

Township of Billings Strategic Plan 2018 – 2021

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Acknowledgements

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Executive Summary

Given that the current strategic plan, initiated in 2011, and covering the period 2012 – 2017, was in its final year, the council of the Township of Billings established a planning process to create a new plan for the period of 2018 – 2021. This process consisted of a review of the intent and accomplishments of the existing plan, establishment of preliminary priorities by council for the 2018 – 2021 planning cycle, and a comprehensive community consultation process. Review and consideration of the public input, by council, resulted in the statement of priorities and action items and associated information in the final plan document.

The preliminary priorities established by council were as follows:

- Municipal Infrastructure Maintenance/Improvement
- Community Development/Economic Development
- Environmental Sustainability
- Organizational Development/Sustainability

These priority areas were maintained as a result of the community consultation process, which engaged approximately 90 participants through two public meetings, four targeted focus groups, and a community survey in both online and hard-copy format. Although the broad priorities remained the same, the community helped to establish 20 action items across these priorities. These action items were articulated in further detail, including roles and responsibilities, by municipal staff in collaboration with council. The action items are as follows:

1. Continue to develop and implement long-term roads maintenance and improvement.
2. Continue to pursue rational, cost-effective, and efficient use of municipal property, buildings, and facilities, to maximize the availability of public space, in the context of the results of the structural condition assessment report.
3. Study and implement solutions to improve access to public washrooms facilities in the Hamlet of Kagawong.
4. Continue with the waterfront development project as per the Waterfront Master Plan Study and the project intent as outlined in the funding applications currently before FEDNOR and NOHFC.
5. Continue to improve municipal waste site efficiency including waste diversion and recycling.
6. Improve the ‘visitor’ waste management situation (i.e., access to waste and recycling bins/receptacles).
7. Continue to ensure the most efficient and effective operation of the municipal water treatment and distribution system for the Hamlet of Kagawong.
8. Develop and implement a ‘community/economic development study’ for the township, with a dedicated hamlet component.
9. Use the results of the community/economic development study to guide community and economic development activity.
10. Resolve the Bridal Veil Falls and upper village parking and traffic safety issues.
11. Address the overall promotion/signage (points of interest, business, events) challenge for the Hamlet of Kagawong (upper and lower).

12. Support the 'Island-Wide Sustainable Tourism Development' initiative of the MTA as part of a comprehensive and longer-term Township of Billings marketing and promotion campaign.
13. Determine the desirability and feasibility of maintaining an Economic Development Officer or similar municipal position beyond the current, FEDNOR-funded contract.
14. Engage in the joint-municipality/Re-Think Green 'preparation for municipal energy planning' initiative.
15. Use the results (knowledge, tools, services) from the municipal energy planning initiative to facilitate the creation of a municipal energy plan.
16. Use the results of the energy planning initiative, and appropriate funding, to measure and implement GHG emissions reduction.
17. Assess the feasibility of community composting
18. Rebuild the municipal website/web and social media presence, and create a plan/process with the purpose of facilitating ongoing maintenance and improvement of the site.
19. Continue to modify and refine the council committee system to improve organizational effectiveness and communication, and to meet the legislated requirements for council/committee activity.
20. Address organizational human resource and workload concerns.

The success of the 2018 – 2021 strategic plan will rest on ongoing monitoring and evaluation of the strategic planning priorities and action items in relation to municipal operations and community development.

Purpose

Strategic planning, when undertaken with genuine intent, is a very useful process because it assists an organization in setting longer term goals and serves as a reminder to review the bigger picture while one is understandably preoccupied with current demands and issues. Billings township created a strategic plan in 2011, which served the municipality well as a guide for the period 2012 – 2017. With the end of that plan approaching, municipal council undertook to create another plan with input from the community. This document provides the details of the planning process, and the priorities, action items, and implementation steps for the 2018 – 2021 planning cycle.

Vision

Council reviewed the vision statement for the 2012 – 2017 strategic plan, and decided to continue to use, verbatim, the strategic vision articulated in that plan. The vision statement is as follows:

Billings Township is a vibrant community where new people are excited to relocate and existing residents are happy to stay because of the sustainable economy, the artistic and cultural diversity, and the beauty of the environment. Guided by the vision of its citizens, Billings Township is a safe and progressive community that practices environmental responsibility, provides dependable services, and maintains its rich cultural heritage.

