

DRAFT

Strategic Plan for the Municipality of Callander

2023



Our Municipality

Located 15 kilometers south of North Bay, Callander's lush trails and parks, sandy beaches and breathtaking sunsets provide a perfect backdrop for the downtown core. Callander, named after Callander Scotland, has a rich history in both logging and tourism, resulting from the births' of the Dionne Quintuplets.

The Municipality offers the attractive qualities of small-town and country living along with the benefits of having a larger city close by. The combination of "best of both worlds" is why many of Callander's 3,800 residents have chosen to call the community "home". Residents and visitors alike also appreciate Callander's friendly atmosphere, its rich cultural offering, its affordability and the many recreational opportunities available. Surrounded by water, farmland and trails, and next to major highways, Callander has become a four-season destination for tourism from near and far.



Message from the Mayor

As a living document, Council now, and before us, have continued to adjust the plans for Callander's future, with our taxpayers in mind. This Strategic Plan is no different. This Council has adapted to our constantly changing demographics and needs of our community and will continue to do so for years to come. At the forefront of it all, we remain focused on maintaining and improving the quality-of-life aspects that Callander is known for.

Callander wants to grow, but in the right way, which is represented in this Strategic Plan. The four strategic areas of focus, including BUILDING an identity, GROWING our private sector investment, keeping Callander AFFORDABLE and SUPPORTING a dynamic municipal team, will get us to where we want to be. These will be used to guide us, and future Councils' work into the future.



The Role of Council...

- To represent the public and to consider the well-being and interests of the municipality
- To develop and evaluate the policies and programs of the municipality
- To determine which services the municipality provides
- To ensure that the administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decision of Council
- To ensure the accountability and transparency of the operations of the municipality including the activities of the senior management of the municipality
- To maintain the financial integrity of the municipality and
- To carry out the duties of Council under the Municipal Act or any other Act

The Role of Staff...

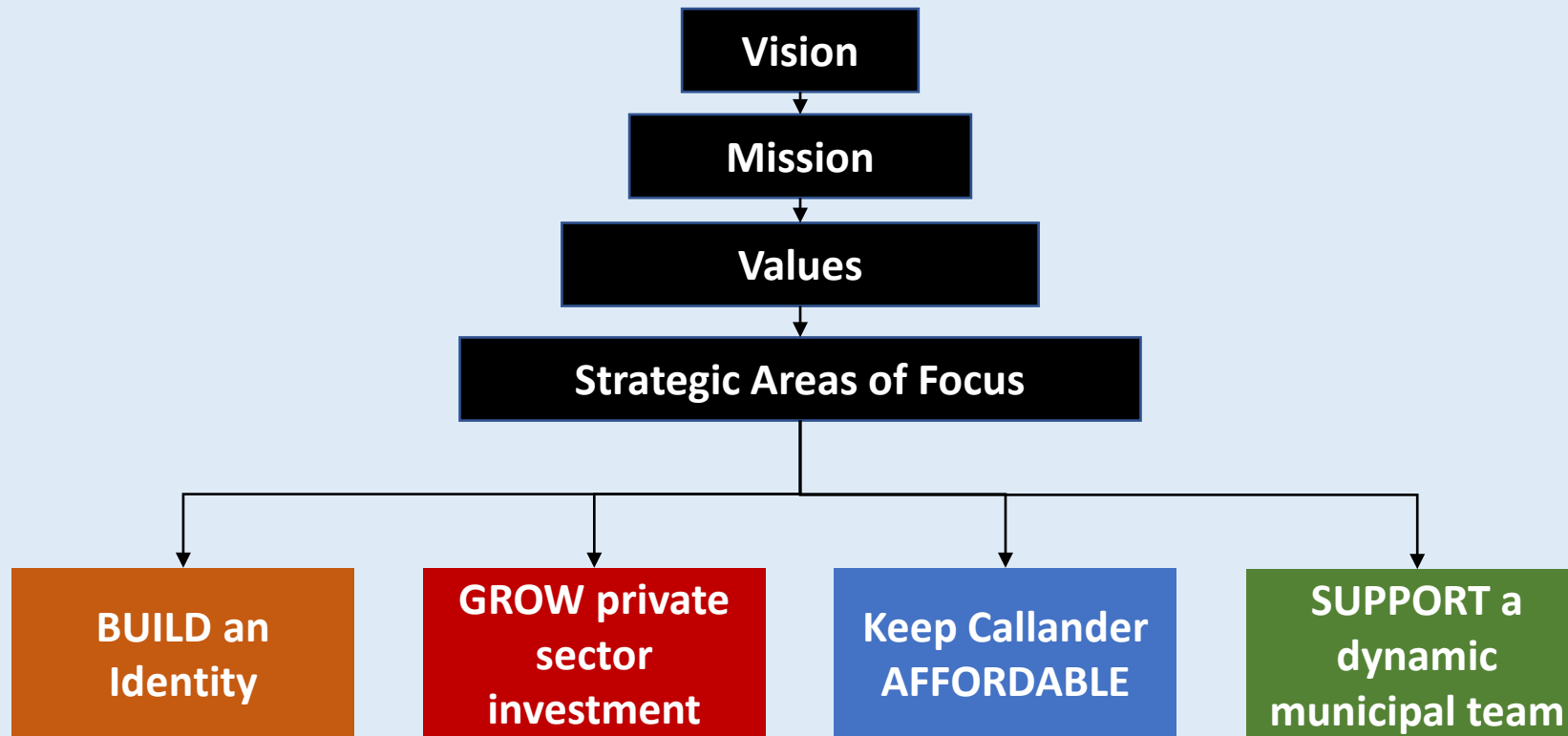
- **Senior Director:** Liaise between Council and staff, direct implementation of Council's policies, hire and develop a team of competent staff
- **Staff & Officers:** Research policy and programs, give best professional advice, implement decisions of Council, fulfill statutory duties, follow direction of the Senior Municipal Director, to look after the day-to-day operation of the Municipality



