

# 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:

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

**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.



## 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					
<b>PROPERTIES MANAGEMENT, BUILDINGS AND PROPERTIES</b>					
2015	2016	2017	2018	2019	
Energy Consumption and Demand Management					
Review of County and Township Planning Policy					
User Fee Review					
Review of Municipal Properties and Infrastructure					
Physician Recruitment Plan					
Succession Plan					
<b>FINANCE AND ADMINISTRATION AND ECONOMIC DEVELOPMENT</b>					
2015	2016	2017	2018	2019	
Review of Municipal Elections Process					
Review of Economic Development Plan/Policy					
Personnel Review					
Financial Policy Review					
Corporate Structure					
Capital Plan Review					
<b>PUBLIC WORKS AND WASTE MANAGEMENT</b>					
2015	2016	2017	2018	2019	
Waste operations Review					
Personnel Review					
Communcations Review					
Capital Review					
Public Operations Review					
<b>PARKS RECREATION, CULTURE AND COMMUNITY FACILITIES</b>					
2015	2016	2017	2018	2019	
Operations Review					
Personnel Review					
Communications Review					
Capital Review					
<b>ANIMAL CONTROL AND BY-LAW ENFORCEMENT</b>					
2015	2016	2017	2018	2019	
Operations Review					

Appendix II

Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
Bylaw Enforcement	To identify how the Township can take a more pro-active role in respect to bylaw enforcement	B1	CAO/Clerk, Deputy Clerk, Bylaw Enforcement	Research and report on how other municipalities handle bylaw enforcement and compilation of costs relating to alternatives	Servicing
Bylaw Enforcement	Improve public education program	B2	Deputy Clerk	A report on current efforts together with information respecting what could be done to ensure public is aware of bylaw constraints	Communication
Bylaw Enforcement	Review animal control and kennel bylaws	B3	Deputy Clerk	Completion of a report on number of animal related complaints over the past 5 years, identify any trends and recommendations to address issues	Property Standards
Bylaw Enforcement	Review of complaint form		Deputy Clerk	Review existing form with bylaw officers to identify any issues or additional requirements and prepare report with recommendations	Servicing
Bylaw Enforcement	Review rate structure of fees and fines		Deputy Clerk	Review applicable bylaws with respect to fees and fines and where necessary prepare amendments to bylaws to address recommendations	Property Tax
Bylaw Enforcement	Implementation of a property standards bylaw		Deputy Clerk, Bylaw Enforcement	Research and develop property standards bylaw and submit to Council for consideration	Property Standards

Appendix II

Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
CAO/Clerk	All department service delivery review		CAO/Clerk	A comprehensive departmental report to identify any in-efficiencies on current operations and how these could be improved to address future requirements	Servicing
CAO/Clerk	Develop service standards for each municipal department to continually improve operational efficiencies	C1	CAO/Clerk	Together with department heads develop and report on existing standards of operations with recommendations for revisions to improve on efficiencies	Servicing
CAO/Clerk	Development of a communications plan or strategy, ie. improved website and public communications	C2	CAO/Clerk	Together with department heads develop a survey to residents to identify issues and completion of a report with recommendations to address issues	Communication
CAO/Clerk	Improve enumeration accuracy	C3	CAO/Clerk	Consult with MPAC, other municipalities and the AMCTO to identify issues and preparation of a report to address what can be done locally	Servicing
CAO/Clerk	Internal equity review		CAO/Clerk	To be completed concurrent with organizational structure review	Employees
CAO/Clerk	Personnel requirements, ie. Economic		CAO/Clerk	To be completed concurrent with	Servicing

