

AGENDA

SPECIAL MEETING OF COUNCIL TO BE HELD
IN-PERSON & VIRTUALLY ON

April 24, 2023, COMMENCING AT 7:30 PM

GoToMeeting

Public Access Code: 738-393-413

ITEM	SOURCE
1.	Call to Order
2.	Adoption of Agenda
3.	Workshop <ol style="list-style-type: none">Marketing schedule and initiatives (Market on Main, Parades, Pancake Breakfasts, BBQ's, Golf Tournament, Events Sponsorships, etc.)Regional Municipal Networking (Leduc County partnerships/relationship)Budget 2024-2027 pre-planning discussion (Satisfaction survey)Council communication strategyStrategic planProcurement policy
4.	Adjournment

2023 Parades

2023 Parades								
Municipality	Parade Date	Event	Entry Fee	Entry Deadline	Submitted	Line-up time	Parade start	Who's Attending
Thorsby	May 20/23	Haymakers Rodeo	No	tentitive		11:30am	12:30pm	
St. Albert	May 27, 2023	Rain Maker Rodeo	No			8:30am	9:30am	
City of Leduc	June 3/23	Black Gold Rodeo	No			8-9am	10:00am	
Devon	June 10/23	Devon Days	No			8:00am	10:00am	
Warburg	June?	Heritage Day	No	no deadline		6:15 PM	7:00 PM	
Breton	July 1/23	Canada Day	No	no deadline	just show up	11:00 AM	noon	
Calmar	Aug. 19/23	Calmar Days	No	n/a		9:00am	11:00am	
Millet	August	Harvest Festival	No			10-11am	11:00am	
City of Leduc	November	Santa Clause Parade	No			6:00pm	7:00pm	

The contents of this four-year strategic plan were created by the Town Council of Calmar in March 2020 for the betterment of their community and with the future of their Town in mind. In September 2022, Council reprioritized the strategic plan to reflect the current needs of the community.

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1. Letter from Town Council

It is our honor and great pleasure to present the Town of Calmar's Four-Year Strategic Plan. In March of 2020, members of Council, along with senior Town staff, met to identify a strategic direction for our community and to set clear priorities for ourselves to achieve over the next four years. This high-level plan will guide Council and Administration's activities and will provide a long-term vision for this Council, and perhaps future Councils, and will ensure that Council and Administration are able to work together in a common direction.

In September 2022, Council reprioritized the strategic plan to reflect the evolving needs of the community of Calmar.

This plan reflects Council's vision for Calmar's future, as well as the strategies we will take to ensure that our community is prepared for growth. A vision, mission, and set of values was developed, as well as a series of goals and strategies to help us attain our vision of success and help Council and Administration ensure a sustainable and successful future for Calmar.

Included in this document are the short and long-term goals that Council prioritized based on their importance and timeliness. Council identified a smaller set of high priority strategies that will guide Administration's work throughout the next year. Key performance indicators have also been included to help Council and Administration track and measure our success at delivering our priorities.

This plan was created with the full knowledge that the economic and political environment is always changing, and with awareness of significant public health issues at play, so the Town of Calmar will need to be flexible and prepared for what lies ahead.

We believe this plan will help Calmar achieve our desired common future.

Sincerely,

Mayor Sean Carnahan and the rest of Town of Calmar Council

2. Executive Summary

2.1 Background

The Town of Calmar Council and senior Administration met in March 2020 to develop a Strategic Plan for 2020-2024. This plan comprises the expressed desire of elected officials and provides citizens, businesses, Administration and other stakeholders with an indication of the planned future of the Town. Council identified a series of goals and strategies to work towards a common future for the community, which are outlined in this document.

In September of 2022, Council met to reprioritize the Strategic Plan. This updated plan reflects the Town of Calmar's current priorities from 2023-2026.

A strategic plan is essential to ensure that over the next four years, Council is aligned in their vision for Calmar. Through the plan and its associated priorities, Town Administration has clear direction, and both Council and Administration can measure and track success.

2.2 Integrated Planning

Town Council's governance role includes the mandate to provide strategic direction for Calmar. This high-level plan comprises that direction. It builds on the previous 2020-2024 Municipal Development Plan and helps Administration construct operational plans.

Once Council has set the Town's strategic direction, Administration is able to build plans that carry out Council's direction. Examples of Administration's plans that follow from this Strategic Plan may include a Business Plan, Operational Plan, Recreation Master Plan, Capital Plan, and Recreational Facility Master Plan, among others.

The following figure depicts the relationship between Council's strategic vision for Calmar, and Administration's operations. The dashed line differentiates the role between Council and Administration: Council is responsible for determining the vision and direction of the Town, while Administration is responsible for implementing that direction.

Municipal Governance and Management Plans



2.3 Vision, Mission and Values

In looking towards the future of Calmar, it is important that Councillors agree on what the final destination looks like. With this in mind, Council first decided on the Town's ideal long-term future (Vision) and the general direction it will take to achieve that future (Mission).

