

Municipality of Dutton/Dunwich Strategic Plan Updated September 2018

Mission Statement

The Municipality of Dutton/Dunwich is a rural municipal corporation located in an agri-business; small commercial-tourism and farming area which delivers local, county and provincial-federal services to its citizens and visitors, plus, provides infrastructure and levies taxes; to be used in a financially responsible manner, that is in the best interest of the public.

We are committed to success, and through teamwork; with the engagement of the community, we make it a priority to serve others.

Vision Statement

We are a growing and revitalized community, comprised of many small commercial or tourism related and agri-businesses; along with involved and caring citizens, where services, infrastructure, recreation and schools are well maintained. There is shared responsibility to provide support and encouragement for new development in an orderly fashion and to grow existing safe neighbourhoods in which to live.

Values

RESPONSIBILITY:

We take individual and corporate responsibility for our work and service.

ACTION:

We take action to solve problems and strive to continually improve.

RESPECT:

We treat citizens, visitors and fellow employees with respect.

LEARNING:

We seek to grow and learn in our roles; so that we can add to the capacity of the Municipality to provide public services for the citizens of Dutton/Dunwich.

Our Strategic Priorities

1. Financial Management & Planning

To focus on financial management and planning in order to retire debt and increase revenues, therefore allowing the municipality to maintain and improve upon its services.

2. Communications

To focus on improved communications with the community and others.

3. Economic Development

- (i) To increase the appeal of the community through improved marketing and constant innovation;
- (ii) To focus on economic development, encourage investment and beautify the downtown; working in partnership with interested business owners and others; and
- (iii) To maintain, protect and expand our agricultural base.

4. Strategic Human Resource Management

To improve the capacity of the municipality to deliver on its mission through strategic human resource management.

KEY ACTIVITIES FOR ACTION PLANS

1. Financial Management & Planning
 - 1.1 Seek out other revenue sources
 - 1.2 Recover tax arrears
 - 1.3 Access grants
 - 1.4 Review cash flow
 - 1.5 Retire Debt
 - 1.6 Establish infrastructure replacement plan
 - 1.7 Complete community asset mapping

2. Communications
 - 2.1 Promote events on website, traditional advertising and with an electronic sign
 - 2.2 Council to listen more effectively to staff & community
 - 2.3 Communicate with new residents
 - 2.4 Conduct town hall meetings
 - 2.5 Council and staff participate in community events, more often
 - 2.6 Increase use of technology in communications

3. Economic Development
 - (1) Marketing:
 - 3.1 Develop new brand to market municipality
 - 3.2 Market the municipality
 - 3.3 Create materials with new brand
 - 3.4 Increase use of technology in marketing

 - (2) Economic Development/Beautify Downtown/Investment Attraction:
 - 3.5 Regularly meet with business owners and Chamber to ascertain needs and coordinate efforts
 - 3.6. Advertise and market available serviced property
 - 3.7 Work with developers to encourage development
 - 3.8 Improve the look of the downtown
 - 3.9 Explore implementing a Community Improvement Plan
 - 3.10 Encourage private sector contributions by working with businesses and business organizations
 - 3.11 To maintain, protect and expand our agricultural base

4. Strategic Human Resource Management
 - 4.1 Develop succession plan for staff
 - 4.2 Review hiring practices
 - 4.3 Review job descriptions
 - 4.4 Hire co-op students

- 4.5 Increase staff recognition
- 4.6 Improve job efficiencies through use of technology
- 4.7 Increase education and training for staff including cross training
- 4.8 Review Organizational Chart and task alignments/processes

