



Marmora and Lake Strategic Plan 2020





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EXECUTIVE SUMMARY

The Municipality has developed this strategic plan to guide staff and council moving forward. Municipalities face a continual strain on our limited resources. The Strategic Plan will ensure there is a responsible allocation of finances and staff time moving forward. We want to improve our service delivery's effectiveness and efficiency and ensure we remain accountable to our stakeholders.

The Municipality Is Responsible for the following Services:

- 1) Road maintenance and snow clearing on assumed roads
- 2) Water and sewer in the urban boundaries of Marmora and Deloro
- 3) Municipal facility maintenance and function
- 4) Municipal park and green space maintenance and function
(*The Crowe Valley Lions and MAARS maintain Memorial Park)
- 5) Medical Centre building and maintenance
- 6) Landfill maintenance and function
- 7) Enforcing Building Code
- 8) Setting the municipal property tax rate

The Municipality contracts out:

- 1) Medical Centre services
- 2) Roadside pickup of recycling and garbage services (different suppliers)
- 3) Some Lake Township snow clearing service
- 4) Bylaw enforcement
- 5) Booster Park management

The Municipality is not responsible for:

- 1) Natural gas or propane services
- 2) Hydro services
- 3) Telecommunication services
- 4) Resolving neighbour disputes
- 5) Setting your home assessment value
- 6) Resolving tenant/landlord issues
- 7) Highway 7/Matthew Street maintenance or snow clearing
- 8) Event management



Where are we now?

Finances

The COVID-19 global pandemic is something that has affected every business, agency, organization, and government around the world. In response to the financial hit that many people are experiencing, the Municipality of Marmora and Lake have been suspending all late payment fees, interest charges, tax sales, and some soft services. Fortunately, granted funds will cover the loss of revenue from these provisions. Ensuring the corporation is focused on the same priorities will enable us to direct the limited resources wisely.

As we move into the 2021 budget discussions, no one knows how long the pandemic will be affecting our daily lives. Extra caution is likely to be seen in policy and procedure updates.

Services

The hard services have been able to continue to run during 2020 without being significantly affected by the pandemic. The municipality has installed a new water tower and water meters thanks to successful grant applications. The roads department has continued the resurfacing, ditching, brushing, and seasonal maintenance as regularly scheduled.

Soft services, including many events and programs, were canceled as per Provincial and Public Health guidelines. The budget process will have to consider the new normal for COVID-safe programming and facility usage.

Where are we going?

This four-year plan is a living document that will help to steer the municipality in the direction of improved communication, infrastructure, services, and programming. Many municipal governments, including Marmora and Lake, face the challenge of limited resources and increasing downloaded responsibilities. By focusing our efforts to combat issues identified in the stakeholder surveys and interviews, we can allocate our limited resources rationally and confidently to encourage improvement where the people want it most.

With the onset of the global pandemic and the resulting financial impact, there are items in this plan that might have to be put on hold to focus on the hard services necessary to our residents. The upcoming few years will be unprecedented. Our municipal government will need to strive to adapt in these extraordinary times. Nevertheless, continuing to improve and maintain our public service level is the focus of this document.

The municipality conducted the citizen survey in fall 2018. Some of the identified goals are complete as of the public release of this document.



How was the plan developed?

Performance Measurement: The citizen, staff, and council survey and interviews are collected and analyzed.

Stakeholder Analysis: We identified the services and responsibilities that need review based on the "gap differential" (a measurement of importance versus satisfaction) in the citizen survey. Staff and Council's concerns were another important factor in identifying corporate goals.

Environmental Scan: We identify corresponding goals and objectives to improve those services and responsibilities.

Define the Strategic Priorities: Based on trends in the goals and objectives, we realize our Strategic Priorities.

These Strategic Priorities will steer budget discussions, policies, and focus staff deliverables, they were identified as: 1) Finance and Service Improvement; 2) Communication and Transparency; 3) Data-Supported Planning.

The Strategic Priorities are:

Finance and Service Improvement
Communication and Transparency
Data-Supported Planning





PERFORMANCE MEASUREMENT

[For detailed information on the data collected in the citizen survey refer to the *Strategic Plan: Performance Measurement Report*.](#)

We began this process with stakeholder surveys; staff, the council (outgoing and incoming), and citizens. We have collected input from all residents of Marmora & Lake, including property owners, renters, and farmers. We will also review and consider information from business owners, employees, and visitors.

The survey was available online from September 20 to November 2, 2018. Paper copies of the survey were available at Town Hall during the same timeframe.

The information collected is being used to identify where we currently stand concerning our service delivery.

Stakeholder Analysis

Who are the stakeholders? For the purpose of this document the stakeholders are the seasonal and full-time residents, business owners, council, and staff.

What are the stakeholders telling us? To identify our strategic priorities, we have analyzed the citizen surveys by looking at the "gap differential" between the level of importance of service and the satisfaction for that same service. A more significant "gap differential" means we need to re-evaluate how we are delivering that service.

The information gathered will help us understand how ratepayers view public assets and allow us to make informed decisions on your behalf.

The staff and council interviews will help us allocate staffing responsibilities and identify efficiencies.

During this process, we collected information on:

1. Demographic profiles
2. Municipal services
3. Municipal responsibilities
4. Interactions with staff
5. Online services
6. Communication and accountability
7. Non-essential infrastructure
8. Value for tax dollars



Citizen Survey

RESPONDENT DEMOGRAPHICS 1.0

Citizen Survey: Respondents

The citizen survey was available to the public from September 20, 2018 - November 2, 2018. 370 unique responses were collected.

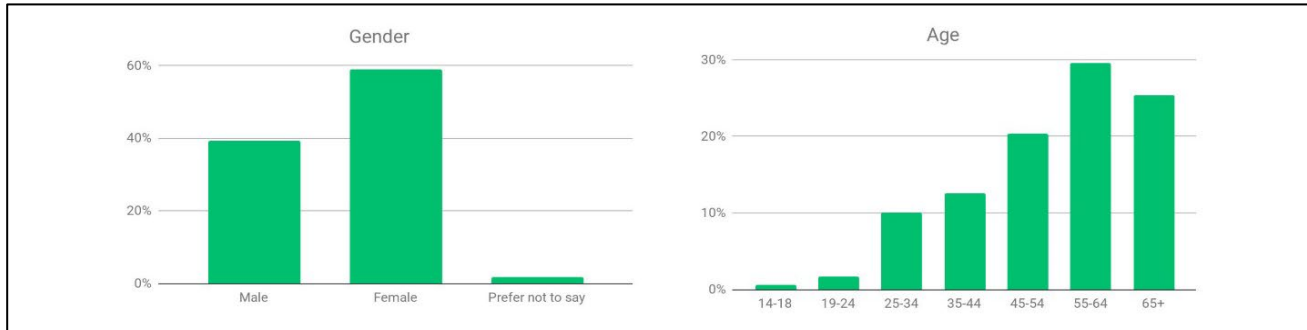
Respondents current residence:

Current residents	78%
Cottagers	16%
Past residents	2%
Not a Resident	2%
Plan on moving here	1%

Respondents number of years living here:

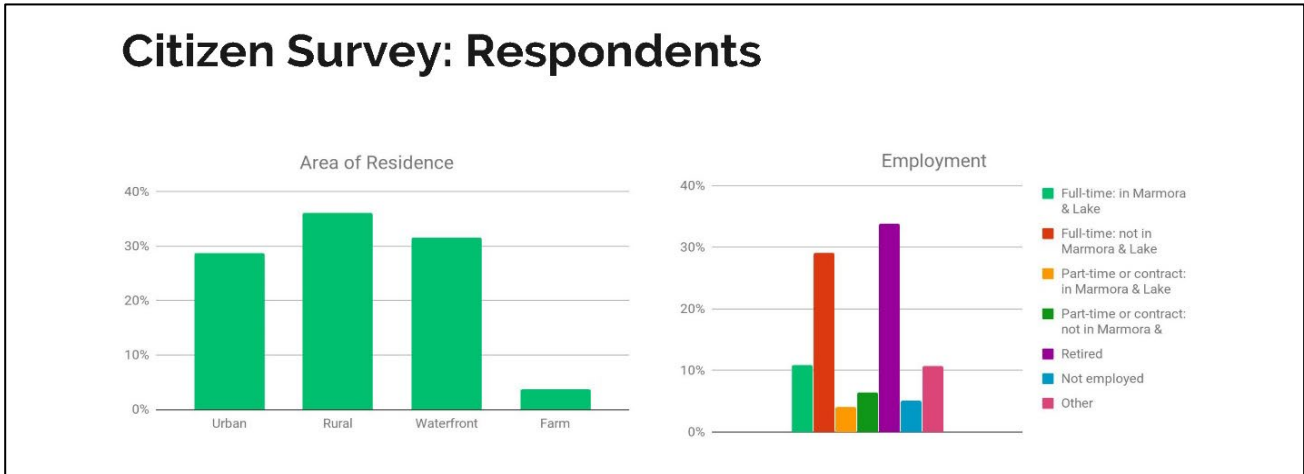
1-10	38%
11-30	28%
31-50	16%
50+	8%
Have never lived here	6%
Less than 1	4%

