

Township of Sables- Spanish Rivers

Strategic Plan 2018- 2021



Table of Contents

Acknowledgements	3
Executive Summary	4
Purpose	6
Vision	7
Desired Outcome.....	7
Background: Sables-Spanish Rivers	8
Planning Process	9
Original Priority Areas as Identified by Council	9
Community Consultations	10
Plan Priorities & Action Items	11
Implementation	12
Monitoring & Evaluation	12
Appendix A: Priorities and Action Items: Detailed Implementation Process and Schedule	13

Acknowledgements

Council would like to acknowledge the citizens of the Township, many of whom committed valuable time to provide plan input, and for whom, ultimately, the planning process was initiated.

The Council of the Township of Sables-Spanish Rivers would also like to acknowledge Michael Addison and Diane Newlands, of the LaCloche Manitoulin Business Assistance Corporation (LAMBAC) for assistance in the planning, consultation, and drafting the plan.

Executive Summary

Given that the current Township of Sables-Spanish Rivers strategic plan, initiated in 2011, and covering the period 2011-2016, was finished, Council established a planning process to create a new plan for the period of 2018-2021. This process consisted of a review of the intent and accomplishments of the existing plan, establishment of preliminary priorities by Council for the 2018-2021 planning cycle, and a comprehensive community consultation process. Review and consideration of the public input by Council, resulted in the statement of priorities and action items and associated information in the final plan document.

The preliminary priorities established by Council were as follows:

- Municipal Infrastructure Maintenance/Improvement
- Community Development/Economic Development
- Tourism
- Health/Wellness
- Signage/Communication

These priority areas were maintained as a result of the community consultation process, which engaged approximately 80 participants through a public meeting, two focus groups, staff consultation, and a community survey in both online and hard-copy format. Although the broad priorities remained the same, the community helped to establish 17 action items across these priorities. These action items are articulated in further detail, including roles and responsibilities, by municipal staff in collaboration with Council. The action items are as follows:

1. Continue to develop and implement long-term roads maintenance and improvement
2. Continue to pursue rational, cost-effective, and efficient use of municipal property, buildings, and facilities, to maximize the availability of public space
3. Develop and implement a “community/economic study” to address public docking, development of Mouth Park with the incorporation of recreation and tourism for the entire township
4. Use the results of the community/economic development study to guide community and economic development activity
5. Support the regional transportation initiative to source out cost-effective solution for transportation within the entire community
6. Develop and implement a strategy to expand and maximize use for “Heritage Park” center of Massey to incorporate farmers market, establish artisan market, promote local events & talent

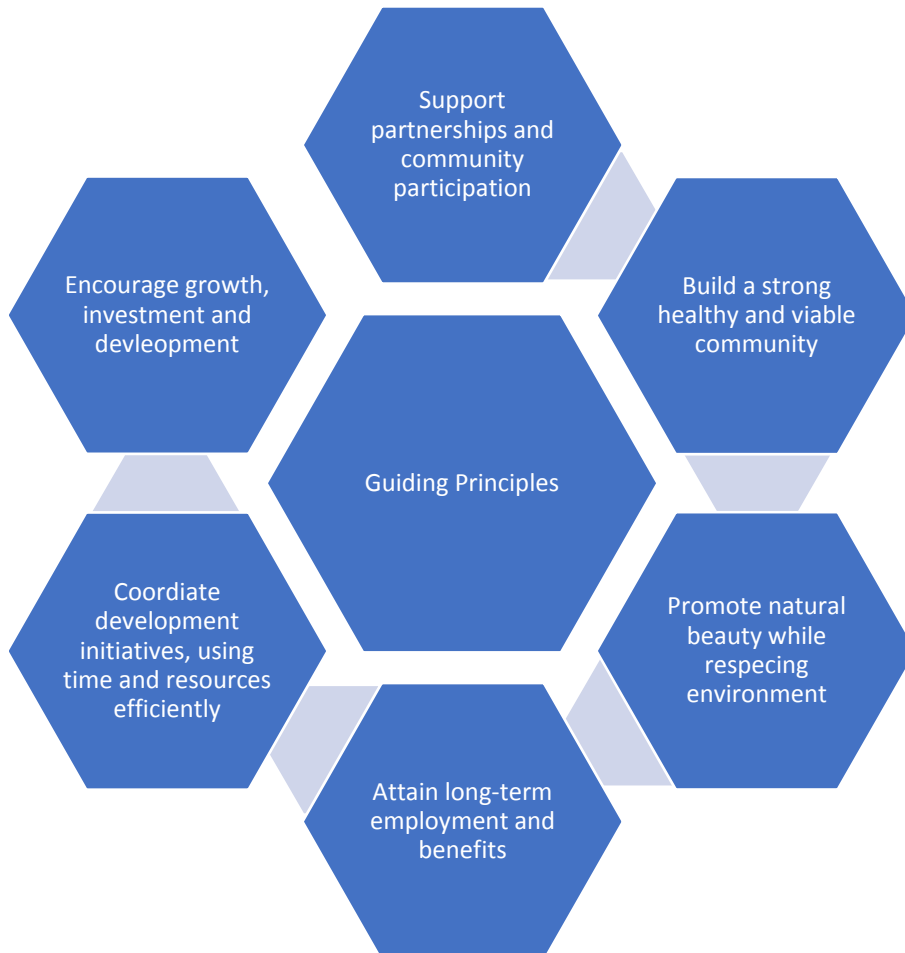
7. Continue beautification efforts within the Township
8. Residents are actively involved in community life
9. Active Community Charter
10. Maintain parks & playgrounds
11. Pedestrian friendly environment
12. Pursue the opportunities for Wellness Centre integrating Senior Services Network into the plan
13. Pursue partnership opportunities with surrounding communities
14. Take advantage of all feasible and potential opportunities and leads for health care opportunities in rural settings
15. Address the overall promotion/signage (business events, points of interest) challenge throughout entire municipality
16. Study and implement solutions to improve overall signage within the municipality
17. Maintain website, establish stronger web/social media presence, and create a plan/process with the purpose of facilitation, ongoing maintenance, and promotion of the website

