

GOAL: COMPREHENSIVE COMMUNICATION

Conduct an in-house review and audit of current internal and external communication practice using available tools and resources. A comprehensive communication plan will consider Corporate, Council, and customer (public) needs, and will improve web presence, improve communication with public, consider both internal and external communication, include social media, and be measurable. Once the audit is complete, develop a communication plan, in-house if possible. Additional training, or use of outside experts may be necessary to fully complete the plan that will be implemented by staff.

Goal	Strategic Objective	Strategic Actions	Lead	Help needed/Willing partners
Comprehensive Communication	Develop a robust internal and external comprehensive communications plan	2019 Q3: Communication review and audit; survey of public	CAO's Office	Communications Coordinator
		2019 Q3: Small working group to review findings	CAO's Office	Communications Coordinator, Council
		2019 Q4: Write the Communications Plan using training, workshops, outside expert help if necessary	CAO's Office	Communications Coordinator, Council
		2020 Q1: Approve and adopt Plan	CAO's Office	Communications Coordinator, Council
	Implement the comprehensive communications plan	2020 – 2023: As identified in comprehensive communication plan that includes internal and external communication, and considers unique communication needs of: <ul style="list-style-type: none"> • Corporate • Council • Community 	CAO's Office - Communication Coordinator	Council All Departments

DETAILED TIMELINE – COMPREHENSIVE COMMUNICATION

Year	Quarter	Objective	Lead	Other Depts	Action
2019	Q3	Communication Plan per SP	CAO's Office	Council	Review of Communication Coordinator job description and adjust if necessary; plan for additional training opportunities
2019	Q3	Communication Plan per SP	CAO's Office	Communications Coordinator, Working Group	Review survey info from other municipalities and utilize to suit needs; send out to community via email, social media, copies in public spaces; review and audit current communication
2019	Q4	Communication Plan per SP	CAO's Office	Communications Coordinator, Working Group	Write the plan using outside training or expertise if necessary
2019	Q4	Communication	Library	CAO's Office	Library marketing plan; integrate with Town Communication Plan
2020	Q1	Communication Plan per SP	CAO's Office	Communications Coordinator, Working Group, Council	Complete Plan, approve and adopt Consult with willing partners who are not part of working group
2020-2023	Q2	Communication Plan per SP	CAO's Office	All Dept's and Cmt's	Implement Plan
2021	Q1	Communication	Fire/By-Law/Protective Services		Create annual report to Council for Protective Services Department
2022	Q1	Communication	Clerk's Office		Improve community outreach – elections

Quick Wins

- Ask Communications Coordinator to focus on social media
- Attend Council meeting and release information in real time
- Develop content that encourages engagement

- Amplify work of committees – share content
- Enhanced promotion of Carleton Place through sharing local stories and blogs, research CP facts and promote
- Keep web site and information monitor content current
- Departments to update their own content on web
- Take advantage of outside training communication-related opportunities to increase skills and expand ideas
- Council to take in communications sessions at conferences whenever possible

GOAL: MANAGED GROWTH

The Planning Department, with the help of a Consultant(s) will engage community and interested partners to review and revise the Official Plan, the Development Permit By-Law, and the Development Charges Background Study, and to define affordable housing in Carleton Place, and to also explore options for Affordable Housing through a community forum with appropriate partners like Lanark County, the Province, and CMHC, and affordable housing policy review. The definition of affordable housing, as stated by PPS, will be recognized, as well as the hierarchy of responsibility in housing.

