



Town of Minto Strategic Plan

July 2013

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Table of Contents

Section 1.0 Mission and Vision.....	3
Section 2.0 Strategic Plan Process.....	4
Section 3.0 Strategic Plan Format.....	5
3.1 Guiding Principals.....	5
Section 4.0 Economic Development	6
Section 5.0 Financial Strategy	7
Section 6.0 Emergency Services and Health.....	8
Section 7.0 Recreation and Facilities	9
Section 8.0 Tourism and Culture	10
Section 9.0 Planning and Development.....	11
Section 10.0 Agriculture and Environment	12
Section 11.0 Public Works	14
Section 12.0 Governance and Leadership	15
Section 13.0 Timeline and Implementation	16
Section 14.0 Plan Evaluation.....	17
Section 15.0 Brand Positioning Statement.....	18
Schedule “A” Summary of Proposed Implementation.....	19
Schedule “B” Plan Hierarchy.....	22
Schedule “C” Public Workshop Notes and Meeting Minutes.....	23

Acknowledgement

The 2013 Town of Minto Strategic Plan was prepared “in house” based on community and staff input over seven public meetings, two staff consultations, and many hours of review and discussion between staff and Council.

Many of the actions and initiatives are based on the original plan prepared by



1.0 Mission and Vision

Vision

A friendly, safe, affordable, family oriented rural community built on a foundation of respect, volunteerism, and prosperous business, and sustained by people who value neighbourliness, fairness and inclusiveness.

Mission

Provide cost effective and responsive local government through superior customer service, internal stability and efficiency, and promoting responsible economic growth, healthy lifestyles, and respect for the natural environment.



The Vision is the beacon in the distance. Navigating by Mission. To accomplish our goals

2.0 Strategic Plan Process

Minto's first Strategic Plan was approved in 2006 and updated in 2009. In May 2012 Council evaluated the Plan and determined that nearly half of the actions and initiatives were complete or partially completed. In addition some of the mechanisms to review and monitor the Plan had not occurred in past years which demonstrated a need to update the plan.

In the summer of 2012 the Minto Fire Department prepared a Master Fire Plan, a process encouraged by the Office of the Fire Marshall and supported by Council. The Fire Plan includes a mission statement and core values to apply to that Department. Council approved the Plan in November 2012. The Strategic Plan for the Town integrates and supports the Master Fire Plan.

In the fall of 2012 Council initiated a consultation process to engage the public to help update the Strategic Plan. Public sessions were held in six key areas:

1. economic development, tourism and culture
2. recreation and facilities
3. agriculture and environment
4. fire and emergency services
5. public works
6. planning and development.

More than 100 people attended six sessions facilitated by qualified persons involved in the community supported by Department Heads and staff. Members of Council attended the sessions and in some cases participated where attendance was low, but most of the input was provided by members of the public who took the time to attend. A meeting summary is included in Schedule "C" to the Plan.

The facilitated sessions took a variety of forms using techniques learned through the Rural Leadership Summit and others brought forward by facilitators and Department Heads. In all cases the intent was to encourage discussion and gather input into the current actions in the Plan, new initiatives that may be missing, and other concerns and trends the Plan should reflect.

From the input provided in the six facilitated sessions a draft amended Strategic Plan was prepared for public comment and review through Spring of 2013. The draft Plan was emailed to people who participated in the original six sessions asking for suggestions, ideas and changes. A public meeting was held at the Harriston Train Station on May 14th, 2013 to obtain specific input on the draft plan. Town Public Works staff then held a discussion breakfast on Thursday June 25th with Administrative and Facilities staff reviewing the plan at a staff lunch Friday June 26th

Notes from the public meeting May 14th and the two staff sessions are included in Schedule "C". The staff meetings were hosted by the Mayor, CAO/Clerk and Department Heads to talk about the Plan and gain buy in and understanding on the relevance to day to day work at the Town. A final version of the plan was reviewed with Council August 6th and approved by resolution and confirmatory by-law.

3.0 Strategic Plan Format

The Town of Minto Strategic Plan update has a five to ten year scope with a new monitoring and updating process. The revised Plan is a mixture of elements from the original plan plus new core business areas of the Town not previously covered in the Plan. Core business areas each have an established overall objective and a series of implementing initiatives and actions.

The original Plan included a branding exercise that resulted in a marketing approach centering on the slogan “Where your family belongs.” Branding is covered in Section 15.0 of the Strategic Plan. The Town would change its brand positioning through amendment to the Strategic Plan.

The Strategic Plan has 97 initiatives in nine business areas. An implementation Schedule “A” prioritizes these initiatives. Sections 13 and 14 outline monitoring and implementation processes to ensure the Plan remains relevant and reflects the Town’s overall direction.

3.1 Guiding Principles

The following values are recognized as guiding principles for the Town and applicable to most of the nine business areas identified in the Strategic Plan:

- Community recognition within a “one town feel”
- Transparent with public, media, customers
- High level customer service; response commitment to email or phone inquiries
- Diversified, accommodating, versatile, well trained workforce
- Focus on quality and affordability
- Partnerships with private business and non profits
- Community engagement
- Environment
- Business and community development
- Authentic heritage



Authentic heritage



Environment



Business & community development

4.0 Economic Development

Pursue initiatives that improve the Town's economy, increase employment opportunities, enhance the skilled workforce, increase competitiveness, attract investment and maintain affordability for local residents and business.

Actions and Initiatives

- 4.1 Promote sustainable growth and development, and strategies that make Minto an attractive place for families to live and for businesses to prosper, and pursue development in settlement areas consistent with the character of the area.
- 4.2 Develop programs that encourage in-migration to meet defined labour market needs, and ensure Minto is an immigrant friendly community.
- 4.3 Ensure there is sufficient serviced/serviceable land for a variety of uses in Minto's three urban areas, and maintain a supply of municipally owned serviced industrial land for sale to business in accordance with Town policies.
- 4.4 Encourage a healthy, clean, appealing quality of life to attract and retain engaged citizens, and create a welcoming environment for creative and entrepreneurial people to expand and develop small business.
- 4.5 Continue retention and attraction strategies to help secure and stabilize existing business, and identify expansion and development opportunities from these contacts.
- 4.6 Promote and maintain strong commercial cores with a healthy land use mix in urban areas of Clifford, Harriston and Palmerston to provide goods and services required by local residents and business.
- 4.7 Support and expand Community Improvement Plan incentives to strengthen the Town's core commercial districts including programs to enhance maintenance of the existing building stock and encourage re-use of vacant buildings.
- 4.8 Provide access to and monitor up to date relevant statistics such as population, employment, income, demographics, business profile, traffic and service capacity that are useful for attracting new business and helpful to existing businesses looking to expand.
- 4.9 Increase awareness of Minto as a place for family friendly businesses with thriving commercial districts, and a location to visit and shop. Approach outside retailers and promote benefits of relocating or establishing a business in Minto.
- 4.10 Pursue and develop incubators in culture and/or agriculture sectors to encourage small business growth in these sectors with a view to expanding independently into permanent privately owned locations and operations.

