

Strategic Plan for the Municipality of Callander

2024



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...

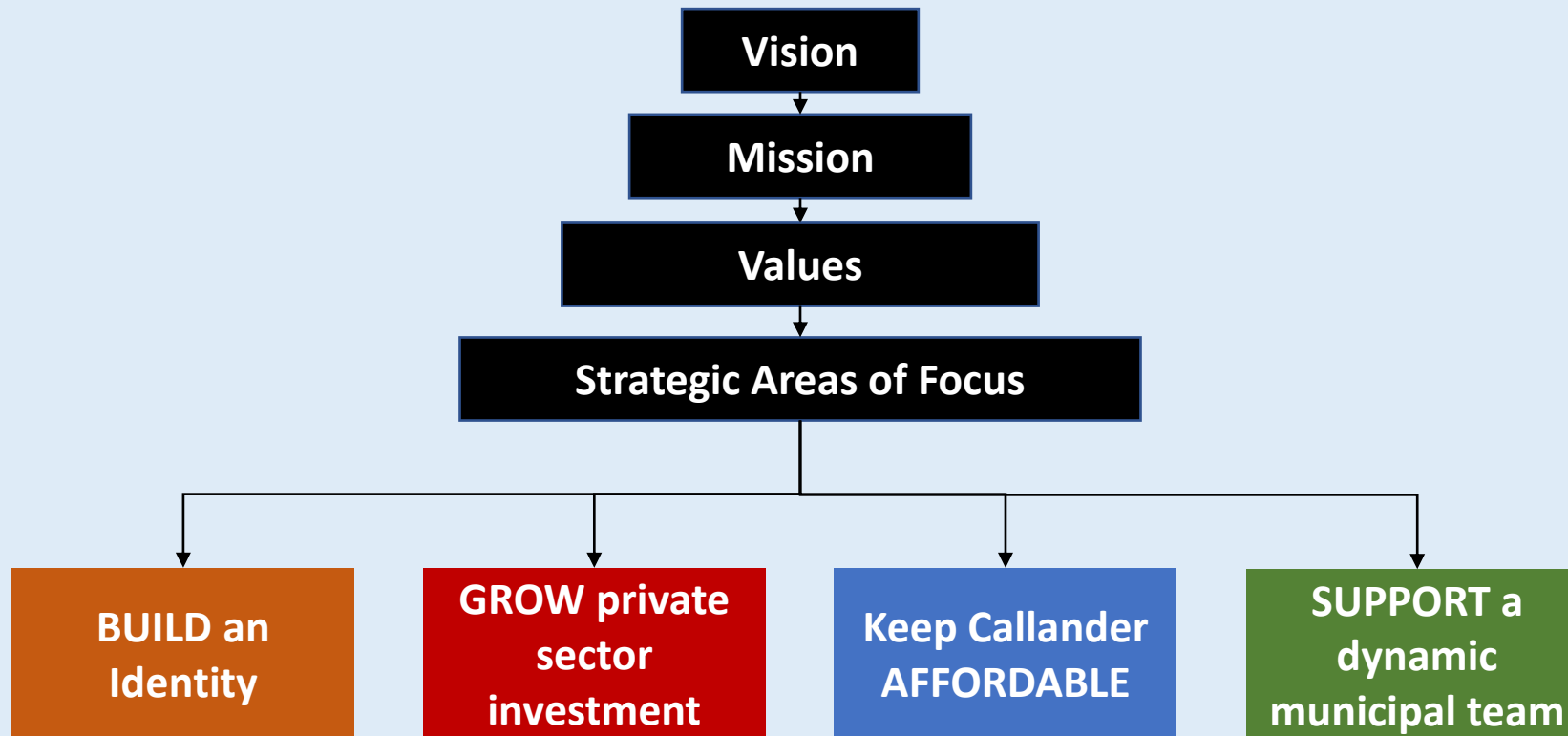
- **Senior Director:** Liaise between Council and staff, direct implementation of Council's policies, hire and develop a team of competent staff
- **Staff & Officers:** Research policy and programs, give best professional advice, implement decisions of Council, fulfill statutory duties, follow direction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



BUILD an Identity

| Objective | Task | Internal/ External | Timeline | | | | Estimated Budget |
|---|---|--------------------------------|----------|------|------|------|------------------|
| | | | 2024 | 2025 | 2026 | ONGO | |
| 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 | | | | \$20,000 |
| | 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 | Remove restriction for overnight mooring at docks | Internal | X | | | | |
| | Market water-based and active transportation access to Callander | External – Contracted Services | | X | | | \$7,500 |
| | Review all plans/strategies and create connections between the documents | Internal | X | | | X | Staff Time Only |
| 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 – develop program of recognition | Internal | | X | | X | |
| | Marketing Video of what Callander has to offer and visual representation of our plans for the future | External | X | | | | \$2,500 |
| | Waterfront Plan Implementation | Internal | | | | X | See capital plan |
| | Marina Plan Implementation | Internal | | | | X | See capital plan |

