
- Branding
- Future proofing and resilient in terms of supporting entrepreneurs, telecommuters, etc...

## **PROJECT WORK PLAN / STEPS:**

- 1) Develop a steering committee (small groups 3-4 people) (late Fall 2020)
- 2) Develop a stakeholders list (late Fall 2020)
  - Staff (CAO, Community Economic & Cultural Coordinator, Library CEO, Director of Planning, Recreation Manager)
  - Mayor and Council
  - Leaders within the business community
  - Resident members
  - Non-profit agencies
  - Local churches or places of worship
  - A member of a local or regional workforce development office
  - Local economic development organization (LEDO) representatives
  - Chair of CEDC (Scott McLellan)
  - 1-2 CEDC Members?
  - Representative from PBTA
  - Representative from Destination Almonte
  - Representative from Valley Heartland, Small Business Advisory
  - Regional workforce development office
- 3) Consolidate and review statistical research, if required survey the community (late Fall 2020)
- 4) Review Lanark County BR&E Survey results for Mississippi Mills (this may be current enough to use instead of starting from scratch) (late Fall 2020)
- 5) Review 2012 Plan and Lanark County Strategic Plan, Cultural Plan (late Fall 2020)
- 6) Create public consultation plans Surveys, Focus Groups, Public Meetings (late Fall 2020)
- 7) Develop a draft Economic Development Plan (launch January 2021 , January – June 2021)
- 8) Hold Public Consultation to Review the Draft Plan (August 2021)
- 9) Develop Marketing & Tourism Plans in tandem using Approved Economic Development Plan to guide decisions. (September-November 2021)
- 10) Implement New Plans and Strategies for Marketing, Promotion and Tourism January 2022
- 11) Develop Community Profile (November – December 2021)
- 12) Branding exercise would be run alongside the Economic Development plan process by an outside consultant (January – June 2020)

## **BUDGET AND RESOURCES:**

A fulsome Economic Development Plan and Marketing, Tourism Plan will be a time-consuming exercise. If staff is tasked with this internally some other priorities will need to be re assigned or removed/ put on hold.

If staff is do this project internally, a budget of (\$15,000.00) for Community Consultation, advertising, postage for mailouts, printing, events, etc. is required.

To do the branding exercise properly a consultant should be hired to run the community conversations, guide the process and design the logo and elements – approximately \$20,000.00.

Once there is a new or updated logo, we will need to plan to implement it throughout the municipality over the next few years as a phased in approach. This would include signage, vehicle graphics, stationary, etc... which is estimated at \$10,000 a year for five years.

Marketing and Tourism activities will have a cost but these will come out of the Economic Development annual operating budget.

RED (OMAFRA's Rural Economic Development Fund) is not available for Economic Development Plans however once the plan is in place we may be able to apply to this fund for activities recommended in the plan.

**KNOWN CONSTRAINTS:**

- A fulsome Economic Development Plan and Marketing, Tourism Plan will be a time-consuming exercise. If staff is tasked with this internally some other priorities will need to be re assigned or removed/ put on hold.
- This project would need to begin after the launch of the new website.
- Current business climate is unprecedented - when we will emerge and in what condition is unknown. Challenges that businesses are having may not be addressed in traditional ways.
- Reaching out to the community at this time may be seen as insensitive considering current climate. Timing should be carefully considered as the COVID-19 situation evolves and the economy begins to recover.
- Recovery is anticipated to take several years; this means our plan may look very different than it would have a few months ago.

Project Lead: Tiffany MacLaren  
Department Head: Tiffany MacLaren  
CAO: Ken T. Kelly  
Mayor: Christa Lowry

Sign Off  
Signature

Date

# Long Term Financial Plan

**PROJECT LEAD: RHONDA WHITMARSH, TREASURER**

## **PROJECT DEFINITION:**

To prepare a 5 year long term financial plan for the Municipality.

## **PROJECT SCOPE:**

To develop a long term financial plan, all departments and Senior Staff need to be involved. Future planning and projections of both capital and operational needs are required in order to appropriately determine the level of investments required from taxation and other user fees. The financial plan includes and is informed by a number of other planning documents of the Municipality such as IT, Staffing, development charges studies, master planning documents, the asset management plan, maintenance plans and service delivery review results, etc. It also considers known revenues to support expenditure projections such as federal and provincial grants, development charges, reserves, etc.

## **PROJECT GOAL/OBJECTIVE:**

The purpose of long term financial plans is to work towards sustainability - that the Municipality has the funds in place to pay for all expenditures into the future.

The Financial plan will provide Council and the Public with an estimated level of spending and therefore the levels of taxation and user fees needed to support the plan for the next five years. It also provides Staff with an annual workplan and informs the annual budget. The budget process is simplified each year as Council would only have to confirm that the financial plan projections for that year are still valid. Once developed and approved, the strategies used for debt and reserves in the financial plan can be formalized in updated debt and reserve policies.

## **PROJECT APPROACH:**

The long term financial plan process has already commenced as the previous plan is outdated and invalid. It is recognized that many parts of the long term financial plan are still under review, such as the asset management plan and service delivery review, but estimates or lump sums of required spending can still be made in the financial plan recognizing that the details still need to be flushed out.

As per the Strategic Plan the following will be included as part of this project:

- o Water and Sewer Plan
- o Asset Management Plan
- o Review asset investment
- o Inventory
- o Facility assessment and rationalization
- o Policies and guidelines for infrastructure review and management
  - Assessment of road conditions vs need
  - Sidewalks (accessible, repair, new schedule)
  - Timing of major work to be able to tell public the window for redevelopment – surface treatment, ditching, etc...
- o Understanding our Assets and best use
  - Review asset management plan
- o IT Plan
- o HR Plan

- o Service Delivery Review – all operations and how all services are delivered – cost efficiencies, contracts vs inhouse, modernization
- o Economic Plan
- o Communications Plan
- o Recreation Plan
- o All Master Plans – Fire, Transportation, etc.
- o Debt Reduction Strategy
- o Reserve allocations for capital
- o Business Plans – Daycare
- o Maintenance Plans
- o Growth legislation

**PROJECT WORK PLAN / STEPS**

It is hoped that the Financial plan can be presented to Council and hopefully be approved in advance of 2021 budget deliberations. If not, then the estimates of capital and operating needs for 2021 being developed by Staff for inclusion in the financial plan can still be used as a starting point for their 2021 budgets.

Phase/Major Deliverable	Timeline
Phase One Asset Management Plan	Summer /Fall 2020
Phase Two Inputs from other Departmental plans	Winter 2021
Phase Three: Capital costs projections Finalize Long Term Financial Projections	Spring/Summer 2021

**BUDGET AND RESOURCES:**

Consultants will be required for Asset management which is one of the pieces needed to develop the financial plan (this is underway). It will be up to the appropriate Senior Staff person to ensure that the planning documents needed to support the financial plan for their departments are completed. Additional resources may be needed by Staff to do so.

**KNOWN CONSTRAINTS:**

Staff time is always a constraint so the level of effort that can be allocated to updating the planning documents required to support asset management and the financial plan is a concern. If Staff do not put in the appropriate level of effort, the expenditure estimates will not be realistic, and the approved financial plan may be underfunding both operating and capital needs going forward meaning the Municipality will not achieve sustainability.

	Sign Off	
	Signature	Date
Project Lead: Rhonda Whitmarsh Department Head: Rhonda Whitmarsh CAO: Ken T. Kelly Mayor: Christa Lowry		