

*Sensational!*



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# ***TOWN OF SMITHS FALLS***

## **STRATEGIC PLAN**

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# Background

- The current Plan was formally implemented in January 2008 following consultation with Town Employees, Service Clubs, the Chamber of Commerce, the Downtown Business Association and the general public.
- The Plan was intended to act as a guiding document for a period of 5 years.
- The Strategic Planning process will serve to identify critical priorities of the Town, the level of needs as expressed by the community, an identification of where we want to be during the next five years, and tactical strategies of how we will achieve the various objectives.

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# Mission Statement

- The Town of Smiths Falls is and will continue to be an excellent community in which to live, work, play and conduct business.



# Core Values

Smiths Falls enjoys many attributes that contribute to the excellent quality of life of our citizens, visitors and those in the surrounding communities. The following core values reflect the interests of the Town of Smiths Falls and its Citizens:

- Maintaining an accountable, transparent and fiscally responsible Municipality
- Provision of a safe, caring and healthy community
- Provision of leisure, cultural and recreational activities
- Provision of quality infrastructure
- Provision of a full range of housing choices and a well planned community
- Support for local job creation through a strong business and tourism sector and heritage recognition
- Support for environmental

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**Maintaining An Accountable,**  
**Transparent and Fiscally**  
**Responsible Municipality**

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# Strategies

Creation of significant new employment opportunities to meet the needs of current residents

- *Ongoing – Council & staff continue to work with possible new employers in both the Rideau Regional and Hershey sites, as well as the Flakt plant, Stanley Tools plant, and other sites.*

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# Strategies

- Attract new residents who choose Smiths Falls as desired place to live and work
  - *Living Here Section of the Town's Website is completed. Residential attraction marketing material has been created. Immigration Portal (residential attraction program) underway, anticipated to be launched April 2009.*



# Strategies

- Maintain an ongoing focus on taxation rates to rectify areas of inequity for the residential, commercial and industrial sectors
  - *Council and staff continue to lobby the Provincial government regarding the Business Education Tax inequity. The municipal tax rate is reviewed each year and will be considered as part of the 2009 budget process.*

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# Strategies

- Ensure that the public are continually informed of Council and Committee of the Whole meeting agendas to facilitate openness, accountability, transparency and public awareness
  - *Ongoing – Committee of the Whole and Council Agendas are posted on the Town's Website. Committee's functionality built in to website to do the same.*

# Strategies

- Confirm the Town's OMPF allocations for 2008 and 2009 with the Province by April 30, 2008
  - *Completed*

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# Strategies

- Complete the Rideau Regional Centre and Hershey Plant Re-Use Study engagements by May 31, 2008. Commence implementation of Action Plans within one (1) month of completion of re-use studies.
  - *Completed*

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# Strategies

- Identify actions to reduce the Town's debt load
  - *The Town through its development strategies continues to encourage new investment and promote the construction of new buildings. The larger the tax base the more the debt burden is spread out. Council & staff also continue to lobby the Federal and Provincial governments for additional grant monies to help reduce the debt portion of major projects. We have been successful in obtaining funds for the new Water Treatment Plant as well as the new Arena. Additional funding has been received to assist with road work as part of the Connecting Link Program.*

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# Strategies

- Finalize the recommendations from the 2007 Service Provision and Operational Structure Review by December 31, 2008
  - *Full time custodian recruited for Complex, Museum and Via/Community Theatre*
  - *Cut back to 2 By-law Officers from previous 3*
  - *Retired and resigned Parks and Recreation Attendants positions not backfilled with horticulturalist moved into 1 position for 6 months of the year and a part-time attendant recruited*
  - *Adult ice rental, CDC and Cemetery fees increased*
  - *CDC totally renovated*
  - *Museum staff taking on larger role with respect to Tourism promotion and event planning*
  - *Working towards an agreement with the Chamber of Commerce re: Victoria Park that would see a significant portion of the management fee committed to park enhancements*
  - *Airport economic impact study completed*
  - *Retired Public Works staff member not replaced*
  - *More opportunities are anticipated in 2009 and beyond.*

