

**The Corporation of the Town of Smooth
Rock Falls**

**20-Year Comprehensive
Vision and Strategic Plan
Executive Summary**

KPMG LLP
January 2015

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1 Vision, Mission and Values

Vision

The vision statement for the Town outlines what the community will look like throughout the 20-year planning horizon, reflecting elements of what the community is now and what it hopes to become.

The community of Smooth Rock Falls is a vibrant, culturally diverse and active community, a place for families and small businesses to thrive. Residents take pride in their community, with a unique small town feel, a great natural environment and a high level of involvement and engagement. Our residents work together to strengthen our community and are welcoming of different cultures and viewpoints.

Mission

The mission statement defines the role of the municipality and what it will do specifically to achieve its stated vision.

The Town of Smooth Rock Falls leads in the establishment of conditions – social, community and economic – that make our community a great place to live. Through the provision of needed services, leadership in economic development and collaboration with other stakeholders, the Town ensures the wellbeing of the community and its residents, stimulating growth and initiative.

Values

These values reflect the importance placed by the Town on being 'client facing' and fiscally responsible. In addition, the values recognize that the Town's past, present and future circumstances require a level of involvement and risk taking on its part.

Value No. 1 – Client service excellence is paramount to everything we do

The Town exists to serve the needs of the residents of Smooth Rock Falls. Their needs guide our actions and are our first priority. In providing municipal services, we will seek to deliver quality services that meet the changing needs of our residents.

Value No. 2 – Decision making is forward thinking and solution oriented, with an appropriate degree of measured risk

Our community's success is based on optimism, creativity and the willingness to shape our own destiny. Everything is an opportunity. We recognize that success requires us to pursue new initiatives and embrace change and we encourage innovation in everything we do. We also appreciate the need to be prudent in our choices so as not to unnecessarily expose the Town to risk.

Value No. 3 – As stewards of public resources, we will strive to maximize effectiveness and efficiency in everything we do

We recognize the trust that is placed in us by our residents and will act in a manner that is responsible and transparent. We will ensure that public funds are used wisely and for the intended purposes, with an appropriate balance between the cost of the service and the value provided. We will be open to different ways of doing things.

Value No. 4 – Collaboration is critical to our success

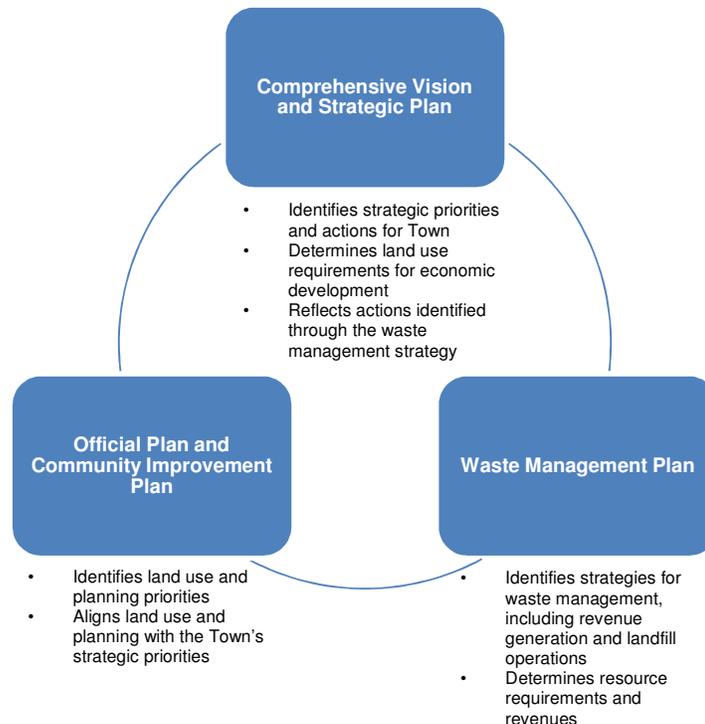
We will encourage other parties to work with us to in meeting the needs of our community and ensuring the well-being of our residents. We will be open to partnerships as a means of doing business and recognize that success for the community is dependent on all parties.