Appendix II

Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
	Development Coordinator			organizational structure review and economic development growth strategy	
CAO/Clerk	Review of committee participation and structure		CAO/Clerk	A report to be completed of all departments to identify where a committee may serve to benefit that department and where applicable to develop a term of reference for the committee	Communication
CAO/Clerk	Review of municipal elections process, ie electronic vs. in person, locations, ranked voting		CAO/Clerk	Development of a report respecting options for the electoral process	Servicing
CAO/Clerk	Review Township organizational structure		CAO/Clerk	A review of all existing positions and responsibilities with the intent to identify any inefficiencies and development of a report with recommendations	Servicing
CAO/Clerk	Succession plan for all departments		CAO/Clerk	Research succession plans for other municipalities and similar type bodies and the development of a comprehensive report to address succession issues and to be completed in conjunction with the organizational structure review	Employees

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Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
CAO/Clerk	To ensure an adequate medical practice is retained within the Township		CAO/Clerk	To work with stake holders and the community to identify and report on options for retention of medical practioners within the Township	Community Support
CAO/Clerk	Development of an employee assistance program		CAO/Clerk, Treasurer	Completion of a report to identify times when employee assistance may be required and possible actions that could be taken by the Township	Employees
CAO/Clerk	Business attraction and retention plan		EDC	In consultation with local business operators identify what is required to assist business and to consult with residents as to what businesses is required and the development of a plan to address issues	Sustainability
CAO/Clerk	Community promotion events		EDC	In consultation with local organizations, development of a list of all annual events and report on what the Township can do to ensure the success of these events	Community Support
CAO/Clerk	Economic Development growth strategy		EDC	To be completed concurrent with business attraction and retention plan with emphasis on constraints to	Sustainability

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Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
				development and processes that need to be addressed to provide for development	
CAO/Clerk	Improve marketing and promotion of available properties for development		EDC	Compilation of existing properties suitable for commercial and industrial development and the issues that need to be addressed to provide for development	Sustainability
CAO/Clerk	Improved publications for marketing and promotion of Recreation Centre external to and within the facility		EDC	Development of promotional material such as pamphlets together with a plan for distribution and posting	Promotion
CAO/Clerk	Research implementation of a business improvement association		EDC	Research and consult with other business associations and business operators and report on the benefits and obstacles to having an association	Community Support
CAO/Clerk	Review of effectiveness of county economic development in the Township		EDC	Development of a report 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 with recommendations to address any identified issues	Servicing
CAO/Clerk	Strengthen ties with		EDC	Identify stakeholders	Community

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Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
	economic development partners, ie. PELASS, County, OMAFRA, etc.			and arrange for meetings to discuss the anticipated role for the Township respecting economic development and how this role can work with other associations	Support
Development Services	Develop urban design guidelines and policies to promote healthy, walkable and an accessible community	D1	CAO/Clerk, Deputy Clerk	Development of a report to identify constraints to a healthy community and what the Township can do to help in this regard	??
Development Services	Review of fee structure for building department	D2	CBO	Report on current fee structure, compables of similar municipalities and forecast of future costs and impacts	Servicing
Development Services	Vacant commercial buildings inventory		CBO	Development of a list of existing buildings appropriately zoned to provide for development together with any problems that are preventing their use	Sustainability
Development Services	Communications Tower Review	D3	Deputy Clerk	Completion of a report that identifies current locations of towers and forecast of requirements	Servicing
Development Services	Improve telecommunications of the municipality, ie. unified system		Deputy Clerk	??	Servicing
Development Services	Improved monitoring and reporting of development		Deputy Clerk	Completion of a report that identifies reporting	Communication

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Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
	activity			stages of development applications	
Development Services	Lake Capacity Study		Deputy Clerk	A complete analysis of existing lakeside development, existing water quality and forecast of future demands and impacts	Natural Environment
Development Services	Lots of record inventory list		Deputy Clerk	Completion of a report from GIS records of current lot inventory	Sustainability
Development Services	Review communications tower policy and authorized parameters, ie. location, separation, etc.		Deputy Clerk	Report on history of communications protocols, Industry Canada position with respect to local protocols and impacts of current moratorium	Sustainability
Development Services	Review of fees and costs associated with development applications		Deputy Clerk	Completion of a report that identifies typical costs associated with application review	Servicing
Development Services	Wetlands preservation and community promotion		Deputy Clerk	Development of a report that identifies all wetlands in the Township together with research of what other communities have done to preserve these resources and the benefits of these to the community	Natural Environment
Development Services	Create subdivision development plan		Deputy Clerk, Planner	To be completed in conjunction with zoning bylaw and official plan reviews	Sustainability