COMPLETED ACTION PLANS

Priority 1: Financial Management & Planning						
To focus on financial management and planning in order to retire debt and increase revenue therefore allowing the municipality to maintain and improve upon its services						
Activity (What)	Task (How)	Responsibility (Who)	Timeline (When)	Resources (With What)	Final Reporting (September 2016)	Action
1.1 Look for other revenue generating ideas	Continually seek out other opportunities for revenue (e.g. solar); development	Council CAO	On going	CAO time Staff time	<ul style="list-style-type: none"> • CAO working on Solar project. • The Solar revenue from the Sewage treatment plant, this agreement has been in progress for a few years now, first lease payment received September 2015. • Working to increase commercial/industrial tax base in development in the Dutton Business Park. • Treasurer bought Fire Marque Program to Council but did not adopt. 	Completed
1.2 Recover tax arrears	<p>Strict adherence to prescribed timelines for payment and recovery</p> <p>Investigate more aggressive tax collection policy</p> <p>Investigate alternative collection methods</p>	Treasurer	On going	Staff time	<ul style="list-style-type: none"> • More aggressive collection policy brought to Council and approved June 26, 2013. • 2015 Recover tax arrears – this is a annual process. All properties that could be sent to the registration process were sent and with part of the process still, set up payment plans which are reviewed in December or paid in full. The one property that was registered for tax sale and not paid in full in 2014 was advertised for tax sale in 2015, and the owners paid in full May 2015 two weeks before the public sale. • 2016 • Recover tax arrears continues annually. • Monthly arrears statements are mailed out to all residents with an outstanding balance. 	
1.3 Access grants	Continually looking for grant opportunities	CAO with Council support Treasurer All managers	On going	Staff time	<p>The Municipality applied for the following grants in 2018:</p> <ul style="list-style-type: none"> • New Horizons - Accessible Washroom at Library • Festival and event Partnership Grant <p>The Municipality applied for the following grants in 2017:</p> <ul style="list-style-type: none"> • Ontario 150 Community Celebration Grant 	

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Activity (What)	Task (How)	Responsibility (Who)	Timeline (When)	Resources (With What)	Final Reporting (September 2016)	Action
					<ul style="list-style-type: none"> • Ontario 150 Mural Project Grant • OCIF- Wallacetown Re-Chlorination tower • New Horizons – workout equipment for seniors • Accessible washrooms at library • Festival of Dreams Grant <p>The Municipality applied for the following grants in 2016:</p> <ul style="list-style-type: none"> • Canada Day Funding \$500.00 • OCIF - Miller Road with County 90% of funding received \$2,353,313.85 • County Portion \$1,927,770.67 • Dutton Dunwich Portion \$687,022.50 <li style="padding-left: 20px;">Total saved to DD taxpayers \$618,320.25 • New Horizon; Grant - Accessible pool chair lift and exercise equipment \$12,419.00 • Donation - Ball Diamond Scoreboard \$7,500.00 • New Horizon' Grant - Accessible Library Washrooms - <i>pending</i> \$22,198.00 <p>The Municipality had applied for the following Grants in 2015:</p> <ul style="list-style-type: none"> • Canada 150 - WEDS Theatre improvements \$4,162 • Canada 150 - Walking Path \$24,607 • Enabling Accessibility – Addition of an accessible change room at pool \$50,000.00 • Canada 150 - Soccer Fields \$72,568.00 • Canada 150 - Baseball lights \$4,102.29 • Canada Day Funding \$500.00 • Federal and Provincial Summer Students \$9200.00 • Farm Credit Canada – Community 	

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					<p>Enhancement Farm funding received towards new stove for Dutton Community Centre and upgrade the Ball diamond \$800</p> <p><u>Future Grant Opportunities</u></p> <ul style="list-style-type: none"> Apply for a Trillium Seed Grant to develop a Parks and Recreation Master Plan \$5,000 - \$75,000 	
1.4 Review cash flow	Regular checks	Treasurer	On going	Staff time	<ul style="list-style-type: none"> Cash flow is reviewed monthly. Line of Credit debt occurs due to timing of capital projects and obtaining debt for those projects. By year end 2015 no line of credit debt. 	
1.5 Retire debt	<p>Plan in place to retire debt for capital items</p> <p>Develop plan to eliminate remaining short term debt</p> <p>Develop new debt policy</p>	Council CAO Treasurer	On going	Staff time Municipal Tax \$	<ul style="list-style-type: none"> 2018 Treasurer's Report based on 10-year projection an estimated debt reduction of \$2.6M 2015 - Municipality is working on this annually, however more capital projects result in more debt yearly. 2015 Retired Debt of \$377,864 2015 Approved Debt for Capital \$1,064,759 Policy developed and passed by Council on May 8, 2013 	
1.6 Establish infrastructure replacement plan	Implement Asset Management Plan as required by Province	CAO Treasurer	Put out to RFP Award - March 2013 Complete November 2013	Municipal tax \$ Grant funds from province Shared resources with SWM & Southwold Managers/st aff	<ul style="list-style-type: none"> 2018 Asset Management Committee established <ul style="list-style-type: none"> Managers continue to fine tune condition ratings of linear assets ie., sidewalks, roads water and wastewater lines. 2015 - asset management plan completed end of 2013. The plan is basic at this point. The plan is built around the age of the asset and replacement, however more detailed work needs to be done and assets assessed and details provided. 	
1.7 Complete community asset mapping		CAO	1 year	CAO's resources/st aff time	Asset Mapping – 2016 - Completed	

