



Mississippi
Mills

Strategic Plan 2023-2027

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Land Acknowledgment

We acknowledge that this sacred land on which Mississippi Mills is now located has been a site of human activity for over 10,000 years and is rich in Indigenous history.

This land is the ancestral and unceded territory of the Algonquin Anishinaabe Nation. We are grateful to the Algonquin ancestors who cared for the land and water in order that we might meet here today.

Before settlers arrived, this territory was subject to the Dish With One Spoon Wampum Belt Covenant, an agreement between Anishinaabe and Haudenosaunee Nations to peaceably share and care for resources. After settlers arrived, it became subject to the Three Figure Wampum Belt, last carried by Algonquin Elder William Commanda, which commemorates the sharing of this land with English, French and Indigenous Nations under the governance of Natural Law.

We recognize with gratitude the knowledge and contributions that the Algonquin Peoples bring to the Municipality of Mississippi Mills. Today, Mississippi Mills is also home to other Indigenous peoples from across Turtle Island. We extend our respect to all First Nations, Inuit and Métis people for their valuable past and present contributions.

We are mindful of broken covenants and the need to reconcile with all our relations. Together, may we care for this land and each other, drawing on the strength of our mutual history of nation building through peace and friendship being mindful of generations to come.

Message from the Mayor

I am pleased to present the 2023–2027 Municipality of Mississippi Mills Strategic Plan.



This plan provides a road map for our Municipality’s future and creates a unified community vision. It is the “big picture” that guides the daily work of the Municipality and prioritizes how resources will be used for this term.

Council’s priorities fall into six themes:

- Safe and Sustainable
- Welcoming, inclusive, active and healthy community
- Modern, efficient and effective municipal operations
- Sustainable financial stewardship
- Support a vibrant and prosperous economy
- Accountable and transparent governance

For Council, this Strategic Plan is an integral tool for making decisions. For staff, the plan provides direction for managing municipal operations. Together, Council and staff will implement the plan to achieve a healthy, sustainable and prosperous Mississippi Mills.

Christa

Christa Lowry
Mayor of the Municipality of Mississippi Mills

The Strategy at a Glance

Executive Summary

Mississippi Mills Council led a process to develop its principles and priorities for the organization that would guide the efforts of the Municipality from 2023–2027.

The value in setting priorities is twofold. Firstly, the process of creating the priorities forces Council to think about what it values and where it wants to allocate resources – knowing that it can't do everything. Secondly, the priorities are a clear picture that will guide other aspects of the daily and operational work that takes place to ensure that it contributes to the achievement of the “bigger picture” – the priorities of Council for its term in office. This plan includes a vision, four statements of Community values, six themes (priority areas) with goals for each theme.

Actions or deliverables have been identified for each theme such that when completed the actions and deliverables will contribute to Council's vision for the community.

The process and the work to create the plan move through various stages from high level to detailed plans on how each action/deliverable will be carried out. This translates the strategic plan from concept to accomplishments.



Process

Council has met on several occasions to develop its priorities. These sessions have included senior staff who provided input on specific initiatives, challenges and options. As the discussion and these meetings evolved so did the priorities of Council.

This document is intended to capture the priorities for 2023–2027 including the 2027 budget which will be developed in 2026 but not likely approved until the new term of Council has had the opportunity for consideration and debate.

Given the timing of the election that usually means the budget for the upcoming year is approved in the first quarter of the year which in this case will be 2027.

Strategic Principles

Council has chosen six principles or themes that it wants to focus the resources of the Municipality over the coming years.

The Principles have been further defined with descriptions of what is meant or included in these principles. These is intended to make sure that the scope of the principle is understood. The actions or deliverables to support these principles have detailed project charters to ensure that the scope of work is understood and agreed upon by both Council and staff.

This is an important step because in order to achieve and implement the priorities of Council everyone must agree on what we are working towards and what are the steps to get there including timelines and resources. At the end of a project the output or deliverable should be what everyone was expecting and not a “surprise.”

The following six principles have a total of 20 project charters included that provide further details on how the actions or deliverables will be conducted.

The overall tracking of each project and how it fits into the broader context and the implementation of Council’s priorities will be tracked as part of the centralized project management office. The project management office is part of the Clerk’s Department and it will report to Council on the progress of each of the projects on a quarterly basis. While the Clerk’s Department will fulfill the reporting requirement the individual departments and project leads are responsible for the management and the completion of the projects.

