

**CORPORATION OF THE TOWNSHIP OF CENTRAL FRONTENAC**

**BY-LAW # 2017-08**

**BEING A BY-LAW TO ESTABLISH THE STRATEGIC PLAN  
2017-08 FOR THE CORPORATION OF THE TOWNSHIP OF  
CENTRAL FRONTENAC**

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**WHEREAS** the Council of The Corporation of the Township of Central Frontenac hereby establishes a Strategic Plan stating the municipality's key initiatives setting priorities and actions to guide the municipality throughout the 2017-2020 years.

**NOW THEREFORE THE** Council of The Corporation of The Township of Central Frontenac ENACTS AS FOLLOWS:

1. THAT the Strategic Plan attached be referenced as **Schedule A** to this By-Law be adopted and;
2. THAT this By-law be enacted on the day of passage, February 14, 2017

READ THREE TIMES AND PASSED this 14<sup>th</sup> day of February, 2017.

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Mayor, Frances Smith

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Clerk Administrator, Cathy MacMunn

# TOWNSHIP OF CENTRAL FRONTENAC



## Corporate Strategic Plan 2017-2020



Adopted by By-law 2017-08 on February 14, 2017

## COMMUNITY PROFILE

The Township of Central Frontenac was incorporated on January 1, 1998 and is made up of four (4) former Townships including Kennebec, Olden, Oso and Hinchinbrooke. The Municipal office for these amalgamated Townships is located in Sharbot Lake. Sharbot Lake is located approximately 75 kilometres north of Kingston and 123 kilometres west of Ottawa with most of the village just south of the intersections of Highway 7 and Road 38. Also located in the municipality are the hamlets of Parham, Mountain Grove and Arden. In addition, there are the predominately residential cross road communities of Tichborne, Piccadilly, Godfrey, Henderson, Elm Tree and Crow Lake.

**Spread across 1025 square kilometres (395.75 square miles) of unspoiled granite terrain, its rolling hills, winding roads, rippling waters and rugged terrain characterize this rural area and foster a traditional Canadian environment and lifestyle. The**



**Township of Central Frontenac enjoys a unique character and quality of life that distinguishes the municipality from other areas of Ontario. The rural values, the sense of place, the unique landscapes, the importance of water resources and the quality of life enjoyed by those who live in and who visit the community is integral to the municipality. The municipality is rich in lakes and other**



**waterbodies. Section 2.5 – Settlement Pattern of the 2008 Official Plan states that “future growth will occur primarily through waterfront residential development. Of the total residential vacant lot supply of 920 lots (January 2000), 603 (63%) are located on or adjacent to some 39 lakes in the municipality (does not include complete inventory of lakes).” In response to the request for public input, there was a**

**strong indication that protection and health of the township’s natural environment is very important.**

Water and sewer services are comprised of private septic and well systems.

Central Frontenac has a permanent population of 4,555 that more than doubles in the summer due to the seasonal residents and visitors that are attracted to the area. There are 4,091 households with 1,879 of those being seasonal. The number of qualified electors for the 2014 municipal election was 9,067.

### **Economic and Development Trends**

As mentioned above, there are a number of settlement areas in the municipality. According to the 2008 Official Plan, the Village of Sharbot Lake is the largest of the settlement areas and offers the most extensive scope and mix of land uses and public services and therefore it would probably be considered to be the hub of the municipality.

The Frontenac Community Futures Development Corporation lists 73 Central Frontenac businesses in its Business Directory. The type of businesses are diverse and include several in the hospitality/accommodation/dining category, followed by a number in the arts as well as the construction fields. This is only some of the types of businesses in the municipality and is by no means an extensive list. In a 2016 study completed by Jp2g Consultants Inc. for the County of Frontenac, the consultant noted *“Approximately 33% of the overall Frontenac employment base worked at home in 2011, as compared to a 2011 provincial average of work at home employment of approximately 8%. Frontenac County will retain its comparatively high work at home employment over the 2011-2036 time period due to improved telecommunication technology, and increased opportunities related to telecommuting in the commercial and institutional employment sectors.”* While these numbers are applicable to the county as a whole, it might be fair to assume that there are likely many home-based businesses in Central Frontenac that are not yet listed in the CFDC business directory

There are a number of resident that commute to larger centres for employment.