- 4.11 Promote and encourage incentives for businesses that offer apprenticeship opportunities for students, such as the Apprenticeship Tax Credit and training grants. Expand and encourage sponsored scholarships for local high-school students to enter apprenticeship program for skilled trades.
- 4.12 Investigate methods to encourage traffic passing through the Town to stop and shop such as enhanced urban design, way finding and entrance signage, easily accessible public parking.

5.0 Financial Strategy

Manage Town finances in a transparent and fiscally responsible manner using a wide variety of accepted methods such as maintaining healthy reserves, investing conservatively, sensible user fees, property tax control, and responsible borrowing.

Actions and Initiatives

- 5.1 Actively seek out Federal and Provincial grants and revenue-sharing programs, and promote sustainable and equitable funding programs that require a minimal amount of reporting and promote local autonomy.
- 5.2 Work with neighbouring municipalities and the County to create mutually-beneficial cost-sharing arrangements including but not limited joint purchasing of equipment, sharing capital expenses on common projects and sharing personnel and expertise where possible.
- 5.3 Ensure financial plans to include a blend of capital financing methods including long-term debt, user fees, grants, internal reserves and taxation, and maintain reserves to the point where Minto reduces reliance on borrowing or tax increases to finance major capital expenditures.
- 5.4 Support and encourage volunteer fund-raising where local interest groups contribute to value added Town facilities and services, and facilitate activities that help such groups raise funds to support community services.
- 5.5 Pursue, develop and encourage public private partnerships that are fiscally responsible, transparent and mutually beneficial including sponsorships. Establish and maintain appropriate relationships with private business.
- 5.6 Analyze, prioritize and evaluate major capital projects from a cost-benefit perspective to determine fiscally feasibility. Comply with Provincial Asset Management Plan rules and accepted practices for small rural municipalities.
- 5.7 Adopt and maintain fair and transparent procurement policies and by-laws to ensure the Town receives competitive pricing on tenders and proposals, and that local business has equal opportunity to submit bids.

5.8 Ensure operations, facilities and programs operate efficiently and effectively through a business plan process implemented at budget.

6.0 Emergency Services and Health

Protect the health and safety of the community and citizens, business and the environment, by supporting a quality Volunteer Fire Department, emergency preparedness, and access to health care, prevention and wellness opportunities.

Actions and Initiatives

- 6.1. Cultivate strong relationships with the healthcare community taking an active role in moving health initiatives forward by appointing Council representatives to local Boards, and facilitating and assisting with maintenance and development of affordable local medical facilities.
- 6.2 Support Minto-Mapleton Health Care Professional Recruitment initiatives to help the local medical community recruit and retain Doctors, Nurse Practitioners and other medical personnel including but not limited to modest annual financial support and loan facilitation.
- 6.3 Support the Fire Department's mission to service the community with high standards of emergency response and fire prevention programs to ensure a safe environment for residents and to protect local business and property.
- 6.4 Maintain and enhance the local volunteer fire fighter model in Minto, and take a leadership role in setting standards for municipalities this size by ensuring training, equipment and vehicles available to volunteers compares with a full time fire service.
- 6.5 Make available the Town's Volunteer Fire Services to abutting municipalities at fees that cover the cost of developing and maintaining the service, and support joint initiatives to share the cost of fire prevention and inspection services.
- 6.6 In partnership with the County, continue the implementation of the Town's Emergency Plan including public education and training exercises.
- 6.7 In support of lead organizations, participate in community health and safety programs including Safe Communities- Wellington, Road Watch and similar to the benefit of local residents.
- 6.8 Implement planning standards for healthy community development including such tools as physical activity plans, walkable communities, remediation of contaminated sites, active transportation and similar.
- 6.9 Support cost effective and efficient regional Police and Ambulance Service

practices such as community oriented policing, response time performance measures and other methods are applied to ensure appropriate service levels for Town citizens.

- 6.10 Use innovative and visible means to communicate emergency matters such as social media, computer based applications, in field monitoring stations, warning sirens and similar to ensure residents and business are informed with the most up to date information before, during and after an emergency.

7.0 Recreation and Facilities

Maintain and enhance recreation opportunities to increase physical literacy to benefit persons of all ages and abilities using existing well maintained parks and facilities, and ensure the location, supply and availability of major facilities considering the cost as well as community development benefits

Actions and Initiatives

- 7.1 Create a supportive pedestrian and cycling environment by pursuing active transportation and walkable community initiatives in accordance with County and local plans and in cooperation with local groups and organizations.
- 7.2 Promote and pursue in partnership with trail groups and landowners a trail link from Palmerston to Harriston to Clifford, and develop additional trails, paths and walking tours throughout each area to link parks, natural and historic areas.
- 7.3 Link capital projects and new development with walkable community and trail initiatives, and promote awareness of local trails through association membership, brochures and website.
- 7.4 Promote and pursue in partnership with trail groups and landowners a trail link from Palmerston to Harriston to Clifford, and develop additional trails, paths and walking tours throughout each area to link parks, natural and historic areas. Promote awareness of local trails through association membership, brochures and website.
- 7.5 Encourage existing groups to increase use of Town facilities and attractions through youth subsidies, cost effective application of non-prime time rates, and joint marketing of tournaments and events.
- 7.6 Support amateur sport by recognizing Provincial and National Champions, partnering to attract training facilities or events, and supporting local individuals or teams who participate nationally or internationally.
- 7.7 Develop design plans in consultation with the public, for urban areas that link parklands, trail systems, facilities and identify future works needed to improve recreation infrastructure. Complete a Parks, Recreation and Facilities Master

Plan to assist with overall planning within a 5 to 10 year scope..

- 7.8 Establish cemetery management plans to assist with long term capital planning, increase visual appeal, enhance interment options, and increase cemetery use as a place to learn about the people, stories and history of the community.
- 7.9 Upgrade community facilities to ensure access is available for persons of all abilities in compliance with applicable regulations keeping in mind community need, affordability and standards for communities of similar size. Utilize asset management principles when planning for community facility upgrades

8.0 Tourism and Culture

Increase awareness of “Minto” as a destination by developing and supporting successful and sustainable tourism products that attract the traveling public, encourage spending on local products and services, and promote Minto as a great place to relocate and invest.

Actions and Initiatives

- 8.1 Regularly communicate tourism and marketing strategies including successful tactics, timing and performance measures. Promote Minto through testimonials from current successful tourism businesses.
- 8.2 Promote businesses or groups offering agri-tourism products geared toward educating children and families about agriculture such as farm Bed and Breakfasts, pick-your-own produce, country family courses (ie. making preserves, holiday ornaments), and other appealing tourist offerings.
- 8.3 Implement, monitor and review the Town’s Cultural Plan, and ensure the goals, objectives and actions the plan reflect community interests and factor into Council decision making and budget.
- 8.4 Facilitate private business or non-profit groups bringing small, medium and large sized events to Town facilities and spaces that attract visitors, develop local talent and culture, fundraise for local groups and enhance local business.
 - 8.5 Support development of year round tourism product such as winter sport tournaments, cultural celebrations and events including those related to Christmas and the holiday season, and where appropriate organize and run, in partnership with local groups, a limited number of annual events that celebrate downtown activities, cultural attractions and community celebrations.
- 8.6 Support operations at the Norgan Theatre through the use of volunteers, and develop programs to diversify cultural offerings and enhance it as a location for rainy day or winter events geared to travelling or visiting public.

