

MUNICIPALITY OF MAYO

**Strategic Plan
2018-2021**

TABLE OF CONTENTS

PARTICIPANTS	3
STRATEGIC PLAN	4
MISSION STATEMENT	5
ORGANIZATIONAL VALUES	6
STRATEGIC GUIDELINES BASED ON PRIORITIES DETERMINED BY THE MUNICIPAL COUNCIL	8
IMPLEMENTATION GRIDS.....	10
CONCLUSION	22

PARTICIPANTS

Robert Bertrand, mayor

Ian de Cotret-Brazeau, councillor

Alain Dupuis, councillor

Renée Giroux, councillor

Guy Roussel, councillor

Pierre Robineau, councillor

Erin Kane, councillor

Martin Cousineau, executive director

STRATEGIC PLAN

What is a strategic plan?

- Vision of an organization's future direction
- Established according to a defined process
- Translates into a concrete action plan
- Proposes a reasonable a timeline

The Municipal Council of Mayo held a retreat on January 27, 2018, during which it reviewed its mission, organizational values, and long-term vision. It then formulated strategic guidelines for the coming years (2018-2021). The strategic plan gave rise to an operational plan that specifies how the targeted results will be achieved.

MISSION STATEMENT

The **MISSION** is a guideline for everyone who works with the organization. It imparts a direction, mobilizes, and gives meaning to actions, while inspiring a sense of belonging. It is essential because it specifies both the organization's focuses of action and its limits. The members of the new Municipal Council maintained the mission statement formulated and adopted in 2014.

Mission Statement

The mission of the Municipality of Mayo is to provide its residents with services that meet their needs, improve their quality of life and instill community pride.

ORGANIZATIONAL VALUES

Organizational values are the essence of any organization. Without values, there is no sense of belonging or cohesiveness. Values bring people together. They serve as a framework for collective action and, in a way, help translate the organization's vision and mission into daily action.

During the strategic planning process of the municipality of Mayo (January 2018), the elected officials reviewed and decided to maintain the values adopted in 2014.

STATEMENT OF VALUES OF THE MUNICIPALITY OF MAYO

For the benefit of present and future generations, the municipality of Mayo commits to placing its citizens at the centre of its action by prioritizing:

1. Integrity
2. Transparency
3. Environmental protection

VISION OF THE MUNICIPALITY OF MAYO (2018-2024):

“MAYO, A WELCOMING RURAL ENVIRONMENT WHERE EVERY CITIZEN IS PROUD TO BELONG TO A COMMUNITY THAT LIVES IN HARMONY WITH NATURE.”

STRATEGIC GUIDELINES BASED ON PRIORITIES DETERMINED BY THE MUNICIPAL COUNCIL

1. OPTIMIZE ADMINISTRATIVE MANAGEMENT

Suggestions for the action plan:

1. Develop a manual of policies and administrative procedures
2. Ensure that elected officials receive training on their roles and responsibilities
3. Produce a summary description of the role of elected officials

2. ADOPT INTERNAL AND EXTERNAL COMMUNICATION STRATEGIES

Suggestions for the action plan:

4. Set up a communication committee composed of elected officials
5. Design a welcome kit for new residents
6. Organize “Open Door” sessions with residents
7. Establish more formal relationships with community groups
8. Develop a strategy to encourage volunteer work for events organized by the municipality
9. Update the communication plan (website, information campaigns, newsletter, etc.)

3. IMPROVE PUBLIC SECURITY

Suggestions for the action plan:

10. Update the emergency measures plan
11. Work more closely with the Sûreté du Québec (SQ)
12. Inform citizens about regulations under the responsibility of the SQ (nuisance, dogs, etc.)
13. Complete the installation of dry hydrants in all sectors
14. Install Emergensys software (inventory of risks)
15. Install forest fire risk signs

STRATEGIC GUIDELINES (CONTINUED)

4. GIVE OURSELVES THE MEANS TO PRESERVE THE QUALITY OF OUR ENVIRONMENT

Suggestions for the action plan:

- 16. Ensure compliance of septic tanks
- 17. Implement a new waste management approach
- 18. Work with citizens to protect our lakes
- 19. Ensure that the municipality is ready to comply with Ministère de l'Environnement requirements (composting) by 2020

5. IMPROVE OUR ROAD INFRASTRUCTURE

Suggestions for the action plan:

- 20. Produce a plan for major roadwork for 2018-2021
- 21. Improve infrastructure management and maintenance, e.g., roadwork, gravel, calcium chloride, grader, etc.