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# Strategies

- Identify new revenue sources by December 31, 2008
  - *New revenue sources are difficult to come by for municipalities as they are restricted by the Municipal Act in what they can do in this area. The Town continues to work with our neighbors on a more equitable cost sharing arrangement for certain services they utilize. We also continue to work on ways to increase usage of Town assets, ie the arenas, Child Development Centre, etc thereby increasing revenues. In addition the Town continues to promote new growth and development to increase revenues.*

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# Strategies

- Examine a 'help-line' service for citizens for frequently asked questions and other queries by September 30, 2008
  - *Frequently asked Questions Section created on website in 2008. Currently under review for improving user friendliness. Anticipated 2009 completion.*

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# Strategies

- Finalize recreation and fire services cost sharing service arrangements with neighbouring Municipalities by December 31, 2008
  - *Formal multi-year agreements with Rideau Lakes Township in place and does not expire until 2010. Montague, Drummond/North Elmsley and Elizabethtown-Kitley continue to contribute annually with COLA increases. Formal negotiations with Merrickville-Wolford continues.*

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# Strategies

- Request an accelerated Provincial phase-in of the education tax relief program by March 31, 2008
  - *Request made – no action yet on the part of the Province. Council continues to lobby Provincial Ministers through formal delegations.*

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# Strategies

- Finalize External Restructuring options with the County of Lanark by September 30, 2008
  - *Ontario Municipal Partnership Fund allocations received too late for this project - to be competed in 2008.*

*Sensational!*



# Strategies

- Formalize, for the purpose of encouraging and expanding, the communication process for staff to provide input to management regarding ideas respecting efficiency, effectiveness and other suggestions for operations.
  - *Open door policy with management to encourage staff to communicate already in place.*
  - *Staff meetings held twice monthly to allow for information sharing.*
  - *Suggestion Box on the Town's Intranet Site being explored.*

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**Provision of a Safe,**  
**Caring and Healthy Community**

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# Strategies

- Continued support for effective local Police, Fire and Ambulance Services
  - *New Fire Services Vehicle Purchased*

*Sensational!*



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# Strategies

- Regular review and testing of the Town's Emergency Plan
  - *County-wide table top Emergency Planning Exercise completed September 25, 2008*

# Strategies

- Create a “Character Community” Steering Committee by February 29, 2008
  - *The Town continues to liaise with the local school system on this Character Community initiative.*

*Sensational!*



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# Strategies

- Continued liaison with all local partners involved in public health services
  - *CDO participation with Hospital and area CHC's at annual PAIRO Recruitment Tour*

*Sensational!*



# Strategies

- Identify service gaps in the local health care system and work with our community partners to address solutions
  - *UAP designation received from Ministry of Health & Long Term Care designating the area deficient by 8 Family Physicians*

*Sensational!*



# Strategies

- Creation of an inter-Municipal Health Care Steering Committee to address and manage the physician recruitment and retention requirements for our area
  - *Terms of reference drafted and accepted; Committee continues to meet to address needs of area*

*Sensational!*



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# Strategies

- Continued efforts to reduce the community's dependence on social assistance
  - *The Town will continue its efforts to attract new jobs and employment opportunities.*

*Sensational!*



# Strategies

- Assist with re-development of the Smiths Falls site of the Perth / Smiths Falls District Hospital
  - *Planning and building approvals granted and construction underway. Financial contribution nearing finalization.*

# Strategies

- Ensure that property standards issues are managed effectively and in a timely manner, by documenting an acceptable protocol for complaint management by September 1, 2008
  - *Improved system of complaint management and restructured By-Law Enforcement department should result in fewer complaints and more efficient handling of them.*
  - *Person assigned to monitor complaint follow-up on a monthly basis.*
  - *Internal committee established to determine what action to take when aesthetic complaints are received.*



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# **Provision of Leisure, Cultural And Recreational Activities**

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# Strategies

- Complete the Smiths Falls Lower Reach Basin Parkland Study by December 31, 2009
  - *Study completed and received by Council*

