

1 Executive Summary

Strategic Steps Inc. was asked to provide insight into the Town of Calmar's service delivery; in particular into whether the Town is meeting the needs of its residents, the businesses that operate there, and the community organizations that provide benefit to the people of Calmar and beyond.

This is an audit rather than a full organizational review. Essentially this means that the process looks for that proverbial smoke to indicate where there might be fire. In those cases, the audit would recommend a deeper review of the particular areas where more attention would provide value.

Overall, the Town appears to be providing the services that are required. As with any audit of this sort, there are areas we recommend spending more time or putting some consideration into changes.

Calmar's vision is: *Calmar, we are a welcoming community and regional leader. The ideal place to call home and grow a business.* We took this as the ultimate expression of success for the Town and conducted this audit with that vision as the desired end some years from now. All efforts should be focused on achieving this vision, or more properly, efforts that do not work towards the vision should be stopped or at least very thoughtfully considered.

We did not encounter contra-visionary work going on in any large scale in Calmar, but there are some issues that ought to be addressed. Council can consider whether they agree and whether it is worth applying resources to these areas of potential gaps.

The gaps can roughly be divided into two main areas, internally-facing, and externally-facing.

Internally Facing Gaps for Council's Consideration

- **Legislative Comprehensiveness** – Do Council's levers of Bylaw, Policy and Budget reflect the current will of Council and direction for the Town?
- **Organizational Structure** – is the Town set up with the right lines of accountability?
- **Role Clarity** – Does everyone from Council to the front-lines understand how they can best contribute to the Town's success?

Externally Facing Gaps for Council's Consideration

- **Regional Agreements** – Are there ways that Calmar can deliver greater efficiency along with other municipal partners?
- **Service Levels** – Is the right amount of specific programs and services being provided?
- **Service Types** – Is the Town providing what is required by those who live in Calmar?

If Calmar makes no changes, it will still be operating in accordance with provincial legislative requirements, but there is room to improve. Starting at the top, with enabling legislation like bylaws and policies, Council can gradually work to ensure that Calmar continue to provide what makes Calmar a place to move to and a place to remain.