



**The Corporation of the Township of Billings**  
**Committee of the Whole Agenda**  
February 21, 2023 7:00 p.m.  
Park Centre – 39 Henry Drive, Kagawong

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**Council**

Bryan Barker, Mayor  
David Hillyard, Deputy Mayor  
Jim Cahill, Councillor  
Vince Grogan, Councillor  
Michael Hunt, Councillor

**Staff**

Emily Dance, CAO/Clerk  
Tiana Mills, Deputy Clerk  
Todd Gordon, Municipal Project Manager

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**1. Call to Order**

Mayor Barker to call the meeting to order.

**2. Approval of Agenda**

Confirm approval of the agenda.

**3. Disclosure of Pecuniary Interest**

**4. Strategic Planning Session**

Members of Council, to participate in a strategic planning session to review the current strategic plan and make recommendations to guide the work of the municipality in the short-term until a fulsome review of the Strategic Plan is performed.

The objectives of strategic planning session:

- Review the current strategic plan
- Indicate objectives already completed
- Identify objectives that could be carried forward and
- Identify key challenges that will take further planning to move forward.

**Guidelines**

- Respect each other's views and opinions
- Be honest and truthful
- Participate as the success of the session depends on maximum input from the members



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- Recognize that there is a lot of good work to build upon
  - Work to achieve consensus to the extent the group can reach general agreement on key points
  - Think high level and the Township as a whole

#### Expectations

- Establish a set of priorities that will promote the Township mission and vision
- Key priorities are clear and manageable and are within current budget parameters and staff capacity
- Maintain the intent and purpose of the current strategic plan recognizing a more fulsome strategic planning process will be coming forward

## 5. Working Session

5.1. CAO-2022-02-07 – Strategic Planning Working Session

## 6. Adjournment

6.1. Motion to Adjourn

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## STAFF REPORT

**Department:** Chief Administrative Officer

**Date:** February 21, 2023

**Report Number:** CAO-2023-02-07

**File:** Strategic Plan 2023 Working Session

**Attachment:** Strategic Plan Chart of Priorities

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### **Recommendation:**

THAT the Township of Billings Committee of the Whole hereby directs staff to bring forward the confirmed Strategic Plan key priorities coming out of the working session for Council approval.

### **Background:**

The Strategic Plan for the Township of Billings was approved by Council in 2018. As noted in the document the success will require ongoing monitoring and evaluation of the priorities and action items. A review was performed in 2019 and 2020. Then following due to pandemic and conflicting priorities the plan and full process for an update was not completed within the term.

At the January 17, 2023 Council meeting Council directed staff to schedule a Strategic Plan working session to review the current Strategic Plan and further that \$30,000 be included for Strategic Plan planning in the 2023 Budget deliberations to engage with a consultant for a new strategic plan.

### **Discussion:**

#### 1. Assessment of Strategic Plan

Strategic visioning begins with an assessment of the current situation, which includes the identification of past completed initiatives, and determining the path forward on the remaining initiatives.

Staff have drafted a chart of the desired outcomes of the 2018-2022 Strategic Plan and the 20 priorities areas that were identified in the plan. Included in the chart is background information from the 2019 and 2020 review to assist Council in the exercise as well as staff comments and recommendations.

To ensure the priorities and actions items of the strategic plan are considered in decision making, staff is recommending that all staff reports include a section "Alignment to Strategic Plan" that will outline if and how this project aligns with the plan.

### **Financial Impacts**

Financial impacts when applicable will be brought forward to 2023 Budget deliberations.

### **Respectfully Submitted By:**

Emily Dance, CAO/Clerk

**Desired Outcome (2018-2022 Strategic Plan)**

Municipal and community strategic planning has a standard array of desired outcomes and these include the following:

No.	Desired Outcome
1	Ensuring long range planning for economic and community development
2	Providing a voice to the community regarding their priorities
3	Providing guidance for Council and staff activities for five years
4	Accounting for changing social, environmental, cultural and economic conditions
5	Identifying strategies for action and timelines for implementation
6	Establishing a schedule for evaluation and community accountability
7	Providing evidence of strategic planning and management to government funders of projects supported by the community.