RESPONDENT DEMOGRAPHICS 1.1

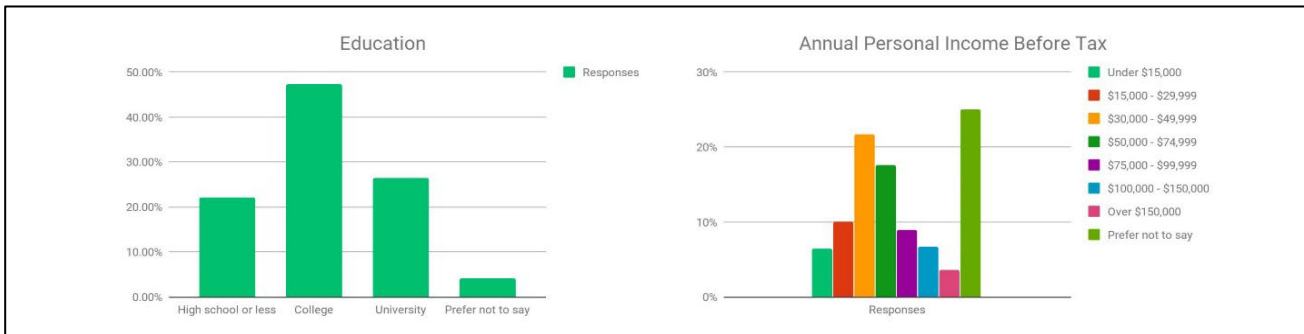




RESPONDENT DEMOGRAPHICS 1.2



RESPONDENT DEMOGRAPHICS 1.3



Municipal Services

When all respondents ranked the importance of municipal services versus their satisfaction with those services, the three with the most significant Gap Differential (GD) are:

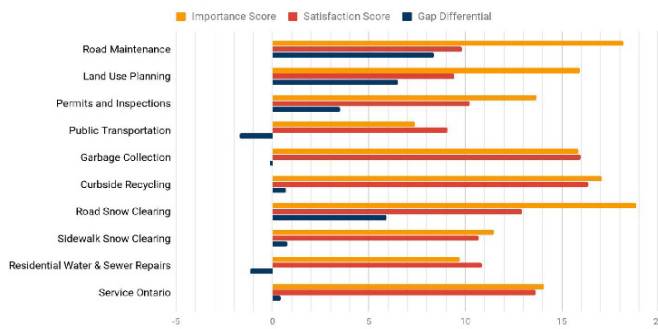
- 1) Road Maintenance (GD: 8.37)
- 2) Land Use Planning (GD: 6.52)
- 3) Road Snow Clearing (GD: 5.92)



MUNICIPAL SERVICES GAP DIFFERENTIAL

Services: All Respondents

Municipal Services: Importance vs Satisfaction



Service	Gap Differential
Road Maintenance	8.37
Land Use Planning	6.52
Road Snow Clearing	5.92
Permits and Inspections	3.5
Sidewalk Snow Clearing	0.78
Curbside Recycling	0.72
Service Ontario	0.41
Garbage Collection	-0.13
Residential Water & Sewer Repairs	-1.15
Public Transportation	-1.71

When filtering the data to see how the priorities change for current residents and cottagers, there is a small difference in the top three:

Current Residents:

- 1) Road Maintenance (GD: 9.04)
- 2) Road Snow Clearing (GD: 6.55)
- 3) Land Use Planning (GD: 6.32)

Cottagers:

- 1) Land Use Planning (GD: 8.37)
- 2) Road Maintenance (GD: 6.17)
- 3) Permits & Inspections (GD: 3.91)

What are the stakeholders telling us about our service delivery?

The services in need of a delivery review are:

- 1) Road maintenance
- 2) Land use planning
- 3) Road snow clearing
- 4) Permits and inspections

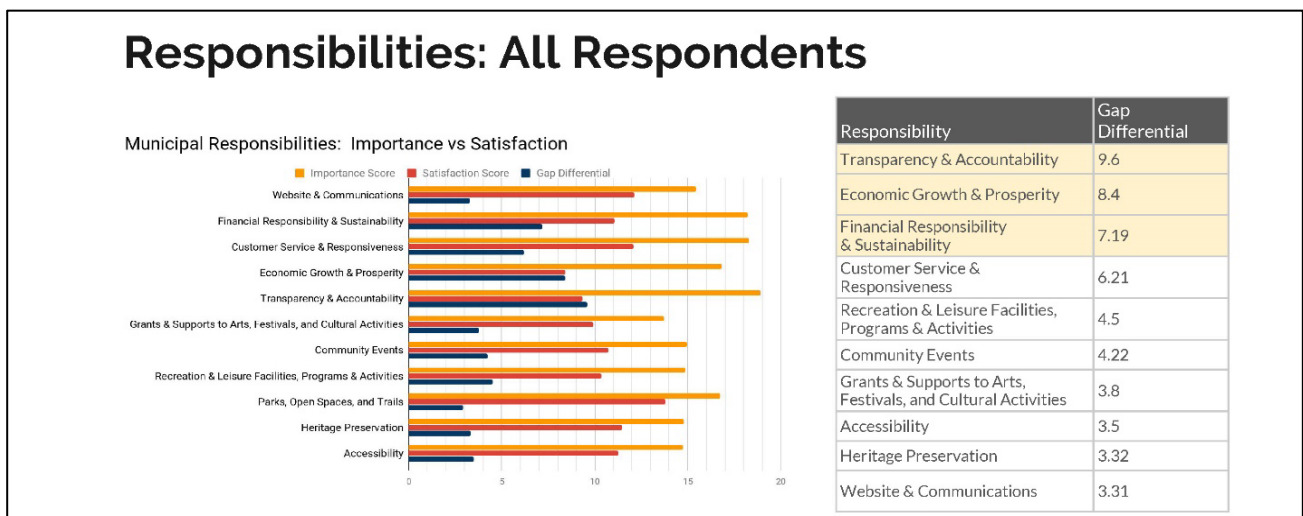


Municipal Responsibilities

When all respondents ranked the importance of municipal responsibilities versus their satisfaction with those responsibilities, the three that had the most significant Gap Differential (GD) are:

- 1) Transparency & Accountability (GD: 9.6)
- 2) Economic Growth & Prosperity (GD: 8.4)
- 3) Financial Responsibility & Sustainability (GD: 7.19)

MUNICIPAL RESPONSIBILITIES GAP DIFFERENTIAL



When filtering the data to see how the priorities change for current residents and cottagers, there is a small difference in the top three:

Current Residents:

- 1) Transparency & Accountability (GD: 9.66)
- 2) Economic Growth & Prosperity (GD: 9.05)
- 3) Financial Responsibility & Sustainability (GD: 7.38)

Cottagers:

- 1) Transparency & Accountability (GD: 9.86)
- 2) Customer Service & Responsiveness (GD: 7.26)
- 3) Financial Responsibility & Sustainability (GD: 7.10)



What are the stakeholders telling us about Municipal Responsibilities?