The Royal Canadian Legion has two active branches in the township -Branch 425 in Sharbot Lake and Branch 334 in Arden. The Sharbot Lake and District Lions Club and Masonic Lodge are also located in Sharbot Lake.

There is a strong sense of community in Central Frontenac due to its healthy volunteer base.

## Municipal Services

### Corporate Services

- Clerk's Department
- Treasury
- Human Resources
- Information Technology

### Environmental Services

- Solid Waste Management

### Roads

### Planning and Development

- Planning
- Building

### Recreation and Culture

- Parks
- Community Centres/Halls

### Protective Services

- Fire Protection and Prevention
- By-law Enforcement
- Policing

## Administration

Corporate Services is responsible for most of the administrative duties of the municipality. This would include municipal treasury such as accounting, budgeting and reporting and tax collection. The Clerk's department is responsible for record keeping and management, preparing Council agendas and minutes and elections. Other duties that fall under Corporate Services are human resources, development of policies, implementing Council direction and initiatives, communications, coordination of land use planning and by-laws, cemeteries, lottery licences and marriage licences. IT services, including website management, is provided by the County.

## Waste Management

There are two (2) land fill sites and one (1) transfer station located in Central Frontenac. The municipality administers an active and effective recycling program and accepts only clear garbage bags. In 2016 two Amnesty Periods have been scheduled where property owners may dispose of a single load of household refuse at no charge at the waste sites during normal hours of operation for a two week period; one starting in May and the other starting in September.

With respect to hazardous waste, the municipality provides for a drop off day under the Orange Drop Program and is held one Saturday in July and also participates in the ReGeneration Program, E-Waste and Battery recycling.

## **Roads**

The municipality is responsible for 1,163 lane kilometres of roads, 15 bridges and 19 culverts. Arterial roads would be Road 509 and Road 38 (former Provincial Highways).

## **Building and Planning**

The Chief Building Official is a full-time permanent employee of the township, who also works closely with the Facilities Coordinator.

Central Frontenac is the approval authority for consent applications and minor variances. The approval authority for plans of subdivision is the County of Frontenac. The municipality's Committee of Adjustment consists of all members of Council. Although, coordination of land use planning is the responsibility of a designated municipal staff member, planning services are provided by the Planning Department of the County of Frontenac.



## **Recreation**

The municipality does not have staff dedicated to oversee parks, recreation facilities and/or areas or activities. Given the number of pristine lakes and rivers in the area, outdoor recreation opportunities are plentiful. A recreation feature with a high profile is the K & P Trail. The Frontenac K&P Trail follows, as much as possible, the former K&P Railway Company line. It runs from Kingston to Sharbot Lake and further north into the County of Renfrew. Creating loops and linking to regional trail systems provides an opportunity for trail enthusiasts of every age and skill level to experience diverse natural and cultural landscapes 12 months of the year. The Frontenac K&P Trail, which begins at the Kingston city limits at Orser Road and will ultimately reach Sharbot Lake, is a total distance of 58 kilometres. The County of Frontenac is working with the Township of Central Frontenac on this project. It is anticipated that the Frontenac K&P Trail will be a community asset that offers benefits that can be enjoyed by residents, communities, businesses, and tourists alike. The Trail will promote the further development of Trail-based tourism in the County of Frontenac and, once registered as a portion of the Trans Canada Trail, will be affiliated with the most known Trail network in the country.

There are also a number of organized regular recreation activities available to the residents. Most of these activities are administered by volunteers. There are 5 community halls in Central Frontenac and the municipality relies on the generous services of the four volunteer Recreation Committees to run recreational programs.

The Township of Central Frontenac directly administers the Red Cross Swim Kids/Preschool programs as well as the Lifesaving Society program. The coordinator for these programs is a member of the municipal office staff.

### **Protective Services**



#### **Fire Protection and Prevention**

Fire protection and prevention services are provided by dedicated part-time (volunteer) firefighters headed by a part-time Fire Chief and a part-time Deputy Fire Chief. The municipality operates six fire halls.

### **Policing**

Policing is provided by the Ontario Provincial Police with a detachment located in Sharbot Lake.

