



# Municipal Sustainability Plan

**Date Issued:** October 30, 2008  
**Updated:** October 1, 2013



**Town of Calmar**  
**Municipal Sustainability Plan (MSP) –October 1, 2013**

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**Abbreviations**

ACRB -	Alberta Capital Region Board
ASP -	Area Structure Plan
AUMA -	Alberta Urban Municipalities Association
CAO -	Chief Administrative Officer
HR -	Human Resources
MSP -	Municipal Sustainability Plan
JMDP -	Joint Municipal Development Plan
LEED -	Leadership in Energy and Environmental Design
LUB -	Land Use Bylaw
MDP -	Municipal Development Plan
MGA -	Alberta Municipal Government Act
MLA -	Member of Alberta Legislative Assembly
MP -	Federal Member of Parliament
OH&S -	Occupational Health and Safety Legislation
Q -	Quarter

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## **1. Town Strategic Planning**

### **1.1. Historical Planning**

The concept of MSP planning is similar to strategic planning in that most of the elements or components are part of MSP. Perhaps MSP concentrates more on environmental and community processes, however strategic business planning usually includes these features as well. To some degree, it is to the extent of involvement and amount of time and money allocated to the initial exercise and the annual update of the MSP.

The Town of Calmar has shifted and adapted from an agriculture community to a more diverse population that has attracted many commuters. The future challenge is to address sustainability ideals within this population context and to examine ways to improve the overall balance of development classifications, e.g. commercial, industrial, and residential.

### **1.2. Sustainability**

#### **1.2.1 Definition**

The World Commission on Environment and Development in 1987 defined Sustainability as follows:

“Meeting the needs of the present generations without compromising the ability of future generations to meet their needs”

In basic terms, this could be expressed as Supply and Demand issues.



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**1.3. MSP**

Federal/Provincial/Municipal new deal funding arrangements require strategic planning or MSP To address the *Five Pillars of Integrated Community Sustainability*:

**•Governance:**

- Policy; Leadership
- Sustainability Plan, Growth Management
- Resource Planning – financial, human, capacity
- Inter-municipal initiatives

**•Culture:**

- Community identity
- Recreation, Arts & Culture, Library
- Understanding & Support of Diversity

**•Social:**

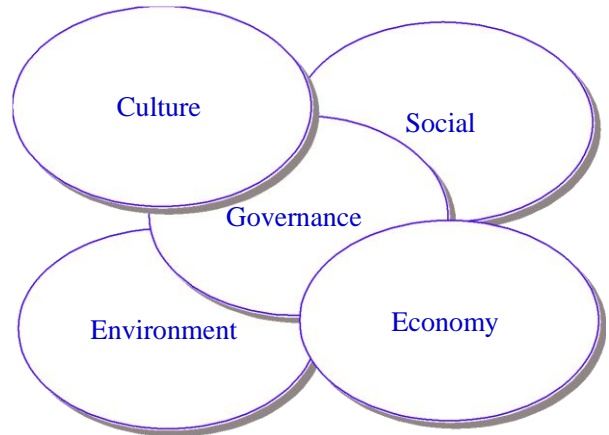
- Communications
- Community well-being; Succession Plan
- Community Services – Emergency, FCSS, Programs, Education, Health

**•Economy:**

- Business and industry mix
- Economic Development, Tourism
- Community financial well-being

**•Environment:**

- Land Use; Housing
- Infrastructure
- Agriculture
- Beautification/Parks



There are fundamentals that propel a community into the forefront of municipal best practices and achieving and/or attaining sustainability. It must know what it wants to become – its *Vision*. It must know what it is prepared to do to achieve the Vision – *resource commitment*. It must know the clients – *target markets*. In addition, it needs to know how it will achieve the Vision – *strategic direction*.

The Town MSP affords the opportunity to conduct strategic planning by undertaking an Environmental Scan, integrating master infrastructure and development plans, addressing Goals and Strategies and adds ten-year financial capital and operating planning to address infrastructure investment and operating results.

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## **1.4. Implementation Process & Communication Plan**

Town Council and Administration have identified a number of issues and initiatives coupled with MDP, LUB, Community Facility Needs evaluation and infrastructure/development plans. Council and Administration identified and ranked the issues/initiatives forming the basis of strategic initiatives.

The overall capacity of the Town will need to be assessed to address the goals, strategies and action steps that will drive the ten-year financial capital and three-year operating plan. The following are some of the ongoing steps to continue with the enhancement of the MSP:

1. Council/Administration review the January 29, 2011 MSP for content and direction.
2. Council ratifies MSP and Administration provides public communication about the plan.
3. Administration will further identify draft bylaws and policies were required to address the initiatives identified by the MSP priorities.
4. Council will review draft bylaws and policies that come forward so that the corporate direction is brought up-to-date and reflect current and future operating practices.
5. Council/Administration will review MSP and various Master Plans on a quarterly basis to monitor progress of implementation.
6. Budget processes incorporate MSP direction.
7. MSP reviewed annually thereafter.

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## **Communications Plan**

How will the Town and/or Department proceed to collaborate with and distribute the MSP? How will you communicate the content and with what action to Council, employees, residents, clients, stakeholders, government, media, partners and others?