Goal	Strategic Objective	Strategic Actions	Lead	Help needed/Willing partners
Managed Growth	Revise Official Plan	2019 Q2: Interim Control By-Law 51-2019 to control intensified housing development within Residential and Mississippi Residential Districts identified within the Town's Development Permit By-law.	Planner	Council
		2019 – 2020: Official Plan amendments as required	Planner	Council
		2019 Q2: Intensified Housing Study as dictated by Interim Control By-Law started	Planner	Consultant
		2019 Q4: Housekeeping Development Permit Amendment	Planner	Council
		2020 Q2: Intensified Housing Study (Interim Control By-Law) completed	Planner	Consultant
		2021 Q3: Issue RFP for Comprehensive Review, including maximum net densities	Planner, CAO's Office	Consultant
		2021 and 2022: Consultant to conduct review with public consultation	Consultant	Planner Council
		2022 Q3: Approval by Council	Consultant, Planner	Council
		2023 Q4: Approval by County	County Planner	

	Revise Development Permit By-Law	2019 – 2022: Housekeeping Amendments to DP as required	Planner	Council
		2022 Q2: Issue RFP for Comprehensive Review	Planner	CAO's Office
		2022 Q2: Award RFP	Planner	Council
		2022: Consultant to conduct review with public consultation	Consultant	Planner, Council
		2022 Q4: Approval of Amended By-Law by Council	Consultant, Planner	Council
	Review Issue of Mixed and Affordable Housing	2020 Q1: Host Affordable Housing Forum	Planner, Consultant	County, Province, Federal partners
		2021 Q3: Include Affordable Housing in Official Plan Review	Planner, Consultant	Council
	Conduct new development charges background study and by-law	2020 Q2: Start background study	CAO's Office, Consultant	All departments
		2020 Q3: Complete, approve and adopt background study	CAO's Office, Consultant	All departments, Council

DETAILED TIMELINE – MANAGED GROWTH

Year	Quarter	Objective	Lead	Other Depts	Action
2019	Q2	Manage Growth- Official Plan Review per SP	Planning	Council	Interim Control By-Law 51-2019
2019	Q2	Manage Growth - core department function	Engineering	Planning, P.Works	Provide engineering review and approvals DP's and subdivision
2019	Q3	Manage Growth - department goal	Public Works		Rehab of streetlights system
2019	Q3	Manage Growth - department goal	Public Works	Council	Review winter maintenance service levels

BALANCED GROWTH: ACTION PLAN OF 2019-2023 CARLETON PLACE STRATEGIC PLAN FOR STAFF USE

2019	Q4	Manage Growth - core department function	Public Works	Planning, Engineer	Coordination of major development proposals with existing services
2019	Q4	Manage Growth - department goal	Fire/ByLaw/Protective Services	Council	Complete Fire Master Plan for Council approval
2020	Q1	Manage Growth - core department function	Clerk's Office	Building, Bylaw	Review all enforceable bylaws/structure - clerk and bylaw office
2020	Q1	Manage Growth - core department function	Fire/ByLaw/Protective Services	Building, Bylaw	Review all enforceable bylaws/structure - clerk and bylaw office
2020	Q1	Manage Growth - Affordable Housing Policies per SP	Planning	Council, Building, Bylaw, CAO's Office, Partners	Host Affordable Housing Summit
2019	Q4	Manage Growth - Development Permit By-Law	Planning		Housekeeping DP – By-Law Review with legislated and non-legislated updates
2019	Q2	Manage Growth - Official Plan Review per SP	Planner	Consultant	Start Intensified Housing Study
2020	Q2	Manage Growth - core department function	Engineering	Planning, P.Works	Provide engineering review and approvals DP's and subdivision
2020	Q2	Manage Growth - Development Charges per SP	CAO's Office	All Dept's and Cmt's	Start background study
2020	Q2	Manage Growth - Official Plan Review per SP	Planner	Consultant	Finish Intensified Housing Study
2020	Q3	Manage Growth - core department function	Clerk's Office		Improved legislative policies
2020	Q3	Manage Growth - department goal	Public Works		Street lights continued
2020	Q3	Manage Growth - Development Charges per SP	CAO's Office	All Dept's and Cmt's	Complete, approve and adopt background study
2020	Q4	Manage Growth - core department function	Public Works	Planning, Engineer	Development projects with services
2020	Q4	Manage Growth - core department function	Public Works		Waste Management

