

TOWNSHIP OF SABLES-SPANISH RIVERS

2024-2028 Strategic Plan PHASE 1 & 2

SUMMARY REPORT



Prepared by

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TOWNSHIP OF SABLES-SPANISH RIVERS

TABLE OF CONTENTS

Stage 1- Preparation

- 1. Review of the 2018-2021 Strategic Plan**
- 2. Council Interview Results**
 - a. SWOT Analysis**
 - b. Council Priorities**
 - c. Broad Strategic Goals**

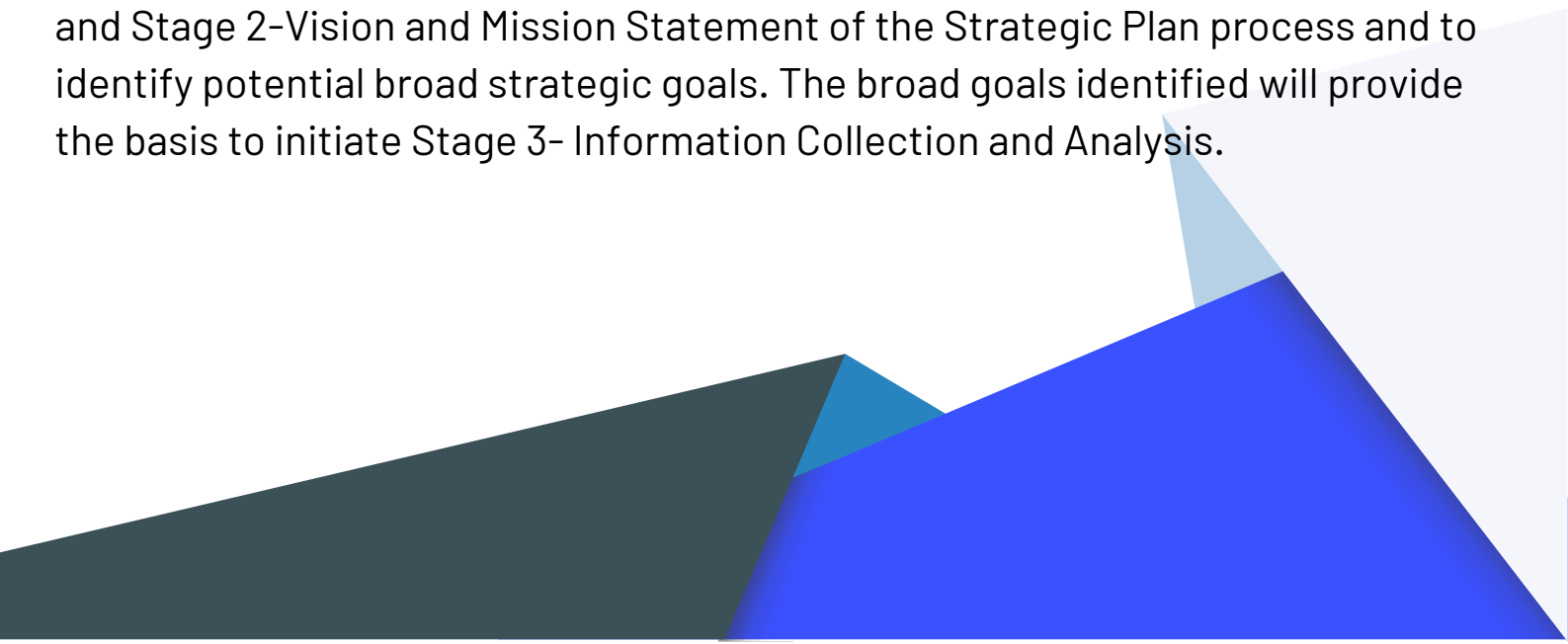
Stage 2- Vision and Mission Statement

INTRODUCTION

The Township of Sables-Spanish Rivers has implemented strategic planning in all aspects of its operations, the most recent formal document being the 2018-2021 Strategic Plan. In April 2023 the Township of Sables-Spanish Rivers initiated the process to review and implement an updated plan for 2024-2028. 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. It helps in allocating resources (volunteers, staff, money, infrastructure, etc.) and prioritizing actions. It is often referred to for operational decisions and is updated regularly.

Strategic Planning is a process that helps groups work towards a desired future, by focusing energy and resources on shared goals. It provides many benefits to municipalities, including the establishment of realistic goals, it assists Council, staff, and residents to have a shared understanding of municipal operations, and lastly, the strategic planning process aims to enhance effective communication between Township representatives and residents.

