

THE CORPORATION OF THE TOWNSHIP OF SABLES-SPANISH RIVERS  
**Economic Development & Community Services Committee Meeting Minutes**

**REGULAR MEETING**

**APRIL 18, 2023**

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**PRESENT:** **CHAIR (S):** Edie FAIRBURN  
**MEMBERS:** Harold CRABS, Thoma CRABS; Merri-Ann HOBBS; John MOONEY  
**ABSENT:** Jolie BIANCHIN  
**STAFF:** Amanda ST. MICHEL

**Opening**

The regular meeting of the Economic Development Committee was called to order at 6:35 p.m. on April 18<sup>th</sup>, 2023, by Edie Fairburn.

Committee Composition Update: Susan Sonnenburg has submitted her resignation from the committee effective April 18<sup>th</sup>, 2023.

**Economic Development**

**A REGIONAL EDO INITIATIVES**

- No update.

**B GRANTS AND FUNDING OPPORTUNITIES**

- Ontario Trillium Foundation 2022 Resilient Communities Fund
  - The Deputy Clerk provided an update regarding the successful application and that we have received a \$18,100 grant to purchase book drop bins, picnic tables and bear proof garbage bins for the library.
- Inclusive Communities Grant Application
  - The Deputy Clerk provided an update on the status of the application due Thursday April 20<sup>th</sup>. The application is for 4 Permanent Accessible Shade Tables to be installed in various municipal parks to support the initiative of increasing accessibility to outdoor spaces to improve the community engagement of older adults and people with disabilities.
  - An amount of \$38,062.56 has been requested, which would cover the purchase of the tables and contractor installation. Taxes and other construction fees (e.g., engineering) are not eligible costs and would have to be budgeted for should the application be successful.
- Discussion regarding potential “shelf-ready” ideas for upcoming grants including- murals, beautification efforts, honouring distinct members in history who lived in the Township, other departments needs etc.

**C TSSR BUSINESS COMMUNITY UPDATES/OPPORTUNITIES**

- Broadband-The committee reviewed the update provided by Georges Bilodeau regarding the Huron Shore and Manitoulin Island Community Owned Fibre Infrastructure project. The project is still alive, awaiting final sign off from the Minister. Rock Networks has everything in place for construction to launch and the government has added areas to the project towards Ward 2 of Sudbury District resulting in more preparation work.
- Tourism Adaptation Strategy 2022- the Deputy Clerk provided a summary of the background of the project to committee members and the outcome of the final strategy. As a community partner we are still guaranteed for \$2,000 worth of signage. LAMBAC is now working with an

independent specialist to develop a signage strategy for each community partner. This would be an excellent “shelf-ready” project to be included in the future strategic plan and to be able to apply for future grants in 2024.

- Discussion regarding physical vs. digital signage opportunities, eventual updated mapping and providing resources to assist local businesses to advertise online.

**D DONATIONS/COMMUNITY SPONSORSHIPS**

- Great Lakes Waterfront Trail Sponsorship- the committee budgets a \$500 donation to the trail each year. Discussion regarding the span of the trail throughout the Township.

**Community Services**

**E COMMUNITY AESTHETICS**

- No update.

**F AGE-FRIENDLY PROGRAMING**

- No update.

**G MUNICIPAL EVENTS/INITIATIVES**

- No update.

**H COMMUNITY ENGAGEMENT**

- The Deputy Clerk informed the committee of the upcoming initiative “Featured Fridays”. The initiative intention is to get the public more familiar with councillors and eventually use it as a tool to promote township events, share information regarding municipal operations, and promote non-profit organizations.

**Other Business**

**I BUDGET**

- The proposed 2023 budget is scheduled to be passed at the April 26<sup>th</sup> Council Meeting.