Desired Outcome

Municipal and community strategic planning has a standard array of desired outcomes, and these include the following:

1. Ensuring long range planning for economic and community development
2. Providing a voice to the community regarding their priorities
3. Providing guidance for Council and staff activities for five years
4. Accounting for changing social, environmental, cultural and economic conditions.
5. Identifying strategies for action and timelines for implementation.
6. Establishing a schedule for evaluation and community accountability.
7. Providing evidence of strategic planning and management to government funders of projects supported by the community.

Background: Billings

The township of Billings was established in 1884, and has witnessed profound change during the 133 years of its existence. Economic activity for at least the first 75 years of its existence was overwhelmingly primary in nature with subsistence agriculture supplemented by forestry activity. The shift in economic activity and the nature of employment in the municipality through more recent decades broadly echoes both global trends and the evolving characteristics of rural Canadian municipalities/communities.

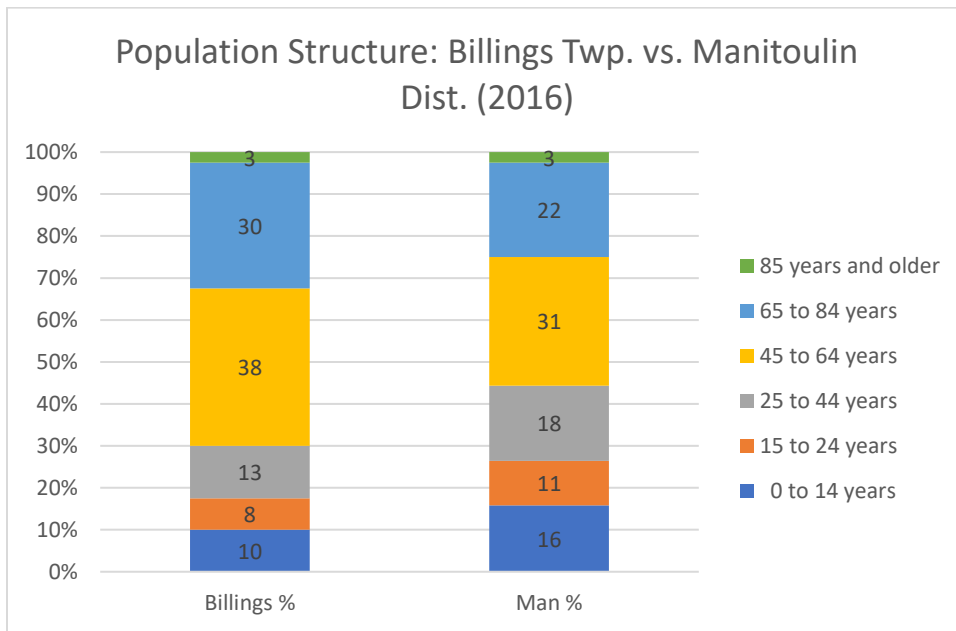
Basic municipal characteristics¹

Municipal full-time population: 504
 Resident property owners: 481

Total individual property units: 1843
 Non-resident property owners: 1676

The following figures and charts provide some additional characteristics of the municipality.

Population Age Structure



Source: Statistics Canada, Census Profiles 2016

¹ These figures are from www.municipalconnect.ca, Dec 2017

Selected Housing Characteristics: Billings Township vs. Manitoulin District

Characteristics	Billings	Man
Owner	245	4205
Renter	30	1235
Total - Owner and tenant households in non-farm dwellings	270	3785
% of owner households with a mortgage	51.1	43.8
% of owner households spending 30% or more of its income on shelter costs	19.1	16.9
Average monthly shelter costs for owned dwellings (\$)	1045	989
Average monthly shelter costs for rented dwellings (\$)	1125	769
Average value of dwellings (\$)	252715	256157

