

Strategic Plan Goals



Overall Goals

	2023			2024			2025+			Ongoing
	Goals	Completed	%	Goals	Completed	%	Goals	Completed	%	Goals
Dec 12, 2023	8	6	75%	8			2			3
March 5, 2024	8	7	87.5%	9			4			3
June 4, 2024	8	7	87.5%	11	1		3			3
September 24, 2024	7	7	100%	9	3	33%	7			3
December 3, 2024	7	7	100%	4	3	75%	12			5
March 4, 2025	7	7	100%	4	3	75%	12			5
June 3, 2025	7	7	100%	4	4	100%	12			5

Clerks & Administration

5 GOALS			
2023	2024	2025+	Ongoing
2			4

40% COMPLETION RATE			
2023	2024	2025+	Ongoing
2			n/a

Projected Completion			Project Name
Project Status	Date		
Completed			Public Engagement Strategy (will include Indigenous consultation)
Completed			Strategic Plan
Ongoing	Ongoing		Plan for Advocacy & Partnerships
Ongoing	Ongoing		Plan for Collaboration/ Quality of Life
Ongoing	Ongoing		Follow Up Advocacy (AMO)
Ongoing	Ongoing		MM2048

Economic Development

2 GOALS			
2023	2024	2025+	Ongoing
		1	1

0% COMPLETION RATE			
2023	2024	2025+	Ongoing
			n/a

Projected Completion			Project Name
Project Status	Date		
Ongoing	April 1, 2025		Economic Development Strategic Plan
On Hold	On Hold		Abattoir Phase Two

Finance

1 GOALS			
2023	2024	2025+	Ongoing
		1	

0% COMPLETION RATE			
2023	2024	2025+	Ongoing
			n/a

Project Status	Projected Completion Date	Project Name
Ongoing	September 30, 2024 Updated to April 30, 2025	Long-Term Financial Plan

Human Resources

1 GOALS			
2023	2024	2025+	Ongoing
	1		

0% COMPLETION RATE			
2023	2024	2025+	Ongoing
			n/a

<u>Project Status</u>	<u>Projected Completion Date</u>	<u>Project Name</u>
Ongoing	December 1, 2024 Updated to March 31, 2025	Human Resources Strategic Plan

Facilities

1 GOALS			
2023	2024	2025+	Ongoing
	1		

100% COMPLETION RATE			
2023	2024	2025+	Ongoing
	1		n/a

<u>Project Status</u>	<u>Projected Completion Date</u>	<u>Project Name</u>
Completed	June 30, 2024	Framework for Municipal Space Needs Assessment

Public Works

2 GOALS			
2023	2024	2025+	Ongoing
		2	

0% COMPLETION RATE			
2023	2024	2025+	Ongoing
			n/a

<u>Project Status</u>	<u>Projected Completion Date</u>	<u>Project Name</u>
Ongoing	May 21, 2025 Updated to November 2025	Climate Action Plan
Ongoing	December 31, 2024 Updated to September 2025	PW – Service Delivery Review

Protective Services

2 GOALS			
2023	2024	2025+	Ongoing
1			1

50% COMPLETION RATE			
2023	2024	2025+	Ongoing
1			n/a

<u>Project Status</u>	<u>Projected Completion Date</u>	<u>Project Name</u>
Completed	September 29, 2023	Bylaw Service Review
Ongoing	Ongoing	Community Safety & Wellbeing Plan –Direction from Council January 9th, 2024.

Development Services

2 GOALS			
2023	2024	2025+	Ongoing
	1	1	

50% COMPLETION RATE			
2023	2024	2025+	Ongoing
	1		n/a

<u>Project Status</u>	<u>Projected Completion Date</u>	<u>Project Name</u>
Completed	May 1, 2024	MM2048 - Infrastructure Master Plan
Ongoing	December 1, 2028	Northern River Crossing