2.3.1 Vision

A community's vision provides a long-term picture of where or what the community wishes to be or become and gives purpose and direction to the activities of Calmar's Council and Administration. The vision also indicates what makes Calmar unique.

Home is where the heart is in Calmar – as the Edmonton region's most affordable community, earth in what we sow and grow. Connected to the neighbours you know, imaginative new housing options, and new types of place and spaces for residents.

2.3.2 Mission

A city's mission answers a question about what business the community is in. It lets Council, citizens, and other stakeholders know what Calmar does and who benefits from Council's activities. This mission statement was created based on key ideas about how to achieve the Town's vision.

Calmar is where rural meets urban. We nurture a small-town lifestyle with big possibilities: innovative community programming; abundant recreational opportunities; and a rich regional history. Grow with us.

2.3.3 Values

The values expressed here are the guiding principles that help determine how the Town will operate, both in public and privately.

Commitment

We will abide by the principles of good governance and hold ourselves accountable as we keep the best interests of our citizens at the forefront.

Diversity

We will ensure our programs, services, and commercial offerings provide value to all our residents; social, culturally, and economically.

Growth

We will help create economic opportunities for our citizens by encouraging business development that makes our town attractive and sustainable.

Innovation

We will take a creative and forward-thinking approach to decision-making with the future of our community in mind.

Integrity

We will hold ourselves and our staff to the highest standards of personal conduct and treat one another and the public with respect and dignity.

Safety

We provide a safe and respectful environment for our community's staff and citizens.

2.4 Calmar's 2023 Top Priorities

Within the full list of strategies that appear in Section 3 of the strategic plan, Council has created a subset of seven 'high' ranked strategies. The items on this list reflect the priorities that Council saw as both important and timely.

Many other strategies are identified as having a moderate priority, meaning they will be worked as resources allow or deadlines near. It is expected that the high priority strategy list will change over time as some high priority items near completion and new priorities emerge for the Town.

Calmar's High Priority Strategies

Sustainability Pillar	Plan Reference	Strategy
Governance	3.1.1 a	Engage in financial planning to include reserve funds
Thriving Community	3.2.1 a	Encourage the formation of social clubs
Thriving Community	3.2.2 a	Provide more opportunities for citizen engagement through open houses, town halls, and annual general meetings
Best Use of Environment	3.3.1 a	Develop a Trails Master Plan Prepare land for future development
Diversified Economy	3.4.1 a	Prepare land for future development
Diversified Economy	3.4.2 a	Consider the internet as an essential utility for business growth

3. Goals and Strategies

Each strategy in the tables in Section 3 below contains a colour coded prioritized ranking of relative strategies for 2023 and beyond as determined by Calmar's Town Council. This ranking is used by City Administration to determine the relatively high, moderate and low priorities for the year as Council assigns resources to key strategies.

Priority rankings will be reviewed and adjusted as planning for subsequent years is undertaken. Current year priority strategies may rise or fall in comparison to other strategies in following years as the Town works toward achieving its vision. Priority is not purely an indication of 'importance' of a strategy; it is also an indication of the necessary timeliness of required action.

The following pages contain the full list of goals identified by Calmar's Town Council. Areas of strategies are listed that contribute to achieving each individual goal. Each strategy is colour coded to indicate its relative priority. Where possible within each goal, the high priority strategies are listed first, followed by the medium priority strategies. In some cases, low priority strategies must be achieved first.

Identifying Calmar's Priorities

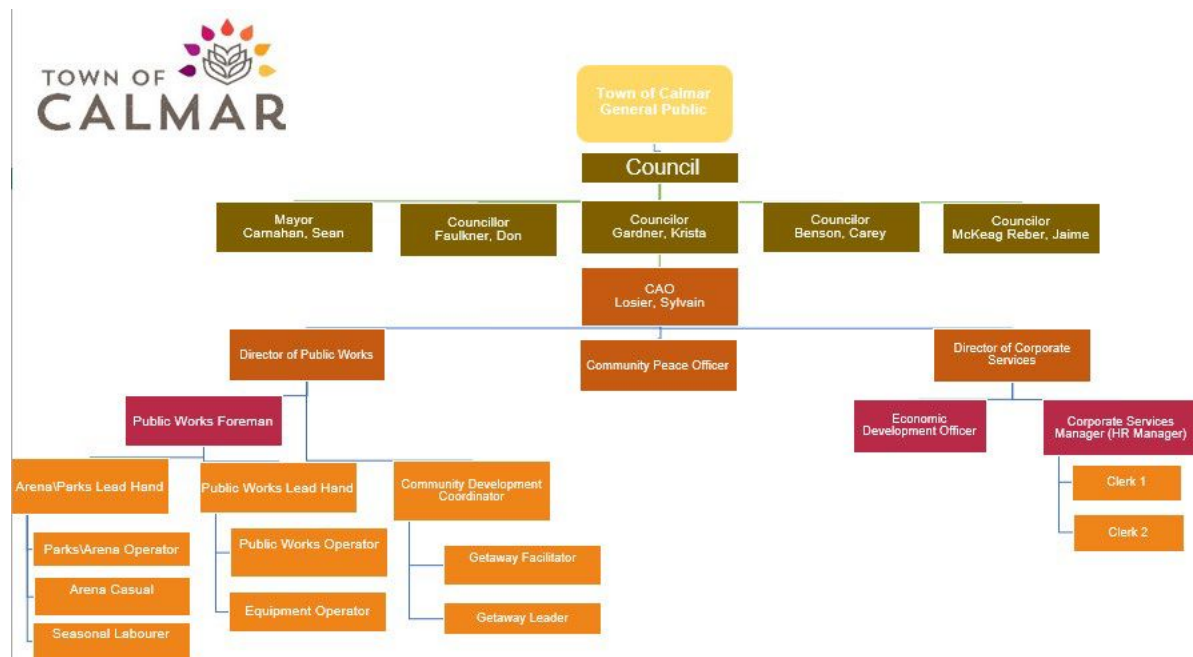
Calmar's priority rankings for 2023-2026 are defined and colour coded as:

- **High Priority** - Work on this strategy must be conducted in fiscal year in order for the goal to be achieved within the scope of this strategic plan. High priorities are highlighted in blue.
- **Medium Priority** - When resources become available after required resources are assigned to high priority strategies, action will be taken on this strategy. Medium priorities are highlighted in grey.
- **Low Priority** - Limited action is expected on this strategy in the current calendar year. Low priorities are not highlighted.

Calmar's Structure Supports the Strategic Plan

Many people will contribute to the successful completion of this Strategic Plan. This chart shows how each of the full-time, part-time, and seasonal roles currently staffed by the town are ensuring that Council's priorities are being completed.

Council has a single employee – the town manager. In turn the incumbent in that role will oversee the rest of the manager and staff roles. This organization chart is designed to be the most efficient way that Calmar deploys the resources that are provided by the citizens, businesses and other funders.



Throughout the tables on the following pages, the term 'Lead Role' is used, indicating the primary point person responsible for implementing the strategy. This list identifies the lead role:

- Council Town Council
- CAO Chief Administrative Officer (Town Manager)
- EcDev Economic Development
- FCSS Family and Community Support Services
- Fin Finance
- Lib Library Board
- P&D Planning and Development
- ES Enforcement Services
- PW Public Works
- Rec Recreation

3.1 Delivering Good Governance

3.1.1 Fiscal Sustainability

Goal: To Ensure the Fiscal Sustainability of the Town		
Strategies (We Will...)		Desired Result(s) or Achievement(s)
a)	Engage in financial planning to include reserve funds	Ensure the budget is structured to provide for times of uncertainty
b)	Complete residential subdivisions	Increase our overall tax base
c)	Complete an asset management and capital replacement plan	The Town budgets for repair and replacement of infrastructure prior to its failure and ensures assets are properly allocated.

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Council considers a reserves policy and identifies optimal balances for each reserve	2024 Q4	Council
b)	Residential assessment grows year over year	2026 Q4	EcDev/P&D
c)	Asset management plan is complete	2023 Q4	PW

3.1.2 Community Alignment

Goal: To Ensure Local Government Aligns with Community Needs	
Strategies (We Will...)	Desired Result(s) or Achievement(s)
a) Leverage online portals to effectively gather, manage, and share information	Information is readily available to the public and community members are kept informed
b) Complete an organizational review	Council and administration are operating as efficiently as possible and any gaps are identified and addressed
c) Review and update all policies and bylaws	All bylaws and governance policies are current
d) Make a budget presentation available to the public and ensure budget formatting aligns with best practices	Community members are aware of the Town's budgetary practices and the budget is properly aligned with best practices.

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	At least 75% of survey respondents are very satisfied or satisfied with the accessibility of town information*.	2024 Q3	Rec/EcDev
b)	A completed organizational review is presented to Council for consideration.	2023 Q2	CAO
c)	All bylaws and policies are current	2026 Q4	CAO
d)	Council considers alternative methods of creating its town budgets	2024 Q3	Fin

*This measure relies on the results of a bi-annual resident satisfaction survey.

3.1.3 Collaborative Government

Goal: To Work with Other Orders of Government to Achieve Mutual Benefit.	
Strategies (We Will...)	Desired Result(s) or Achievement(s)
a) Understand and respond to issues associated with other order of government that affect Calmar	Council is aware of relevant changes and information from other orders of government
b) Meet regularly with other orders of government	Calmar has constructive regional, provincial, and federal relationships to rely on in the future

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Council members meet at least annually with the Town's MLA and MP and with Leduc County Council	2023 Q4	Council
b)	Quarterly updates about issues that affect Calmar are provided to Council	2023 Q4	CAO