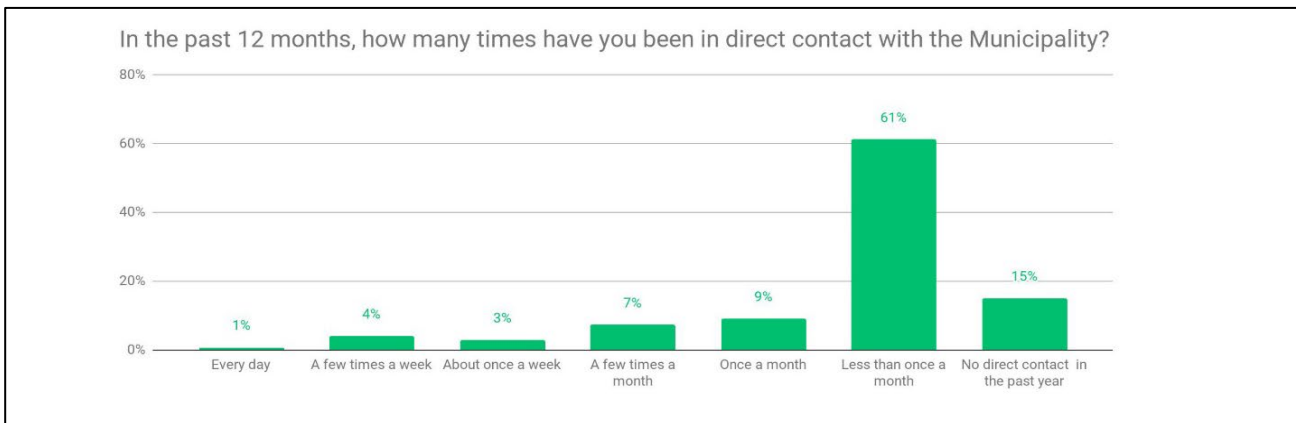
The responsibilities in need of a delivery review are:

- 1) Transparency & Accountability
- 2) Economic Growth & Prosperity
- 3) Financial Responsibility & Sustainability
- 4) Customer Service & Responsiveness

Interactions with Municipal Staff

The Citizen Survey also asked for input on their experience in dealing with Municipal staff. It is worth noting that the data indicates that most people dealing with the Municipality do so less than once a month, meaning that each interaction can have a significant impact on one's impression of the Municipality.

INTERACTIONS WITH MUNICIPAL STAFF 1.0



INTERACTIONS WITH MUNICIPAL STAFF 1.1

Interactions with Municipal Staff	Weighted Average	Response
Municipal staff is courteous, helpful and knowledgeable.	14/20	The municipality will review it's customer service policies and ensure staff is offered more training opportunities in customer service.
Municipal staff is able to supply required information.	14/20	
Municipal staff make customer service a priority.	13/20	
Municipal staff responds in a timely manner to requests and concerns.	12/20	
The Municipality allows citizens to have meaningful input into decision making.	10/20	



What are the stakeholders telling us about interactions with staff?

We have room to improve in customer service.

- 1) Allow citizens more opportunity to be involved in decision making.
- 2) Decrease response time.
- 3) Make customer service a priority.

Communication & Accountability

Many rural communities are feeling the loss of local media outlets. There is now an increased responsibility for municipalities to push out more information themselves and ensure it is easily accessible for the public. The public looks to the Municipality for information on events, tourism, business opportunities, policy, legislation, planning, and more. It is a vast undertaking that is met in-house with limited staffing hours to accommodate the demand.

We have addressed several identified issues with our communication practices since starting the Strategic Planning process. We will continue this momentum, moving forward with continuous input from our citizens and visitors.

COMMUNICATION & ACCOUNTABILITY

How well does the Municipality communicate with citizens?	Weighted Average	Response
The municipality keeps the residents informed on a regular basis.	10/20	The Municipality will continue improving communication. To date, we have updated the website and LED sign, improved social media practices, offered email signups, council briefs, calendars, and increased the use of forms to gather your input.
The municipality provides information in an open and transparent manner.	10/20	
The municipality is accountable to the public for the decisions they make.	7/20	
The municipality is responsible when managing taxpayers money.	12/20	

What are the stakeholders telling us about communication and accountability?

The online services need improvement:

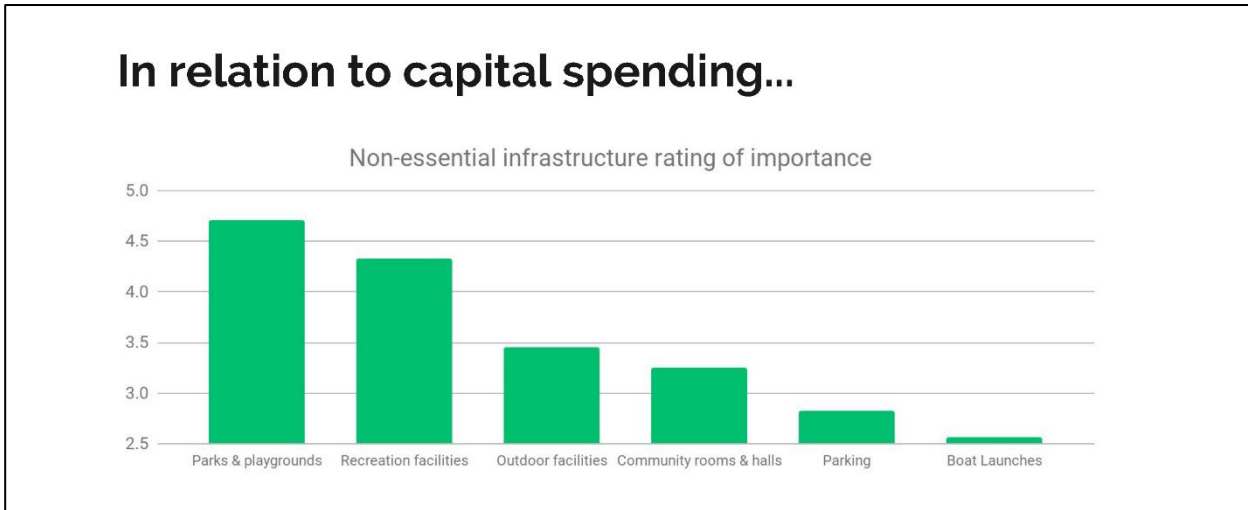
- 1) Keep information up to date.
- 2) Continually work toward simplifying the organization of information.
- 3) Look into the possibility of moving account information online.



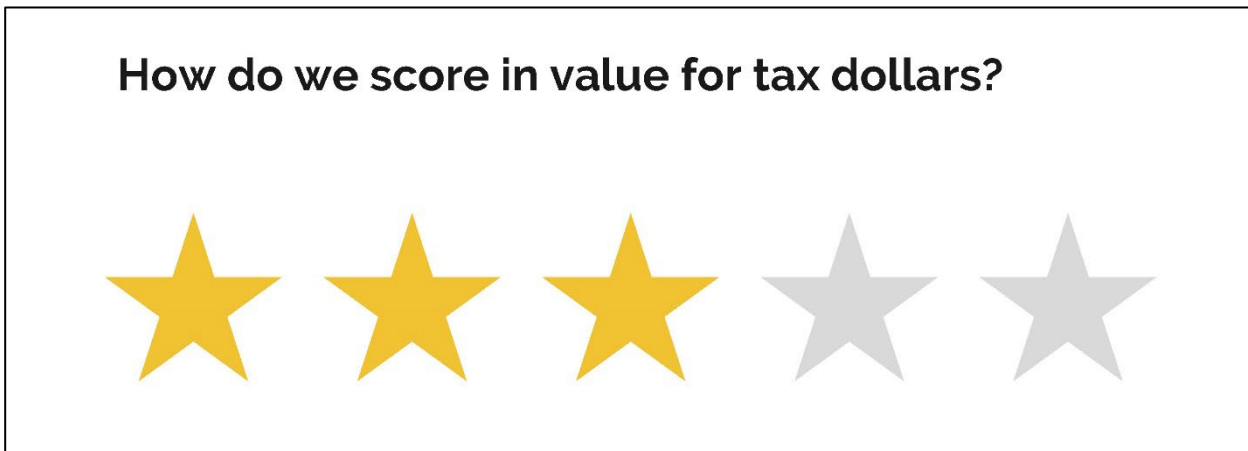
“Non-Essential” Infrastructure and Value for Tax Dollars

The municipality manages many “non-essential” facilities and wants to know where people would rank those facilities in importance. We want to note that “non-essential” is quite debatable, and we consider all these facilities essential to community health and well-being.

“NON-ESSENTIAL” INFRASTRUCTURE



VALUE FOR TAX DOLLARS





Staff Survey

Using the staff survey, we gathered feedback on the current state of each department. All department heads supplied the following information:

- 1) Department task information
- 2) The definition of the main objective of their department
- 3) Their rating of the effectiveness of their department
- 4) Identified the factors that inhibit the department's ability to work toward their main objective
- 5) How they measure success in their department
- 6) What they perceive as increasing and decreasing pressures in any aspect of their job
- 7) What other departments they work with regularly
- 8) How well departments share information
- 9) Whether there are adequate training opportunities for further development relating to their job
- 10) How they hope their role will evolve with or without the municipality over the next four years
- 11) What type of continuing education courses would they be interested in to achieve their four-year goal?
- 12) What they feel should be considered when reviewing the effectiveness of each department

What are the stakeholders telling us about corporate structure?