- 8.7 Utilize the Cultural Round Table as the primary group to implement the Cultural Plan with representatives from local, regional and provincial agencies, business, non-profit and government organizations as well as youth.
- 8.8 Maintain and enhance partnerships with the Chamber of Commerce to ensure the retail sector has access to information on current tourism trends, and develop and maintain information packages and web based statistical information to encourage new or expanded commercial tourism businesses.
- 8.9 Support programs that promote and develop youth activities such as a Youth Action Council in partnership with health and wellness agencies, other municipal committees and similar interest groups where appropriate.
- 8.10 Through Downtown Committees and political representatives, meet with local retailers to facilitate and develop themes, improvements and specials (ie. sidewalk sales, passport campaigns, heritage days, rental property promotions, loyalty programs, Christmas lights, Think Minto First etc.)
- 8.11 Support programs that encourage active and engaged seniors, and support development of facilities and programs that required for an aging community in partnership with private business, non-profits and other government organizations
- 8.12 Promote and support development of Minto's authentic heritage and culture to assist with creating a unique family destination. Work with local heritage groups to create tours and integrate historic stories into local tourism product.

9.0 Planning and Development

Ensure growth and development in Clifford, Palmerston and Harriston makes cost effective and efficient use of municipal services, and development in rural and urban areas is well planned, reflects community interests, is attractive in design and layout, and is consistent with applicable County and Provincial Policies.

Actions and Initiatives

- 9.1 Establish and maintain streamlined planning approval processes that use innovative and cost effective tools to protect Town and public interest and ensure development proceeds quickly and affordably.
- 9.2 Provide grants for businesses that improve the building facades, address structural improvements, and promote re-use and redevelopment of existing buildings where architectural and heritage features are maintained.
- 9.3 Enhance funding and increase the range of qualifying projects in the Community Improvement Plan, such as structural improvements, and promote

existing incentives for Brownfield redevelopment and tax increment financing while encouraging the County and Province to participate. Review the Plan's geographic area to assess whether to include areas beyond the downtowns.

- 9.4 Provide strong community development policies and practices that support a family friendly environment, attract family oriented businesses, and enhance Minto as a welcoming, attractive, and safe location. Include resident and business testimonials supporting the family image in publications.
- 9.5 Support a suitable supply, type and variety of housing at a range of prices in Minto including ownership or rental options. Encourage residential infilling in upper floors of commercial buildings and intensification adjacent to downtown areas keeping in mind the character and needs of the community.
- 9.6 Support policies and practices such as creative and flexible zoning by-laws to encourage commercial intensification, expansion and building re-use in downtown areas. Apply a combination of strict enforcement, and strong incentives to maintain and enhance the building stock.
- 9.7 Promote environmentally friendly development through subdivision and site plan control such as naturalized stormwater management, low maintenance landscaping using native species, and energy and water preservation techniques that enhance design and improve the cosmetics of the community.
- 9.8 Continue support for energy conservation through programs like Green Legacy, Communities in Bloom, Energy Conservation Plans and similar.
- 9.9 Develop and support fair procurement by-laws and procedures that encourage competition, while recognizing the benefits of local purchase where competitive pricing is available.
- 9.10 Continue to invest into maintaining and improving the visual appeal of downtown cores, ensure future development links into the design character of public space, and strengthen the 'one-town' feel with consistent visual design in original urban communities. (ie. similar colours, light standards, planters).
- 9.11 Inventory, maintain and recognize heritage buildings in accordance with the Ontario Heritage Act, and consider the benefits of heritage designations and districts where there is proven economic and community benefit.
- 9.12 In absence of Province wide direction, implement Source Water Protection Plans in partnership with the County and lower tier municipalities and request the Province approve one Source Protection Plan for higher risk areas in Minto.
- 9.13 Implement short form wording and streamline by-law enforcement practices where possible to efficiently allocate resources to minor offences, and continue enforcing by-laws based on complaints keeping in mind available resources.

10.0 Agriculture and Environment

Support programs that maintain Minto's strong agricultural identity, enhance agricultural work, and protect and restore the natural environment given Minto's location in the heartland of Ontario surrounded by farmland and acknowledging that farming and a healthy natural environment are inextricably linked,

Actions and Initiatives

- 10.1 Protect natural areas and floodplains, encouraging bio-diversity, and increase public awareness of guidelines for pesticide use, hazardous chemicals, and noxious weeds in residential areas
- 10.2 Promote urban forestry, low maintenance landscaping and park development to create more environmentally diverse green spaces including pursuing small plots/community gardens/remote plots in public space.
- 10.3 Continue to partner with local Fall Fairs to promote agriculture awareness, and expand Minto's agricultural image and identity by promoting the Town as an agricultural area.
- 10.4 Encourage agri-industry and agri-tourism to strengthen and expand existing agricultural-related products and services, and investigate and define types of retail businesses that build upon Minto's the agricultural heritage.
- 10.5 Improve accessibility and awareness of local food by continuing to maintain and enhance Farmers' Markets, facilitating a Clifford Farmers' Market (where there is sustained local interest) and continuing to promote buy local food campaigns in partnership with the County and others
- 10.6 Recognizing agriculture is in transition, support diversification of farming businesses and family farms, and identify programs such as an agricultural park as a means for new farmers to enter the business.
- 10.7 Identify alternatives to horse racing in the event the industry cannot be sustained including trail rides, competitive trail racing, therapeutic equine centres or similar alternatives that provide service to the community and take advantage of investment in the equine industry.
- 10.8 Engage the Mennonite and Amish Community and facilitate interaction between Council and these communities.
- 10.9 Implement the Integrated Community Sustainability Plan, continue to be a leader in Environmental consciousness, and proceed with energy conservation initiatives including recognizing employees who develop and implement environmentally friendly practices.

10.10 Develop a Green Energy Plan according to Provincial guidelines, recognize environmental and conservation efforts in Minto, and support public education on conservation through web based and print material.

10.11 In partnership with private business host solar power initiatives on Town land that encourage local investment keeping in mind community impacts, and Provincial policy. Support on a case by case basis investment in solar energy on private lands where compatible with community interests are addressed.

10.12 Increase local food purchases, food sovereignty and empowerment by developing a series of skills training workshops, in partnership with businesses and local food advocates.

11.0 Public Works

Maintain and enhance infrastructure to protect public health and safety, prevent property damage, maintain high quality of life, and effectively manage financial resources to ensure Minto is an attractive and viable community for family living and business investment.

Actions and Initiatives

11.1 Implement financial plans to ensure water distribution and treatment, and sewage collection and treatment systems are operated effectively and efficiently, costs are allocated fairly based on residential and non-residential metered rates, and operations, maintenance and future capital replacement is planned for and financed.

11.2 Continue to operate water treatment and distribution with the highest standards of public safety in mind and according to Provincial requirements using highly trained Town staff, and maintain cross training and enhanced duties to assume responsibility for sewage collection and treatment facilities from Centre Wellington. Maintain both water and sewer facilities using qualified Town staff so long as it is cost effective and efficient to do so.