3.2 Thriving Social and Cultural Community

3.2.1 Quality Programs and Services

Goal: To Provide Programs and Services which Enhance the Lives of Residents and Leverage Existing Facilities Effectively	
Strategies (We Will...)	Desired Result(s) or Achievement(s)
a) Encourage the formation of social clubs	A strong community environment that encourages citizen interaction and overall wellbeing
b) Plan for a designated youth space in a new arena facility	Provide a space for youth to gather and participate in community programming
c) Partner with community organizations to leverage their existing facility for youth programs	Increase collaboration between youth and seniors
d) Increase community awareness of programs and services provided by the town and its partners	Community needs are addressed through programs and services provided by the Town
e) Tie the advisory council to student council	Youth have opportunities to participate constructively in our community
f) Encourage the Library, FCSS, and Protective Services to share resources to cross-promote programs	Create bundled events, increase program diversity for all ages and accessibility groups, and enhance the relationships amongst Town departments and its partners

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	At least 90% of respondents indicate they are aware of some of Calmar's programs and services*	2025 Q3	Rec/EcDev
b)	Council considers where and how to create a youth-focused space in town	2024 Q3	Council
c)	At least one new youth-seniors joint program is either offered or sponsored by the Town	2025 Q4	FCSS/Rec/Lib
d)	FCSS creates a program that acts as an incubator for community clubs and groups	2023 Q3	FCSS
e)	Calmar establishes a youth advisory council to provide their perspective to Town Council	2023 Q4	FCSS/Rec/Lib
f)	At least 60% of town residents make use of town programs each year	2026 Q4	Rec

*This measure relies on the results of a bi-annual resident satisfaction survey.

3.2.2 Engaged Residents

Goal: To Actively Engage with Residents to Increase Community Awareness	
Strategies (We Will...)	Desired Result(s) or Achievement(s)
a) Provide more opportunities for citizen engagement through open houses, town halls, and annual general meetings.	Increased attendance at community informational events
b) Provide electronic and hard copy resident satisfaction surveys	Increased feedback received on the resident satisfaction
c) Install highway entrance signs	Increased awareness of the community in the region

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	At least 75% of survey respondents are very satisfied or satisfied with the accessibility of town information*	2024 Q3	Rec/EcDev
b)	New entrance signs are included in the capital budget	2025 Q4	Council
c)	Resident satisfaction surveys are launched	2024 Q3	Rec/EcDev

*This measure relies on the results of a bi-annual resident satisfaction survey.

3.2.3 Historical Significance

Goal: To Express Our Unique Cultural Identity and Celebrate Our Rich Cultural History	
Strategies (We Will...)	Desired Result(s) or Achievement(s)
a) Collect records and history for a new edition of the <i>Pioneers and Progress</i> book	Create a comprehensive and up-to-date record of the history of the region
b) Identify and build a community symbol	A unique identifier that expresses the culture of Calmar to the region

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	An updated edition of <i>Pioneers and Progress</i> is published	2024 Q4	Rec/EcDev
b)	Council decides on an appropriate community symbol	2025 Q4	Council

3.3 Making Best Use of Our Environment

3.3.1 Recreational Opportunities

Goal: To Create a Multi-Use Trail System that Promotes a Healthy Lifestyle and Green Urban Living	
Strategies (We Will...)	Desired Result(s) or Achievement(s)
a) Develop a Trails Master Plan	Foster a healthier and more sociable community by connecting amenities and areas of town.

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Council considers a new Trails Master Plan	2023 Q4	Council

3.3.2 Ecological Impact

Goal: To Minimize Our Ecological Footprint		
Strategies (We Will...)		Desired Result(s) or Achievement(s)
a)	Develop a waste diversion plan	Establish a composting program
b)	Develop a community recycling plan	Increase the community's overall recycling participation through education
c)	Provide education to community members on the importance of environmental stewardship	Encourage community participation in environmental initiatives

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	A plan for a new composting program is presented to Council for consideration	2024 Q2	Rec/EcDev
b)	Participation in recycling programs increases	2026 Q3	PW/P&D
c)	A series of workshops on how residents, businesses and groups can contribute to environmental sustainability launches	2024 Q3	EcDev/Rec/Lib

3.3.3 Future Development

Goal: To Make Contaminated Land Useable for Future Development		
Strategies (We Will...)		Desired Result(s) or Achievement(s)
a)	Find alternative uses for contaminated land	Provide opportunities for recreation such as soccer, football, ball diamonds, dog parks, and campgrounds
b)	Apply for available grant money to remediate contaminated sites	Clean up orphan and abandoned wells to ensure land is usable
c)	Lobby the province for the removal of contaminated soil	Create opportunities for new developments in previously unusable areas

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Alternative uses for contaminated land are included in the Recreation Master Plan *	2026 Q3	EcDev/Rec
b)	90% of respondents are very satisfied or satisfied with the town's action on abandoned and orphaned wells*	2026 Q4	CAO
c)	One or more public sector partners assist with remediation of contaminated sites	2026 Q6	CAO

*This measure relies on the results of a bi-annual resident satisfaction survey.