Do the department heads feel their department is effective? Overall, they would give a score of 70% to the municipality, noting much improvement over the past couple of years. When asked what factors inhibit their department's ability to work toward their main objective, there were several common factors to consider:

- 1) Unpredictability of workload equating to lack of staff in high need times
- 2) Lack of budget to perform duties expected by department
- 3) Public education of process and policy
- 4) Extra work created by public (e.g. dumping garbage)



The increasing pressure found by department heads were:

- 1) Building trust with new council
- 2) Limited resources
- 3) Expectations of incoming residents versus long-time residents
- 4) General increase of workload over time
- 5) Staff being bullied online and heckled in council meetings which hurts moral
- 6) New and changing legislation coming from provincial and federal levels of government

Very few staff members listed any decreasing pressures. However, when there were any, they were:

- 1) Department budget increase
- 2) Department additional staff member
- 3) Developing the ability to cope with the demands of public work and the constant criticism from certain members of the public

The list of items to consider when developing this plan was:

- 1) Identify and initiate efficiencies within all departments
- 2) Update job descriptions regularly (bi-annually)
- 3) Ensure to hire quality staff with a strong work ethic
- 4) Conduct a building assessment and identify inadequacies to be addressed:
 - i) Too few phone lines in Town Hall
 - ii) Storage limitations
 - iii) Building repairs
 - iv) Underutilized public facilities
- 5) Create educational videos
 - i) help educate the public
 - ii) humanizing staff to combat bullying
- 6) Work on team-building exercises with staff and department heads.

Council Interviews

The council surveys supplied insight into what the councillors feel are the main objectives of their work and how it aligns with staff objectives. We interviewed outgoing and incoming council members to gain perspective from both groups.



The outgoing councillors generally found that their main objective was to work within the boundaries of the legislation and continually try to move the ball forward. Numerous outgoing councillors commented that promising change is dangerous until one truly understands their authority. The fact is that municipalities exist at the will of the Province, and the Province legislates the issues and where most funding will go. They all commented on the importance of the relationship between the council and staff and encouraged the incoming council to utilize staff without micromanaging them.

The current council includes one incumbent, the Deputy Mayor, and four new representatives. The priorities that they identified in their interviews were:

- 1) Improving communication
- 2) Encouraging responsible development
- 3) Economic development
- 4) Continuing the roads program
- 5) Improving community input and relations

These five issues align with what was identified as priorities through the citizen survey.





ENVIRONMENTAL SCAN

Using the input from our stakeholders, we have identified the area’s most in need of review. We will review plans currently in progress within the municipality and integrate objectives that relate to this document.

Municipal Goals and Objectives

The municipal services and responsibilities with the highest gap differential will be a focus moving forward during the planning process. Listed below are topline initiatives to be taken on by staff and council. The Who-Does-What section of the Strategic Plan identifies specific actions for each goal and objective and delegates each to a particular department.

The Goals are the desired result of the initiatives taken to address the concerns with the service delivery—the Objectives are considerations to reach the goal. When necessary, objectives will be brought to Council for approval.

Road Maintenance	
<p>Roads services are the largest component of our Asset Management Plan, representing \$37.5 M of all repair and replacement costs through to 2032.</p> <p>The 2018 Road Needs Study indicates estimated total cost of improvements to the road network in the amount of \$18,296,408.48. Of the identified needs, \$217,567.86 is for roads that are already deficient (‘NOW’), \$4,311,735.26 is for the 1-5-year horizon, and the remaining \$13,713,105.37 is for the 6-10-year horizon.</p>	
GOALS	OBJECTIVES
<p>A1 Review existing policies to find cost savings or revenue opportunities.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Review the road assumption and annexing policies <input type="checkbox"/> Do not assume any private roads. <input type="checkbox"/> Only assume roads through land development agreements and ensure compliance. <input type="checkbox"/> Initiate road cut/occupancy permits with fee and deposit. <input type="checkbox"/> Cancel the private road grant program. <input type="checkbox"/> Review the Roads Need Study requirements and cancel the program, if possible, until the roads network has improved substantially. <input type="checkbox"/> Review and update Entrance Permit Application: <ul style="list-style-type: none"> <input type="checkbox"/> Applicants are required to pave from the municipal roadway to the property line in the urban area <input type="checkbox"/> Commercial versus residential fees



	<input type="checkbox"/> Update the site plan bylaw: <ul style="list-style-type: none"> <input type="checkbox"/> include developer fees for entrances <input type="checkbox"/> include required plans and reports
A2 Improve service delivery.	<input type="checkbox"/> Cancel the noxious weed program and spray only the guard rails and signs. <input type="checkbox"/> Apply for 4 summer students instead of 2 to allow for two road crews
A3 Develop a 5- to 10-year forecast for transportation needs to help outline budgeting requirements year to year.	<p>Related Goals: G3</p> <input type="checkbox"/> Implement Programs: <ul style="list-style-type: none"> <input type="checkbox"/> annual traffic counting <input type="checkbox"/> shoulder grading <input type="checkbox"/> resurfacing <input type="checkbox"/> reconstruction <input type="checkbox"/> equipment
A4 Utilize the Transportation Committee on a more regular basis.	<input type="checkbox"/> Set up monthly recurring meetings

Land Use Planning

Land Use Planning is legislated by the province through the [Planning Act](#). The [County of Hastings Official Plan 2017](#) advises all member municipalities. Marmora and Lake's [Comprehensive Zoning Bylaw](#) must adhere to [The Provincial Policy Statement \(2014\)](#) and Hasting County's official plan.

GOALS	OBJECTIVES
B1 Increase stakeholder's general knowledge of Land Use Planning.	<input type="checkbox"/> Develop content for the website about commonly misunderstood information regarding Land Use Planning, such as the different government levels and the authority of each. <input type="checkbox"/> Use simple online polls to test stakeholder's knowledge of Land Use Planning regularly.
B2 Update the Comprehensive Zoning Bylaw.	<input type="checkbox"/> Consolidate amendments that have accumulated over the years. <input type="checkbox"/> Update for new considerations such as cannabis and short-term rentals.
B3 Increase revenue or cost recovery initiatives.	<input type="checkbox"/> Consider development fees. <input type="checkbox"/> Identify the barriers to development and address through grant opportunities or other initiatives. <ul style="list-style-type: none"> <input type="checkbox"/> Kirkpatrick Street in Deloro <input type="checkbox"/> Industrial Park



Road Snow Clearing

The Transportation Manager is responsible for following [Minimum Maintenance Standards for Municipal Highways](#) (among other legislation) that dictates which roads receive service first, how long drivers can be on the road, patrolling highways and more.

GOALS		OBJECTIVES
C1	Increase stakeholder's awareness on how the Roads Department is legislated.	<ul style="list-style-type: none"> <input type="checkbox"/> Create online content regarding the Minimum Maintenance Standards for Municipal Highways Act (MMS). <input type="checkbox"/> Use simple online polls to test stakeholder's knowledge of MMS. <input type="checkbox"/> Add a templated area to public reports that include legislated requirements in relation to report topic. ✓ Make a Winter Maintenance information package available on the website. ✓ Make the Municipal Roads Class list available on the website.
C2	Ensure staff can operate effectively with available equipment.	<ul style="list-style-type: none"> <input type="checkbox"/> Ensure all staff have usable equipment for their shift. <input type="checkbox"/> Utilize parks and recreation staff for urban workload. <input type="checkbox"/> Replace the sidewalk machine with two tractors.

Permits & Inspections

The Building and Bylaw Officer must ensure compliance with the [Building Code Act](#), [Planning Act](#), the comprehensive zoning bylaw and the Conservation Authority.

GOALS		OBJECTIVES
D1	Increase awareness of the authority of the CBO.	<ul style="list-style-type: none"> <input type="checkbox"/> Use simple online polls to test stakeholder's knowledge of: <ul style="list-style-type: none"> <input type="checkbox"/> <i>Building Code and Planning Act.</i> <input type="checkbox"/> Safety measures covered by legislation and permits. <input type="checkbox"/> Add a templated area to public reports that include legislated requirements in relation to report topic.
D2	Increase awareness of building process.	<ul style="list-style-type: none"> <input type="checkbox"/> Create online content regarding: <ul style="list-style-type: none"> <input type="checkbox"/> How to get a permit <input type="checkbox"/> What to expect when building <input type="checkbox"/> When to call the CBO



Transparency & Accountability

The [Restoring Trust, Transparency and Accountability Act, 2018](#) is legislation that must be followed by all Ontario municipalities and the responsibility of the Clerk to ensure compliance. The large gap differential in the citizen survey suggests that there is a low perception of the Municipalities transparency and accountability even if they are following the legislation.