Everyone has a role to play within the strategic planning process. Council works with community partners, the strategic plan committee (Economic Development & Community Services Committee), and staff to ensure all stages within the strategic planning process are completed efficiently and transparently. The purpose of this report is to outline the steps taken within Stage 1-Preparation and Stage 2-Vision and Mission Statement of the Strategic Plan process and to identify potential broad strategic goals. The broad goals identified will provide the basis to initiate Stage 3- Information Collection and Analysis.



TOWNSHIP OF SABLES-SPANISH RIVERS

STAGE 1 PREPARATION

Review of the 2018-2021 Strategic Plan

On May 16th, 2023, the Strategic Plan Committee reviewed the 2018-2021 Strategic Plan, and a review was also conducted by senior staff on June 15th, 2023. During both sessions attendees reviewed the preliminary priorities and corresponding action items outlined in the expired strategic plan. This review centered on what priorities and action items have been implemented, if they are still in progress and if any of the actions should be carried over into the updated plan.

A brief description of the progress made per preliminary priority and corresponding action item(s) is discussed below. For specific project examples see Appendix B.



PRELIMINARY PRIORITY 1: MUNICIPAL INFRASTRUCTURE MAINTENANCE/ IMPROVEMENT

Sub Composition 1: The Municipal Road System

The development and implementation of long-term roads maintenance and improvement is still in progress, as is the monitoring and reassessment of roads plans based on needs each year. Current projects supporting these actions include the installation of prime and chip each year on sections of roads paired with regular graveling and grading, the biannual Bridge & Roads Study/ 5-year Engineering Tender, the upgrading of seasonal/unmaintained roads, and the purchasing of new equipment. The improvement of the municipal roads system has also been supported through condition assessments in the Township Asset Management Program.

New ventures being implemented to support the enhancement of the municipal road system include possible geographic information system (GIS) mapping for roads maintenance, the establishment of a Coordinator of Infrastructure position and increasing training opportunities for staff to accomplish road maintenance more efficiently.



PRELIMINARY PRIORITY 1: MUNICIPAL INFRASTRUCTURE MAINTENANCE/ IMPROVEMENT

Sub Composition 2: Municipal Property, Buildings and Facilities

Rational, cost effective and efficient uses of municipal property, buildings, and facilities have been pursued and implemented through applying for various grant opportunities. These grants include, but are not limited to, the Trillium Capital Grant for tennis court upgrading, Inclusive Communities Grant for accessible shade tables, Resilient Communities grant for library infrastructure, Fire Safe for training materials, Investing in Canada Infrastructure Program (ICIP) for water main repair, and the Northern Ontario Heritage Fund Corporation (NOHFC) enhancement funding for arena repairs.



Regular budgeted investment in Township infrastructure has been fully implemented across all departments since the previous strategic plan. These projects include recreation improvements for accessibility, increased sewer and water infrastructure maintenance, fire suppression equipment upgrading, and municipal building LED lighting upgrades.

PRELIMINARY PRIORITY 2: COMMUNITY AND ECONOMIC DEVELOPMENT

Sub Composition 1: 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

Ultimately a “community/economic study” was not pursued to address public docking and the development of Mouth Park, however participation in a new Tourism Adaptation Strategy was pursued (ongoing) which supports building recreation and tourism for the Township. Public docking was explored by the Economic Development Committee which ultimately determined that the Spanish River was too volatile and therefore did not source an engineer’s report to meet insurance requirements due to cost. However, all boat launches have seen upgrades to encourage residents to utilize them safely. Tourism efforts have been explored through participation in the winter and summer MyCatch fishing tournaments, and community partnerships have increased to provide more cultural events in partnership with residents.





PRELIMINARY PRIORITY 2: COMMUNITY AND ECONOMIC DEVELOPMENT

Sub composition 2: Use the results of the community/economic development study to guide community and economic development activity.

As noted above, a formal “community/economic study” was not completed and therefore the results not used to guide community and economic development activities. However, a dedicated community/economic development committee was established and was supported by an Age Friendly committee. In 2023 the committee was restructured as the “Economic Development and Community Services Committee” to provide for community initiatives being handled by the economic development committee.

Future “shelf ready” projects have been identified in accordance with potential funding streams. Examples include the Rural Economic Development (RED) Program for cultural heritage projects such as veteran’s banners and restoration of heritage plaques, Trillium Grant opportunities for wayfinding signage and Great Lakes Waterfront Trail Funding opportunities to improve Township infrastructure along the trail.

A regional economic development officer position was created to represent the LaCloche Foothills to bridge economic development and arts/culture initiatives with surrounding communities. Regional initiatives have included a career fair, branding/advertising potential and community outreach.