2021	Q2	Manage Growth - core department function	Engineering	Planning, P.Works	Provide engineering review and approvals DPs and subdivisions
2021	Q3	Manage Growth - Official Plan Review per SP	Consultant, Planning	All Dept's and Cmt's	Start Comprehensive Review
2021	Q3	Manage Growth - Affordable Housing Policies per SP	Planning, Consultant	All Dept's and Cmt's	Review policies in conjunction with Official Plan review
2021	Q3	Manage Growth - department goal	Public Works		Street Lights complete
2021	Q4	Manage Growth - core department function	Clerk's Office		Meeting Changing legislative requirements
2021	Q4	Manage Growth - core department function	Public Works	Planning, Engineer	Development Projects with services
2022	Q1	Manage Growth - Development Permit By-Law per SP	Planning	All Dept's and Cmt's	Start Review of Development Permit By-Law
2022	Q2	Manage Growth - core department function	Engineering	Planning, P.Works	Provide engineering review and approvals DPs and subdivisions
2022	Q3	Manage Growth - Official Plan Review per SP	Planning	Council	Complete, approve and adopt
2022	Q3	Manage Growth - core department function	Public Works	Planning, Engineer	Development Projects with services
2022	Q4	Manage Growth - Development Permit By-Law per SP	Planning	All Dept's and Cmt's	Complete review, approve and adopt DP By-law

Quick Wins

- The Interim By-Law 51-2019, an interim control by-law to control the erection or development of stacked townhouses, apartments, triplex and quadplex units within defined areas of the Town of Carleton Place for a period of one year will allow time for the subsequent study to be undertaken and to review Development Permit regulations and associated land use policies pertaining to multi-storey, multi-residential developments in established residential neighbourhoods of Carleton Place
- Development Permit By-Law Housekeeping review and revision will alleviate pressure
- Review Parking by-law and allocate resources for additional enforcement
- As projects attributed to growth come up, Development Charges should be collected, and By-Law amended if necessary

- Remember that Consultant fees for studies can come out of Development Charges
- Affordable Housing Forum, led by a knowledgeable consultant or the County, will help for the education of all, and can consider tiny homes, secondary suites, seniors housing, social housing etc.
- Specific Official Plan amendments (and perhaps a mini study) can be made to address immediate concerns about density per net hectare, design, massing, and consolidation of lots, in advance of the full Official Plan Review. The Development Permit By-Law would then be amended as required

GOAL: CORPORATE HEALTH

Human Resources: The CAO, with input from Senior Staff, will write a Human Resources Plan to Council that considers an amended organizational chart identifying what new positions are required and which ones will be replaced, along with a timeline of implementation. This will ensure staff available to complete the work and accommodate increased workload from growth, ensure staff are appropriately trained, improve staffing capacity, clearly define roles, identify opportunities for contracted services; and identify services that could be discontinued.

Technology: At regular management team meetings, the senior staff will consider optimization of existing processes and technology, consider new technologies being mindful of staff capacity, and identify technology and best practices or processes to improve efficiency, effectiveness and productivity. Recognize that this is an on-going process requiring regular evaluation, the project will be driven by Managers working with I.T.

Asset Management: The Treasurer will improve the asset management strategic policy and all managers will understand and use the plan.

Goal	Strategic Objective	Strategic Actions	Lead	Help needed
Corporate Health	Conduct organizational and human resources review	2019 Q3: Form Project Team and determine scope	CAO's Office	All departments
		2019 Q3: Prepare Human Resources Plan	CAO's Office	
		2019 Q4: Complete organizational review and human resources plan, approve, and adopt	CAO's Office	All departments
		2019 – 2023 Implement	CAO's Office	All departments
	Enhance technology to improve service levels	2019 – 2023: Multiple projects across all departments	All departments	All departments
		2020 Q2: Revise Purchasing Policy, including E-bidding and demonstrated accountability, efficiency, transparency	Treasury	All departments
	Improve asset management and purchasing process	2019 Q2: Strategic Asset Management Policy Approval	Treasury	Council
		2019 Q4: Research and further development	Treasury	

