

Minutes of a Special Meeting of Council regarding Strategic Planning and Ten Year Capital Plan for The Corporation of the Township of North Frontenac, held December 11, 2020 in the Council Chambers, 6648 Road 506, Plevna, Ontario.

Present: Mayor Ron Higgins; Councillor Wayne Good (Electronic Participation) - Ward 1; Deputy Mayor Gerry Martin and Councillor Vernon Hermer (Electronic Participation) – Ward 2; Councillor John Inglis and Councillor Fred Fowler – Ward 3.

Absent with Regrets: Councillor Fred Perry (arrived later in the meeting) – Ward 1.

Also Present: Cheryl Robson, CAO; Corey Klatt, Manager of Community Development/Back-up CAO (MCD); Tara Mieske, Clerk/ Planning Manager (CPM); Kelly Watkins, Treasurer; Eric Korhonen, Director of Emergency Services/Fire Chief (DES/FC); and Darwyn Sproule, Public Works Manager (PWM).

1. Call to Order and Purpose of Meeting

The Mayor called the meeting to order at 1:15 p.m.

2. Chair’s Opening Remarks (see attached)

3. Approval of Agenda

Moved by Councillor Inglis, Seconded by Deputy Mayor Martin #498-20

Be It Resolved That Council approves the Agenda for the Special Meeting of Council regarding Strategic Planning and Ten Year Capital Plan dated December 11, 2020, as circulated.

Carried

4. Disclosures of Pecuniary Interest and General Nature Thereof

None declared.

5. Strategic Planning

a) 2019-2022 Township’s Strategic Goals

i. Councillor Inglis – CIP and Tourism Expansion and Community Development

Moved by Councillor Inglis, Seconded by Deputy Mayor Martin #499-20

Be It Resolved That Council receives for information a report from Councillor Inglis, Chair of the Economic Development Task Force, regarding 2020 Strategic Goals.

Carried

Note: Councillor Fred Perry attended the meeting electronically at this time.

ii. Mayor Higgins – Strategic Plan and Objectives

Moved by Deputy Mayor Martin, Seconded by Councillor Inglis #500-20

Be It Resolved That Council receives for information the Mayor's Administrative Report titled "Strategic Plan and Objectives – Mayor's Report".

Carried

- iii. Treasurer – Strategic Plan Year End Update – Reserve/Reserve Funds and Maintain Asset Management Plan to ensure long term sustainability

Moved by Councillor Inglis, Seconded by Deputy Mayor Martin #501-20

Be It Resolved That Council receives for information the Treasurer's Administrative Report entitled "Strategic Plan Year End Update – Reserve/Reserve Funds and Maintain Asset Management Plan to ensure long term sustainability";

And that due to the timing of the new legislation requirements, Council approves in advance of the Special Council Meeting to discuss the Municipal Modernization, the Treasurer moving forward with purchasing the necessary new software to assist with managing the new requirement for Level of Service estimated at \$18,000 for the program including implementation; and the hiring of a Consultant to prepare an amended Asset Management Plan (AMP) estimated at \$32,000;

And that Council instruct the Treasurer to transfer the funds for this from the Municipal Modernization Reserve Fund money received in 2018.

Carried

- iv. Treasurer and Manager of Community Development – Strategic Plan Year End Update – Enhance Communications Plan

Moved by Deputy Mayor Martin, Seconded by Councillor Inglis #502-20

Be It Resolved That Council receives for information the Treasurer and MCD's Administrative Report entitled "Strategic Plan Year End Update – Enhance Communications Plan".

Carried

- v. CAO – Strategic Plan Year End Update - Modernization

Moved by Councillor Inglis, Seconded by Deputy Mayor Martin #503-20

Be It Resolved That Council receives the Chief Administrative Officer's Administrative Report entitled "CAO Strategic Plan Year End Update - Modernization" for information purposes;

And That Council sets the Special Meeting for Service Delivery review and Municipal Modernization for January 28, 2021 at 9:00 a.m.

Carried

- vi. Clerk/Planning Manager – Strategic Plan Year End Update – Township Planning Services

Moved by Councillor Fowler, Seconded by Councillor Inglis #504-20

Be It Resolved That Council receives for information the Clerk/Planning Manager's Administrative Report entitled "Strategic Plan - Township Planning Services";

And That Council instructs the Clerk to re-evaluate the options for planning services and report back to Council prior to July 1, 2021.

Carried

- b) Mayor – 2021 Strategic Plan
 - i. 2019-2022 Strategic Plan;
 - ii. SWOT – Mayor’s Proposed Changes;
 - iii. Township Strategic Goals – Mayor’s Proposed Changes.