### **By-law Enforcement**

By-law enforcement services are provided by a private contractor, Frontenac By-law Enforcement.

### **Ambulance**

The County of Frontenac provides ambulance services. There is a satellite ambulance station located in Parham.



### **Municipal Government**

The Township of Central Frontenac is governed by a nine member council comprised of a Mayor and two councillors for each of the four districts. The Deputy Mayor is appointed by way of a vote by council members at the inaugural meeting which is rotated each year.

The municipality has budgeted for almost \$11 million in expenditures for 2016.

The upper tier is the County of Frontenac, which is headquartered on Battersea Road in Glenburnie, Ontario. The Mayor and one other member of Council for the Township of Central Frontenac are members of County council. The county provides the following services:-

- Emergency Services
- Social Services
- Long-Term Care

- Social Housing
- Children's Services
- Ontario Works employment services and financial assistance
- Planning and Economic Development
- Administration of Provincial Offences
- Land Use Planning
- Economic Development
- Information Technology

## **Strategic Planning Process**

Members of Council and senior staff met on June 20, 2016 to participate in a strategic planning exercise facilitated by Penny Sharman of Sharman Municipal Consulting. The participants completed a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis; which identified the municipality's Decreasing and Increasing Pressures; developed a wish list of strategic actions and concluded the evening by prioritizing that wish list.

The consultant met with Council on July 12, 2016 to review the results of the prioritization and to confirm the direction in which to proceed and was authorized to draft a preliminary framework for the Strategic Plan, which included such components as a vision statement, a mission statement, focus areas and strategic actions. The Vision and Mission Statements were developed by a five member committee consisting of three members of council and two members of senior staff.

The draft plan was reviewed and approved by Council on August 9, 2016. Public input regarding the proposed plan was gathered by means of a questionnaire posted on Survey Monkey. The public input was reviewed and some of it was incorporated into the final version of the Strategic Plan.

The Strategic Plan was adopted by Council on February 14, 2017.

## **Introducing the Strategic Plan Components**

The Strategic Plan for the Township of Central Frontenac is divided into four areas which comprise the main elements of any good strategic plan.

**Vision**, which describes what the Township of Central Frontenac is striving to become

**Mission**, which describes the role of the Township of Central Frontenac in realizing the municipality's vision

**Focus Areas** which describe the key areas of interest and  
**Strategic Actions**, which identify the activities within each of the focus areas demonstrating the way that the township will contribute to making those results happen.



# VISION & MISSION STATEMENTS

## Vision

Central Frontenac will be a vibrant progressive community which will continue to provide a clean, friendly, natural environment that promotes a healthy active lifestyle, balanced with economic development opportunities to ensure financial viability.

## Mission

Through efficient and effective leadership, Central Frontenac will continue to foster the development of a community in a customer-friendly, cost-efficient, creative and environmentally sensitive manner that provides opportunity for all to enjoy life, earn a living and pursue leisure activities.

# FOCUS AREAS

The focus areas for the Township of Central Frontenac are:

### **Asset Management**

Making the best possible decisions regarding the building, operating, maintaining, renewing, replacing and disposing of infrastructure *assets*.

### **Environmental Services**

Managing of environmental services and initiatives that support future needs and interests of the community.

### **Good Governance & Effective Administration**

To provide effective and efficient municipal governance and administration.

