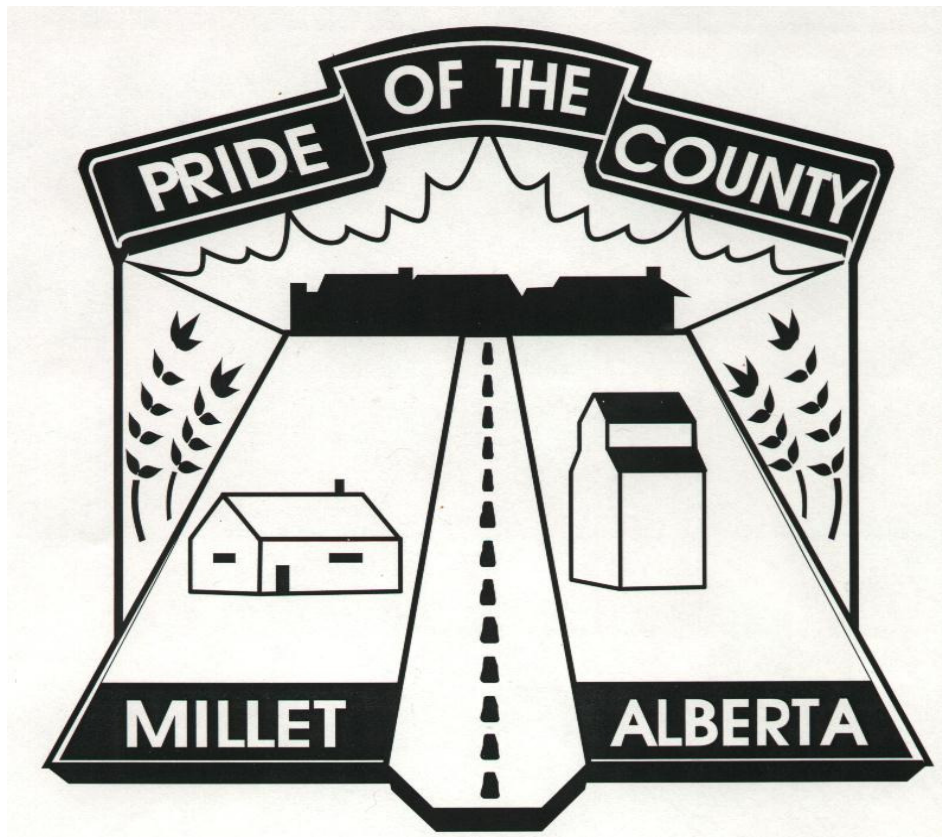


***TOWN OF MILLET***



***ORGANIZATIONAL PLAN***

### ***Mission Statement***

The Town of Millet is “Proud to Be...” working together in an efficient, professional, financially responsible and accountable manner to enhance quality of life.

### ***Vision Statement***

Town of Millet is and will be a safe and caring community that treasures its unique and rural lifestyle while balancing the Natural Environment. Economic prosperity through effective leadership will create a sustainable vibrant community of choice.

To implement and encourage economic development and practice effective/strategic governance, and manage in an effective and efficient way to operate and serve the needs of our community.

### **Administration**

#### 1. Core Business – **Staffing**

---

Goal – To ensure proper staffing levels and create staff retention to meet the needs of the residents.

---

Strategies –

- Proper training and upgrading of education in relevant areas
- Cross-train office staff to assist during short-term workload increases or absences
- Ensure office space meets the needs and function of staff

- Negotiate a new Collective Agreement with the union
  - Create job descriptions to provide clarity and outline expectations of staff
  - Resolve outstanding staff issues
  - Purchase new office equipment to upgrade outdated technologies
  - Review and create policies to ensure consistency and fairness in municipal operations
  - Review and create policies regarding staff training and reimbursement of expenses
  - Continue regular staff and management meetings to improve communication between staff and management
  - Continue annual performance evaluations of staff and provide ongoing feedback and communication regarding performance
  - Review staffing levels and ensure it meets operational needs
-

## 2. Core Business – **Communication**

---

Goal – to create open lines of communication between all levels of staff, council, and the community

---

Strategies –

- Upgrade website to use as an effective marketing tool and improve communication with general public
  - Continue to provide the newsletter to the community on a quarterly basis
  - Implement a staff e-newsletter to keep staff better informed
- 

## 3. Core Business – **Risk Management**

---

Goal – to minimize the overall risk to the municipality and promote a safe workplace.

---

Strategies –

- Develop a risk management policy and committee as per insurance industry standards
  - Develop and implement a Town of Millet safety manual
  - Review current insurance coverage to ensure all needs are being met ex. Alcohol liability for events in town-owned facilities
-

#### 4. Core Business – **Financial**

---

Goal – to continue to operate the Town of Millet in a financially responsible and accountable manner.