GOALS		OBJECTIVES
E1	Increase awareness on how legislation affects decision making.	<input type="checkbox"/> Create online content regarding: <ul style="list-style-type: none"> <input type="checkbox"/> Restoring Trust, Transparency and Accountability Act <input type="checkbox"/> Municipal Freedom of Information and Protection of Privacy Act <input type="checkbox"/> Use simple online polls to test stakeholder's knowledge of legislation.
E2	Be more proactive in communicating policy updates.	<input type="checkbox"/> Develop a communications practice of highlighting policy changes from meeting minutes. <ul style="list-style-type: none"> ○ What does this change mean? ○ Who will this change effect? ○ When will this change take effect? <input type="checkbox"/> Add a templated area to public reports that include a call out of policy changes, who it will affect and when the change will take effect.
E3	Ensure the public is aware of meeting topics to be discussed.	<input type="checkbox"/> Ensure special meetings are used in emergency situations only. <input type="checkbox"/> Ensure the agenda is followed and debate is limited to items on the agenda.

Economic Growth & Prosperity

In 2011 the Municipality released its *Integrated Community Sustainability Plan*. There are items from that plan that have been moved into the objectives of this table.

In September of 2019 Council passed a resolution that decrees Council's highest commitment to community safety and well-being for all who choose to live, work, visit, or play in municipality.

GOALS		OBJECTIVES
F1	Focus on local business retention, attraction, and development.	<input type="checkbox"/> Create and distribute promotional material that is focused on attracting new business. <input type="checkbox"/> Promote local business initiatives.



	<ul style="list-style-type: none"> <input type="checkbox"/> Help local business groups utilize public spaces for events. <input type="checkbox"/> Be the liaison between local business and municipality. <input type="checkbox"/> Identify municipal barriers for development.
F2 Increase revenue or cost recovery initiatives.	<ul style="list-style-type: none"> <input type="checkbox"/> Review LED sign policy to allow for business subscriptions. <input type="checkbox"/> Update Business Arrow Sign annually. <input type="checkbox"/> Use business advertising initiatives to pay for marketing materials. <input type="checkbox"/> Review Arena and Baseball field marketing opportunities. <input type="checkbox"/> Identify Municipal Property that could tastefully display business advertising.
F3 Identifying flagship programs that are shovel ready for grant opportunities.	<ul style="list-style-type: none"> <input type="checkbox"/> Identify opportunities for improvement that would be supported by provincial or federal funding.
F4 Strengthen arts and culture in the community.	<ul style="list-style-type: none"> <input type="checkbox"/> Increase awareness of art and culture business and events. <input type="checkbox"/> Create a directory of local artists that can be called upon to enhance local events. <input type="checkbox"/> Create an inventory of local cultural fixtures. <input type="checkbox"/> Strengthen partnerships with historical groups and organizations. <input type="checkbox"/> Work with community groups to create an inventory of key historic properties that should be preserved. <input type="checkbox"/> Share funding opportunities related to arts and culture.
F5 Advocate for business and tourism infrastructure	<ul style="list-style-type: none"> <input type="checkbox"/> Beautify the highway 7 corridor through banners, flowers, and permanent signage where possible. <input type="checkbox"/> Support county initiatives for better internet connectivity. <input type="checkbox"/> Support public transit and bus services. <input type="checkbox"/> Participate in regional tourism organizations.
F6 Increase active living programming and opportunities	<ul style="list-style-type: none"> <input type="checkbox"/> Recruit activities and programs that encourage physical activity for youth, adult, and seniors. <input type="checkbox"/> Market municipal facilities as host sites for physical activity programming. <input type="checkbox"/> Identify and address barriers for all ages to participate in activities. <input type="checkbox"/> Install active living equipment in appropriate public spaces.



F7	Improve housing opportunities	<input type="checkbox"/> Identify municipal barriers to affordable housing. <input type="checkbox"/> Identify municipal barriers to development.
F8	Make the Community Safety and Well-Being Plan a priority	<input checked="" type="checkbox"/> Get buy in from Council via Council resolutions for all Central Hastings Municipalities. <input checked="" type="checkbox"/> Form Committees: Coordinating and Advisory <input type="checkbox"/> Gather Data: <ul style="list-style-type: none"> <input type="checkbox"/> vulnerable populations (numbers, demographics, etc.) <input type="checkbox"/> Identify the nature of harms and victimization from risk factors. <input type="checkbox"/> Identify most effective and practicable protective factors that can be brought to bear. <input type="checkbox"/> Public Consultation: <ul style="list-style-type: none"> <input type="checkbox"/> Town Hall meeting for all Central Hastings municipalities. <input type="checkbox"/> Survey: online and paper copies distributed throughout community and to agencies. <input type="checkbox"/> Identify Plan Priorities: <ul style="list-style-type: none"> <input type="checkbox"/> vulnerable populations <input type="checkbox"/> risk factors <input type="checkbox"/> protective factors <input type="checkbox"/> local agencies, organizations and groups that can and should implement the protective factors <input type="checkbox"/> Identify Benchmarks for achievable outcomes <input type="checkbox"/> Compose the Plan: <ul style="list-style-type: none"> <input type="checkbox"/> Finalize the overall design and layout of the plan <input type="checkbox"/> Order and sequence of priority vulnerable groups and risk factors <input type="checkbox"/> Identify benchmarks and measures to increase achievability <input type="checkbox"/> Identify strategies for presenting draft plan to municipal councils and obtaining their approvals <input type="checkbox"/> Identify plan implementation strategies



Financial Responsibility & Sustainability

The [Fiscal Sustainability, Transparency and Accountability Act, 2019](#) is legislation that must be followed and is the Treasurers responsibility to ensure compliance. For each fiscal year, the Executive Council shall plan for a balanced budget.

*Asset management planning is an ongoing and long-term process that allows municipalities to make the best possible investment decisions for their infrastructure assets. In many parts of Ontario, existing infrastructure is degrading faster than it is being repaired or replaced, putting services at risk. To help address this issue, the Province implemented the *Asset Management Planning for Municipal Infrastructure Regulation, O. Reg. 588/17*, effective January 1, 2018.

*Source <https://www.ontario.ca/page/municipal-asset-management-planning>

GOALS	OBJECTIVES
G1 Set the tax rate to support the sustainability of the municipality.	<input type="checkbox"/> Identify key priorities year to year and set the tax rate to support services
G2 Increase awareness on the financial challenges faced by municipal governments.	<input type="checkbox"/> Educate and test stakeholders on: <ul style="list-style-type: none"> <input type="checkbox"/> Cost of infrastructure, programming, and services <input type="checkbox"/> Limited resources for revenue <input type="checkbox"/> The process of conditional grants <input type="checkbox"/> Downloading from Province <input type="checkbox"/> Allocations to Upper Tier and Joint Service Bodies
G3 Make the Asset Management Plan a priority.	<input type="checkbox"/> Update the municipal Level Of Service template regularly. <input type="checkbox"/> Target infrastructure identified as Very Poor for replacement or repair. <input type="checkbox"/> July 1, 2021: the municipality shall prepare an asset management plan in respect of its <u>core</u> municipal infrastructure assets. <ul style="list-style-type: none"> <input type="checkbox"/> The current levels of service must be defined for all <u>core</u> assets. <input type="checkbox"/> July 1, 2023: the municipality shall prepare an asset management plan in respect of all <u>other</u> municipal infrastructure assets. <ul style="list-style-type: none"> <input type="checkbox"/> The current levels of service must be defined for all <u>other</u> municipal assets. <input type="checkbox"/> July 1, 2024: the municipality must establish proposed levels of service for a minimum of 10 years.



	<input type="checkbox"/> A lifecycle management and financial strategy that covers a minimum of 10 years.
G4 Improve revenue generating or cost recovery opportunities in each department.	Related goals: A1, A2, B3 <input type="checkbox"/> Implement user fees for facility usage and programming to recover costs where possible.

Customer Service and Responsiveness

GOALS	OBJECTIVES
H1 Find time efficiencies for staff.	Related goals: A1, A3, A4, C2, E2, E3 <input type="checkbox"/> Ensure new projects link to a goals and objectives in the Strategic Plan.
H2 Improve Customer Service Standards.	<input type="checkbox"/> Offer staff more training in Municipal Customer Service. <input type="checkbox"/> Council, Management, and Staff need to ensure the working environment is non-toxic and accommodating to the public. <input type="checkbox"/> Make the public more aware of the procedures in place to ensure timely customer service.
H3 Improve Bylaw Enforcement.	<input type="checkbox"/> Review specific bylaws with Municipal Lawyer to ensure they are enforceable. <input type="checkbox"/> Initiate a bylaw enforcement budget.

Citizen involvement in municipal decision making.