2 Strategic Planning Report 2015-2035

For most of its history, the fortunes of the Town of Smooth Rock Falls (the ‘Town’) have been tied to the forestry sector, which accounted for the majority of employment in the Town for over 90 years. With the closure and subsequent demolition of the Tembec mill in 2006, the Town faced a new reality – *how to maintain and thrive in the absence of its primary source of industry and employment?*

In the years following the mill closure, the Town has demonstrated marked success in achieving this goal. Population levels have stabilized, housing prices are starting to show signs of recovery, the local business community is recovering and municipal and other public services have been maintained. That said, the Town also finds itself at a crossroads – despite its success to date, the community still faces pressures that challenge its long-term sustainability. The continued ability of the Town to be a vibrant community necessitates the identification and execution of the *next big thing*.

In order to accomplish this, the Town began a comprehensive vision and strategic exercise that is intended to uncover the *next big thing* (or more appropriately *things*) that will contribute towards its ongoing success and vibrancy. Reflecting the concepts of ‘looking into a 20 year window of opportunity’ and ‘leaving no stone unturned’, the comprehensive vision and strategic plan is part of a broader exercise that involves an updating of the Town’s official plan and the development of new community improvement and waste management plans, all of which are intended to identify priorities for the Town’s continued development and lay out specific action plans for the short-term, mid-range and long-term future. Together, the plans will inform municipal decision making with respect to services, operations, staffing levels, infrastructure, economic development and collaboration with other public sector partners. Cumulatively, they will outline the Town’s course of action for the next 20 years.

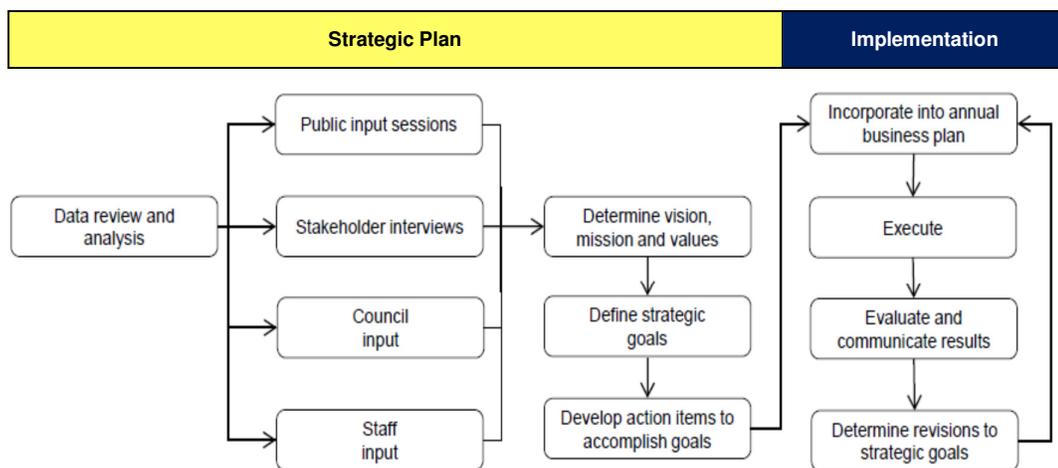


The Town’s comprehensive vision and strategic plan considers information and input from a number of different sources, all of which have been relied upon the development of strategic goals

and action plans for the Town. In and of itself, the plan represents only the first part of the broader process.

As part of its annual budget process, the Town will develop a formal business plan that will outline its priorities and action plans for the upcoming year, reflecting the strategic goals outlined in the comprehensive vision and strategic plan and the resources necessary to support these activities. The business plan will also report on the results of the prior year's activities, allowing future Councils and residents to assess the Town's performance against the plan. This also provides the Town with the opportunity to revise the strategic goals to better reflect changing circumstances, thereby ensuring that the plan remains relevant to the community.