Priority 2: Communication

To focus on improved communications with the community

Activity (What)	Task (How)	Responsibility (Who)	Timeline (When)	Resources (With What)	Final Reporting (September 2016)	Action
2.1 Promote events on website and with electronic sign	<p>Continue to post events on website Work on new logo to ensure it is compliant with Web Content Accessibility Guidelines (WCAG) 2.0 for new website</p> <p>Get Quotes for signs</p>	CAO	<p>On-going (posting to D/D website) Branding currently in process</p> <p>Quotes for electronic sign received by CAO & D/M Purcell</p>	<p>Sign is in 2013 draft budget and going to Green Lane Fdn. Staff (posting on website) and on-going web presence Traditional advertising</p>	<ul style="list-style-type: none"> • New Logo completed and compliant with Web Content Accessibility Guidelines (WCAG) 2.0 • Require new Logo to be installed in several locations: <ul style="list-style-type: none"> • Roads Garage • Welcome to Dutton Dunwich in front of Fire Hall • Water Department • New website complete • Municipal staff excellent at posting current events and important information for public viewing and communication tool. • Council members attended at Green Lane meeting but were not granted funds for digital sign for upgrading of communication to community. • Also communicate via W.E. Chronicle newspaper (traditional). • Successfully added a Municipal Twitter account and use that to communicate special events, etc. • Created Municipal Facebook Pages (June 2016) which includes linked pages to: <ul style="list-style-type: none"> • Municipality of Dutton Dunwich • Dutton Community Pool • Dutton Swim Team • Dutton Recreation and Programs • Municipal staff also communicate through a local community member's Facebook Page known as the Dutton Flea Market and Community News which has 2,962 followers. • New virtual online Town Hall "Have Your Say" launched to engage residents and encourage feedback. 	
2.2 Council to listen to staff and community,	<p>Opportunities for community feedback Opportunities for staff input</p>	Council members		<p>Social media (staff time) Tax bills Meetings</p>	<ul style="list-style-type: none"> • Managers communicated regularly to Council through monthly reports • We now use the following to communicate new information to Community members: 	

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more effectively		CAO		Direct conversation and more open door approach to Council meetings	<ul style="list-style-type: none"> • Water Bills • Tax Bills • Municipal owned Facebook pages (4) • Twitter • Public Notices on the Website 	
2.3 Communicate with new residents	Build upon existing program to welcome new residents to municipality	CAO; Deputy Clerk and Chamber of Commerce	September 2013	Staff time	<ul style="list-style-type: none"> • Need to revamp process for this since Chamber is no longer active. • Municipal staff provide community information brochures to newcomers when handing out recycling bins. • Municipal Website – addition of “Welcome to the Municipality” under “Living” menu to reach new residents who do not require recycling bins. 	
2.4 Conduct town hall meetings	For specific topics, as required	Council CAO	As required e.g. Renewable Energy	Council CAO Staff	<ul style="list-style-type: none"> • Municipality provided surveys to whole community to seek community input regarding industrial wind turbines. Council used this information to make decision on this issue. • Council held community information session at the Community Centre for IWT. 	
2.5 Council and staff participate in community events	Attend community events; creative community events to foster civic pride Recognize community volunteers	Council CAO Receptionist/ Accounting Assistant, and Rec Committee	On going	Council CAO Staff Financial Resources	<ul style="list-style-type: none"> • Council members have attended and will continue to attend community events. Community volunteers are recognized. <ul style="list-style-type: none"> ○ Canada Day ○ Parades ○ Mayor Certificates for significant miles stones and achievements. 	
2.6 Increase use of technology in communications	Increase social media presence	CAO	Twitter account already started Pursue facebook acct. for municipality	CAO Staff	<ul style="list-style-type: none"> • New Logo complaint with Web Content Accessibility Guidelines (WCAG) 2.0 complete • New website complete • Municipal staff are excellent at posting current events and important information for public viewing and communication tool. • Successfully added Municipal Twitter account and use that to communicate special events, etc. • Successfully post on Municipal Facebook Pages 	

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					(Municipal, Dutton Community Pool, Dutton Swim Team, Dutton Recreation and Programs) <ul style="list-style-type: none">• Municipal staff to communicate through community Dutton Flea Market and Community Facebook page which has 2,962 followers.	