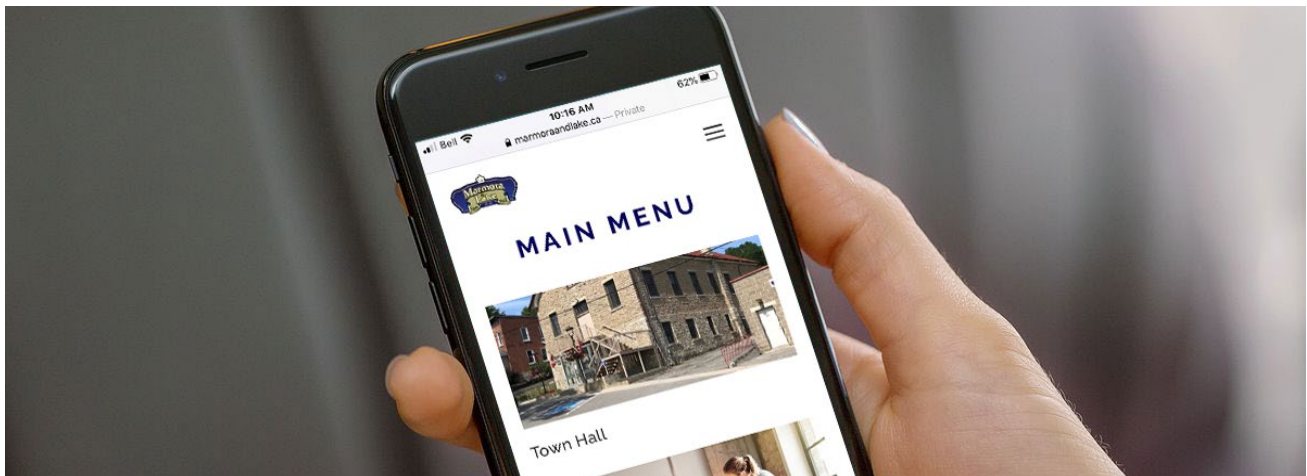
GOALS	OBJECTIVES
I1 Increase the stakeholder's awareness of the day-to-day options of communicating with the municipality.	<input type="checkbox"/> Have recurring posts directing people to online forms, emails, and phone numbers. <input type="checkbox"/> Educate stakeholders on the how the council operates in its decision making, why meetings are public, and how to get an item on the agenda. <input type="checkbox"/> Educate stakeholders on the authority of council versus staff and when to contact one or the other.
I2 Improve the balance of three levels of public involvement: Public Communication, Public Consultation, and Public Participation.	<input type="checkbox"/> Consult the public more often using opinion polls. <input type="checkbox"/> Utilize local public organizations to poll members on certain topics.



Keeping online information up to date.	
GOALS	OBJECTIVES
J1 Increase number of times the website is scrubbed for errors and out-of-date information	<input type="checkbox"/> Alternate members of staff to scrub the website for errors weekly. <input type="checkbox"/> Make a website feedback form available on the site.

Simplifying the website.	
GOALS	OBJECTIVES
K1 Simplify the organization of the website.	<input checked="" type="checkbox"/> Separate Tourism and Municipal Office Communications <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Make a Tourism/Business specific Facebook Page <input checked="" type="checkbox"/> Make a Tourism/Business specific Blog <input checked="" type="checkbox"/> Make a Table of Contents

Making account information available online.	
GOALS	OBJECTIVES
L1 Make more information available online	<input checked="" type="checkbox"/> Create RSS emails of all news channels on the website. <input checked="" type="checkbox"/> Make bills and receipts available. <input checked="" type="checkbox"/> Make tax bills available <input checked="" type="checkbox"/> Make water bills available





Define the Strategic Priorities

What are we going to do?

The goals and objectives articulated in the previous section are the targets for our strategic initiatives. This will help us define our corporate principals.



There are thirty-three incomplete corporate goals identified, which include three priority categories:

- a. 40% of the goals are financial and aimed at service improvement.
- b. 36% of the goals target an improvement in communication practices to improve transparency.
- c. 24% of the goals are advocating for data-supported planning initiatives.

The Strategic Priorities are:

Communication and Transparency
Finance and Service Improvement
Data-Supported Planning



DEPARTMENT ALIGNMENT

Who is doing what? Each department will be accountable for the goals and objectives that align with their services and responsibilities.

In *Appendix A: Corporate Roles Chart* we list the roles within each department. Staff members fulfill multiple roles as assigned by the department head. The Department Alignment Chart below identifies who is responsible for each goal getting completed. There will be times when the lead department will need to work with other departments to satisfy the objectives, but the reporting and accountability fall on the lead department.

DEPARTMENT ALIGNMENT CHART

Goal	Lead Department	Role	Priority
A1	Transportation	Systems and Procedures	Finance & Service Improvement
A2	Transportation	Systems and Procedures	Data Supported Planning
A3	Transportation	Systems and Procedures	Finance & Service Improvement
A4	Council	Council	Communication & Transparency
B1	Administration	Communications	Communication & Transparency
B2	Building and Bylaw	Chief Building Officer	Data Supported Planning
B3	Administration	Clerk	Finance & Service Improvement
C1	Administration	Communications	Communication & Transparency
C2	Transportation	Systems and Procedures	Finance & Service Improvement
D1	Administration	Communications	Communication & Transparency
D2	Administration	Communications	Communication & Transparency
E1	Administration	Communications	Communication & Transparency
E2	Administration	Communications	Communication & Transparency
E3	Administration	Communications	Communication & Transparency
E4	Council	Head of Council	Communication & Transparency
F1	Economic Development	Economic	Finance & Service Improvement



F2	Economic Development	Economic	Finance & Service Improvement
F3	All Departments	(Department Head)	Data Supported Planning
F4	Economic Development	Communications	Communication & Transparency
F5	Economic Development	Economic	Data Supported Planning
F6	Economic Development	Community	Finance & Service Improvement
F7	Administration	Clerk	Data Supported Planning
F8	Administration	CAO	Data Supported Planning
G1	Council	Council	Finance & Service Improvement
G2	Administration	Communications	Communication & Transparency
G3	Environmental Services	Asset Management Planning	Data Supported Planning
G4	All Departments	(Department Head)	Finance & Service Improvement
H1	Administration	CAO	Finance & Service Improvement
H2	Administration	CAO	Finance & Service Improvement
H3	Administration	CAO	Finance & Service Improvement
I1	Administration	Communications	Communication & Transparency
I2	Administration	Clerk	Data Supported Planning
J1	Administration	Communications	Finance & Service Improvement
L1	Administration	Communications	Communications & Transparency
K1	Administration	Communications	Finance and Service Improvement

*As goals are complete, we will insert a grey background to the line.



NEXT STEPS

Budget Planning

The budget process should consider the Strategic Priorities and specific goals. Department Heads should base their requests to council on their deliverables.

Key Performance Measures

Key performance measures will ensure improvement, accountability, and open communication year after year in municipal service delivery. The identified goals and objectives are itemized deliverables. We hope that this process will continue to be refined over time and encourage innovation in how we deliver each service.

Timelines

The Strategic Plan is a four-year living document that should be updated and redistributed annually. The plan should be reviewed periodically and rewritten in four years.

Municipal Elections

The municipal election schedule is on a four-year cycle. The timeline of the Strategic Plan allows for overlap from Council to Council to ensure continuity of service. The four-year calendar allows the incoming council to review newly collected data to help inform the update to the plan.

2020: Strategic Plan is approved

2022: Municipal Campaign and Election

2023: Stakeholder Surveys

2024: Strategic Plan is approved



APPENDIX A: CORPORATE ROLES CHART

Administration Department		
Role	Focus	Duties
Chief Administrative Officer (CAO)	Operations	<ol style="list-style-type: none"> 1. Financial Leadership 2. Corporate Performance 3. Enforcement of policies and procedures 4. Defining controls and standards 5. Human Resources
	Council Liaison	<ol style="list-style-type: none"> 6. Maintains a sound working relationship with council 7. Ensures council receives required information to make sound decisions 8. Prepares reports for council on a variety of issues 9. Ensures council decisions are implemented
	Community Liaison	<ol style="list-style-type: none"> 10. Maintains a sound working relationship with community leaders and all levels of government 11. Promotes open and positive communication within the community
Municipal Clerk (Officer)	Council	<ol style="list-style-type: none"> 1. Ensures compliance with: <ol style="list-style-type: none"> a. Municipal Act, 2001 b. Archives and Recordkeeping Act c. Commissioners for taking Affidavits Act 2. Updates council on policy and legislation as prescribed in the Municipal Act and numerous other Acts 3. Council Meetings Minutes and Agendas <ol style="list-style-type: none"> a. To record, without note or comment, all resolutions, decisions and other proceedings of council; b. If required by any member present at a vote, to record the name and vote of every member voting on any matter or question; 4. Prepares reports for council on a variety of issues 5. To keep the originals or copies of all bylaws and all minutes of the proceedings of the council;



