

Township of Stone Mills Strategic Plan

2015-2019



Adopted by Council on November 2, 2015

Township of Stone Mills Strategic Plan

I. Community Profile

As prescribed by the Ministry of Municipal Affairs and Housing Order made under Section 25.2 and being effective January 1, 1998, The Corporation of the Township of Stone Mills was created by the amalgamation of the Corporation of the Village of Newburgh, the Corporation of the Township Camden and the Corporation of the Township of Sheffield.

Geography, Environment, Population

The Township of Stone Mills is a rural community of approximately 6700 people situated in central Lennox and Addington County between Highway 7 and the 401. The Township of Stone Mills is mostly comprised of rural development, waterfront seasonal and full time residents and eleven urban developed hamlets located throughout the Municipality.

Economic and Development Trends

Stone Mills is a rural community in which many residents commute to various areas for employment purposes. Residential development continues to be a driving force of the Township's economy. Economic diversification remains a top priority for Council and efforts are being made to attract and retain more industry to the Stone Mills Industrial area and to attract downtown businesses to the urbanized hamlet to service tourists and residents of the Municipality.

Municipal Government & Services

The Township of Stone Mills is governed by an elected Council consisting of a Reeve, Deputy Reeve and five councillors elected at large within the municipality and are elected to serve a four year term.

The actual governing of the Township follows the rules and regulations set out by the Provincial Government in the Municipal Act.

Council makes decisions affecting the community and the services provided by the Township of Stone Mills.

The Township offers a wide variety of municipal services, including the following:

MUNICIPAL DEPARTMENTAL SERVICES	
Planning and Development Services <ul style="list-style-type: none"> - Planning - Building Environmental Services <ul style="list-style-type: none"> - Waste and Recycling Management - Landfill operations Transportation <ul style="list-style-type: none"> - Public Works/Roads - Public Trails – Cataraqui Trails Parks and Recreation and Culture <ul style="list-style-type: none"> - Parks - Sports fields - Arena - Maintenance of municipal buildings & properties - Cemetery 	Protective Services <ul style="list-style-type: none"> - Fire Protection and Prevention - Medical First Response - Emergency Management - Police Services – OPP Contract - By-Law Enforcement General Government <ul style="list-style-type: none"> - Council - Administration - Finance - Human Resources - Legal - Economic/Community Development - Information Technology Library and Cultural Services <ul style="list-style-type: none"> - Public Library - Public computer access lab

II. Strategic Planning

In the first quarter of 2015, Council and staff began developing a 5-year corporate Strategic Plan in order to provide the Township with a common strategic direction, while also promoting transparency and accountability in municipal governance.

The initial strategic planning session was facilitated with Council and Senior Management focused on a discussion about the Townships current strengths, weaknesses, opportunities and threats, as well as Council's priorities for the next five years. Upon analyzing the results of that discussion, Council attended a working session to draft a preliminary framework for the Strategic Plan, which included determining the supporting community goals and prioritized strategic actions that demonstrated how/when the goals are desired to be achieved. Public input of the proposed Strategic was viewed by Council to be an integral part of the process and as such was obtained through a 30-day feedback/comment period with a public Open House being held during that 30 day period. Members of the community were provided an opportunity to speak to key stakeholders on the process and projected outcomes.

Council members proceeded to determine which of the strategic actions in the draft Strategic Plan framework could be accomplished in the chosen 5 year timeframe given and identified a 5 year prioritized listing with consideration given to existing financial and other resource constraints. With Council endorsement, senior management were provided with direction to strategize for the completion of the strategic actions with specific implementation plans, which consisted of timeframes, information on costs and future departmental requirements. A draft strategic plan document was prepared by the C.A.O/Clerk and submitted to Council for adoption.

Council approved the Strategic Plan on November 2, 2015.

The Strategic Plan will be reviewed annually to take into account the changing priorities of Council. The strategic actions will be monitored and any proposed amendments/changes by council will be updated in the plan. Each year, it is intended that a progress update and annual report will be provided to council to assist with the realignment/reorganization of the next year of the Strategic Plan.

III. Strategic Plan Components and Implementation

The components of the Township of Stone Mills Strategic Plan include a number of integrated elements, such as the community Mission statement, Strategic Objectives, and Goals for all departments within the Municipality. Together, these Strategic Plan components assist the political and administrative sides of the municipality to realize Council and managements vision for the Township.