3.4 Diversified Economy

3.4.1 Non-Residential Expansion

Goal: To Build Economic Diversity Through Accessible Non-Residential Development		
Strategies (We Will...)		Desired Result(s) or Achievement(s)
a)	Prepare land for future development (shovel ready)	Increased development potential and attractiveness
b)	Increase the number of industrial and commercial businesses	Diversify the economy and build the non-residential tax base
c)	Be open to innovative models of doing business in town	A range of opportunities will be explored to accommodate a variety of business models. These may include partnerships, co-ops, Municipally Controlled Corporations, Public-Private Partnerships)
d)	Increase business because of the multi-modal network in the region	Businesses will be attracted to our community

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Council considers an innovative economic diversification plan	2022 Q4	P&D
b)	The residential - non-residential tax ratio shifts in favour of non - residential	2026 Q4	P&D
c)	There is always at least five years of developed non-residential land available for immediate use	2023 Q4	P&D
d)	Calmar actively participates in regional economic development	2023 Q4	EcDev

3.4.2 Residential Development

Goal: To Provide Support for Residential Development that Reflects the Needs of Our Community		
Strategies (We Will...)		Desired Result(s) or Achievement(s)
a)	Consider internet as an essential utility for business growth	Ensure businesses and residents have access increased connectivity, more reliability, and greater bandwidth
b)	Develop a plan to attract attainable housing options	Provide housing options for moderate income individuals and families
b)	Create property tax incentives for accessible housing	Business will have access to a local labour force, increasing both the residential and non-residential tax-base

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Economic development plan includes a plan for increasing choice and bandwidth in internet service provision	2024 Q1	EcDev
b)	Council considers tax options that will help attract a wide diversity of housing types	2025 Q3	P&D
c)	Calmar hosts an attainable housing symposium and invites regional partners	2026 Q2	EcDev

3.4.3 Practical Development Processes

Goal: To Streamline the Development Process as a way to Encourage Growth in the Industrial, Commercial, and Residential Sectors		
Strategies (We Will...)		Desired Result(s) or Achievement(s)
a)	Develop flexible development and design standards	Increase developer interest by reducing the costs to develop
b)	Identify to developers where town infrastructure is located/planned	Maximized development potential will lead to effective infrastructure planning
c)	Create a tax incentive program and business incubator program	Non-residential assessment growth
d)	Streamline the permitting process	Developers will be able to build businesses faster and spend less time waiting for permits
e)	Purchase land for future development potential	The ability to determine the best overall options for development

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Calmar adds at least two net new businesses each year	2026 Q4	Council
b)	Municipal Development Plan and Area Structure Plans are all current and reviewed regularly	2024 Q4	P&D
c)	Council considers a business incubator program	2022 Q1	EcDev
d)	Permitting timelines are as short as possible while still providing required due diligence	2022 Q4	P&D
e)	Calmar maintains at least 20 years of land suitable for residential and non-residential development.	2023 Q4	P&D

4. Conclusion

The pages of Calmar's 2023-2026 Strategic Plan provide a roadmap that was developed by the Town's elected officials and Administration. It is important that both Council and Administration work together to achieve the priorities that are outlined in this plan.

Also important is the recognition that the environment in which the Town operates is always shifting. In response, the Town's plans also must change to remain relevant. As with any plan, this one must be used, reviewed and updated on a regular basis.



Letter from Town Council

It is our honor and great pleasure to present the Town of Calmar's Four-Year Strategic Plan. In March of 2020, members of Council, along with senior Town staff, met to identify a strategic direction for our community and to set clear priorities for ourselves to achieve over the next four years. This high-level plan will guide Council and Administration's activities and will provide a long-term vision for this Council, and perhaps future Councils, and will ensure that Council and Administration are able to work together in a common direction.

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Included in this document are the short and long-term goals that Council prioritized based on their importance and timeliness. Council identified a smaller set of high priority strategies that will guide Administration's work throughout the next year. Key performance indicators have also been included to help Council and Administration track and measure our success at delivering our priorities.

This plan was created with the full knowledge that the economic and political environment is always changing, and with awareness of significant public health issues at play, so the Town of Calmar will need to be flexible and prepared for what lies ahead.

We believe this plan will help Calmar achieve our desired common future.

Sincerely,

Mayor Sean Carnahan and the rest of Town of Calmar Council

Vision, Mission, and Values

In looking towards the future of Calmar, it is important that Councillors agree on what the final destination looks like. With this in mind, Council first decided on the Town's ideal long-term future (Vision) and the general direction it will take to achieve that future (Mission).

Vision

A community's vision provides a long-term picture of where or what the community wishes to be or become and gives purpose and direction to the activities of Calmar's Council and Administration. The vision also indicates what makes Calmar unique.

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Values

The values expressed here are the guiding principles that help determine how the Town will operate, both in public and privately.

Commitment

We will abide by the principles of good governance and hold ourselves accountable as we keep the best interests of our citizens at the forefront.

Diversity

We will ensure our programs, services, and commercial offerings provide value to all our residents; social, culturally, and economically.