### **Health, Recreation, Culture & Lifestyle**

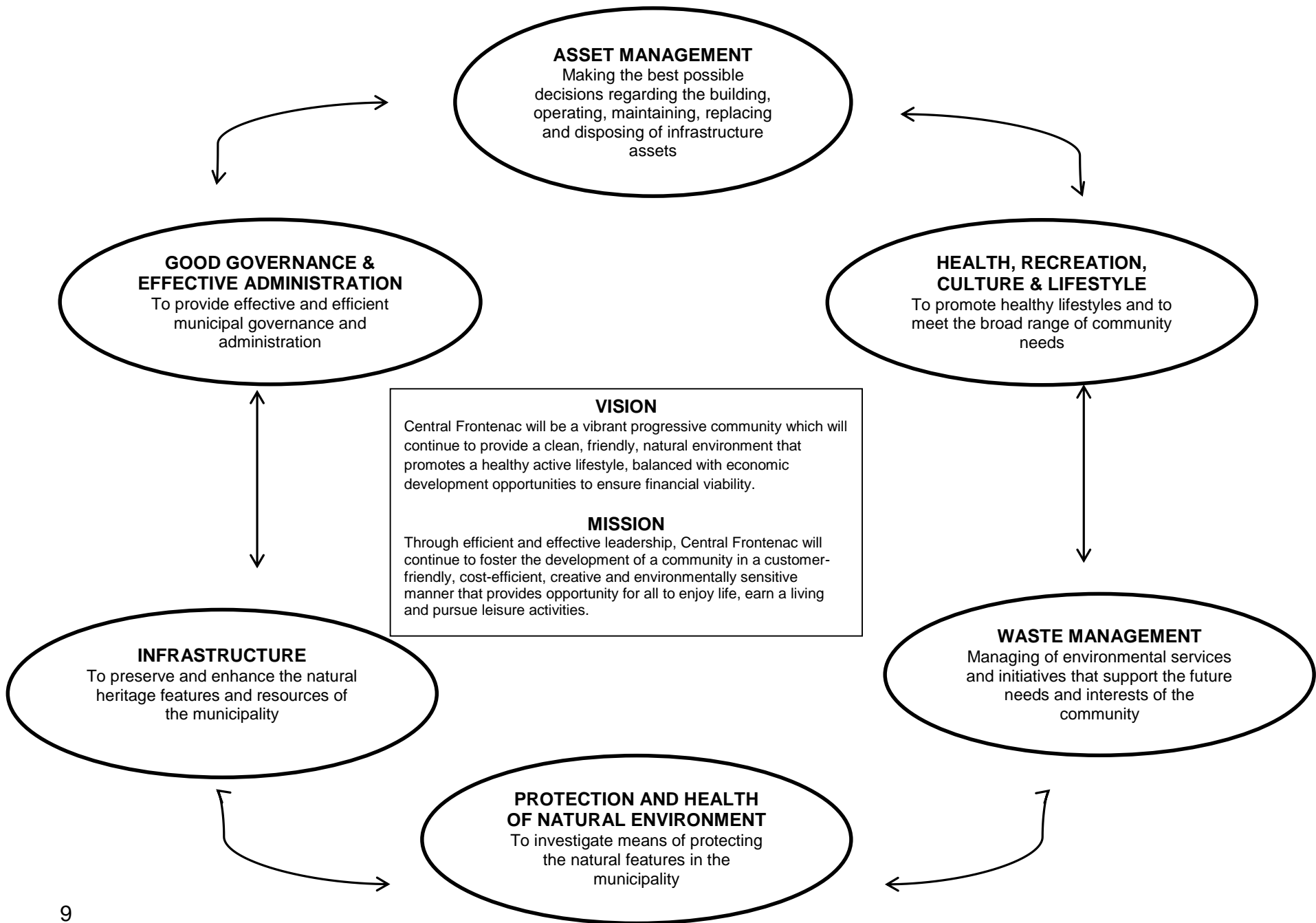
To promote healthy lifestyles and to meet the broad range of community needs.

### **Infrastructure**

To effectively respond to the challenges of addressing the Township's municipal infrastructure needs.

### **Protection and Health of Natural Environment**

To investigate means of protecting the natural features in the municipality



The following tables list the strategic actions within the focus areas

### **ASSET MANAGEMENT**

1. Develop a Strategy for Increasing Reserves for Pumper Replacement
2. Review and update Asset Management Review-replacement plan-complete detailed attributes

### **GOOD GOVERNANCE AND EFFECTIVE ADMINISTRATION**

1. Finish Fire Review & Implement
2. Update the Zoning By-law & Official Plan
3. Develop New Website
4. Update Procedural By-law
5. Look for funding sources
6. Complete an Economic Development Strategic Plan (ensure branding and signage is included)
7. Update Sign By-law
8. Develop a by-law review strategy
9. Review existing complaint call system & improve where required and/or possible
10. Update Human Resources Policies
11. Update Health & Safety Policies
12. Review Council Remuneration
13. Strive to develop a relationship with First Nations Community
14. Replace photocopiers
15. Implement an Electronic File Storage system
16. Investigate partnerships-funding for EMS

