

**Town of Lamont**



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**Strategic Plan 2019-2022**

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## **Strategic Planning for the Town of Lamont**

In April 2019, the Town of Lamont initiated the development of a Strategic Plan that will guide the work of Council and Administration for 2019 to 2022. This process was facilitated by Russell Farmer of Russell Farmer and Associates Consulting Limited. The planning process involved:

- Pre-meetings with representatives of senior administration to identify operational priorities;
- A review of all recent and current Town of Lamont planning documents;
- A facilitated workshop with Council on April 29<sup>th</sup>, 2019;
- A facilitated workshop with Council on May 9<sup>th</sup>, 2019;
- Follow-up meetings with senior administration to define worksteps, timelines, and resourcing required to meet Council objectives;
- A final presentation to Council on July 23<sup>rd</sup>, 2019.

This final document consists of:

1. A Mission statement – the mission statement for a municipality defines its mandate and reflects the Town as it is today.
2. A Vision statement – the vision statement for a municipality defines an ideal future state. The vision statement reflects what the Town is working to become.
3. Goals – the goals presented in a Strategic Plan represent high level statements of what Town Council and administration are working to achieve by 2022.
4. Objectives – the objectives in a Strategic Plan are specific, measurable projects or initiatives that will be completed in support of the Plan's goals.

## **About Strategic Planning**

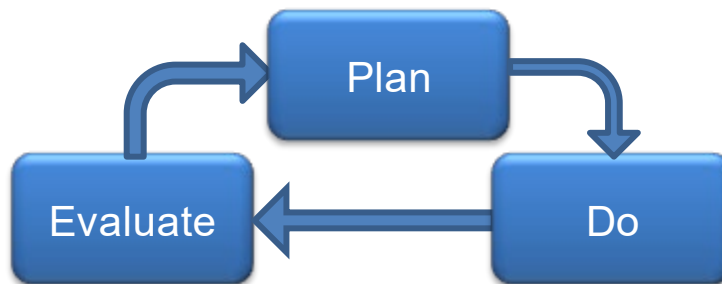
Part of the governance role of Council is to define the vision and goals for the municipality. The purpose of a Strategic Plan is to provide both administration and Council with an outline of Council's strategic priorities. These priorities serve several key functions:

- They guide Council's agenda;
- They guide administrations priorities and allocation of resources;
- They provide a key input into the annual budgeting process;

- They provide Council with a means to objectively assess the work of both Council and administration in reaching the Town's defined objectives; and
- They provide a communication tool that allows interested stakeholders to understand the Town's direction and activities on their behalf.

The Strategic Plan is the starting point for a cycle of continuous improvement. The following is a diagram of a cycle of continuous improvement.

## Cycle of Continuous Improvement



The three steps in the cycle of continuous improvement are:

1. Plan – the Strategic Plan is the first step in the process. For continuous improvement to occur an organization needs to have a plan in place to guide the organization moving forward into the future. It is Council's job to create a plan for the municipality moving forward into the future.
2. Do – the second step in a cycle of continuous improvement is to implement the plan and complete the priorities or objectives identified in the plan within the timeframe and budget identified in the plan. It is the CAO and Senior Management's job to implement the priorities identified in the plan. The CAO and Senior Management translate the priorities identified by Council into an operational plan by identifying the activities that will need to be completed to reach each priority as well as identifying the timeframe, who is responsible for each activity and any possible budget impacts.
3. Evaluate – the final step in a cycle of continuous improvement is to evaluate the organization's progress towards completing the priorities identified in the Strategic Plan. The evaluation is a periodic review where Council reviews the Strategic Plan in order to update the priorities and Administration reviews the Operational Plan to gauge their progress. Periodically reviewing the Strategic Plan provides Council with the flexibility to respond to any significant changes in the economic, environmental, social and cultural environment. Administration's review of the Operational Plan allows them to gauge their progress in completing the strategic priorities and to respond to changes in the Strategic Plan.