The following are the planning steps, which may be modified as feedback is received about the plan:

1. Management Team recommends an updated MSP to Council – February 2011.
2. Council reviews MSP and adopts a revised plan.
3. Post MSP on Town Website.
4. CAO and department heads include excerpts of the MSP in all RFD reporting to Council.
5. Communicate excerpts of the MSP, where applicable, in government correspondence and reports to connect the MSP strategies to government policy.
6. Communicate excerpts of the MSP to stakeholders, where applicable, to connect MSP strategies to stakeholder interests.

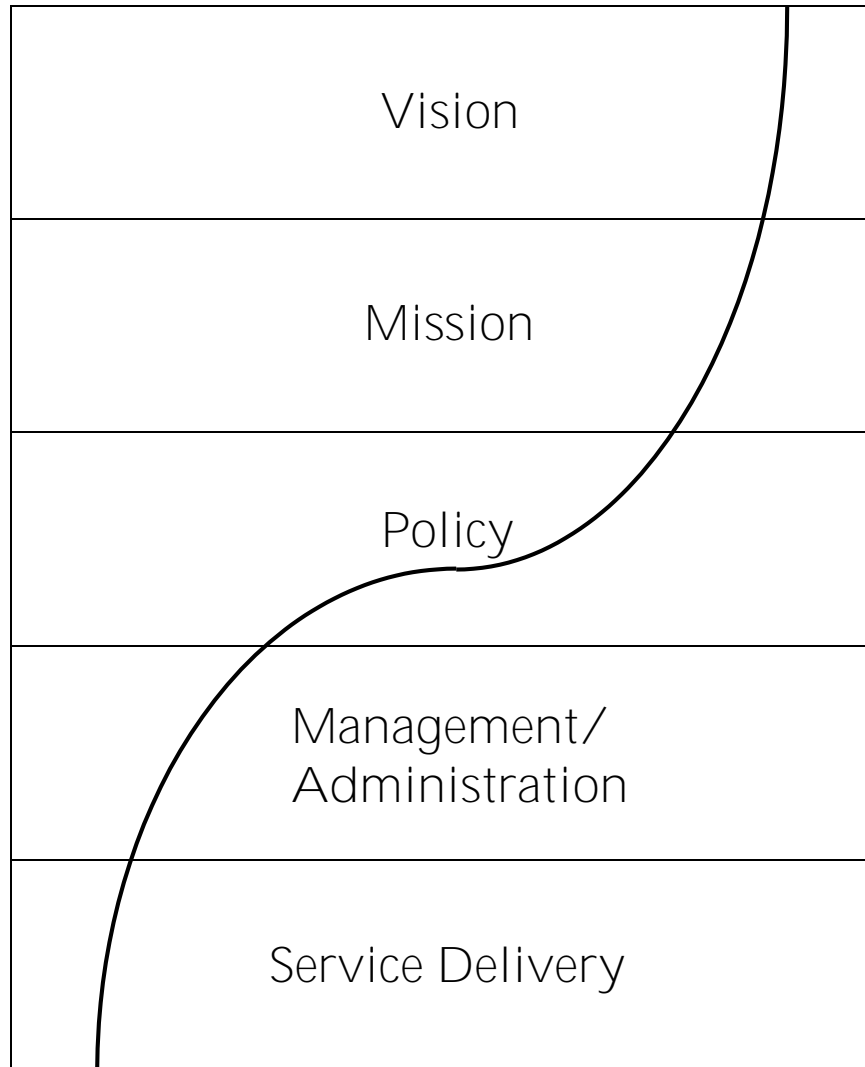
## **2. Municipal Structure**

### **2.1. Our Roles and Responsibilities**

The following Spine Chart provides a visual representation for the responsibility and accountability of municipal roles. A Council or Board should be primarily focused on direction setting of an organization expressed through an MSP, by-laws and policy statements. Council's secondary role is to monitor and evaluate performance of the CAO and service delivery outcomes. CAO and Management's primary role is to manage within the three E's (economy, efficiency and effectiveness) by way of interpreting Council/Board policy and carrying out services accordingly. CAO and Management's secondary role is to facilitate a Council/Board with its strategic direction and articulate policy development for Council/Board.