Moved by Councillor Fowler, Seconded by Councillor Inglis #505-20

Be It Resolved That Council receives for information the Mayor’s recommended changes to the Strengths, Weaknesses, Opportunities and Threats (SWOT) to include the following:

And That Council approves the Mayor’s recommended changes to the Strengths, Weaknesses, Opportunities and Threats (SWOT) to include the following:

Strengths:

- Remove Provisions of Services
- Remove “Issues” from Planning Issues Land Management
- Remove “Finalized” from Zoning By-law

Add North Frontenac is recognized as an area to move to
Add Affordable Housing

Weaknesses:

- Remove Taxes
- Remove Enhance Service Delivery
- Remove Policing/Enforcement
- Remove Ambulance Service at night
- Remove Not Easy for Developers
- Remove Property Standards
- Remove Sewage Disposal for Contract Haulers
- Remove Medical Services
- Remove By-laws Complaint Driven
- Remove By-law Enforcement
- Remove Economic Development

Add Virtual Meeting Technology

Opportunities:

- Remove Work Collaboratively with Government Bodies
- Remove Expand Recycling and Exchange Facility
- Remove Licensed Daycares
- Remove E Commerce
- Remove Utilize Fish Hatchery Building
- Remove Use Services/Retired Expertise – Part time
- Remove Access Grants

Remove Use Website (CLSP) to promote businesses
Remove Compacting Baler for plastics in anticipation of Energy from Waste Facility
Remove Municipal Campground
Remove Partnerships - Forestry Opportunities – Conservation Authorities (dams)

Add Small Nuclear Reactor to Promote Green Energy
Add Septic Re-Inspection Program and Reporting
Add By-laws Reworded to be less restrictive
Add Economic Development
Add Actively Promote Development and Movement from Urban to Rural

Threats:

Remove Young Population Leaving
Remove North/South Road Connections
Remove Lack of employment opportunities (long term)

Add Grindstone area in 2020 to Landline for Phone Service
Add Province Centralizing Decision Making on Local Issues (Conservation Authorities)
Add Pandemic
Amend Attract Young people for Council to “Lack of Younger People for Council”

And That Council approves the Mayor’s recommended changes to Determining the Key Priorities:

Remove #2 – Improve Branding/Marketing/Signage – (Crown Land Stewardship Program, etc.);
Remove #4 – Natural Environment; and
Remove #5 – Work Collaboratively with Government Bodies (with Provincial/Federal);

And That Council approves the Mayor’s recommended changes to the Goals and Strategic Objectives:

Remove - Explore opportunities for seniors to remain in their homes;
Amend - Proceed with the building of a multi-unit affordable residence for seniors by private/Not-for-Profit entity with County/Township initiatives;

Remove - Enhance Communications Plan;

Add – “and Council make decision in 2021”;

Remove - Collaborate with other Municipalities;

Remove – Staffing

And That Council instructs the CAO to make the amendments as discussed and agreed upon today as set-out above and provide the amendments to Council at the next

meeting for Council to consider approving the updated 2019-2022 Township's Strategic Plan; and Strategic Goals/Objectives and Owners.

Carried

6. Ten Year Capital Plan

a) Public Works Manager – 2021 Summary of 10 Year Capital Plan

Moved by Councillor Fowler, Seconded by Councillor Inglis #506-20

Be It Resolved That Council receives for information purposes the Public Works Manager's (PWM) Administrative Report entitled "Public Works – 2021 Summary of 10 Year Capital Plan";

And that Council receives for information purposes the 2020 Guide Rail Review and instructs the PWM to add this Report to the Township's Website.

Carried

b) Treasurer - Proposed Tangible Capital Assets (TCA) Ten Year Replacement Schedules (2020 to 2029 planned spending).

Moved by Councillor Fowler, Seconded by Councillor Inglis #507-20

Be It Resolved That Council receive the Treasurer's Administrative Report entitled "North Frontenac 2021 Summary of the Ten (10) Year Capital Plan 2021-2030, TCA Replacement Schedules (planned spending)" for information purposes;

And That Council approves the 2021 Summary of the 10 Year Capital Plan (2021 – 2030) Tangible Capital Asset (TCA) Replacement Schedules (planned spending);

And That Council authorizes the CAO and Managers to proceed with the applicable 2021 TCA Capital Purchases/Tenders (in accordance with these Schedules and the Procurement By-law).

Carried

7. Confirming By-law

a) Confirming By-law #76-20 for the December 11, 2020 Special Meeting of Council.

Moved by Councillor Fowler, Seconded by Councillor Inglis #508-20

Be It Resolved That By-law #76-20, being a By-law to confirm all actions and proceedings of Council for its Special Meeting held December 11, 2020 be read a first and second time.

Carried

Moved by Councillor Fowler, Seconded by Councillor Inglis #509-20

Be It Resolved That By-law #76-20 be read a third time and finally passed.

Carried

8. Adjournment

Moved by Councillor Fowler, Seconded by Councillor Inglis #510-20

Be It Resolved That Council adjourns the Special Meeting at 3:24 p.m. until January 15, 2021 or at the call of the Chair.

Carried

Mayor

Clerk

Dec 11, 2020 Mayor Opening Remarks

We have just come through a rough period with the COVID-19 pandemic. This has consumed significant resources to address the pandemic but we still maintained our strategic focus. I do not have too much to say today other than we need to review and update our SWOT and Strategic Goals for 2021. I need to reiterate this is not my strategic plan, but a strategic plan owned by all of Council and staff management. To that end I have updated the SWOT based on my opinion and we should start there to get everyone's input.