11.3 Develop a transportation plan that includes a roads and bridges inventory and capital replacement program keeping in mind sustainable funding sources, impact on tax rate, and minimum construction and maintenance standards.

11.4 Adopt policy governing use of unopened road allowances in rural and urban areas so the Town does not to sell such lands except where there are specific and compelling reasons and no demonstrated municipal need.

11.5 Establish and maintain a fleet management system to allocate Town tax dollars efficiency toward vehicle maintenance and replacement, ensure reliable and safe vehicles are in service.

- 11.6 Maintain cost effective and appropriate partnerships with the Province, County and nearby municipalities to provide for efficient ongoing maintenance of infrastructure including but not limited to sharing staff resources, using similar technology, establishing joint standards and other areas of mutual benefit.
- 11.7 Apply policies where developers pay for the cost of services required for a subdivision or similar development, that hard service costs are recovered through appropriate fees for infill lots, and the cost of remaining infrastructure such as sidewalks, parkland, private utilities and similar are born by the benefitting parties.
- 11.8 Investigate the possibility of using bio fuels, hybrid or other environmentally friendly vehicles, equipment and practices if cost effective and efficient.

12.0 Governance and Leadership

Demonstrate Council and Staff leadership by taking primary responsibility for implementing and following the Strategic Plan, while recognizing the roles of community leaders in achieving Plan success.

Actions and Initiatives

- 12.1 Implement the strategic plan in consultation with the community at all times, and draw on the volunteers, private business, non-profit groups and key individuals to assist and promote strategic goals. Operate the Town owned municipal service corporation to facilitate on-going operation of the Harriston Lion's Medical Centre and other economic development goals of the municipality
- 12.2 Continue to be a leader among small rural municipalities in local strategic initiatives that benefit the economy, protect the environment, effectively allocate resources, encourage innovation, streamline procedures, and create opportunity for individuals and business.
- 12.3 Support training and business development initiatives to encourage youth to gain skills and abilities to meet the needs of business, industry and agricultural communities.
- 12.4 Maintain and enhance partnerships with leaders in health care, private business, non-profit and government sectors to ensure initiatives in the strategic plan are addressed, and continue to develop "public-private" or "public-public" partnerships of strategic benefit to the community.
- 12.5 Increase Council and staff visibility with students, business and the public by scheduling school and business visits, open houses at municipal offices and facilities, celebrating local government week and similar events that increase

the transparency of municipal operations.

- 12.6 Continue to use all media options such as news releases, social media, web site, and YouTube to increase Council and Senior Management visibility, and enhance transparency including such techniques as monthly newspaper columns, recorded meetings, blogs and similar communication.
- 12.7 Demonstrate innovation in all aspects of municipal business acknowledging the importance of training, succession planning, transparency, communication and team-based approaches to municipal operations.
- 12.8 Support projects that encourage original communities to work together such as the trail development, Norgan Theatre, Communities in Bloom, downtown revitalization and similar.
- 12.9 Engage leadership in local service clubs, sport and cultural associations, schools, and churches, beyond traditional Council and staff jurisdictions, to form, implement and assess strategic initiatives.
- 12.10 Provide leadership training resources where available, learn from leaders in the community, and compete for awards demonstrating leadership successes.
- 12.11 Provide a structure to support a “one Town” identity to improve communication between related town services, organizations, businesses, education, healthcare and tourism, while still allowing local stories and heritage to be recognized and flourish.
- 12.12 Identify and reduce overlapping municipal services should they exist including within Town supported programs and organizations, and provide a system to help coordinate event planning across multiple local organizations.
 - 12.13 Ensure savings in time and cost as well as efficiencies are achieved using online or electronic registrations, electronic meeting formats for Council and standing committee where possible, standardized electronic filing using recognized municipal formats such as TOMRMS and in communication material by coordinating internal and external vehicles such as web sites, media relations, newsletters, bulletin boards, and printed guides.
- 12.14 Ensure the Town provides services and facilities accessible to persons of all abilities in compliance with Provincial regulations keeping in mind the needs of the community, ability to pay and best practices of similar municipalities.

13.0 Timeline and Implementation

The updated strategic plan has a five to ten year time frame. Issues of an immediate nature will be implemented first while long term issues could take several years to complete. Issues in place and to be sustained are also identified. Schedule “A” to

this plan includes a chart outlining the implementation approach to each initiative.

The detailed timeline for strategic plan implementation in Schedule “A” will help monitor and assess the strategic plan. The initiatives break down into areas that reflect the current organizational structure of the Town making tracking workflow easier and allowing Staff and Council to determine if timing for goals is realistic.

The amended strategic plan includes 97 initiatives in nine business areas breaking down into priorities as follows:

Short Term (1 – 3 years)	40 actions or initiatives
Medium Term (3 – 5 years)	21 actions or initiatives
Long Term (5 plus years)	3 actions or initiatives
Ongoing	33 actions or initiatives

It is proposed that each year staff report to Council outlining progress on initiatives under the Strategic Plan. This report will identify whether an action or initiative is complete and any progress made on initiatives considered on-going. There is a tendency to classify initiatives as on-going so it is important that the annual review identify accomplishments that might relate to an on-going action or initiative.

For example initiative “5.8 Apply a business planning model at budget” occurs annually at budget deliberations. Department heads provide a business plan outlining current year budget, actual expenditures, reasons for budget to actual differences, proposed increases or decreases to the budget, rationale for change, performance measures, and a recommended budget. If Council chooses to require more information in the business plan, or a new process is developed to present the business plans this would be recognized in the Strategic Plan annual review.

The Strategic Plan must be an active document in the community to be effectively implemented. It is to be referenced in staff reports, considered during the budget process, profiled on the Town’s website, and absorbed into the culture of the organization. In addition to the annual review, the following is required to ensure the plan remains active:

- 1) Identify plan structure in key presentations to the public and Council (Schedule “B”).
- 2) Identify actions and initiatives in staff reports, consulting documents and similar to ensure decisions made are consistent with strategic initiatives.
- 3) Minor changes to the plan such as timing or priorities can be made without amendments, but amend the plan if a new initiative is identified and pursued.
- 4) Report on plan implementation annually to Council at budget or as needed.
- 5) No less than once every two years, hold public consultations on the Strategic Plan to assess level of impact and to update where necessary.
- 6) Re-evaluate the plan with every new Council following a municipal election with full public consultation and facilitation removing completed initiatives and those that are not being pursued or are no longer relevant.

14.0 Plan Evaluation

On-going evaluation of Strategic Plan success is important. One option is to review progress on the Plan based on certain performance measures. This can include comparing Minto to other municipalities using the municipal performance measurement program. The Town should ensure the measures selected fairly and accurately reflect progress on strategic initiatives.

The Plan can also be identified on a departmental basis in business plans established during the budget. They might include statistical reports on facility bookings, number of fire calls, business development visits, new partnership agreements, cost per capita of services, industrial land sales, business incubator results and similar. The Municipal Information & Data Analysis System (MIDAS) can be used to obtain comparison data.

