

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

STAFF REPORT

DATE: September 29, 2020

TO: Council

FROM: Ken T. Kelly, Chief Administrative Officer

SUBJECT: Results of the Strategic Plan Public Consultation

RECOMMENDATION:

THAT Council accept this report with the results of the public consultation as information;

AND THAT Council approve the Strategic Plan 2020-2023 as amended for implementation.

BACKGROUND:

The Municipality has been without a strategic plan since 2016. A strategic plan for a term of Council is an important component in the overall governance and management of a municipality. It and connects the master plans for major infrastructure, land use planning documents such as the community official plan, the Lanark County Sustainable Communities Official Plan, long term financial plan and other supporting documents to the Vision of a Council.

In order to reflect the priorities and vision of this term of Council it is important that a new strategic plan be developed to provide clear goals and objectives for the municipality. During the Fall of 2019 Council began a series of public meetings to discuss its concerns, priorities and vision. This process included orientation sessions for Council on land use planning, official plan, infrastructure and future projects. Staff have provided input into the process and developed work plans that would respond to the concerns, priorities and vision within the current term of Council.

The output of the Council meetings was refined through a series of additional meetings to produce a draft document that was published for public consultation. Comments from the public were accepted over the course of a month from July 13 to August 13, 2020.

This report summarizes the public consultation and seeks Council approval to adopt the Strategic Plan 2020-2023 and begin the process of implementation over the next 3 years.

DISCUSSION:

The purpose of the strategic plan is clear – it is to publish what Council sees as the priorities for its term in office. No more and no less. Some of the comments received about the process as a whole pointed out that a “strategic plan” is for a longer term and is more strategic.

While a longer term view may be valuable it is not the norm for one Council’s vision and priorities to be the vision and priorities of subsequent Councils. Usually each term of a Council starts with what it wants to accomplish.

While trying to position the organization and the community for the future Council also has to build a foundation.

The draft strategic plan lays out Council’s vision to have a series of 13 additional conversations on focused and specific topics that will produce the outputs for the plan – the actions/deliverables. Many of these actions/deliverables are required because key components need to be updated such as long term financial plan, transportation master plan, economic development plan or do not exist at all such as a digital strategy for the organization, human resources plan, environmental/climate action plan etc...

The purpose of including the project plans in the draft Strategic Plan was to illustrate how the deliverables would be completed and the level of detail that the 13 additional conversations will involve and who they could involve. Key to the implementation of the plan and the additional conversations is public engagement.

As discussed the public consultation sought feedback on the draft strategic plan. Residents were asked to review the plan and provide their views on the priorities, vision, deliverables. As well, the members of each advisory committee of Council were specifically asked to provide their feedback as individuals. In the table below we summarize the feedback and relate the feedback to either a specific aspect of the draft plan or as general/overall feedback. One item to note is that one specific issue “support of bike lanes” because a focus of the consultation even though the process was on broader issues and plans for the community and not issue specific.

There is no specific evaluation of the feedback – we asked for people’s opinion which can neither be right or wrong – it is their opinion. We reviewed each email or document submitted by each respondent and if they discussed 3 items then the views on the three items were noted as three pieces of separate feedback. In total 74 emails were received but some were the same email to the Municipality through more than one channel. The review identified 140 comments on the issues. Again a number of emails were on one topic “support of bike lanes”.

Table 1- Results of Feedback

STRATEGIC PLAN 2020-2023			
	Action/Deliverable	# Responses	
Quality of Life			
1	Community Services Master plan	6	10%
2	Community Safety Plan	4	6%
3	Official Plan Amendment 22 - Planning For Growth	6	10%
4	Plan for Advocacy and Partnerships	1	2%
Infrastructure			
5	Transportation Master Plan Update	7	11%
6	Master Infrastructure Projects	2	3%
7	Environment / Climate Action Plan	4	6%
Modernization Operational Excellence			
8	Service Delivery Review	3	5%
9	Human Resources Plan	4	6%
10	Communications and Engagement Plan	5	8%
11	Information Technology Plan	3	5%
Economic Development			
12	Economic Development and Branding Plan	15	24%
Financial Management			
13	Long Term Financial Plan	3	5%
		63	100%
Responses not Specific to an Action/Deliverable			
	Support of bicycle lanes	32	
	Strategic Plan Process	30	
	General in nature	15	
		140	

The top areas of concern for the feedback were:

1. Economic Development and Branding Plan
2. Transportation Master Plan Update
3. Community Services Master Plan
4. Official Plan Amendment 22 – Planning for Growth

A complete package of the content of the feedback that was received from the public has been provided to each Councillor for their individual review. If Council adopts the Strategic Plan the feedback will be provided to the project lead identified in the project plans so that they can evaluate the feedback and adjust the project plan. This will ensure that the conversations that come from the Strategic Plan have the benefit of these views.

On the whole there were many comments on how this was needed, appreciated and that people liked being included. There were some critical comments of the process and these will be reviewed to determine if we can learn and adjust future public consultations and strategic planning processes.

OPTIONS:

Option 1

Adopt the Strategic Plan and direct staff to implement the various components by bringing them forward as part of the budgets for the next three years.

Option 2

Defer the Strategic Plan to an additional working session of Council to have further debate.

FINANCIAL IMPLICATIONS:

The table below summarizes the three year budget that is estimated to implement the strategic plan in terms of additional funding or project specific funding. Internal staff time is not identified or costed. These are estimates and much of the funding will need to be spend in order to update existing plans.

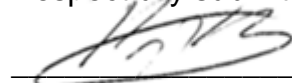
Table 2 – Financial Implications of each Action/Deliverable

STRATEGIC PLAN 2020-2023			
	Action/Deliverable		
Quality of Life		Cost Estimate	Notes
1	Community Services Master plan	Known Budget	Consulting Budget
2	Community Safety Plan		Internal
3	Official Plan Amendment 22 - Planning For Growth	\$58,000	
4	Plan for Advocacy and Partnerships		Internal
Infrastructure			
5	Transportation Master Plan Update	\$50,000	
6	Master Infrastructure Projects		In LTFP funding
7	Environment / Climate Action Plan	\$40,000	
Modernization Operational Excellence			
8	Service Delivery Review	\$125,000	Already funded MMP
9	Human Resources Plan	\$150,000	
10	Communications and Engagement Plan	\$45,000	
11	Information Technology Plan	\$45,000	
Economic Development			
12	Economic Development and Branding Plan	\$35,000	
Financial Management			
13	Long Term Financial Plan		In LTFP funding
		\$548,000	

SUMMARY:

Council directed the CAO to develop a process for a Strategic Plan. The draft has been prepared and circulated for public consultation. The results of the feedback have been received and will form part of each individual project if Council adopts the Strategic Plan. Staff recommend that Council adopt the Strategic plan and direct that the projects be brought forward in the appropriate budget year for implementation.

Respectfully submitted by,



 Ken Kelly,
 CAO