Planning

7 GOALS			
2023	2024	2025+	Ongoing
3	1	3	

71% COMPLETION RATE			
2023	2024	2025+	Ongoing
3	1	1	n/a

<u>Project Status</u>	<u>Projected Completion Date</u>	<u>Project Name</u>
Completed	August 30, 2023	Refresh Rural Design Guidelines
Completed	July 31, 2023	Background Analysis in Preparation for Public Realm Study (2024)
Completed	November 18, 2023	Affordable Housing Grant Program
Completed	June 30, 2024	Zoning By-law Amendment for 34 Victoria Street
Completed	June 30, 2025	OPA 32 - Bill 23 Related Amendments
Ongoing	May 30, 2025, changed to October 2025	OPA 28 Village Vitality/Rural
Ongoing	December 31, 2025	Public Realm Secondary Plan for Downtown Almonte

Recreation

1 GOALS			
2023	2024	2025+	Ongoing
1			

0% COMPLETION RATE			
2023	2024	2025+	Ongoing
			n/a

Project Status	Projected Completion Date	Project Name
Ongoing	June 30, 2025	Community Services Master Plan

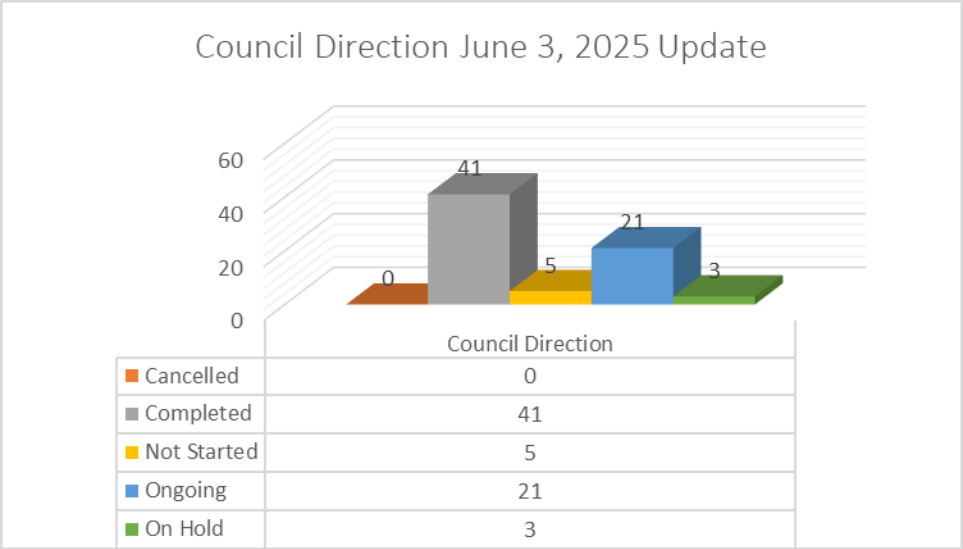
Corporate Services

4 GOALS			
2023	2024	2025+	Ongoing
1	1	2	

50% COMPLETION RATE			
2023	2024	2025+	Ongoing
1	1		n/a

Project Status	Projected Completion Date	Project Name
Completed	November 7, 2023	IT Migration & Continuity of Service
Completed	December 31, 2024	Digital Plan Implementation
Ongoing	June 30, 2025	Performance Measurement System
Ongoing	July 1, 2026	Process Redesign & Operational Efficiency