---

##### Strategies –

- Utilize grant programs to upgrade infrastructure, recreation facilities and town office.
  - Continue the strong fiscal management of the community.
  - Develop and implement a Tangible Capital Assets policy and program as per standard accounting regulations.
  - Ensure policies and controls are implemented to provide transparency in financial accounting and reporting
-

## **Council**

### 1. Core Business – **Council**

---

Goal – To ensure Council provides responsible government through effective leadership.

---

#### Strategies –

- Conduct a comprehensive review of Council remuneration package and compare to like-sized municipalities
  - Promote effective training of council through orientation and attendance at courses
  - Maintain open lines of communication between Council, administration, and the community
-

## **Development**

### **1. Core Business – Development**

---

Goal – to approach development responsibly and encourage manageable growth within the Town of Millet.

---

#### Strategy –

- Protect interests of the Town through all new development
- Continue the partnership with the City of Wetaskiwin in providing professional development services to the Town.
- Update the Town's Land Use Bylaw
- Develop a standard Development Agreement to be used for all new development.
- Service and sell residential lots on Bela Drive
- Review and update permit fees and offsite levies on new developments
- Examine the advantage to acquiring a GIS system for mapping of infrastructure and tax roll information
- Address the correction of civil addresses in the community
- Address the impact of growth on the fringe development
- Seek to acquire land for future development
- Consult relevant departments during all development activity

---

## 2. Core Business – **Economic Development**

---

Goal – To attract and retain commercial and industrial development in and around the Town of Millet to diversify the tax base.

---

### Strategy –

- Continue to support regional industrial development through membership in the Joint Economic Development Initiative (JEDI) with the County and City of Wetaskiwin, as well as Central Alberta Economic Partnership (CAEP), and all other memberships beneficial to promoting economic growth
  - Work closely with neighboring municipalities on future growth planning
  - Work with local organizations to promote economic development
-



### 3. Core Business – **Beautification**

---

Goal – To continue to work with the Communities in Bloom committee to enhance and beautify the Town of Millet.

---

Strategy –

- Continue to support the Communities in Bloom initiative by in the community
  - Provide adequate staffing to maintain hanging baskets and beds throughout Town.
  - Begin replacing of Town Christmas decorations
  - Educate and encourage the community to support beautification efforts
  - Encourage cleanup of noxious weeds and maintenance of vacant properties
-

#### 4. Core Business – **Tourism**

---

Goal – To highlight the amenities of the Town of Millet and make it an attractive community to visit.

---

Strategy –

- Determine the level of support for community tourism
  - Continue to support the Town's membership in organizations it feels would be of benefit in promoting tourism
  - Continue to support the Historical Society by providing funding to operate the Tourist Information Centre for the Town.
-

## **Public Works**

### 1. Core Business – Utilities

---

Goal – To provide the residents of the Town of Millet with a safe, clean supply of drinking water and modern sanitary waste management systems.

---

#### Strategy –

- Upgrade the Town's overall infrastructure to meet the demands of growth within the community
  - Complete repairs to the lagoon liner
  - Plan expansion of lagoon
  - Complete the water/sewer loop at the west end of the community
  - Review water and sewer rates and update
  - Review and update utility bylaws to better position the Town to collect on accounts
  - Determine future water needs of the community through a comprehensive water study
  - Use water study results to determine future source of community water supply
  - Upgrade the lift station on the west end of Millet
-

## 2. Core Business – **Streets, Sidewalks**

---

Goal – To provide a reliable and comprehensive transportation network throughout the Town of Millet.

---

Strategy –

- Complete the Diamond Drive project through commitment from the developer and the approved government grant funding
  - Examine the options to pave 56 Street and determine the best method and complete
  - Continue upgrading of sidewalk, curb and gutter through grant programs
  - Examine feasibility of contracting crack-filling of streets on a rotational basis
  - Extend the Town's multi-use trail network
- 

## 3. Core Business – **Waste Management**

---

Goal – To provide the residents of the Town of Millet with an efficient waste management system that encourages recycling.

---

Strategy –

- Maintain the current level of waste management by negotiating a new waste management contract beyond 2009.
  - Encourage use of East Millet Waste Transfer Station for Town residents to recycle paper and plastics
  - Review fees and policies regarding waste removal
  - Continue to work with the local recycling committee to provide enhanced recycling capabilities to the community
- 

#### 4. Core Business – **Staffing**

---

Goal – To provide the necessary level of staffing in a safe environment to maintain the current level of services to Town of Millet residents

---

Strategy –

- Develop and implement a safety manual for all operations of the Town of Millet
  - Continue to encourage the training and upgrading of staff
  - Transfer parks and recreation management responsibilities to the Recreation Coordinator
  - Review the workspace needs of the department
  - Review the staffing needs and structure of the department
-

## Protective Services

### 1. Core Business – **Fire**

---

Goal – To maintain a highly trained volunteer fire department within the Town of Millet.