Principle #1: Safe and Sustainable

Principle #2: Welcoming, inclusive, active and healthy community

Principle #3: Modern, efficient and effective municipal operations

Principle #4: Sustainable financial stewardship

Principle #5: Support a vibrant and prosperous economy

Principle #6: Accountable and transparent governance

Safe and Sustainable

The Municipality of Mississippi Mills is committed to ensuring a safe and sustainable community for its residents.

Mississippi Mills will implement local options/actions to support the Lanark County Community Safety and Well Being Plan as well as the Climate Action Plan (Draft). This principle also involves a review the current approach to contract municipal by-law enforcement.

➔ Actions / Deliverables

- Community Safety and Well-being Plan implementation
- Climate Action Plan implementation
- By-law Service Review



Welcoming and Inclusive, Active Healthy Community

The Municipality of Mississippi Mills is focused on ensuring an appealing and affordable/attainable (cost effective) full-service municipality offering an excellent age friendly (appropriate) quality of life.

➔ Actions / Deliverables

- Community Services Master Plan
- MM2048 – Infrastructure Master Plans
- Affordable Housing Grant Program
- Official Plan Amendment 28 – Village Vitality / Rural
- Update Urban / Rural Design Guidelines
- Bill 23 amendments
- Public Realm / Secondary Plan



Modern, Efficient, Effective Municipal Operations



The Municipality will strive to integrate across facilities, equipment and staff, as well as provide excellence in services, processes and communications while recognizing both rural, suburban and urban needs.

It's vital we know what we do best (upper/lower tier) and utilize staff, technology, team work, cross functional training and partnerships/approaches to provide excellent modern service delivery.

➔ Actions / Deliverables

- Municipal Space Needs Study
- Development of Human Resources Plan
- Community Engagement Strategy
- Process Redesign
- Performance Measurement Framework
- Digital Plan Implementation

Sustainable Financial Stewardship



The Municipality will strive to develop a financial plan that supports Development Charges, Transportation Master Plan, Waste/Wastewater Master Plan, Community Services Master Plan, Asset Management Plan and the other policies and long-term plans of Mississippi Mills. This includes an update to Reserve and Investment Policies to ensure they remain current.

➔ Actions / Deliverables

- Long-Term Financial Plan

Support a Vibrant and Prosperous Economy



Mississippi Mills Council will take steps within its authority to diversify economy to encourage local employment (millennials, entrepreneurs, digital economy, knowledge economy, etc.) with a mix of residential development, small and light industry. We will promote Mississippi Mills through assets such as the Mississippi Mills Public Library, museum network, Ottawa Valley Recreational Trail, recreation and tourist opportunities.

➔ Actions / Deliverables

- Economic Development Strategic Plan

Accountable and Transparent Governance



The Municipality will strive to align the conference calendar and requests for delegations to advocate for our constituents on key issues important to them. Council discussions will continue to take place to develop our positions on key issues. WRITE TO US

Cooperation and advocacy with other municipal partners will take place on key issues such as physician allocation, recruitment, long-term care, etc.

We will leverage existing procedures to include update on advocacy efforts or seeking Council input (could be an addition to the Procedural By-law or a quarterly report; and ensure communication on partnerships and advocacy to the community through the Community Engagement Strategy.