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Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
Development Services	Implement process to maintain rural heritage and not to be planning prohibitive		Deputy Clerk, Planner	To be completed in conjunction with zoning bylaw and official plan reviews	Heritage
Development Services	Increased demand for GIS mapping		Deputy Clerk, Planner	Completion of a report on local GIS requirements and how this can be addressed locally and on a County wide basis	Servicing
Development Services	Review of industrial and residential development areas to ensure density compatibility		Deputy Clerk, Planner	To be completed in conjunction with rural and urban development guidelines	Sustainability
Development Services	Rural and urban development guidelines		Deputy Clerk, Planner	Completion of a report that identifies current PPS requirements and forecast of local impacts	Sustainability
Development Services	Zoning bylaw and official plan reviews		Deputy Clerk, Planner	Completed in accordance with Provincial requirements	Sustainability
Fire and Emergency Servies	Equipment purchasing plan – cost forecast	F1	CAO/CLERK, Fire Chief, Deputy Fire Chief	To be completed in conjunction with truck plan	Equipment & Property Efficiencies
Fire and Emergency Servies	Equipment replacement plan	F2	CAO/CLERK, Fire Chief, Deputy Fire Chief	To be completed in conjunction with truck plan	Equipment & Property Efficiencies
Fire and Emergency Servies	Review and update truck plan	F3	CAO/CLERK, Fire Chief, Deputy Fire Chief	Report on the existing plan while considering developmental pressures and future needs of the Township	Equipment & Property Efficiencies
Fire and Emergency Servies	Review of automatic aid and mutual aid agreements		CAO/CLERK, Fire Chief, Deputy Fire Chief	A report on existing situation, how it works, and ways to improve	Servicing

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<b>Lead Department</b>	<b>Action Or Task</b>	<b>Priority By Department</b>	<b>Responsibility</b>	<b>Completion</b>	<b>Primary Objective</b>
Fire and Emergency Servies	User fee review of retribution costs for services		CAO/CLERK, Fire Chief, Deputy Fire Chief	A report on similar user fees used by other municipalities and the impacts of this upon the property taxes	Property Tax
Fire and Emergency Servies	Fire station infrastructure property		CAO/CLERK, Fire Chief, Deputy Fire Chief, Chief Building Official and Deputy Clerk	Report on the requirements of infrastructure requirements based upon needs developed by truck plan	Emergency Management
Fire and Emergency Servies	Review of OPP contract		CAO/CLERK, Fire Chief, Deputy Fire Chief, Treasurer, Auditor	A report on alternatives with financial impacts of same	Servicing
Fire and Emergency Servies	Explore options of obtaining a training facility/grounds		Deputy Fire Chief and Station Chiefs	A report to be developed on the training needs for departmental staff, with respect to recurrency, location and numbers	Employees
Fire and Emergency Servies	Purchase plan on a station by station		Deputy Fire Chief and Station Chiefs	A report to be developed on needs of individual stations with consideration given to effective sharing of equipment	Servicing
Fire and Emergency Servies	Plan to reduce open air burning		Deputy Fire Chief, Bylaw Enforcement	A report on the current controls and identification of any improvements and potential impacts	Climate Change
Fire and Emergency Servies	Review of honorarium structure		Fire Chief and Deputy Fire Chief	Development of a report which identifies honourarium of similar departments and subject to review every 5 years	Sustainability

