

TOWN OF LAURENTIAN HILLS



Corporate Strategic Plan 2018-2021

Adopted by By-law (insert #)

COMMUNITY PROFILE

The Town of Laurentian Hills was incorporated on January 1, 2000 and is the amalgamated Townships of Rolph, Buchanan, Wylie & McKay and the Village of Chalk River. The Town comprises the communities of Chalk River, Point Alexander and Rolphton. The Municipal office is located in Point Alexander on Highway 17 just north of the Town of Deep River and is approximately 200 km north west of the City of Ottawa and is 147 kms south of North Bay. The municipality surrounds the Town of Deep River on the north, west and south.

According to the 2016 Statistics Canada census, the municipality is comprised of 642 square kilometres. Of the total land base, 51.8% is made up of Crown or Federal lands (Military training areas, Forestry Institute). There are 1,490 households in the Town of Laurentian Hills and the population density is 4.6 per kilometre

The Town has a population of 2,961. The majority of the population resides in the settlement areas of Chalk River, Point Alexander, and Rolphton. The balance of the residents resides along the Highway 17 corridor and along the shoreline of the Ottawa River. This narrow and linear pattern of settlement is confined by the Ottawa River to the east, the Petawawa Forestry Institute and Military Reserve to the south and Algonquin Provincial Park to the west.

Canadian Nuclear Laboratories (CNL) is the area's largest employer. It is located within the geographical area of the Town of Deep River at the municipality's boundary and accessed through the Town of Laurentian Hills municipal road located in Chalk River. The Village of Chalk River also borders the northern edge of Garrison Petawawa.

CNL is a global leader in nuclear science and technology; an organization that is commercially successful, respected for its scientific capabilities, and home to world-leading expertise based out of a modern, efficient and collaborative campus environment.

CNL's Long Term Strategy includes a renewed science and technology mission reflective of globally important priorities. This is being delivered in parallel with constructing new infrastructure, decommissioning redundant facilities and performing environmental remediation. This plan is underpinned by a defined government funding commitment from Atomic Energy of Canada Limited (AECL), which provides very important stability over the coming years.

CNL is busy with its infrastructure renewal program for the Chalk River campus. This includes a new \$370 million Advanced Nuclear Materials Research Centre, a complex which will include new shielded facilities, and many advanced active laboratories for research involving active or irradiated materials. Updates to important enabling infrastructure are also planned or underway, a new electrical switchyard, expanded natural gas service, potable water lines, and sanitary sewer system and the construction

of modern, energy efficient facilities to accommodate maintenance and operations activities, logistics and security, and a new business centre.

The Town of Laurentian Hills is located in the heartland of Ontario's Recreation system, situated in the beautiful Valley of the Ottawa River bordered by the Laurentian Mountains and Algonquin Provincial Park.

The area provides seasonal recreational opportunities such as fishing, swimming, boating, paddling, hunting, cross-country skiing and ATV activities. You can easily travel the Ottawa River to Pembroke.

The Pembroke/North Bay Top A snowmobile trail connects to the many well-groomed local trails throughout the municipality, providing miles of enjoyment for the snowmobile enthusiasts.

The Ottawa Valley Recreation/Algonquin Trail is the former abandoned CP Rail corridor which runs 296 kms between Smith Falls and Mattawa. The County of Renfrew is developing the rail corridor as a full multi use trail. The Algonquin Trail runs throughout the municipality.

The Town of Laurentian Hills' real estate is reasonably priced with affordable new and resale housing. The Municipality is an easy commute to Garrison Petawawa and CNL is located at end of Plant Road in the Village of Chalk River. Chalk River is also home to St. Anthony's Elementary school and currently has an enrolment of 138 students.

Municipal water and sewer treatment plants provide services for the Village of Chalk River. Water and sewer for the remainder of the municipality is provided by private septic and well systems. The Town has two Fire Halls one in the east end and one in the west end of the Municipality.

Economic and Development Trends

The business directory on the municipality's website identifies businesses, organizations and points of interest throughout the area. There are several businesses in Deep River that Laurentian Hills' residents can access and do support due to the close the proximity of the Town of Deep River to Laurentian Hills.