Vision Statement

The Vision statement describes what the Township is striving to become:

"A rural municipality, respectful of its history and culture, offering a variety of residential, recreational and commercial opportunities that provides its residents, businesses and visitors with a full range of services while promoting a healthy lifestyle, high community standards, business success, accountability and transparency and prosperous relationships"

Mission Statement

The Mission statement describes how the Vision will be realized:

"By providing sustainable municipal services in the most efficient and affordable method feasible while maintaining a strong focus on the history of the Municipality, preserving the natural environment, strong & accessible community leadership while promoting the varying range of recreation and social opportunities in the Township."

Goals

The Goals describe the results that the Township wants to achieve in its key areas of interest and responsibility. The Goals are of equal importance and are being pursued concurrently.

The Township's Goals are to:

OPERATIONS

1. Provide an effective and sustainable Municipal Government
2. Strengthen the Township's Financial Position
3. Address the Township's Municipal Infrastructure Needs

SERVICES

1. Promote Healthy Lifestyles, Culture, Heritage and Sports
2. Implement, Develop, Promote and Manage Economic Development
3. Enhance communication between the Municipality and its stakeholder

Strategic Objectives

Strategic objectives are those which an organization wishes to achieve through the specific strategies that have been identified within a plan. These objectives tend to be focused in key areas that are deemed to be instrumental to the particular organization. The objectives that follow have been developed while having regard to the specific strategies that have been identified to date. Efforts have been made to avoid duplication however in certain instances one objective may refer to another that could have a direct impact upon the original.

Agricultural	To recognize the historical importance of agriculture and the roles this land use could have in the future
Arts and Culture	To recognize, promote and support the importance of arts and culture in the development of a complete community
Climate Change	To address locally the impacts of climate change by ensuring that decisions respecting municipal operations consider the impacts of emissions on our climate
Communication	To address any actual or perceived disparities to ensure stakeholders are kept informed through the various available medium
Community Support	To recognize and support local communities through the initiatives of community associations and volunteers in areas of business development and growth, and the enhancement of the physical and social features unique to each of the communities
Diversification	To recognize the diversity of the geography, historical settlement areas, economic base, and the cultural and social background of residents
Emergency Management	To develop Emergency Preparedness procedures/policies to prepare and/or protect the municipality, the residents and properties against all known and perceived threats
Employees	To promote strategic objectives that provide for a healthy place of employment with practical employment policies and procedures for employees while engaging staff and focusing on long term sustainability through succession planning.
Equipment & Property Efficiencies	To ensure that the day-to-day operation of equipment or use of property is as efficient as possible while also having regard to the strategic objective on climate change
Heritage	To recognize the historical significance of the built features and how these features contributed to the development of the municipality
Natural Environment	To recognize and promote the importance of distinctive natural environment of Stone Mills and ensure that it is

	preserved and enhanced for future enjoyment.
Promotion	To identify and communicate the many features and services available to local residents as well as to those outside the municipality in an effort to market the municipality as a destination
Property Standards	To ensure places of habitation and commerce are visually appealing and free from nuisances that can cause a disruption to neighbours, and to ensure adequate separation between conflicting uses and to protect property values
Property Tax	To ensure Township related property tax does not exceed the service levels received and to ensure that property taxes are not a deterrent to residential, commercial or industrial development
Public Transportation	To recognize the importance of public transportation services to the local communities to ensure local residents are provided with a safe and efficient means of transportation to local business, services and government
Recreational	To develop programs that recognize the diverse needs of the residents both now and in the future
Servicing	To ensure the highest quality of services are available to residents and business while having regard to the financial constraints, the requirements of upper level governments and the property tax strategic objective
Sustainability	To ensure land use policies provide sufficient lands for economic development, residential growth and agricultural uses

IV. Monitoring the Strategic Plan

In order to monitor the Strategic Plan, constant evaluation of progress and plan updated will be an integral part of the plan itself. They are directly related to each strategic action and will assist Council and Staff in assessing the success of implementing the Plan.

Annual budget reports, as well as other reports to Council, to staff and where appropriate, to the public will include brief statements from Staff explaining how a proposed project(s) will either promote, support, or reflect the Mission, Vision, Goals and Strategic Actions in the Strategic Plan.