Council Direction Project Snapshot



Council Direction Summary

71
GOALS

57.7%
COMPLETION RATE

Council Direction – Completed			
Department Name	Status	Projected End Date	Project Name
December 12, 2023 Update			
Childcare	Completed	September 12, 2023	Childcare Waitlist Update – Moved to Ongoing
Finance	Completed	June 6, 2023	Report on reserves
Finance	Completed	October 17, 2023	Appointment of Auditors
Finance	Completed	September 30, 2023	RFP for Financial Audit Services for 2023 Year End
Facilities	Completed		Lighting Upgrades - SCC and JLCC
Protective Services	Completed	June 6, 2023	Noise Bylaw Update
Development Services	Completed	August 15, 2023	Population and Employment Projection 2048
Planning	Completed	May 31, 2023	RV Parking in Parking By-law Research
Recreation	Completed	September 1, 2023	Pakenham Bicentennial weekend
March 5, 2024 Update – Added In			
Clerks	Completed	November 30, 2023	Communications Strategy
Clerks	Completed	December 1, 2023	Media Advertising Allocation Options
Clerks	Completed	January 31, 2024	Junior Communications Job Description
Clerks	Completed	February 1, 2024	Document Management System / Electronic Records Transition
Finance	Completed	December 31, 2023	2023 Development Charges Study
Facilities	Completed	September 30, 2023	Daycare – Lower Roof Replacement
Planning	Completed	February 1, 2024	Planning Department Staffing Strategy
Recreation	Completed	February 20, 2024	Non Resident User Fees Aquatic Programs
June 4, 2024 Update – Added In			
Clerks	Completed	May 8, 2024	Council Remuneration
Corporate Services	Completed	April 9, 2024	Reserves & Reserve Policy Review
Human Resources	Completed	January 1, 2024	Employee Consolidated Benefits Bylaw Update
Human Resources	Completed	March 1, 2024	CUPE Bargaining Preparation
Facilities	Completed		AOTH Main Entrance Lighting
Facilities	Completed	March 31, 2024	Municipal Office LED Lighting Retrofit
Public Works	Completed	December 5, 2023	Water Wastewater Service Delivery Review
September 24, 2024 Update – Added In			
Clerks	Completed		2024 AMO Delegations
Finance	Completed	April 23, 2024	Debt Management Policy
Human Resources	Completed	January 1, 2024	Pay Equity Market Salary Review
Corporate Services	Completed		Review Procurement Bylaw
December 3, 2024 Update – Added In			
Public Works	Completed	October 20, 2023	Integrated Vegetation Management Plan
Economic Development	Completed	June 1, 2024	Abattoir Feasibility Plan
Economic Development	Completed		Lanark Transportation Shuttle (CSWB)
Facilities	Completed		Curling Club Refrigeration Plant
Protective Services	Completed	January 31, 2024	Master Fire Plan
Corporate Services	Completed	September 2024	Reserve Policy Revisions
Clerks	Completed	November 2024	2025 ROMA Delegations
Development Services	Completed	March 1, 2024	Transportation Master Plan
March 4, 2025 Update – Added In			
Clerks	Completed	November 2024	Website Transition

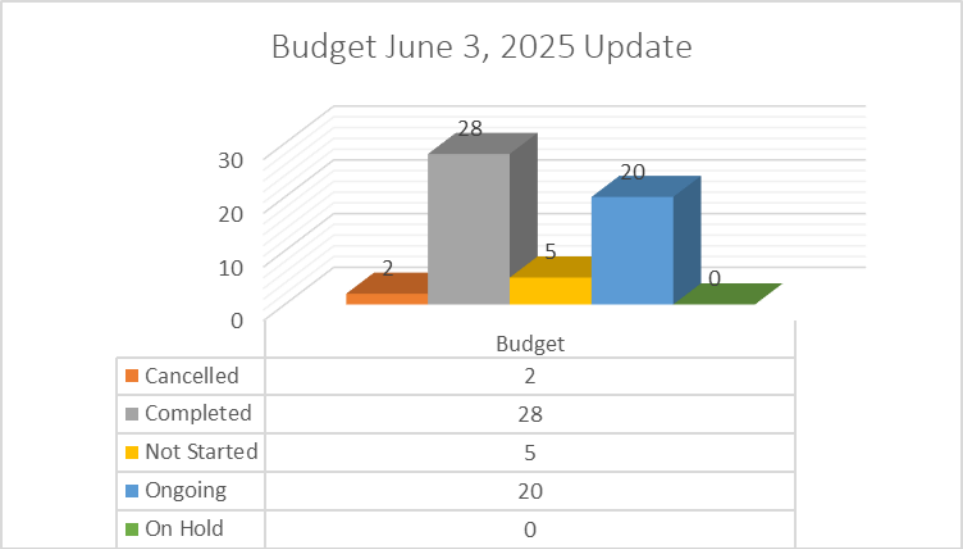
Public Works	Completed	December 24, 2024	Public Works Community Safety Projects (CSWB)
June 3, 2025 Update – Added In			
Clerks	Completed	May 2025	Delegated Authority Bylaw
Development Services	Completed	December 31, 2024	Water and Wastewater Infrastructure Master Plan
Recreation	Completed	December 1, 2024	CSWB Events Seminars (CSWB)
Recreation	Completed	December 1, 2024	MMYC Youth Engagement Strategy and Saturdays at MMYC (CSWB)
Corporate Services	Completed	December 10, 2024	Donation Policy

