

2021-2025

# Village of Carmangay Strategic Plan



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Village of Carmangay  
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# Vision Statement

Carmangay is a friendly, sustainable community that supports businesses and amenities that improve the lives of its residents.



## Values

We value citizen involvement at all levels

We creatively support the growth of businesses

We find solutions that keep life in Carmangay affordable

We provide a safe and reliable utility system

We promote the natural beauty of Carmangay



# Objectives

Continue to encourage citizen involvement in the community

Increase the number of businesses and commercial properties in the Village

Maintain the residential and commercial taxes at the 2021 rate

Upgrade the water system to provide fire coverage

Upgrade the condition of pathways in the Village

*All planned activities defined below will be SMART goals. Specific, Measurable, Achievable, Realistic and Timed.*

## Objective - Continue to encourage citizen involvement in the community



### Activities

#### **Short Term**

Add a question period to the Council Agenda for citizens to ask what is on their mind – Complete

Submit a Council contribution to the monthly newsletter – In Progress and Continuing  
Council set up regular Coffee with Council by \_\_\_\_\_

#### **Long Term**

Create more community events once the COVID restrictions have been removed

# Objective - Increase the number of businesses and commercial properties in the Village

## Activities

### Short Term

Define the Village owned properties for sale – Complete

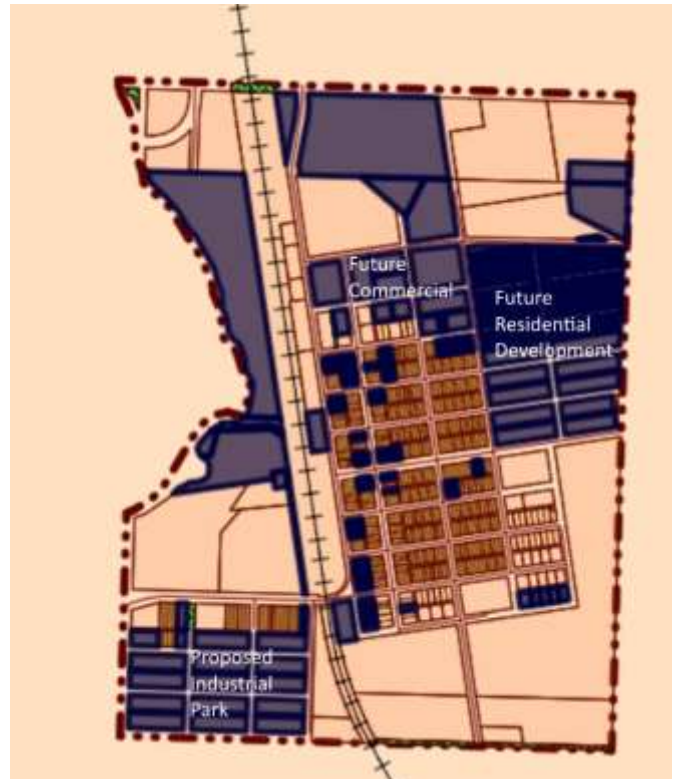
Create a website to promote lot sales in Carmangay at <http://carmangay.ca> – Complete

Create a promotional campaign on social media to attract potential property owners in the region by spring of 2022

### Long Term

Offer property tax incentives to attract and retain businesses

Waive development fees for new commercial structures





## Objective - Maintain the residential and commercial taxes at the 2021 rate

### Activities

#### **Short Term**

Increase focus on available grants

Create a go forward 5 year plan for the projects team to increase revenue and profitability.  
Present to Council by spring of 2022.

