



**Callander**

ONTARIO

*Four Seasons of Reasons*

**Council for the Corporation of the  
Municipality of Callander**

# **Term Plan**



**Prepared by Expertise for Municipalities (E4m)**  
September 2020 – Updated October 19, 2020

# Introduction

Council for the Corporation of the Municipality of Callander engaged the services of Expertise for Municipalities (E4m) to work with Council to develop a modernization and efficiency strategy. While the focus of the work being conducted by E4m is the efficient operation of the administration, part of the work is to consider governance.

Governance, loosely defined, refers to the systems and processes of governing and generally include the following:

- Decision Making
- Accountability and Transparency
- Services/Service Levels

In Ontario, municipal councils are elected to govern the operation of a municipality in accordance with the *Municipal Act* (the *Act*). The *Act* clearly defines the services that a municipality **must** provide as well as those that they **may** provide. Councils are obligated by law to ensure that they comply. Additionally, the *Act* defines the role of Council as:

Section 224. It is the role of council,

- (a) to represent the public and to consider the well-being and interests of the municipality;
- (b) to develop and evaluate the policies and programs of the municipality;
- (c) to determine which services the municipality provides;
- (d) to ensure that the administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of council;
- (d.1) to ensure the accountability and transparency of the operations of the municipality including the activities of the senior management of the municipality;
- (e) to maintain the financial integrity of the municipality; and
- (f) to carry out the duties of council under this or any other Act.

To provide a little more clarity about the roles:

## **Role of Council:**

- **Policy Focus:**
  - Represent the Municipality, provide direction and create policy.

## **Role of Senior Management:**

- **Direction Focus:**



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- Liaison between Council and Staff, direct implementation of Council's policies, hire and develop a team of competent Staff.

#### **Role of Staff and other Officers:**

- **Implementation Focus:**
  - Research policy and programs, give best professional advice, implement decisions of Council, fulfill statutory duties, follow direction of the most senior administrative officer [sometimes called a Chief Administrative Officer], generally see to the operation of the municipal organization.

The responsibility for the successful operation of the municipality therefore rests with Council.

#### **Level of Service = the Right Policies + the Right People + the Right Resources**

The level of service a municipality provides varies from municipality to municipality. If you consider that everything a municipality does is a form of service – from meetings of Council to roads to water/sewer to fire protection to community safety and well-being programs etc. – Council has a very challenging role when trying to balance immediate operational/community demands and long-term planning. Further, consider that Council elections occur every four (4) years. This makes it difficult to plan beyond the term of Council.

Council for the Municipality of Callander shortly after their election in 2018, prepared and adopted a **Strategic Plan** that was reviewed and amended annually as needed. Subsequently, Council has had to replace two members of Council and deal with significant operational changes due to the COVID-19 Pandemic.

Going forward, Council has decided to adopt a “Council Term Plan” that will focus on key Council priorities over the next two years [September 2020 to October 2022].



# Vision

As part of the Strategic Plan, Council prepared the following vision:

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

# Mission

As part of the Strategic Plan, Council prepared the following mission:

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



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# Key Priorities

## *Collective Feedback/Thinking Municipality of Callander Council:*

### Key priorities are:

- i. to keep municipal taxes at the current level with only marginal cost of living increases [see Note 1 below].
- ii. continue to provide quality municipal services to ratepayers.
- iii. invest in appropriate municipal infrastructure to support residential growth with consideration given to environmental, quality of life and financial/budgetary impacts. [Note the wastewater system is a significant priority at this time. Others may be identified as Council engages stakeholders and refines their focus].
- iv. to engage developers and related stakeholders who focus on all forms of residential development, with the aim of improving the Municipality's reputation as a place to invest.
- v. to focus on "quality of life" and improving the appeal of Callander as a great place to visit, play and live.

**Note 1: While Council desires to keep taxes at the current level, it may not always be practical to do so. Council is cognizant that some projects that may be undertaken by the Municipality from time to time will cause a change to either the municipal levy and/or the tax rate.**

### Key activities are:

- Realignment of or adjustments to the Municipality's organization which would include modernizing the "way the Municipality does business", improve productivity/efficiency as well as building/supporting a dynamic Municipal Team [note the municipal team includes committees, employees and other stakeholders]. :
  - vi. to clearly define roles and reporting structure
  - vii. to build a workplace culture that supports employee success
    1. professional development
    2. performance management
  - viii. to fill the CAO vacancy with an individual who
    1. has the ability to 'see the big picture'
    2. has strong leadership skills and innovative thinking
    3. can liaise well between Council and all stakeholders
    4. understands planning and development



5. is knowledgeable about human resource management and a capable “team builder”
  6. has excellent time management skills, is able to prioritize effectively and capable of delivering a quality product on time/within budget as may be applicable
- ix. Get out of the “economic development” business and move into the “community building business”.
1. change internal focus
  2. realign internal functions/jobs as necessary
    - a. focus on community/stakeholder engagement
    - b. developing quality of life indicators/measures
    - c. building the right team to carry out the work
    - d. prepare and execute workplans
- *Feedback*
    - x. Updates to Council regarding progress on a quarterly basis
    - xi. Updates to ratepayers on a quarterly basis



# Implementation Strategy

## Realignment & Organization Adjustment

### Clearly define Roles & Reporting Requirements

1. New Organizational Chart	E4m/Department Managers to prepare	December 1, 2020
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### Build a workplace culture that supports employee success:

1. Professional Development - prepare a learning & development strategy for employees	E4m/Department Managers to prepare	October 31, 2020
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2. Performance Management - adopt a performance management system for employees	Council/E4m	December 31, 2020
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### Fill the CAO Vacancy

1. Recruit for the most senior management position in the Municipality	Council/E4m	October 31, 2020
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2. Develop Performance Expectations for the position	Council/E4m	November 30, 2020
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### Move away from the “economic development” business and move toward the “community building business”.

1. Change Internal Focus by redefining the level of service	Council/E4m	October 31, 2020
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<p>2. Realign internal functions/ jobs as necessary with a focus on:</p> <ul style="list-style-type: none"> <li>a. focus on community/stakeholder engagement</li> <li>b. developing quality of life indicators/measures</li> <li>c. building the right team to carry out the work</li> <li>d. prepare and execute workplans</li> </ul>	<p>E4m/Department Managers to prepare</p>	<p>November 30, 2020</p>
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## All Forms of Residential Development

<p>1. Review/Update Official Plan</p>	<p>Council/Public/Department Managers</p>	<p>December 31, 2021</p>
<p>2. Update Zoning Bylaw</p>	<p>Council/Public/Department Managers</p>	<p>June 30, 2022</p>
<p>3. Stakeholder Engagement</p> <ul style="list-style-type: none"> <li>a. Prepare a strategy</li> <li>b. Implement strategy</li> </ul>	<p>Working Group/Council Council</p>	<p>April 30, 2021</p>

## Infrastructure

<p>1. Water &amp; Sewer</p> <ul style="list-style-type: none"> <li>a. 10 Year Capital Plan</li> <li>b. On-going Maintenance Plan</li> </ul>	<p>Working Group/Manager of Operations to prepare Working Group/Manager of Operations to prepare</p>	<p>June/July 2021 June/July 2022</p>
<p>2. Roads &amp; Road Systems</p> <ul style="list-style-type: none"> <li>a. 10 Year Capital Plan</li> <li>b. On-going Maintenance Plan</li> </ul>	<p>Working Group/Manager of Operations to prepare Working Group/Manager of Operations to prepare</p>	<p>June/July 2021 June/July 2022</p>