Some of the questions to be asked to assess Plan initiatives include:

1. How successful was the project/program?
2. Was the project completed on time and budget?
3. Was this project better than similar projects in competing towns?
4. Did the project achieve its objectives?
5. Did the project structure work for that particular project?
6. What can be done better next time?

The primary tool for this review should be the Business Planning Process at budget.

15.0 Brand Positioning Statement

Original Strategic Plans for the Town included considerable work identifying a brand positioning statement for the community. This statement and approach has served the municipality well. It has local support and is championed by organizations such as the Chamber of Commerce. As such the following slogan and explanation is still relevant under the new Strategic Plan

“Minto. Where your family belongs.”

This positioning offers two, distinct promises:

One, for families it says that Minto is the place where your family deserves to be for a more rewarding and enjoyable lifestyle. For visitors, it says Minto is where your family deserves to be for family-centered events and activities, and for an escape from the problems and chaos of daily city life.

Two, it says that Minto offers families the opportunity for belonging – to a community, to a way of life, to shared values and dreams – peace, tranquility, affordability, stability, clean environment and old-style neighbourliness and friendliness.

“Where your family belongs” also has the ability to broaden its meaning to suit specific needs and occasions. To attract and encourage business development and sponsorship, it’s “Where your business belongs.” To attract business conference or off-site meetings, it’s “Where your conference belongs.” To attract any type of sporting event, it’s “Where your tournament belongs.” In everything the town does, “Where your family belongs” is a natural “button.”

If the Town wishes to change the brand positioning statement, Council should amend the Strategic Plan to ensure actions and initiatives are consistent with the new brand. Extensive community consultation is recommended when this is to occur. There is no identified time frame for the brand, except that if a comprehensive review is started in five years, the Town should reconsider its branding at that time.

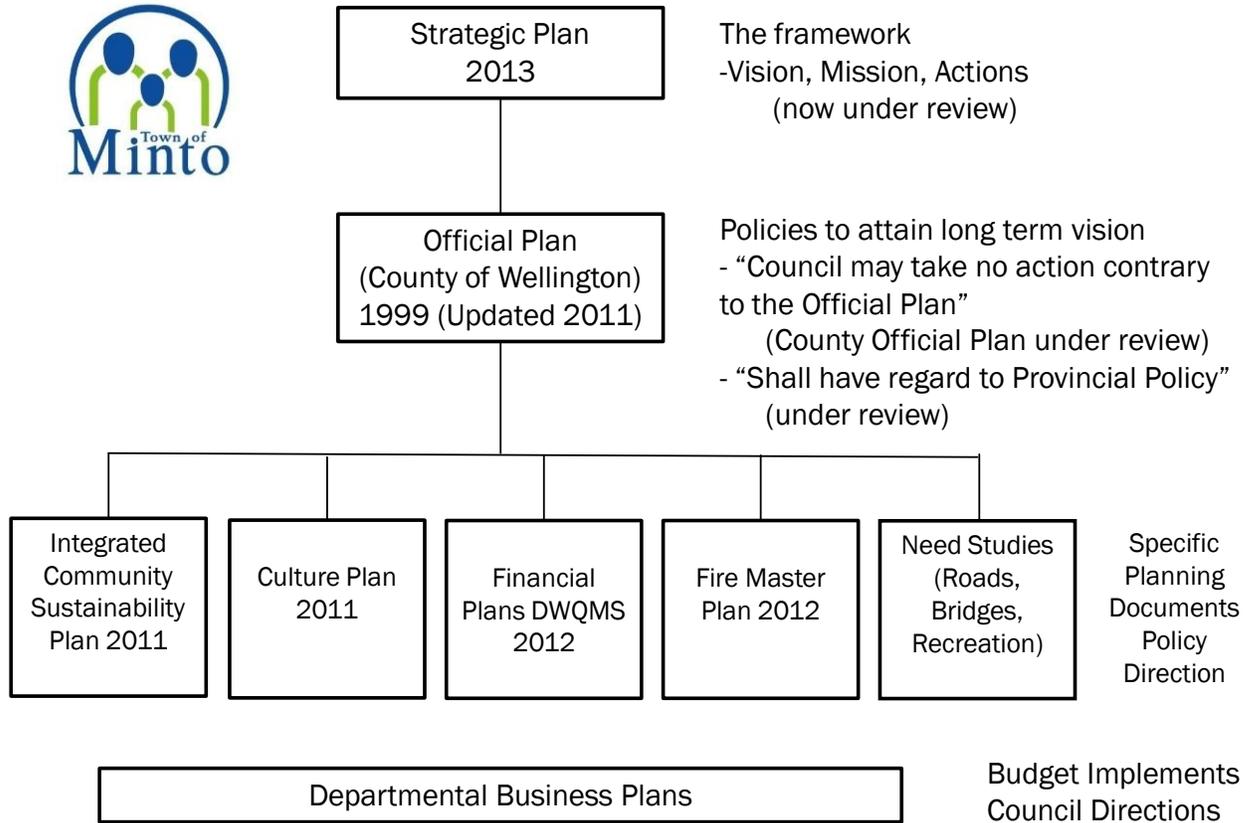
Schedule “A” Summary of Proposed Implementation

Business Area	Short Term	Medium Term	Long Term	On-going
<u>4.0 Economic Development</u>				
4.1 Promote sustainable growth & development				1
4.2 Programs that encourage in-migration	1			
4.3 Serviced Land	1			
4.4 Quality of Life, Welcoming Environment				1
4.5 Retention, attraction to stabilize & expand	1			
4.6 Promote, maintain strong commercial cores				1
4.7 Expand Community Improvement Plan	1			
4.8 Accurate up to date statistical information	1			
4.9 Increase family friendly business awareness		1		
4.10 Develop culture, agriculture incubators	1			
4.11 Encourage, incentives apprentices, trades	1			
4.12 Stop and Shop through traffic	1			
<u>5.0 Financial Strategy</u>				
5.1 Actively seek grants				1
5.2 Work jointly County & lower tiers for efficiency				1
5.3 Blend financial planning methods for capital	1			
5.4 Support and facilitate volunteer fundraising				1
5.5 Fiscally responsible Public Private Partnerships		1		
5.6 Asset Management Planning	1			
5.7 Fair and transparent Purchasing & Procurement	1			
5.8 Apply business planning model at budget				1
<u>6.0 Emergency Services and Health</u>				
6.1 Cultivate relationships, active in initiatives	1			
6.2 Support Joint Health Care pro recruitment				1
6.3 Support Fire Department Mission				1
6.4 Maintain and Enhance Volunteer Fire Model		1		
6.5 Offer Fire Services and joint fire initiatives				1
6.6 Implement Emergency Plan with County				1
6.7 Partner community health & safety initiatives	1			
6.8 Planning standards for health community		1		
6.9 Effective, efficient regional Police, Ambulance				1
6.10 Innovative visible emergency communication		1		
Subtotals	13	5	0	12 30