**Exhibit 2.1.1**

**Council/Board's Sphere**

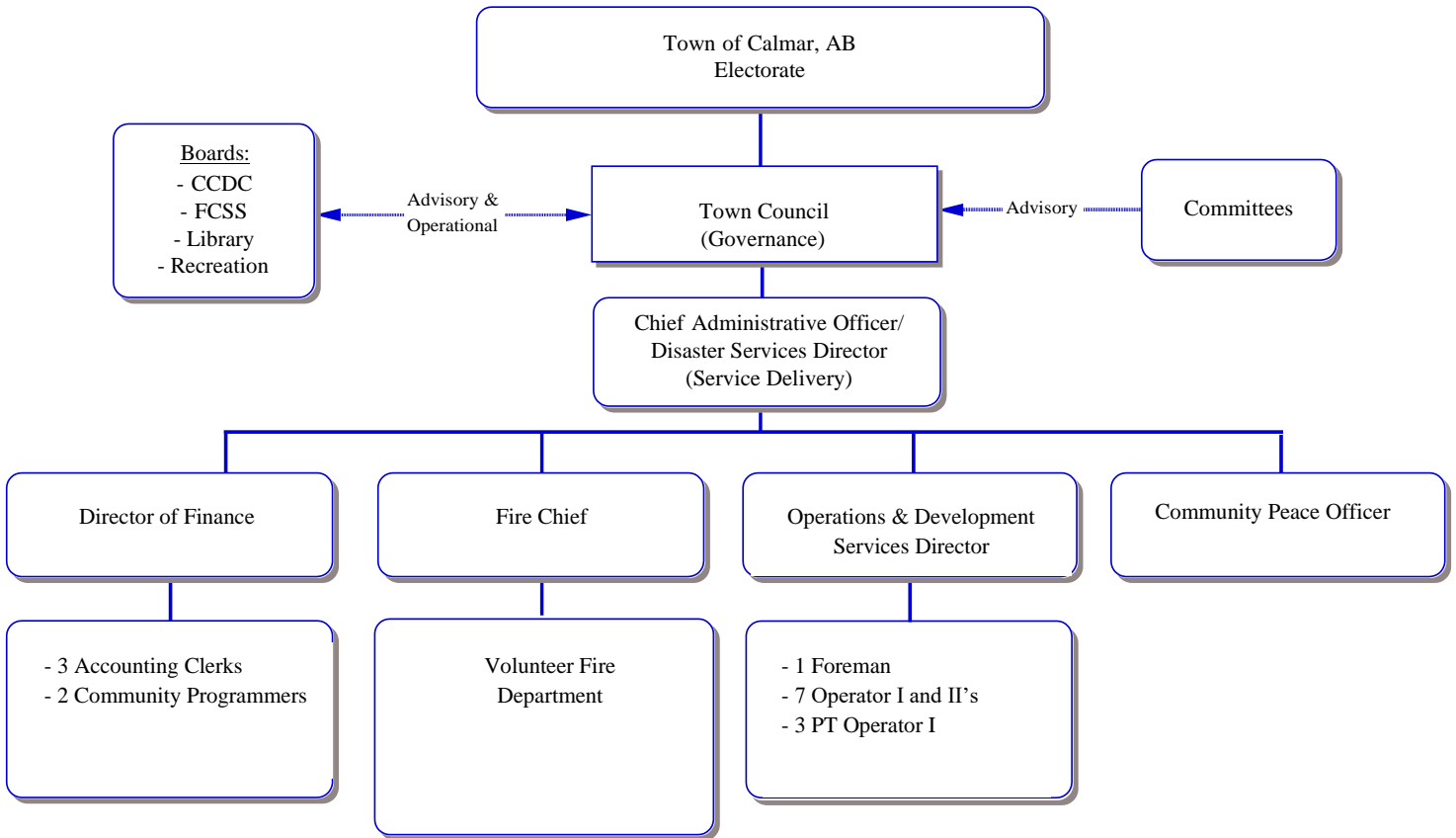


**Manager's Sphere**

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**2.2. Town Organizational Structure**



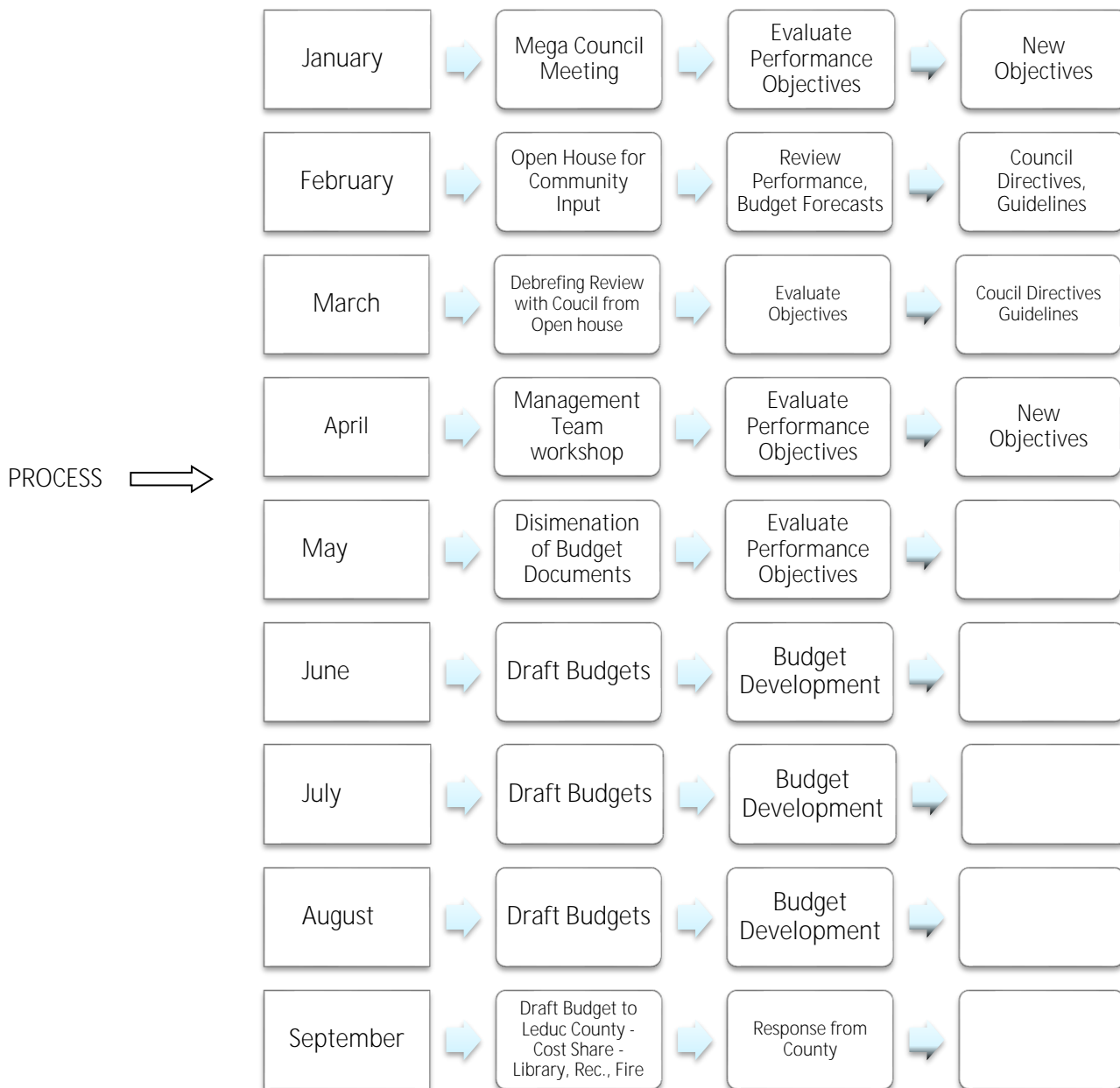
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**2.3. Our Planning Cycle**