The distribution of the employment in the Municipality reflects the service industry associated with the Highway 17 corridor and the specialized employment and related services of CNL and Garrison Petawawa.

Service Clubs and Volunteers

The Chalk River and Area Lions Club and Branch 532 of the Royal Canadian Legion are located in the municipality.

The Rolph Buchanan Wylie & McKay Historical Society volunteers maintain the School House Museum located in Point Alexander. The museum contains unique collections of artifacts and photographs as far back at the 1800's illustrating the history of the Upper Ottawa Valley, including the Town of Laurentian Hills and the Town of Deep River.

There is a strong sense of community in Laurentian Hills due to its healthy volunteer base.

Recreation Facilities

The Town of Laurentian Hills has a number of municipal facilities for use by residents, visitors and local businesses.

Travelling from west to east, you will find Tee Lake Beach - a hidden jewel located in Rolphton.

Pt. Alexander is home to a play structure, an outdoor rink and rink building. Burke's Beach is a beautiful sandy beach on the Ottawa River and is located at the end of Burke's Road.

A revitalized playground located in the McKee Subdivision is a safe fenced in area for children to play.

The Glenfiddich Subdivision located on Gutzman Road has a small open playground and paved surface that is used as both a basketball and pickleball court.

Mountain View Subdivision is home to another playground and an outdoor rink.

The Village of Chalk River boasts many outdoor recreational areas. Tenna-Brise Park is home to the Hudson Stone. Anne Crosson Park on Railway Street provides children with a safe, fenced play yard with various climbing equipment and will soon be home to a natural book tree.

The Chalk River Ball Park is a popular spot in the summer thanks to the revamped minor ball program. The mixed adult league also enjoys this facility. The outdoor rink and rink building are well used throughout the winter.

Bob Seguin Drive has a fenced outdoor playground that is also enjoyed by many children!

Corry Lake Beach is a federally owned beach. The Town maintains the access allowing people to utilize the boat launch at this very popular fishing area.

The Towns outdoor rinks can also be used in the summer for various sports including pickle ball, basketball, and ball hockey.

The Town has a team of dedicated volunteers that keep the rinks maintained and flooded in the winter season.

Municipal Services

Corporate Services

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

Recreation and Culture

- Parks
- Community Centres/Halls
- Chalk River and Point Alexander Libraries

Environmental Services

- Solid Waste Management

Protective Services

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

Roads

Planning and Development

- Planning
- Building

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.

Waste Management

The North Renfrew Waste Disposal Site is located on Baggs Road just off of Plant Road in the Village of Chalk River. The Site is a joint effort between the Towns of Laurentian Hills and Deep River. The operations of the site are looked after by the North Renfrew Landfill Operations Board. The Board consists of two members of council each from Laurentian Hills and Deep River and one resident.

Following the guidelines of the Ministry of the Environment and Climate Control, the Board is dedicated to diverting as much waste as possible from the site through various programs such as the tire recycling, the re-use area, the household hazardous waste area, a scrap metal area, brush and wood chipping programs, mattress grinding as well as a textile drop off box.

All construction and demolition waste are deposited at the Town of Deep River's Miller's Road Waste Site.

The Municipality provides curbside garbage pick-up on a weekly basis and curbside recycling is picked up a bi-weekly schedule.

Roads

The municipality is responsible for maintaining 156 kilometres of roads.

Building and Planning

The Chief Building Official is a full-time permanent employee of the municipality and is also the Planning Coordinator.

The municipality will be repealing its Official Plan and joining the County of Renfrew's Official Plan as part of its Five-Year Update. The Draft Revised County Official Plan has been posted on the County website. A new zoning by-law to conform with the County Official Plan will be developed and adopted and will be the primary means of implementing the policies of the new official plan.

The Renfrew County Planning Division is the approval authority for subdivisions and the County Land Division Committee is the approval authority for consents. Zoning amendments, site plan control agreements and minor variances are approved by the municipal council.