		2022 Q1: Expand assets included to agree with DC Background Study	Treasury	
		2022 Q1: Complete, approve and adopt	Treasury	CAO's Office, Council
	Continuous Improvement of Corporate Health	2019 Q3: Form Project Team and determine scope	CAO's Office	All departments
		2019 – 2023: Regular Management discussion, incorporated into budget	CAO's Office	All departments

DETAILED TIMELINE – CORPORATE HEALTH

Year	Quarter	Objective	Lead	Other Depts	Action
2019-2023	Q2	Corporate Health - core department function	Treasury	All Dept's	Demonstrate openness/transparency
2019-2023	Q3	Corporate Health continuous improvement per SP	Treasury	All Dept's	Management regular discusses and budgets
2019-2023	Q4	Corporate Health - core department function	Treasury	All Dept's	Budget and year end
2019-2023	Q4	Corporate Health continuous improvement	CAO's Office	All Dept's	Find/implement efficiencies for Corporation
2020-2023	Q1 Q3	Corporate Health - core department function	CAO's Office		Find grant opportunities and apply
2020-2023	Q3	Corporate Health - core department function	Treasury		Simplify Risk Assessment of municipality – revised annually
2020-2023	Q4	Corporate Health continuous improvement	CAO's Office	All Dept's	Find/implement efficiencies for Corporation
2020-2023	Q4	Corporate Health - asset management	Treasury	All Dept's	Integrate Asset Management Principles into spending
2021-2023	Q1	Corporate Health - human resources per SP	CAO's Office	All Dept's	Implement

BALANCED GROWTH: ACTION PLAN OF 2019-2023 CARLETON PLACE STRATEGIC PLAN FOR STAFF USE

2020-2021	Q3	Corporate Health - technology	Treasury		Implement E solutions
2020-2021	Q4	Corporate Health - core department function	Treasury		Develop written policies for Treasury
2019	Ongoing to 2023	Corporate Health - technology	Library		Improve digital library services
2019	Q2	Corporate Health - Asset Management Plan per SP	Treasury	Council	Strategic Policy Approval
2019	Q3	Corporate Health - technology	Building/Inspection		CGIS implementation and Tablets in the field, emailed inspection reports, standardized fees for building
2019	Q3	Corporate Health per SP	CAO's Office	All Dept's	Form Internal Project Team and determine scope
2019	Q3	Corporate Health - human resources	Building/Inspection		Full time building clerk hiring, start training for full time staff to bring up expertise in office
2019	Q3	Corporate Health - human resources	Building/Inspection		More staffing available in the office to answer inquiries, consistent messages amongst staffing
2019	Q3	Corporate Health - human resources per SP	Childcare		Review teacher/supervisory structure daycare
2019	Q3	Corporate Health - human resources per SP	CAO's Office	All Dept's	Staffing: create timeline November 2019
2019	Q4	Corporate Health - human resources per SP	CAO's Office	All Dept's	Personnel hiring policy to match growth
2019	Q4	Corporate Health - Asset Management Plan per SP	Treasury		Research and further development
2019	Q4	Corporate Health - human resources per SP	CAO's Office	All Dept's	Review update HR Policies
2020	Q1	Corporate Health - human resources	Treasury		Develop cross-training program
2020	Q1	Corporate Health - technology	Treasury		Optimization of Great Plains software
2020	Q1	Corporate Health - human resources per SP	CAO's Office	All Dept's	Prepare in-house

