



Callander

ONTARIO

Four Seasons of Reasons

2019 Strategic Plan

Updated August 27, 2019

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1.0 Introduction

Strategic planning is a municipality’s process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy. Strategy has many definitions, but generally involves setting goals, determining actions to achieve the goals, and mobilizing resources to execute the actions.

In other words, a strategic plan simply provides the means for a municipality to chart a future it desires rather than reacting to events as they unfold. As Yogi Berra stated: *“If you don’t know where you are going, you’ll end up someplace else.”*

Callander’s Strategic Plan contains Council’s desired **Mission** for the organization (our reason for being) and a **Long-term Vision**.

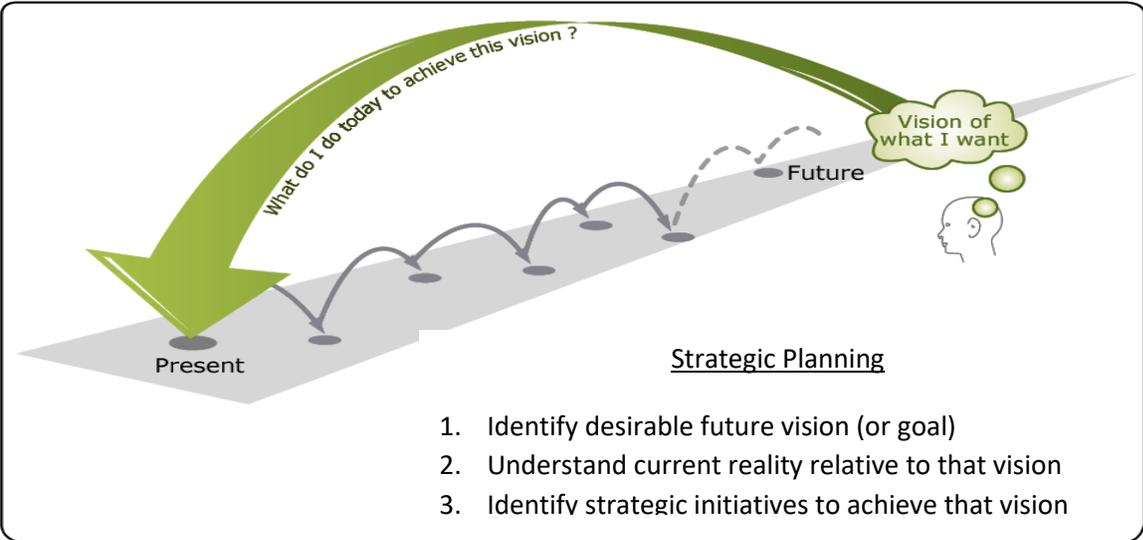
The vision is further defined through 3 (high level) Community **Goals** and 2 (high level) goals for the organization. Each goal is supported by several **Strategic Priorities** that Council focuses on over the 4-year term of the strategy.

Each year council revisits and reaffirms the strategic priorities, reviews accomplishments to date and then brainstorms and prioritizes new **Initiatives** to help achieve the priorities.

The desired initiatives will then be incorporated into the draft **departmental budgets** for Council’s consideration.

The **outcome** is a budget that includes initiatives to assist in achieving the strategic priorities, goals, and vision and is within the financial and human resource capacity of the municipality.

The following illustrates the steps to strategic planning:



The following provides a visual of the components of a strategic plan and illustrates how each component is based upon and works towards achieving Callander’s vision and high-level goals.



2.0 Mission

The mission statement reflects our organization’s purpose or “reason for being”.

Our Organization’s Mission is to enrich the community by providing strong leadership and delivering inclusive and fiscally responsible services while maintaining the unique qualities that make Callander such a desirable place to live, work and play.

3.0 Vision

The vision provides an aspirational description of what we would like to achieve for Callander in the long-term and is intended to serve as a clear guide for choosing current and future courses of action.

Our Long-Term Vision for Callander is a vibrant, fiscally sound community where residents enjoy living, working and playing and are able to meet their needs.

4.0 Five Goals

The vision is further defined through 3 Community Goals and 2 Organization Goals, as follows:

4.1 Community Goals

Goal 1: SENSE OF COMMUNITY

Callander's small town atmosphere is why people enjoy living, working and playing here... as witnessed by the levels of participation in all aspects of community life - from volunteering, to reporting a problem, to enjoying an event, to playing on a local team to helping a neighbour in time of need.

Goal 2: COMPLETE COMMUNITY

Our community is increasingly meeting *people's needs and our downtown waterfront area is vibrant, lively and attracts residents and visitors alike.

* People's needs = understanding, participation, leisure, affection, creativity, identity, freedom, subsistence, and protection.

Goal 3: SUSTAINABLE COMMUNITY

Callander's economy, environment and social well-being are increasingly healthy and supported by strategic, innovative and financially prudent priorities and long-term goals.

4.2 Organization Goals

Goal 4: CLEAR STRATEGIC DIRECTION

Our primary role is to provide community leadership, deliver services, and manage facilities, infrastructure and assets in ways that are financially prudent, sustainable and grounded in Callander's current realities.

Goal 5: HEALTHY COMMUNITY RELATIONSHIPS

We take pride in our community and in our relationships with residents, businesses, and partners; who in turn appreciate being kept informed, engaged and served by a professional and courteous organization.

5.0 Current Reality

5.1 The sustainability challenge... and opportunity

Callander like all community's worldwide, face considerable uncertainty around what the future will hold. Greenhouse gases are rising, the global economy is in crisis, ecosystems are eroding, water systems are being compromised, the cost of living is impacting quality of life, toxic compounds are showing up in our bodies and our children's health is being affected by poor air quality. These problems tell us we can't have a strong economy and meet our needs today while inhibiting the Earth's ability to sustain us. Sustainability is shared prosperity that lasts.

THE BRUNTLAND REPORT

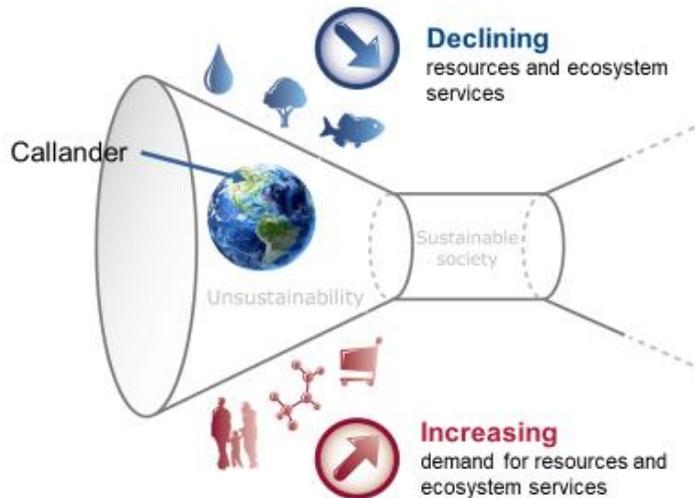
In 1987 a publication titled "Our Common Future" was released by the United Nations Bruntland Commission, and later became known as the Bruntland Report. The document changed the way people thought about the relationships between the economy, environment and society. It stated that:

"Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

There were three main concepts required to achieve this: environmental protection, economic growth and social equity. This was the first time sustainable development had been so concisely described, and this definition continues to provide inspiration around the world.