Protective Services

Fire Protection and Prevention

The Town of Laurentian Hills has fire halls in Chalk River and Point Alexander, allowing its volunteer department to respond to any emergency within the municipality in minutes. The volunteer department is headed by a Fire Chief, who is a part-time employee, and a complement of 39 volunteer Fire Fighters.

Policing

Policing is provided by the Ontario Provincial Police through the Upper Ottawa Valley Detachment located in Petawawa.

By-law Enforcement

By-law enforcement services are provided by the Chief Building Official.

Ambulance

The County of Renfrew provides paramedic service for the municipalities in the county, including Laurentian Hills. The services include 130 front-line Paramedics supported by an additional 9 qualified Supervisory staff who also maintain their annual certification status. The fleet consists of 19 Ambulance Vehicles, 5 Emergency Response Vehicles an Emergency Support Unit and has drone capacity to assist with emergencies.

Municipal Government

The Town of Laurentian Hills is governed by a five-member council comprised of a Mayor and a Councillor for each of the four wards. The Deputy Mayor is appointed by way of a vote by Council members at the inaugural meeting.

The Municipality budgeted for \$7.7 million in expenditures for 2017 which included the amounts collected for and paid to the County of Renfrew and School Boards. Property assessment values as of 2017 was \$352,909,825.

The upper tier is the County of Renfrew, which is headquartered in Pembroke, Ontario. The Mayor represents Laurentian Hills on County council. The county provides the following services:

- Paramedic Services
- Long-Term Care
- Social Housing
- Children's Services
- Ontario Works employment services and financial assistance
- Planning and Economic Development
- Land Use Planning
- Economic Development
- GIS Mapping

Strategic Planning Process

Members of Council and senior staff met on March 9, 2017 to participate in a strategic planning exercise facilitated by Penny Sharman of Sharman Municipal Consulting. The participants completed a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats); identified the municipality's Decreasing and Increasing Pressures; developed a wish list of strategic actions and concluded the session by prioritizing that wish list.

The consultant presented a report to Council on April 19, 2017 to review the results of the prioritization. Council and senior staff reviewed the report and in July 2017 provided the consultant with comments/amendments and permission to proceed to write the draft strategic plan. Proposed Vision and Mission Statements were developed by a committee consisting of the Mayor, Deputy Mayor and two senior members of staff on October 11, 2017. The proposed statements were included in the draft plan for consideration by Council.

The draft plan was reviewed and approved by Council on (insert date). Public input regarding the proposed plan was gathered by means of (describe methods of obtaining public input). Provide details after public input received.

The Strategic Plan was adopted by Council on (Insert date).

Introducing the Strategic Plan Components

The Strategic Plan for the Town of Laurentian Hills is divided into four areas which comprise the main elements of any good strategic plan.

Vision, which describes what the Town of Laurentian Hills is striving to become

Mission, which describes the role of the Town of Laurentian Hills 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

Laurentian Hills is a vibrant rural community that will continue to provide a strong fiscal government, embrace its natural environment, promote a healthy active lifestyle and welcome economic development opportunities

Mission

The municipality is committed to the delivery of cost-effective services, ensuring policies are in place to foster a healthy natural environment, promoting and supporting recreation activities, as well as encouraging economic development opportunities.

FOCUS AREAS

The focus areas for the Town of Laurentian Hills are:

Capital Projects Infrastructure/Tangible Capital Assets

Making the best possible decisions regarding capital projects and assets, whether it is for new construction, an upgrade or a repair

Emergency Management

To assist the municipality in meeting its emergency management goals by protecting people and property from hazards, minimizing losses associated with emergencies and ensuring a swift and effective recovery from disasters