Completion Indicators

Throughout the strategic objectives, reference is made to reviews, studies, reports or other actionable items. As these objectives are completed, it is the intent of this plan that the results of each of these actions will be included within the context of the objective which is being addressed. When applicable, and in the instances where periodic reviews are required, such actions will identify a date by which the objective should be reviewed once again to ensure the objective is still consistent with the mission statement, vision and goals of this plan.

Some objectives are identified as being “on-going”, implying that the required actions are continuous and will become part of the day-to-day management of the Township. In these instances, because there is no completion, management reports and the decisions of Council, shall whenever possible, reflect these objectives.

Appendix I – Corporate Work Plan (2015-2019) – is a graphical representation of the timeframes for each strategic action.

Appendix II – Evaluation and Criteria Monitoring Mechanisms to Achieve Specific Objectives and Implement the Strategic Plan, – will be used by Council and Staff throughout the year to maintain a record of implementing and monitoring the progress.

Appendix II

Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
By law Enforcement	To identify how the Township can take a more pro-active role in respect to bylaw enforcement	B1	CAO/Clerk, Deputy Clerk, By law Enforcement	1. Submit report to Council on how other municipalities handle by-law enforcement to include compilation of costs relating to alternatives 2. Provide evidence of compliance and enforcement	Servicing
By law Enforcement	To improve public education program	B2	Deputy Clerk	1. Submit report to Council on current educational program together with information respecting what could be done to ensure public is aware of bylaw constraints 2. Create supplementary educational material	Communication
By law Enforcement	To review animal control and kennel bylaws	B3	Deputy Clerk	1. Submit report to Council on number of animal-related complaints over the past 5 years, identify any trends and recommendations to address issues 2. Create supplementary educational material 3. Provide evidence of compliance and enforcement	Property Standards
By law Enforcement	To review complaint form		Deputy Clerk	1. Review existing form with bylaw officers to	Servicing

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Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
				identify any issues or additional requirements 2. Submit report with recommendations to Council	
By law Enforcement	To review rate structure of fees and fines		Deputy Clerk	Submit to Council amendments to bylaws to address recommendations	Property Tax
By law Enforcement	To implement a property standards bylaw		Deputy Clerk, By law Enforcement	1. Research and develop property standards bylaw and submit report to Council 2. Create educational material 3. Provide evidence of compliance and enforcement	Property Standards
CAO/Clerk	To review all department service delivery		CAO/Clerk	Submit to Council comprehensive departmental report which identifies any inefficiencies on current operations and how these could be improved to address future requirements	Servicing
CAO/Clerk	To develop service standards for each municipal department to continually improve operational efficiencies	C1	CAO/Clerk	Together with department heads submit report to Council on existing standards of operations with recommendations for revisions to improve efficiencies	Servicing

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Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
CAO/Clerk	To develop a communications plan or strategy, i.e. improved website and public communications	C2	CAO/Clerk	1. Together with department heads develop a survey to residents to identify issues 2. Submit a report to Council with recommendations to address issues	Communication
CAO/Clerk	To Improve enumeration accuracy	C3	CAO/Clerk	1. Consult with MPAC, other municipalities and the AMCTO to identify issues 2. Submit report to Council to address what can be done locally	Servicing
CAO/Clerk	To review internal equity		CAO/Clerk	Provide evidence of internal equity review concurrent with organizational structure review	Employees
CAO/Clerk	To identify personnel requirements, i.e. Economic Development Coordinator		CAO/Clerk	1. Provide evidence of requirements concurrent with organizational structure review and economic development growth strategy 2. Submit report to Council with recommendations	Servicing
CAO/Clerk	To review committee participation and structure		CAO/Clerk	1. Submit report to Council of all departments to identify where a committee may	Communication

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Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
				serve to benefit that department and where applicable 2. Develop terms of reference for the committee(s)	
CAO/Clerk	To review municipal elections process, i.e. electronic vs. in person, locations, ranked voting		CAO/Clerk	Submit report to Council respecting options for the electoral process	Servicing
CAO/Clerk	To review Township organizational structure		CAO/Clerk	1. Complete a review of all existing positions and responsibilities with the intent to identify any inefficiencies 2. Submit report to Council with recommendations	Servicing
CAO/Clerk	To explore succession plan for all departments		CAO/Clerk	1. Provide evidence of research regarding succession plans for other municipalities and similar type bodies 2. Submit report to Council to address succession issues in conjunction with the organizational structure review	Employees
CAO/Clerk	To ensure an adequate medical practice is retained within the Township		CAO/Clerk	1. Work with stake holders and the community to identify options for retention of medical practitioners within the Township	Community Support