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<b>Lead Department</b>	<b>Action Or Task</b>	<b>Priority By Department</b>	<b>Responsibility</b>	<b>Completion</b>	<b>Primary Objective</b>
Fire and Emergency Servies	Adequate training and opportunity for advancement		Fire Chief and Training Officer	Completion of a report to identify training requirements together with a plan to arrange for the required training of staff are trained for the services provided	Employees
Fire and Emergency Servies	Fire service recognition and plan or policy		Fire Chief and Training Officer	To be included with the strategy that lists personal and financial benefits of volunteering	Employees
Fire and Emergency Servies	Public Education program review – carbon monoxide, smoke alarms, community communications, etc.		Fire Chief, Communications Officer	A report on the best practices from other similar size municipalities and how these can be utilized for Stone Mills	Communication
Fire and Emergency Servies	Fire and medical calls review		Fire Chief, Deputy Fire Chief	A report on calls over past 10 years identifying trends and forecasts	Servicing
Fire and Emergency Servies	Fire plans for municipal buildings		Fire Chief, Deputy Fire Chief, CBO	Development of fire plans and incorporation of this into a practical plan for persons using same	Property Tax
Fire and Emergency Servies	Review of emergency plan		Fire Chief, Deputy Fire Chief, Station Chiefs	Complete a review of existng plan to identify potential problems with recommendations to address problems	Emergency Management
Fire and Emergency Servies	Volunteer retention and attraction plan		Station Chiefs and Fire Chief	A strategy to be developed that lists the personal and financial benefits of volunteering with the department	Sustainability

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Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
Fire and Emergency Services	Team building		Station Chiefs, Deputy Fire Chief	Development of a strategy which identifies activities which the entire department participates in	Employees
Parks, Recreation, Culture, Community Facilities	Parks master plan	R1	CAO/CLERK, Property Manager, Arena Custodian	Development of a terms of reference and the contracting of a consultant for the development of a parks master plan having regard to existing facilities and future requirements in anticipation of current and future growth patterns	Servicing
Parks, Recreation, Culture, Community Facilities	Arena rate review	R2	Property Manager, Arena Custodian	A review of the existing formulae for the establishment of arena against how other similar municipalities establish rates for their arena together with a report on any recommendations arising from this review	Property Tax
Parks, Recreation, Culture, Community Facilities	Arts, culture, senior program initiative plan	R3	Property Manager, Arena Custodian	A review of stats canada figures to identify needs and consultation with local organizations to identify existing programs and needs and the compilation of a report with recommendations to	Recreational

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Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
				address identified requirements	
Parks, Recreation, Culture, Community Facilities	Day camp program review		Property Manager, Arena Custodian	Development of a local survey to identify a need for a summer day camp and the completion of a report that identifies result of the survey	Servicing
Parks, Recreation, Culture, Community Facilities	Review of hours of service		Property Manager, Arena Custodian	To be completed in conjunction with the review of the Township's organizational structure	Servicing
Parks, Recreation, Culture, Community Facilities	Review of summer availability		Property Manager, Arena Custodian, EDC	In consultation with local organizations and to promote the use of the Recreation Centre, completion of a plan to identify availability	Recreational
Property Management	Consultant use review	P1	CAO/Clerk	In consultation with department heads, completion of a report that identifies existing practice for the use of consultants and the financial implications of continuing current status and alternatives processes	Servicing
Property Management	Capital plan for properties	P2	CAO/Clerk	In consultation with department heads, completion of a report that identifies all existing properties and their adequacies and which identifies future needs taking into consideration	Servicing