Good Governance and Effective Administration

To provide effective and efficient municipal governance and administration

Health, Recreation, Culture & Lifestyle

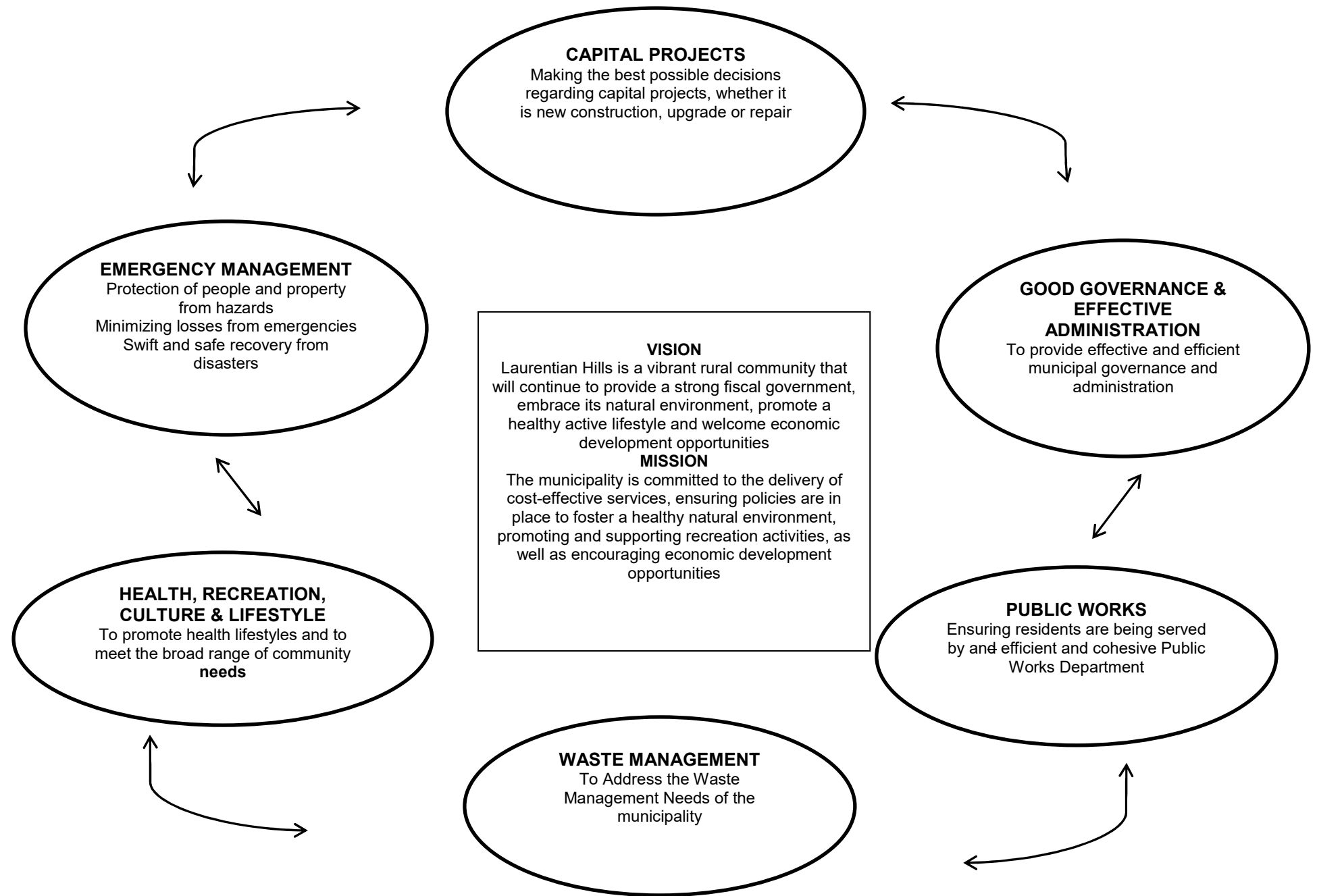
To promote healthy lifestyles and to meet the broad range of community needs

Public Works

Ensure residents are being served by an efficient and cohesive Public Works Department

Waste Management

To address the Waste Management needs of the municipality



The following tables list the strategic actions within the focus areas:

CAPITAL PROJECTS (INFRASTRUCTURE/TANGIBLE CAPITAL ASSETS)

1. Determine the feasibility of building the Meilleurs Bay Boat Launch based on the results of the McIntosh Perry engineering design report as well as costing and proceed if possible
2. Determine the feasibility of building the McConnell Creek Bridge based on the results of the report and costing from Valley Window and Doors and MADI bridges and proceed if possible
3. Repair Sewer Line at Chalk River Fire Hall
4. Upgrade Parks (McKee, Gutzman)
5. Upgrade Anne Crosson Park (Book tree)
6. Investigate the need to expand sewer capacity
7. Point Alexander Rink issues

EMERGENCY MANAGEMENT

1. Tanker Repair
2. Replacement of Equipment Vans
3. Review and update the Town's Emergency Response Plan to ensure it is current and meets the needs of the Municipality and legislative requirements.