Source: Statistics Canada, Census Profiles 2016

Selected Income Characteristics: Billings Township vs. Manitoulin District

Characteristics	Billings	Man
Number of total income recipients aged 15 years and over	525	10455
Median total income in 2015 among recipients (\$)	34816	26724
Average employment income in 2015 for full-year full-time workers (\$)	56856	46290
Composition of total income in 2015 of the population aged 15 years and over	100	100
Market income (%)	82.2	77.1
Employment income (%)	57.4	56.3
Government transfers (%)	17.9	22.9
Average total income of households in 2015 (\$)	79562	62715
Prevalence of low income based on the Low-income measure; after tax (LIM-AT) (%)	13.2	14.8
Prevalence of low income based on the Low-income cut-offs; after tax (LICO-AT) (%)	4.1	4.3

Source: Statistics Canada, Census Profiles 2016

Planning Process

The plan development process for the 2018 – 2021 strategic plan consisted of the following components:

1. A review of the 2012 – 2017 strategic plan, including priorities and action items, and an assessment of what was accomplished during the term of the plan. This activity was undertaken by council with input from the CAO and EDO. Assessment of what was accomplished during this planning period was also a component of all public consultation activities: participants were reminded of the previous plan priorities and action items and encouraged to reflect on what was accomplished.
2. Council was asked to articulate a vision statement to create a broad context for the planning process, and to identify preliminary planning priorities to serve as a starting point for community consultation.
3. Community consultation, which consisted of 2 broad public meetings (open to all), 4 targeted focus groups, and an online (available in hard-copy) survey. The window for community input ran from late June until the end of September, 2017.
4. Council review of raw community consultation input, and a municipal/community SWOT analysis based on public consultation and experience and knowledge of council
5. Analysis of public input and preliminary identification of final plan priorities and preliminary action items.
6. Comprehensive articulation of detailed action items and intended implementation plan and schedule
7. Completion of an advanced draft plan report, and presentation to council. The draft plan was also available for public review.
8. Completion of the final plan document
9. Implementation, monitoring and evaluation.

Original Priority Areas as Identified by Council

- Municipal Infrastructure Maintenance/Improvement
- Community Development/Economic Development
- Environmental Sustainability
- Organizational Development/Sustainability

Community Consultation

Consultation with the community is a vital component of municipal strategic planning because, although the plan is vested with the municipality and guided by council, the intent is that it reflects community vision, values, goals and priorities.

With this reality in mind, council created and implemented a 3-part community consultation process, which consisted of 2 broad public meetings, 4 targeted focus groups, and a survey available in hard-copy and online. The details and scheduling of these community consultation methods are outlined in the table below.

Strategic Plan 2018 - 2021: Public Consultation Participation Statistics		
Consultation Method	Detail	Total Component
Public Meetings (2)		29
Focus Groups (4)		
	Staff	7
	Committees of Council	22
	Business	7
	Arts and Culture	7
Surveys	Online, emailed and hard-copy	22
Total Participants		94

The total participation was equivalent to that for the 2012 – 2017 plan process. Participation in the business and arts & culture focus groups was disappointing and lower than expected. The need for better communication with the township business community is reflected in the strategic plan action items. The arts & culture group meeting was challenged by scheduling difficulties. In general, communication with this group is good.

