

STRATEGIC PLAN

R.M. of McKILLOP NO. 220
April 12, 2022

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Background

McKillop is a rural municipality with productive farmlands, recreation opportunities, diverse voices and a compelling landscape.

In spite of these advantages, the community struggles to feel united by a common vision. Many community members don't see value or 'their fair share' in the RM. "Old wounds" are slowing progress and complicating solutions.

The people of McKillop are passionate, hard-working and resilient and they are up for a challenge.

Through a series of working sessions with Council, a community workshop and an online survey, a new strategic direction has been developed to focus the RM on what it will take to realize the full potential of McKillop's future.

Among a number of strategies, communication and transparency are key priorities that will help solve the above issues.

This document will articulate the elements of our strategic plan as listed below:

Vision – where we would all like to see McKillop in 5, 10, 15 years' time.

Goals – areas where we need to focus in order to achieve our vision

Strategies – specific actions we can focus on to deliver the vision.

Measurement – ensuring we achieve what we're setting out to do

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The vision for McKillop

**From the farmland to the lakeshore, we are a thriving,
progressive and cohesive rural community.**

Background

By uniting around this common vision, we'll show value, spread goodwill and build community.

Supporting residential, agricultural
and commercial ratepayers

Economic prosperity,
social connectivity

From the **farmland to the lakeshore**, we are a **thriving,
progressive and cohesive rural community.**

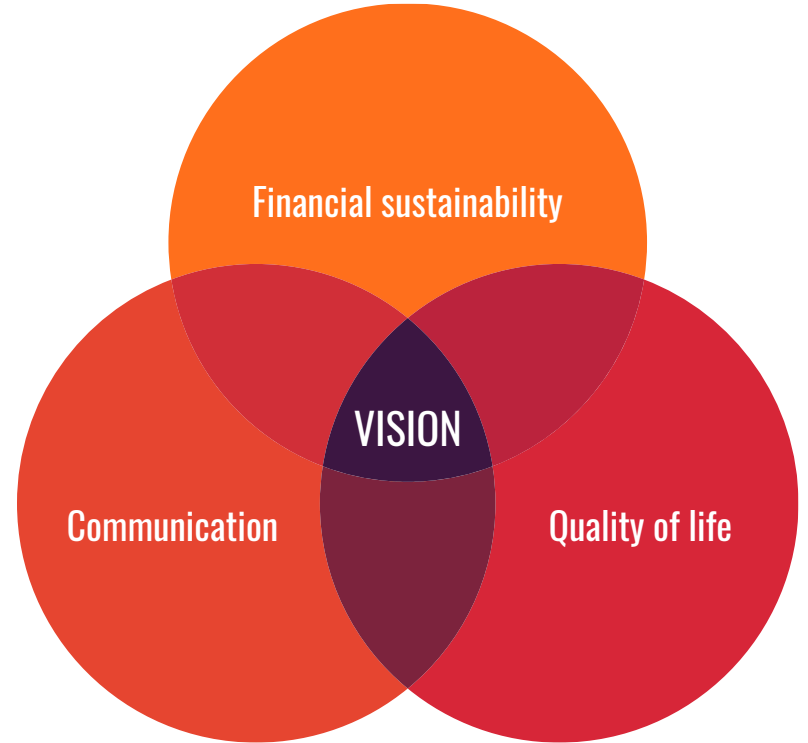
Innovative policies, procedures
and communication

Respectful and values-driven relationships,
combined to form a strong, unique collective

Our goals

We have three interconnected goals. Focusing on these will allow us to achieve our vision.

- 1. Long-term financial and environmental sustainability.**
- 2. Responsive and open communication.**
- 3. High quality of life for all residents.**



Goal 1: Long-Term Financial and Environmental Sustainability

Let's work together. By driving efficiencies and clearing paths to sustainable growth, the RM will be a modern leader in financial responsibility and economic diversification while incorporating environmental sustainability. Three specific strategies will help achieve this.

1. Establish shared services with neighbouring RMs to build efficiency

- a) **Community Safety Officer**- This would be a large undertaking and would require the collaboration of other municipalities. We can contact other municipalities to gauge interest.
- b) **Inter-Municipal Board** – The RM can be the initiating municipality to start a regional board that can address shared needs and best practices.

2. Develop responsible and strategic revenue growth to secure economic sustainability

- a) **Campground Dev't** – Develop a policy or Zoning provisions that establish criteria and requirements for small campgrounds.