The Purpose of a Strategic Plan

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

Layout of Strategic Plan



Vision

A vibrant, fiscally sound community that our residents are proud to call home and tourists continue to return to because of its focus on the picturesque natural environment, social interaction and gathering.

Mission

To deliver affordable services that support an inclusive community and a thriving local economy that encourages gathering, while preserving Callander's culture, heritage and natural landscape.

Values

- **Collaborative:** Council, staff and volunteers work collaboratively together, with external agencies and residents to successfully achieve the objectives of Council.
- **Educational:** Council and staff recognize that members of the public, be it residents, developers and tourists are not aware of the policies, rules and regulations governing municipalities. Council and staff will focus on educating the public prior to enforcement of policies, rules and regulations, and will treat members of the public with respect as they navigate this bureaucratic environment.
- **Enriching:** Staff and Council will seek out opportunities to enrich the public's experience of our public areas and the interactions with staff.
- **Team-Oriented:** Staff and Council will support one another on the success of the identified objectives and will encourage community members to also play a role.
- **Supportive:** Council recognizes that the objectives identified in various plans and strategies are, in some cases, long-term objectives. To properly implement these objectives, staff may require the assistance of external professional services and potentially, additional staff to successfully implement the proper level of service. Council will be supportive of these recommendations. Subsequently, staff must also be respectful of Council's decision to postpone certain initiatives, or to remove initiatives/level of service, due to budgetary constraints.

Values

- **Cohesive:** Council, staff and volunteers recognize the various plans and strategies that have been adopted. The plans and strategies work cohesively together, and it is important for staff, in making recommendations to Council and for Council, who ultimately makes the decisions, that the entirety of the Plans and Strategies are properly considered as a whole.
- **Social:** It is important for Council to be social and to bring awareness to the constituents as to who the municipal representatives are. It is also important for staff to be social and build positive relationships with community members. Building positive relations assist in creating trust.
- **Protecting and Enhancing:** The Municipality has a rich history and culture, and a natural landscape that our economy is centred around. Protecting and enhancing this is vital to the economic success of the Municipality.
- **Quality:** Council and staff will focus on providing quality services, while maintaining affordable to the taxpayer

Strategic Areas of Focus

BUILD an Identity

GROW private sector investment

Keep Callander **AFFORDABLE** while maintaining quality services

SUPPORT a dynamic municipal team

BUILD an Identity

In 20 years...

Callander is a connected community, and an ease of pedestrian access exists between the Pier, the Downtown, the Museum, the Library, Centennial Park and the Community Centre.

Lansdowne and Main Street is vibrantly made up of a small boutique-style artisan shops, cultural offerings, restaurants and living accommodations that are accessible to all.

Picturesque, clean and well-kept community that operates as a tourism destination in all four seasons.