Plan Priorities and Action Items

Priority Area	Theme/Sub Component	Action Item #	Action Items
Municipal Infrastructure Maintenance and Improvement	The Municipal Road System	1	Continue to develop and implement long-term roads maintenance and improvement.
		2	Continue to pursue rational, cost-effective, and efficient use of municipal property, buildings, and facilities, to maximize the availability of public space, in the context of the results of the structural condition assessment report.
	3	Study and implement solutions to improve access to public washrooms facilities in the Hamlet of Kagawong.	
	The Kagawong Waterfront Development Project	4	Continue with the waterfront development project as per the Waterfront Master Plan Study and the project intent as outlined in the funding applications currently before FEDNOR and NOHFC.
	Municipal Waste Management	5	Continue to improve municipal waste site efficiency including waste diversion and recycling.
		6	Improve the 'visitor' waste management situation (i.e., access to waste and recycling bins/receptacles).
	Maintain and Improve the Kagawong Municipal Water System	7	Continue to ensure the most efficient and effective operation of the municipal water treatment and distribution system for the hamlet of Kagawong.
Community and Economic Development		8	Develop and implement a 'community/economic development study' for the township, with a dedicated hamlet component.
		9	Use the results of the community/economic development study to guide community and economic development activity.
		10	Resolve the Bridal Veil Falls and upper village parking and traffic safety issues.
		11	Address the overall promotion/signage (points of interest, business, events) challenge for the Hamlet of Kagawong (upper and lower).
		12	Support the 'Island-Wide Sustainable Tourism Development' initiative of the MTA as part of a comprehensive and longer-term Township of Billings marketing and promotion campaign.
		13	Determine the desirability and feasibility of maintaining an Economic Development Officer or similar municipal position beyond the current, FEDNOR-funded, contract.
Environmental Sustainability	Environmental Impact (carbon footprint, GHG)	14	Engage in the joint-municipality/Re-Think Green 'preparation for municipal energy planning' initiative.
		15	Use the results (knowledge, tools, services) from the municipal energy planning initiative to facilitate the creation of a municipal energy plan.
		16	Use the results of the energy planning initiative, and appropriate funding, to measure and implement GHG emissions reduction.
		17	Assess the feasibility of community composting.
Organizational Development/Sustainability	Improve municipal communication: council-staff, council-community, and staff-community; Improve operational effectiveness and efficiency.	18	Rebuild the municipal website/web and social media presence, and create a plan/process with the purpose of facilitating ongoing maintenance and improvement of the site.
		19	Continue to modify and refine the council committee system to improve organizational effectiveness and communication, and to meet the legislated requirements for council/committee activity.
		20	Address organizational human resource and workload concerns.

Implementation

Please refer to Appendix A for the detailed plan implementation process

Monitoring and Evaluation

Achieving success in strategic planning requires that the plan be regularly revisited to ensure that it remains relevant and that the decisions and actions taken by council take into consideration the longer-term objectives of the plan. To this end, council should, as a minimum, explicitly review the 2018 - 2021 plan on a **bi-annual** basis. In addition, council, staff, committees, and the community at large should review the plan priority items and actions when discussing, debating and deciding on specific policy and actions, making an effort to consider the strategic plan direction and objectives.

Appendix A: Priorities and Action Items: Detailed Implementation Process and Schedule

Priority Area	Theme/Sub Component	Action Item #	Action Items	Comp #	Key Action Item Components	Action Items: Stakeholders & Roles	2018	2019	2020	2021
Municipal Infrastructure Maintenance and Improvement	The Municipal Road System	1	Continue to develop and implement long-term roads maintenance and improvement.	a	Develop a comprehensive 10 – year roads maintenance and improvement plan. The roads plan should be developed in conjunction with, and informed by, an updated municipal asset management plan, as well as future energy management planning, Greenhouse Gas Emissions assessment and reduction planning, and any other municipal asset and service planning, as appropriate.	<p>Council Role: Use information provided to establish initial comprehensive 10-year plan; Review road planning and budget appropriately on an annual basis. Primary Staff Role (CAO and Public Works Super): Review current status of road system. Suggest priorities for road maintenance and road improvement/upgrading over 10-year planning horizon. Secondary Staff Role (Fin & Admin assistants): Collect, analyze and document relevant roads information for use by CAO, Roads Superintendent and Council, as appropriate, in preparing and implementing comprehensive roads plan.</p>	X			
				b	Reassess, update and refocus 10-year roads plan, resulting in a 'rolling' roads maintenance and improvement plan with an evolving and adaptive 10-year horizon			X	X	X
	Municipal Property, Buildings and Facilities	2	Continue to pursue rational, cost-effective, and efficient use of municipal property, buildings, and facilities, to maximize the availability of public space, in the context of the results of the structural condition assessment report.	c	Use the municipal property 'condition assessment review' information to prepare summary for council discussion, priority setting, and decision making. Like the roads plan, this process should be developed in conjunction with, and informed by, updating of the municipal asset management plan.	<p>Staff Role (CAO with PWs Super): Use condition assessment to update asset mgmt. plan and provide info to council; Council: Use asset mgmt. plan to make rational decisions regarding building & property maintenance, upgrades, and/or decommissioning/sale, including appropriate budgeting.</p>	X			
				d	Establish building/property maintenance/improvement and replacement/decommissioning priorities, as appropriate.		X	X		
				e	Establish action items and timeline for addressing building/property/facility priorities		X	X	X	X