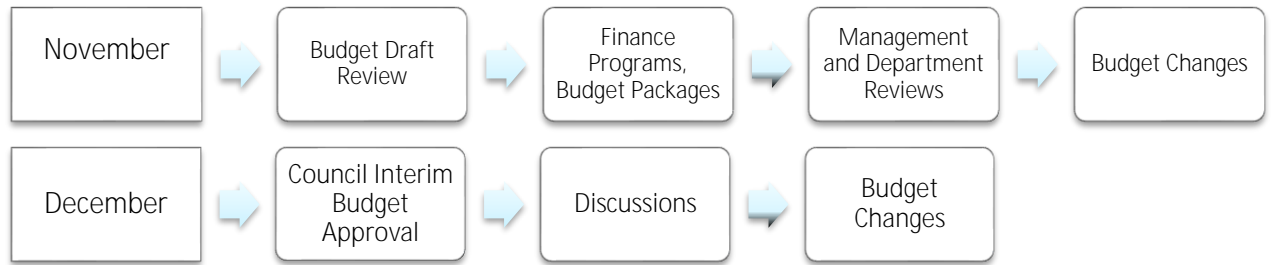
The following chart provides an outline of some of the significant activities for the ongoing review, decision-making processes and milestones related to the MSP and key policy considerations:

**Exhibit 2.3.1**





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### **3. Vision and Mission**

#### **3.1. Our Vision (Our Inspiration)**

A long-term picture of where or what the community wishes to be or become. This includes the process of envisioning the future<sup>1</sup>.

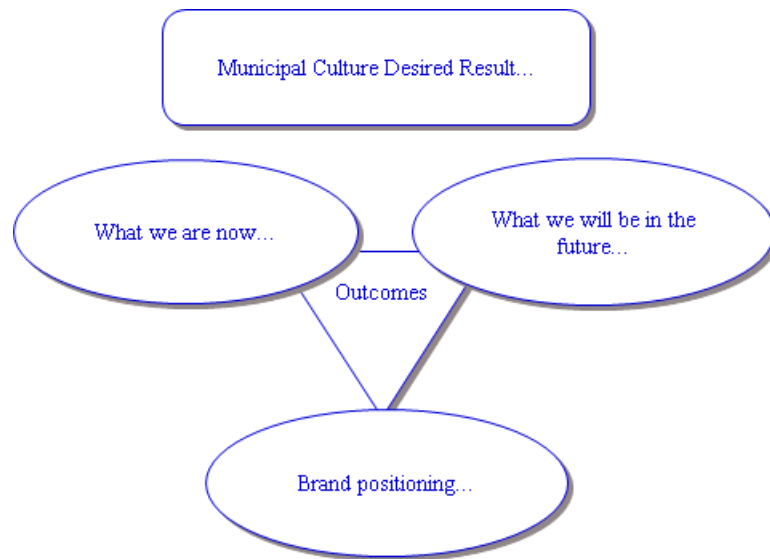
**“We strive to be a safe, more caring, and welcoming and self-reliant community, that offers a healthier and more balanced lifestyle.”**

#### **3.1.1 Vision Foundation – Principles and Values**

##### **Exhibit 3.1.1.1**

We believe in:

- Family and community
- Small town atmosphere
- Preservation of environment, culture, heritage
- Community pride
- Sustainability, footprint minimization, balanced development
- Commitment to continuous improvement
- Sustainable services and programs to support residents’ needs
- Environmental stewardship



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<sup>1</sup> The Futures-Invention Associates, Denver Colorado, Warren Ziegler

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**3.1.2 Vision Sustainability**