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Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
				2. Submit report to Council	
CAO/Clerk	To develop an employee assistance program		CAO/Clerk, Treasurer	Submit report to Council which identifies times when employee assistance may be required and possible actions that could be taken by the Township	Employees
CAO/Clerk	To develop a plan to attract and retain business		EDC	1. In consultation with local business operators identify what is required to assist business 2. Consult with residents as to what businesses are required 3. Submit a plan to Council that addresses issues/barriers	Sustainability
CAO/Clerk	To promote community events		EDC	1. In consultation with local organizations, develop of a list of all annual events 2. Submit report to Council on what the Township can do to ensure the success of these events	Community Support
CAO/Clerk	To develop an economic development growth strategy		EDC	Submit plan to Council concurrent with business attraction and retention plan with emphasis on constraints to development and processes that need to	Sustainability

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Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
				be addressed to provide for development	
CAO/Clerk	To Improve marketing and promotion of available properties for development		EDC	1. Compile list of existing properties suitable for commercial and industrial development 2. Identify issues that need to be addressed to promote development 3. Submit report to Council	Sustainability
CAO/Clerk	To improve publications for marketing and promotion of Recreation Centre external to and within the facility		EDC	Develop promotional material such as pamphlets together with a plan for distribution and posting	Promotion
CAO/Clerk	To research implementation of a business improvement association		EDC	1. Research and consult with other business associations and business operators 2. Submit report to Council on the benefits and obstacles to having an association	Community Support
CAO/Clerk	To review effectiveness of county economic development in the Township		EDC	Submit report to Council and Public following consultation with County Economic Development department to identify what has been done in the Township in the past and the anticipated role for the future together	Servicing

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Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
				with recommendations to address any identified issues	
CAO/Clerk	To strengthen ties with economic development partners, i.e. PELA, County, OMAFRA, etc.		EDC	Identify stakeholders and arrange for meetings to discuss the anticipated role for the Township respecting economic development and how this role can work with other associations	Community Support
Development Services	To develop urban design guidelines and policies to promote a healthy, walkable and accessible community	D1	CAO/Clerk, Deputy Clerk	Submit report to Council to identify constraints to a healthy community and what the Township can do to help in this regard	Sustainability
Development Services	To review fee structure for building department	D2	CBO	Submit report to Council on current fee structure, comparable of similar municipalities and forecast of future costs and impacts	Servicing
Development Services	To identify vacant commercial buildings inventory		CBO	1. Develop a list of existing buildings appropriately zoned to provide development 2. Identify problems that prevent their usage	Sustainability
Development Services	To review communications tower policy and authorized parameters, i.e. location, separation, etc.	D3	Deputy Clerk	1. Identify current locations of towers 2. Submit report to Council on history of communications	Servicing

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Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
				protocols, Industry Canada position with respect to local protocols and impacts of current moratorium; report to include a Needs Assessment with consideration to business, and educational tool for students	
Development Services	To improve telecommunications of the municipality, i.e. unified system		Deputy Clerk	Submit a report to council that identifies telecommunications alternatives	Servicing
Development Services	To improve monitoring and reporting of development activity		Deputy Clerk	Submit report to Council that identifies reporting stages of development applications	Communication
Development Services	To perform a Lake Capacity study		Deputy Clerk	Submit report to Council of an analysis of existing lakeside development, existing water quality and forecast of future demands and impacts	Natural Environment
Development Services	To complete a record inventory list		Deputy Clerk	Complete a report from GIS records of current lot inventory	Sustainability
Development Services	To review fees and costs associated with development applications		Deputy Clerk	Submit report to Council that identifies typical costs associated with application review	Servicing
Development Services	To develop awareness of wetlands preservation and community		Deputy Clerk	1.Submit report to Council that identifies all wetlands in Township	Natural Environment