A graphical depiction of the planning process is provided below.



The development of the comprehensive vision and strategic plan was undertaken over a ten month period and consisted to three main phases:

1. Formally defining the mission, vision and values of the Town, which would form the basis for future actions.
2. Identifying the Town's strategic goals, representing those areas of focus that, if successfully achieved, would contribute towards the realization of the Town's vision and mission while at the same time staying true to its values.
3. Implementing protocols for linking the Town's day-to-day operations with these goals, including methods for supporting the required behaviours, monitoring results and communicating to future Councils and the community as a whole.

As discussed in more detail in the report, the Town's vision evokes a vibrant and prosperous community, one that is inclusive of different perspectives and is built on a foundation of collaboration and community pride. Accomplishing this vision requires the Town to take leadership in establishing conditions – social, community and economic – that will make Smooth Rock Falls a great place to live while at the same time focusing on client service excellence, effective decision making, collaboration, efficiency and thinking as one community.

This is the expected outcome for the Town over the next 20 years. In order to achieve it, the comprehensive vision and strategic plan identifies four strategic goals, each of which is supported by short and long-term strategies and milestones against which future performance will be measured. The Town's annual budget setting process provides the ideal vehicle for implementing

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the strategies identified (through the allocation of budgetary resources) as well as communicating the Town’s progress against the plan.

While strategic planning is by no means new to the public sector, it is new to the Town. What the comprehensive vision and strategic plan seeks to provide is a structured and researched approach to determining the best use of taxpayer funds. If the Town’s experience demonstrates nothing else, it is that there is no such thing as status quo – things are always changing. The comprehensive vision and strategic plan is intended to allow the Town to define its future, identify what is needed to achieve it and set in motion the necessary change.

The following tables summarize the strategic goals, action items that will be undertaken to achieve these goals and the timeframe for implementation.

Strategic Goal	Strategies	Short-term (within next five years)	Medium-term (within next 10 years)	Long-term (within next 20 years)	
Economic leadership <i>The Town be a leader in future economic development initiatives through direct involvement in specific initiatives and indirect support to other parties. In doing so, the Town will allocate sufficient resources to economic development activities while ensuring that these resources are used in an effective and efficient manner.</i>	• Transfer economic development responsibilities from the CDC to the Town	✓			
	• Recruit a full-time economic development officer	✓			
	• Establish a favourable industrial tax policy	✓			
	• Establish residential and non-residential incentive programs	✓			
	• Undertake a community branding and marketing exercise	✓			
	• Position Smooth Rock Falls as a staging area for Energy East activities	✓			
	• Pursue economic initiatives involving commercial agriculture	✓			
	• Pursue construction of seniors’ housing as a means of providing continuum of care	✓			
	• Pursue residential waterfront development			✓	
	• Pursue transportation opportunities focusing on the Moosonee winter road			✓	
	• Pursue economic development opportunities with First Nation and Aboriginal stakeholders				✓
	• Pursue revenue-generating opportunities involving solid waste				✓

Strategic Goal	Strategies	Short-term (within next five years)	Medium-term (within next 10 years)	Long-term (within next 20 years)
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Fiscal responsibility and sustainability <i>The Town will be a leader in financial management for municipalities and other public sector organizations. In doing so, the Town will make investments in services that create value for our residents and in infrastructure that will sustain our community over the long-term.</i>	<ul style="list-style-type: none"> Implement formal business planning for all municipal departments with linkages to the strategic plan and budgets 		✓	
	<ul style="list-style-type: none"> Adopt formal policies for reserves, debt and treasury management 	✓		
	<ul style="list-style-type: none"> Implement a capital financing levy and associated capital financing policy 	✓		
	<ul style="list-style-type: none"> Consolidate municipal facilities 	✓		