**J TSSR STRATEGIC PLAN**

- The Deputy Clerk is currently participating in the Train the Trainer Program for Facilitating the Strategic Planning Process. It is offered by OMAFRA at no cost.
- Discussion regarding the Strategic Planning Framework- the committee is in Stage 1: Preparation. The importance of the strategic planning process, why we need a strategic plan and the roles/responsibilities of individuals involved was reviewed (slides attached).
- Discussion regarding public engagement and opportunities for project timelines:
  - Hosting smaller sessions geared to different groups in the community rather than large gatherings where some people may be intimidated to participate (councillors, township staff, business owners, arts & culture representatives, health care professionals, seniors etc.)
  - Maintaining language that can be interpreted by all residents.
  - Marketing strategies (hard copy advertisements in the 20223 final tax bills, radio ads, social media etc.).
- The committee would like the public to be aware of the Strategic Planning process prior to starting public consultations. The Deputy Clerk will put information together to share on the Township website on the “Economic Development & Community Services” page.

- Next steps: May 16<sup>th</sup> meeting- the committee will continue Stage 1 by reviewing a draft strategic plan process timeline and reviewing the 2018-2021 Strategic Plan in detail to determine what was accomplished/what was not and to initiate establishing potential priority areas.

#### **Recommendations to Council**

- None.

The meeting was adjourned at 8:07 p.m. The next meeting will be held on May 16<sup>th</sup>, 2023, in Council Chambers, at 6:30pm or at the call of the chair.

# Stage 1 - Preparation



# TSSR STRATEGIC PLAN 2023-2028

## STAGE 1- PREPARATION

### APRIL 18-MEETING GOALS

- Review what a Strategic Plan is and why we need it.
- Understand the roles of all individuals involved.
- Plan next steps.

### WHAT IS STRATEGIC PLANNING? ANY WHY WE NEED IT!

Strategic Planning is a process that helps groups work towards a desired future, by focusing energy and resources on shared goals. The process:

1. Examines where you are now, where you want to be and how to get there.
2. Involves your community or group in visioning.
3. Steers the group in a focused direction for future success – Encourages proactive thinking.
4. Deals positively with change – Sets priorities for action – Establishes clear outcomes for measuring success.

*The process is only as good as the creative and thoughtful insight of the participants involved.*

### The Strategic Planning Framework

- Each stage provides the foundation for the next.
- Combined, they provide a means of focussing group efforts and of communicating the group's direction.
- It is helpful to think of strategic planning as a cycle that is continuously reviewed to keep relevant in a changing environment.



**A Strategic plan...**

- Is a formally written document that guides a group's decision-making process toward achieving desired goals that align with their mission and vision statements.
- Helps in allocating resources (volunteer, staff, monetary, infrastructure, etc.) and prioritizing actions.
- Is referred to for operational decisions and is updated regularly.

**What are the Benefits?**

- Establish a shared vision, mission, and goals.
- Establish clear, realistic goals and objectives that match the group's mission and vision.
- Clarify or redefine your group's role and your target group(s).
- Help board, staff and volunteers have a shared understanding and common language.
- Gain commitment and bring your group together to work on common goals.
- Effectively communicate your focus and needs with various stakeholders.

**Keys to Implementation Success**

- Select actions/activities that are appropriate for YOUR organization.
- Set strategic goals and prioritize.
- Develop realistic and attainable action plans.
- Allocate resources appropriately.
- Monitor progress.
- Adjust as necessary.

**APPENDIX A – PREPARATION WORKSHEET**

**THE ROLES OF ALL INDIVIDUALS INVOLVED – SEE ATTACHED SLIDES.**

**NEXT MEETING:****MAY 16<sup>TH</sup> MEETING GOALS**

- Review a draft Strategic Plan project timeline.
- Review in detail the 2018-2022 Strategic Plan as a group.

# Appendix A – Preparation Worksheet

This worksheet is designed to assist your group in preparing for strategic planning. The first sheet is a series of questions that you can use to guide your board discussions and decision-making.