6. DEVELOP MUNICIPAL RECREATION ACTIVITIES

Suggestions for the action plan:

- 22. Improve park infrastructure
- 23. Consider the possibility of additional municipal services (Réseau-Biblio, walking trail, etc.)
- 24. Form a committee to study ways of improving seniors' quality of life
- 25. Organize events to bring citizens together

7. REINFORCE CITIZENS' SENSE OF BELONGING

Suggestions for the action plan:

- 26. Encourage meetings among residents and promote the municipality

IMPLEMENTATION GRIDS

STRATEGIC GUIDELINE: OPTIMIZE ADMINISTRATIVE MANAGEMENT				
Goals	Action plan	Success indicators	Responsibility	Timeline
1. Formulate the policies and procedures required for smooth operations	1.1 Identify which policies and procedures we need, including procedures for measuring employees' objectives and performance evaluations	List of policies and procedures to be developed	Mayor	2018
	1.2 Locate models of policies and procedures		Executive Director	2018
	1.3 Formulate a plan for writing policies and procedures.	Completed policy and procedure manual	Mayor and Executive Director	2019
	1.4 Document procedures and processes regarding accounting, staff management, and client services		Executive Director	2019
	1.5 Present the policies and procedures to the municipal council for adoption.	Each written policy and procedure is adopted as quickly as possible	Mayor	2019

STRATEGIC GUIDELINE: OPTIMIZE ADMINISTRATIVE MANAGEMENT

Goals	Action plan	Success indicators	Responsibility	Timeline
2. Clarify roles and responsibilities of elected officials	2.1 Ensure that each elected official receives training on roles and responsibilities.	Every new member of the council has received training	Mayor/ED	Ongoing
	2.2 Produce a summary description of roles and responsibilities of elected officials.	The summary is available and distributed to Council members	Councillor	2018

**STRATEGIC GUIDELINE: ADOPT
INTERNAL AND EXTERNAL COMMUNICATION STRATEGIES**

Objectives	Action plan	Success indicators	Accountability	Timeline
1. Establish closer relations with citizens	1.1 Set up a communication committee composed of elected officials	Committee has been set up	Committee Members: Renée Giroux and Erin Kane	February 2018
	1.2 Kit for new residents	Kit is being distributed to new residents		July 2018
	1.3 Organize “Open Door” sessions with residents	Better understanding of citizen concerns		April 2018
	1.4 Establish more formal relationships with community groups	Tools are available to facilitate contact with the Council		2018-2021
	1.5 Attract volunteers for events by developing a new strategy	Strategy is in place		2018-2021
2. Revise the municipality’s communication plan	2.1 Update the plan	New communication plan is adopted by the Council	Responsible: Renée Giroux and Erin Kane	May 2018
	2.2 Have the Council adopt the plan			

**STRATEGIC GUIDELINE: ADOPT
INTERNAL AND EXTERNAL COMMUNICATION STRATEGIES**

Objectives	Action plan	Success indicators	Responsibility	Timeline
3. Carry out activities of the communication plan	3.1 Prioritize the communication strategies adopted by the Municipal Council		Committee	2018-2021
	3.2 Plan actions to be carried out each year, specifying deadlines, responsibility, and role of each person	Meeting has been held	Committee	2018-2021
	3.3 Evaluate the results of communication activities and conduct follow-up.	Reduction of information requests, etc.	Committee	2018-2021

STRATEGIC GUIDELINE: IMPROVE PUBLIC SECURITY

Objectives	Action plan	Success indicators	Responsibility	Timeline
1. Update the emergency measures plan	1.1 Set up a Fire Safety Committee.	Committee has been set up		February 2018
	1.2 Organize an information session with a resource person from the civil security sector of the Ministère de la Sécurité publique.	The session has been held in the municipality	Committee	March 2018
	1.3 Identify emergency measures that must be updated.	List of the measures to be updated	Committee	March 2018
	1.4 Update the plan.		Executive Director	March 2018
	1.5 Present the plan to the Council for discussion and comments.	Discussion during a Council meeting	Executive Director	Spring 2018
	1.6 Present an emergency measures plan to the Municipal Council for adoption.	Plan adopted by the Municipal Council	Executive Director	Spring 2018
	1.7 Inform the public about the municipality's emergency measures.	Information available on the website, newsletter, etc.	Communication Committee	Spring 2018

STRATEGIC GUIDELINE: IMPROVE PUBLIC SECURITY

Objectives	Action plan	Success indicators	Responsibility	Timeline
2. Ensure enhanced security of residents	2.1 Require heightened SQ surveillance of roads in the municipality (snowmobiles, ATVs, trucks, etc.).	Notice by means of a resolution addressed to the SQ	Executive Director	3 times per years
	2.2 Plan regular meetings with our sponsor from the SQ	Meeting schedule	Executive Director	By April 2018
	2.3 Develop an information and prevention program.	Occasional messages in newsletters and on the website	Communication Committee and Mayor	2018
	2.4 Inform citizens about regulations under the responsibility of the SQ (nuisance, dogs, etc.)			