The challenge is complex, and the opportunities are plentiful.

To help understand the sustainability challenge and opportunity, the following metaphor of society within a funnel describes the increasing pressures on organizations and communities over time as a result of the sustainability challenge and highlights the opportunities that can emerge for communities and organizations who strategically plan towards sustainability.



THE SUSTAINABILITY CHALLENGE

The real problem isn't that we're losing trees. That's an environmental problem. **Being dependent on a system that requires the cutting of more and more trees is a sustainability problem.**

Having more greenhouse gases in the atmosphere than we used to is an environmental problem. **Being dependent on a system that will result in an ever-increasing amount of greenhouse gases in the atmosphere is a sustainability problem.**

Allowing some chemicals to be released into our waterways as pollution is an environmental problem. **Being dependent on a system that will result in ever-increasing build-up of persistent compounds in nature is a sustainability problem.**

Incidences of poverty, crime, discrimination and bullying in our communities are examples of social problems. **Being dependent on a system that will result in more social networks being eroded and where people have greater difficulty meeting their needs is a sustainability problem.**

Using the metaphor of the funnel, those communities and organizations who don't adapt to change will "hit the walls" of the funnel. As resources and supplies become more and more scarce, those organizations that remain locked in a fundamentally unsustainable way of operating may face rising resource costs, waste management challenges, tax increases, higher insurance rates, increasingly strict legislation, loss of funding (or market share), reduced staff or employee retention, or even bankruptcy.

The concept of the funnel – of things getting worse and worse and the options to do something about it getting more limited over time – is obviously frightening. But it’s also hopeful. The funnel shows there is great opportunity for those who can see where we need to go and who can help us redesign the way we do things. **The funnel also suggests that there is no better time to act than now.**

...AND OPPORTUNITY

We will have the same fundamental human needs in the future as we have today, but how will those needs be met and by whom?

This is the entrepreneurial opportunity of our time!

Those who find new ways to provide products and services, by reducing their negative impacts and enhancing their positive impacts, will be best positioned to succeed. Then we begin to restore healthy, vital ecosystems, thriving social networks and a robust economy.

A proven framework for strategic sustainable development, commonly known as the Natural Step framework has guided hundreds of large global multinational corporations and small businesses, organizations and communities towards sustainability. Using this framework in a process to develop an economic development strategy could prove especially helpful for Callander.

5.2 Sustainability Opportunities

Below is a list of best practices, strategies, and initiatives other communities are taking to capitalize on the sustainability opportunities.

<p>Build organizational and community awareness around sustainability. It is commonly known that changing the dominant mindset (or paradigm) provides the greatest leverage for change towards sustainability.</p>	<p>Shift from dependence on fossil fuels to renewable energy such as solar, wind, geothermal, micro hydro power.</p> <p>For example, installing solar panels to charge batteries that power lawn mowers or municipal vehicles.</p>
<p>Green buildings requiring new public buildings conform to green building standards such as LEED (Leadership in Energy and Environmental Design).</p>	<p>Foster the development of a local “green” economy where investors, entrepreneurs, and the community learn about and partner on new opportunities.</p>
<p>Support the establishment of a local community coop comprising producers, consumers and workers where local goods and services are offered.</p>	<p>Develop an Economic Development Strategy utilizing a robust framework for strategic sustainable development.</p>
<p>Transportation – shift towards alternative modes of transportation</p>	<p>Sustainable Food – encourage and support a local agricultural movement.</p>
<p>Tool shed – where tools, sports equipment etc. are loaned out.</p>	<p>District heating system using renewable energy to heat and cool groups of buildings</p>

Develop a reuseit centre – cold be part of local community coop	Host jam/theatre etc. nights at local community centre
Community forest – where the local community manages a sustainable woodlot.	Develop Asset management and financial plan to ensure financial prudence.
Promote water conservation	Recycle Sewage waste back to agriculture.
Lighting retrofits to reduce energy use and cost.	Green fleet strategy – shift away from fossil fuels and ensure right sizing of vehicles.
Partner with others on sustainability initiatives.	Community gardens where people grow food and strong community bonds
Support the development of affordable housing .	Support initiatives and services that contribute to residents well being .
Swapshop – a place where community members can swap goods.	Naturescaping that create habitat and require minimal to no watering, fertilizing and maintenance.
Sustainable procurement .	Improve energy efficiency of municipal facilities .
Encouraging programs that bring people together , interact with one another and build relationships through inclusive programs, services, events, and great public gathering places.	Waste management – shift towards a zero-waste community and encourages a circular economy where raw materials are in constant cycles.
Structure fess and charges to encourage sustainable alternatives	Develop policies and programs to support sustainability
Create a local currency – perhaps in conjunction with a community coop. Local currency keep money within a community and help build community spirit, support and trust. And it can enable people who would otherwise be marginalised or trapped in poverty to integrate and contribute to the local economy.	Community sustainability investment fund to help fund community sustainability projects benefitting current and future generations.

5.3 Callander S.W.O.T. Analysis

The following provides a preliminary S.W.O.T. analysis of Callander relative to achieving its long-term vision and goals. It was prepared from a group brainstorming session involving Elaine, Louise, Todd, Lee-Ann, Louise, Catharina, Taylor, and Mike.

For the purposes of this report, a SWOT is characterized in the following terms.

- **Strengths** (Positive, Internal): Positive attributes, assets or resources currently present in Callander that gives it advantage.
- **Weaknesses** (Negative, Internal): Critical disadvantages, local issues or characteristics that hinder Callander’s ability to achieve its vision and goals.
- **Opportunities** (Positive, Internal and External): Areas where Callander and its partners can remedy or limit its weaknesses or capitalize on current trends, demographics, investment etc.
- **Threats** (Negative, External): Obstacles, trends and factors that hinder or threaten Callander’s ability to achieve its vision.