Council Direction – Not Started			
Department Name	Status	Projected End Date	Project Name
Protective Services	Not Started		Speed Complaint Bylaw/Policy
Planning	Not Started		TMP Official Plan Implementation
Planning	Not Started		TMP Implementation Traffic Study Guidelines and Terms of Reference
Planning	Not Started		Secondary Plan for the Expansion Lands
Corporate Services	Not Started		Cost Recovery/ Fee Study

Council Direction – Ongoing			
Department Name	Status	Projected End Date	Project Name
December 12, 2023 Update			
Clerks	Ongoing		Communications with MVCA re: promoting Mill of Kintail
Public Works	Ongoing	December 15, 2023	Traffic Calming Policy Review and Update
Development Services	Ongoing	December 31, 2024	County Road 29 Water Main Extension Design
Recreation	Ongoing	January 1, 2024	Mississippi Mills Municipal Dog Park
March 5, 2024 – Added In			
Clerks	Ongoing	Ongoing	Communications Support for CSWB (CSWB)
June 4, 2024 – Added In			
Clerks	Ongoing		Mayors Youth Advisory Committee (CSWB)
Clerks	Ongoing		Community Newsletter
Economic Development	Ongoing	January 1, 2025	Community Open House Luncheons – 2 annual (CSWB)
Economic Development	Ongoing		Rotating Seniors Expo (CSWB)
Childcare	Ongoing		Childcare Waitlist Update
Facilities	Ongoing	July 1, 2025	Municipal Space Needs Assessment
Recreation	Ongoing	December 1, 2024	Planet Youth (CSWB)
Recreation	Ongoing	December 10, 2024	Senior Recreation with Partners (CSWB)
December 3, 2024 – Added In			
Finance	Ongoing	June 30, 2024	2024 DC Study Updates
March 4, 2025 Update – Added In			
Clerks	Ongoing		AI Policy
Clerks	Ongoing		Council Remuneration – Full Time Mayor
Clerks	Ongoing		Unreasonable Behaviour
Clerks	Ongoing		Procedural Bylaw Review
Facilities	Ongoing	December 2026	Childcare Center Development Project
Development Services	Ongoing	January 2027	Sewage Treatment Plant and Gemmill’s Bay Environmental Assessment
June 3, 2025 – Added in			
No Additions			

Council Direction – On Hold			
Department Name	Status	Projected End Date	Project Name
Economic Development	On Hold	TBD	Chamber of BIA Creation
Economic Development	On Hold		Inclusivity and Diversity Business Charter/Program
Economic Development	On Hold		Rainbow Registered

