



Municipality of Mississippi Mills  
**SPECIAL COUNCIL AGENDA**

Thursday, May 7, 2020  
2:00 p.m.  
e-participation  
live streamed on [YouTube](#)

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- A. CALL TO ORDER**
- B. ATTENDANCE**
- C. APPROVAL OF AGENDA**
- D. DISCLOSURE OF PECUNIARY INTEREST OR GENERAL NATURE THEREOF**
- E. OTHER/NEW BUSINESS**

- 1. CAO Ken Kelly  
Re: Strategic Planning Session and Review Vision Statement

Pages ~~6~~ 6

- F. ADJOURNMENT**

## **Strategic Plan Council March 5, 2020 Session**

### **Process**

Three meetings have been held with the Senior Management Team to review the Council goals and actions.

In the most recent session staff sorted the actions of Council as well as added new actions themselves. The actions were grouped into areas to define projects or deliverables. In total thirteen (13) major deliverables have been identified that once completed will be key to realizing the goals.

We may want to revisit some of the goal statements now that we have better defined the deliverables and actions.

In addition, a lead staff person has been identified for each of the deliverables. The lead staff person has been tasked with working with the CAO to develop a high level project charter for each deliverable.

The next step will be individual discussions with each lead person to develop a high level Project Charter. Each high level project charter will include a rough timeline Q3 -2020, 2021, 2022 versus 2023, how the project will be resourced - internal project versus hire a consultant, major issues or inputs at a high level. The high level project charter is envisioned to be one page and will be used with Council to confirm the priority, timeline, and that it accurately captures the scope of the problem/issue.

Following confirmation of high level Project Charter by Council a more detailed workplan will be developed.

Today we want to work on a VISION STATEMENT.

## Quality of Life

### Goal:

Appealing and affordable/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, etc....

### **ACTIONS/DELIVERABLES**

#### **Community Services Master Plan (Recreation/Culture/Daycare) CALVIN MURPHY**

- Recreation are we meeting expectations of our residents
- Encourage young families, young professionals to stay or move here
- Maintain sense of Community sense of place
- Community Pride
- Cultural fiber of community
- Indoor/outdoor
- Valuable Volunteer Experiences (Building Community Connections)
- Volunteer Strategy/Plan
- Childcare – Affordability -fee's , Responsiveness, Accessibility: Special needs and Quality
- Celebrate history – Why we are where we are from 2023
- Beautification and Maintenance

#### **Community Safety Plan CHAD BROWN**

- Master Fire Plan
- Understand vision zero and implications for MM
- Smoke and Carbon Monoxide Alarm Program
- Contract for police/by-law and review police service contract (communications – where the money goes re: policing)
- Review property standards
- Reliable and Confident 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

#### **Official Plan Amendment 22 – Housing – Planning For Growth NICOLE DWYER**

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

**Plan for Advocacy and Partnerships (Social Services/Transportation) MAYOR LOWRY/CAO**

- Advocate Access to Social Services
- Transportation plan review (explore methods to assist rural residents get to appointments, etc.)
- Understand the options for health care and supports, doctor recruitment, etc...partnering
- 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
- Understand Planet Youth and implications for MM

## **Infrastructure**

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

### **ACTIONS/DELIVERABLES**

#### **Transportation Master Plan (2021?) GUY BOURGON**

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

#### **Master Infrastructure Projects GUY BOURGON**

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

#### **Environment / Climate Action Plan GUY BOURGON**

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

## **Modernization Operational Excellence (efficiency vs effectiveness)**

### - Goal:

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**

#### **Service Delivery Review KEN KELLY**

- 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)
- More ditching of roads in rural areas (annual budget, priority)
- Better brushing of roads in rural especially at stop signs
- Review recycling and garbage
- Review Actions and incorporate REC SDR recommendations
- Facility Maintenance and approved vendor list
- Fleet Standardization and maintenance
- Modernization – accepting online payments, POS

#### **Human Resources Plan KEN KELLY**

- HR Plan – the right people and enough people (Staffing and facilities plan for growth)
- Succession Plan
- Implement performance management (citizen satisfaction, annual reporting)
- Training Customer Service and Problem solving
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#### **Communications JEANNE HARFIELD**

- Communications Plan Review (review and implement)-ask “missy” newsletter
- Meaningful Communication – Proactive / Community engagement / rural strategy

- Internal Communications – intranet, dashboard
- Service Information Nights/Open Houses
  - Annual Builders Night
  - HCD Grant Launch
- Policies to set expectations for engagement (What will we ask your opinion)  
Tools for engagement
- Communications between municipality and residents

**Information Technology Plan CHRISTINE ROW**

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

## **Economic Development**

- Goal:  
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**

#### **Economic Development and Branding Plan TIFFANY MACLAREN**

- 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...

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## Financial Management

### Goal:

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

### **ACTIONS/DELIVERABLES**

#### **Long Term Financial Plan (tax rates, water and sewer rates, user fees) RHONDA WHITMARSH**

- Water and Sewer Plan
- Asset Management Plan
  - Review asset investment
  - Inventory
  - Facility assessment and rationalization
  - 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...
  - Understanding our Assets and best use
    - Review asset management plan
- IT Plan
- Hr Plan
- Service Delivery Review – all operations and how all services are delivered – cost efficiencies, contracts vs inhouse, modernization
- Economic Plan
- Communications Plan
- Recreation Plan
- All Master Plans – Fire, Transportation, etc...
- Debt Reduction Strategy
- Reserve allocations for capital
- Business Plans – Daycare
- Maintenance Plans
- Growth legislation
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NO HOME for these Actions:

- Grant strategy – (Is this a CAO’s report item
- Maximize our value in MRPC and ORPC (also a Financial Mgmt Connection) – relationship with these organizations.

**Parking Lot**

- ORPC and distribution within the municipal boundary

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## Vision Statement

The session produced 4 draft Vision Statement phrases that capture key concepts that we wish to include in a vision statement. The idea is that we will refine and combine these phrases into the single Vision Statement to emphasize the concepts that are most important to Council.

Council will be tasked with completing the Vision Statement at the May 7, 2020 session. Senior Staff have been provided with the current draft. They will be asked for comment on the output from May 7, 2020. Public comment on the Vision Statement and the Strategic Plan will take place at the next stage and prior to the Final documents being tabled for consideration by Council. Senior Management are working on Project Charters for each action/deliverable in the Strategic Plan. The Project Charters will be brought forward to Council as part of the adoption of the Strategic Plan so that Council can review and sanction the project charters.

### Phrase 1 - LIVE

In Mississippi Mills we take pride in our rural and small town historic communities, celebrate diversity, and resiliency of our community.

### Phrase 2 - WORK

We want to encourage local services, sustainable, support **economic opportunities, and build on the assets of the community** to make it a destination for business, artists, tourists and industrial park,

**Not bland but unique.....**

### Phrase 3 – PLAY

Quality of Life - aspects Age friendly - Business recreation and arts - Adopt a park, churches as an asset and volunteerism

### Phrase 4 - Environment

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

### Additional concepts that could be discussed:

Ethics

Financially responsible