STRATEGIC GUIDELINE: IMPROVE PUBLIC SECURITY

Objectives	Action plan	Success indicators	Responsibility	Timeline
3. Improve fire department service and firefighters' safety	3.1 Study the possibility of enlarging the building to contain firefighters' new equipment.	Action plan	Fire Safety Committee	2019
	3.2 Complete installation of dry hydrants.	Dry hydrants in all sectors	Fire Safety Director and Assistant Director	2020
	3.3 Complete Emergensys data entry	Up-to-date inventory	Fire Safety Director and Assistant Director	2019-2020
	3.4 Install fire risk signs at the entrance to both municipalities	In place and constantly updated	Fire Safety Director and Assistant Director	2018

**STRATEGIC GUIDELINE: GIVE OURSELVES THE MEANS
TO PRESERVE THE QUALITY OF OUR ENVIRONMENT**

Objectives	Action plan	Success indicators	Responsibility	Timeline
1. Ensure compliance of septic tanks	1.1 Red code (deficient septic tanks) inspections by specialized firm	List of red codes	Inspector	Spring 2019
	1.2 Ensure upgrading of confirmed red codes	Compliance of all septic tanks	Inspector	2021
2. Implement a new waste management approach	2.1 Inform the public of collection changes and the ecocentre.	Information published in the newsletter and ecocentre coupon use	Communication Committee	2018-2019
3. Work with citizens to protect the lakes	3.1 Respond to associations' requests for support in their dealings with the authorities (MRC Papineau and Québec government)	Citizens involved in protecting the lakes	Environment Committee	2018-2021
4. Ensure that the municipality is ready to handle the requirements of the Ministère by 2020	4.1 Prepare the municipality and the public for the compost collection in compliance with government requirements.	People are composting throughout the municipality	Environment Committee	2018-2020

STRATEGIC GUIDELINE: IMPROVE OUR ROAD INFRASTRUCTURE

Objectives	Action plan	Success indicators	Responsibility	Timeline
1. Produce a plan for major roadwork for 2018-2021	1.1 Decide on the work to be done: 1.1.1 Examine each road in the municipality to determine needed improvements.	List completed	Roadwork Committee	Spring 2018
	1.2 Set priorities for special projects to be carried out.	Order has been determined		Spring 2018
	1.3 Prepare a maintenance and improvement plan for road infrastructure.	Plan presented to the Council	Roadwork Committee	Spring 2018
	1.4 Adopt an annual budget.	Plan and budget adopted	Municipal Council	December of every year
	1.5 Inform citizens on an annual basis of planned roadwork		Communication Committee	April newsletter
2. Ensure proper maintenance of our road infrastructure	2.1 Establish a regular schedule for road grading	Schedule completed	Roadwork Committee	Schedule completed
	2.2 Inventory fences needing repair	Inventory completed	Roadwork Committee and Inspector	Spring 2018

STRATEGIC GUIDELINE: DEVELOP MUNICIPAL RECREATION ACTIVITIES

Objectives	Action plan	Success indicators	Responsibility	Timeline
1. Improve park infrastructure	1.1 Install electricity in park pavilion	Electricity in pavilion	Recreation Committee	Spring 2018
	1.2 Change fences	New fences in place	Recreation Committee	Summer 2019
	1.3 Develop a vision (long-term plan)	Vision presented to Council	Recreation Committee	Summer 2018
2. Consider possibility of additional municipal services	2.1 Meeting with Réseau-biblio	Meeting has taken place	Recreation Committee	Spring 2018
	2.2 Consider possibility of having a safe walking trail between Lac Long and Parc Gaëtan-Brunet	Study completed	Recreation Committee	Summer 2019

STRATEGIC GUIDELINE: DEVELOP MUNICIPAL RECREATION ACTIVITIES

Objectives	Action plan	Success indicators	Responsibility	Timeline
3. Improve quality of life of seniors	3.1 Form a committee to obtain a better grasp of the needs of older citizens in the municipality	Creation of committee	Council	Summer 2018
4. Organize events to bring citizens together	4.1 Continue organizing the annual family picnic	Picnic happens every summer	Recreation Committee	Summers of 2018-2021
	4.2 Consider possibility of organizing a winter festival	Discussions have been held	Recreation Committee	Summers of 2018-2021

**STRATEGIC GUIDELINE: DEVELOP CITIZENS' SENSE
OF BELONGING**

Objectives	Action plan	Success indicators	Responsibility	Timeline
1. Encourage meetings among residents and promote the municipality	1.1 Improve annual picnic	Comments gathered	Recreation Committee	August of every year
	1.2 Establish the "Plaisirs d'hiver" festival		Recreation Committee	2019-2021
	1.3 Consider the possibility of selling promotional items (caps, toques, etc.)		Council	Summer 2018
	1.4 Set up an annual Mayor's food drive	Food drive has taken place	Council and Executive Director	2018-2021
	1.5 Encourage municipal employees to participate in community events	Employees participate in activities	Council	2018

CONCLUSION

This document is a working tool that will serve as a reference for the Municipal Council to ensure that the guidelines prioritized in the strategic plan (January 2018) translate into concrete actions during its term (2018-2021). The general aim is to foster a good quality of life for the citizens of the municipality.

The committees are responsible for carrying out the actions that will enable the Council to achieve the objectives set out in the strategic plan. The mayor the municipality will be responsible for follow-up on the strategic plan and its evaluation.