*Sensational!*



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# Strategies

- Finalize plans for the Memorial Community Centre Complex by December 31, 2008
  - *Contract tendered and awarded*

*Sensational!*



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# Strategies

- Support local sports organizations in providing affordable quality programs for youth and adults to promote fitness and wellness
  - *Continued base funding provided SF&DCFY, reasonable ice rental and CDC fee increases approved*

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# Strategies

- Finalize the renovation plans for the Smiths Falls Community Theatre by September 30, 2008
  - *Roof replaced and parking lot paved*

*Sensational!*



# Strategies

- Create a marketing approach to promote the many leisure, recreational and cultural services available in Town by May 31, 2008
  - *Ongoing into 2009*

*Sensational!*



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# Strategies

- Assist with plans for the annual Smiths Falls Chocolate / Railway Festival and other organized community festivals.
  - *Ongoing in 2009*

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# Provision of Quality Infrastructure

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# Strategies

- Completion of the new Water Treatment Facility (WTF) by June 30, 2009
  - *Completion date expected to be July 2009*

*Sensational!*



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# Strategies

- Completion of the Airport Economic Impact Study by April 30, 2008
  - *Completed and received by Council*

*Sensational!*



# Strategies

- Completion of the Airport Master Plan by October 31, 2008
  - *Under development by the Airport Commission and the Flying Club.*

# Strategies

- Ensure Ministry of Environment compliance with all operating guidelines at the Wastewater Treatment Facility (WWTF) and Water Treatment Facility (WTF)
  - *Ongoing – Currently we are in compliance*

*Sensational!*



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# Strategies

- Continue with projects to reduce hydraulic loading at the WWTF
  - *Ongoing - Pollution Prevention Control Plan to be completed in 2009*

*Sensational!*



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# Strategies

- Update the Town's Road Infrastructure Master Plan by October 31, 2008
  - *10 year forecast in place*

*Sensational!*



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# Strategies

- Completion of a report on Municipal Accessibility requirements by October 31, 2008
  - *Annual 2008 Accessibility Plan revised and forwarded to CAO*

# Strategies

- Completion of the Municipal Complex use of space options by September 30, 2008
  - *To be completed in 2009. Deferred due to delay in funding.*

*Sensational!*



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# Strategies

- Undertake space improvement actions for all Town owned holdings by December 31, 2008
  - *Ongoing*

*Sensational!*



# Strategies

- Undertake action to dispose of surplus assets on a regular basis
  - *Surplus Parks Building demolished*
  - *Clark Building being utilized by REAL*

*Sensational!*



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# Strategies

- Incorporate the Town's Ten Year Capital Plan into the Annual Planning and Budget Cycle.
  - *Ongoing for the past 10 years*

*Sensational!*



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# Strategies

- Explore infrastructure sharing opportunities with other Municipalities
  - *Ongoing as opportunities arise*

*Sensational!*



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# **Provision of Housing Choices** **and a Well Planning Community**

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# Strategies

- Work closely with building contractors and developers to ensure that new and existing housing stock of various types is available.
  - *Ongoing as developments arise.*

# Strategies

- Document and prepare a report on strategies and related programs to market the Town for residential, commercial and industrial development purposes by June 30, 2008.
  - *Commenced but will be completed in 2009.*

*Sensational!*



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# Strategies

- Update the Town's Official Plan and Zoning By-law by December 31, 2008
  - *Will be completed in 2009*

*Sensational!*



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# Strategies

- Complete a review of Municipal boundaries by October 31, 2008
  - *Ongoing*

*Sensational!*



# Strategies

- Complete the Smiths Falls portion of the City of Ottawa “Regional Transportation Study” by November 30, 2008
  - *The Town continues to be actively involved, along with a number of local mayors, in the Ottawa Transportation Study. In addition, VIA Rail is currently completing a number of VIA agenda upgrades in the Smiths Falls area.*

*Sensational!*



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**Support Local Job Creation Through**  
**A Strong Business And Tourism Sector**  
**and Heritage Recognition**