Strategic Goal	Strategies	Short-term (within next five years)	Medium-term (within next 10 years)	Long-term (within next 20 years)
Culture <i>The Town will be a leader in accountability and client service to our residents. In doing so, the Town will continually evaluate its performance, identifying areas for improvement and communicating the results to our residents.</i>	<ul style="list-style-type: none"> Implement a formal self-evaluation process for Council 	✓		
	<ul style="list-style-type: none"> Implement formal performance management processes for management personnel 		✓	
	<ul style="list-style-type: none"> Continue formal results-based reporting to residents 	✓		
	<ul style="list-style-type: none"> Undertake annual customer satisfaction surveys 	✓		
	<ul style="list-style-type: none"> Realign job functions and associated job descriptions to maximize staff effectiveness 	✓		
	<ul style="list-style-type: none"> Establish a full-time position for protective services 	✓		
	<ul style="list-style-type: none"> Establish a full-time position for engineering technician 	✓		
	<ul style="list-style-type: none"> Increase staffing capacity within public works 	✓		
	<ul style="list-style-type: none"> Implement a formal training strategy for municipal personnel 		✓	
	<ul style="list-style-type: none"> Develop a succession plan for key municipal personnel 		✓	
	<ul style="list-style-type: none"> Introduce incentive-based compensation for municipal staff 			✓

Strategic Goal	Strategies	Short-term (within next five years)	Medium-term (within next 10 years)	Long-term (within next 20 years)
Collaboration	<ul style="list-style-type: none"> Pursue shared service arrangements with neighbouring municipalities 	✓		

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<p><i>The Town will be a leader in developing shared service arrangements with other parties. In doing so, the Town will actively pursue areas of collaboration that will allow for the sharing of resources and knowledge, improving service levels and reducing costs for all participants.</i></p>	<ul style="list-style-type: none"> • Establish a formal mechanism for collaboration with local public sector organizations 	<p>✓</p>		
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3 Economic Development Strategic Plan 2015-2035

Economic development represents the potential for the future as to what Town of Smooth Rock Falls (the “Town”) may look like. Currently, the Smooth Rock Falls Economic Development Corporation (‘SRF EDC’) serves as the delivery mechanism of economic development services. There exists the potential for economic development activities to be repatriated by the Town, and incorporate the staff resources of the SRF EDC into the Town’s organizational structure with the creation of an economic development advisory committee to assist in the oversight of economic development activities for the Town.

The Economic Development Strategic Plan outlines the Town’s planned approach to economic development over the 20-year planning horizon and addresses:

- Current industry profile
- Proposed corporate structure for the purposes of delivering economic development
- Potential economic development activities including:
 - Transfer economic development responsibilities from the CDC to the Town
 - Recruit a full-time economic development officer
 - Establish a favourable industrial tax policy
 - Establish residential and non-residential incentive programs
 - Undertake a community branding and marketing exercise
 - Position Smooth Rock Falls as a staging area for Energy East activities
 - Pursue economic initiatives involving commercial agriculture
 - Pursue construction of seniors’ housing as a means of providing continuum of care
 - Pursue residential waterfront development
 - Pursue transportation opportunities focusing on the Moosonee winter road
 - Pursue economic development opportunities with First Nation and Aboriginal stakeholders
 - Pursue revenue-generating opportunities involving solid waste

4 Long Term Financial Plan 2015-2035

Municipal services are typically viewed as falling into one of three categories – legislated, essential and discretionary – which describe the reason why the services are delivered. Regardless of the rationale for service delivery, all municipalities are required to balance the service levels and the associated costs against affordability constraints and fiscal sustainability. In order to accomplish this, the Town of Smooth Rock Falls (the ‘Town’) has prepared a long-term financial plan that outlines its intended financial performance over the 20-year planning horizon, as well as the strategies, priorities and policies that will influence financial decision making and resource allocation.

In developing the financial plan, the Town has attempted to consolidate the resource requirements associated with all aspects of the comprehensive planning process, including strategic priorities (economic development investments, new municipal services), infrastructure requirements identified in the long-term infrastructure plan, financial incentives to be made available through its community investment plan and internal changes outlined in its personnel and organizational plan.