The success of the 2018-2021 strategic plan will rest on ongoing monitoring and evaluation of the strategic planning priorities and action items in relation to municipal operations and community development.

Purpose

Strategic planning, when undertaken with genuine intent, is a very useful process because it assists an organization in setting longer term goals and serves as a reminder to review the bigger picture while one is understandably preoccupied with current demands and issues. The Township of Sables-Spanish Rivers created a strategic plan in 2011, which served the municipality well as a guide for the period of 2011-2016. With that ending, municipal Council undertook to create another plan with input from the community. This document provides the details of the planning process, and the priorities, action items, and implementation steps for 2018-2021 planning cycle.

The community-based Strategic Plan presented in this document is based on the overall guiding principles for The Township of Sables-Spanish Rivers illustrated below.



Vision

“The Township of Sables-Spanish Rivers will strive to build and maintain a prosperous economy through capitalizing on it its distinctive characteristics; including abundant resources, natural beauty and strategic location, while respecting the environmental, social and cultural diversity of the community”.

Desired Outcome

Municipal and community strategic planning has a standard array of desired outcomes, and these include the following:

1. Ensuring long range planning for economic and community development
2. Providing a voice to the community regarding their priorities
3. Providing guidance for Council and staff activities for five years
4. Accounting for changing social, environmental, cultural and economic conditions
5. Identifying strategies for action and timelines for implementation
6. Establishing a schedule for evaluation and community accountability
7. Providing evidence of strategic planning and management to government funders of projects supported by the community

Background: Sables-Spanish Rivers

The Township was created in 1998 by amalgamating the former towns of Massey and Webbwood with the Township of the Spanish River and the unorganized geographic townships of McKinnon and Gough and was named for Massey’s location at the junction of the Spanish and Aux Sables rivers.

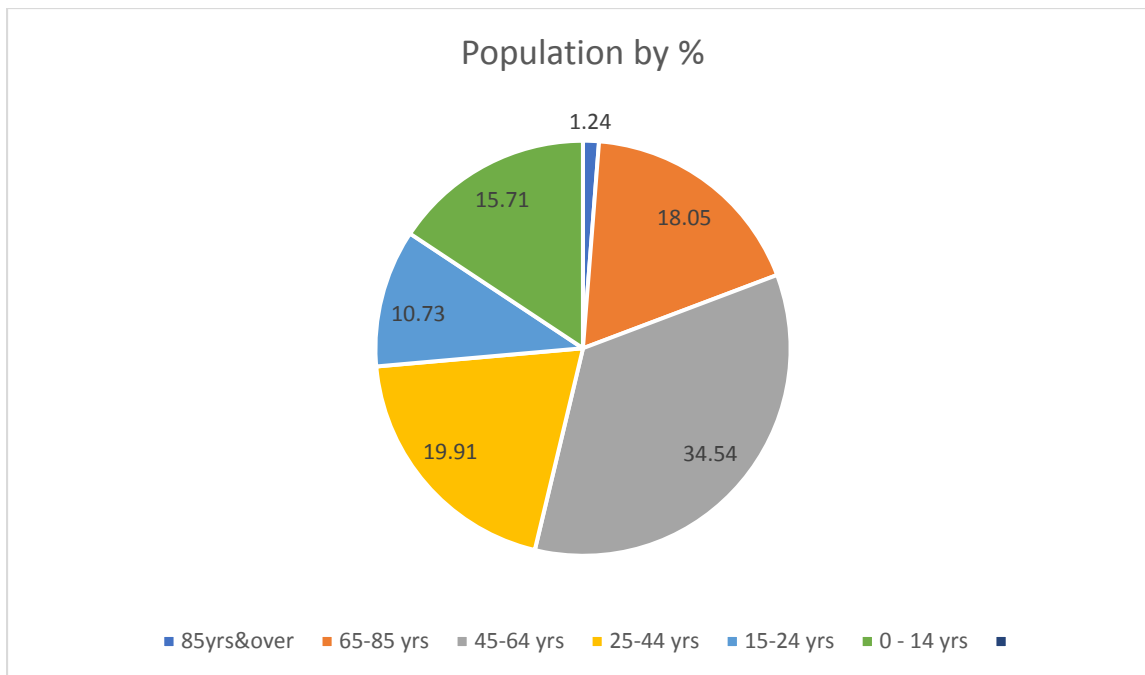
Basic Municipal Characteristics

Population (2016): 3214

Population (2011): 3075

Total Private Dwellings: 1675

Population Age Structure



Source: Statistics Canada, Census Profiles 2016

Planning Process

The plan development process for the 2018-2021 strategic plan consisted of the following components:

1. A review of the 2011-2016 strategic plan, including priorities and action items, and an assessment of what was accomplished during the term of the plan. This activity was undertaken by Council with the input from the EDO and LAMBAC. Assessment of what was accomplished during this planning period was also a component of all public consultation activities: participants were reminded of the previous plan priorities and action items and encouraged to reflect on what was accomplished
2. Council was asked to articulate a vision statement to create a broad context for the planning process, and to identify preliminary planning priorities to serve as a starting point for community consultation
3. Community consultation, which consisted of 1 public meeting (open to all), 2 targeted focus groups (which was also open to all), an online (available in hard-copy) survey. The window for community input ran from September 2017 until January 2018
4. Council review of raw community consultation input, and a municipal/SWOT analysis based on public consultation and experience and knowledge of Council
5. Analysis of public input and preliminary identification of final plan priorities and preliminary action items
6. Comprehensive articulation of detailed action items and intended implementation plan and schedule
7. Completion of an advanced draft plan report, and presentation to Council
8. Completion of the final plan document
9. Implement, monitoring and evaluation

Original Priority Areas as Identified by Council

- Municipal Infrastructure Maintenance/Improvement
- Community Development/Economic Development
- Tourism
- Health/Wellness
- Signage/Communication

Community Consultation

Consultation with the community is a vital component of municipal strategic planning because, although the plan is vested with the municipality and guided by Council, the intent is that it reflects community visions, values, goals and priorities.

With this reality in mind, Council created and implemented a 3-part community consultation process, which consisted of 1 broad public meeting, 2 targeted focus groups with the public welcome, and a survey available in hard-copy and online. The details and scheduling of these community consultation methods are outlined in the table below.

Strategic Plan 2018-2021: Public Consultation Participation Statistics

Consultation Method	Detail	Total Component
Public Meetings (1)		24
Focus Groups (3)		
	Staff	4
	Business	18
	Arts & Culture/Recreation	18
Surveys	Online, emailed & hard-copy	15
Total Participants		79

Overall the participation was good given size of community comparable to other areas. In general, communication with the audience is good.

Plan Priorities and Action Items

Priority Area	Sub Component	Action Item#	Action Items
Municipal Infrastructure Maintenance/Improvement	The Municipal Road System	1	- Continue to develop and implement long-term road maintenance and improvement
	Municipal Property, Buildings and Facilities	2	- Continue to pursue rational, cost-effective, and efficient use of municipal property, buildings, and facilities, to maximize the availability of public space - Regular budgeted investment in infrastructure
Community and Economic Development		3	- Develop and implement a “community/economic study” to address public docking, development of mouth park with the incorporation of recreation and tourism for the entire Township
		4	- Use the results of the community/economic development study to guide community and economic development activity
Tourism		5	- Develop and expand a strategy to maximize use of “Heritage Park” center in Massey to incorporate farmers market, establish artisan market, promote local events & talent
		6	- Continue beautification efforts within the Township
		7	- Support the regional transportation initiative to source out cost-effective solutions for transportation within the entire community
Health & Wellness	Encourage citizens to lead healthy lifestyles	8	- Residents are actively involved in community life
		9	- Active community charter
		10	- Recreation programs
		11	- Maintain parks & playgrounds
		12	- Pedestrian friendly environment
		12	- Pursue the opportunities for Wellness Centre integrating Senior Services Network into the plan
	Support community partnerships that address community health issues and access the health care	13	- Pursue partnership opportunities with surrounding communities
		14	- Take advantage of all feasible and potential opportunities and leads for health care opportunities in rural settings
Signage/Communication		15	- Address the overall promotion/signage (business, events, points of interest) challenge for the entire municipality
		16	- Study and implement solutions to improve overall signage within the municipality
		17	- Maintain website, establish stronger web/social media presence, and create a plan/process with the purpose of facilitation, ongoing maintenance and promotion of the website

Implementation

Please refer to Appendix A for the detailed plan implementation process.

Monitoring and Evaluation

Achieving success in strategic planning requires that the plan be regularly revisited to ensure that it remains relevant and that the decisions and actions taken by Council take into consideration the longer-term objectives of the plan. To this end, Council should, as a minimum, explicitly review the 2018-2021 plan on a bi-annual basis. In addition, Council, staff, committees, and the community at large should review the plan priority items and actions when discussing, debating and deciding on specific policy and actions, making an effort to consider the strategic plan direction and objectives.