	Elections	6. Ensures compliance with the Municipal Elections Act , 7. Conducts Municipal Elections every four years
	Vital Statistics	8. Ensuring compliance with Vital Statistics Act 9. Reporting to The Office of the Registrar General
	MFIPPA	10. Ensures compliance with the Municipal Freedom of Information and Protection of Privacy Act
	Issuing Lottery Licenses	11. Ensures compliance with: a. Criminal Code of Canada b. Orders in Council c. Gaming Control Act d. Alcohol and Gaming Commission of Ontario
	Bylaw	12. Bylaw development and updating
	Land Use Planning	13. Ensures compliance with Planning Act 14. Receives and reviews all planning applications 15. Prepares all notices and bylaws as required
Accessibility	Compliance & Accountability	1. Ensuring compliance with Accessibility for Ontarians with Disabilities Act 2. Updating the Municipal Accessibility Plan
Cemetery	Compliance & Accountability	1. Ensuring compliance with the Bereavement Authority of Ontario 2. Sales of grave plots 3. Marks graves 4. Record keeping and reporting 5. Secretary on the Cemetery Board and implements decisions
Facility Booking	Customer Service	1. Town Hall 2. Community Centre 3. Community Hub 4. William Shannon Room 5. Deloro Hall
Health and Safety	Compliance & Accountability	1. Ensures compliance with Occupational Health and Safety Act
Communication	Compliance & Accountability	1. Ensures compliance with Web Content Accessibility Guidelines (WCAG) 2.1
	Municipal Information	2. Public Notices 3. RFPs 4. Employment Opportunities



		<ul style="list-style-type: none"> 5. Announcements 6. Media Placement 7. Presentations 8. Department Updates
	Channels	<ul style="list-style-type: none"> 9. Website 10. Facebook 11. Twitter 12. LinkedIn 13. Google 14. LED sign
Reception	Front Desk	<ul style="list-style-type: none"> 1. Professionally greet all visitors and direct to appropriate department 2. Process payments 3. Pick up and sort mail
	Phones	<ul style="list-style-type: none"> 4. Receive and direct all calls 5. Respond to voicemail 6. Take messages for staff

Building and Bylaw Department		
Role	Focus	Duties
Chief Building Officer	Compliance & Accountability	<ul style="list-style-type: none"> 1. Ensures compliance with: <ul style="list-style-type: none"> a. Building Code Act, 1992, S.O. 1992, c. 23 <ul style="list-style-type: none"> i. Building permits ii. Building inspections iii. Stop work orders iv. Orders to comply v. Unsafe notices vi. Demolition permits vii. Remedy safe orders viii. Orders to uncover b. Planning Act, R.S.O. 1990, c. P.13 c. Comprehensive zoning bylaw <ul style="list-style-type: none"> i. Proper location of building on land ii. Ensuring proper permitted use d. Conservation Authority



Bylaw Enforcement	Compliance & Accountability	1. Ensures compliance with <ol style="list-style-type: none"> a. Municipal Bylaws b. Provincial standards
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Council		
Role	Focus	Duties
Head of Council	Representation and Legislation	Roles of Head of Council under the <i>Municipal Act</i> : <ol style="list-style-type: none"> 1. to act as the chief executive officer of the municipality; 2. to preside over council meetings so that its business can be carried out efficiently and effectively; 3. to provide leadership to the council; 4. to provide information and recommendations to the council with respect to the role of council; 5. to represent the municipality at official functions; and 6. to carry out the duties of the head of council under this or any other Act.
Council	Representation and Legislation	The <i>Municipal Act 2001</i> , section 224, states these roles for council: <ol style="list-style-type: none"> 1. to represent the public and to consider the well-being and interests of the municipality; 2. to develop and evaluate the policies and programs of the municipality; 3. to determine which services the municipality provides; 4. to ensure that administrative practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of council; 5. to ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality;



		6. to maintain the financial integrity of the municipality; and 7. to carry out the duties of council under this or any other Act.
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Economic Development Department		
Role	Focus	Duties
Economic	Development	1. Attracting new business 2. Supporting local business 3. Economic Development Advisory Committee 4. Funding
Tourism	Development	1. Running the Tourism Centre 2. Supporting tourism businesses and organizations 3. Downtown beautification
Community	Development	1. Supporting local events 2. Supporting Active Living programming 3. Funding
Communication	Compliance & Accountability	1. Ensures compliance with Web Content Accessibility Guidelines (WCAG) 2.1
	Promotion	2. Business 3. Tourism
	Channels	4. Facebook 5. Instagram 6. Website 7. LED Sign 8. Twitter

Emergency Services		
Role	Focus	Duties
Fire Chief	Systems and Procedures	1. Proper practice Ontario Fire Marshall 2. Ensures compliance with: <ol style="list-style-type: none"> a. Fire Protection and Prevention Act b. Occupational Health and Safety Act 3. Develop Policies



		4. Reviews, updates, and implements all bylaws and standard operating guidelines and procedures
	Investigations	5. Initiates and supports fire and emergency incident investigations
	Training	6. Prepare volunteer firefighters for rescue and emergency events
	Emergency Management	7. Implement the Emergency Management Program 8. Ensures the development of the Municipal Emergency Plan is in compliance with: a. Provincial requirements b. Fire Protection and Prevention Act c. Occupational Health and Safety Act 9. Annual emergency exercise
Fire Fighter	Rescue and Emergency	1. First Response
Communication	Channels	1. Facebook 2. Public Events 3. Media

Environmental Services		
Role	Focus	Duties
Water and Wastewater Facility	Operations	1. Ensures compliance with: a. Ministry of the Environment Act b. Environmental Bill of Rights, 1993 c. Safe Drinking Water Act, 2002 d. Clean Water Act, 2006 e. Health Protection and Promotion Act f. Ontario Water Resources Act g. Environmental Protection Act h. Drinking Water Quality Management Standard 2. Municipal Drinking Water Licenses 3. Drinking Water Works Permits to take Water 4. Wastewater ECA's 5. Landfill ECA's
Landfill	Operations	1. Ensures compliance with: a. Environmental Compliance Approvals



		<ul style="list-style-type: none"> b. Development and Operation Plan c. Occupational Health and Safety Act <ul style="list-style-type: none"> 2. Landfill ECA's 3. Customer Service
Asset Management Planning	Sustainability	<ul style="list-style-type: none"> 1. Infrastructure management
Source Water Protection	Compliance & Accountability	<ul style="list-style-type: none"> 1. Ensures compliance with Source Water Protection

Finance Department		
Role	Focus	Duties
Municipal Treasurer (Officer)	Financial Sustainability	<ul style="list-style-type: none"> 1. Collecting money payable to the municipality and issuing receipts for these payments; 2. Depositing all money received on behalf of the municipality in a financial institution designated by the municipality; 3. Paying all debts of the municipality and other expenditures authorized by the municipality; 4. Maintaining accurate records and accounts of the financial affairs of the municipality; 5. Providing the council with such information with respect to the financial affairs of the municipality as it requires or requests; and 6. Ensuring investments of the municipality are made in compliance with the regulations made under section 418.
Accounts Receivable	Compliance	<ul style="list-style-type: none"> 1. MFIPPA
	Accuracy	<ul style="list-style-type: none"> 1. Entering all payments into keystone in timely manner 2. All municipal invoicing and collections 3. All forms of deposits (Bank, cash, debit, cheque)
Accounts Payable	Compliance & Accountability	<ul style="list-style-type: none"> 1. MFIPPA 2. GAPP
	Accuracy	<ul style="list-style-type: none"> 3. Meeting payment deadlines 4. Issuing cheques for all invoices 5. Attaching invoices to Keystone 6. Filing paper copies of all invoices