Priority 3: Economic Development

- (i) To increase the appeal of the community through improved marketing and constant innovation;
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Activity (What)	Task (How)	Responsibility (Who)	Timeline (When)	Resources (With What)	Final Reporting (September 2016)	Action
3.1 Need new brand to market municipality	Develop brand for Municipality	Council & CAO	May 2013	CAO & staff time, Financial resources	<ul style="list-style-type: none"> • Actively using new logo • Municipality may consider complete branding with tagline. 	
3.2 Advertise the community	Investigate venues to promote community	CAO	On-going	CAO & staff time Financial resources	<ul style="list-style-type: none"> • Promote community on new website • Worked with Elgin County Economic Development staff to promote Dutton Business Park, including purchase of large marketing sign to go on Business Park property adjacent to 401. • New Highland Subdivision. • Completed several Site Investigation Requests from the Ministry of Economic Development. • Promote community 	
3.3 Create materials with new brand	Which can be used for economic development and all social media; letterhead, etc.	CAO	May/June 2013	CAO & Staff time Financial resources	<ul style="list-style-type: none"> • Successful social media platforms and website implemented. • New physician recruitment materials development and actively promoted. 	
3.4 Increase use of technology in marketing	launch new D/D website	CAO	June/July 2013	CAO	<ul style="list-style-type: none"> • New subdivision promoted on website. • Business Park promoted on website. • Ongoing installation of Fibre Optics making Dutton Dunwich the first Smart Community in Elgin County 	
3.5 Regularly meet with business owners/ reps and Chamber to learn about needs & coordinate activities, where possible	CAO to continue to meet with business owners and Chamber to encourage and discover ways to support current businesses	CAO	On going	CAO time	<ul style="list-style-type: none"> • Have successfully integrated business names contacts as well as website links (where available) on to the Dutton Dunwich municipal website and continue to build. • Encouraged local business owners with information from EBRC as well as Elgincentives CIP. Ten applications approved. • Regular communication with various business owners regarding plans and possible joint ventures (e.g., fibre optic lines). • Develop Economic Development Centre in lieu of the former Chamber of Commerce for next 	

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					Strategic Plan	
3.6 Advertise and market available serviced property	<p>Work with Elgin County E.D. to have 401 properties put on website</p> <p>Develop material which can be shared with leads</p> <p>Explore other places to share information</p>	CAO	<p>Completed</p> <p>Currently being undertaken by staff</p>	<p>2012</p> <p>March 2013</p>	<ul style="list-style-type: none"> • Successfully had Elgin County Economic Development staff place Dutton Dunwich Business Park on to the county website for marketing purposes. • Successfully brought land owners together for purposes of developing plan for the “Dutton Business Park”. Have had great success had planning for branding for this, for agreeing to signage. Signs up at 401 and Currie Road. • Continue to work with landowners on the Dutton Business Park. • West Elgin Mutual gateway building occupies one section of the Business Park. • Pre-consultation on other Dutton Business Park lands complete for further development. • Another lot sold to developer for 2018 development • Toured with several business representatives to develop at the Dutton Business Park. 	
3.7 Work with developers to encourage development	<p>Ensure positive working relationship and timely action</p> <p>Ensure equal treatment for all</p>	Council & CAO	<p>On-going</p> <p>(e.g. New subdivision ; school renovations ; new ambulance facilities)</p>	CAO & Staff time	<ul style="list-style-type: none"> • Highland Subdivision complete and now fully serviced for 75 lots and community parkland. • Staff worked with developer to ensure approval, registration of 75 home subdivision. Staff to continue to work with developer of the progression of this new development. • Staff work with other local developers to assist projects. • Staff worked with Dunwich Dutton Public School (TVDSB) for successful renovation of school. • Staff working with County on reconstruction of Miller Road. 	
3.8 Improve the look of the downtown	Explore options for preparation for vision of revitalized	CAO (Working with Chamber,	CAO met with Architec-	2012	<ul style="list-style-type: none"> • Staff successfully recruited Fanshawe Planning administration and students to select Dutton Dunwich main street as a focus project. 	