### **Health, Recreation, Culture and Lifestyle**

1. Assess the need and possibility of a Senior Housing Project
2. Develop a Central Frontenac Recreational Committee and assess the need for a recreational staff position
3. Develop trails operations strategy
4. Create mapping for Central Frontenac cemeteries
5. Develop an inventory of available recreational services
6. Build Oso Rink
7. Work toward completion of the Mountain Grove Ball Field
8. Ensure County is aware of long term care needs in the municipality
9. Build Arden Rink

### Infrastructure

1. Address the two schools
2. Have a Roads Needs study done
3. Review facility inventory/reducing facility inventory
4. Undertake work to ensure accessibility compliance with OADA and assess expansions needs/costs of office space
5. Determine municipality's obligations for roads leading to a single house/low volume roads
6. Finish Mountain Grove library

### PROTECTION AND HEALTH OF NATURAL ENVIRONMENT

1. Establish a Task Force to Develop a Strategy for the Protection and Health of Central Frontenac's Natural Environment

### WASTE MANAGEMENT

1. Complete a Waste Management Review

#### **Implementing and Monitoring the Strategic Plan**

In order to implement and monitor the Strategic Plan, evaluation criteria and monitoring mechanisms have been established as an integral part of the plan itself. They are directly related to each strategic action and will assist Council and Staff in assessing the success of implementing the Plan.

Quarterly reports will provide Council with up to date status on each strategic action.

Appendix I – *Evaluation Criteria and Monitoring Mechanisms to Achieve Specific Goals and Implement the Strategic Plan* – basically details who is responsible for each strategic action and when it will be completed.

Appendix II – *Corporate Work Plan 2016/17-2020* – is a graphical representation of the timeframes for each strategic action.

**Contact Information:** Clerk Administrator, Township of Central Frontenac

## Appendix I

### V. Evaluation Criteria & Monitoring Mechanisms to Achieve Specific Goals and Implement the Strategic Plan

#### FOCUS AREA – ASSET MANAGEMENT

**Strategic Actions:**

**1. Develop a Strategy for Increasing Reserves for Pumper Replacement**

<b>Responsibility</b>	Treasurer
<b>Resources</b>	Fire Chief, Municipal Budget, funding from senior levels of government, staff time
<b>Target Date</b>	2017
<b>Performance Indicators</b>	Percentage of fire reserves to target cost
<b>Project Status</b>	Completed for 2017, ongoing for each year subject to Council approval

**2. Asset Management Review-replacement plan-complete detailed attributes**

<b>Responsibility</b>	Treasurer
<b>Resources</b>	City Wide Software, municipal budget, staff time, Department heads
<b>Target Date</b>	2018
<b>Performance Indicators</b>	Review complete and updated asset management plan
<b>Project Status</b>	In progress

#### FOCUS AREA – GOOD GOVERNANCE AND EFFECTIVE ADMINISTRATION

**Strategic Action:**

**1. Finish Fire Review & Implement**

<b>Responsibility</b>	Fire Chief, Clerk Administrator
<b>Resources</b>	Consultant, Municipal Budget, Treasurer, staff time
<b>Target Date</b>	2017
<b>Performance Indicators</b>	Review is implemented
<b>Project Status</b>	In progress

**2. Update the Zoning By-law & Official Plan**

<b>Responsibility</b>	Clerk Administrator
<b>Resources</b>	County planner, CBO, staff time, county levy, municipal budget
<b>Target Date</b>	2018
<b>Performance Indicators</b>	ZBL and OP adopted
<b>Project Status</b>	In progress

### 3. Develop New Website

<b>Responsibility</b>	Treasurer & County IT
<b>Resources</b>	Staff time, County levy, consultants
<b>Target Date</b>	2017
<b>Performance Indicators</b>	Website launched
<b>Project Status</b>	In progress

### 4. Update Procedural By-law

<b>Responsibility</b>	Clerk Administrator
<b>Resources</b>	Staff time, other municipalities
<b>Target Date</b>	2019
<b>Performance Indicators</b>	By law adopted
<b>Project Status</b>	TBD