BALANCED GROWTH: ACTION PLAN OF 2019-2023 CARLETON PLACE STRATEGIC PLAN FOR STAFF USE

2020	Q2	Corporate Health - human resources per SP	CAO's Office	All Dept's	Complete, approve and adopt
2020	Q2	Corporate Health - Enhance Technology per SP	Treasury	All Dept's	Demonstrated accountability, efficiency, transparency
2020	Q2	Corporate Health - Asset Management Plan per SP	Treasury	All Dept's	Identify service and risk levels
2020	Q2	Corporate Health - Enhance Technology per SP	Treasury		Revise Purchasing Policy, including E-bidding
2020	Q3	Corporate Health - human resources per SP	CAO's Office	All Dept's	Addition of staff
2020	Q3	Corporate Health - human resources	Parks and Recreation	CAO	Re-organization of Rec Department
2020	Q3	Corporate Health - department goal	Treasury		Reduce use of paper in treasury
2020	Q3	Corporate Health - core department function	Clerk's Office		Review all procedures, policies guideline
2020	Q3	Corporate Health - human resources	Building/Inspection		Review staffing needs and staff accordingly, start digital building files and possible online permit submissions
2020	Q3	Corporate Health - human resources per SP	CAO's Office	All Dept's	Staffing: Management interviews to identify positions
2020	Q4	Corporate Health - department goal	Library		Library accreditation
2020	Q4	Corporate Health - asset management	Treasury		Revise purchasing process and policy
2021	Q3	Corporate Health - technology	Building/Inspection	Treasury	Implement online permit application system via website
2021	Q4	Corporate Health - human resources	Building/Inspection		All staff trained to required minimums to perform day to day duties
2021	Q4	Corporate Health - technology	Fire/ByLaw/Protective Services		Fire Training centre built
2022	Q1	Corporate Health - Asset Management Plan per SP	Treasury	Council	Complete, approve and adopt

2022	Q1	Corporate Health - Asset Management Plan per SP	Treasury	CAO's Office	Expand assets included to agree with DC Background Study
2022	Q2	Corporate Health - technology	Building/Inspection		Digital permit delivery system - emailed permits or downloadable to the applicant so no travel to office is required.
2022	Q4	Corporate Health - core department function	CAO's Office		Council Inauguration
2022	Q4	Corporate Health - core department function	Clerk's Office		Election

Quick Wins

- Management team will work with a continuous improvement mindset
- Identify immediate needs for staff inclusion in 2020 budget
- Identify staff efficiencies that assist with current workload and modernize services, like in-field technology like tablets
- Optimize new technology software already purchased (e-Scribe, CGIS)
- Staff training in asset management; In-house presentation /Open House on asset management
- Gather other municipal purchasing policies and asset plans for research
- Choose suppliers that provide training with their software
- Schedule training sessions realistically in “down time” to avoid overtime and burn-out
- Council to attend Asset Management training when they attend conferences

GOAL: COMMUNITY AND ECONOMIC DEVELOPMENT

Develop a Community and Economic Development Plan that will identify and allow for development of strategic community projects (using information gathered through a Recreation Master Plan), will take on economic development initiatives, consider the development of social programs, guide development of employment lands, consider preservation of the Natural and Built Heritage, and consider community engagement (including newcomer and intergenerational) as well as civic engagement that encourages civil discourse. Implement the plan with a variety of willing partners in leading or support roles.

Goal	Strategic Objective	Strategic Actions	Lead	Help needed
Community and Economic Development	Develop a community and economic development plan	2019 Q4: Form a Project Team to determine scope of both the community economic development plan and the recreation master plan	CAO's Office, Parks and Recreation	All departments including Council, internal and external partners
		2019 Q4: Issue and Award RFP for Recreation Master Plan	CAO's Office, Parks and Recreation	Council
		2020 Q2: Complete, approve and adopt Recreation Master Plan	Consultant	Parks and Recreation and Committee, community, Council
		2020 Q3: Issue and Award RFP for Community and Economic Development Plan	CAO's Office	Council
		2020 Q4: Complete, approve and adopt Community and Economic Development	Consultant	All departments, internal and external partners, community, Council
	Implement the community and economic development plan	2020-2023: Implement Recreation Master Plan	Parks and Recreation	Parks and Recreation Committee, community, Council
		2021-2023: Implement Community and Economic Development Plan	CAO's Office	All departments, internal and external partners, community, Council