The Strategic Plan identifies the activities that need to be completed that are outside of the day to day operational activities completed by Administration within the municipality.

A Strategic Plan is a “living Document” that should grow and change over time. It is recommended that the Plan, once adopted by Council, be reviewed regularly and updated annually. To ensure that the Strategic Plan continues to guide the work of Council and administration it is recommended that:

1. Administration provides Council with status updates on the Strategic Plan quarterly to report on progress towards objectives, significant achievements related to the Plan’s Goals, unanticipated challenges, or areas where Council support is required.
2. Council updates the Strategic Plan annually to reflect changing priorities, emerging issues or opportunities, evolving project timelines, and changes to resourcing.

## **Mission, Vision and Goals**

During the planning process Council reviewed the Mission and Vision set out in the Town’s 2015 Strategic Plan.

### **Mission Statement**

*Through effective and positive governance, provide residents with quality services, facilities and amenities to develop and maintain a safe, viable and vibrant community.*

### **Vision Statement**

*The Town of Lamont is a caring community where we live, work and play.*

Council supported these existing statements and confirmed that they are still an accurate reflection of the current and ideal future states for the community.

Council identified a set of seven (7) Goal statements that support the Vision Statement and reflect the major priorities for the Town from 2019 to 2022. These Goal statements are:

1. Manage, invest and plan for sustainable municipal infrastructure.
2. Develop and implement an overall strategy for parks, playgrounds, and open spaces.
3. Ensure lands are available to meet residential, commercial, and industrial growth needs.
4. Promote and support economic development to enhance employment opportunities and grow the Town’s non-residential tax base.
5. Develop and deliver quality services and amenities for all residents.

6. Ensure Council and Administration are meeting the needs of the residents of the Town of Lamont with progressive, transparent and effective governance practices.
7. Continually improve communication from the Town to its residents to encourage broader awareness, interest and participation.

In support of these Goals Council identified a set of 25 measurable objectives. The objectives along with required activities, anticipated timelines for completion, and anticipated resource requirements are provided on the tables that follow.

***Goal #1 : Manage, invest and plan for sustainable municipal infrastructure***

<b><i>Objectives and projects</i></b>		<b><i>Key Activities</i></b>	<b><i>Council Role</i></b>	<b><i>Completion Date</i></b>	<b><i>Resource Requirements</i></b>	<b><i>Status</i></b>
1.1	Complete asset condition assessment	<ul style="list-style-type: none"> <li>• Inventory capital assets</li> <li>• Review existing condition assessments and studies to develop a single consolidated report</li> <li>• Identify deficiencies in existing studies</li> <li>• Contract engineering support to address deficiencies in existing studies</li> <li>• Present consolidated condition assessment to Council for adoption</li> <li>• Develop an implementation strategy for prioritized capital projects</li> </ul>	<p>Approve budget</p> <p>Adopts condition assessment</p>	2020	Contracted Services \$55,000	
1.2	Prepare three-year operational and five-year capital plans	<ul style="list-style-type: none"> <li>• Complete as a component of the 2020 budget process</li> <li>• Administration develops draft</li> <li>• Present to Council for review and adoption</li> </ul>	<p>Receive information</p> <p>Adopt plans</p>	2019-Q4	Resourced internally	

<i>Objectives and projects</i>		<i>Key Activities</i>	<i>Council Role</i>	<i>Completion Date</i>	<i>Resource Requirements</i>	<i>Status</i>
1.3	Review and adopt a debt management and reserve policy	<ul style="list-style-type: none"> <li>• Administration develops a draft policy</li> <li>• Council reviews draft and provides direction</li> <li>• Council adopts policy</li> </ul>	Adopt policy	2021	Resource internally	
1.4	Complete and adopt a long-term capital equipment repair and replacement plan	<ul style="list-style-type: none"> <li>• Review and update existing plan and asset inventory</li> <li>• Present plan to Council for adoption</li> </ul>	Adopt plan Approve budget	2021	Resource internally	