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Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
	promotion			2. Provide evidence to Council of what other communities have done to preserve these resources 3. Develop educational materials which illustrates to the public the benefits of preservation	
Development Services	To create subdivision development plan		Deputy Clerk, Planner	Submit report to Council in conjunction with zoning bylaw and official plan reviews	Sustainability
Development Services	To implement process to maintain rural heritage that is not prohibitive to planning		Deputy Clerk, Planner	Submit report to Council in conjunction with zoning bylaw and official plan reviews	Heritage
Development Services	To research the increased demand for GIS mapping		Deputy Clerk, Planner	Submit report to Council on local GIS requirements and how this can be addressed locally and on a County wide basis	Servicing
Development Services	To review industrial and residential development areas to ensure density compatibility		Deputy Clerk, Planner	Submit report to Council in conjunction with rural and urban development guidelines	Sustainability
Development Services	To review rural and urban development guidelines		Deputy Clerk, Planner	Submit report to Council that identifies current PPS requirements and forecast of local impacts	Sustainability
Development Services	To review zoning bylaw and official plan		Deputy Clerk, Planner	Submit report to Council in accordance with Provincial requirements	Sustainability

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Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
Fire and Emergency Services	To review forecast for equipment purchasing plan and costs	F1	CAO/CLERK, Fire Chief, Deputy Fire Chief	Submit report to council in conjunction with truck plan	Equipment & Property Efficiencies
Fire and Emergency Services	To review update equipment replacement plan	F2	CAO/CLERK, Fire Chief, Deputy Fire Chief	Submit report to Council in conjunction with truck plan	Equipment & Property Efficiencies
Fire and Emergency Services	To review and update truck plan	F3	CAO/CLERK, Fire Chief, Deputy Fire Chief	Submit report to Council on the existing plan while considering developmental pressures to include future needs of the Township	Equipment & Property Efficiencies
Fire and Emergency Services	To review of automatic aid and mutual aid agreements		CAO/CLERK, Fire Chief, Deputy Fire Chief	Submit report to Council on existing situation, how it works, and ways to improve	Servicing
Fire and Emergency Services	To review User fee retribution costs for services		CAO/CLERK, Fire Chief, Deputy Fire Chief	1. Submit report to Council on similar user fees used by other municipalities 2. Identify the impacts of this upon the property taxes	Property Tax
Fire and Emergency Services	To review Fire station infrastructure property		CAO/CLERK, Fire Chief, Deputy Fire Chief, Chief Building Official and Deputy Clerk	Submit report to Council on the infrastructure requirements based upon needs developed by truck plan	Emergency Management
Fire and Emergency Services	To review of OPP contract		CAO/CLERK, Fire Chief, Deputy Fire Chief, Treasurer, Auditor	Submit report to Council on financial impacts of alternatives	Servicing
Fire and Emergency Services	To explore options of obtaining a training facility/grounds		Deputy Fire Chief and Station Chiefs	Submit report to Council on the training needs for departmental staff, with	Employees

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Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
				respect to recurrence, location and numbers	
Fire and Emergency Services	To develop a purchase plan on a station by station basis		Deputy Fire Chief and Station Chiefs	Submit report to Council on needs of individual stations with consideration given to effective sharing of equipment	Servicing
Fire and Emergency Services	To develop a plan to reduce open air burning		Deputy Fire Chief, By law Enforcement	Submit report to Council on the current controls and identification of any improvements and potential impacts	Climate Change
Fire and Emergency Services	To review honorarium structure		Fire Chief and Deputy Fire Chief	1. Submit report to Council which identifies honorarium of similar departments 2. Review every 5 years	Sustainability
Fire and Emergency Services	To provide adequate training and opportunity for advancement		Fire Chief and Training Officer	Submit report to Council which identifies training requirements to include a plan that arranges for the required education of staff to ensure staff is trained for the services provided	Employees
Fire and Emergency Services	To develop a plan or policy for fire service recognition		Fire Chief and Training Officer	Submit plan to Council to be included with the strategy that lists personal and financial benefits of volunteering	Employees
Fire and Emergency Services	To review Public Education program—carbon monoxide, smoke alarms, community		Fire Chief, Communications Officer	Submit report to Council on the best practices from other similar sized municipalities and how	Communication