Business Area	Short Term	Medium Term	Long Term	On-going	
<u>7.0 Recreation and Facilities</u>					
7.1 Active transportation, walkable community				1	
7.2 Trail partnerships and link communities		1			
7.3 Trail awareness, web, brochures, members			1		
7.4 Market promote to grow facility customer base	1				
7.5 Enhance current users facility booking				1	
7.6 Create, support amateur sporting events			1		
7.7 Develop urban design plans with public	1				
7.8 Cemetery plans to enhance use of space	1				
7.9 Upgrade facilities for persons of all abilities	1				
<u>8.0 Tourism and Culture</u>					
8.1 Communicate marketing strategy and tactics				1	
8.2 Facilitate support agri-tourism products	1				
8.3 Implement, monitor, review Cultural Plan				1	
8.4 Facilitate events to encourage facility use				1	
8.5 Assist in developing year round product			1		
8.6 Support diversified Norgan operations	1				
8.7 Cultural round table as primary plan contact				1	
8.8 Maintain enhance Chamber partnership				1	
8.9 Promote Town outside tourism events				1	
8.10 Meet Local Retailers on themes & specials				1	
8.11 Facilitate family programs at accommodators			1		
8.12 Promote authentic heritage			1		
<u>9.0 Planning and Development</u>					
9.1 Streamlined planning approvals				1	
9.2 Façade, sign grants, add structural element	1				
9.3 Enhance Community Improvement Plan fund	1				
9.4 Strong community development policies			1		
9.5 Support housing variety and infilling	1				
9.6 Creative flexible zones downtown commercial			1		
9.7 Subdivision site plan control improve cosmetics			1		
9.8 Support energy conservation				1	
9.9 Fair competitive procurement policies	1				
9.10 Improve downtown visual appeal				1	
9.11 Heritage inventory and recognize resource			1		
9.12 Implement effective Source Water protection	1				
9.13 Short form wording of bylaws	1				
Subtotals	12	8	2	12	34

Business Area	Short Term	Medium Term	Long Term	On-going	
<u>10.0 Agriculture and Environment</u>					
10.1 Protect natural areas, bio-diversity				1	
10.2 Urban forestry, low maintenance landscaping	1				
10.3 Work with Fall Fairs, market local agriculture				1	
10.4 Strengthen, expand retail agriculture link		1			
10.5 Maintain, enhance Farmer's markets	1				
10.6 Agricultural park to support new farmers		1			
10.7 Investigate non-racing equine business/events		1			
10.8 Engage Mennonite and Amish Communities	1				
10.9 Implement ICSP, leader in energy conservation				1	
10.10 Green Energy Plan as required by Province	1				
10.11 Host Solar initiatives with local investment	1				
10.12 Local food sovereignty and workshops		1			
<u>11.0 Public Works</u>					
11.1 Implement water & sewer financial plans				1	
11.2 Operate treatment distribution high standards	1				
11.3 Develop transportation plan		1			
11.4 Policy regarding unopened road allowances	1				
11.5 Establish fleet management system	1				
11.6 Partnerships for infrastructure maintenance		1			
11.7 Developer pays for development costs				1	
11.8 Investigate bio fuels, hybrid, enviro practices			1		
<u>12.0 Governance and Leadership</u>					
12.1 Implement Plan with community consultation	1				
12.2 Leader innovation for rural municipalities				1	
12.3 Support training skills to meet business need	1				
12.4 Develop partnership with private & non-profits		1			
12.5 Increase Council & staff visibility	1				
12.6 Use all media & social media to communicate				1	
12.7 Demonstrate innovation, transparency, team				1	
12.8 Support projects along with community groups	1				
12.9 Engage local leaders beyond Council meetings				1	
12.10 Leadership training and awards for success		1			
12.11 Support one identity plus local stories	1				
12.12 Identify decrease overlap, coordinate events	1				
12.13 Coordinate marketing materials	1				
12.14 Service persons of all abilities incl. ability to pay				1	
Subtotals	15	8	1	10	34
Totals	40	21	3	33	98

Schedule "B"
Plan Hierarchy



Schedule "C"
Public Workshop Notes and Meeting Minutes

2012 Strategic Plan Update October 15, 2012 Harriston Train Station
Strategic Focus Area: Economic Development, Tourism & Culture
Action items listed in order of importance

New Action Items to Add

1. Address Absentee landlord issues (19)
2. Creation of business incubators (10)
3. Encourage collaborative competition among retailers downtown (10)
4. Collaborative promotion for tourism, tournaments, events with other townships and County (10)
5. Create affordable housing (8)
6. Signage approaching Minto (7)
7. Build on history of towns (i.e. story telling or heritage fair) (7)
8. Sustain support for local food (fairs and farmers market) (6)
9. Create an excellence in business & manufacturing network (6)
10. Create an equine destination/activities (e.g. cross country horse riding) (5)
11. Make washrooms available to tourists (downtown) (5)
12. Involve the Mennonites in the town, services etc. (2)

Previous Plan Action Items that will Remain

1. Meet regularly with local retailers to brainstorm and discuss ideas for themes, improvement and specials. (20)
2. Assist local medical community with recruitment and retention of Doctors, NPs and other medical personnel. (18)
3. Maintain dialog with local retail sector in tourism destination development including testimonials. (16)
4. Encourage a healthy, clean, interesting quality of life to attract and retain engaged citizens, creative and entrepreneurial people. (16)
5. Increase awareness of family destination by attending outside events, sitting on regional tourism committees and networking (15)
6. Use heritage/culture to create a unique family destination working with our local heritage groups on tours, plaques and stories (15)
7. Flow resident dollars into Minto's retail businesses vs. surrounding municipalities (i.e. shop local) (14)
8. Develop statistical information to attract commercial tourism businesses, provide updates on commercial tourism trends. (14)
9. Ensure that the Norgan Theatre diversifies its cultural offerings (14)
10. Involve the tourism business community in the tourism, heritage, arts and culture type committees. (14)
11. Write a tourism marketing plan. (13)
12. Build and maintain communication with the Chamber of Commerce and the regional tourism associations to develop loyalty programs, cross promote etc. (13)
13. Establish sustainable economic development strategies (11)

14. Make decisions based upon economic impact through a checklist of reference criteria (11)
15. Appoint and direct the health board representative on Town Council to stay informed on issues (LHIN) (11)
16. Provide a system to help coordinate event planning within the Town of Minto (i.e. event calendar on website) (11)
17. Cultivate strong relationships with healthcare community and take a leadership role in moving health initiatives forward (7)
18. Support business development and expansion through retention and expansion plan, and increased visibility in Toronto, Guelph, KW visibility (4)

2012 Strategic Plan Update November 1, 2012 Harriston Arena
Strategic Focus Area: Public Works

Area of Concern:

Roads:

Suggestions:

- Minto Roads are in good condition, keep maintaining
- Issue with the Tim Horton's area for example, trucks parking on the Road, needs a turning lane.
- Continue with the Adopt a Road Program
- Work more on rural roads, especially culverts and dips
- Invest in Downtown Harriston, issues with sidewalks not going all of the way to Tim Horton's
- Companies that create road issues should help to pay
- Although there is no parking allowed on Highway 9 near Tim Horton's, trucks continue to park there. Write to the Companies who's trucks park there?
- Lower standard of road (winter) Maintenance, should expect some snow.
- Deal with problem traffic in Harriston and Clifford on Holiday weekends and in Palmerston at TG Minto during shift changes.
- Capital projects should be engineered in advance for future funding.
- Traffic counts and other criteria should be looked at for re-building gravel roads and hard surfacing. (Maintenance vs capital costs)
- Continue being proactive in working with citizens.