**Priority Areas (2018-2022 Strategic Plan)**

No	Priority	Key Action Item Components – (2018-2022)	Comments
1	Continue to develop and implement long-term roads maintenance and improvement.	a. Develop a comprehensive 10 – year roads maintenance and improvement plan. The roads plan should be developed in conjunction with, and informed by, an updated municipal asset management plan, as well as future energy management planning, Greenhouse Gas Emissions assessment and reduction planning, and any other municipal asset and service planning, as appropriate. b. Reassess, update and refocus 10-year roads plan, resulting in a ‘rolling’ roads maintenance and improvement plan with an evolving and adaptive 10-year horizon	Effective January 1, 2018 the province implemented the Asset Management Planning for Municipal Infrastructure Regulation, O. Reg. 588/17 (as amended by O. Reg. 193/21 to help address the issue of existing infrastructure degrading faster than it is being repaired or replaced, putting services at risk. As a result, in 2019 Council passed By-law No. 2019-24 establishing an asset management policy the provides a set of guidelines form implementing consistent asset management. Following in 2021 Council passed an asset management plan. The goal of asset management is to deliver an adequate level of service in the most cost-effective manner. This involves the development and implementation of asset management strategies and long-term financial planning. The asset management plan is on-going and financial requirements being brought forward to Council during budget deliberations.

			A Greenhouse gas emission inventory was completed in 2020 as part of milestone 1 of the Partners in Climate Protection program within the CEEP then in 2021 the inventory was updated and modelling completed. The CAC has recognized that further investigation will be required and this remains a priority going into 2023. <i>Staff recommend this priority remain.</i>
2	Continue to pursue rational, cost-effective, and efficient use of municipal property, buildings, and facilities, to maximize the availability of public space, in the context of the results of the structural condition assessment report.	<p>c. Use the municipal property 'condition assessment review' information to prepare summary for council discussion, priority setting, and decision making. Like the roads plan, this process should be developed in conjunction with, and informed by, updating of the municipal asset management plan.</p> <p>d. Establish building/property maintenance/improvement and replacement/decommissioning priorities, as appropriate.</p> <p>e. Establish action items and timeline for addressing building/property/facility priorities</p>	A facility assessment summary was completed in 2018. This document has been used for decision making and remains relevant with adjustments needed for the approximate replacement costs. <i>Staff recommend that an internal staff inspection be completed on the municipal buildings and a list of recommend maintenance and improvements be brought forward during budget deliberations.</i>
3	Study and implement solutions to improve access to public washrooms facilities in the Hamlet of Kagawong.	f. Review current washroom situation and determine desired improvements. Research options, including costs. Consideration should include interim solutions, given that the waterfront development, as planned, includes a new full-service public washroom.	The short-term solution of portable washrooms has been implemented since 2018. The longer-term solution proposed is during Ph II of the waterfront development project. During Ph I a concept washroom facility was designed and the septic system installed during Ph I. <i>Staff recommend this remain a priority when funding becomes available.</i>
4	Continue with the waterfront development project as per the Waterfront Master Plan Study and the project intent as outlined in the funding applications currently before FEDNOR and NOHFC.	<p>g. Continue with funding application process: FEDNOR and NOHFC</p> <p>h. Review and assess waterfront development project status (re: funding/feasibility)</p> <p>i. Based on the situation assessment, continue with waterfront development project. Include recognition of the community development benefits of the waterfront development. Don't discount the opportunities for integrating cultural benefits in the overall waterfront development.</p> <p>j. Inform the public of the existing status of the waterfront development, and project expectations, by spring of 2018. Continue with the public updates on semi-annual basis, as appropriate - at least until the development project is complete.</p> <p>k. Annually monitor marina financial performance</p>	<p>Ph I of the waterfront development has been completed with grant funding. <i>Staff recommend this remain a priority when funding becomes available.</i></p> <p>Annual review of the marina operations is on-going.</p>
5	Continue to improve municipal waste site efficiency including waste diversion and recycling.	<p>l. Monitor for waste management improvement opportunities</p> <p>.</p>	The Township of Billings has made an application to the Ministry of the Environment and Conservation and Parks for a landfill expansion. As part of the application Pinchin Ltd. has been retained by the Township to provide environmental consulting services in support of the