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Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
	communications, etc.			these can be utilized for Stone Mills	
Fire and Emergency Services	To review fire and medical calls		Fire Chief, Deputy Fire Chief	Submit report to Council on calls over past 10 years identifying trends and forecasts	Servicing
Fire and Emergency Services	To develop fire plans for municipal buildings		Fire Chief, Deputy Fire Chief, CBO	Submit plan to Council to include incorporation of plan into a practical plan for persons using same	Property Tax
Fire and Emergency Services	To review emergency plan		Fire Chief, Deputy Fire Chief, Station Chiefs	Submit report to Council of existing plan to identify potential problems with recommendations to address problems	Emergency Management
Fire and Emergency Services	To develop volunteer retention and attraction plan		Station Chiefs and Fire Chief	Submit to Council a strategy that lists the personal and financial benefits of volunteering with the department	Sustainability
Fire and Emergency Services	To enhance team building		Station Chiefs, Deputy Fire Chief	Submit to Council a strategy that identifies activities in which the entire department participates	Employees
Parks, Recreation, Culture, Community Facilities	To develop a parks master plan	R1	CAO/CLERK, Property Manager, Arena Custodian	1. Submit to Council the terms of reference 2. Hire a consultant for the development of a parks master plan having regard to existing facilities and future requirements in	Servicing

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Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
				anticipation of current and future growth patterns	
Parks, Recreation, Culture, Community Facilities	To review arena rate	R2	Property Manager, Arena Custodian	Submit to Council a review of the existing formula for the establishment of arena rates against how other similar municipalities set up rates for their arena together with recommendations	Property Tax
Parks, Recreation, Culture, Community Facilities	To develop a plan for arts, culture, senior program initiative	R3	Property Manager, Arena Custodian	1. Compile stats Canada figures to identify needs including research pertaining to consultation with local organizations to identify existing programs 2. Submit report to Council regarding recommendations to address identified requirements	Recreational
Parks, Recreation, Culture, Community Facilities	To develop day camp program		Property Manager, Arena Custodian	1. Develop, circulate and analyze results of a local survey to identify a need for a summer day camp 2. Submit report to Council that identifies result of the survey	Servicing
Parks, Recreation, Culture, Community Facilities	To review hours of service		Property Manager, Arena Custodian	Submit report to Council in conjunction with the review of the Township's	Servicing

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Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
				organizational structure	
Parks, Recreation, Culture, Community Facilities	To review summer availability		Property Manager, Arena Custodian, EDC	1. Submit to Council, a plan to identify availability in consultation with local organizations 2. Develop and implement a plan that promotes the use of the recreation centre	Recreational
Property Management	To review consultant use	P1	CAO/Clerk	In consultation with department heads, submit report to Council that identifies existing practice for the use of consultants and the financial implications of continuing current status and alternatives processes	Servicing
Property Management	To develop a capital plan for properties	P2	CAO/Clerk	In consultation with department heads, submit report to Council that identifies all existing properties and their adequacies, which identifies needs, taking into consideration future growth patterns	Servicing
Property Management	To review energy audits for Township buildings	P3	CAO/Clerk, CBO	Submit report to Council in conjunction with Energy Consumption Demand	Climate Change
Property Management	To review compliance with Townships Energy		CAO/Clerk, CBO, Treasurer	Submit report to Council that identifies current	Climate Change

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Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
	Consumption and Demand Management Plan			energy consumption, goals to be achieved and forecast for future	
Property Management	To improve the focus on energy efficiency initiatives		CAO/Clerk, PWM, Fire Chief, Property Manager	Submit report to Council on all aspects of municipal operations with respect to energy savings	Climate Change
Property Management	To explore natural gas service extension options		CAO/Clerk/Deputy Clerk	Submit report to Council illustrating current extents and any anticipated future expansions	Servicing
Property Management	To develop a solar panel management plan		Deputy Clerk	Submit report to Council that identifies locations of existing solar projects, and identify best locations for future installations	Sustainability
Property Management	To develop an energy demand management and conservation initiative plan		Property Manager	Submit report to Council on existing energy consumption with recommendations on ways to reduce	Climate Change
Property Management	To improve energy demand management and consumption monitoring and priorities		Property Manager	Submit report to Council in conjunction with energy conservation initiative plan	Climate Change
Property Management	To investigate opportunity to service property by neighbouring municipalities		Property Manager	Submit report to Council on buildings that could be serviced by other municipalities and any anticipated arising savings	Servicing
Property	To review maintenance		Property Manager	Submit report to Council	Servicing