In-house Engineering

Pros:

- Availability and personalized service and providing a level of service.
- Cost

Cons:

- Support staff
- Efficiency

Suggestions:

- Situational on whether to contract out. By contracting out, you receive information from staff that is specialized in the areas required.
- Must have a close working relationship with engineers.

Water and Sewer:

Suggestions:

- Use in-house staff for small Capital Projects and the Operations of the systems
- May be an opportunity for inter-municipal co-operation in running of systems
- Public Awareness of Source Water Protection areas and issues
- Water meters will encourage water conservation
- Make sure that water bills reflect the use of buildings and have the By-law state that the Town can back date rates (ex. vacancies)
- Concern that reduced consumption may also reduce revenue

Street Lighting:

Suggestions:

- Best to phase in improvements to deal with rapid changes in technology.

Cemeteries:

Suggestions:

- Put in more above grade columbarium
- Look at volunteers for extra cemetery projects and maintenance
- Cemetery Boards
- Nice to have the Public works provide the service for burials (back hoe)
- This cost should be charge back to family
- Although the cost of having in-house staff taking care of the maintenance of the cemeteries, many contractors do not take pride in the maintenance, perhaps a student can be hired for this job, or keeping a watchful eye on the contractors.

General- Complaints and safety concerns

- Respond Promptly
- Set up procedures where issues are dealt with
- Use local citizenry
- Water issues to be dealt immediately
- Get rid of dead end water mains, loops
- Prioritize the complaints
- Target time frames
- Look for problems be pro-active
- Identify hot spots, monitor
- Make sure front line staff know who to refer complaint to
- Formal complaint system in place
- Call back to citizens regarding complaints
- Lot levels reasonable for the area
- Keep things affordable

- Look at waiving development fees to create incentives
- Infill lots should contribute to sewer/water during severance
- Continue partnering with developers
- Keep working on downtown revitalization
- Have an inventory of areas we want to develop
- Need to recognize effects on existing infrastructure and capacities
- Keep development charges to a minimum for new development i.e. Commercial, industrial
- Research development charges in neighbouring communities
- Promotion of industry

Streetscape Designs

- Make use of Municipal Grants available for beautification of the downtown
- Plant trees
- Harriston streetscape needs to be done but not overdone
- Decorative lighting (LED) is important
- Take advantage of public buildings (Library)
- Pedestrians vs traffic in downtowns
- Park investments
- Minto in Blooms is great but at what cost
- Need to be cost effective
- Do you construct basic designs or heritage/artistic design?
- Some old designs are obsolete but others are worth restoring
- Try to have some aesthetics but at a reasonable cost
- Keep in mind the size for street sign fonts

AGRICULTURE AND ENVIRONMENT STRATEGIC PLAN SESSION MONDAY, NOVEMBER 5, 2012 – HARRISTON TRAIN STATION

- 28 adults in attendance including staff plus four children;
- GRD called the session to order at 7:05 pm and introduced Deputy-Mayor Fisk to bring greetings and welcome the attendees;
- GRD presented 11 slides reviewing the Ag & Env't sections of the 2006 Strat Plan including major directions and action items completed and yet to do;
- Martin Tamlyn gave his background as a farmer business person and educator;
- he asked the group as a whole to say what they liked about these areas of the strat plan and what trends they noticing;
- Jenn S said she has noticed that the downtowns look very good, and she has seen great improvements over the last 5-6 years;
- Dave Burns mentioned the changing economic environment with international trade agreements and impacts on supply management; the cost of fuel is an issue;
- MT talked about the effects of climate change and flood levels;
- the size and assessment of farm properties and land use policies was of interest to most of the group;
- flipchart notes on the group discussion:

- environment – changes in climate
- supply management, trade & tariffs
- agriculture-big user of fossil fuels – costs affect farm incomes
- agriculture – observations & thoughts from large scale farms, small farms and organic farms; larger farm operations; changing land uses (better to have one 500 ac farm or 5 100 ac farms?)
- the attendees broke into groups to talk about these and other issues;
- GRD reminded them to think in context of the power of municipalities to influence or control these policies/situations;

Martin put these four questions on the wall for groups to discuss:

- 1.) What things would we like to see happening?
- 2.) What is stopping us (hurdles)?
- 3.) What resources would be helpful?
- 4.) Who will do this work?

These factors to consider were listed – HEALTH;
FOOD;ECONOMY;EDUCATION;NATURE; YOUNG PEOPLE; JOBS;

Group Notes

Group 1

- tough for young farmers to get started;
- increased values for farmland has led to higher assessments and higher property taxes;
- on-farm businesses are needed to support larger acreages, but these activities may conflict with land use policies;
- it may be cost prohibitive to set up separate operations for these businesses in an industrial park;
- wetlands need to be protected – ex conservation land tax exemptions;
- Minto needs to cope with “southern” values for land-use planning;
- is it possible to have “condominium-type farms” of say 20 acres? Maybe on secondary ag land?
- others think small farm industries should stay on farms;
- oppose development of industrial parks on prime agricultural land;

Group 2

- promote easier severances on agricultural land;
- try to stop the disappearance of homes on family farms; ex. Each original 100 acre parcel may have 1 residential lot of approx. 1 acre in size – ensure right to farm to avoid complaints by neighbours;
- change the property tax assessments to remove the incentive to reduce taxes by tearing down homes;
- some concerns about the impact of provincial official plans and statements with regard to “retirement lots” and the impact on existing homes and MDS regulations;
- idea of an “Agri-Park” with a larger farm property broken into plots for an “agri-incubator”;
- suggestion of having an option to own land after starting out in the incubator;

Group 3

- in favour of a tree program for Minto similar to the “Trees-for-Mapleton” program;
- this would promote educational aspects of trees and forests, reduce erosion and encourage diversity;
- try to ensure that residents know about the free tree programs sponsored by the Conservation Authorities and Green Legacy;
- there should be more options for recycling for such things as bale wrap – more communication in the tax newsletter and through County avenues;

Group 4

- Talked about issues surrounding garbage and waste collection and disposal;
- consider the opportunities and disadvantages presented by bio-mass;
 - also wanted to promote bale wrap recycling options in tax newsletter;
 - continue to advertise Minto’s agricultural identity, but more broadly;
 - is there a wind turbine policy in Minto? Should there be?
 - should Wellington County revisit rural garbage collection and blue box pick-up?