➔ Actions / Deliverables

- Plan for Advocacy and Partnerships
- Collaboration - Quality of Life

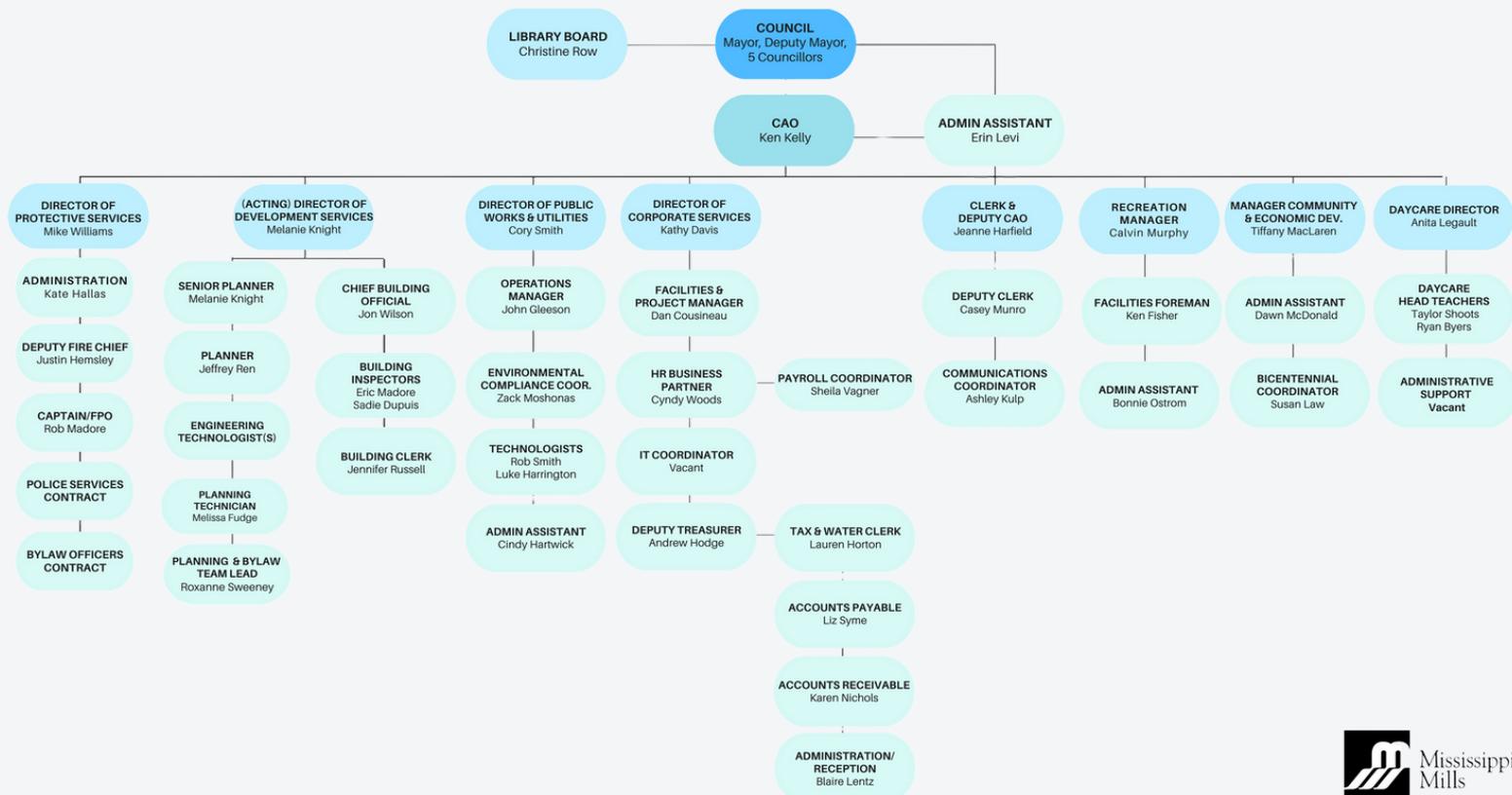
Overview of Municipal Service Delivery

The Municipality of Mississippi Mills delivers multiple services for residents and taxpayers. These services are managed by the respective departments within the Municipality’s organizational structure (which can be found on the following page).

More than 100 staff are employed by the municipality through full time, part-time, seasonal, casual, or student employment to ensure delivery of programs and services to the community is continuous. Municipal staff in Mississippi Mills is comprised of firefighters, library staff, childcare employees, recreation and culture workers, roads and public works crews, and administrators.

Under Council’s direction, administrators oversee the delivery of services to citizens, thereby enabling the community to maintain the high quality of life citizens have come to expect. It is Council’s responsibility to provide oversight of municipal expenditures and stewardship over municipal assets, and to make the best use of the public funds to ensure residents are getting the most out of the taxes and user fees they pay.

MUNICIPALITY OF MISSISSIPPI MILLS Organizational Chart



The Municipality delivers services to residents through contracts such as waste management, sewage treatment and policing, among others. Other services are also delivered in collaboration with our many community partners, agencies and provincial entities, including:

- Leeds, Grenville & Lanark District Health Unit
- Mississippi Valley Conservation Authority
- Mississippi River Power Corporation
- Ottawa River Power Corporation
- Mississippi Valley Textile Museum
- North Lanark Regional Museum
- Mississippi Mills Youth Centre
- Carebridge Community Support
- And many other recreational organizations and groups





Mississippi
Mills

A Natural Place to Grow

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Accessible formats available upon request