---

#### Strategy –

- Continue high level of training for fire department members
  - Increase communication between fire department and Council by requiring more detailed monthly reporting
  - Review current policy and update to include reimbursement for training expenses on a basis equitable to similar-sized volunteer fire departments
  - Compare remuneration to other departments to ensure fair compensation of volunteer members
  - Continue mutual aid agreements with neighboring municipalities
  - Continue working relationship with East-West Millet Rural Fire Department Society
-

## 2. Core Business – **Policing**

---

Goal – To foster a cooperative relationship with the local RCMP and provide an enhanced level of policing to Town of Millet residents.

---

### Strategy –

- Determine level of enhanced policing required for community that balances the needs of the community with fiscal responsibility
  - Include special events such as Millet Days and school liaison under enhanced policing agreement
  - Encourage more open communication between Council and local RCMP detachment by inviting quarterly reports at council meetings
  - Foster a healthy working relationship between the RCMP and Community Peace Officer
-

### 3. Core Business – **Community Peace Officer**

---

Goal – To provide the Town of Millet with a Community Peace Officer to enhance bylaw enforcement.

---

Strategies –

- Review and establish bylaws to assist the Community Peace Officer in the performance of their duties
  - Establish a pound or enter a contract for the provision of a community pound
  - Recruit and hire a Community Peace Officer
  - Properly train and equip the CPO so that they are able to successfully carry out the duties of the position
  - Focus on community compliance and education
-



#### 4. Core Business – **Disaster Services**

---

Goal – To have a comprehensive disaster services plan in place.

---

Strategy –

- Create awareness of disaster services plan and the roles expected of each member
  - Review disaster services plan
  - Enter into an agreement for the provision of Disaster services
-

## Recreation

### 1. Core Business – **Parks**

---

Goal – To provide the residents of the Town of Millet with a quality parks system.

---

#### Strategies –

- evaluate the potential to replace equipment for cost savings
  - Work with the Lions Club to establish a campground site
  - Develop an overall parks improvement and maintenance plan that gives consideration to future growth
  - Begin playground replacement and upgrading program using grant funding
  - Seek additional grant funding for playground and parks improvements
  - Ensure proper maintenance and inspection of playground equipment and protective surfacing
  - Seek land for the expansion of community recreation pursuits
  - Develop an off-leash dog park
  - Ensure parks areas contain proper signage
-

## 2. Core Business – **Facilities**

---

Goal – To maintain the Agriplex facility as the primary recreation center for the Town of Millet.

---

### Strategies –

- Review and update Agriplex operating policy
  - Review and update rates and fees for Agriplex
  - Improve maintenance practices and develop standard operating procedures for staff
  - Utilize grant programs and available funding to upgrade areas of the facility as required
  - Maintain and foster working partnership between the AOC and Town of Millet administration
  - Commission a structural analysis of the community hall to determine future upgrades
-

### 3. Core Business – **Staffing**

---

Goal – To provide the level of staffing required to maintain quality recreation facilities and services for residents and visitors.

---

#### Strategies –

- To increase training and education opportunities for staff and management through attendance at courses and conferences offered through AARFP and ARPA.
  - To conduct a structural analysis of the old fire hall to determine its potential for use by the recreation department as a shop and equipment storage area
  - To review the organizational structure of the department and ensure it meets the needs of the community
-

#### 4. Core Business – **Administration**

---

Goal – To provide effective management of the parks and recreation department.

---

Strategies –

- Review existing agreements and ensure they meet the needs of the community
  - Conduct a comprehensive review of the current rates and fees for all recreation facilities and services and ensure the fees are adequate and comparable to like-sized municipalities
  - Conduct a needs assessment and develop and deliver recreation programs to the community where needed
-

## **Cemetery**

### **1. Core Business – Development**

---

Goal – To maintain the cemetery as an attractive, peaceful location.

---

#### Strategies –

- Review planned monument foundations and ensure they meet with the expectations of residents
  - Address concerns of high water table in new area. Drill test holes and determine if the site is suitable for its intended purpose
  - Landscape the area prior to the installation of monument foundations
  - Ensure the final design for monument foundations is aesthetically attractive and functional for ease of maintenance
  - To include the cemetery in the Town's snow removal policy
-

## **Family and Community Support Services**

### **1. Core Business – Administration**

---

Goal – To manage the department as effectively and efficiently as possible.

---

Strategy –

- Continue partnership with the City of Wetaskiwin for the provision of departmental services
- 

### **2. Core Business – Program Delivery**

---

Goal - To provide the residents of the Town of Millet with quality programs and services.

---

Strategy –

- Review requests for funding and determine the priorities of the department to direct administration in the delivery of funding and programming
-

## **Library**

### 1. Core Business – **Support**

---

Goal – To ensure the residents of the Town of Millet are provided with a quality library.

---

#### Strategy –

- Determine level of funding for the local library
  - Encourage continued clarity in reporting by the manager, keeping Council informed of the operations and needs of the library
  - Maintain membership in Yellowhead Regional Library system.
  - Ensure the current location of the library best suits the needs of the community
-