BUILD an Identity

| Objective | Task | Internal/ External | Timeframe | | | | Estimated Budget |
|---|--|-----------------------|-----------|------|------|------|-----------------------|
| | | | 2024 | 2025 | 2026 | ONGO | |
| 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 |
| | Involve stakeholders, volunteers and private sector in the Community Improvement Plan discussions | Internal | X | | | | Staff Time Only |
| | Involve stakeholders, volunteers and community groups in discussions re: recreation programming availability | Internal | | X | | | Staff Time Only |
| By-law, Regulations and Policies are supportive of the Strategic Plan | Overnight Mooring, Sale of Surplus Land, ... | Internal | X | | | | Staff Time Only |
| Develop the Waterfront Property on Lansdowne as a Publicly Accessible Space | Work with consultants on final site plan, determine best use for the site | | X | | | | Staff Time + External |
| | RFP to construct | | X | | | | Staff Time + External |
| | Construction | | | X | | | Staff Time + External |
| 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 | | | | Estimated Budget |
|--|---|--------------------------------|-----------|------|------|------|--|
| | | | 2024 | 2025 | 2026 | ONGO | |
| 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 | | | | \$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 | X | | | \$35,000 |
| | Market available developable properties | External – Contracted Services | X | | | | Staff Time + \$5,000 |
| | Offer support for attainable and affordable housing projects via a Community Improvement Plan | Internal + External | X | X | | | \$35,000 |
| 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 | | | | Estimated Budget |
|---|--|-----------------------|-----------|------|------|------|---|
| | | | 2024 | 2025 | 2026 | ONGO | |
| Improve Efficiencies at the Staff Level | Invest in technology to automate, where feasible – review booking software for facility rentals | 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 (back-up) | Internal | X | | | | Staff Time Only |
| | Municipal-Wide Risk Assessment (Mandated) | Internal | X | | | | Staff Time Only |
| Seek Funding when Applicable | Apply for funding when available and if it meets the Strategic Objectives of the Municipality | Internal | | | | X | Staff Time Only |
| Housing is Affordable | Community Improvement Plan to introduce incentives for affordable and attainable housing, including secondary dwelling units | External | X | X | | | \$35,000 |
| | Establish a balanced approach to affordable housing, and develop criteria for housing in the Official Plan and Zoning By-law | External | X | | | | Part of OP and Zoning By-law Update |
| | Look at funding opportunities for affordable housing | Internal | | | | X | Staff Time Only |
| | Implement Housing Action Plan | Internal | X | X | X | | Staff Time Only |

Keep Callander **AFFORDABLE** while maintaining quality services

| Objective | Task | Internal/ External | Timeframe | | | | Estimated Budget |
|--|--|-----------------------|-----------|------|------|------|--|
| | | | 2024 | 2025 | 2026 | ONGO | |
| 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 |
| Implement the Parks and Recreation Master Plan | Installation of new playground equipment in Osprey | Internal + External | X | | | | \$60,000 + Staff Time |
| Review Existing Service Levels and Make Suggestions for Modifications, Where Possible | Fall Clean Up | Internal | X | | | | Staff Time Only |
| | Sewer Fees for East Ferris | Internal | X | | | | Staff Time Only |
| | Cemetery Update and Beautification of Columbarium Area | Internal | X | | | | Staff Time + \$10,000 for Improvements |
| | Review of Purpose and Intent of Museum and Art Gallery, Develop Update to Strategic Plan | Internal + External | X | X | | | \$15,000 + Staff Time |
| | Fire Service Delivery Model | 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 |

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 | | | | Estimated Budget |
|---|---|-----------------------|-----------|------|------|------|------------------|
| | | | 2024 | 2025 | 2026 | ONGO | |
| Staff are Supported in their Role | Human Resources Policy and Job Descriptions are reviewed annually | Internal + External | | | | X | Staff Time Only |
| | Update to Health and Safety Policy | Internal | X | | | | Staff Time Only |
| Staff, Committee Members, Volunteers & Stakeholders Understand their Roles | Establish MOU with the Horticultural Society | Internal | X | | | | Staff Time Only |
| | Establish communication procedures with the Library | Internal + External | X | | | X | Staff Time Only |
| | Proper processes established for performance management of contractors and consultants | External | X | | | | \$7,500 |
| The Municipality retains a reputation of being a great place to work and staff are proud to work here | Review benefits and arrange for cost comparisons from other benefit providers. | Internal | X | | X | | Staff Time Only |
| | Review ability to implement 4-day work schedules without impacting hours of operation | Internal | X | | | | Staff Time Only |
| Communication is strong and effective | Encourage opportunities to improve communication with staff, Council, stakeholders, volunteers and the public | Internal | | | | X | Staff Time Only |
| | Incorporate videos as a mechanism of learning about complex municipal processes, such as taxes, budget, planning applications, for use by Council and members of the public | Internal | X | X | X | | \$8,000 annually |
| | Improve budget deliberations and the delivery of budget information | Internal | X | | | | Staff Time Only |

Your Municipal Council



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