<b>Calmar as a “Sustainable Community”</b>		
<b>Pillar</b>	<b>Characteristics</b>	<b>Success or Results</b>
<b>Governance</b>	<ol style="list-style-type: none"> <li>1. Intermunicipal Initiatives</li> <li>2. Strong, united &amp; educated Councils &amp; administration.</li> <li>3. Long-term plans supporting sustainable services</li> <li>4. Adopts &amp; reviews bylaw and policies as required</li> </ol>	<ol style="list-style-type: none"> <li>1. Transparent, open &amp; viable</li> <li>2. Proactive municipal government developing a strong &amp; viable community with economical operations &amp; services</li> <li>3. Regional Collaboration</li> </ol>
<b>Culture</b>	<ol style="list-style-type: none"> <li>1. Value &amp; nurturing individuality balanced with the whole</li> <li>2. Sustainable facilities, recreation &amp; cultural services which promote healthy life styles</li> <li>3. Active community input and participation</li> </ol>	<ol style="list-style-type: none"> <li>1. Financially viable services meeting the needs of all age groups &amp; cultures</li> <li>2. People living in harmony</li> <li>3. Community works within community &amp; promotes the town in which they live</li> <li>4. Resident feedback in planning, design &amp; implementation contributes to community buy-in &amp; ownership</li> </ol>
<b>Social</b>	<ol style="list-style-type: none"> <li>1. Variety of affordable services accommodating &amp; promoting healthy &amp; active community</li> <li>2. Opportunity for people to interact</li> </ol>	<ol style="list-style-type: none"> <li>1. A safe and happy community</li> <li>2. Sustainable levels of service that attracts people to the Town</li> <li>3. People understanding the needs of each other, community, environment</li> </ol>
<b>Economy</b>	<ol style="list-style-type: none"> <li>1. Required to provide for needs</li> <li>2. Addresses basic requirements</li> <li>3. Mixed taxation base</li> <li>4. Energy best practices</li> <li>5. Financial stability, minimized taxation levels &amp; resources for operations &amp; savings</li> </ol>	<ol style="list-style-type: none"> <li>1. Smoothing of economic cycles</li> <li>2. Remains viable in various cycles</li> <li>3. Cost effective services</li> <li>4. Technology advancements &amp; financial incentives</li> <li>5. Lower than typical property taxes while maintaining services</li> </ol>
<b>Environment</b>	<ol style="list-style-type: none"> <li>1. Direct relationship of healthy people &amp; environment</li> <li>2. A leader in environmental practices e.g. recycling, green spaces, sustainable utilities, facilities</li> <li>3. Environment is safe &amp; left in a static state from generation to generation</li> </ol>	<ol style="list-style-type: none"> <li>1. Clean air, water, lands</li> <li>2. Mixed use neighbourhoods, efficient homes, community participates in &amp; supports recycling</li> <li>3. Use of alternate forms of energy &amp; the restoration of contaminated areas</li> <li>4. Continually striving to become more energy efficient</li> </ol>

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**3.2. Our Mission**

A brief statement capturing what business you are in.

**“Acknowledging the needs of our Citizens by striving to provide quality facilities and services through sustainable governance and community collaboration.”**

**3.2.1 Supporting Values**

- Sustainable service reflects upon the Vision Sustainability successes and results, which mean the Town programs and services, are to address the needs and wants of citizens, however within economical and efficient delivery means.
- Uniqueness of service reflects initiative to be creative and innovative with the inclusion of community voice.
- Planning and developing the Town around sustainability principles while maintaining a small town community atmosphere that is a safe and healthy environment.



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**4. Current Situation**

**4.1. General Environmental Overview**

Calmar represents a small town environment of 2,000 people within the Alberta Capital Region. Prior to the fall of 2008, the community was on the fringe of influence of the Capital Region rapid pace of growth and development, yet experiencing some expansion of business and residential development in concert with the 2005-2007 Alberta hot economy.

During 2008, some clouds loomed in the Canadian economic forecast. Drilling activity incurred a slow down since September 2006 and the forestry industry was being plagued with numerous conditions such as the mountain pine beetle, Canada/US dollar parity, US economic recession and closure of forest related plants in Alberta. By the fall of 2008, global economic and financial conditions plummeted resulting in a worldwide recession that continues into 2011. Recovery remains fragile and certainly halted major development in Calmar.

The various strengths, opportunities, weaknesses and threats are reflective of how external conditions influence local government investment in infrastructure, programs and services. The following is an overview of some of the 2008 SWOT themes:

MSP Pillar	Strengths (Current)	Opportunities (Future)
Governance	<ul style="list-style-type: none"> <li>• Existing municipal services</li> <li>• Human Resources – senior management stability</li> <li>• Planning – long term &amp; revitalization, MDP, LUB, Offsite levies policy</li> <li>• Progressive Council</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership – proactive vs. reactive; Strive to do better for citizens</li> <li>• HR – succession planning</li> <li>• Planning – shaping the community</li> <li>• Services – improve or enhance</li> <li>• Policy review</li> </ul>
Culture	<ul style="list-style-type: none"> <li>• Not-for-profit groups involvement &amp; activity</li> <li>• Recreation – town &amp; regional amenities</li> <li>• Vision – continuation of small town atmosphere</li> <li>• Support of local cultural groups</li> </ul>	<ul style="list-style-type: none"> <li>• Community Facilities – plans for new ones</li> <li>• Marketing – promotion of activities</li> </ul>
Social	<ul style="list-style-type: none"> <li>• Calmar citizens &amp; human resources</li> <li>• Inclusive community</li> <li>• Appreciation of natural surroundings</li> <li>• Safe environment &amp; society</li> <li>• Multiple social services by all levels of government</li> </ul>	<ul style="list-style-type: none"> <li>• Community Groups –inter-alliances, volunteers coming together</li> <li>• Quality of Life – inclusion vs. exclusion</li> <li>• Social Cohesion – working towards a similar end; functional vs. dysfunctional</li> <li>• Social Practices – doing more with less</li> </ul>
Economy	<ul style="list-style-type: none"> <li>• <b>Alberta’s strong economy</b></li> <li>• Developer investment &amp; growth</li> <li>• Proximity to EIA, Rail, Provincial Highways or Transportation Corridors</li> <li>• Availability of Serviced Residential Lots</li> <li>• Residential Growth</li> </ul>	<ul style="list-style-type: none"> <li>• Best practices for sustainable growth &amp; initiatives</li> <li>• Capitalizing upon Alberta resources</li> <li>• Job creation for local residents, especially young adults</li> </ul>
Environment	<ul style="list-style-type: none"> <li>• Infrastructure – Road, Rail, Utilities</li> <li>• Open Space</li> <li>• Proximity to Recreation Opportunities</li> <li>• Membership with Leduc &amp; District Waste Management and Capital Region Waste Minimization</li> </ul>	<ul style="list-style-type: none"> <li>• Capitalize upon Port Alberta development</li> <li>• Green initiatives – utilities, building, environment</li> <li>• Long term land use planning addressing Town boundary</li> <li>• Recycling programs, waste stream recovery</li> <li>• Regional natural habitat</li> <li>• Scrutinize new developments</li> <li>• Technology</li> </ul>