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	<p>“downtown”</p> <p>Explore opportunities for funding to assist with costs to do streetscaping</p> <p>Develop Minimum Design Standards to ensure consistency and beautification</p> <p>Seek funding Main Street improvements</p>	property owners, Horticultural Society)	tural Design Dept. Head & Architect to see if they would take on project of designing new look to mainstreet	On-going Financial Resources - GreenLane Fdn. Possibility; Other grants	<ul style="list-style-type: none"> • Students produced: <ul style="list-style-type: none"> I) Capstone Project, II) Proposed improvements to downtown. III) • Staff arranged for: <ul style="list-style-type: none"> I) New Banners, II) New landscape flower boxes. • Municipality purchased vacant and derelict lands at 173-177 Currie Road for future revitalization. This was done at virtually no cost to the municipality. • Future community development will need to meet these standards. • Received funding for Ontario’s Main Street Revitalization Initiative - \$42,000 – September 2018 	
3.9 Explore implementing a Community Improvement Plan program	Investigate opportunities to tap into a CIP through D/D O.P. as well as through the County of Elgin’s O.P.	CAO	June 2013	CAO & staff time	<ul style="list-style-type: none"> • CAO worked with Elgin County Economic Development staff and consultant on development of CIP – Elgincentives. • Council adopted the Elgincentives CIP for Dutton Dunwich. • Staff have met with business owners and County Economic Development Staff to effect individual contracts for improvements. • Staff attend required committee meetings to advocate for Dutton Dunwich. 	

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					<ul style="list-style-type: none"> • Have had several applications for improvement to buildings on main street (Currie) as well as in Iona. 	
3.10 Encourage private sector contributions by working with businesses and business organizations	CAO to meet with various private sector reps to pursue private sector contributions	CAO	On going	CAO time	<ul style="list-style-type: none"> • Staff posted RFP for 173/177 Currie Road and have met with potential private sector owners. • Planner will be working on new Official Plan for Municipality - 2018 	
3.11 Assess the agricultural base in municipality	CAO to work with OMAFRA	CAO	Fall 2013	CAO time		

Priority 4 Strategic Human Resource Management						
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Activity (What)	Task (How)	Responsibility (Who)	Timeline (When)	Resources (With What)	Final Reporting (September 2016)	Action
4.1 Develop succession plan for staff	CAO draft plan	CAO	June 2013	CAO time	<ul style="list-style-type: none"> CAO: <ul style="list-style-type: none"> Continues to cross train staff Continues to equip/educate staff for succession planning Continues to meet with staff who will retire in upcoming year 	
4.2 Review hiring practices	Review other options for hiring in future, e.g. current employees have to be qualified and apply for an internal position	CAO	May 2013	CAO time Financial resources to post positions	<ul style="list-style-type: none"> Qualified candidates recruited for vacant positions Professional Associations i.e., AMCTO used for job postings. Support employee education and training in order to meet legislated and changing qualification needs i.e, MOECP for water employees and MOL for Health and Safety of operating equipment etc. 	
4.3 Review job descriptions	CAO to review job descriptions and recast any necessary	CAO (work with dept.mgrs. when required)	June 2013	CAO & mgrs. Time	<ul style="list-style-type: none"> Job descriptions were reviewed and updated for the following: <ul style="list-style-type: none"> Water Operations Manager ServiceOntario Licensing Clerk Accounting Assistant 1 Receptionist/Accounting Assistant Administrative Assistant Building Maintenance and Facilities Deputy Clerk Deputy Chief Building Official Treasurer Aquatic Supervisor Aquatic Assistant Supervisor Lifeguard Parks and Recreation Students Created formal Job Descriptions for: <ul style="list-style-type: none"> Cleaning Staff Winter Patrol Operator 2018 all job descriptions have been updated. 	