			approval of the Kagawong Landfill Site. The MECP is backlogged therefore has placed the application on pause as they catch up on the technical requirements. <i>Staff recommend that this remains a priority.</i>
6	Improve the 'visitor' waste management situation (i.e., access to waste and recycling bins/receptacles).	m. Strike a short-term, special purpose committee (council, staff, and community/business representation), or subcommittee, to determine location, quantity, signage, etc., for additional/improved waste and recycling receptacles/opportunities for the village of Kagawong, and other sites as/if appropriate. n. As appropriate, implement composting, visitor waste and recycling access improvements, and waste site improvements	This initiative has been completed and the waste and recycling bins are part of on-going operations.
7	Continue to ensure the most efficient and effective operation of the municipal water treatment and distribution system for the Hamlet of Kagawong.	o. Continue annual review of water system operation and maintenance. p. Develop and implement the collection and appropriate assessment of the in-ground distribution system. q. Use the information obtained from the distribution system assessment to plan and budget for system infrastructure replacement	The Township of Billings adopted a water system financial plan in 2020. The Township provides drinking water to approximately 184 customers, including municipal connections, through its Drinking Water System. The Township retains the services of the Ontario Clean Water Agency (OCWA) to operate the facility.  The Old Mill Road Waterline project is in progress with the tender for construction scheduled to come to Council in March.  <i>Staff recommends that municipal water treatment and its infrastructure maintenance and replacement as a whole remain a priority.</i>
8	Develop and implement a 'community/economic development study' for the township, with a dedicated hamlet component.	r. Frame initial goals/objectives and overview of methodology/process, including budget estimate. Include a line-item in the 2018/2019 budgeting process. s. Apply to RED (OMFRA) (50% funding) ('planning stream') and other funding streams as appropriate. t. Implement recommendations community economic development study/Use principles & priorities in community and economic development.	This was placed on hold. <i>Staff do not recommend this moving forward for 2023; however, a similar initiative could be addressed in the new Strategic Plan.</i>
9	Use the results of the community/economic development study to guide community and economic development activity.	u. Establish a dedicated community/economic development implementation committee (committee representation should include: council/staff/committees of council/community, incl. arts & culture representation). v. Identify and articulate specific development components that could be accomplished with the assistance of RED funding ('implementation stream') and other appropriate funding.	An Economic Development Committee was established during the last term. In 2022 Council placed the committee on hold with economic development objectives being promoted by staff and in collaboration with the Western Manitoulin Economic Development Committee. <i>Staff recommends this strategy remain for 2023.</i>

		<p>w. Include recreational needs assessment in the community/economic development study above, and include explicit recreational opportunity enhancement in the implementation of initiatives resulting from the study. Specifically, the study and resulting implementation should be mindful of the need for: a, family-friendly events, activities and public spaces; b) continuing to engage and sustain our vital volunteers, and explicitly recognize volunteer contributions.</p> <p>X Include arts and culture impact assessment in the community/economic development study above, and include arts/culture development in initiatives implemented as a result of the study. Further, the importance of arts and culture should be reflected in our "branding" and all expression of community identity.</p>	<p>A recreational needs assessment was not pursued. The Parks Recreation and Wellness Committee supports various community and economic development activities, family friendly events and activities. <i>Staff recommends these initiatives remain with the PRW Committee and that a study not be completed at this time.</i></p>
10	Resolve the Bridal Veil Falls and upper village parking and traffic safety issues.	<p>y. Continue to pursue resolution of the parking/traffic and related safety issues at Bridal Veil Falls and the upper village generally. Maintain the issue as a 'front-burner' concern that demands broad attention from key stakeholders including the MTO and the OPP.</p> <p>z.Lobby MTO and OPP for collaborative problem solving and shared 'ownership' of the serious safety issue represented by the Bridal Veil Falls/Upper Village parking and traffic flow situation</p>	<p>Traffic at Bridal Veil Falls has been on-going with safety mitigation measures implemented. A meeting with the OPP, MTO, Mayor and Staff will be scheduled in the Spring. <i>Staff recommend that on-going communications with the OPP, MTO, Mayor and staff continue.</i></p>
11	Address the overall promotion/signage (points of interest, business, events) challenge for the Hamlet of Kagawong (upper and lower).	<p>aa. Strike a special purpose committee or sub-committee to develop and oversee comprehensive solutions to signage (including points of interest/information, business promotion, and community events/facilities signage).</p>	<p>Main Street revitalization project was implemented and additional signage was placed.</p>
12	Support the 'Island-Wide Sustainable Tourism Development' initiative of the MTA as part of a comprehensive and longer-term Township of Billings marketing and promotion campaign.	<p>bb. Employ the EDO to engage and provide appropriate support for existing businesses; Likewise use this resource to identify, plan and implement new business attraction/development initiative as appropriate.</p>	<p>An Economic Development Officer was hired and Economic Development initiatives supported. In 2022 Council supported economic development objectives be promoted by staff and in collaboration with the Western Manitoulin Economic Development Committee. <i>Staff recommends this strategy remain for 2023.</i></p>
13	Determine the desirability and feasibility of maintaining an Economic Development Officer or similar municipal position beyond the current, FEDNOR-funded contract.	<p>cc. Continue to monitor and evaluate the current EDO contract position with respect to appropriateness of the role, cost/benefit, and impact on community/economic development for the municipality.</p>	<p>An Economic Development Officer was hired and the position evolved into a permanent municipal project management role. Currently Economic Development is being supported by the CAO/Clerk and the Municipal Project Manager. <i>Initiatives will be brought forward during 2023 budget deliberations.</i></p>
14	Engage in the joint-municipality/Re-Think Green 'preparation for municipal energy planning' initiative.		<p>The Townships of Billings and Central Manitoulin were successful in receiving FCM (Staff Grant) funding and provincial funding in support of hiring a Climate Change Coordinator with the CEEP plan being adopted.</p>