PRELIMINARY PRIORITY 3: TOURISM

Sub composition 1: Develop and implement a strategy to maximize use of “Heritage Park” center of Massey to incorporate farmers market, establish artisan market, promote local events & talent.

The development of Heritage Park is ongoing. A Township Farmers Market was established in 2019, however was cancelled in 2020 due to the COVID-19 pandemic. The market was unsuccessful in 2021 due to the lack of participating vendors and insurance needs, eventually being taken over by the Agricultural Society at the Massey fairgrounds location in 2022.

The Parks and Recreation department is preparing to initiate a market for the 2023 season. The Township continues its collaboration with the Horticultural Society to maintain the flower beds at Heritage Park and the grass area is used for local event promotion and talent such as the library story walk and Christmas in Massey event.



PRELIMINARY PRIORITY 3: TOURISM

Sub composition 2: Continue beautification efforts within the Township.

Beautification efforts within the Township have been implemented and are continuously being enhanced. Hard infrastructure updates include siding on municipal buildings, removal of overgrown foliage and installation of new guardrails/fencing within parks and cemeteries. Soft infrastructure beautification continues through new Township welcome signs and banners, flowers. It also includes a review of policies that support community aesthetics including property standards enforcement and the trailer licensing bylaw.



PRELIMINARY PRIORITY 4: HEALTH & WELLNESS

Sub Composition 1: Encourage citizens to lead healthy lifestyles.

Encouraging citizens to lead healthy lifestyles within the Township continues, however no formal active community charter was completed.

The Age Friendly Community Designation has been achieved by the Township and continues to support the quality of life of senior residents through transportation initiatives and free exercise programming. Research regarding seniors housing initiatives and a wellness centre was conducted in 2020 and is ongoing.

Parks and Playgrounds have received adequate maintenance however staff are exploring updated training opportunities to properly complete playground inspections to support the purchase of new equipment.

Creating a pedestrian friendly environment within the Township is ongoing, this idea is supported by the Great Lakes Waterfront Trail partnership and resurfacing of sidewalks. The Township has not fully implemented a pedestrian friendly initiative.



PRELIMINARY PRIORITY 4: HEALTH & WELLNESS

Sub Composition 2: Support community partners that address community health issues and access to health care.

The Township has pursued partnership opportunities with surrounding LaCloche Foothills communities through the creation of the Community Health Navigator position in partnership with the Espanola Regional Hospital and Family Health team. Further partnerships with the Town of Spanish and the Manitoulin District Services Board (DSAB) have provided advances in safety awareness and social programming supports.

The Township has also taken advantages of potential leads for health care opportunities in rural settings. The main results of these opportunities have been the recruitment of a new doctor and nurse at the Massey clinic, the installation of accessible needle bins in two urban areas and initiated a mental health/addictions program.



PRELIMINARY PRIORITY 5: SIGNAGE/COMMUNICATION

Sub composition 1: Address the overall promotion/signage (business, events, points of interest) challenge for the entire municipality.

A special purpose committee was not created to develop/oversee comprehensive solutions to signage, the economic development committee (now economic development and community services committee) filled this role. Signage opportunities are being researched by the economic development/recreation departments to promote local businesses and support non-profit organizations within the community.

These opportunities include wayfinding signage, heritage plaques and cultural banners. There is also opportunity to increase the presence of mapping within the Township to provide for visitors who do not have access to digital resources.

Communication efforts were greatly increased across all departments of the municipality. The "Feature Friday" initiative has increased the transparency of council representatives and aims to promote local events and provide education on municipal operations. The Fire department created a Public Information



PRELIMINARY PRIORITY 5: SIGNAGE/COMMUNICATION

Sub composition 2: Study & implement solutions to improve overall signage within the municipality.

The Township has accessed funding for the cost of implementing signage efforts within the municipality through the Tourism Adaptation Strategy and partnership with the LaCloche Manitoulin Business Assistance Corporation (LAMBAC) for a potential signage/brand strategy tailored to TSSR. This wayfinding signage would identify key aspects/resources within the Township.

Sub composition 3: 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 Township has increased its social media presence through the establishment of its Facebook and new Instagram pages. Engagement has been monitored and new techniques have been explored such as the use of link tree and the creation of reels and interactive posts.

The Township website is now updated on a regular basis and provides the necessities needed by most residents in a straightforward manner. A new website has not been allocated in the 2024 budget. Increased promotion of the website could be accomplished through departments continually updating their corresponding pages instead of one individual in the office, directing the public to these pages and incorporating a user friendly a community events calendar within the website platform.