## PROCESS:

- Review and answer the following questions before you start.
- As a group, record your responses in the appropriate spot on the template.
- Refer to the worksheet on an ongoing basis to track your progress as you go through your strategic planning process.

## TIME REQUIRED:

Approximately 30 minutes

## QUESTIONS:

### Identifying Need

- Why does your group need to do strategic planning? Why now?
- Is there commitment/approval from the board or governing body for the planning process?
- Are there any issues that may affect the planning process?

### Roles

- How many staff, board members or engaged community members will be involved on the strategic planning steering committee?
- Who will be part of the strategic planning steering committee? Do the recommended participants have the time to commit to the process?
- What is the role of each group member?
- How will you share the information from the planning sessions?
- What external support is required to help the group with the process (e.g. consultant or facilitator)?

### Stakeholder Engagement

- Who else should be involved (e.g. sponsors, partners, clients, volunteers, community members, etc.)?
- In what way(s) do you plan to engage them as part of the process?
- Are there going to be open sessions for the broader community?
- Will there be a need to hold a session with a target audience?

### Budget

- What is the budget for the planning process (e.g. facilitator, travel, refreshments, meeting room, supplies, and printing)?
- Do you have the required budget, or do you need to seek external funding?

### Information

- What information or data is available or needed to inform your planning process?

### Timing

- How will the process be structured (e.g. a series of sessions or all day retreat)?
- How many planning meetings are needed?
- Are there any major events/activities that you need to work around (e.g. fair, AGM, election, etc.)?
- What is the target date for completion of a written plan?

# Strategic Planning Framework





## Stage I: Preparation

- Taking some time to prepare for the planning process will **help to ensure that the process goes smoothly**, and that the **expectations of participants are aligned with the group's requirements**.

**PREPPED FOR  
SUCCESS**

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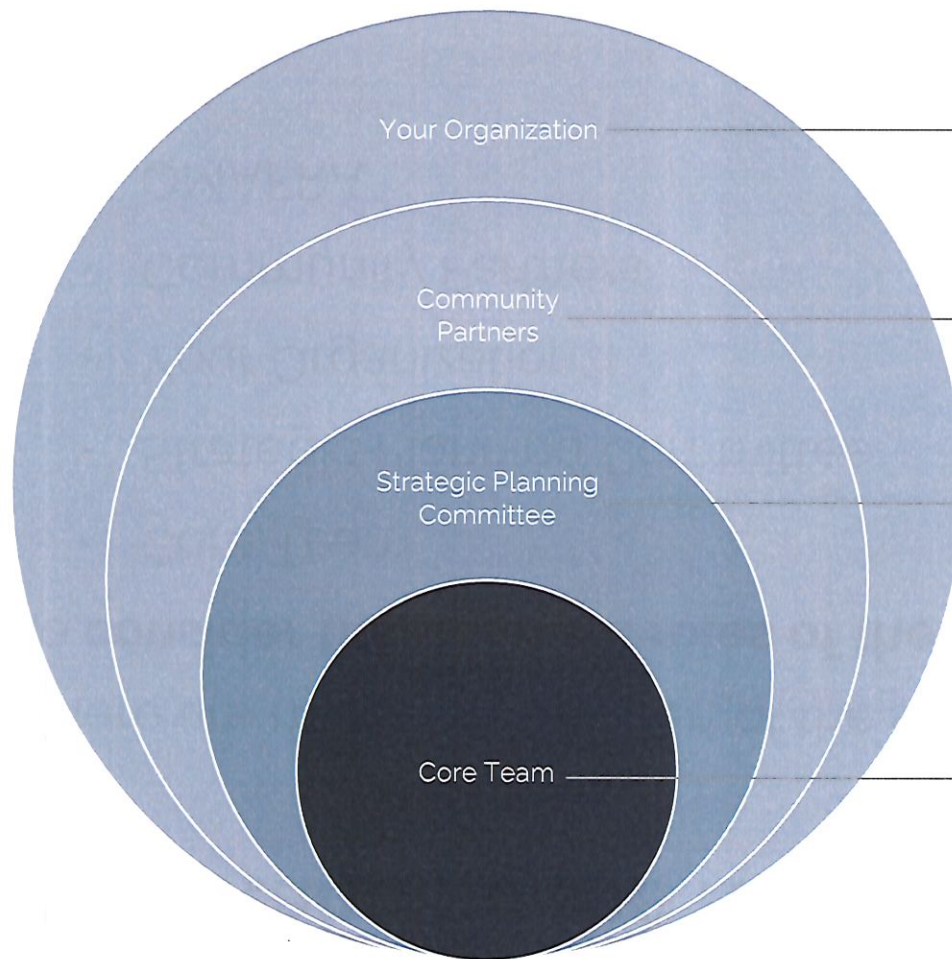
# Identifying the Need