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MSP	Weaknesses (Current)	Threats (Future)
Governance	<ul style="list-style-type: none"> <li>• Planning – lack of it in the past, or not following through</li> <li>• Fed. &amp; prov. Regulations – i.e.: two highways through town without town control</li> <li>• Limited emphasis upon aesthetically pleasing and organized development</li> <li>• Lack of Regional Stability</li> <li>• Education of individual Council Members</li> <li>• Grant Instability</li> </ul>	<ul style="list-style-type: none"> <li>• Resources – availability &amp; cost</li> <li>• Sustainability – without growth, can the Town sustain itself?</li> <li>• Lack of Interest in Municipal Government</li> </ul>
<b>Culture</b>	<ul style="list-style-type: none"> <li>• Community - low volunteer involvement; lack of public engagement</li> <li>• Diversity - Little ethnic diversity in the community</li> <li>• Facilities – Lacking or not large enough</li> </ul>	<ul style="list-style-type: none"> <li>• Community - Narrow focused interest groups</li> <li>• Maintaining an active volunteer base</li> </ul>
<b>Social</b>	<ul style="list-style-type: none"> <li>• Commuting community (60% in region)</li> <li>• Public understanding and education, indifference</li> <li>• Transportation – lack of public conveyance</li> <li>• Strong economy generates more social pressures</li> </ul>	<ul style="list-style-type: none"> <li>• Citizens - expectations demand for higher level of service</li> <li>• Crime rate- increases</li> <li>• Social Services - needs and keeping pace</li> <li>• Providing existing and new opportunities and activities for residents at a reasonable and acceptable cost to taxpayers</li> </ul>
<b>Economy</b>	<ul style="list-style-type: none"> <li>• Cycles - Alberta boom and bust</li> <li>• Industry – lack of commercial &amp; industrial base forcing residents to seek goods &amp; services outside of Calmar</li> <li>• Resources – financial, lack of sufficient resources, lack of economies of scale</li> <li>• Value of currency vs. dollars</li> </ul>	<ul style="list-style-type: none"> <li>• Inflationary pressures &amp; costs</li> <li>• Recession</li> <li>• Community Expectations               <ul style="list-style-type: none"> <li>• Grant Instability</li> </ul> </li> </ul>
<b>Environment</b>	<ul style="list-style-type: none"> <li>• Community - Limits to affect outside changes (multi pillared)</li> <li>• Resources – exploitation with unsustainable practices</li> <li>• Limited Town research or action about ways to encourage/build sustainable developments and infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Growth – dysfunctional if too fast or inappropriate types, e.g. business, industry</li> <li>• Infrastructure - expansion for growth, money to pay for it</li> <li>• Recession</li> <li>• Technology – keeping pace with &amp; assessing value of it</li> <li>• World wide - markets, economy, diseases, etc.</li> </ul>



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**5. MSP Goals, Key Strategies, Key Results & Performance Measures**

**5.1**

**Governance**

<p><b>Goal:</b></p> <p>To annually pursue initiatives involving Town Lobby, advocacy and public relations to improve government, intermunicipal and the well being of the Town and/or Region.</p>
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<b>Key Strategies</b>	<b>Key Results</b>	<b>Performance Measures</b>	<b>Target Result/Time</b>	<b>Lead Role</b>
Pursue intermunicipal collaboration and partnerships to maximize economical service delivery for the Town.	a) Collaborative municipal partnerships b) Improve grant funding levels c) Improve efficiency & effectiveness in service delivery	a) The number & type of partnerships agreements in place b) Financial results	Ongoing	Council CAO
Actively participate in AUMA initiatives and activities	a) Effective utilization of AUMA resources in decision making b) Educate Admin & Council to make sound decisions and more empowerment	a) Members of Council attending AUMA activities b) Documented achievements c) Council & Admin feedback on conferences/seminars	Ongoing	Council Admin
Establish long term plans supporting sustainable services	a) Keep plans current with community needs	a) Progression/Completion of projects b) Achieving budgetary accomplishments	Ongoing	Council Admin
Adopt & Review Bylaws & Policies as required	a) Current & applicable Bylaws & Policies	a) Public Feedback	Ongoing	Council Admin
Advocate for our Community, Region & partnerships with other levels of government	a) To build relationships with other levels of government b) effective service agreements	a) Receipt of Government Funding b) Moral support from other levels of government c) Level of satisfaction	Ongoing	Council Admin