NEW PRIORITY IDENTIFIED-GOVERNMENT EXCELLENCE

Throughout this review the senior staff and committee members identified a potential new preliminary priority for the upcoming strategic plan that would centralize on local government accountability and transparency. Current initiatives that would support this category include the internal Health and Safety Excellence Program, fire engineering online training platform, internal calendar syncing, regular performance reviews and the importance of lining all municipal operations to the strategic plan.



COUNCIL INTERVIEW RESULTS

A brief description of topics Council was interviewed on for the 2024-2028 Strategic Plan is discussed below. For specific examples see Appendix C.

SWOT ANALYSIS

A SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis was utilized to identify potential areas to be addressed or built on within the new strategic plan. Strengths outline what our community currently does well or has going for it, weaknesses note what the Township can improve on, opportunities outline possibilities to build on and threats can include aspects that may be out of the municipal scope/control, however will need to be factored into local decision making.

Strengths

- The natural environments surrounding our community including ample lakes, forested areas, and a provincial park, all situated along a maintained/accessible major roadway, Highway 17.
- Active community partners that provide opportunities and events within the Township.
- Established Medical Clinic.
- Dedicated employees.
- A strong financial position.
- Strong agricultural operations.

Weaknesses

- Large reliance on taxation for funding, grants and other revenue opportunities need to be further explored.
- The enforcement of established bylaws needs to be addressed.
- Lack of fully serviced (water and sewer) urban centres inhibits further development.
- Programming offered is limited due to the current staff shortage.
- In some areas of the municipality community aesthetics are not a priority.

Opportunities

- The natural landscape surrounding the community can entice more visitors to the area and boost tourism. It can also provide a means to keep young people in the area.
- There is the opportunity to promote water access properties and encourage development on them.
- There is a more diverse demographic forming the population within the Township that could be tapped into, to gain new insights and these new residents may be interested in volunteering/initiating new events, groups, experiences etc.

Threats

- The population is ageing and so is community infrastructure.
- There is an inability to control the current drug crisis and related crime.
- Reluctance of younger people to volunteer in all aspects of the community.
- Social media when used without caution it can harm the municipality.
- The loss of basic services and businesses relates to less money being spent in the community.
- Housing opportunities are limited for young and senior populations.
- Shortage of police presence.

COUNCIL PRIORITIES

Council members were asked what would make them feel accomplished at the end of their term. Answers included the enhancement of health services at the Massey clinic through effective staffing and continuing partnerships with health officials to ensure services are available for residents. These partnerships could also extend to collaborative policing opportunities, bylaw enforcement and engaging with our first nation neighbours. The needs for stable and organized staffing were noted to ensure municipal operations run effectively and efficiently, including proper succession planning and work plan accountability.

The idea of maintaining current infrastructure was of importance and to build from the current inventory in place; while being progressive in new technologies, techniques, equipment, etc. to continue to ensure cost effective operations. The issue of housing was very apparent in all councillor answers, that the Township lacks housing opportunities for seniors and new residents in general. Lastly, there was a desire to ensure further transparency with the public regarding municipal operations and policies, to ensure open communication.

When faced with the question of “if there was one thing you would want to accomplish this year?”, majority of answers given by Council focused on the initiation of “cleaning up” the Township and ensuring bylaws in effect are upheld. The importance of property standards and addressing zoning issues was of major concern, along with exploring how to encourage volunteers to participate in these initiatives.

Five broad strategic goals have been identified from the Council interviews, a brief explanation of what each goal could encompass is provided below.

1. Quality of Life- relating to the overall health and wellness of the community. Potential priorities and initiatives include health care services, housing initiatives and alternatives, entertainment opportunities, increased accessibility, and increased emergency management initiatives.

2. Community Aesthetics- focusing on bylaw and property standards enforcement, recycling programs, and community pride.

3. Effective Government- centered on effective communication efforts with the public, increasing usage of municipal facilities, a structured and legislative compliant human resources plan for municipal staff, training opportunities, retention and succession planning and interdepartmental communication.

4. Infrastructure Maintenance- maintaining and updating municipal infrastructure including roads, municipal buildings, public spaces, and the arena. This would also include the maintenance of equipment and any other municipal assets in accordance with the Township's Asset Management Plan.

5. Economic Growth and Tourism- build and maintain a prosperous economy through promoting local businesses, community events and tourism efforts to increase visitor traffic off Highway 17.

TOWNSHIP OF SABLES-SPANISH RIVERS

STAGE 2 VISION AND MISSION STATEMENT

On July 20, 2023, the Strategic Plan Committee (the Economic Development and Community Services Committee) defined the following vision and mission statements for the 2024-2028 Strategic Plan.

VISION STATEMENT

An inclusive, safe, and progressive community built on the natural surrounding beauty of tall pines and sparking waters.