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Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
Management	and property, i.e. contract vs. in house			on past costs incurred over the last 5 years and any options to identify savings while having regard to future growth	
Property Management	To develop a maintenance improvement plan – parks and community owned properties		Property Manager	Submit report to Council on costs to remedy identified deficiencies	Equipment & Property Efficiencies
Property Management	To review/study Municipal building costs and projections		Property Manager	Submit report to Council in conjunction with the capital plan for properties	Sustainability
Property Management	To develop preventative maintenance plan		Property Manager	1. Submit report to Council on current deficiencies including costs to remedy 2. Develop a plan to address maintenance issues	Equipment & Property Efficiencies
Property Management	To develop public security plan for outdoor municipal properties		Property Manager	Submit report to Council on past vandalism and damage issues together with options to address these issues for the future	Equipment & Property Efficiencies
Property Management	To review accessibility upgrade requirements for Township buildings		Property Manager	Submit report to Council in conjunction with the capital plan for properties	Servicing
Property Management	To review community building use		Property Manager	Submit report to Council on the usage of all community buildings including the revenues	Equipment & Property Efficiencies

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Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
				derived from their use	
Property Management	To review municipal buildings and properties, requirements vs. expectations		Property Manager	Submit report to Council in conjunction with the capital plan for properties	Equipment and Property Efficiencies
Property Management	To review municipal surplus property and under-utilized properties		Property Manager	Submit report to Council to identify surplus and under-utilized properties and where applicable to be completed in conjunction with the review of community building use	Sustainability
Property Management	To review working condition of infrastructure within municipal buildings, i.e. geothermal, refrigeration, solar panels, etc.		Property Manager	Submit report to Council in conjunction with the capital plan for properties	Equipment and Property Efficiencies
Property Management	To develop a plan for outdoor recreation initiatives, i.e. outdoor rinks, swimming areas, tobogganing hills, etc.		Property Manager, Arena Custodian	Submit report to Council in conjunction with the Parks Master Plan	Recreational
Property Management	To review hall and facility rental fees		Property Manager, Arena Custodian	Submit report to Council in conjunction with review of community building use	Property Tax
Public Works	To develop an Employee early retirement incentive package	W1	CAO/Clerk	Submit package to Council	Employees
Public Works	To develop a Municipal vehicle use policy	W2	CAO/Clerk, PWM, Fire Chief	Submit policy to Council	Servicing
Public Works	To review municipal	W3	Property Manager	Submit report to Council	Servicing

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Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
	properties and future use				
Public Works	To review bag tag and garbage bag use		PWM	Submit report to Council on current costs for bags together with labour costs associated with same against costs for bag tags	Servicing
Public Works	To review Capital plan for roads and bridges		PWM	Submit report to Council of a 20-year financial costs plan having regard to existing standards of maintenance and repair	Servicing
Public Works	To review MOE guidelines Compliance		PWM	Submit report to Council on existing MOE waste site requirements and the anticipated costs for compliance with these requirements over the next 5 years	Natural Environment
Public Works	To explore composting solution at landfills		PWM	1. Develop, circulate, analyze and report to Council a survey of local residents to determine the need for composting at land fill sites 2. Submit report to Council to include any recommendations arising from the survey	Servicing
Public Works	To develop a contamination monitoring policy		PWM	Submit policy to Council in conjunction with compliance review regarding MOE guidelines	Natural Environment
Public Works	To develop an Employee		PWM	Submit report to Council	Employees

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Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
	staff training plan			which identifies training requirements together with a plan to arrange for the required appropriate training of staff	
Public Works	To review future aggregate resource		PWM	Submit report to Council identifying existing aggregate pits and quarries together with an estimation of remaining quantities, aggregate and bedrock resources	Servicing
Public Works	To develop a hazardous waste plan		PWM	1. Develop, circulate to local residents and analyze a survey that identifies if the existing schedule for hazardous waste is adequate 2. Submit report to Council to include recommendations arising from the survey	Servicing
Public Works	To develop a public education plan		PWM	Submit plan to Council in conjunction with the development of a communications strategy plan	Communication
Public Works	To review of recyclable materials		PWM	Submit report to Council on existing recyclable products, the effects of the removal of these products on the waste sites and the	Property Tax