5 Long Term Infrastructure Plan 2015-2035

The ability of municipalities to delivery services and programming to their residents requires a significant investment in supporting infrastructure. For the Town of Smooth Rock Falls (the “Town”), the total amount invested in its infrastructure – roads, pipes, buildings and vehicles – is \$33.8 million, which reflects the cumulative amount of its capital expenditures at historical cost. The cost of replacing this infrastructure in current dollars is substantially higher, amounting to \$78.5 million.

Across Ontario, municipalities are increasingly challenged to manage the need to reinvest in infrastructure, particularly for those municipalities where large components are approaching the end of their useful life. The Town is no different, with the results of its recent asset management plan indicating a total investment requirement of \$11 million over the next ten years. Given the significance of the Town’s infrastructure, planning for capital expenditures is key to its longer term sustainability, both from a financial perspective and in order to maintain its ability to deliver services at the intended levels.

In recognition of this, the Town’s comprehensive plan includes a specific component focused on long-term infrastructure funding. This document outlines the Town’s planned approach to capital reinvestment, both from a funding and expenditure perspective and addressed:

- Infrastructure investment priorities
- Required investment levels
- Funding sources

6 Personnel Plan

Personnel represent the greatest single asset of the Town of Smooth Rock Falls (the “Town”). Town employees are essential for the delivery of services, the administration of resources and the development and execution of municipal strategy.

This document outlines the Town’s planned approach to personnel management and organizational design over the 20-year planning horizon and addresses:

- Organizational structure
- Staffing profile and job descriptions
- Succession planning requirements
- Performance management
- Incentive pay strategies

As a long-term planning document, it is recognized that achieving the outcomes outlined in the personnel and organizational design plan will take time, with certain of the outcomes representing longer-term objectives. Additionally, the Town will adjust the plan to reflect its changing circumstances, including the impact of changes to services and service levels, regulatory requirements, financial conditions and other factors that may influence personnel matters.

Information concerning compensation levels for staff has been provided to the Town under separate cover and pursuant to Section 239(2)(b) and Section 239(2)(d) of the Municipal Act, qualifies for discussion at a closed session of Council.

7 Risk Management Plan

As a municipality, the Town of Smooth Rock Falls (the “Town”) is exposed to a variety of risks, both in connection with the provision of specific services to residents as well as more generic risks facing corporations in general. The development of the Risk Management Plan was based on the following principles:

1. It is impractical, if not impossible, to eliminate risk. Rather, the Town’s focus should be on managing risks based on its accepted level of risk tolerance.
2. The Town’s risk tolerance requires the minimization of health and safety risks to residents, staff and other stakeholders.
3. The Town recognizes the importance of economic development and is willing to consider a certain degree of risk with respect to the investment in economic development activities.
4. The Town will utilize strategies to manage risk through the involvement of third parties, where appropriate, so as to reduce its exposure to risk.
5. Effective risk management is a continuous process.

This document outlines the Town’s planned approach to risk management over the 20-year planning horizon and addresses:

- Identified risks
- The Town’s tolerance for exposure to those risks and associated potential impact
- Planned risk mitigation strategies

The Risk Management Plan includes a self-assessment reporting tool for the Town’s purposes.

8 Official Plan and Community Improvement Plan

The Town of Smooth Rock Falls initiated a new Official Plan (OP) for the Smooth Rock Falls Planning Area (including the Town and the unincorporated Geographic Township of Haggart. The OP is enabled under Section 17 of the *Planning Act*, as amended. The updated plan replaces the current Official Plan which was approved in 1957.

The purpose of the OP is to provide guidance and direction for development and planning decisions within the Smooth Rock Falls Planning Area to the 2034 planning horizon. Decision that affect an area's growth and development have long-lasting impacts. Ultimately, such decision should result in a liveable community that is economically and environmentally sustainable. The goal is to formulate policies that are both easy to interpret and apply and that logically guide development.