DETAILED TIMELINE – COMMUNITY AND ECONOMIC DEVELOPMENT

Year	Quarter	Objective	Lead	Other Depts	Action
2019-2023	Q3	Community and Economic Development	Council	CAO's Office	Business Attraction
2019-2023	Q3	Community and Economic Development	Council	CAO's Office	Increase tourism
2019-2023	Q4	Community and Economic Development	Council	CAO's Office	Legacy projects
2020-2023	Q1	Community and Economic Development	Parks and Recreation		Continued upgrades to facilities and parks
2020-2023	Q3	Community and Economic Development	Fire/ByLaw/Protective Services		Property standards enforcement
2020-2023	Q4	Community and Economic Development per SP	Parks and Recreation	Council	Implement Recreation Master Plan
2021-2023	Q1	Community and Economic Development per SP	CAO's Office	All, Council	Implement Community-Economic Development Plan
2019	Q3	Community and Economic Development	Childcare		Design Carambeck play yard
2019	Q3	Community and Economic Development	Childcare	Parks and Rec	Splash pad at Carambeck
2019	Q3	Community and Economic Development	Childcare		Upgrades to Carambeck program
2019	Q4	Community and Economic Development	Parks and Recreation	Council	Arena Dressing Rooms addition
2019	Q4	Community and Economic Development	Parks and Recreation	Council	Development of Seniors Centre
2019	Q4	Community and Economic Development per SP	CAO's Office	All	Form Internal/External Project Team to determine scope of Community-Economic Development Plan
2019	Q4	Community and Economic Development per SP	Parks and Recreation	CAO's Office	Recreation Master plan – Issue and Award RFP
2020	Q1	Community and Economic Development	Engineering		Complete Costello Drive extension

2020	Q2	Community and Economic Development	Parks and Recreation	CAO's Office P. Works	Carleton Junction
2020	Q2	Community and Economic Development	Parks and Recreation	Council	New community festivals and events
2020	Q2	Community and Economic Development per SP	Parks and Recreation	CAO's Office	Recreation Master plan – complete, approve and adopt
2020	Q3	Community and Economic Development	Parks and Recreation	Council	Arena dressing rooms completed
2020	Q3	Community and Economic Development	Library		Improve Library interior
2020	Q3	Community and Economic Development per SP	CAO's Office	Council	Issue RFP Community-Economic Development Plan
2020	Q3	Community and Economic Development	Parks and Recreation	Council	Upgrades to tennis courts
2020	Q4	Community and Economic Development per SP	CAO's Office	All	Complete Community-Economic Development Plan, approve and adopt
2021	Q1	Community and Economic Development	Childcare	Council	Expansion to Child Care Centre
2021	Q3	Community and Economic Development	Library		Improve exterior library signage (directional and on building)
2021	Q3	Community and Economic Development	Engineering		Initiate Construction of Hwy 7 and 15 Employment Lands

Quick Wins

- Gather project team to provide input to RFP process and plan, determine scope
- Take our partner (LGL Health Unit - Healthy People, Vibrant Communities) up on their offer to lead community consultation
- Further engineering for employment lands (Hwy 7 and 15) this year
- Complete engineering designs Costello Drive

Mission, Vision Values of the Carleton Place Town Council

Mission

- Proudly working for and with the people of Carleton Place.

Vision

- We provide good governance through progressive leadership to residents and businesses.

Values

- A community-focused Carleton Place Council values accountability, integrity, transparency, and collaboration for the fulfillment of all.

Internal Partners Surveys

- Parks and Recreation (REC) – Joanne Henderson
- Municipal Drug Strategy (MDS) – David Sompai, Chair
- Urban Forest/River Corridor (UF) – Jim McCready, Chair
- Accessibility (ACC) – Kory Earl, Chair
- Carleton Place Environmental Advisory (EA) - Bill Slade, Chair
- Police Service Board (PSB) – Theresa Fritz, Chair