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5. MSP Goals, Key Strategies, Key Results & Performance Measures

5.2 Culture

**Goal:**  
 To maintain a community services master plan to address community needs & wants in balance within a small town atmosphere

<b>Key Strategies</b>	<b>Key Results</b>	<b>Performance Measures</b>	<b>Target Result/Time</b>	<b>Lead Role</b>
Sustainable facilities, recreation & cultural services	a) Inventory, general condition assessment facilities, open space, culture  b) Inventory of existing recreation, culture & social services	a) 2013 baseline conditions  b) 2013 baseline conditions	Ongoing	Rec Coord
Promotion of healthy life styles	a) People living in harmony  b) Active participation in community events	a) Reduction in neighborhood disputes  b) Volume of Participation	Ongoing	Rec Coord Rec Board
Active Community input & participation	a) Resident feedback in planning design & implementation contributes to community buy & ownership	Satisfaction & Needs Study	Annual Open House	Council Admin



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5. MSP Goals, Key Strategies, Key Results & Performance Measures

5.3 Social

<p><b>Goal:</b></p> <p>To evaluate, interpret and facilitate the socio-economic needs and quality of life outcomes of citizens</p>
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<b>Key Strategies</b>	<b>Key Results</b>	<b>Performance Measures</b>	<b>Target Result/Time</b>	<b>Lead Role</b>
Encourage, foster & engage community groups, alliances & partnerships	a) Volunteers engage & understand commitments & obligations thru information of event committees, formation of community groups, etc.	a) an increase in partnerships, leagues & teams  b) increase in number of volunteers	Ongoing	Rec/FCSS Coordinators
Market & Communicate community programs & services	a) Increased participation by citizens  b) Sustainable & self sufficient programs, events & activities  c) Increase use of community facilities	a) Increase in citizens participation in programs  b) Increased facility bookings  2013 baseline	Ongoing	Rec/FCSS Coordinators
Encourage development & use of continuous trail system & walkways throughout the community	a) Integrated plan with land developers & a community master plan  b) Increased utilization by citizens & visitors	a) number of developed km over 2013  b) usage statistics	Ongoing	Director of Operations/  Rec Coord
Assess the participation value of the Regional FCSS Agreement	a) A cost benefit assessment of the Regional Agreement	a) Financial & Service Benefit	Ongoing	FCSS/Dir of Finance

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5. MSP Goals, Key Strategies, Key Results & Performance Measures

5.4 Economy

**Goal:**

To maintain a framework to represent and promote town economic and tourism strategies and initiatives

Key Strategies	Key Results	Performance Measures	Target Result/Time	Lead Role
Develop economic development initiatives to continue balances land & business development in town	a) Diversified & balanced residential & non residential tax base  b) Develop partnerships in land development	a) 2013 assessment base  b) Number of advertising & marketing partnerships	Ongoing	CAO/EDO
Promote & Market the community	a) Special Events attract visitors  b) Business base reflects tourism services	a) Attendance at community events  b) Number of community based organizations  c) Number of new marketing initiatives	Ongoing	CAO/EDO
Encourage & foster the development of a local Chamber of Commerce	a) Business formally organized to promote local business & industry  b) Chamber markets Calmar	a) Chamber is created  b) Number of marketing initiatives	Ongoing	Council  CAO
Employ best practices in the maintenance & operation of all town infrastructure	a) minimize annual maintenance cost	a) Annual budgets & life cycle management	Ongoing	Dept Heads

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5. MSP Goals, Key Strategies, Key Results & Performance Measures

5.5 Environment

<p><b>Goal:</b></p> <p>To operate a successful and efficient environmental program while applying best practices principles</p>
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Key Strategies	Key Results	Performance Measures	Target Result/Time	Lead Role
Provide waste reduction awareness & incentive programs to the citizens	a) Encourage the creation of community garden plots, composting, rain barrels  b) Minimize hazardous waste going to landfill	a) The number of citizens & businesses participating  b) Reduced contamination of the landfill	Ongoing	Director of Operations
Advocate the use of lower energy consumption fixtures & technologies in homes, businesses & town facilities	a) reduce energy consumption	a) Reduction in energy consumption by the town-2013 baseline  b) replace of lighting, toilets & water fixtures	Ongoing	Dept Heads/Residents/Businesses