GOOD GOVERNANCE AND EFFECTIVE ADMINISTRATION

1. Develop a process for the effective collection of back taxes
2. Strive to keep all technology hardware and software current in order to respond to Municipal needs and changes
3. Review and update the appropriate By-laws to ensure the content is up to date and meets current needs and legislation.

4. Develop a Succession Plan
5. Review and Update appropriate municipal policies
6. Continue to support ongoing training and professional development for staff and Council. Continuous professional development helps to ensure that staff and Council are engaged, knowledgeable, and possess the skills/training to meet the needs of changing legislation and the Municipality.
7. OFM Training/ CAO & Treasurer
8. Develop a process for an ongoing review of Infrastructure - specifically for Parks, recreational facilities, the Wastewater and Water Treatment Plants, and the Point Alexander Municipal office complex and garage.

HEALTH, RECREATION, CULTURE AND LIFESTYLE

1. Continue to support the Recreation Committee in their current programs and encourage the development of future programs to meet the needs of the Community
2. Ensure existing facilities meet the recreational needs of the community
3. Support and encourage the development and construction of a senior housing complex in our community

PUBLIC WORKS

1. Implement Road Needs Study
2. Equipment Replacement (truck, grader, tandem)
3. Investigate Creation of Turnarounds

WASTE MANAGEMENT

1. Complete a Waste Management Review of the Town's current garbage and recycling programs

Implementing and Monitoring the Strategic Plan

In order to implement and monitor the Strategic Plan, Implementation Tables 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 – Implementation Tables

Appendix II – *Corporate Work Plan 2018-2021* – is a graphical representation of the timeframes for each strategic action.

Contact Information: CAO/Clerk, Town of Laurentian Hills

Appendix I

Implementation Tables

FOCUS AREA – CAPITAL PROJECTS (INFRASTRUCTURE/TANGIBLE CAPITAL ASSETS)

Strategic Actions:

- 1. Determine the feasibility of building the Meilleurs Bay Boat Launch based on the results of the McIntosh Perry engineering design report as well as costing and proceed if possible**

Responsibility	CAO
Resources	Public Works Superintendent, Engineering Consultants, Treasurer, Municipal Budget
Target Date	2018 -2019
Performance Indicators	Will address Community needs identified by ratepayers
Project Status	In progress

- 2. Determine the feasibility of building the McConnell Creek Bridge based on the results of the report and costing from Valley Window and Doors and MADl bridges and proceed if possible**

Responsibility	CAO
Resources	CBO, Public Works Superintendent, Contractor, Grants, Municipal budget
Target Date	Fall 2018
Performance Indicators	Bridge will address community needs identified by ratepayers
Project Status	In progress

- 3. Repair Sewer Line at Chalk River Fire Hall**

Responsibility	CAO
Resources	Fire Chief, Contractor, Municipal budget
Target Date	2017
Performance Indicators	Repair to infrastructure
Project Status	Completed

- 4. Upgrade parks (McKee, Gutzman)**

Responsibility	Public Works Superintendent
Resources	Municipal budget
Target Date	2019
Performance Indicators	Upgrade of infrastructure and meet ODOA for accessibility
Project Status	To be initiated

5. Upgrade Chalk River Park (Book tree)

Responsibility	Public Works Superintendent
Resources	CAO, Treasurer, Municipal Budget
Target Date	Fall 2018
Performance Indicators	Meet the criteria of the healthy kids grant and upgrade infrastructure
Project Status	In progress

6. Investigate the need to expand sewer capacity

Responsibility	CAO
Resources	Water and Sewer Reserves, Engineer consultants
Target Date	End of 2018
Performance Indicators	Determine performance and capability of expansion, economic development
Project Status	To be initiated