15	Use the results (knowledge, tools, services) from the municipal energy planning initiative to facilitate the creation of a municipal energy plan.		The Climate Action Committee reviews and provides recommendations to Council as outlined in the CEEP. <i>Staff recommends this remain status quo.</i>
16	Use the results of the energy planning initiative, and appropriate funding, to measure and implement GHG emissions reduction.		The Climate Action Committee reviews and provides recommendations to Council related to GHG emissions. <i>Staff recommends this remain status quo.</i>
17	Assess the feasibility of community composting	dd. Provide dedicated opportunity (special purpose online and hard-copy/direct) for input on utility/interest/feasibility of community composting. ee. Conduct a feasibility study of community composting including possible options, and costing. Note: This is meant to be a modest internal analysis. ff. Decide on and implement composting, as/if appropriate	The Climate Action Committee reviews and provides recommendations to Council related to composting Staff <i>recommends this remain status quo.</i>
18	Rebuild the municipal website/web and social media presence, and create a plan/process with the purpose of facilitating ongoing maintenance and improvement of the site.	gg. Create a committee or sub committee devoted to website recreation. This committee should include representation from council, staff, council committees, local businesses and the community at large. hh. Create an effective and appealing municipal website and online presence. ii. Review the utility/user-experience of the municipal web site and other municipal online presence (i.e., 'social media') on at least an annual basis.	In February 2023, Council approved applying to Rural Economic Development (RED) Grant for a new website. <i>Staff recommend this remain a priority.</i>
19	Continue to modify and refine the council committee system to improve organizational effectiveness and communication, and to meet the legislated requirements for council/committee activity.	jj. Agree on a revised committee structure and implement this structure on a trial basis for 2018. Adjust as appropriate for ongoing effectiveness. Kk. Re-establish monthly staff meetings and monthly department/topic meetings to improve internal communication and understanding of roles/responsibilities.	The Committees have been established for the 2022-2026 term. There are two options for moving this initiative forward. Internal review or use of a contractor. Staff recommend that a review not be considered in the short-term.  <i>Staff meetings were implemented and are on-going. Staff recommend no change.</i>
20	Address organizational human resource and workload concerns.	ll. Conduct an annual in-house role and workload assessment. This should include known and anticipated workload implications resulting from legislated changes to municipal responsibilities, and the impact of strategic planning initiatives and internally defined goals and aspirations. It should also pay attention to the requirements of organizational succession planning and implementation.	A fulsome review was completed and is now on-going and is dependent on priorities and objectives of Council. <i>We are at a full complement of staff at this time, there are no new positions recommended at this time.</i>