Goal #2: *Develop and implement an overall strategy for parks, playgrounds, and open spaces*

<i>Objective</i>		<i>Key Activities</i>	<i>Council Role</i>	<i>Completion Date</i>	<i>Resource Requirements</i>	<i>Status</i>
2.1	Complete lifecycle and maintenance planning for the arena, community centre, curling rink	<ul style="list-style-type: none"> <li>• Identify the scope of work to be addressed in each lifecycle &amp; maintenance plan per building</li> <li>• Review existing condition assessments and studies to develop a single consolidated report</li> <li>• Identify deficiencies in existing studies</li> <li>• Contract engineering support to address deficiencies in existing studies</li> <li>• Present consolidated lifecycle and maintenance plan to Council for adoption</li> <li>• Develop an implementation strategy for prioritized capital projects</li> </ul>	<p>Approve budget</p> <p>Adopts plan</p>	2021	Contracted Services \$50,000	
2.2	Review condition of playgrounds and develop a long-term plan for replacement and upgrades	<ul style="list-style-type: none"> <li>• Engage support to complete repair and maintenance of existing playgrounds</li> <li>• Have the playgrounds inspected and certified as safe</li> </ul>	Approve budget	2021	Resourced Internally	



<i>Objective</i>		<i>Key Activities</i>	<i>Council Role</i>	<i>Completion Date</i>	<i>Resource Requirements</i>	<i>Status</i>
		<ul style="list-style-type: none"> <li>• Initiate long-term capital budgeting to develop a reserve for long-term replacement costs</li> </ul>				
2.3	Develop a children's bike park	<ul style="list-style-type: none"> <li>• Project is assigned to the Parks and Recreation Committee</li> <li>• Manage phased installation</li> <li>• Administration provides signoff on project completion</li> </ul>	Approve budget	Phase 1 -Q4 2019 Future Phases- TBD	Resourced internally	
2.4	Develop a strategy for year-round use of recreation facilities	<ul style="list-style-type: none"> <li>• Engage in community consultation</li> <li>• Provide options and associated costs to Council</li> <li>• Council provides direction</li> </ul>	Consider options Sets direction	2022	Resourced internally/Facilitator	
2.5	Develop a strategy to address the organization and sustainability of community events	<ul style="list-style-type: none"> <li>• Develop a Terms of Reference for a task force</li> <li>• Appoint public members representing community organizations to the task force</li> <li>• Task force investigates, consults, and develops recommendations</li> </ul>	Consider options  Sets direction	2021	TBD based on Terms of Reference	

<i>Objective</i>		<i>Key Activities</i>	<i>Council Role</i>	<i>Completion Date</i>	<i>Resource Requirements</i>	<i>Status</i>
		<ul style="list-style-type: none"> <li>• Task force presents recommendations to Council</li> </ul>				

***Goal #3: Ensure lands are available to meet residential, commercial, and industrial growth needs***

<i>Objective</i>		<i>Key Activities</i>	<i>Council Role</i>	<i>Completion Date</i>	<i>Resource Requirements</i>	<i>Status</i>
3.1	Council adopts a philosophy on the Town's role in land development	<ul style="list-style-type: none"> <li>• Conduct an analysis to determine the cost and feasibility of zoning, subdividing, and servicing lands for development</li> <li>• Identify areas of the Town prioritized for different classifications of development</li> <li>• Council adopts a philosophy and strategy to address the Town's role in land development</li> </ul>	Adopt philosophy	2022 (concurrent with 3.2 - MDP update)	TBD	
3.2	Complete update of the Municipal Development Plan (MDP)	<ul style="list-style-type: none"> <li>• Planning consultant directed to complete MDP update</li> </ul>	Approve budget  Participate in consultation	2022	Consultant \$25,000	