Growth

We will help create economic opportunities for our citizens by encouraging business development that makes our town attractive and sustainable.

Innovation

We will take a creative and forward-thinking approach to decision-making with the future of our community in mind.

Integrity

We will hold ourselves and our staff to the highest standards of personal conduct and treat one another and the public with respect and dignity.

Priorities for 2023-2024

Within the full list of Tactics that appear in the town's plans, Council has created a subset of "high" ranked Tactics. The items on this list reflect the priorities that Council sees as both important and timely.

Many other Tactics are identified as having a moderate priority, meaning they will be worked in the corporate business plan as resources allow or deadlines near. It is expected that the high priority Tactic list will change over time as some high priority items near completion and new priorities emerge for the town.

The Priorities for 2023-2024 below are identified in the order in which they appear in this Strategic Plan. They include:

Pillar	High Priority Tactic
<i>Governance</i>	Engage in financial planning to include reserve funds
<i>Thriving Community</i>	Encourage the formation of social clubs
<i>Thriving Community</i>	Provide more opportunities for citizen engagement through open houses, town halls, and annual general meetings
<i>Best Use of Environment</i>	Develop a Trails Master Plan Prepare land for future development
<i>Diversified Economy</i>	Prepare land for future development
<i>Diversified Economy</i>	Consider the internet as an essential utility for business growth

Pillars, Goals, and Tactics

The plan below identifies what the town will be working on over the course of the next four years. It is divided into Pillars, Goals, and Tactics, all of which support each other.

Pillar: Area of major concentration for Town Council over the term of this strategic plan. The foundational elements of the strategic plan that support the achievement of the defined Vision of Town Council.

Goal: Change over time that is supported by Town Council. This becomes the answer to "what does the town want to achieve?"

Tactic: Expected activity in support of the Goal. This becomes the answer to the question "how does the town achieve the goal?"

In this strategic plan, the Pillars and Goals are governance related. How these Goals get achieved is through the use of Tactics. Tactics are the building blocks of the town's corporate business plan.

In some cases, management's expertise may require the adaptation or change of some of the Tactics to achieve the Goals that Council has identified.

Within the bulleted lists below, high priority Tactics are in bold.

Pillar A: Delivering Good Governance

Goal 1 - To Ensure the Fiscal Sustainability of the Town

Tactics:

- Engage in financial planning to include reserve funds
- Complete residential subdivisions
- Complete an asset management and capital replacement plan

How We Know When We Are Successful:

Performance Measures

Council considers a reserves policy and identifies optimal balances for each reserve

Residential assessment grows year over year

Asset management plan is complete

Goal 2 - To Ensure Local Government Aligns with Community Needs

Tactics:

- Leverage online portals to effectively gather, manage, and share information
- Complete an organizational review
- Review and update all policies and bylaws
- Make a budget presentation available to the public and ensure budget formatting aligns with best practices

How We Know When We Are Successful:

Performance Measures

At least 75% of survey respondents are very satisfied or satisfied with the accessibility of town information.*

A completed organizational review is presented to Council for consideration.

All bylaws and policies are current

*Council considers alternative methods of creating
its town budgets*

Goal 3 - To Work with Other Orders of Government to Achieve Mutual Benefit

Tactics:

- Understand and respond to issues associated with other order of government that affect Calmar
- Meet regularly with other orders of government

How We Know When We Are Successful:

Performance Measures

*Council members meet at least annually with the
Town's MLA and MP and with Leduc County
Council*

*Quarterly updates about issues that affect Calmar
are provided to Council*

Pillar B: Thriving Social and Cultural Community

Goal 4 - To Provide Programs and Services which Enhance the Lives of Residents and Leverage Existing Facilities Effectively

Tactics:

- Encourage the formation of social clubs
- Plan for a designated youth space in a new arena facility
- Partner with community organizations to leverage their existing facility for youth programs
- Increase community awareness of programs and services provided by the town and its partners
- Tie the advisory council to student council
- Encourage the Library, FCSS, and Protective Services to share resources to cross-promote programs

How We Know When We Are Successful:

Performance Measures

*At least 90% of respondents indicate they are aware of some of Calmar's programs and services**

Council considers where and how to create a youth-focused space in town

At least one new youth-seniors joint program is either offered or sponsored by the Town

FCSS creates a program that acts as an incubator for community clubs and groups

Calmar establishes a youth advisory council to provide their perspective to Town Council

At least 60% of town residents make use of town programs each year

Goal 5 - To Actively Engage with Residents to Increase Community Awareness

Tactics:

- Provide more opportunities for citizen engagement through open houses, town halls, and annual general meetings
- Provide electronic and hard copy resident satisfaction surveys
- Install highway entrance signs

How We Know When We Are Successful:

Performance Measures

*At least 75% of survey respondents are very satisfied or satisfied with the accessibility of town information**

New entrance signs are included in the capital budget

Resident satisfaction surveys are launched

Goal 6 - To Express Our Unique Cultural Identity and Celebrate Our Rich Cultural History