<p>Strengths</p> <p><i>Community</i></p> <ul style="list-style-type: none"> • Small community feel, big community pride • Picturesque – great for film industry • Affordable- relative to North Bay • Access to recreation/leisure – lake, trails, snowmobiling, ATV’ing, cycle touring, paddling, ice fishing, etc. • Local Medical clinic and access to other key goods and services • Proximity to North Bay – jobs, facilities, retail, hospital, College/University, specialized services etc. • Access to the rest of the world – airport, rail, major highways, and high-speed internet • (Relatively) Healthy Lake Ecosystem • Walkable community • Cultural offerings, tradition • Safe • Centennial Park • Residents generally love Callander <p><i>Organization</i></p> <ul style="list-style-type: none"> • Small and able to quickly adapt • Great facilities and a community Kitchen • Financial soundness (reserves, tax base, asset management) • Competent staff • Appropriately equipped to meet service levels 	<p>Weaknesses</p> <p><i>Community</i></p> <ul style="list-style-type: none"> • Number and diversity of commercial offerings • No commercial recycling • Somewhat tired and dated downtown • Sewage capacity • High speed infrastructure gaps - in some areas • Resistance to change • Limited employment opportunities • Limited tourist accommodation offerings <p><i>Organization</i></p> <ul style="list-style-type: none"> • Dispersed workforce -satellite office/OPS trailer • Aging Infrastructure • Infrastructure deficit – particularly roads • External communications with residents including website • Weak ratio of water/sewer ratepayers to cost of system
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Opportunities

Community

- Partnerships with Canadore/Nipissing
- Capitalize on North Bay's Opportunities
- Businesses and services geared to the aging – transportation
- Forested crown land
- Casino
- Sustainability opportunities
- Social media
- Website and potential for online payments
- Migration of retiring baby boomers
- Cycle tourism infrastructure
- Room for growth in downtown & community
- Home based businesses
- Tourism trends – “staycationing”

Organization

- Energy (\$) savings
- Digitize and searchable municipal information
- Partnerships with regional municipalities
- Leadership and role modelling

Threats

Community

- Climate change and sustainability challenges
- Aging population
- Blue green algae – source drinking water
- Casino
- Social media
- Global economic uncertainty
- Dwindling volunteerism
- Long term care waiting list

Organization

- Government legislative changes/downloading
- Decreased government funding
- Aging workforce
- Public expectations, demands and harassing behaviors
- Cyber crime

5.4 Strategic Priorities, Current Reality and Initiatives

COMMUNITY

5.4.1 Sense of Community

Goal 1: SENSE OF COMMUNITY

Callander's small town atmosphere is why people enjoy living, working and playing here... as witnessed by the levels of participation in all aspects of community life - from volunteering, to reporting a problem, to enjoying an event, to playing on a local team to helping a neighbour in time of need.

Community Events

Strategic Priority

Continue hosting popular community events.

Current Reality

- **Community events** continue to be a big hit amongst residents and visitors. The following 10 events are currently hosted annually: Pitch-in-event, Arbour Day, School art contest, volunteer of the year, Fun Fest, Osprey charity golf gala, Cranberry Day, Safe Halloween, Callander lights up Christmas, and the Family day skating event.
- **External organizations** also host events that are open to the public, such as the Country Music Festival, Craft Shows and Christmas markets. The acoustics at the Bill Barber are apparently very good for musical events.

2019 Initiatives

- **Note: EDC** = Events, Marketing and Community Enhancement Coordinator

Initiative	HR	Budget	Status	Priority
Host 10 Community Events	EDC – 45 days	\$26,350	Underway	High
Assist with external organisation's events	EDC – 2 days	n/a	Ongoing	Med

Volunteerism

Strategic Priority

Enhance community volunteerism

Current Reality

- Volunteerism is **strong and growing** and has contributed considerably to the success of Callander's recreation and community events.
- The **annual volunteer of the year** and the proposed new Youth Volunteer of the year award are proposed again for 2019 as is the **evening of appreciation**.
- The **Volunteer Christmas Open House** which was co-hosted by the Museum, Library and Rec Department was not as well attended in 2018. The event and date will be carefully assessed in 2019.

2019 Initiatives

Initiative	HR	Budget	Status	Priority
Evening of Appreciation	EDC – 7 days	\$7,900	Completed	High
Volunteers of the year	EDC –1/2 day	n/a	Completed	High

Recreation/leisure

Strategic Priority

Support recreation programs

Current Reality

- The Bill Barber Complex, Centennial Park, Cranberry Trail, and Yarlasky field are **well used recreation facilities**.
- The South Shore’s rink, mini soccer pitch, and ball diamond are **lesser used facilities**.
- Snowmobiling and ice fishing are extremely popular **winter activities** for residents and visitors alike.
- **Also popular** are the 4 regional bike routes (Powassan Circle Route, Corbeil Circle Route and the Trans Canada Trail, and the Voyageur Cycling Route). Our partners (i.e. Discovery Routes, Health Unit, local biking community) have interest in promoting cycling and cycle tourism.

Initiatives

- It is proposed that the **joint youth soccer program** with East Ferris continue again in 2019.
- The recreation committee is interested in creating a **bike advocates group** to encourage cycling and to capitalize on the tremendous cycle tourism opportunities that Callander and region have to offer.
- The community continues to benefit from the Municipal **community affiliation policy** and residents have access to a variety of activities such as pickle ball, line dancing, fitness activities, Brownies/Girl Guides, horticulture society etc.
- A **Recreation Vision and Master Plan** is currently being developed by the EDC and the Community Survey, in part, was designed to glean key information for that plan.
- The **recreation committee** designed and hosted the family day skate activity last February and are interested in hosting more activities this year. It is anticipated that another 12 activities (such as a family games night) will be hosted by the Recreation Committee annually. This would be in addition to volunteering at community events such as Fun Fest or Cranberry Day.
- A 2018 Grant funded a partial staff position and operating expenses for the **four seasons of Recreation program**. This was a 2-year grant for 4 safety programs with the 3rd and 4th programs (winter Ice safety 101 and Bike Safety programs) being offered this year.
- Consider offering **swimming lessons** again this year – participants expressed interest in seeing it offered again. Last years’ sessions were funded and so consider charging a fee this year.

2019 Initiatives

Initiative	HR	Budget	Status	Priority
Joint youth soccer program	EDC – 5 days	Net +\$1,0500	Underway	High
Develop Recreation Vision and Master Plan	EDC – 15 days CAO – 3 days	n/a	To Commence later this year	Low
Support for recreation committees' initiatives – avg. – 1 per month	EDC – 3 days	n/a	Ongoing	Medium
4 seasons of safety program	EDC – 6 days	\$6,800	Underway	High
Support Bike Advocates group initiatives	EDC – 1 day	n/a	Ongoing	Medium

Heritage and Culture

Strategic Priority

Promote greater use of the Museum & from 2008 Strategic Plan – “Celebrate the diverse cultural history of the Town”

Current Reality

- The **museum and Art Gallery** have gained greater recognition and use over the past few years through active marketing and hosting of special events.
- The **heritage and culture volunteer group** continue to offer valuable support for the museum's operations, with one volunteer offering guided walking tours of Callander's historic properties during the summer.
- A **summer student** helps with the planning of events and activities (with financial assistance from the Provincial government).