<i>Objective</i>		<i>Key Activities</i>	<i>Council Role</i>	<i>Completion Date</i>	<i>Resource Requirements</i>	<i>Status</i>
		<ul style="list-style-type: none"> <li>• Administration is engaged to identify deficiencies with current MDP</li> <li>• Engage in public consultation</li> <li>• Draft MDP presented to Council for feedback</li> <li>• Council adopts amended MDP</li> </ul>	Adopt Amended Plan			
3.3	Complete and adopt the required Intermunicipal Development Plan (IDP) <i>(Legislatively required by April 2020)</i>	<ul style="list-style-type: none"> <li>• MPS engaged to facilitate the process</li> <li>• Town is engaged in the process to develop the IDP</li> <li>• IDP presented to Council for adoption</li> </ul>	Adopt plan	2020-Q2	Consultant	

***Goal #4: Promote and support economic development to enhance employment opportunities and grow the Town’s non-residential tax base***

<i>Objective</i>		<i>Key Activities</i>	<i>Council Role</i>	<i>Completion Date</i>	<i>Resource Requirements</i>	<i>Status</i>
4.1	Adopt an economic development plan	<ul style="list-style-type: none"> <li>• Drive the project through Committee of the Whole</li> <li>• Identify and bring in speakers to Council to discuss options and leading practices to address business attraction and retention</li> <li>• Hold days for engagement to identify community perceptions of assets and barriers for business attraction and retention</li> <li>• Hold a facilitated workshop to develop economic development strategies for the Town.</li> </ul>	Approve budget  Consider options  Sets direction	2020	TBD	

***Goal #5: Develop and deliver quality services and amenities for all residents***

<b><i>Objective</i></b>		<b><i>Key Activities</i></b>	<b><i>Council Role</i></b>	<b><i>Completion Date</i></b>	<b><i>Resource Requirements</i></b>	<b><i>Status</i></b>
5.1	Engage with FCSS to enhance community awareness and use of support services	<ul style="list-style-type: none"> <li>Engage inter-agency</li> </ul>	<p>Receive information</p> <p>Participate at Board level</p>	On-going	Resourced internally	
5.2	Adopt a strategy for the Town's management (disposal and storage) of residential organic yard waste	<ul style="list-style-type: none"> <li>Identify leading practices from other communities</li> <li>Present options and costs to Council</li> <li>Council provides direction</li> </ul>	Adopt strategy	2021	Resourced Internally	
5.3	Develop and adopt a disaster management plan <i>(Legislatively required by January 2020)</i>	<ul style="list-style-type: none"> <li>Work with the County to develop a regional emergency management plan</li> <li>Council leads the process</li> <li>Joint engagement with the County and relevant agencies / commissions</li> <li>Regional Emergency Management Bylaw to formalize</li> </ul>	Adopt bylaw	2020	Resourced internally	
5.4	Review bylaw enforcement strategy (capacity, compliance and enforcement) / peace officer	<ul style="list-style-type: none"> <li>Engage with regional partners to pursue the development a regional model for bylaw enforcement</li> </ul>	<p>Receive information</p> <p>Set direction</p>	2020	Resourced internally	

<i>Objective</i>		<i>Key Activities</i>	<i>Council Role</i>	<i>Completion Date</i>	<i>Resource Requirements</i>	<i>Status</i>
		<ul style="list-style-type: none"> <li>• Town develops a strategy based on the viability of the regional model, budget implications, and leading practices</li> <li>• Council adopts strategy</li> </ul>	Adopt strategy			

*Goal #6: Ensure Council and Administration are meeting the needs of the residents of the Town of Lamont with progressive, transparent and effective governance practices*

<i>Objective</i>		<i>Key Activities</i>	<i>Council Role</i>	<i>Completion Date</i>	<i>Resource Requirements</i>	<i>Status</i>
6.1	Develop a schedule and strategy to review and update bylaws and policies	<ul style="list-style-type: none"> <li>• Administration identifies emergent bylaws that require to be updated that are in violation of provincial legislation</li> <li>• Administration presents to Council the schedule in which the bylaws will be reviewed</li> <li>• Administration identifies a list of all existing policies</li> <li>• Outdated policies or policies that are in violation of provincial legislation are rescinded</li> </ul>	Receive information  Approve bylaw & policy updates	On-going	Resourced internally	