Tactics:

- Collect records and history for a new edition of the *Pioneers and Progress* book
- Identify and build a community symbol

How We Know When We Are Successful:

Performance Measures

An updated edition of Pioneers and Progress is published
Council decides on an appropriate community symbol

Pillar C: Making Best Use of Our Environment

Goal 7 - To Create a Multi-Use Trail System that Promotes a Healthy Lifestyle and Green Urban Living

Tactics:

- Develop a Trails Master Plan

How We Know When We Are Successful:

Performance Measures

Council considers a new Trails Master Plan

Goal 8 - To Minimize Our Ecological Footprint

Tactics:

- Develop a waste diversion plan
- Develop a community recycling plan
- Provide education to community members on the importance of environmental stewardship

How We Know When We Are Successful:

Performance Measures

A plan for a new composting program is presented to Council for consideration
Participation in recycling programs increases

A series of workshops on how residents, businesses and groups can contribute to environmental sustainability launches

Goal 9 - To Make Contaminated Land Useable for Future Development

Tactics:

- Find alternative uses for contaminated land
- Apply for available grant money to remediate contaminated sites
- Lobby the province for the removal of contaminated soil

How We Know When We Are Successful:

Performance Measures

*Alternative uses for contaminated land are included in the Recreation Master Plan **

*90% of respondents are very satisfied or satisfied with the town's action on abandoned and orphaned wells**

One or more public sector partners assist with remediation of contaminated sites

Pillar D: Diversified Economy

Goal 10 - To Build Economic Diversity Through Accessible Non-Residential Development

Tactics:

- Prepare land for future development (shovel ready)
- Increase the number of industrial and commercial businesses
- Be open to innovative models of doing business in town
- Increase business because of the multi-modal network in the region

How We Know When We Are Successful:

Performance Measures

Council considers an innovative economic diversification plan

The residential - non-residential tax ratio shifts in favour of non - residential

There is always at least five years of developed non-residential land available for immediate use

Calmar actively participates in regional economic development

Goal 11 - To Provide Support for Residential Development that Reflects the Needs of Our Community

Tactics:

- Consider internet as an essential utility for business growth
- Develop a plan to attract attainable housing options
- Create property tax incentives for accessible housing

How We Know When We Are Successful:

Performance Measure

Economic development plan includes a plan for increasing choice and bandwidth in internet service provision

Council considers tax options that will help attract a wide diversity of housing types

Calmar hosts an attainable housing symposium and invites regional partners

Goal 12 - To Streamline the Development Process as a way to Encourage Growth in the Industrial, Commercial, and Residential Sectors

Tactics:

- Develop flexible development and design standards
- Identify to developers where town infrastructure is located/planned
- Create a tax incentive program and business incubator program
- Streamline the permitting process
- Purchase land for future development potential

How We Know When We Are Successful:

Performance Measure

Calmar adds at least two net new businesses each year

Municipal Development Plan and Area Structure Plans are all current and reviewed regularly

Council considers a business incubator program

Permitting timelines are as short as possible while still providing required due diligence

Calmar maintains at least 20 years of land suitable for residential and non-residential development.

Conclusion

The pages of Calmar's 2023-2026 Strategic Plan provide a roadmap that was developed by the Town's elected officials and Administration. It is important that both Council and Administration work together to achieve the priorities that are outlined in this plan.

Also important is the recognition that the environment in which the Town operates is always shifting. In response, the Town's plans also must change to remain relevant. As with any plan, this one must be used, reviewed and updated on a regular basis.



POLICY

POLICY No. 2022-XXX
TITLE: Procurement Policy

APPROVAL DATE: SEPTEMBER XX, 2022

DEPARTMENT: ADMINISTRATION
MAYOR: _____

REVISION DATE:
CAO: _____

Purpose:

The purpose of this Policy is to:

1. To provide direction and guiding principles for the Procurement of Goods and Services; and
2. Ensure that Procurement of Goods and Services are in compliance with:
 - a. The Municipal Government Act (MGA)
 - b. Agreement on Internal Trade (AIT), MASH Annex 502.4;
 - c. New West Partnership Trade Agreement (NWPTA);
 - d. Any subsequent federal or provincial/legislation, regulations, or agreements governing municipal procurement; and
 - e. All Town policies, bylaws and established procedures governing Administrations activities, roles, and duties.

Scope:

This policy applies to all members of Administration and Vendors wishing to participate in any Procurement process for the Town of Calmar.

Definitions:

- **Administration** - means the employees of the Town under the direction of the CAO
- **Award** - means the selection of a vendor to provide goods and/or services to the Town
- **CAO** - means the Chief Administrative Officer of the Town
- **Council** - means the Town of Calmar Council duly assembled
- **Emergent need** - means when a lack of immediate action would jeopardize operations or equipment, disrupt critical public services or involves an imminent threat to public or staff safety.