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Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
				future growth and development patterns	
Property Management	Energy Audits for Township buildings	P3	CAO/Clerk, CBO	To be completed in conjunction with Energy Consumption Demand	Climate Change
Property Management	Review of compliance with Townships Energy Consumption and Demand Management Plan		CAO/Clerk, CBO, Treasurer	Development of a report that identifies current energy consumption, goals to be achieved and forecast for future	Climate Change
Property Management	Improved focus on energy efficiency initiatives		CAO/Clerk, PWM, Fire Chief, Property Manager	Completion of a report on all aspects of municipal operations with respect to energy savings	Climate Change
Property Management	Explore natural gas service extension options		CAO/Clerk/Deputy Clerk	Research and completion of a report illustrating current extents and any anticipated future expansions	Servicing
Property Management	Solar panel management plan		Deputy Clerk	Completion of a report that identifies locations of existing solar projects, and to identify best locations for future installations	Sustainability
Property Management	Energy demand management and conservation initiative plan		Property Manager	A report on existing energy consumption with recommendations on ways to reduce	Climate Change
Property Management	Improve energy demand management and consumption monitoring and priorities		Property Manager	To be completed in conjunction with energy conservation initiative plan	Climate Change

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<b>Lead Department</b>	<b>Action Or Task</b>	<b>Priority By Department</b>	<b>Responsibility</b>	<b>Completion</b>	<b>Primary Objective</b>
Property Management	Investigate opportunity to service property by neighbouring municipalities		Property Manager	A report on buildings that could be serviced by other municipalities and any anticipated savings arising from such an arrangement	Servicing
Property Management	Maintenance and property review, ie. contract vs. in house		Property Manager	A report on past costs incurred over the last 5 years and any options to identify savings while having regard to future growth	Servicing
Property Management	Maintenance improvement plan – parks and community owned properties		Property Manager	A report on current deficiencies and costs to remedy	Equipment & Property Efficiencies
Property Management	Municipal building costs review/study and projections		Property Manager	To be completed in conjunction with the capital plan for properties	Sustainability
Property Management	Preventative maintenance plan		Property Manager	A report on current deficiencies, costs to remedy and the development of a plan to address maintenance issues	Equipment & Property Efficiencies
Property Management	Public security plan for outdoor municipal properties		Property Manager	A report on past vandalism and damage issues together with options to address these issues for the future	Equipment & Property Efficiencies
Property Management	Review of accessibility upgrade requirements for Township buildings		Property Manager	To be completed in conjunction with the capital plan for properties	Servicing

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<b>Lead Department</b>	<b>Action Or Task</b>	<b>Priority By Department</b>	<b>Responsibility</b>	<b>Completion</b>	<b>Primary Objective</b>
Property Management	Review of community building use		Property Manager	A report on the usage of all community buildings including the revenues derived from this use	Equipment & Property Efficiencies
Property Management	Review of municipal buildings and properties, requirements vs. expectations		Property Manager	To be completed in conjunction with the capital plan for properties	Equipment and Property Efficiencies
Property Management	Review of municipal surplus property and under-utilized properties		Property Manager	A report 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	Review of working condition of infrastructure within municipal buildings, ie. geothermal, refrigeration, solar panels, etc.		Property Manager	To be completed in conjunction with the capital plan for properties	Equipment and Property Efficiencies
Property Management	Outdoor recreation initiatives plan, ie. outdoor rinks, swimming areas, tobogganing hills, etc.		Property Manager, Arena Custodian	To be completed in conjunction with the Parks Master Plan	Recreational
Property Management	Review of hall and facility rental fees		Property Manager, Arena Custodian	To be completed in conjunction with review of community building use	Property Tax
Public Works	Employee early retirement incentive package	W1	CAO/Clerk		Employees
Public Works	Municipal vehicle use policy	W2	CAO/Clerk, PWM, Fire Chief		Servicing