2019 Initiatives

Initiative	HR	Budget	Status	Priority
Interactive Technology for museum	MUS – 4 days	\$2,000	To Commence later this year	High

Library

Strategic Priority

Support the development of a library... as a community hub that meets community needs and helps establish the dock and waterfront area as a desirable gateway and public destination.

Current Reality

- The **Library**, run by the Library Board with operating funding from the Municipality, continues to be a well used facility.
- In response to the need for a **new facility**, Council has designated a portion of its waterfront property for a future library building/community hub and has endorsed a library needs study and architectural plans for a new building.

- The **Library Space Needs study** provides for the development of a community hub offering a diversity of community programming and services; a gathering space for residents and businesses; a tourism centre for visitors; and a key partner in the community and with the Municipality.
- **Next steps** include fundraising, undertaking architectural working drawings, tender and construction.
- The Library is organizing a formal **fundraising program** and is in regular contact with the local MP and MPP for funding opportunities.
- The Library currently has a fundraising reserve of \$258,414 (2017) as well as a municipal reserve in the amount of 258,284 (2018)

2019 Initiatives

Initiative	HR	Budget	Status	Priority
Contribute \$40,000 to Library Reserve	n/a	\$40,000	Completed	High

5.4.2 Complete Community

Goal 2: COMPLETE COMMUNITY

Our community is increasingly meeting *people`s needs and our downtown waterfront area is vibrant, lively and attracts residents and visitors alike.

* People`s needs = understanding, participation, leisure, affection, creativity, identity, freedom, subsistence, and protection.

Economic Development

Strategic Priority

Develop and implement an Economic Development Strategy (EDS) and ensure that the EDS considers:

- and capitalizes on Callander`s tourism potential and positions Callander as a desirable day destination for residents from North Bay and Region
- the efficacy of reinstating a community improvement plan for the downtown (i.e. \$ incentives for development)
- initiatives to create a vibrant and diverse downtown
- existing accomplishments and further builds on successes
- capitalizing on Federal and Provincial grant opportunities
- a marketing strategy and initiatives to attract green businesses and to support the growth in new commercial assessment
- the efficacy of growth outside of the Urban Service Area
- the development potential/reuse of the Operations building and yard and Fire Hall.

Current Reality

- Callander`s **greatest barrier to economic development** is the current limited capacity of the sewage lagoon. Further information is provided under “Infrastructure” section on page # 29.

- Callander like most North American communities has witnessed a **loss of local retail businesses** from the downtown in favour of “big Box” retail at regional centres. This loss contributes to both a loss in local employment and reduced tax revenues. Callander’s present commercial/industrial/other tax base represents only 6% of revenues.
- Economic development traditionally focused on investment attraction and has over the past 15 years or so, due largely to a changing and more globalized economy, shifted to focusing on business retention and expansion. More recently however, the real sources of job creation and the **real drivers of economic growth** will be those firms that leverage and pursue opportunities in a new economy.
- **Growing the local economy** is becoming an increasingly important priority for Ontario municipalities as a means of sustaining local communities and supporting economic growth. Interestingly, over \$2 million of local economic benefit would be realized if every resident in Callander were to spend \$10 per week on locally produced goods.

Initiatives

- A **community Profile document** has been completed and will be presented to council for adoption. Once adopted this document will be available for residents, visitors, businesses and investors.
- A **complementary profile document** tailored to the business community and investors is also being prepared.
- The **Municipal Official Plan** is currently being updated in accordance with the Planning Act of Ontario. The OP plan update is being undertaken by our Planning Consultants with support from the Planning Administrator and CAO.
- The **Business Event** hosted in 2017 was viewed a success and provided great opportunities for new and existing businesses to capitalize on – such as cycle tourism, film industry, 2019 Plow Match Locally produced food and products. As such, another similar event in is proposed for 2019. It is proposed that this event would cater specifically to Callander businesses, investors and entrepreneurs.
- An opportunity to provide **high speed internet service** to some of Callander’s underserved areas is currently under consideration.
- For 2019 it is proposed that a budget be made available for **beautification initiatives** with an understanding of the need for Council’s consideration prior to any expenditures. An application for trees Canada funding will also be made.
- Also proposed for 2019 is the production of a **places of interest in Callander brochure** that can double as a restaurant placemat.
- It is proposed that a budget of \$1,500 be made available for **advertising and marketing** – intended for selective advertising such as in community inserts, local clubs, and targeting the film industry as well as for the purchase of professional photographs of Callander for use in the website, promotional, and marketing materials.
- A key initiative for 2019 is the development of an **Economic Development Strategy**. It is proposed that the plan will be produced “in house” and supported by a framework for strategic sustainable development.

2019 Initiatives

Initiative	HR	Budget	Status	Priority
Economic Development Strategy	EDC – 15 days CAO – 7 days PLN – 7 days	\$n/a	Underway	High
Annual beautification initiatives (Planters- \$4,300, banners - \$3,500, portable toilets - \$3,150)	EDC – ½ day	\$10,950	Underway	High
Complete Community Profile document	EDC – 2 days	\$500	Completed – need to undertake distribution	High
Complimentary profile document	EDC – 2 days	n/a	Completed	High
Business event	EDC – 4 days	\$350	On Hold – pending staff availability	Low
High speed internet	EDC – 2 days CAO – 1 day	n/a	Phase 1 completed. Need to explore other opportunities	Med
Places of interest in Callander brochure	EDC – 5 days	\$2,500	On Hold – pending staff availability	Med
Advertising and marketing	EDC – 2 days	\$650	Underway	High
Official Plan and Development charges update	PLN – 7 days	\$16,312	Underway	High
Explore the purchase and development of vacant Main Street Property	CAO – 2 days	\$155,000	Underway	High

Tourism (Economic Development)

Strategic Priority

Build on the growing momentum of positioning Callander as a desirable destination for touring cyclists, boaters, and as a day destination for residents from North Bay and region. And From the 2008 Strategic Plan - “Improve communications regarding the facilities, services, amenities and attractions available in the Town”.

Current Reality

- Callander is well positioned with its parks, facilities, lakefront location and beautiful natural setting to serve as a desirable destination for touring cyclists, boaters, ATV’ers, snowmobilers and as a **day destination** for residents from North Bay and region. Specifically:
 - The refurbished dock reinstates a key gateway from the Lake to the downtown
 - Centennial Park is a highly desirable destination for residents and visitors
 - The annual fun fest and Cranberry Day is a big draw enjoyed by residents and visitors.
- With respect to **cycle tourism**, Callander cycling trails are well connected to North Bay’s trails via the popular Kate Pace Way and is part of 4 cycling routes (Powassan Circle Route, Corbeil Circle Route and the Trans Canada Trail, and the Voyageur

Cycling Route). These routes have benefited by Discovery Routes leadership and the financial support they have secured for Callander through the Trans Canada Trail organization. The routes have also benefited from the installation of paved shoulders along Highway 654, and the addition of the paved Cranberry Connector.