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Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
				identification and impact of any additional materials that could be recycled	
Public Works	To review roadside maintenance requirements		PWM	Submit report to Council on the existing policy for roadside maintenance for each class of road, the associated costs for this maintenance and any savings that could be incurred arising from changes to this program	Property Tax
Public Works	To research a road re-development policy		PWM	Submit policy to Council	Property Tax
Public Works	To develop a roads clearing policy		PWM	Submit policy to Council	Property Tax
Public Works	To develop a roads needs study, 5 year review		PWM	Submit study to Council	Servicing
Public Works	To review roads use – under-utilized roads		PWM	Submit report to Council	Servicing
Public Works	To develop a sidewalk clearing and maintenance policy		PWM	Submit policy to Council	Servicing
Public Works	To review speed limits		PWM	Submit report to Council	Property Tax
Public Works	To review staffing		PWM	Submit report to Council	Employees
Public Works	To review Truck replacement plan		PWM	Submit report to Council	Property Tax
Public Works	To update street lights to LED technology		PWM	Street lights are updated and information shared with Council	Property Tax
Public Works	To explore waste and recycling curb side pickup		PWM	Submit report and recommendations to Council	Servicing

Appendix II

Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
Public Works	To develop a waste management reduction strategy		PWM	Submit strategy to Council	Natural Environment
Public Works	Prepare and implement a code of conduct		PWM, CAO/Clerk	Submit Code of Conduct to Council	Employees
Public Works	To develop a public communication plan		PWM, CAO/Clerk	Submit plan to Council	Communication
Public Works	To review contractor vs. in house service		PWM, CAO/CLERK, Treasurer	Submit report to Council	Servicing
Public Works	To review County contribution to roads budget		PWM, Treasurer	Submit report to Council	Property Tax
Public Works	To analyze benefit of County roads		PWM, Treasurer, CAO/Clerk	Submit analysis to Council	Property Tax
Treasury	To explore all department grant research and procurement	T1	Treasurer	Submit report to Council	Property Tax
Treasury	To develop computer use policy	T2	Treasurer	Submit policy to Council	Servicing
Treasury	To develop a multi-year budgeting plan – monitoring tax rates	T3	Treasurer	Submit plan to Council	Property Tax
Treasury	To implement fall budgeting process		Treasurer	Submit budget process to Council	Servicing
Treasury	To improve budget transparency and accountability		Treasurer	???	Communication
Treasury	To develop plan to Improve budgeting adherence		Treasurer	1.Submit plan to Council 2. Monitor effectiveness of adherence	Property Tax
Treasury	To lobby MPAC for assessment consistency		Treasurer	Submit results of lobbying efforts to Council	Servicing
Treasury	To review property tax		Treasurer	Submit review to Council	

Appendix II

Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
	policy				
Treasury	To provide initiatives to become less dependent upon paper, i.e. electronic storage, I-compass, electronic transfer of information		Treasurer	Submit report to Council on effectiveness of initiatives to reduce paper waste	Servicing
Treasury	To research service opportunities for all of the Township for technology, i.e. internet, cell phone, etc.		Treasurer	Submit report to Council	Servicing
Treasury	To develop a reserve use policy/plan		Treasurer	Submit report on reserves use policy/ plan to Council	Property Tax
Treasury	To update finance policy		Treasurer	Submit updated finance policy to Council	Servicing

Corporate Work Plan - Appendix 1

Corporate Work Plan - Appendix 1					
FIRE DEPARTMENT	2015	2016	2017	2018	2019
Operations Review					
Personnel Review					
Emergency Plan Review					
Capital Review					
O.P.P Contract Review					
PROPERTIES MANAGEMENT, BUILDINGS AND PROPERTIES					
Energy Consumption and Demand Management					
Review of County and Township Planning Policy					
User Fee Review					
Review of Municipal Properties and Infrastructure					
Succession Plan					
FINANCE AND ADMINISTRATION AND ECONOMIC DEVELOPMENT					
Review of Municipal Elections Process					
Review of Economic Development Plan/Policy					
Personnel Review					
Financial Policy Review					
Corporate Structure					
Capital Plan Review					
PUBLIC WORKS AND WASTE MANAGEMENT					
Waste operations Review					
Personnel Review					
Communications Review					
Capital Review					
Public Operations Review					
PARKS RECREATION, CULTURE AND COMMUNITY FACILITIES					
Operations Review					
Personnel Review					
Communications Review					
Capital Review					
ANIMAL CONTROL AND BY-LAW ENFORCEMENT					
Operations Review					

scheduled
 ongoing