#### **Long Term**

Offer a discount percentage for early payment of taxes

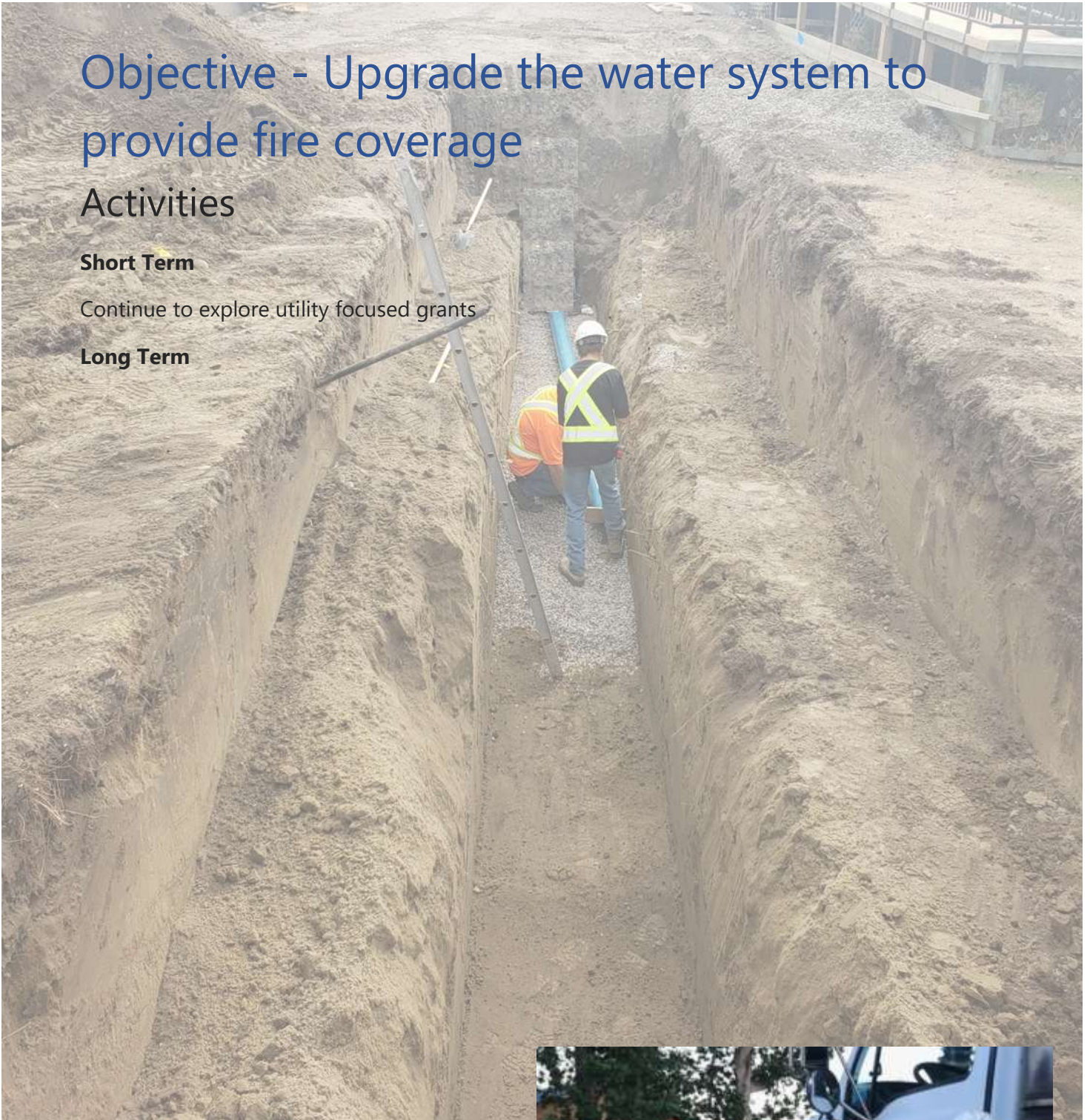
# Objective - Upgrade the water system to provide fire coverage

## Activities

### Short Term

Continue to explore utility focused grants

### Long Term







## Objective - Upgrade the condition of pathways in the Village

### Activities

#### **Short Term**

Coordinate volunteers with Public Works to maintain the trail system

#### **Long Term**

Fundraise for associated costs of maintaining and upgrading the trail

# SWOT Analysis

## **Strengths**

Carmangay has an exceptional view from the McFarland Trail

Carmangay's commercial tax rate is one of the lowest in the region

Carmangay owns 131 acres or 532,000 square metres of land, most of which is available for development

Carmangay has no debt and a debt limit of 1.1 million dollars as of 2020.

Carmangay has equipment and staff that can do most of the work that had previously been contracted out

Carmangay can utilize a Vulcan County policy to access \$250,000 of equipment, manpower and gravel with a plan

## **Weaknesses**

Carmangay does not have enough water flow for acceptable fire protection

Carmangay requires significant water infrastructure upgrades

Carmangay leases its dump truck, backhoe and pickup truck (complete in 2022)

## **Opportunities**

Promotion of the McFarland Trail System

Carmangay can develop much of its Village owned land

The Country Residential / Small Business Park

The Projects Team has an opportunity to bring in revenue and reduce capital project costs

Continue to use staff and equipment for projects outside of the Village

## **Threats**

The erosion of the McFarland Trail System

The cost of upgrading the water and sewer infrastructure will be large