Approved Budget Project Snapshot



Approved Budget Summary

55
GOALS

50.9%
COMPLETION RATE

Budget – Completed			
Department Name	Status	Projected End Date	Project Name
December 12, 2023 Update			
Facilities	Completed		Municipal Office - Replacement of the remaining 2 heat pumps
Facilities	Completed		NG Generator for Ramsay Garage to support Emergency Operation
Facilities	Completed		AOTH Air Conditioner and Drain Line
Facilities	Completed	September 18, 2023	Daycare - Flooring and Cupboards
Facilities	Completed		Almonte Library Door Repairs
Facilities	Completed		Fire Station 1 - roof report and design
Facilities	Completed		AOTH Elevator Repairs
Facilities	Completed		SCC Ceiling repairs (uncovered by LED lighting project)
Facilities	Completed	August 30, 2023	AOTH Exterior Concrete Work
Public Works	Completed	December 31, 2023	Princess Street
Recreation	Completed	May 25, 2024	Cedar Hill School House Parging
Development Services	Completed	June 6, 2023	Princess Street Reconstruction Design Phase
March 5, 2024 Update			
Clerks	Completed	December 31, 2023	Accessibility Upgrades to the Website
Facilities	Completed	October 31, 2023	John Levi C.C. Roof Repairs
Facilities	Completed	November 1, 2023	Almonte Lawn Bowling Club Facility Repairs
Facilities	Completed	October 31, 2023	Almonte Library Roof Repairs
June 4, 2024 Update			
Facilities	Completed	June 1, 2024	Almonte Curling Club – Basement LED lighting Retrofit
Facilities	Completed	February 29, 2023	Library – Upgrades to Almonte Branch
Protective Services	Completed	December 31, 2023	Fire Truck Purchase
Public Works	Completed	December 31, 2023	Union Street
September 24, 2024 Update			
Facilities	Completed	August 30, 2024	AOTH Auditorium Floor Repairs
Facilities	Completed	December 20, 2024	Childcare Centre – Shelving & Cabinets
Facilities	Completed	August 1, 2024	Condenser/Chiller replacement John Levi Community Centre
Protective Services	Completed	December 31, 2023	Truck 581 (New Multi-Purpose Truck for Station 2)
Recreation	Completed	June 1, 2024	Table Replacement
Recreation	Completed	August 1, 2024	Wooden Gates entrance to Gemmill Park
Economic Development	Completed		Mississippi Mills Community Grants 2024
December 3, 2024 Update			
Public Works	Completed	August 21, 2023	Capital Works Program - Surface Treatment
Recreation	Completed	July 1, 2024	Gemmill Park Field House roof replacement
Recreation	Completed	September 1, 2024	Almonte Tennis Court surface replacement
March 4, 2025 Update			
Facilities	Ongoing	October 31, 2024	Municipal Office Parking Lot Lighting
June 3, 2025 Update			
No Additions			

Budget – Not Started			
Department Name	Status	Projected End Date	Project Name
Facilities	Cancelled	September 1, 2024	Municipal Office Elevator Repairs
Planning	Not Started	December 31, 2025	Community Planning Permit System – HAF 2
Recreation	Not Started	August 30, 2025	Clayton Taylor Park Signage
Recreation	Not Started	July 1, 2025	Electrical Panel Replacement – Gemmill Park
Recreation	Not Started	October 1, 2025	Gemmill Park Track work – Stone Replacement
Recreation	Not Started	August 31, 2025	Ice Resurfacer Overhaul

Budget – Ongoing			
Department Name	Status	Projected End Date	Project Name
December 12, 2023 Update			
Protective Services	Ongoing	December 31, 2023	Truck 580 (New Multi-Purpose Truck for Station 1)
Recreation	Ongoing	September 1, 2024	Municipal Park signage
Recreation	Ongoing	December 31, 2024	Tree work in parks
March 5, 2024 – Added In			
Facilities	Ongoing	October 31, 2024	Fire Station #1 – Roof Repairs
Facilities	Ongoing	September 30, 2024	AOTH Office Upgrades
September 24, 2024 – Added In			
Public Works	Ongoing	June 15, 2025	Mercer Marshall Adelaide
December 3, 2024 – Added In			
Economic Development	Ongoing	January 30, 2024	Museum Funding Review
March 5th Update			
Facilities	Ongoing	September 1, 2024	AOTH - Repair and Refinish of Exterior Decorative Elements
Planning	Ongoing	December 31, 2025	End Exclusionary Zoning – HAF 2
Facilities	Ongoing	August 30, 2025	JLCC AHU – Upper Hall
Facilities	Ongoing	August 30, 2025	JLCC Emergency Exit Canopy
Facilities	Ongoing	August 30, 2025	JLCC Concrete and Asphalt Repairs
Facilities	Ongoing	August 30, 2025	JLCC Arena Condenser Replacement
Facilities	Ongoing	August 30, 2025	Exterior Door and Frame Replacement
Facilities	Ongoing	August 30, 2025	SCC Compressor Replacement
Facilities	Ongoing	August 30, 2025	Daycare Roof Drain Repair
June 3, 2025 - Update			
Facilities	Ongoing	October 31, 2025	Almonte Lawn Bowling Club Work
Facilities	Ongoing	December 15, 2025	Ramsay Garage LED Retrofit
Recreation	Ongoing	June 15, 2025	Trailer for Recreation equipment replacement

Budget – On Hold			
Department Name	Status	Projected End Date	Project Name
September 24, 2024 – Added In			
Recreation	Cancelled	June 1, 2024	Almonte Beach Hut Construction
Facilities	Cancelled	August 30, 2025	LED Lighting Retrofits