### 5. Look for funding sources

<b>Responsibility</b>	Department heads
<b>Resources</b>	Staff time, senior levels of government, ongoing annual grant applications for current grant programs, funding research for obscure programs, County staff,
<b>Target Date</b>	2017-2020
<b>Performance Indicators</b>	Approved grants
<b>Project Status</b>	Ongoing

### 6. Complete an Economic Development Strategic Plan (ensure branding and signage is included)

<b>Responsibility</b>	TBD
<b>Resources</b>	Economic Development Committee, County staff, municipal staff, senior levels of government (OMAFRA)
<b>Target Date</b>	2019
<b>Performance Indicators</b>	Strategic plan complete
<b>Project Status</b>	TBD

### 7. Update Sign By-law

<b>Responsibility</b>	Manager, Development Services/CBO
<b>Resources</b>	Municipal staff time, municipal budget, By-law Enforcement Officer
<b>Target Date</b>	2019
<b>Performance Indicators</b>	By-law adopted
<b>Project Status</b>	TBD

### 8. Develop a by-law review strategy

<b>Responsibility</b>	Clerk Administrator
<b>Resources</b>	Staff time, solicitor, other municipalities
<b>Target Date</b>	Ongoing
<b>Performance Indicators</b>	Strategy in place and implemented
<b>Project Status</b>	Ongoing

**9. Review existing complaint call system & improve where required and/or possible**

<b>Responsibility</b>	Public Works Manager
<b>Resources</b>	Department heads, City Wide software, staff time, neighbouring municipalities
<b>Target Date</b>	2020
<b>Performance Indicators</b>	Regular report to council
<b>Project Status</b>	Ongoing

**10. Update Human Resources Policies**

<b>Responsibility</b>	Clerk Administrator
<b>Resources</b>	HR Committee, Solicitor, neighbouring municipalities, County HR, staff time
<b>Target Date</b>	2020
<b>Performance Indicators</b>	Policies updated
<b>Project Status</b>	TBD

**11. Update Health & Safety Policies**

<b>Responsibility</b>	Health & Safety Representative
<b>Resources</b>	Staff, Health & Safety Committee, County Health & Safety, Public Health & Safety
<b>Target Date</b>	2020
<b>Performance Indicators</b>	Policy updated
<b>Project Status</b>	TBD

**12. Review Council Remuneration**

<b>Responsibility</b>	Council
<b>Resources</b>	Clerk Administrator, other municipalities, AMCTO, AMO
<b>Target Date</b>	2018/19
<b>Performance Indicators</b>	Decision made
<b>Project Status</b>	TBD

**13. Replace photocopiers**

<b>Responsibility</b>	Treasurer
<b>Resources</b>	County purchasing, Municipal Budget
<b>Target Date</b>	2017
<b>Performance Indicators</b>	Equipment purchased
<b>Project Status</b>	RFP to be issued shortly

**14. Strive to develop a relationship with First Nations Community**

<b>Responsibility</b>	Head of Council and Council
<b>Resources</b>	Staff time, other municipalities, senior levels of government, County, planning documents
<b>Target Date</b>	2017-2020
<b>Performance Indicators</b>	Potential partnerships recognized
<b>Project Status</b>	On going

## 15. Implement an Electronic File Storage System

<b>Responsibility</b>	Clerk Administrator
<b>Resources</b>	County, Consultant, staff time, municipal budget
<b>Target Date</b>	2020
<b>Performance Indicators</b>	New system implemented
<b>Project Status</b>	Ongoing

## 16. Investigate partnerships-funding for EMS

<b>Responsibility</b>	Fire Chief
<b>Resources</b>	Senior levels of government, County, staff time, other municipalities
<b>Target Date</b>	2017-2020
<b>Performance Indicators</b>	Partnerships established, funding obtained
<b>Project Status</b>	Ongoing

## FOCUS AREA – HEALTH, RECREATION, CULTURE & LIFESTYLE

### Strategic Action

#### 1. Assess the need and possibility of a Senior Housing Project

<b>Responsibility</b>	Council designate,
<b>Resources</b>	County Senior Housing Task Force Committee, Senior Housing Committee
<b>Target Date</b>	2017-2020
<b>Performance Indicators</b>	Need determined
<b>Project Status</b>	Ongoing