# Strategies

- Schedule regular visits with existing Business/Industry for timely communications, internal development and growth purposes. That the Small Business Contact Program, a joint effort between the Town and the Lanark North Leeds Enterprise Centre, be initiated by February 29, 2008 and run on a trial until the end of the year
  - *Visits conducted respecting visits with existing Business/Industry*
  - *Small business contact program and authorization given to continuation in 2009*

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# Strategies

- Complete the community branding exercise by February 29, 2008.
  - *Sensational Smiths Falls, Heart of the Rideau Canal, and a World Heritage Destination adopted as official Tourism brand*

*Sensational!*



# Strategies

- Complete the Tourism governance structure model by April 30, 2008
  - *Team Tourism continues to meet regularly*
  - *Identify projects developed and funding applied for through EODF in partnership with Lanark County Tourism and COC*

*Sensational!*



# Strategies

- Continue active liaison and work co-operatively with the Smiths Falls & District Chamber of Commerce and the Downtown Business Association
  - *Continue to partner with COC & DBA re: operation of Victoria Park, Downtown Beautification and Special Events eg. Doors Open*

*Sensational!*



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# Strategies

- Complete a review of the development options and servicing requirements of the Town owned lands in the Industrial Park by December 2009.
  - *Currently underway.*

*Sensational!*



# Strategies

- Complete a review of local tourism directional signage requirements by May 31, 2008
  - *Ongoing – Town is currently removing Hershey signs and updating others.*

*Sensational!*



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# Strategies

- Finalize plans associated with the Parkland Best Use Study by June 30, 2008
  - *Part of the Tourism Infrastructure Master Plan currently being completed.*

*Sensational!*



# Strategies

- Commence the Regional Economic Development Study by March 31, 2008.
  - *Currently underway and funded by the Provincial Government.*

*Sensational!*



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# Strategies

- Have all staff undertake Super Host training.
  - *As of December 31, 2008, 61 employees have successfully completed the Success through Service Training Session provided by Articulation Marketing and Communications.*

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# Strategies

- That the Town supports identification, maintenance, enhancement and preservation of our heritage assets and cultural features. The Town specifically recognizes the significance of chocolate manufacturing, the railway and the Rideau Canal, A World Heritage Destination as part of its cultural fabric.
  - *Municipal Heritage Committee re-established, meeting regularly and advising Council on Heritage issues ) Support in principle for the Rideau Canal Corridor Landscape Strategy*



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# Support for Environmental Initiatives



# Strategies

- Finalize the review of energy conservation measures for all Town owned holdings by December 31, 2008
  - *Electricity and Natural Gas procurement contracts executed with AMO/LAS (Local Authority Service)*
  - *Inventory of exit signs completed and retrofit to photoluminescent fixtures budgeted for 2009*

*Sensational!*



# Strategies

- Review options related to a Tree Replacement Program for the Town by April 30, 2008
  - *Staff have started replacing trees as old ones need to be taken down. Replacing of trees removed in the past will commence in 2009*

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# Strategies

- Continue the liaison with the Rideau Environmental Action League and assist with plans and strategies to address climate change, green initiatives, and other related environmental considerations and opportunities
  - *Provision of base funding and facility to operate REAL Deal Store*

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# Strategies

- Initiate a waste reduction program by December 31, 2009
  - *Integral part of the AMO program currently being designed.*

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# Strategies

- Develop landscaping guidelines for the Site Plan Approval process (December 31, 2008)
  - *Will be completed in 2009*

*Sensational!*



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## TOWN OF SMITHS FALLS STRATEGIC PLAN MEETING

The Town of Smiths Falls thanks you for your interest in this important endeavor, and looks forward to your comments and feedback.

You may send your comments to:

Via email: [lmckimm@smithsfalls.ca](mailto:lmckimm@smithsfalls.ca)

Via telephone: 613-283-4124 ext. 148 (Lynda McKimm)

Via Fax: 613-283-4764

Or you may contact Mayor Dennis Staples directly  
at 613-283-4124 ext. 110

*Thank You*

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