- **Marketing materials** promoting Callander as a desirable day destination were prepared and distributed in 2018 to hotels, and other public places within the region and are proposed again in 2019.
- The proposed **Economic Development Strategy** (noted above) will help identify additional future initiatives.

2019 Initiatives

Initiative	HR	Budget	Status	Priority
Distribute Marketing Materials	EDC – 1 day	n/a	Completed	High
Economic Development Strategy (see above)	See above			

Beautification

Strategic Priority

Continue to focus on beautifying the downtown and Centennial Park areas.

Current Reality

- There were several Beautification initiatives undertaken in 2018 including enhancements to the Callander Cenotaph, new planter boxes at the community centre, planting of trees, installation of dog waste stations plus the annual initiatives noted below.

Initiatives

- **Annual beautification initiatives** include the community planters (partnership with Horticultural Society), banners, porta potties at Cranberry Trail, municipal dock and Sunbeam Beach and ongoing maintenance of parks and landscaping, including the Cemetery. Funding is also proposed to replace a few of the damaged planters.
- **Relocate the Callander sign** located at the North west corner of Callander Bay Drive and Cranberry Road to the south west corner or possibly to the east side of Callander Bay Drive as per Council’s resolution. It is also proposed to add lighting to the relocated sign utilizing a \$5,000 community grant provided by Frank Cowan Insurance Company.

2019 Initiatives

Initiative	HR	Budget	Status	Priority
Beautification Committee Initiatives	EDC – 3 days CAO – 1 day	\$11,702	Underway	High
Tree program	EDC – 1 day	\$3,000	Underway	High
Centennial Park Enhancements	EDC – 5 days CAO – 1 day	\$50,000	Underway	Med

Develop Main street/Lansdowne Street enhancement plan (including vacant Main Street Lot)	EDC – 3 days CAO – 2 days	n/a	To commence later this year	Med
Relocate Callander sign	EDC – 3 days CAO – ½ day OPS – 1 ½ days	Net of grant \$2,000	Underway	High

Municipal Dock and Waterfront/Library Property

Strategic Priorities

1. Explore options for developing the municipal waterfront parcel.
2. Support the development of a library... as a community hub that meets community needs and helps establish the dock and waterfront area as a desirable gateway and public destination.

Current Reality

- The **Downtown Waterfront Revitalization Strategy (DWRS)** advocates for the government dock and waterfront area to act as a gateway and vibrant public gathering place. The refurbished Municipal Dock and adjacent parcels of municipal land provide opportunities to further enhance this area in accordance with the DWRS.
- Council has resolved to designate a portion of the municipal land at the waterfront for library purposes. The entire parcel, at nearly 3 acres, is larger than what will be needed for a library and as such, the remaining land presents an **opportunity for development**.
- The Mayor convened an informal advisory group to explore options for developing this waterfront property. The property could be **developed by way of a request for proposals** from Developers who would be required to abide by the use and design guidelines associated with the proposal call.
- A 2018 initiative (not yet implemented due to delays with surveying and changes of staff at Operations) was for the design and construction of a **gravel parking lot** on a portion of municipal lakeshore road allowance immediately south of the municipal dock. Considering the above noted request for proposal it is proposed that this land be considered as part of the development package.
- Another 2018 initiative not yet implemented is the exploration of a business case to allow **overnight mooring at the government dock**. Considering the above noted RFP, it is proposed that the operation of a marina be considered as part of the development package offer.

2019 Initiatives

Initiative	HR	Budget	Status	Priority
Waterfront property RFP	CAO – 10 days EDC – 4 days	n/a	Underway	High
Develop Gravel Parking Lot near municipal dock	OPS – 4 days CAO – 1 day	\$23,644	To commence later this year	Med

5.4.3 Sustainable Community

Goal 3: SUSTAINABLE COMMUNITY

Callander's economy, environment and social well-being are increasingly healthy and supported by strategic, innovative and financially prudent priorities and long-term goals.

Energy Use

Strategic Priorities

1. Reduce our energy use
2. Capitalize on the growing opportunities around renewable energy production

Current Reality

- Municipalities are not only well positioned to provide **leadership on climate change** they are also increasingly feeling its effects. Municipal best practices include developing renewable energy projects, supporting active transportation, local agriculture and various initiatives to reduce energy use.
- The Provincial government cancelled the **Feed in Tariff (FIT) Program** that provided incentives for developing renewable energy projects such as solar, wind, micro hydro and biomass. This program guaranteed a return on investment for a 20-year period. Although the guaranteed rates had reduced over the years of the program, so too had the cost of such technologies and especially so with solar panels.
- It is unclear at this time, what **renewable energy programs** will be developed by the Federal and Provincial governments.
- In conjunction with the Local Authority Services (LAS) (part of the Association of Municipalities of Ontario (AMO)) the **municipal Street lights** had all been changed to LED in 2016 and the municipality has realized significant annual savings and an expected 5 - 6 year simple payback.
- Again, in conjunction with LAS, a **lighting audit** was undertaken on all Municipal buildings and facilities. The audit calculates sizeable returns on investment by changing out to LED. This audit will be shared at the upcoming workshop and it is proposed that lighting at the medical centre be retrofitted (@ \$26,000) as this provides the greatest return on investment with approximately \$8,000 annual savings and a simple payback of 3.12 years. Alternatively consider retrofitting the lighting at the Bill Barber (@ \$44,000) providing approximately \$9,000 annual savings and a simple payback of 4.69 years.

2019 Initiatives

Initiative	HR	Budget	Status	Priority
Change out to LED lighting at Bill Barber and Medical Center	CAO – ½ day OPS – 3 days	\$79,760	Underway	High

Waste Management

Strategic Priority

Support and promote increased reduction, reuse and recycling of materials

Current Reality

- A new 5 year **Waste Management collection contract** was awarded in 2017. Currently waste collection costs \$110,772 plus \$69,851 for the collection of (residential only) recyclables. We also receive a grant in the amount of \$18,000 to offset the cost of recycling.
- The **cost of waste disposal** at the Merrick Landfill is shared with the City of North Bay where we pay a proportionate share of the City’s landfill costs - currently totalling \$61,994/year.
- A strategy to maintain or **reduce future waste management costs** include increasing recycling and diverting materials via composting (approximately 40% of the typical waste stream comprises compostable materials). Note: Compost contains an abundance of valuable minerals, nutrients and humus that are essential for agricultural purposes.
- An opportunity exists for the municipality to explore the business case of selling, as fertilizer, the **stored composted sludge** at the lagoons.
- The opportunity also exists to explore the establishment of a **private composting** program and facility.