Callander is dynamic but retains its intimate setting.

Callander is collaborative and inviting.



Objective	Task	Internal/ External	Timeline:	2023	2024	2025	ONGO	Estimated Budget
Future Development is in line with the Identity	Modify the Official Plan to reflect the “community identity” that supports the natural environment and cultural heritage	External - Contracted Services		X				\$60,000
	Establish a Community Improvement Plan for the downtown and waterfront area that introduces design guidelines, and incentives for complying with the Vision	External – Contracted Services			X			\$35,000
Connectivity between Key Areas	Establish a 20-year Implementation Plan, identifying timeframes and estimated costs for public investment, including downtown and waterfront revitalization, implementation of the active transportation plan and enhancements to the marina and recreational facilities	Internal		X				Staff Time Only
	Market water-based and active transportation access to Callander	External – Contracted Services			X			\$7,500
Callander is a Tourist Destination	Market the need for boutique-style hotels and artisan-style shops	External – Contracted Services				X		\$7,500
	Encourage and support private sector businesses who assist in bringing tourism to the area						X	
	Modify inhibiting By-laws to encourage small business ventures and incubators (i.e. outdoor vendor permit)	Internal		X				Staff Time Only
	Develop maintenance plans for parks and public areas, and ensure adequate staff resources are assigned	Internal – Operations		X			X	Staff Time Only
	Marina Plan	Internal + Volunteer		X				Staff + Volunteer Time Only

Objective	Task	Internal/ External	Timeline	2023	2024	2025	ONGO	Estimated Budget
There is Unity Among Staff, Council, Stakeholders, Volunteers and Private Sector to Push the Vision Forward	Educate volunteers, stakeholders, private sector and residents of the Vision, Mission and Values	Internal					X	Staff Time Only
	Evaluate decisions based on the Vision, Mission and Values	Internal					X	Staff Time Only
	Review and establish Committee structure to ensure the implementation of the Vision, Mission and Values	Internal		X				Staff + Volunteer Time Only
	Choose volunteers on Committees/Groups that will push the Vision forward	Council		X				Council + Staff Time Only
By-law, Regulations and Policies are supportive of the Strategic Plan	Create List of By-laws and Policies to be updated and prioritize	Internal		X				Staff Time Only
Develop the Waterfront Property on Lansdowne as a Publicly Accessible Space	Geotechnical Study	External – Contracted Services			X			\$35,000
	Determine best way to proceed, review opportunity to develop a Committee to assist with the development of this site	Internal + External		X				Staff Time + \$5,000
	Environmental Assessment	Internal + External		X				\$5,000
Parks, Open Spaces and Facilities are Fulfilling the Vision for Callander	Implement the Parks & Recreation Master Plan	Internal					X	See PRMP
Subdivisions are in line with the Vision	Develop Subdivision Standards	External			X			\$5,000

GROW private sector investment

In 20 Years...

Callander is recognized for its strong support for its private investors.

Lansdowne and Main Street are vibrantly made up of a small boutique-style artisan shops, cultural offerings, restaurants and living accommodations that are accessible to all.



Private businesses are proud to invest in Callander.

The investment process is not cumbersome, and staff aid developers throughout the process.

Residents proudly support their local businesses.

There are opportunities for tourists to visit, eat, shop and stay in Callander.

Callander has a wide-variety of housing options available.

There is light industrial and commercial establishments in the north part of the Municipality, along Callander Bay Drive and Highway 94, and in the Rural Area.

GROW private sector investment

Objective	Task	Internal/ External	Timeframe	2023	2024	2025	ONGO	Estimated Budget
Callander maintains capacity to develop	Continue to invest in enhancements/improvements to increase the capacity of our existing sewage lagoons, as per Dillon Report suggestions						X	
Private sector developers want to invest in Callander	Build relationships with various private developers	Internal					X	Staff Time Only
	Improve customer service and assist by guiding private developers through the planning process	Internal					X	Staff Time Only
	Modify Zoning By-law, once Official Plan is finalized, to ensure they are adequately reflecting the Vision and reducing “red tape”	External – Contracted Services			X	X		\$60,000
Support Private Sector Investments	Develop a Community Improvement Plan to financially assist private developers in complying with the Strategic Plan	External – Contracted Services			X			\$35,000
	Market available developable properties	External – Contracted Services		X				Staff Time + \$5,000
	Request for Proposals	Internal + External			X			Staff Time + \$5,000
Find opportunities for commercial, light industrial, agricultural and agri-tourism	Ensure proper designations and zoning criteria are in place to permit this type of use	External – Contracted Services			X	X		Part of Official Plan + Zoning By-law Update
	Offer support for uses that diversify the tax base	Internal					X	Staff + Council

Keep Callander **AFFORDABLE** while maintaining quality services

In 20 Years... The Municipality has a tax rate that is attractive to residents and business-owners alike.