GOALS AND OBJECTIVES	✓ = yes	x + no	? = possibly	REC	MDS	UF	ACC	EA	PSB
Communication – info to share		x		x	✓	x	✓	✓	?
Communication - consult	✓			✓	✓	?	✓	✓	?
Communication – will help	✓			✓	✓	?	✓	✓	?
Managed Growth: OP/DP- info			?	?	✓	✓	✓	✓	?
Managed Growth: OP/DP - consult	✓			✓	✓	✓	✓	✓	?
Managed Growth: Affordable Housing- info		x		x	?	x	?	✓	✓
Managed Growth: Affordable Housing - consult		x		x	✓	x	✓	✓	✓
Managed Growth: Affordable Housing - forum	✓			✓	✓	x	✓	✓	✓
Managed Growth: Development Charges - info	✓			✓	x	✓	x	✓	?
Managed Growth: Development Charges - consult	✓			✓	x	✓	✓	✓	?
Corporate Health: Operational Review - info		x		x	x	✓	x	x	x
Corporate Health: Operational Review - consult	✓			✓	x	x	✓	✓	✓
Corporate Health: Technology - info		x		x	x	✓	x	x	x
Corporate Health: Technology - consult	✓			✓	x	x	✓	✓	✓
Corporate Health: Asset Management- info		x		x	x	x	x	x	x
Corporate Health: Asset Management - consult	✓			✓	x	✓	✓	✓	x
Community & Economic Dev Plan - info	✓			✓	✓	✓	x	x	✓
Community & Economic Dev Plan - consult	✓			✓	✓	✓	✓	✓	✓
Community & Economic Dev Plan - will partner	✓			✓	✓	✓	✓	x	✓

External Partner Interviews

- Carleton Place and District Memorial Hospital (CPDMH) – Mary Wilson-Trider, President and CEO
- Carleton Place Chamber of Commerce (Chamber) – Jackie Cavanagh, Manager
- Carleton Place Downtown Business Association (DBA) – Kate Murray, Manager
- Leeds-Grenville, Lanark Health Unit(LGLHU) – Danielle Shewfelt, Public Health Nurse and Carleton Place lead for Healthy People, Vibrant Communities
- Ontario Provincial Police (OPP) – Inspector Derek Needham, Detachment Commander

Do you see that you and your organization might fit into the strategic plan and process?

CPDMH	Yes, in all goals
Chamber	Yes, the hospital needs a good town to attract volunteers and staff
DBA	Yes, DBA is hungry for change
LGLHU	Yes, in all goal areas
OPP	Yes, especially in proactive crimes against people

Do you have any information that might be helpful?

CPMDH	Clinical services plan
Chamber	CP Chamber Strategic Plan, Vote 2018 information
DBA/BIA	Open for discussion, members would love to be invited to a forum to gather opinion; info from Ontario BIA
LLGHU	Community Development, Communications, Managed Growth, Corporate Health
OPP	Cross-industry forum re transferable technology Corporate Health, community development

Are you a willing partner in any of the action?

	Leadership role	Support role	Please keep informed
CPMDH		<p>Communication – will be social as well as willing to act as trusted spokesperson</p> <p>Managed Growth – key player with ability to respond</p> <p>Corporate Health – could be a resource to the CAO</p> <p>Community & Economic Development – would sit on a monthly committee</p>	<p>Managed Growth – need to be kept informed because it impacts service levels</p>

Chamber		<p>Community & Economic Development – would sit on working group and committee; would lead focus groups, talk to people</p> <p>Communication – would amplify the Town’s messages, and would work in a coordinated way on signage</p> <p>Corporate Health – part of the facilities discussion in asset management</p> <p>Managed Growth – especially as it relates to business</p>	
DBA	Communication for downtown	<p>Communication for all CP;</p> <p>Managed Growth – downtown issues</p> <p>Community & Economic Development - will sit on committee</p>	Corporate Health
LLGHU	Community and Economic Development – willing to facilitate public process, to help prioritize and mobilize, has innovative tools and can lead evaluation	<p>Communications – resource for community engagement, access to HU team, HU website; Managed Growth – aligns with LLGHU, has tools, has access to other partners, can conduct literature review;</p> <p>Corporate Health – workplace health and wellness, support and resources, professional development</p> <p>Community & Economic Development – will sit on working group</p>	
OPP		<p>Communication –will help be a trusted source;</p> <p>Community & Economic Development – will sit on committee</p>	

What do you need from the Town of Carleton Place?