7. Point Alexander Rink issues

Responsibility	Public Works
Resources	CAO, municipal budget,
Target Date	2018 -2019
Performance Indicators	Infrastructure maintenance
Project Status	To be initiated

FOCUS AREA – EMERGENCY MANAGEMENT

Strategic Action:

1. Tanker Repair

Responsibility	CAO, Fire Chief
Resources	Municipal budget,
Target Date	2017
Performance Indicators	Fire
Project Status	Completed

2. Replacement of Equipment Vans

Responsibility	CAO
Resources	Fire Chief, Municipal Budget, successful tenders
Target Date	2018 – 2019
Performance Indicators	Protective service to the Community
Project Status	In progress

3. **Review and update the Town’s Emergency Response Plan to ensure it is current and meets the needs of the Municipality and legislative requirements.**

Responsibility	CEMC (CAO) Alt. CEMC (Deputy Clerk) and Council
Resources	Provincial Capital Sector Advisor, Council
Target Date	2018
Performance Indicators	Update and implement Emergency Community Plans and ensure legislative compliance
Project Status	To be initiated

FOCUS AREA – GOOD GOVERNANCE AND EFFECTIVE ADMINISTRATION

Strategic Action

1. **Develop a process for the effective collection of back taxes**

Responsibility	CAO / Treasurer
Resources	Treasurer, Collection agency, municipal solicitor
Target Date	2019
Performance Indicators	Collect outstanding taxes owed, reduce FIR indicators
Project Status	In progress

2. **Strive to keep all technology hardware and software current in order to respond to Municipal needs and changes**

Responsibility	CAO, departments managers, employees
Resources	Municipal budget, Aptean, IT persons
Target Date	2019
Performance Indicators	Improve old technology replacing what is no longer serviced and identifying gaps
Project Status	To be initiated

3. **Review and update the appropriate By-laws to ensure the content is up to date and meets current needs and legislation.**

Responsibility	CAO, Treasurer, CBO, Council
Resources	Department managers, Administrative staff, County staff, other municipalities
Target Date	2018 – 2019
Performance Indicators	Ensure legislative compliance, update zoning by-law to reflect Official Plan when adopted and passed by Council
Project Status	In progress and some to be initiated

4. Review and Update appropriate municipal policies

Responsibility	CAO, Council
Resources	Department managers, Administrative staff, County staff, other municipalities
Target Date	2018 - 2019
Performance Indicators	Update polices to ensure legislative compliance and passed by Council
Project Status	In progress

5. Continue to support ongoing training and professional development for staff and Council. Continuous professional development helps to ensure that staff and Council are engaged, knowledgeable, and possess the skills/training to meet the needs of changing legislation and the Municipality.

Responsibility	CAO
Resources	Department Managers, Admin Staff, various municipal professionals and organizations (AMTOC, OBOA, AMO County etc)
Target Date	Ongoing
Performance Indicators	Identify educational needs/opportunities for staff and Council to assist with fiscally sound decisions and operations
Project Status	In progress

6. OFM Training/ CAO & Treasurer

Responsibility	CEMC, Alt CEMC
Resources	Municipal budget, MCSCS (Provincial Emergency Management)
Target Date	2018 – 2019
Performance Indicators	Ensure legislative compliance
Project Status	In progress

7. Develop a process for an ongoing review of Infrastructure - specifically for Parks, recreational facilities, the Wastewater treatment plant, the Point Alexander Municipal office complex.

Responsibility	CAO, Treasurer
Resources	Public Works Superintendent, CBO, municipal budget
Target Date	2019 - 2022
Performance Indicators	Workable strategy in place for long term planning and reserves
Project Status	To be initiated

FOCUS AREA – HEALTH, RECREATION, CULTURE & LIFESTYLE

1. Continue to support the Recreation Committee in their current programs and encourage the development of future programs to meet the needs of the Community

Responsibility	CAO, Department Managers, Recreation Committee
Resources	CAO, Administrative Staff, municipal budget, volunteers
Target Date	2018 – 2022
Performance Indicators	Review existing programs, develop others and attract additional volunteers to focus on other activities
Project Status	In process and ongoing