#### 2. Develop a Central Frontenac Recreational Committee and assess the need for a recreational staff position

<b>Responsibility</b>	Clerk Administrator
<b>Resources</b>	Council, municipal budget, neighbouring municipalities, senior levels of government, District Rec Committees, staff time
<b>Target Date</b>	2017-2019
<b>Performance Indicators</b>	Committee established, need for designated staff person determined
<b>Project Status</b>	Ongoing/in progress

#### 3. Develop trails operation strategy

<b>Responsibility</b>	Clerk Administrator
<b>Resources</b>	Treasurer, Head of Council, County EcDev, County IT, OFSC, EOTA, Multi-Use Cultural Committee, senior levels of government, staff time, municipal budget
<b>Target Date</b>	2018
<b>Performance Indicators</b>	Creating trails hub
<b>Project Status</b>	Ongoing



**3. Create Mapping for Central Frontenac Cemeteries**

<b>Responsibility</b>	Clerk Administrator
<b>Resources</b>	Treasurer, Software, staff time, consultant
<b>Target Date</b>	2017
<b>Performance Indicators</b>	Mapping completed
<b>Project Status</b>	In progress

**4. Develop an inventory of available recreation services in the township**

<b>Responsibility</b>	Recreation Committee
<b>Resources</b>	Staff time, Frontenac News inventory, County, CFDC
<b>Target Date</b>	2019
<b>Performance Indicators</b>	Inventory completed
<b>Project Status</b>	TBD

**5. Build Oso Rink**

<b>Responsibility</b>	Manager, Development Services/CBO
<b>Resources</b>	Oso Recreation Committee
<b>Target Date</b>	2017
<b>Performance Indicators</b>	Rink completed
<b>Project Status</b>	In progress

**6. Work toward the completion of the Mountain Grove Ball Field**

<b>Responsibility</b>	Manager, Development Services/CBO
<b>Resources</b>	Existing Rec Committee, staff time, municipal budget
<b>Target Date</b>	2018
<b>Performance Indicators</b>	Ball field in operation
<b>Project Status</b>	In progress

**7. Ensure County is aware of the Long Term Care Needs in the Municipality**

<b>Responsibility</b>	Council designate
<b>Resources</b>	Clerk Administrator, staff time
<b>Target Date</b>	2017
<b>Performance Indicators</b>	County informed on ongoing basis
<b>Project Status</b>	TBD

**8. Upgrade Arden Rink**

<b>Responsibility</b>	Manager, Development Services
<b>Resources</b>	Staff time, Rec Committee
<b>Target Date</b>	2017
<b>Performance Indicators</b>	Assess what upgrades are requested, Council approves or rejects
<b>Project Status</b>	TBD

## FOCUS AREA – INFRASTRUCTURE

### 1. Address the two schools

<b>Responsibility</b>	Council
<b>Resources</b>	Manager, Development Services, staff time, municipal budget
<b>Target Date</b>	TBD
<b>Performance Indicators</b>	Decisions made
<b>Project Status</b>	TBD

### 2. Have a Roads Needs Study Done

<b>Responsibility</b>	Public Works Manager
<b>Resources</b>	Consultant, Staff time,
<b>Target Date</b>	2017
<b>Performance Indicators</b>	Study completed
<b>Project Status</b>	To be started in near future

### 3. Review Facility Inventory/Reducing Facility Inventory

<b>Responsibility</b>	Manager, Development Services
<b>Resources</b>	Staff time
<b>Target Date</b>	2017/2018
<b>Performance Indicators</b>	Report to Council
<b>Project Status</b>	In progress

### 4. Undertake Work to Ensure Accessibility Compliance with OADA and Assess Expansion Needs/Cost of Office Space

<b>Responsibility</b>	Manager, Development Services
<b>Resources</b>	Department Heads, staff time, municipal budget, County Accessibility Committee, City of Kingston
<b>Target Date</b>	2017/18
<b>Performance Indicators</b>	OADA Compliance Strategy, Expansion needs Assessed
<b>Project Status</b>	In progress