MISSION STATEMENT

The Township of Sables-Spanish Rivers will provide cost effective and responsive local government through, exceptional levels of communication between residents, staff, and community leaders; by promoting healthy lifestyles and encouraging economic growth initiatives through beautification efforts; while respecting the environmental, social, and cultural diversity of the community.



Everyone Has a Role to Play in Strategic Planning



STRATEGIC PLANNING COMMITTEE

A combination of stakeholders, community partners, members of the public etc. who provide input and assist in developing the Strategic Plan. (The Economic Development & Community Services Committee).

CORE TEAM

Facilitators of the process. Provide leadership about how the process will be delivered and coordinates activities throughout the process.

COUNCIL

Has overarching responsibility for the process, through to the approval of the final strategic plan.

COMMUNITY PARTNERS

The public, municipal staff, businesses, community groups etc.



Revisiting the 2018-2021 Strategic Plan

Vision

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

Mission- not specified in the strategic plan.

Desired Outcomes

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

1. Ensuring a 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

Preliminary Priorities Established by Council:

1. Municipal Infrastructure Maintenance/ Improvement
2. Community Development/Economic Development
3. Tourism
4. Health/Wellness
5. Signage/Communication

Performance Measures

- The 2018-2021 Strategic Plan did not set out specific performance measures but noted it should be reviewed by Council on a bi-annual basis.
- And that Council, staff, committees, and the community at large 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.

Let's review the established actions items below!

Preliminary Priority 1: Municipal Infrastructure Maintenance/Improvement

Sub Comp 1. The Municipal Road System

Actions:	Implemented	In progress
Continue to develop and implement long-term roads maintenance and improvement (year(s): 2018)		X
Reassess, update and refocus roads plan based on needs and progress (year(s): 2019-2021)		X

Comments:

- Prime and chip each year on certain sections, gravelling and grading of roads.
- Expanded roads maintained- Beach Rd, Wilkinson Rd, Wither Rd.
- Biannual bridge and roads study -engineering tender to tie into next 5 years.
- Training- good roads conference explore new tech, gravel rods school, grader training etc.
- Tech advances- new grader, new equipment.
- New position to manage infrastructure.
- GIS mapping for roads maintenance.
- New plow truck, new grader, leased backhoe, new half tone, new sander, looking at new sidewalk plow.

Sub Comp 2. Municipal Property, Buildings and Facilities

Actions:	Implemented	In progress
Continue to pursue rational, cost effective, and efficient use of municipal property, buildings, and facilities, to maximize the availability of public space.	X	
Regular budgeted investment in infrastructure	X	

Comments:

- Condition assessments AMP-Asset management planning is being updated for 2023.
- Mouth park- Mobi mats, accessible access, tables, parking at boat launch, guardrails.
- Small water systems – Webbwood and Walford firehall/community centers.
- Webbwood rink surface- ongoing.
- Water tower- inspection cleaning every 5 years.
- Arena roof- ongoing.
- Watermain reconstruction – Algoma and Front St.
- Station 5 roof.
- Storm sewers 2020/2021 Government Rd and Aberdeen St/Queen St, Queen, and Imperial St
- Resurfacing- Aberdeen St, Imperial St South.
- Massey playground enhancement- possible sheltered structure.
- Paint floor in Webbwood rink shack – washrooms need to be updated- renovate/paint for future revenue possibilities.
- Trillium grant 2023- applied for upgraded tennis court for multi-use.

- Inclusive communities grant- accessible shade tables.
- NOHFC enhancement funding- applied 2023 ongoing.
- Green energy policy- new strategic plan opportunity?
- Budgeting infrastructure- each dept- not currently meeting what is required for capital infrastructure through AMP.
- 2-3 million for capital reinvestment each year.
- Want more integrated policies.
- Station 2 meeting room- flooring on going, gets rented out.
- Clinic repairs- new drainage and lighting ongoing, got new generator, new EGCE, doors widened for accessibility, radon system, OCEAN software upgrades to improve efficiency - done.
- LED lighting project completed in all municipal buildings and streetlights.
- Cemetery fencing- 2022 and guardrails.
- SCBAS and bunker gear upgrades in 2020.
- New fire tanker.
- New fire pumps and equipment.
- Water main-ICIP through green stream.