2019 Initiatives

Initiative	HR	Budget	Status	Priority
Deal with the stored sewage sludge at lagoon such as exploring business case for selling composted sludge	EDC – 3 days CAO – 1 day OPS – 1 day	n/a	Underway - Initial discussions with MECP	High
Explore the establishment of a composting program	CAO – 2 days EDC – 6 days	n/a	To Commence later this year	Med

Centennial Park Creek

Strategic Priority

Naturalize Centennial Park Creek. And From 2008 Strategic Plan –“Maintain, protect and enhance the natural features of the Town.”

Current Reality

- A key project identified under the Downtown Waterfront Revitalization Strategy is to *“re-establish naturalization of the stream through Centennial Park to provide natural habitats for native wildlife as well as interpretative signage for environmental education”*. This project was **completed in 2017**.

2019 Initiatives

Initiative	HR	Budget	Status	Priority
Naturalizing of creek completed in 2017	n/a	n/a	completed	n/a

Source Water Protection

Strategic Priority

Implement Source Water Protection Recommendations

Current Reality

- Recommendations from the **Source Water Protection Plan (SWPP)** have been implemented over the past few years in partnership with the Conservation Authority and local Municipalities.
- As per the SWPP the Conservation Authority is proposing **ongoing research and monitoring** of Callander Bay.
- The Mayor sits on the **Source Water Protection Committee**

2019 Initiatives

Initiative	HR	Budget	Status	Priority
Implement SWP recommendations	n/a	n/a	Completed	n/a
Mayor sits on SWP committee	Mayor	n/a	Ongoing	High

ORGANIZATION

5.4.4 Clear Strategic Direction

Goal 4: CLEAR STRATEGIC DIRECTION

Our primary role is to provide community leadership, deliver services, and manage facilities, infrastructure and assets in ways that are financially prudent, sustainable and grounded in Callander's current realities.

Rental of Municipal Facilities

Strategic Priority

Promote greater use of the community centre

Current Reality

- To help **offset costs** some of the municipal facilities are rented out.

- **Recent upgrades** to the community centre have helped to improve its rentability. The centre is ideally suited for a wide range of functions from weddings to floor hockey.
- **Materials marketing the rental of municipal facilities** had been prepared and distributed; and the Community Centre is well booked, including most weekends this year.
- For the community centre it is proposed that **new tables** be purchased to replace broken tables and to provide additional rectangular tables as there is an abundance of round tables and few existing tables. Will be able to sell some of the round tables to recoup some of the costs.
- It is proposed that an **analysis of the fee structure** for all municipal facilities be undertaken this year.

2019 Initiatives

Initiative	HR	Budget	Status	Priority
New tables at CC	EDC – ½ day	\$3,500	To Commence later this year	High
Continue marketing Community Centre rentals	EDC – ½ day	n/a	Ongoing	High

Maintenance of Municipal Facilities

Strategic Priority

Focus on needed building condition assessment projects.

Current Reality

- A **Building condition assessment** prepared in 2008 identified projects to be completed over several years and this assessment should be reviewed and updated.
- The Museum applied for a Trillium grant to cover 100% of the cost to install **2 air conditioning units** at the Museum in order to protect valuable artifacts.
- **Building maintenance projects** for consideration in 2019 include:
 - Repair several fire separation breaches in apparatus bay
 - Replace 1 set of apparatus doors at station #2 and the human door as they are rotting and causing a loss in heat.
 - Lock box to appropriately protect the community centre sound system

2019 Initiatives

Initiative	HR	Budget	Status	Priority
Update building condition assessment	OPS – 3 days	n/a	To Commence later this year	Low
Air conditioning at the museum	OPS – 3 days	\$6,400	Completed	High
Fire hall maintenance projects	OPS – 3 days	\$13,800	Underway	High
Repair ops garage wall	OPS – ½ day	\$1,000	To Commence later this year	High
Replace doors at Community centre	OPS – 4 days	\$7,566	Completed	High
Modify reception counter to meet accessibility standard	OPS – 2 days	\$1,500	To Commence later this year	High
Contribute approximately \$3,731 to Building Condition Assessment Reserve to achieve a Target 1% of historical cost of buildings	n/a	\$3,731	Completed	High
Contribute \$750 to museum building reserve (based on actual 2018 donation revenue)	n/a	\$750	Completed	High

Municipal Accommodations

Strategic Priority

1. Secure MTO parcel for potential future municipal needs
2. Ensure adequate municipal accommodations.

Current Reality

- The Municipality has sought to obtain several **parcels of land from MTO** that front on Callander Bay Drive so as to accommodate future municipal accommodation needs. A new Operations Yard and Fire Hall has been contemplated for this site. This process is still ongoing.
- Although wet and low lying, it is recognized that the parcel of Municipal land on **Swale Street, across from the Community Centre** may be a more desirable location/site for an operations yard/fire hall. In part, this will depend on the type of soil and depth to bedrock. Given that site is a wetland with 2 creeks any building would be subject to creek setbacks and the site may be sensitive habitat for species at risk or endangered species. As such, the next step could be to explore the development potential of the property from a planning and development perspective and if that proves feasible, then undertake bore holes to determine depth to bedrock.
- Although the parcel of land currently occupied by the **Operations Yard** at over 2 acres, is ideally suited for redevelopment, there is not enough capacity within the current sewage system to accommodate such redevelopment without costly upgrades. Further, there will likely be the need for environmental remediation works at the existing yard should we consider selling it.

- Consideration is being sought to further explore the opportunity to develop plans to renovate the Council chambers to **accommodate the satellite office staff** - at a projected annual savings of \$14,323 plus the benefits from centralized customer service and sharing of administrative staff and office equipment. As part of this plan, the fire hall meeting room would be renovated to accommodate a new and improved Council chambers. Consideration is being sought to further explore this opportunity.
- Consideration is also being sought to develop plans for an **addition to the existing Operations building** to accommodate the 4-staff working at the Trailers. The trailers are nearing the end of their useful life and as such, consume considerable amounts of energy to heat and cool. Further, the existing office/lunchroom space is underutilized and in need of enhancements to separate this space from the garage. A small, well insulated addition would improve working conditions, energy efficiency and reduce operating costs. The trailers may still have resale value for additional revenue. Further consideration is being sought to build an addition to the south end of the operations garage in order to accommodate and protect the wheeled excavator or a new tractor as per the Manager’s report.

2019 Initiatives

Initiative	HR	Budget	Status	Priority
Discussions and acquisition re: MTO properties	CAO – 2 days	\$43,600	Underway	High
Repairs to existing OPS trailer	OPS – 3 days CAO – 1/2 day	\$5,000	Underway	High
Consider contributing \$15,500 to Accommodation/new building reserve –	n/a	\$15,500	Completed	High

Municipal Partnerships/Shared Services

Strategic Priority

Explore opportunities to partner with neighbouring municipalities.

Current Reality

- Callander has been sharing its **Chief Building Official** with Nipissing Township. This enables our municipalities to share in quality, full time staff where a full-time position is not feasible.
- The CAO and Mayor are currently participating with a group of regional municipalities respecting **additional opportunities for sharing** services, purchases, staff, equipment.
- Further the Manager of Operations has been in discussion with other regional municipalities on opportunities for **shared purchases** of salt, sand, granular and other materials and supplies.