Priority Area	Theme/Sub Component	Action Item #	Action Items	Comp #	Key Action Item Components	Action Items: Stakeholders & Roles	2018	2019	2020	2021
									3	Study and implement solutions to improve access to public washroom facilities in the Hamlet of Kagawong
	The Kagawong Waterfront Development Project	4	Continue with the waterfront development project as per the Waterfront Master Plan Study and the project intent as outlined in the funding applications currently before FEDNOR and NOHFC.	g	Continue with funding application process: FEDNOR and NOHFC	<u>Staff</u> : Update council if/when more info is available regarding funding applications. <u>Council</u> : Continue to support the project goals; engage and communicate with the public constructively, and as appropriate.	X	X	X	
				h	Review and assess waterfront development project status (re: funding/feasibility)		X			
				i	Based on the situation assessment, continue with waterfront development project. Include recognition of the community development benefits of the waterfront development. Don't discount the opportunities for integrating cultural benefits in the overall waterfront development.	<u>Council</u> : Oversee issuing an RFP for Project Management (Engineering/Technical) of the project. <u>Staff (CAO, EDO, and Marina Manager)</u> : Continue to conduct broad level and financial (CAO) oversight of the waterfront development. <u>Outside consulting (engineering)</u> : Manage the physical work/technical aspects of the project.	X	X	X	X
				j	Inform the public of the existing status of the waterfront development, and project expectations, by spring of 2018. Continue with the public updates on semi-annual basis, as appropriate - at least until the development project is complete.	<u>Staff (EDO)</u> : Provide notice - hard-copy and online; answer questions from the public	X	X	X	X
				k	Annually monitor marina financial performance	<u>Staff (CAO, Assistants, Marina Manager)</u> : Calculate and provide reporting on financial performance	X	X	X	X

Priority Area	Theme/Sub Component	Action Item #	Action Items	Comp #	Key Action Item Components	Action Items: Stakeholders & Roles	2018	2019	2020	2021
	Municipal Waste Management	5	Continue to improve municipal waste site efficiency including waste diversion and recycling	l	Monitor for waste management improvement opportunities	<u>Council</u> : Monitor waste site mgmt.; seek and consider staff input on waste site mgmt. and waste diversion. <u>Staff (including waste site attendant)</u> : Provide input on waste site mgmt. Implement council decisions and policy regarding waste site mgmt. and waste diversion.	X	X	X	X
		6	Improve 'visitor' waste management situation (i.e., access to waste and recycling bins/receptacles).	m	Strike a short-term, special purpose committee (council, staff, and community/business representation), or subcommittee, to determine location, quantity, signage, etc., for additional/improved waste and recycling receptacles/opportunities for the village of Kagawong, and other sites as/if appropriate.	<u>As evident (Council, staff, committee)</u> : determine best options for improving 'visitor' waste management and recycling.	X	X		
				n	As appropriate, implement composting, visitor waste and recycling access improvements, and waste site improvements	<u>Council</u> : Decide on, and support staff in implementing, waste management improvements considered above, as appropriate. <u>Staff</u> : implement improvements as appropriate.	X	X	X	X
	The Kagawong Municipal Water System	7	Continue to ensure the most efficient and effective operation of the municipal water treatment and distribution system for the hamlet of Kagawong.	o	Continue annual review of water system operation and maintenance.	<u>Staff</u> : Provide info to council. <u>Council</u> : review and make appropriate decisions on water system maintenance and operations.	X	X	X	X
				p	Develop and implement the collection and appropriate assessment of the in-ground distribution system.	<u>Staff (CAO, PWs)</u> : Use historical info and knowledge/assessment to create inventory; Create water distribution mgmt. plan. <u>Council</u> : make decisions on system mgmt. plan implementation.	X	X		
				q	Use the information obtained from the distribution system assessment to plan and budget for system infrastructure replacement.		X	X	X	X
Community and Economic Development		8	Develop and implement a 'community/economic development study' for the township, with a specific hamlet component.	r	Frame initial goals/objectives and overview of methodology/process, including budget estimate. Include a line-item in the 2018/2019 budgeting process.	<u>Council</u> : Establish parameters for study; Decide on and implement study and implement recommendations/actions.	X			