Preliminary Priority 2: Community and Economic Development

No Sub Comp's established- using Action Item as sub comp

1-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

Actions:	Implemented	In progress
Identify initial goals/objectives overview of methodology/process, including budget estimate. Include a line-item in the 2018-19 budgeting process		X
Apply to available funding streams for study	X	
Implement recommendations from the “community/economic study” as priorities in community and economic development		NA

Comments:

- Economic Development study never happened.
- Funding- United Way for senior's kits, RED-veterans banners, resilient communities- library.
- Fire safe grant- textbooks 2022.
- Public docking- didn't happen because engineers report and insurance.
- All boat launches improved with gravel- Kring Rd and Mouth Park.
- Tourism adaptation strategy- wayfinding signage-on going.
- Tourism- township signs and banners.
- MyCatch tournaments- winter and summer.
- Booth ag fair – TWP awareness and visibility – touch a truck.
- Improved court could lead to more events hosted at arena to draw in crowds.
- Partnered with friends of mouth park/art in the park.
- Possible Park and ride program at arena, partner with snowmobile club and trials.

2- Use the results of the community/economic development study to guide community and economic development activity.

Actions:	Implemented	In progress
Establish a dedicated community/economic development implementation committee	X	
Identify and articulate specific development components that could be accomplished with the assistance of funding streams.		X
Include arts and culture impact assessment in the community/economic development study above and include arts/culture development in initiatives implemented as a result of the study		NA

Comments:

- NEW regional economic development officer.
- Career fair.
- Economic Development Committee in place- now combined with community services.
- Feature Fridays- increased social media usage and interactions for each department.

Preliminary Priority 3: Tourism

Sub comp 1- Develop and implement a strategy to maximize use of “Heritage Park” center of Massey to incorporate farmers market, establish artisan market, promote local events & talent

Actions:	Implemented	In progress

Comments:

- Market in 2019- did not start again in 2020- P&R going to start again.
- Arenda community yard sale 2023- successful- food bank donations and friends of mouth bottle drive.
- Heritage park- collaboration with horticultural society to plant flowers, and 4H club.
- Library utilized for story walk, Christmas in Massey shopping event.

Sub comp 2- Continue beautification efforts within the Township

Actions:	Implemented	In progress

Comments:

- Banners and flowers.
- Guardrails at parks and arenas.
- Cemetery fencing.
- Removal of trees.
- Signage at mouth park – accessibility project Mobi mats, seating.
- Siding on municipal buildings- Webbwood rink and south yard.
- Increased property standards enforcement.

Sub comp 3- Support the regional transportation initiative to source out cost-effective solution for transportation within the entire community

Actions:	Implemented	In progress
Employ the EDO to engage and provide appropriate support for the initiative. Likewise use the resource to identify, plan and implement initiatives within municipality as appropriate		X

Comments:

- Community Safety and Well Being plan- community bus to transport seniors from outlying communities to Espanola and potentially Sudbury- ongoing.

Preliminary Priority 4: Health & Wellness

Sub Comp 1. Encourage citizens to lead healthy lifestyles

Actions:	Implemented	In progress
Residents are actively involved in community life- Pursue Age Friendly Community (AFC) Designation		X
Active community charter		NA
Maintain Parks & Playgrounds		X
Pedestrian friendly environment		NA
Pursue the opportunities for Wellness Centre integrating Senior Services Network into the plan		NA

- Comments:
- Age Friendly Community designation.
- Seniors exercise programs funded by the Township.
- Active community charter- not done, potential for new strategic plan.
- Playgrounds- need to take training to maintain for playground inspections, trees planting in parks, no new equipment (was done in last 10).
- Trans Canada trail- resurfacing Lee Valley Rd completed, River Rd and Menard Cres to be done in future.

Sub Comp 2. Support community partners that address community health issues and access to health care

Actions:	Implemented	In progress
Pursue partnership opportunities with surrounding communities	X	
Take advantage of all feasible and potential opportunities and leads for health care and opportunities in rural settings	X	

Comments:

- Accessible needle bins in communities.
- Mental health and addictions programs.
- Partnerships with DSAB, AED, Spanish fire services.
- New doctor/nurse practitioner recruitment at Massey Clinic- Ontario Health.
- Health Force Ontario.
- Fire Dept initiatives- smoke alarm campaign, advanced training program for volunteers.
- Mental health and addictions rapid access program and foot care professional.
- Project Safer- 2 FF sent to conference.
- Community Emergency Management Coordinator (CEMC)- emergency management planning.

Preliminary Priority 5: Signage/Communication

Sub Comp 1. Address the overall promotion/signage (business, events, points of interest) challenge for the entire municipality.

Actions:	Implemented	In progress
Strike a special purpose committee or sub- committee to develop and oversee comprehensive solutions to signage (including points of interest/information, business promotion, and community events/facilities)		X

Comments:

- No committee needed- EDCS and Parks & Recreation will continue.
- Communication-added Public Information Officer (PIO) position with the Fire Dept.
- Recruiting signage for Fire and placed within the community.
- Heritage markers- didn't happen- on going- potential to Espanola, Nairn & Hyman, Baldwin etc.
- Maps around town- could be updated- cemetery signage.