2019 Initiatives

Initiative	HR	Budget	Status	Priority
Explore sharing opportunities	CAO – 3 days OPS – ½ day Trea – ½ day	n/a	Ongoing	High

Service Levels

Strategic Priority

Ensure consistent maintenance standards, service levels and operating procedures for the Operations Department.

Current Reality

- In addition to the above noted priority, Council has directed a **review of the Operations department** to determine the desired services delivered, the level of service, and the structure needed to accommodate that. Note this report will be provided prior to workshop #2.
- Standard operating guidelines, a new system for tracking service requests and work orders **have been developed**. So too has permitting system for road occupancy permits.
- A **permit system** for installing driveway culverts is currently being developed.

2019 Initiatives

Initiative	HR	Budget	Status	Priority
Review of Operations Department with outside consulting assistance	OPS – 5 days CAO – 3 days	n/a	Underway	High
Update driveway culvert permit system	OPS – 3 days	n/a	To Commence later this year	Low

Asset Management Plan

Strategic Priority

Focus on further developing asset management plan.

Current Reality

- Our current **asset management plan** is only partially completed and is viewed as a priority project as government funding programs are increasingly requiring these to be fully completed. Additionally, these plans help to ensure that we get the most value out of every dollar spent on capital projects and they assist with developing a multi-year capital and financial plan.
- **Asset management software** and work order system was purchased in 2018 and Callander's asset management plan will continue to be built over the next few years in accordance with the Provincial requirements for doing so.

2019 Initiatives

Initiative	HR	Budget	Status	Priority
Build Asset Management Plan	TREA– 25 days OPS – 5 days CAO – 2 days	28,270	Underway	High

Roads

Strategic Priority

Ensure roads are maintained in a good and safe condition.

Current Reality

- The 2016 update to Callander’s 2008 **Road Needs Study** revealed that Callander had over \$16,000,000 of road improvements needed that year and another \$5,000,000 over the next 5 years. Callander’s ability to project manage and afford these improvements results in approximately \$800,000 - \$1,000,000 of road improvements annually. At this rate, Callander’s roads are expected to increasingly deteriorate over time (i.e. we are not able to spend \$16,000,000 this year). Road projects completed since 2016, including improvements to Callander Bay Drive this past summer, has contributed to reducing the roads deficit however, roads have also aged since 2016.
- The Municipality has adopted the Provincial Minimum Maintenance Standards for municipal roads. Callander exceeds the minimum standards with respect to the timing of snow removal. **Winter road maintenance** rated high on community satisfaction, according to the recent community survey.
- **Road maintenance projects** (ensuring longevity) such as crack sealing on Tillicum, Nosbonsing and Terrace, and a 2nd lift of tar and Chip on Pinecreek and Pinecreek Road South Roads are proposed for 2019 as the season ran out on these projects that were planned for 2018.
- **King Street** is the next priority road on the 5-year capital plan. It is proposed that the Manager of Public works will prepare the drawings and tender for this road reconstruction project, including the replacement of the large cross culvert at King and Toronto Streets.
- It is proposed that the **road needs study and 5-year capital plan** be updated in 2019 and LAS offers a service for doing so.

2019 Initiatives

Initiative	HR	Budget	Status	Priority
Road crack sealing	OPS – 7 days	\$30,000	Underway	High
Pinecreek, Road South Gravel	OPS – 7 days	\$30,772	To Commence later this year	High
Pinecreek Road (resurface – 1 single lift)	OPS – 4 days	\$56,095	Underway	High

Tillicum Bay Road (2 nd lift)	OPS – 7 days	\$40,704	Underway	High
King Street	OPS – 15 days	\$1,372,885	Underway	High
Road Needs Study and 5-year capital plan	OPS – 5 days TREA – 1 day CAO – ½ day	\$15,000	Underway	High

Storm Drainage

Strategic Priority

Determine long term storm drainage system needs.

Current Reality

- Over the past few years Operations have responded to a considerable number of **service requests** for issues associated with drainage.
- The department has completed several **ditching and culvert replacement projects**.
- The proposed **ditching projects** for 2019 will be provided in a separate report regarding the Operations Department

2019 Initiatives

Initiative	HR	Budget	Status	Priority
King Street Road ditching (associated with above noted King Street project).	n/a	n/a	Underway	High
Undertake inventory of all ditches and culverts and develop enhancement plan	OPS – 5 days	n/a	To Commence later this year	Low

Sewer & Water Infrastructure

Strategic Priority

Note: A priority had not been developed for this organizational aspect as sewer and water infrastructure falls under the Water and Wastewater budget.

Current Reality

- Most of this system, installed in the mid 1970's, will **increasingly require repairs** and/or replacement. As such, it is proposed that a contribution of \$TBD (dependant on OCIF Grant) towards the W&WW budget reserve to help cover the cost of such future upgrades.
- The **water treatment Plant** has sufficient capacity to accommodate development well beyond a 20-year planning horizon.
- **Inflow and infiltration** of ground and rainwater into the sewage system, however, has significantly reduced the capacity of the lagoons to accommodate future growth. An inflow and infiltration study funded by the Community Water and Wastewater Fund (CWWF) grant identified significant I & I. As such, an application was made to the Ontario Community Infrastructure Fund (OCIF) (currently under consideration) to fix such inflow and infiltration problem areas. Doing so will create opportunities for further residential development. This will in turn help

create a critical mass to support further commercial development in the downtown. The municipal contribution to the OCIF grant is \$208,406 and the current W&WW reserve is \$485,000

- It is staff’s understanding, based on a **sewer model** of existing conditions prepared by JL Richards, the sewage system is further constrained by a few sections of pipe that are at maximum capacity and will need to be replaced prior to seeing any further development for upstream properties. This impacts all lands in the urban service area except for those lands connecting to the Osprey Subdivision sewer system.
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2019 Initiatives

Initiative	HR	Budget	Status	Priority
Inflow and Infiltration projects – Apply for 2020 grant	CAO – 4 days OPS – 4 days	TBD	Underway	High

Fleet and Equipment

Current Strategic Priority

1. Contribute to a fleet reserve to level out payments and to ensure \$ available when replacements are needed.
2. Ensure organization has the fleet and equipment necessary to meet current needs

Current Reality and Initiatives

- Fire department propose the purchase a **new imaging camera** as the old camera is no longer working properly.
- The annual replacement of **bunker gear** is proposed for 2019
- Purchase 2 new **soccer nets**.
- Purchase a **barrier free swing** for Centennial Park.