Priority Area	Theme/Sub Component	Action Item #	Action Items	Comp #	Key Action Item Components	Action Items: Stakeholders & Roles	2018	2019	2020	2021
				s	Apply to RED (OMFRA) (50% funding) ('planning stream') and other funding streams as appropriate.	<p><u>Staff:</u> Apply for study funding, implement study and report; Implement recommendations. <u>Note:</u> there is a strong likelihood that a consulting firm with relevant small community economic/community development expertise will be hired to conduct the study.</p>	X			
				t	Implement recommendations community economic development study/Use principles & priorities in community and economic development.		X	X	X	
		9	Use the results of the community/economic development study to guide community and economic development activity.	u	Establish a dedicated community/economic development implementation committee (committee representation should include: council/staff/committees of council/community, incl. arts & culture representation).			X	X	X
				v	Identify and articulate specific development components that could be accomplished with the assistance of RED funding ('implementation stream') and other appropriate funding.			X	X	X
				w	Include recreational needs assessment in the community/economic development study above, and include explicit recreational opportunity enhancement in the implementation of initiatives resulting from the study. Specifically, the study and resulting implementation should be mindful of the need for: a, family-friendly events, activities and public spaces; b) continuing to engage and sustain our vital volunteers, and explicitly recognize volunteer contributions.			X	X	X
				x	Include arts and culture impact assessment in the community/economic development study above, and include arts/culture development in initiatives implemented as a result of the study. Further, the importance of arts and culture should be reflected in our "branding" and all expression of community identity.			X	X	X

Priority Area	Theme/Sub Component	Action Item #	Action Items	Comp #	Key Action Item Components	Action Items: Stakeholders & Roles	2018	2019	2020	2021
		10	Resolve the Bridal Veil Falls and upper village parking and traffic safety issues.	y	Continue to pursue resolution of the parking/traffic and related safety issues at Bridal Veil Falls and the upper village generally. Maintain the issue as a 'front-burner' concern that demands broad attention from key stakeholders including the MTO and the OPP.	<u>Staff</u> : provide research/info and support to council. <u>Council</u> : Keep the issue 'alive' and on the table. Continue to communicate needs and desires to OPP and MTO through the CAO.	X	X		
				z	Lobby MTO and OPP for collaborative problem solving and shared 'ownership' of the serious safety issue represented by the Bridal Veil Falls/Upper Village parking and traffic flow situation		X	X		
		11	Address the overall promotion/signage (points of interest, business, events) challenge for the Hamlet of Kagawong (upper and lower).	aa	Strike a special purpose committee or sub-committee to develop and oversee comprehensive solutions to signage (including points of interest/information, business promotion, and community events/facilities signage).	<u>Council</u> : Inform the committee composition; participate in/support committee work; Use results of committee work to make informed decisions regarding signage & promotion. <u>Staff (EDO, CAO)</u> : Participate in committee; provide information and support to committee and council.	X	X	X	
		12	Support the 'Island-Wide Sustainable Tourism Development' initiative of the MTA as part of a comprehensive and longer-term Township of Billings marketing and promotion campaign.	bb	Employ the EDO to engage and provide appropriate support for existing businesses; Likewise use this resource to identify, plan and implement new business attraction/development initiative as appropriate.	<u>Staff (EDO)</u> : Continue to participate in the sustainable tourism steering committee; report to CAO and Council. <u>Council/CAO</u> : Continue to maintain awareness of MTA initiative and include consideration of initiative goals/objectives in considering municipal tourism development and promotion.	X			
		13	Determine the desirability and feasibility of maintaining an Economic Development Officer or similar municipal position beyond the current, FEDNOR-funded contract.	cc	Continue to monitor and evaluate the current EDO contract position with respect to appropriateness of the role, cost/benefit, and impact on community/economic development for the municipality.	<u>Staff (CAO)</u> : Continue to monitor and evaluate EDO position/performance; Report to council. <u>Council</u> : Use CAO input and own knowledge of needs/issues to make informed decision on need for/nature of an ongoing EDO role.	X	X	X	X