- b) **Tiny Homes** – Develop zoning provisions that establish criteria and requirements for tiny home development.
- c) **Service Fee Review** – A review of all fees and services within the RM to maximize revenue and service potential.

3. Build an Asset Management Plan for long-term productivity and preparedness

- a) **AMP Roads** – Will be completed this fall.
- b) **AMP – Equipment** Has been completed but needs updating.
- c) **AMP all other categories** – Asset categories will need to be prioritized.

Goal 2: Responsive and Open Communications.

Communication is a two-way street – there are messages coming **IN** to the RM that require response. And there are messages going **OUT** from the RM that need to be correctly disseminated in the community. Let's make it easy on everybody!

1. Improve responsiveness to incoming inquiries

- a) Service Tracker - an automated system to aid administration and public works in tracking requests and ensuring projects and activities are completed in a timely fashion.
- b) Communication Strategy - Include in the strategy goals for response times to inquiries. See 2.3.a.

2. Establish regular opportunities for formal and informal engagement with council

- a) Informal Public Events - Council will attend and even potentially host public events to encourage more resident participation and engagement.
- b) Committees - The RM will be amending some committees' Terms of Reference to include members of the public to gain their input.
- c) Social Media - A Facebook page can provide a popular way to engage and inform ratepayers.

3. Develop a professional communications policy/strategy

- a) Communication Strategy - A strategy would establish communication objectives and methods. It would include but is not limited to: the website, McKillop Musings, McKillop Connect, public documents, reports, newspapers, and social media.

4. Start by educating ratepayers on RM basics

- a) Budget Document - Administration will create a user-friendly document for ratepayers to better understand budget information.
- b) Annual Report - Administration or Council will create a document that will explain basic operations of the RM for the past year as well as completed and potential upcoming projects.
- c) McKillop Musings - Council will use the newsletter to inform ratepayers of the operations and basics of the municipality.

- d) Social Media - An ongoing method that can relay information and basics to ratepayers.
- e) Presentations - Presentations on topics of interest to ratepayers or that relate to RM operations/projects will be provided at regular Council meetings.

Goal 3: Enhanced Quality of Life.

Everyone who lives in or visits our community should experience a high quality of life. Their time here, whether for a day or a lifetime, should enhance their wellbeing and help spread community goodwill. Let's make people feel proud to be here.

1. Support and promote activities that bring people together and encourage community building

- a) **Communication Strategy** - A strategy will establish what and how we promote community events and activities. See 2.3.a.

2. Encourage environmentally-responsible development, put a long-term, environmental lens on all that the RM does

- a) **Climate Change and Environment Sustainability Committee** - A new committee to ensure good environmental stewardship of the RM's natural resources and habitat.

3. Support long-term quality of life for residents

- a) **Donation Policy** - A policy to establish what the RM will donate resources to and how much.
- b) **Committees** - Council will be amending all committee Terms of Reference to include members of the public to provide for their input and quality of life expectations.

Measurement

Success will be measured by:

Long term financial sustainability

- Grow from 893 to 1000 residents
- Attract new businesses
- Grow revenue to improve services
- Reduce road complaints
- 100% of roads pass regular evaluation

Responsive and open communications with residents

- Decrease complaints
- Residents feel positive about communications and transparency
- Increase participation in meetings and surveys
- Increase website traffic

Enhanced quality of life

- Score of 3/5 on survey quality of life, pride in being a resident scores.

Biannual Community Satisfaction Survey

A number of recommendations in this strategy are qualitative and can be measured through a bi-annual community satisfaction survey.

The questions may include:

- From 1 to 5: How would you rate your overall quality of life in McKillop?
- I agree, from 1 to 5: I am proud to live in McKillop.
- From 1 to 5: McKillop is moving in the right direction.
- What are the important issues facing McKillop?
- From 1 to 5: How do you rate the overall quality of services provided by the RM?
- From 1 to 5: Do you see value received for your property tax dollars?
- I agree, from 1 to 5: The RM is on the path of long-term financial sustainability.
- I agree, from 1 to 5: The RM makes appropriate decisions about environmental issues.
- I agree, from 1 to 5: The RM responds quickly to requests and concerns RM communicates well about services, policies and plans.
- I agree, from 1 to 5: I trust the RM.
- I agree, from 1 to 5: I am satisfied with the way (Council/Administration) runs the RM.
- I agree, from 1 to 5: The RM uses input from the community in decision-making.
- I agree, from 1 to 5: My quality of life in the RM has improved this year.

**Collect demographic data including whether the citizen has had contact with the Council/Admin.

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