<i>Objective</i>		<i>Key Activities</i>	<i>Council Role</i>	<i>Completion Date</i>	<i>Resource Requirements</i>	<i>Status</i>
		<ul style="list-style-type: none"> <li>Administration presents Council with a schedule for the review and update of policies</li> <li>Policies are split between governance (requiring council adoption) and administrative (requiring CAO approval)</li> </ul>				
6.2	Complete and adopt the required Intermunicipal Collaboration Framework (ICF) <i>(Legislatively required by April 2020)</i>	<ul style="list-style-type: none"> <li>Work with County representatives and consultant</li> <li>Present to Council</li> <li>Council adopts by bylaw</li> </ul>	Adopt bylaw	2020 – Q2	Resourced internally/Consultant	
6.3	Review and update the Council committee structure and Committee Terms of Reference	<ul style="list-style-type: none"> <li>Determine if current committee structure is appropriate for the Town</li> <li>Determine if a Committee of the Whole will be adopted</li> <li>Present draft terms of reference for committees to Council</li> <li>Council adopts Committee Bylaw</li> </ul>	Consider options  Sets direction  Adopts bylaw	2019-Q4	Resourced internally	
6.4	Review and update the Council orientation process prior to the 2021 municipal elections	<ul style="list-style-type: none"> <li>Obtain council feedback on the 2017 Orientation process</li> </ul>	Receive information	2021- Q1	Resourced internally	

<i>Objective</i>		<i>Key Activities</i>	<i>Council Role</i>	<i>Completion Date</i>	<i>Resource Requirements</i>	<i>Status</i>
		<ul style="list-style-type: none"> <li>• Review existing materials and identify deficiencies</li> <li>• Identify leading practices from other municipalities</li> <li>• Develop an orientation schedule and draft materials</li> </ul>				
6.5	Review Council's role in the budgeting process	<ul style="list-style-type: none"> <li>• Administration presents timeline, philosophy and approach to Council</li> <li>• Council provides direction on process</li> <li>• Complete 2020 budget process</li> <li>• Following 2020 budget process, meet with Council to obtain feedback and to identify opportunities for improvement</li> </ul>	Receive information  Set direction  Provide feedback on 2020 budget process	2019-Q4	Resourced internally	
6.6	Enhance regional collaboration as a means to support efficient service funding and delivery	<ul style="list-style-type: none"> <li>• Complete as a component of the Intermunicipal Collaboration Framework (ICF) process</li> <li>• Engage regional municipal partners to explore collaboration models and initiatives</li> </ul>	TBD	On-going	Resourced internally	



<i>Objective</i>		<i>Key Activities</i>	<i>Council Role</i>	<i>Completion Date</i>	<i>Resource Requirements</i>	<i>Status</i>
6.7	Review and update Town agreements	<ul style="list-style-type: none"> <li>• Develop a master list of contracts and expiration dates.</li> <li>• Identify and assess if new templates are required.</li> <li>• Administration identifies for council when the project is completed.</li> </ul>	Approve budget	2020	Legal counsel \$5000	

***Goal #7: Continually improve communication from the Town to its residents to encourage broader awareness, interest and participation***

<i>Objective</i>		<i>Key Activities</i>	<i>Council Role</i>	<i>Completion Date</i>	<i>Resource Requirements</i>	<i>Status</i>
7.1	Enhance the Town's communication with residents and stakeholders	<ul style="list-style-type: none"> <li>• Review and inventory existing communication activities</li> <li>• Identify opportunities for improvement</li> <li>• Implement enhanced communication strategy</li> </ul>	Adopt strategy	2020	Resourced internally	