CPMDH	Relationship, interest and support of Council; to be included in the planning conversation; financial support for emergency department
Chamber	Relationship, information sharing
DBA	Information, to be kept in the loop about anything affecting downtown; collaboration and partnership

BALANCED GROWTH: ACTION PLAN OF 2019-2023 CARLETON PLACE STRATEGIC PLAN FOR STAFF USE

LLGHU	Collaboration, partnership, and relationship; understanding of municipal goals to help in the success
OPP	Relationship and partnership – continue!

Would you prioritize the Goals set in the Strategic Plan?

CPMDH	1. Managed Growth, since this is the biggest risk to municipality
Chamber	1. Communication
DBA	1. Communication 2. Community and Economic Development
LLGHU	1. Communication 2. Corporate Health
OPP	1. Community and Economic Development

Do you have any recommendations for the Town of Carleton Place?

CPMDH	If the town succeeds, the hospital succeeds; develop an employment base that keeps people in the community; find an arts-based anchor event, preferably a series, that keeps people coming to and then back to town.
Chamber	Manage the growth, don't just let it happen; invest time and effort in determining future of downtown so it can thrive for next decade; make this a community where people want to live; invest in the public space and in recreational facilities; make Carleton Place a welcoming place with great Town Hall customer service
DBA	Find trust-worthy grass roots ambassadors to champion the town and counter negativity; follow through on the quick wins in the plan; get happy!
LLGHU	Engage and include the community; include active transportation and green space in managed growth
OPP	Investing in vulnerable populations has a high impact on the whole community

Notes to this plan:

- This is an extremely ambitious plan that aims to balance the tremendous residential and business growth in Carleton Place with the corporate and community impact of that growth. An annual review and adjustment will be needed to keep the plan on track, and to consider if adjustments to the plan are necessary. Annual reporting on the plan will demonstrate scope and achievements, openness, transparency, and accountability.
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- Significant plans, reviews and studies are called for in this strategic plan, and additional actions, including human resources, capital projects and budget impacts, will be identified through the process of the plans, including:
 - Communications Plan
 - Human Resources review
 - Recreation Master Plan
 - Community and Economic Development Plan
 - Asset Management Plan
 - Official Plan Review
- Significant plans, reviews and studies are called for in this strategic plan that will need various degrees of public consultation, including:
 - Communications Plan
 - Recreation Master Plan
 - Community and Economic Development Plan
 - Development Charges Background Study
 - Affordable Housing Forum
 - Official Plan Review
 - Development Permit By-Law Review
- This Strategic Plan is a living document. The timelines are flexible, and will be adjusted as further plans and studies identify priorities. The lead and supporting departments are subject to change following organizational and human resources reviews. The Legacy projects will be identified and refined through the Recreation Master Plan and Community and Economic Development Master Plan
- The current long term financial plan [2018-2027 LTFP.pdf](#) includes many capital projects, and will be updated before the end of the Council term when resulting projects are determined through the plans, studies, reviews and consultations

Benefits of this plan.

Administrative Benefits

- Internal current and anticipated departmental and municipal management, operations and identified goals will be considered; known external factors can be included and planned for so long-term objectives do not get pushed aside; work load can be evaluated and managed
- A clear Action Plan, in tabular format, that is realistic and easy to use and track to gather the appropriate information to evaluate progress and demonstrate accountability
- Clear responsibility identification and collaboration between departments
- Easy-to-use and professionally-designed report card template for annual use
- Process is celebrated and staff team is recognized

Political Benefits

- Individual and municipal goals will be considered in areas of focus
- Results-oriented process promotes action
- Progress clearly demonstrates accountability to taxpayer
- Process is celebrated and Council leadership is evident

Community Benefits

- Recognition of valued partnership and relationship between Community and Council
- Community organizations are committed to working on the focus areas identified
- Trusting relationship is nurtured
- Process is celebrated and community is included