Sub Comp 2. Study & implement solutions to improve overall signage within the municipality

Actions:	Implemented	In progress
Implement plans apply for funding/ seek out resources for cost of implementation		X

Comments:

- Need to address more wayfinding signage – Webbwood rink, Teasdale park,

Sub Comp 3. 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

Actions:	Implemented	In progress
Staff implementation	X	
Maintain an effective and appealing municipal website and online presence		X
Review the user-experience of the municipal web site and other municipal online presence (i.e. social media) on at least an annual basis.		X

Comments:

- New website- not approved for 2024 budget.
- Website- could change template and get new look-accessibility to navigate it AODA standards.
- Multiple department pages.
- Fire PERF committee plans their events yearly.
- Community events calendar on website/ mailouts.
- Each dept could update their own pages on website.
- More communication between departments on events to promote on Township website.
- Online forms?
- New IT opportunities.

Potential new Category

Government Excellence

- Health and Safety Excellence Program (HSEP) program.
- Fire online- Fire engineering online training platform, created a training dept, who's responding.
- P&R- sling scheduling platform to communicate.
- Internal calendar syncing to improve – teams.
- More regular performance reviews/ pay equity.
- Tie how it relates to the SP in staff reports.
- HR review.

TOWNSHIP OF SABLES-SPANISH RIVERS
Strategic Plan Process-Council “Interview” Question Responses

Comments Received By:	Mayor Burke; Deputy Mayor Mercieca; Councillor Burns; Councillor Fairburn; Councillor Hobbs; Councillor Phillips
Pending Comments:	Councillor Crabs

1. You have been entrusted with four years to work on behalf of the community and corporation. What are two or three specific initiatives you want to get done?

- Increase use of the arena and this use must be daily-indoor and outdoor sports going again.
- To maintain, possibly augment, and promote our local Health Care Services.
- To modernize, organize, restructure Human Resources for the Township.
- Get our township cleaned up to provide an attractive image for investment, to promote development (housing, business, tourism) in the Township.
- Housing – Get a plan in place for seniors housing that would provide them with low maintenance homes, freeing up their current homes for new families to move into the community. Also, to encourage new construction to broaden the tax base.
- Cultural Community Initiatives – To improve the quality of life in our municipality through activities and bringing in entertainment.
- Improved By-law Enforcement –I think that cleaning up our community will lead to a positive attitude amongst the residents.
- I would like work toward Health Promotion and Wellness in our Township. Good physical health starts with resistance exercise and has many benefits, strong healthy people can be more productive and are able to remain in their homes longer, therefore putting less pressure on Seniors Housing. It would be a great benefit to the community to have a Fitness Center. Secondly, I would like to have in place an effective bylaw enforcement, this is a major concern in our Township. Third, I would like to see residents having opportunities to be more self sufficient in producing their own food by means of community gardens and Backyard Hens as an example.
- Enhance Hope Jackson Memorial-even though it doesn’t belong to us, I would like to see a backdrop of some kind to highlight it.
- Improve accessibility to the Sadowski Room -new elevator.
- Expand the recycle program to include bins at the township yard for electronics, mattresses, white goods, etc. to encourage more recycling, less illegal dumping.
- Expedite processing of property standards – this is the biggest complaint I get from ratepayers – “clean up the township”.
- Assist current business owners with their needs (beautification projects, continued adjunct support, etc.).
- Increased policing of the community.

2. Four years from now, what will allow you to look back and feel satisfied that your term has been a success?

- In four years, if our Clinic is fully staffed with 2-3 Doctors, 2 Nurse Practitioners, 2 nurses, and support staff, and they have a good working relationship with Espanola Family Health, Manitoulin-Sudbury DSB, and Public Health Sudbury District to provide all forms of Health and Human Services for our residents, I will feel accomplished.
- In four years, if our TWP is cleaned up of derelict homes and vehicles, I will feel accomplished.
- In four years, if we have stable, organized, and progressive staffing, I will feel accomplished.
- I recognize that things in government take time, so for me, especially with regards to the housing, if I can see that key steps are taken and a plan is well underway, I will feel good about that.
- Four years from now, success for me would be measured in accomplishing what residents want to see in our Township, to show that I have been listening to their needs and bringing them forward for discussion. Success can also be measured in positive feedback from residents.
- Remain an engaged councillor who tried to keep an open mind and kept the good of the whole Township at the forefront of my decisions.
- To see that properties across the entire township are representative of the descriptions found in our bylaw.

3. Your time, staff's time and of course money is limited. Unfortunately, the Township can't be all things to all people. So, what would you like both staff and township residents to know about where your priorities lie?