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Activity (What)	Task (How)	Responsibility (Who)	Timeline (When)	Resources (With What)	Final Reporting (September 2016)	Action
4.4 Hire a co-op student	Urban Planning (Fanshawe) Admin – to develop filing system Heritage Committee	CAO	To be determined	CAO time & Financial resources	<ul style="list-style-type: none"> Successfully had Fanshawe students (2 groups) do projects on main street area in Dutton including a major capstone project. We did not “hire” a co-op student but had innovative and creative ideas put forward by Fanshawe students. Successfully began implementation of Records Retention system (TOMRMS) by hiring summer student. Now have employee on contract working on the full implementation including digitization of records. Will need financial resources in 2017 to do the bulk of that work. Continue to digitize and enhance our Municipal record keeping in accordance with legislation. 2016 hired University Masters Graduate to assist with the IWT project in the Municipality. Heritage and Cemetery Student hired to document cemetery records and populate a municipal heritage registry 	
4.5 Increase staff recognition	Consider other options for recognizing staff (e.g. On municipal website; in front of Council)	CAO	On going	CAO time	<ul style="list-style-type: none"> Continue to recognize employees for years of service milestones i.e., 5, 10, 15, 20 years etc. 	
4.6 Improve job efficiencies through use of technology	With inventory of current technology review plan to update for efficiencies (i.e. computers, etc.) Investigate the purchase of new	CAO, IT rep., Treasurer	On going	Financial resources Some in 2013 draft budget	<ul style="list-style-type: none"> Fibre optic installed at the Community Centre to assist in Election Day Tabulators and laptops approved to increase efficiencies in the 2018 Election Inventory completed by IT representative. Continue to replace computers, etc. with more efficient technology. Fibre optic internet installed in municipal office (199 Currie Rd.) February 2016. 	

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Activity (What)	Task (How)	Responsibility (Who)	Timeline (When)	Resources (With What)	Final Reporting (September 2016)	Action
	telephone system which allows for voicemail capability Seek out used equipment if new is not possible	Treasurer Treasurer	Pricing received On going	~\$8,000	<ul style="list-style-type: none"> • Will make decision once this has been completed with regard to new phone technology, possibly VOIP – completed • Roads Department now uses OGRA Winter App Software. • Water Department now respond to alarms on tablet and do not always have to attend at work. • Purchased a number of used telephones as a stop gap measure until new phone technology is purchased and installed. 	
4.7 Increase education and training for staff including cross training	Assess current levels Seek out options for training	Managers CAO	On going	Staff time	<ul style="list-style-type: none"> • Increased education and development for all staff. • All staff completed WHMIS 2015 and AODA training, Health and Safety Awareness training, fire extinguisher training. • New hires continue to complete all legislated training. • Development of Safe Work Practices and associated staff training for Roads and Water staff. • Aquatic staff attended a one-day Professional Development/Fun Day at the Pearce Williams Christian Centre, prior to the pool opening. • Developed Aquatic policies and procedures • Fire Department report on successful training and passing courses for firefighters using Target Solutions Online Training. • MFOA conference, Easy Pay seminar, Municipal Treasurers forum, Lottery license training, OMERS training/conference • Keystone training done in house; Payroll Law 2015 Seminar; OMERS conference; WSIB NEER training; Citizen Inquiry Line course; Reception Centre course; LAS energy seminar; BEM course; Easypay training. Various OPTA and OMERS webinars. • Data Call Training, Emergency Management Citizen Training, Emergency Management Reception Training, USTI- Keystone Training, 	

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					USTI- Keystone Training, Keystone inhouse training at office. <ul style="list-style-type: none"> • Lottery License training • Parliamentary Protocols and Procedures • Undertaking AMCTO's MAP 1 – completed • Record keeping and compliance and MFIPPA • Staff completes annual Emergency Management Training • Public Roads staff complete annual training for safe use of equipment and confined space • Administrative and Treasury staff attended 2018 Election training – changes to the Elections Act • Complete review and plan of new NFPA requirements and training by Fire Chief and Department 	
4.8 Review organizational chart and task alignments/ processes	Review processes with each manager	CAO Managers	On going	Staff time	<ul style="list-style-type: none"> • New Organizational Chart produced • Department Business Plans developed by Managers 	