### 5. Determine municipality's obligations for roads leading to a single house/low volume roads

<b>Responsibility</b>	Public Works Manager
<b>Resources</b>	County Planner, Staff time, solicitor, Planning documents,
<b>Target Date</b>	2017/2018
<b>Performance Indicators</b>	Obligation determined, incorporated into planning documents
<b>Project Status</b>	In progress

**6. Finish Mountain Grove Library**

<b>Responsibility</b>	Fire Chief
<b>Resources</b>	KFPL library system, staff time
<b>Target Date</b>	2017
<b>Performance Indicators</b>	Completed
<b>Project Status</b>	Completed

**FOCUS AREA – PROTECTION AND HEALTH OF NATURAL ENVIRONMENT**

**Strategic Action**

**1. Establish a Task Force to Develop a Strategy for the Protection and Health of Central Frontenac’s Natural Environment**

<b>Responsibility</b>	Council
<b>Resources</b>	Task Force, Staff time
<b>Target Date</b>	2018
<b>Performance Indicators</b>	Task Force established
<b>Project Status</b>	TBD

**FOCUS AREA – WASTE MANAGEMENT**

**Strategic Action**

**1. Complete a Waste Management Review**

<b>Responsibility</b>	Public Works Manager
<b>Resources</b>	Staff time, senior levels of government, consultant, other municipalities, County
<b>Target Date</b>	2018
<b>Performance Indicators</b>	Review complete
<b>Project Status</b>	TBD

Appendix 2

Corporate Work Plan 2017 – 2020

FOCUS AREAS AND STRATEGIC ACTIONS	2017	2018	2019	2020
<b>Asset Management</b>				
Develop a Strategy for Increasing Reserves for Pumper Replacement	Yellow			
Review and update Asset Management Review-replacement plan-complete detailed attributes		Yellow		
<b>Good Governance &amp; Effective Administration</b>				
Finish Fire Review & Implement	Yellow			
Update the Zoning By-law & Official Plan		Yellow		
Develop New Website	Yellow			
Update Procedural By-law			Yellow	
Look for funding sources	Light Blue	Light Blue	Light Blue	Light Blue
Complete an Economic Development Strategic Plan (ensure branding and signage is included)	Light Orange	Light Orange	Light Orange	Light Orange
Update Sign By-law			Yellow	
Develop a by-law review strategy	Light Blue	Light Blue	Light Blue	Light Blue
Review existing complaint call system & improve where required and/or possible				Yellow
Update Human Resources Policies				Yellow
Update Health & Safety Policies				Yellow
Review Council Remuneration		Light Blue	Light Blue	
Strive to develop a relationship with First Nations Community	Light Blue	Light Blue	Light Blue	Light Blue
Replace photocopiers	Yellow			
Implement an Electronic File Storage system				Yellow
Investigate partnerships-funding for EMS	Light Blue	Light Blue	Light Blue	Light Blue
<b>Health, Recreation, Culture &amp; Lifestyle</b>				
Assess the need and possibility of a Senior Housing Project	Light Blue	Light Blue	Light Blue	Light Blue
Develop a Central Frontenac Recreational Committee and assess the need for a recreational staff position	Light Blue	Light Blue	Light Blue	
Develop trails operations strategy		Yellow		
Create mapping for Central Frontenac cemeteries	Yellow			
Develop an inventory of available recreational services			Yellow	
Build Oso Rink	Yellow			
Work toward completion of the Mountain Grove Ball Field		Yellow		
Ensure County is aware of long term care needs in the municipality	Yellow			
Upgrade Arden Rink	Yellow			

Appendix 2

<b>FOCUS AREAS AND STRATEGIC ACTIONS</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Infrastructure</b>				
Address the two schools				
Have a Roads Needs study done				
Review facility inventory/reducing facility inventory				
Undertake work to ensure accessibility compliance with OADA and assess expansions needs/costs of office space				
Determine municipality's obligations for roads leading to a single house/low volume roads				
Finish Mountain Grove library				
<b>Protection and Health of Natural Environment</b>				
Establish a Task Force to Develop a Strategy for the Protection and Health of Central Frontenac's Natural Environment				
<b>Waste Management</b>				
Complete a Waste Management Review				

Within the year	From Start to Finish	To be Determined
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