Summary of Ideas

- 1) Agricultural Incubators
- 2) Co-operative farming arrangements
- 3) Review of Land Use Policies and the future of the family farm
- 4) Help and Encouragement of young farmers – existing residents and newcomers
- 5) Promotion of environmental sustainability
- 6) 3 perspectives on agriculture – Traditional farming; Small organic farms; Large agribusiness

2012 Strategic Plan Update November 6, 2012, Harriston Train Station

Strategic Focus Area: Recreation & Facilities

2009 Action Items:

- Joint capital ventures with other municipalities (JD)
- Efficient and effective operation of programs and facilities
- Explore feasibility of trail linkage
- Norgan Theatre diversification of cultural offerings
- Hold/Create sporting tournaments
- Encourage local school use of our facilities
- Encourage existing groups to use facilities through incentives
- Create/Hold amateur sporting events
- Create family Christmas event
- Continue with CiB
- Encourage public input on programming
- Draw on volunteer community for implementation of plan
- Promote senior citizen and volunteer leadership
- Create a community challenge event for bragging rights
- Provide leadership training resources where needed

- Implement Event Pro web access
- Utilize needs study

2013 Action Items:

- Maintain a membership in good standing with Communities in Bloom
- Explore trail linkage and partnerships to increase usage
- Encourage community input on programming
- Create and support local and municipal-wide programs
- Promote senior citizen leadership, invest in their facilities
- Provide leadership and volunteer training resources and opportunities
- Assist community groups where possible
- Promote and support special events
- Investigate the possibility of a Jr. C hockey team
- **Create a detailed marketing plan for facilities and programs**
- Improve way finding signage
- Continue to support the Harriston Pool and Palmerston Pool
- Identify outdoor recreational opportunities in settlement areas
- Host amateur sporting events and tournaments
- Host a local equestrian event
- Encourage local school use of indoor and outdoor facilities
- **Encourage facility usage through incentives**
- **Create 3-5 year rate plans incrementally**
- Encourage cultural and community use of the Norgan Theatre
- Support increased arena floor rentals during non-ice season
- Create a long-term capital plan, with specific regard to arenas and a mega facility

Strategic Plan Stakeholders Session

Building/By-law Tuesday November 13th 6:30pm Palmerston Fire Hall

Downtowns

- Waive fees, reduce taxes, encourage investment
- For parking have better snow removal
- Go after absentee owners aggressively and enforce property standards and safety issues
- Look at asking for legislative action to eliminate the tax rebate on vacant commercial properties
- Continue with signage and façade grants
- Look at having Municipal/Private Sector partnership to invest in community

Planning

1. Site Plan Approval

- Improve site plan controls but not too strict, blend with what exists
- make sure quality is pursued

2. Frontage Fees

- Charge Frontage fees for infill lots

3. Source Water Protection Plan

- Come up with a list of actual threats, not just potential threats
- Keeping bringing forward to the Provincial Government for funding

Questionnaire What would you like to see continue?

Positive Commercial Zoning Districts-2

Enforce Property Standard By-law-11

Community Improvement Plan- 11

Downtown Streetscape Improvements- 10

Maintaining Commercial/Retail Zones-11

Minto Strategic Planning Meeting Summary

Emergency Services 2012 Tuesday November 27th Palmerston Fire Hall

Meeting Attendees

Chris Harrow, Bill White, Terry White, Peter Henderson, Dave Harrow, Rick Hembly, Mike MacDougall, Garf Murray, John Hogg, Todd Boyne, Devin Ellis, Dave Turton, Terry Fisk, George Bridge, Ron Faulkner, Linda Dickson (Facilitator)

1. Minto Mission Statement Review

Likes

- Respect, Stable, Where your family belongs, Safe Community, Volunteerism, Safety

Dislikes

- Stop Repetitiveness
- Separatism
- Repeating Words in the statement
- Affordability vs. Cheap (Appearance of the words in the statement)
- Individualism vs. Unity (Are we all one now?)

Examples of Revised Mission Statements

Minto – a safe rural community based on respect and supported by strong volunteer values, for all lifestyles-where your family belongs.

Minto-Friendly, safe, affordable, and economically stable. Where your family belongs.

2. Discussion on Directions for Emergency Management in the Town of Minto

- Increase the Public Education for Emergency Measures within the Town to include but not limited to: Be prepared with a 72 hour kit, evacuation routes, evacuation zones, volunteer recruitment.

- Educate volunteers to be prepared for duties in the event of an emergency, including Service Clubs and possibly zone commanders
- Develop a more specific plan for the communication centre and the roles it will play during an emergency, including staff roles and templates for release of information
- Create zones in Harriston for a flood event to aid in evacuation and warning of people living in the zones
- Look at the possibility of using Zone Wardens to assist in notification of residents living in the zone
- Work with the Master Fire Plan to incorporate it into the overall Strategic Plan
- Create specific emergency plans for our top events in our Hazard identification risk assessment (HIRA)
- Petition the Provincial government to improve communication capabilities amongst the emergency services

3. Other Items Discussed at Meeting

- Work with the Conservation Authorities to come up with strategies for flood management
- Make sure our Emergency Plan aligns with the County Emergency plan and Mutual Aid Plans
- Mark evacuation routes with signs
- Complete more field and practice exercises to come more competent in emergency measures
- Work with Public Utilities to come familiar with their role and align them with ours

Minto Strategic Plan Public Meeting Tuesday May 14th, 2013, 6:30pm, Harriston Train Station

Mayor Bridge welcomed those in attendance and thanked those that had participated in earlier consultation sessions last fall. The purpose of this meeting is to obtain comments on the draft document which had been circulated by email and posted on the website. Any input received would be brought forward in revisions to the plan prior to Council approval.

The CAO/Clerk and Department Heads provided a presentation outlining key aspects of the draft Strategic Plan including the draft vision and mission, and key new action areas proposed to be included. There was some discussion of rural and urban issues and community identity. It was suggested that any further comments could be emailed to the CAO/Clerk over the coming weeks.

Attendees were thanked for their participation and the meeting adjourned at 7:15pm.

Minto Strategic Plan Public Works Staff Review and Information Session
Thursday June 27th, 2013, 7:15am, Town of Minto Board Room

Mayor Bridge welcomed the staff in attendance and acknowledged Councillor Elliot who was also present in support of the draft Strategic Plan. The CAO/Clerk provided a brief presentation on the vision and mission in the plan as well as some of the overriding principles and key actions in the plan. The plan has an impact on all staff in terms of providing leadership in the community, high quality customer service, training, volunteer fire fighting model, taking over sewage plant operation and other important sections.

Input is needed on how best to remind staff of the vision, mission and significant actions. Staff asked questions about the plan related to impact on public works, equipment, and community identify. The CAO/Clerk welcomed further comments in writing or email over the next few weeks as Council was expected to consider the plan at its August 6th meeting. Councillor Elliott thanked all for their attendance.

Mayor Bridge adjourned the meeting at 7:45am.

Minto Strategic Plan Administrative and Facilities Staff Review & Information Session
Friday June 28th, 2013, 12:00pm, Town of Minto Board Room

Councillor Hembly welcomed the staff in attendance. The CAO/Clerk provided a brief presentation on the vision and mission in the plan as well as some of the overriding principles and key actions in the plan. The plan has an impact on all staff in terms of providing leadership in the community, high quality customer service, training, taking over sewage plant operation and other important sections.

Input is needed on how best to remind staff of the vision, mission and significant actions. The CAO/Clerk welcomed further comments in writing or email over the next few weeks as Council was expected to consider the plan at its August 6th meeting.

Upon arrival Mayor Bridge summarized the importance of the Plan and adjourned the meeting at 12:30pm