- It is important that the group **establishes the reason for moving forward with the strategic planning process**, by answering the following questions:
  1. Why does your group need to do strategic planning? Why now?
  2. Is there commitment/approval from the Board or governing body for the planning process?
  3. Are there any issues that may affect the planning process?

# Understanding the Roles

- There are many roles as part of the strategic planning process and it is good to **consider the different roles of the participants that will be involved**
  - Core Team
  - Strategic Planning Committee
  - Your Organization
  - Community Partners
  - OMAFRA

## Roles and Responsibilities



**OMAFRA:** Provides training and support for Core Teams and your organization through the process

**Your Organization:** Has overarching responsibility for the process, through to the approval of the final strategic plan.

**Community Partners:** Businesses and economic development organizations, industry stakeholders who can provide information and ideas for the plan.

**Strategic Planning Committee:** A group of key stakeholders, board directors, and community partners that will provide input, develop the strategic plan and support implementation. This group will be selected with input from the Core Team and your board.

**Core Team:** Facilitators of the strategic planning process. Provides leadership about how the process will be delivered and coordinates activities throughout the process



# Core Team Responsibilities

- Prepare for and attend OMAFRA training sessions
- **Facilitate the strategic planning process** with your Strategic Planning Committee
- **Manage expectations** of the process
- Ensure that it is an inclusive process



# Strategic Planning Committee

- Selected with input from the Core Team and the Board
  - **Consider individuals who represent the interests of the community**
- Include representatives from businesses, industry, economic development organizations, etc., who:
  - have the **time, knowledge, experience**
  - **will provide thoughtful and creative input** into the conversations of the strategic planning process



Strategic  
Planning  
Committee

# Strategic Planning Committee

- **Make recommendations** on what the strategic plan might include
- **Select a Chair** (or Co-Chairs) for the Committee
- Assign note-taker
  - Start thinking of the writer of the plan
- **Determine communications strategy**



Strategic  
Planning  
Committee

# Community Partners

- Individuals **representing business, industry, economic development organizations**, other interested parties
- **May be members of the Strategic Planning Committee**, may participate in stakeholder meetings, or may provide input in other ways
- **Key informants** of economic development **opportunities, challenges and ideas**
- Will be **instrumental in providing input** into your strategic plan





## Community Partners – Other Engagement Considerations?

What other groups should be involved in the development of the strategic plan (e.g. sponsors, partners, clients, volunteers, community members, etc)?

In what way(s) do you plan to engage them as part of the process (input for surveys, conversations focus groups, etc)?

Are there going to be open sessions for the broader community?

Will there be a need to hold a session with a target audience?

# Your Organization

- Board of Directors, Committees, Volunteers, Staff, Members
- **Approval** of final strategic plan
- **Leadership** through participation in Core Team and Strategic Planning Committee
- **Administrative support** (note-taker, communications, etc.)
- **Resources** for project (meeting space, refreshments, supplies, etc.)
- **Co-ordinating the implementation** of the plan (may continue working with the Core Team and/or Strategic Planning Committee)



Your  
Organization