Priority Area	Theme/Sub Component	Action Item #	Action Items	Comp #	Key Action Item Components	Action Items: Stakeholders & Roles	2018	2019	2020	2021
Environmental Sustainability	Environmental Impact (carbon footprint, GHG emissions impact, etc.) of municipal operations	14	Engage in the joint-municipality/Re-Think Green 'preparation for municipal energy planning' initiative.			<u>Council</u> : Support and participate the initiative; Make appropriate decisions on energy planning based on initiative outcome. <u>Staff (CAO/EDO)</u> : Participate on committee and provide appropriate support to the initiative; Provide information and recommendations re: energy planning/GHG emissions, etc., to council, as appropriate.	X			
		15	Use the results (knowledge, tools, services) from the municipal energy planning initiative to facilitate the creation of a municipal energy plan.					X	X	
		16	Use the results of the energy planning initiative, and appropriate funding, to measure and implement GHG emissions reduction.							X
		17	Assess the feasibility of community composting.	dd	Provide dedicated opportunity (special purpose online and hard-copy/direct) for input on utility/interest/feasibility of community composting.	<u>Staff (EDO/CAO)</u> : Design, implement, and analyze questionnaire/survey re: composting. Report results to council. <u>Council</u> : use report and information from staff to decide on composting option.	X			
				ee	Conduct a feasibility study of community composting including possible options, and costing. <u>Note</u> : This is meant to be a modest internal analysis.	<u>Staff (EDO/CAO)</u> : Conduct feasibility study; report to council. <u>Council</u> : use report and information from staff to decide on composting option.		X	X	
				ff	Decide on and implement composting, as/if appropriate	<u>Council</u> : decide on composting and support staff accordingly. <u>Staff</u> : Take appropriate steps to implement composting if/as appropriate.			X	X
Organizational Development & Sustainability	<u>Municipal communication</u> , including communication between council-staff, council-community, and staff-community; <u>Operational</u>	18	Rebuild the municipal website/web and social media presence, and create a plan/process with the purpose of facilitating ongoing maintenance and improvement of the site.	gg	Create a committee or sub committee devoted to website recreation. This committee should include representation from council, staff, council committees, local businesses and the community at large.	<u>Council</u> : Inform web site committee composition, participate in the web site committee; remain informed of community needs/possibilities re: overall communication; commit to improving communication. <u>Staff (all)</u> :	X			

Priority Area	Theme/Sub Component	Action Item #	Action Items	Comp #	Key Action Item Components	Action Items: Stakeholders & Roles	2018	2019	2020	2021
	<u>effectiveness and efficiency.</u>					participate in web site improvement as appropriate; Collaborate in improving committee functioning and effectiveness; commit to culture of improving communication; <u>Committees (all)</u> : Collaborate in improving committee functioning and effectiveness; Contribute to web site improvement as appropriate.				
				hh	Create an effective and appealing municipal website and online presence.		X	X		
				ii	Review the utility/user-experience of the municipal web site and other municipal online presence (i.e., 'social media') on at least an annual basis.		X	X	X	X
		19	Continue to modify and refine the council committee system to improve organizational effectiveness and communication, and to meet the legislated requirements for council/committee activity.	jj	Agree on a revised committee structure and implement this structure on a trial basis for 2018		X	X	X	X
				kk	Re-establish monthly staff meetings and monthly department/topic meetings to improve internal communication and understanding of roles/responsibilities.	<u>Staff</u> : Participate in staff and departmental meetings effectively, and as appropriate.	X	X	X	X
		20	Address organizational human resource and workload concerns.	ll	Conduct an annual in-house role and workload assessment. This should include known and anticipated workload implications resulting from legislated changes to municipal responsibilities, and the impact of strategic planning initiatives and internally defined goals and aspirations. It should also pay attention to the requirements of <i>organizational succession planning and implementation</i> .	<u>Staff (and Council, as appropriate)</u> : Conduct an annual assessment of roles, responsibilities and workload	X	X	X	X