Property Tax	Revenue Stream	<ol style="list-style-type: none"> 1. Billing <ol style="list-style-type: none"> a. Collections b. Supplemental Billing c. Consolidations and Severances d. Pre-authorized payment plans e. Mortgage companies 2. Tax Sales
	Compliance & Accountability	<ol style="list-style-type: none"> 3. MFIPPA <ol style="list-style-type: none"> a. Confidentiality b. 4. Municipal Act <ol style="list-style-type: none"> a. Section 5. MPAC Assessments 6. Bylaw – Tax Rate 7. Ontario Assessment Act 8. OPTA 9. Tribunal
	Customer Service	<ol style="list-style-type: none"> 10. Take payments at the desk 11. Assist public with questions and concerns
Utilities	Revenue Stream	<ol style="list-style-type: none"> 1. Collections 2. Billing 3. Pre-authorized payment plans
	Compliance & Accountability	<ol style="list-style-type: none"> 4. User Fee Bylaw
	Customer Service	<ol style="list-style-type: none"> 5. Answering users' questions and concerns 6. Taking payments and collections 7. Investigations
Payroll	Compliance & Accountability	<ol style="list-style-type: none"> 1. WSIB 2. Revenue Canada 3. Manulife 4. OMERS 5. Employment Standards Act 6. Canadian Payroll Association Guidelines
	Accuracy	<ol style="list-style-type: none"> 7. Ensuring correct payment to employees, council, and volunteer firefighters 8. Meeting strict deadlines 9. Entering correct data into Ceridian
Real Estate	Compliance & Accountability	<ol style="list-style-type: none"> 1. Zoning compliance reports 2. MFIPPA
	Customer Service	<ol style="list-style-type: none"> 3. Changing title on accounts 4. Tax Certificates to legal council
Service Ontario	Customer Service	<ol style="list-style-type: none"> 1. Driving Transactions 2. Vehicle Transactions 3. Health Transactions



		4. Ontario Photo Card
	Compliance & Accountability	5. Mandated by the Province to operate under a contract between the Municipality and ServiceOntario. 5. Commissioners for taking Affidavits Act

Parks and Recreation Department			
Role	Focus	Duties	
Programming	Active Lifestyle	<ol style="list-style-type: none"> 1. Swim Program 2. Support Local Sports Organizations <ol style="list-style-type: none"> a. Baseball b. Hockey c. Skating d. Curling Club e. Silver Foxes f. Terry Fox 	
	Events	<ol style="list-style-type: none"> 3. Crowe Valley Lions Club 4. Crowe Lake Waterway Association 5. Agricultural Society 6. Community Care for Central Hastings 7. Girl Guides 8. Marmora Historical Foundation 	
Facilities	Bookings	<ol style="list-style-type: none"> 1. Arena 2. Fairgrounds 3. Ball Diamond 	
	Safety	<ol style="list-style-type: none"> 4. 24/7 on-call municipal building alarms 5. Snow removal 6. Manage contractors 	
Maintenance	Buildings	<ol style="list-style-type: none"> 1. Town Hall 2. Tourism Centre 3. Arena & Community Centre 4. Roads Department 5. Parks Building 6. Memorial Building 7. Medical Centre 	
		Facilitation	8. TSSA Inspections
		Cemetery	<ol style="list-style-type: none"> 9. Digging Graves 10. Leveling Headstones
		Garbage and Recycling	<ol style="list-style-type: none"> 11. Parks 12. Forsyth Street
			Buildings



Groundskeeping	Parks and green spaces	<ol style="list-style-type: none"> 1. Grass 2. Brush 3. Gardens/Planters 4. Entrance Signs 5. Ball Diamond 6. Fairgrounds 7. Playground Inspection 8. Cemetery
	Naylor's Common	<ol style="list-style-type: none"> 1. Trails 2. Parking lots 3. Picnic Tables
Arena	Ice Surface	<ol style="list-style-type: none"> 1. Ensure compliance of the Occupational Health and Safety Act 2. Ensure safety of staff and public 3. Ensure quality ice surface
Cleaning	Buildings	<ol style="list-style-type: none"> 1. Town Hall 2. Tourism Centre 3. Arena & Community Centre 4. Roads Department 5. Fire Department 6. Parks Building 7. Memorial Building 8. Medical Centre
	Grounds	<ol style="list-style-type: none"> 9. Exterior upkeep 10. Streets and Sidewalks 11. Dumped Garbage

Transportation Services

Role	Focus	Duties
Systems and Procedures	Compliance	<ol style="list-style-type: none"> 1. Ensures compliance with: <ol style="list-style-type: none"> a. Occupational Health and Safety Act b. Ontario Traffic Manual c. Drainage Act d. Municipal Policies & Procedures e. Commercial Vehicle Operator's Registration (CVOR) f. Ontario Structure Inspection Manual (OSIM) g. Ministry of Transportation Act h. Ontario Highway Transport Board Act



		<ul style="list-style-type: none"> i. Public Transportation and Highway Improvement Act j. Dedicated Funding for Public Transportation Act k. Bridges Act l. Public Vehicles Act m. Public Service Works on Highways Act n. Highway Traffic Act o. Minimum Maintenance Standards for Municipal Highways <ul style="list-style-type: none"> 2. Ensures the use of best engineering practices <ul style="list-style-type: none"> a. Ontario Provincial Standards Specification (OPSS) b. Ontario Provincial Standard Drawing (OPSD) c. Geometric Guidelines for Municipal Roads 3. Respond and Resolve the public issues as necessary 4. Proper Practices
Training	Safety	Ensure all staff are up to date on training
Maintenance	Safety	<ul style="list-style-type: none"> 1. Adheres to all legislated requirements of the Minimum Maintenance Standards for Municipal Highways 2. Infrastructure repair 3. Occupational Health and Safety Act 4. Drainage Act 5. Legislation re; maximum driving hours
Administration		<ul style="list-style-type: none"> 1. Customer Service 2. Customer Safety 3. Performance Appraisals 4. Human Resource Management 5. Prepare Monthly Reports for Council 6. Making Recommendation to Council 7. Work with other organization (Hydro, Bell, Contractors, Engineering Firms, Etc.)
Snow Clearing	Compliance	<ul style="list-style-type: none"> 1. Record Keeping 2. Road Patrols 3. Adheres to all legislated requirements of the Minimum Maintenance Standards for Municipal Highways



	Sidewalks, paths, and parking lots	<ol style="list-style-type: none"> 4. Sweeping 5. Snow Clearing
Repairs		<ol style="list-style-type: none"> 1. CVOR annual inspection 2. Equipment
Health and Safety	Compliance	<p>Ensures compliance with the Occupational Health and Safety Act in relation to:</p> <ol style="list-style-type: none"> 1. Flagging 2. Equipment Training 3. Equipment in working condition



APPENDIX B: STAFF REPORT TEMPLATE



Staff Report

Strategic Priority:

- Communication and Transparency
- Finance and Service Improvement (Goal: H2)
- Data Supported Planning

To: Mayor and Council

From: Tonia Bennett, CAO/Clerk

Meeting Date: September 1, 2020

Subject: What is the matter being debated?

PURPOSE

What is the reason for the report?

RECOMMENDATION

What is the recommended resolution of Council?

BACKGROUND

What are the circumstances leading to this report? What background is relevant? Be concise, keep it factual.

ANALYSIS

What is your professional analysis of the facts? What do you think are the details worth consideration?

Options

1. If there are several ways to approach a problem, what are they?
2. These do not have to be recommended solutions, they can just outline the number of options available to address the issue.
3. Include pros and cons.

FINANCIAL IMPACT

1. How much will each option cost.
2. Are these costs budgeted for? Are there grant opportunities? Etc.

MUNICIPALITY OF MARMORA AND LAKE
PO Box 459, 12 Burstthall Street, Marmora, ON, K0K 2M0
PH. 613-472-2629 FAX 613-472-5330
www.marmoraandlake.ca



IMPACTING LEGISLATION

Example: The Municipal Act, 2001, Sec. 239 (2)(a)

(2) A meeting or part of a meeting may be closed to the public if the subject matter being considered is,

- (a) the security of the property of the municipality or local board;

POLICY IMPLICATIONS

Name of Bylaw or Internal Policy

Do the recommendations change an existing policy, or do they follow an existing policy?

Respectfully Submitted,

Name
Title
Department

Attachments:

1. Bylaw 2020-02
2. Letter by Someone



APPENDIX C: STAFF MONTH END REPORT TEMPLATE



Staff Month End Report

Strategic Priority:

- Communication and Transparency
- Finance and Service Improvement
- Data Supported Planning

To: Mayor and Council
From: Tonia Bennett, CAO/Clerk
Meeting Date: September 15, 2020
Subject: August Month End Report

OPERATIONAL UPDATES

1. What are the day-to-day operations that are being reported on each month?
2. Each department can template this section.

STRATEGIC PLAN GOALS AND OBJECTIVES

Example:

B1	Increase stakeholder's general knowledge of Land Use Planning.	<ul style="list-style-type: none">✓ Develop content for the website about commonly misunderstood information regarding Land Use Planning, such as the different government levels and the authority of each.✓ Use simple online polls to test stakeholder's knowledge of Land Use Planning regularly.
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NEXT STEPS

What goals and objectives are up next? Are there any new objectives that will support the strategic priorities that are recommended to be completed?

Respectfully Submitted,

Name, Title
Department

Attachments:

1. Report A

MUNICIPALITY OF MARMORA AND LAKE
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