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<b>Lead Department</b>	<b>Action Or Task</b>	<b>Priority By Department</b>	<b>Responsibility</b>	<b>Completion</b>	<b>Primary Objective</b>
Public Works	Review of municipal properties and future use	W3	Property Manager		Servicing
Public Works	Bag tag and garbage bag use review		PWM	A report on current costs for bags together with labour costs associated with same against costs for bag tags	Servicing
Public Works	Capital plan for roads and bridges		PWM	Completion of a 20 year financial costs plan having regard to existing standards of maintenance and repair	Servicing
Public Works	Compliance review regarding MOE guidelines		PWM	Completion of a report on existing MOE waste site requirements and the anticipated costs for compliance with these requirements over the next 5 years	Natural Environment
Public Works	Composting solution at landfills		PWM	A survey of local residents to determine the need for composting at land fill sites together with a report identifying the results of the survey together with any recommendations arising from the survey	Servicing
Public Works	Contamination monitoring policy		PWM	To be completed in conjunction with compliance review regarding MOE guidelines	Natural Environment
Public Works	Employee staff training plan		PWM	Completion of a report to identify training requirements together	Employees

Appendix II

Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
				with a plan to arrange for the required training of staff are trained for the services provided	
Public Works	Future aggregate resource review		PWM	A report identifying existing aggregate pits and quarries together with an estimation of remaining quantities and the remaining aggregate and bedrock resources	Servicing
Public Works	Hazardous waste plan		PWM	A survey of local residents to identify if the existing schedule for hazardous waste is adequate together with a report of results of survey and any recommendations arising from the survey	Servicing
Public Works	Public education plan		PWM	To be completed in conjunction with the development of a communications strategy plan	Communication
Public Works	Review of recyclable materials		PWM	A report on existing recyclable products, the effects of the removal of these products on the waste sites and the identification and impacts of any additional materials that could be recycled	Property Tax
Public Works	Review of roadside		PWM	A report on the existing	Property Tax

Appendix II

Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
	maintenance requirements			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	
Public Works	Road re-development policy		PWM	??	Property Tax
Public Works	Roads clearing policy		PWM	??	Property Tax
Public Works	Roads needs study, 5 year review		PWM		Servicing
Public Works	Roads use review – under-utilized roads		PWM		Servicing
Public Works	Sidewalk clearing and maintenance policy		PWM		Servicing
Public Works	Speed limit review		PWM		Property Tax
Public Works	Staffing review		PWM		Employees
Public Works	Truck replacement plan		PWM		Property Tax
Public Works	Update street lights to LED technology		PWM		Property Tax
Public Works	Waste and recycling curb side pickup		PWM		Servicing
Public Works	Waste management reduction strategy		PWM		Natural Environment
Public Works	Preparation and implementation of a code of conduct		PWM, CAO/Clerk		Employees
Public Works	Public communication plan		PWM, CAO/Clerk		Communication
Public Works	Contractor vs. in house service review		PWM, CAO/CLERK, Treasurer		Servicing
Public Works	County contribution to roads budget		PWM, Treasurer		Property Tax

Appendix II

Lead Department	Action Or Task	Priority By Department	Responsibility	Completion	Primary Objective
Public Works	Analysis of benefit of County roads		PWM, Treasurer, CAO/Clerk		Property Tax
Treasury	All department grant research and procurement	T1	Treasurer		Property Tax
Treasury	Computer use policy	T2	Treasurer		Servicing
Treasury	Development of a multi-year budgeting plan – monitoring tax rates	T3	Treasurer		Property Tax
Treasury	Implement fall budgeting process		Treasurer		Servicing
Treasury	Improve budget transparency and accountability		Treasurer		Communication
Treasury	Improved budgeting adherence plan		Treasurer		Property Tax
Treasury	Lobby MPAC for assessment consistency		Treasurer		Servicing
Treasury	Property tax policy		Treasurer		
Treasury	Provide initiatives to become less dependent upon paper, ie. electronic storage, I-compasss, electronic transfer of information		Treasurer		Servicing
Treasury	Research service opportunities for all of the Township for technology, ie. internet, cell phone, etc.		Treasurer		Servicing
Treasury	Reserve use policy/plan		Treasurer		Property Tax
Treasury	Update of finance policy		Treasurer		Servicing