The Municipality has continued to invest in its capital infrastructure according to its Capital Asset Management Plan.

The Municipality has adequate reserves and reserve funds to fund the various capital improvements necessary.

The Municipality retains a good relationship with its provincial and federal counterparts.

The Municipality has maximized its investment by securing provincial and federally funded dollars, when possible.

The Municipality has a robust tax base that lessens the burden on one specific tax class.



Keep Callander **AFFORDABLE** while maintaining quality services

Objective	Task	Internal/ External	Timeframe	2023	2024	2025	ONGO	Estimated Budget
Improve Efficiencies at the Staff Level	Invest in technology to automate, where feasible – review booking software for facility rentals and on-call phone service	Internal		X				Staff Time Only + Ongoing Expense with Software
Reduce Risk	Review and establish contracts/legal agreements that are currently outstanding: <ul style="list-style-type: none"> Landfill agreement CBO shared service agreement 	Internal		X				Staff Time Only
	Establish templates for procurement	Internal + External Legal Review		X				\$2,500
Seek Funding when Applicable	Apply for funding when available and if it meets the Strategic Objectives of the Municipality	Internal					X	Staff Time Only
Build Relationships	Ensure good relationships are present between Member of Parliament and Member of Provincial Parliament	Internal + Council					X	Staff and Council Time Only
Housing is Affordable	Define affordable housing in the Official Plan	External		X				Part of OP Update
	Establish a balanced approach to affordable housing, and develop criteria for housing in the Official Plan and Zoning By-law	External		X	X			Part of OP and Zoning By-law Update
	Look at funding opportunities for affordable housing	Internal					X	Staff Time Only
	Market Council's interest in affordable housing investment	Internal					X	Staff Time Only

Keep Callander **AFFORDABLE** while maintaining quality services

Objective	Task	Internal/ External	Timeframe	2023	2024	2025	ONGO	Estimated Budget
Ensure adequate reserves exist to funnel to appropriate funds towards plans and strategies	Update 20-year equipment plans regularly	Internal					X	Staff Time Only
	Update 20-year plan for waterfront/downtown strategy	Internal					X	Staff Time Only

SUPPORT a dynamic municipal team

In 5 years...

Staff are appropriately trained and supported in their roles.

Staff are proud to work for the Municipality of Callander.

There is collaboration among staff, Council, stakeholders and volunteers.

There are a robust number of volunteers who help shape the Vision for Callander.

There is ongoing, effective communication among staff, Council, stakeholders and volunteers.

Contractors and consultants working on behalf of the Municipality recognize the Vision, Mission and Values of the Municipality.

There is adequate support for staff to accomplish the Vision, Mission and Values when requesting assistance.

Committee members are appropriately trained to assist the Municipality in accomplishing its Vision and Mission.



SUPPORT a dynamic municipal team

Objective	Task	Internal/ External	Timeframe	2023	2024	2025	ONGO	Estimated Budget
Staff are Supported in their Role	Human Resources Policy is established and reviewed regularly	Internal + External					X	Staff Time Only
	Training & Development Policy reviewed and modified	Internal		X				Staff Time Only
Staff, Committee Members, Volunteers & Stakeholders Understand their Roles	Staff, Committee Members and Volunteers are appropriately trained to fulfill their responsibilities as listed in their job descriptions/terms of reference							
	Proper job descriptions for staff exist and are reviewed annually during performance evaluations						X	
	Proper processes established for performance management of employees, contractors, consultants, etc.	External		X				\$7,500
The Municipality retains a reputation of being a great place to work and staff are proud to work here	Staff have a competitive remuneration package, including benefit packages, and are reflective of market	External					X	2027 - \$25,000
Communication is strong and effective	Encourage opportunities to improve communication with staff, Council, stakeholders, volunteers and the public	Internal					X	Staff Time Only
	Introduce newsletters, news updates, etc.	Internal					X	Staff Time Only

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