- **Goods** - means in relation to a Procurement, moveable property (including the cost of installing, operating, maintaining, or manufacturing such moveable property) and includes supplies, materials, raw materials, products, equipment, and other physical objects of every kind and description whether in solid, liquid, gaseous or electronic form. For the purpose of this policy Goods does not include land.
- **Procurement** means the acquisition by any means, including by purchase, rental, or lease of Goods and/or Services
- **Services** - means all services to be supplied to the Town, including construction and consulting
- **Town** - means the Town of Calmar
- **Vendor** - means an individual, firm, partnership or proprietorship, supplier, contractor, architect, consultant, bidder or tenderer

Guiding Principles:

The implementation of this policy will be done in accordance with these guiding principles:

Open/fair competitions:

- a) The Policy will promote and maintain the integrity of the Procurement process and protect Council, Administration, and Vendors involved in the process, by providing clear direction and accountability
- b) The Town will maintain an open, transparent, and accessible procurement function, treating Vendors fairly and equitably
- c) Administration must ensure that all Vendors and potential Vendors are treated equally under this Policy and all Procurement procedures and that neither an advantage nor disadvantage is created
- d) Administration is to exercise caution when dealing with Vendors or potential Vendors where there is the possibility or perception of a conflict of interest, either through a direct or indirect relationship of any kind. Such Vendor will not be disqualified due to the existence of such a conflict of interest provided that it is identified, recorded and acknowledged at the outset and proper precautions have been exercised to limit any such conflict of interest
- e) Town procurement documents will specify the requirement for Vendors to declare that there are no conflicts of interest or provide details of any actual or potential perception of conflicts of interest with Town employees or elected officials

Sustainability:

- a) The Town is committed to the Procurement of Goods and Services that are environmentally and ethically preferred wherever practical and economically feasible, where doing so will not significantly affect the intended use of the Goods and Services
- b) In evaluating Goods and Services, Administration shall take into consideration factors such as durability, reusability; level of post-consumer waste and/or recyclable content, and recognized third party eco/ethical certification

Best value consideration:

- a) The Town encourages the consideration of overall cost in the Procurement of Goods and Services, including but not limited to:
 - i. acquisition costs,
 - ii. operating costs,
 - iii. life cycle costing,
 - iv. salvage value,
 - v. availability,
 - vi. serviceability, and
 - vii. delivery.
- b) The Town will consider and evaluate the relevant price and non-price factors prior to commencing the competitive process. Purchases shall be at the best value to the Town consistent with the required quality and service and factors such as price, availability, warranties, quality and serviceability shall be considered in determining the best value to the Town.

Procurement methods:

Administration will utilize the following methods:

Competitive methods:

- a) Request for information (RFI) ☐ process used to gather information to help make a decision on the next steps that should be taken by the Town.
- b) Request for Proposal (RFP) ☐ process used for the provision of services or completion of a given project which provides the vendor with an opportunity to bid on the work or service using their unique skills where price may not be the primary factor in evaluation. There will be a public opening for request for proposal☒ submissions for capital purchases.
- c) Request for Tenders (RFT) ☐ process used when price is the main award factor once submissions are determined to be technically compliant. There will be a public opening for request for tender☒ submissions.

Non-competitive methods:

- a) Negotiated methods
 - i. Telephone solicitation ☐ process used to call potential vendor(s) to obtain a verbal quote for goods and/or services.
 - ii. Written quote ☐ process used to obtain a written quote from potential vendor(s) for goods and/or services.
- b) Selective method:
 - i. In some cases, the Town may procure certain services and goods through one company, without obtaining prices from several sources. This arrangement is established due to the uniqueness, quality and/or type of services or goods provided by the company. Periodically, the Town will review these arrangements to ensure quality standards are maintained and pricing remains competitive.

- ii. Request for pre-qualification (RFPQ) ☐ process used to select a vendor based on qualifications rather than price.

Procurement process:

Administration will utilize the following methods:

Type of purchase	Value	Procurement method
Goods and/or Services	Below \$10,000	Non-competitive: Negotiated method - telephone solicitation
	From \$10,000 and up to \$25,000	Non-competitive: Negotiated method ☐ written quotes
	From \$25,000 and up to \$75,000	Non-competitive: Negotiated method ☐ telephone solicitation
	\$75,000 and over	Competitive method; or Non-competitive ☐ Selective method with Request for pre-qualification
Construction	Below \$200,000	Competitive method; or Non-competitive ☐ Selective method Request for pre-qualification
	\$200,000 and above	Competitive method

Policy Responsibilities:

The implementation of this policy will require the following:

Council responsibilities:

- c) Approve the policy.
- d) Approve the Town's annual budget

CAO responsibilities:

- a) Direct Administration to develop the necessary administrative directives and procedures to implement this policy.
- b) Ensure that expenditures incurred by the Town are authorized in the annual budget or approved by resolution of Council.
- c) Ensure compliance to this policy and other Town policies.

Monitoring and updating

- a) This policy will be posted on Town's website.
- b) This policy will be reviewed at least once every four (4) years.