2. Ensure the existing facilities meet the recreational needs of the community

Responsibility	CAO, Public Works
Resources	CPSI certified inspector, Public Works, Recreation Committee, Municipal budget
Target Date	2018 – 2022
Performance Indicators	Ensure regular inspections and safety of equipment and buildings, volunteer data base
Project Status	Annual Inspections – ongoing update as required

3. Support and encourage a developer to look at our community for the construction of a seniors housing complex

Responsibility	Council, CAO, Department Managers,
Resources	Membership in OVCOC, Council member networking, staff
Target Date	Ongoing - Identify possible areas for development
Performance Indicators	Fill a void for the need for a facility in the area
Project Status	To be initiated

FOCUS AREA – PUBLIC WORKS

Strategic Action

1. Implement Road Needs Study

Responsibility	Public Works Superintendent
Resources	Public Works Superintendent, Engineer Consultants, municipal budget
Target Date	2018 – 2028
Performance Indicators	Long term planning, reserve budgeting,
Project Status	In progress

2. Equipment Replacement (truck, grader, tandem)

Responsibility	Public Works Superintendent
Resources	Municipal Asset Inventory, Town Policies on Tangible Capital Assets, Municipal Budget,
Target Date	2018 – 2022
Performance Indicators	Long term planning,
Project Status	Ongoing

3. Investigate creation of turnarounds

Responsibility	Public Works Superintendent, Planning Coordinator
Resources	Consent applications
Target Date	2018 – 2022
Performance Indicators	
Project Status	To be initiated

FOCUS AREA – WASTE MANAGEMENT

1. Complete a Waste Management Review

Responsibility	CAO, Department managers, Council
Resources	Administrative staff, Landfill Board, various ministries, municipal budget
Target Date	2018 – 2022
Performance Indicators	Snap shot of landfill costs, long term post closure costs, identify potential alternatives, promote responsible stewardship
Project Status	In progress

Appendix 2

Corporate Work Plan 2018 – 2021

FOCUS AREAS AND STRATEGIC ACTIONS	2018	2019	2020	2021
Capital Projects (Infrastructure/Tangible Capital Assets)				
Determine the feasibility of building the Meilleurs Bay Boat Launch based on the results of the McIntosh Perry engineering design report as well as costing and proceed if possible				
Determine the feasibility of building the McConnell Creek Bridge based on the results of the report and costing from Valley Window and Doors and MADI bridges and proceed if possible				
Repair Sewer Line at Chalk River Fire Hall				
Upgrade Parks (McKee, Gutzman)				
Upgrade Chalk River Park (Booktree)				
Investigate the need to expand sewer capacity				
Point Alexander Rink issues				
Emergency Management				
Tanker Repair				
Replacement of Equipment Vans				
Review and update the Town's Emergency Response Plan to ensure it is current and meets the needs of the Municipality and legislative requirements				
Good Governance & Effective Administration				
Develop a process for the effective collection of back taxes				
Strive to keep all technology hardware and software current in order to respond to municipal needs and legislation				
Review and update the appropriate by-laws to ensure the content is up to date and meets current needs and legislation				
Develop a Succession Plan				
Review and update appropriate municipal policies				
Continue to support ongoing training and professional development for staff and Council. Continuous professional development helps to ensure that staff and Council are engaged, knowledgeable and possess the skills/training to meet the needs of changing legislation and the Municipality				
OFM Training/CAO and Treasurer				
Develop a process for an ongoing review of Infrastructure – specifically for Parks, recreational facilities, the Wastewater treatment plant, the Point Alexander Municipal Office complex				

Health, Recreation, Culture & Lifestyle				
Continue to support the Recreation Committee in their current programs and encourage the development of future programs to meet the needs of the Community				
Develop a business plan to promote the development and construction of a senior housing complex				
Public Works				
Implement Road Needs Study				
Equipment Replacement (truck, grader, tandem)				
Investigate creation of turnarounds				
Undertake work to ensure accessibility compliance with OADA and assess expansions needs/costs of office space				
Waste Management				
Complete a Waste Management Review				