2019 Initiatives

Initiative	HR	Budget	Status	Priority
New thermal imaging camera	n/a	\$6,900	Completed	High
Purchase barrier free swing	n/a	\$3,000	Underway	High
Bunker gear	n/a	\$6,120	Underway	High
Soccer nets	n/a	\$450	Completed	High
Contribute to Fire Services Fleet Reserve	n/a	\$125,114	Completed	High
Contribute to Operations Fleet Reserve	n/a	\$80,627	Completed	High

Outdoor Rinks

Strategic Priority

1. Improve drainage at South Shore rink
2. Improve Bill Barber rink

Current Reality

- **Drainage issues** at South Shore Rink have been rectified.
- Operations staff advise that South Shore Rink is **rarely used**, and requires a fair amount of time and effort to keep it opened throughout the season
- The **Bill Barber rink** boards are deteriorating, and the Municipality has been maintaining to ensure safety. Further the paved rink surface has frost heaved requiring considerable amounts of water and time to build up the ice surface prior to opening.
- Apply for **Trillium Foundation** Funding for improvements to the Bill Barber Rink (replace boards and rink surface).

2019 Initiatives

Initiative	HR	Budget	Status	Priority
Develop proposal and Funding application for Bill Barber	OPS – 2 days EDC – 3 days	n/a	Completed	Med
Rink maintenance	OPS – ½ day	\$3,000	To Commence later this year	High

Sustainability Awareness

Strategic Priority

Enhance sustainability awareness amongst municipal staff

Current Reality

- Sustainability awareness and understanding amongst an organization’s staff **creates conditions for identifying new opportunities** and potential short and long-term cost savings while supporting society’s transition to a sustainable future.
- Although a formal staff **sustainability training program** has not been undertaken, sustainability awareness amongst staff is slowly building.

2019 Initiatives

Initiative	HR	Budget	Status	Priority
Ensure sustainability is considered in all aspects of the operation of the municipality	CAO – 1 day	n/a	Ongoing	High

Financial Planning

Strategic Priority

Ensure proper financial planning policies and procedures are in place including asset management.

Current Reality

- Several **financial policies** have been developed over the past couple of years including a collection policy, IT policy, and a user fee policy.
- An Asset Management Policy is proposed to be **developed in 2019**.
- It is proposed that the **Municipal Fees and Charges** schedule be updated in 2019
- The **Development Cost Charges** is required to be updated in 2019.
- It is proposed that annual contributions of 4,000 are made to an **election reserve** to ensure funds to cover the expense of the 2022 election.

2019 Initiatives

Initiative	HR	Budget	Status	Priority
Develop 2019 policies	TREA – 4 days	n/a	Completed	High
Update municipal fees and charges bylaw	TREA – 3 days CAO – 1 ½ days EDC – 1 day PLN – 1 day OPS – 1 day CBO – 1 day	n/a	To Commence later this year	High
Update Development Cost Charges Bylaw	PLN – 5 days CAO – 1 day	\$6,500	To Commence later this year	High
Contribute \$0 to General Reserve/Working Funds = below low target (target is 10 – 15% of prior year’s property taxes)	n/a	\$0	Completed	High
Contribute 1.5% of 2018 property taxes to Rate Stabilization Fund - target 1-2% of prior year’s property taxes	n/a	\$28,333	Completed	High
Contribute \$5,297 to Election Reserve	n/a	\$5,297	Completed	High

Tracking Progress on Strategic Plan & Initiatives

Strategic Priority

Develop and Implement a system for tracking progress on the Strategic Plan and initiatives.

Current Reality

- Council has requested the implementation of an internet-based system for tracking progress on the strategic plan and initiatives.

2019 Initiatives

Initiative	HR	Budget	Status	Priority
Implement a system for tracking municipal initiatives	TREA – 1 day CLRK – 1 day CAO – 1 day	\$0	Completed – Municipal Works	High

Human Resources

Strategic Priority

Ensure HR policy reflects current regulations and standards and is tied to a performance evaluation program.

Current Reality

- Although some changes have been made to the **Municipal Human Resources Policy** and it was tied to a performance evaluation program, there is a need for several additional changes so as to align with recent legislative changes, case law and best practices.
- As in the past, it is proposed that Council maintain a **Human Resources reserve** of \$20,000 to cover unexpected HR expenses.
- **Health and Safety training** are required for all staff which will be completed through on-line training through a training module purchased in 2018.

2019 Initiatives

Initiative	HR	Budget	Status	Priority
Update Municipal HR Policy	CLRK – 7 days CAO – 3 days TREA – 1 day	n/a	Underway	High
Host staff social event	EDC – ½ day	\$500	Proposed for later this year	High

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5.4.5 Healthy Community Relationships

Goal 5: HEALTHY COMMUNITY RELATIONSHIPS

We take pride in our community and in our relationships with residents, businesses, and partners; who in turn appreciate being kept informed, engaged and served by a professional and courteous organization.

Community Communications

Strategic Priority

Enhance community communications. (Openness and transparency) & From 2008 Strategic Plan – “Improve communications regarding the facilities and attractions available in Town”

Current Reality

- The recent community survey identified that 57% agree or strongly agree that the municipality is an **open and transparent organization** and a sizeable percentage at 26% were not sure or had no comment.
- When asked to identify their various **preferences for sources of community information** residents ranked (from highest to lowest) as follows: the website,

municipal Facebook page, Municipal Newsletters, flyers, electronic sign at C.C., social media, word of mouth and other such as direct mailing or emails.

- It is therefore expected that the new website (to be implemented this year) combined with the **semi-annual newsletter**, and **Facebook page** will contribute to enhancing communications along with openness/transparency and make accessing services (building, planning, etc.) easier.
- Consider utilizing a third-party website for selling, tracking and providing easy look up of municipal **burning permits**. The cost at approximately \$500/year would be fully recouped through permit sales.

2019 Initiatives

Initiative	HR	Budget	Status	Priority
New Website	EDC – 7 days CLRK – 5 days CAO – 1 day	\$9,970	Completed	High
Semi Annual Newsletter	EDC – 6 days	n/a	Ongoing	High
Managing Municipal Facebook page	EDC – 15 days	n/a	Ongoing	High

Engage Residents

Strategic Priority

Ensure to engage residents in decisions that affect the quality of their lives and the future of their community.

Current Reality

- More can be done to ensure residents are provided opportunities to provide input into council decisions.

2019 Initiatives

Initiative	HR	Budget	Status	Priority
Ensure ongoing engagement of residents in decisions that affect the quality of their lives and the future of their community.	n/a	n/a	Ongoing	High

Information Sign

Strategic Priority

Improve Community Information Signage

Current Reality

- The **Yarlasky Billboard sign** was replaced in 2016 with an electronic sign.

2019 Initiatives

Initiative	HR	Budget	Status	Priority
Managing Yarlasky sign	OPS admin – 7 days	n/a	Ongoing	High
Install a bulletin board on outside wall at CC	EDC – 2 days	\$880	To Commence later this year	Med