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**MYCIP**

**Government of Alberta**

**Multi-Year Capital Infrastructure Plan**

**Transportation**

**Town of Calmar Amended May 6, 2013**

Calendar Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	TOTAL	Percent Grant Supported	Percent Municipal Supported
<b>Project Name/Description</b>	<b>Enter the Estimated Costs for each project in each year in thousands (in \$000)</b>													
1. 49 Ave Pave road, replace sewer, water & sidewalk (completed)	\$3,483,000											\$3,483,000	66.67%	33.33%
2. Paving Overlays – Various Locations (completed)	\$213,000											\$213,000	100%	0%
3. Water Reservoir Expansion					\$2,500,000							\$2,500,000	62.69%	37.31%
4. Mike Karbonik Arena renovations & upgrade (completed)		\$75,000										\$75,000	0%	100%
5. Fire Department Breathing Apparatuses (completed)	\$58,000											\$58,000	0%	100%
6. Westview Drive Storm sewer repair (completed)	\$303,000											\$303,000	100%	0%
7. 51 Street waterline				\$995,000								\$995,000	90%	10%
8. 47 <sup>th</sup> St, 54 Ave, 49 <sup>th</sup> St, & 47 <sup>th</sup> Ave – pave, sidewalks, curb & gutter									\$1,328,000			\$1,328,000	50%	50%
9. 50A Ave, 48 <sup>th</sup> St & 45 <sup>th</sup> Ave – pave, sidewalks, curb & gutter								\$588,000				\$588,000	100%	0%
10. 47 <sup>th</sup> St, 54 <sup>th</sup> Ave rehab, sidewalks, curb, gutter & pave (completed)		\$882,295										\$882,295	75%	25%

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11. 45 <sup>th</sup> , 46 <sup>th</sup> , 47 <sup>th</sup> , 48 <sup>th</sup> & 52 <sup>nd</sup> St & Parkview Crescent rehab, sidewalk, curb, gutter & pave						\$520,000				\$1,616,400		\$1,616,400	50%	50%
12. Purchase Administrative Building						\$241,884						\$520,000	80%	20%
13. 48 <sup>th</sup> St & 53 <sup>rd</sup> Ave rehab, road, sidewalks, curb & gutter												\$241,884	100%	0%
14. 47 <sup>th</sup> St overlay (completed)			\$156,538									\$156,538	100%	0%
15. 51 <sup>st</sup> St storm sewer					\$1,455,402							\$1,455,402	50%	50%
16. 50 <sup>th</sup> Ave intersection upgrade – 43 <sup>rd</sup> St				\$1,900,000								\$1,900,000	76%	24%
17. Fire Hall land purchase				\$230,000								\$230,000	100%	0%
18. Fire Hall construction								\$1,000,000				\$1,000,000	50%	50%
													0%	100%
													0%	100%
													0%	100%
Mayor, Don Faulkner														
Estimated Total Capital Expenditures All Pages	\$4,057,000	\$957,295	\$156,538	\$3,125,000	\$3,955,402	\$761,884	\$1,000,000	\$588,000	\$1,328,000	\$1,616,400		\$17,545,519		
	\$4,057,000	\$957,295	\$156,538	\$3,125,000	\$3,955,402	\$761,884	\$1,000,000	\$588,000	\$1,328,000	\$1,616,400		\$17,545,519		

This Multi-Year Capital Infrastructure Plan may be filed electronically with the INFTRA regional office.

Only one plan covering all programs is required; however, the plan should be updated and resubmitted when significant changes occur.

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**7.1 Managing Successful Change**

Leading change in any organization is a complex process with many interdependent elements. The following chart demonstrates that five elements must be present and functioning together in order to effectively and efficiently achieve the corporate Vision. If any one is missing, one of five unsatisfactory outcomes can result. If all are functioning, then the desired change will occur (bottom line of the chart). Therefore, capacity and resources are required to bring about community evolution and development in a significant way.

**Table 9.4.1**

<b>Five Success Factors to Managing Complex Change</b>						
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>=</b>	<b>Result</b>
	<b>Skills</b>	<b>Incentive</b>	<b>Resources</b>	<b>Action Plan</b>	<b>=</b>	<b>Confusion</b>
<b>Vision</b>		<b>Incentive</b>	<b>Resources</b>	<b>Action Plan</b>	<b>=</b>	<b>Anxiety</b>
<b>Vision</b>	<b>Skills</b>		<b>Resources</b>	<b>Action Plan</b>	<b>=</b>	<b>Resistance</b>
<b>Vision</b>	<b>Skills</b>	<b>Incentive</b>		<b>Action Plan</b>	<b>=</b>	<b>Frustration</b>
<b>Vision</b>	<b>Skills</b>	<b>Incentive</b>	<b>Resources</b>		<b>=</b>	<b>False Starts</b>
<b>Vision</b>	<b>Skills</b>	<b>Incentive</b>	<b>Resources</b>	<b>Action Plan</b>	<b>=</b>	<b>Change</b>

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**7.2 MSP Process Participants**

<b>2010</b>	
<p><u>Council:</u>            Mayor Don Faulkner; Councillors: Don Bartlett; Michele Borodawka; Scott Wiancko; Wally Yachimetz</p>	<p><u>Administration:</u>            Kathy Murphy, CAO &amp; Economic Development            Ed Melesko, Director Public Works &amp; Land Development            Mike Storey, Director of Finance            Niki Bergsma, Recreation Coordinator            Yvonne Pearson, FCSS Coordinator            Walter Nelson, Public Works Foreman            Trevor Sloove &amp; Matthew Nickless – Protective Services            Darlene Parchoma, Utilities &amp; Accounts Payable            Lucie Hull – Taxation &amp; Permitting</p>
<p>Facilitator: Dennis Pommen, POMMEN Group</p>	

<b>2013</b>	
<p><u>Council:</u>            Mayor Don Faulkner; Councillors: Don Bartlett, Michele Borodawka, Scott Wiancko, Wally Yachimetz</p>	<p><u>Administration:</u>            Kathy Rodberg, CAO &amp; Economic Development            Ed Melesko, Director of Public Works &amp; Land Development            Mike Storey, Director of Finance</p>
<p>Town Council &amp; Senior Management</p>	