The Official Plan is implemented through the Zoning By-law and will provide a basis for other By-laws to regulate the development and use of land.

All planning decisions are required to conform to the Official Plan as per Section 24(1) of the *Planning Act*.

The Town embarked on a Community Improvement Planning exercise in order to encourage residential, commercial and industrial development. The Plan also serves to assist with improvements in the Main Street commercial core of the Town to enhance the visual aspects of this area and incentivize improvements.

The purpose of a Community Improvement Plan (CIP or Plan) is to allow for municipal incentives to stimulate private and public sector investment in a community. A CIP is a planning tool that establishes a framework for achieving community improvements to rehabilitate and revitalize project areas.

The CIP includes incentives to stimulate or encourage private and public sector investments and sets out guidelines for public and private sector improvements. The CIP can provide programs for municipal grants, loans, and rebates for private sector improvements.

The objectives of the Town of Smooth Rock Falls CIP project are to:

- Support private and public sector involvement by providing a variety of financial incentives for new initiatives, undertaken by either existing residents/businesses or inbound investors;
- Support the creation of Seniors and/or Affordable Housing by considering any municipally-owned, undeclared surplus land for Seniors and/or Affordable Housing before any other use is considered;
- Support the Town's initiative to attract waterfront residential development;
- Encourage residential intensification opportunities, such as mixed use and infill developments, accessory apartments, and residential conversion of upper floors of commercial buildings;
- Improve the Town's visual image and condition;
- Provide for the continued social and economic viability of the Town of Smooth Rock Falls;
- Provide an environment that is attractive to new investment for residential, commercial, and industrial properties in the Town of Smooth Rock Falls;
- Encourage the ongoing maintenance, rehabilitation, redevelopment, upgrading, and improvement of the physical environment, within a framework of sound fiscal management
- Align with the Town's Strategic Plan and Economic Development Plan; and
- Align with the Town's Official Plan (OP).

9 Waste Management Strategic Plan

The establishment of a Waste Management Plan was identified as a key component of the long term strategic plan for the Town, in order to address a number of items related to waste management within the Town of Smooth Rock Falls. Northern Ontario communities face much different challenges with respect to managing solid waste than most other major municipalities in Ontario. These challenges include:

- Lower population numbers resulting in lower material to be collected and sold to commodity markets
- Longer haul distances to recyclable material markets
- Smaller municipal workforce to manage the various aspects of the waste management system (i.e. landfill, collection, establishing diversion programs, etc.)

The Town has a fully permitted and operating landfill, however, this site will reach its ultimate capacity within the coming years. Further, by establishing diversion programs, the Town will remove some materials from entering the landfill and ultimately prolong the life of the existing site. There are a number of questions to be addressed and answered with respect to waste management within the Town, which is the primary reason for completing this Waste Management Strategic Plan.

There are four main areas of focus to the Town's Waste Management Strategic Plan:

1. Develop a compliance plan for the operation of the Town's landfill
2. Optimize operations and site life for the Town's landfill
3. Explore opportunities for expansion of waste management services
4. Prepare a 20-year Waste Management Plan

Within the Waste Management Strategic Plan, there are six key waste management objectives with respect to waste diversion:

1. Implement a curb-side recycling program
2. Achieve a 15 percent waste diversion rate by 2019
3. Achieve a 30 percent waste diversion rate by 2024
4. Achieve a 60 percent waste diversion rate by 2034
5. Develop a Landfill Operations Plan (short-term)
6. Expansion of Landfill (medium-term)

Given the fact that the 20-year planning horizon for the comprehensive vision and plans extend over the duration of five municipal councils, it is expected that the plan will be reviewed periodically to ensure its relevance in light of the Town's circumstances as well as the wishes and priorities of the current council.

The full version of the 20-Year Comprehensive Vision and Strategic Plan can be made available upon request by contacting:

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