- I am in favor of using existing infrastructure and support reducing building permit costs to stimulate growth within our borders.
- I would support improvement to our roads especially those that lead to our lakes that have been developed or development is ongoing.
- I would support engaging with our first nation partners and see if we can get them to utilize our recreation center with us and discuss the possibility of them supplying us with police protection; and possibly other services.
- My priorities include stabilizing our TWP Human Resources in Public Works, Recreation, Administration, and Health Care through recruitment and succession planning, to improve the physical image of the Twp Clean it up, promote our TWP as a location for clean living, and tourism, and to work with our partners to control drug addiction and crime.
- Working efficiently and effectively within Council.
- Transparency and availability to residents to bring their ideas and concerns forward, other main priorities are being fiscally responsible so taxes can remain as low as possible, and focusing on Health Promotion.
- My priorities are to enhance and renew what we have already but be open to new opportunities.
- Investigate alternative add-on/collaborative policing could be done to address the current drug crisis.

4. What factors- both in the TSSR community and beyond, as well as within the Township government- does TSSR have going for it (strengths, opportunities), that Council would be able to capitalize on?

- Good community partners-Legion, Eagles, Agricultural Society, Lee Valley Hall.
- Events such as the Fair, former ½ Marathon, Parks Ontario.
- Employees that care for their TWP.
- Good network of Health Services, DSB, Clinic.
- Our Agricultural Community.
- Our Lakes, Rivers, and green space.
- Our Township is full of lakes and wilderness that so many desire to enjoy. To me this is one thing that we can use to attract people to our community and perhaps keep younger generations here. I also feel that we have a diverse community in terms of backgrounds and expertise that we can tap into whether it is for sitting on various committees or volunteering to lead activities.
- TSSR has a great resource in our access to nature and are located on a Trans Canada Highway with high traffic. We have two rivers and many lakes within our Township. We need to promote outdoor activity via nature trails and water access. We need to entice travellers to stop in our community. A Farmers Market located centrally in our downtown would entice travellers to stop. We have many talented residents in our Township as well as agricultural produce from local farmers, a Farmer's Market would provide a venue for sales.
- A strong financial position, as presented by financials.
- Excellent staff that utilizes grant opportunities at every opportunity
- Northern Ontario location (HWY 17); Chutes Park; Agricultural Fair

5. What factors – both in the TSSR community and beyond, as well as within the Town government – look to be working to the disadvantage of TSSR (weaknesses, threats), that council would need to minimize/overcome?

- Reliance on taxation for funding as opposed to seeking grants and other opportunities.
- Ageing workforce/ Ageing infrastructure.
- Social welfare and the ability to reach out and promote the programs available.
- Inability to control drug addiction and related crime.
- Bylaw enforcement.
- Not having fully serviced (water & sewer) urban centres makes further development tricky and I don't believe as attractive to developers.
- Reluctancy of younger residents to volunteer. This is not only a problem for recreational activities but down the line, could be a problem for getting people to sit on municipal committees or even run for office.
- Social media I see as a threat. The Township and do all kinds of positive promotions on initiatives, etc..... but it can be such a battle thanks to Facebook groups where commentators are permitted to make misleading or incorrect statements, portraying them as facts and not as their opinions.
- Loss of services in our community means money spent outside the community. The loss of our local RBC and Service Ontario locations means people leave town for these services and will spend money in the community where they go to access services, not in our community.

- We must encourage our residents to participate in all aspects of the Township especially recreation being #1. Programming especially is limited as we have a very small staff. Volunteering is paramount in all aspects of small communities!
- We need to also be a more attractive Township to encourage people to relocate to our Township.
- Property standards- issue with unsightly properties throughout our area.
- Cooperation from different levels of government and different sectors of the government is slow at best.
- Bylaw enforcement is a time-consuming issue. We have a large area with many different zones.
- Shortage of police presence.
- Drug crisis.
- Housing shortage.
- Lack of municipal owned property for growth.
- Staff shortage - There is a lot of work, and not always a lot of staff to do it, perhaps “contract” positions could be used to assist during specific times.

6. If there was one thing you would want to accomplish THIS YEAR what would it be?

- If I could accomplish one more thing this year it would be to start a program to clean up the TWP.
- I suppose if we see some new faces stepping forward to volunteer to be a part of community initiatives, I will see that as a good first step because to me that would indicate an improvement in support by residents to get things accomplished for our community.
- Property Standards in our communities, as well as Zoning use issues.
- Live streaming has made a difference, good and bad in my opinion. The Trailer Licensing Bylaw.
- Update by-law policies/procedures and give them the power to enforce more quickly without the long, drawn-out process.