



**2024-2028**

# **STRATEGIC PLAN**

**PREPARED BY**

**TOWNSHIP OF SABLES-SPANISH RIVERS**

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# TOWNSHIP OF SABLES-SPANISH RIVERS

## 2024-2028 Strategic Plan

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## INTRODUCTION

The Township of Sables-Spanish Rivers is in the District of Sudbury, approximately 70 kilometers west of the Greater City of Sudbury. The Township was established in 1998 when the towns of Massey and Webbwood amalgamated with the Township of the Spanish River and unorganized townships of Shakespeare, Gough, McKinnon, and Tennyson. Today the Township of Sables-Spanish Rivers consists of three main communities that are each situated along Highway 17; Massey, Webbwood and Walford. The Township population totals approximately 3,237 residents.

The Township of Sables-Spanish Rivers strives to be an inclusive, safe, and progressive community built on the natural surrounding beauty of tall pines and sparking waters. The implementation of the 2024-2028 Strategic Plan is essential to guiding the decision making of the municipality, while ensuring an understanding of goals with staff, and promoting transparency with residents when fulfilling them.

## OUR MISSION

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.



## OUR STRATEGIC GOALS

### **Quality of Life**

Providing a positive experience across various aspects of everyday life to all community members.

### **Community Aesthetics**

Creating a space visitors seek to visit, and residents are proud to call home.

### **Infrastructure**

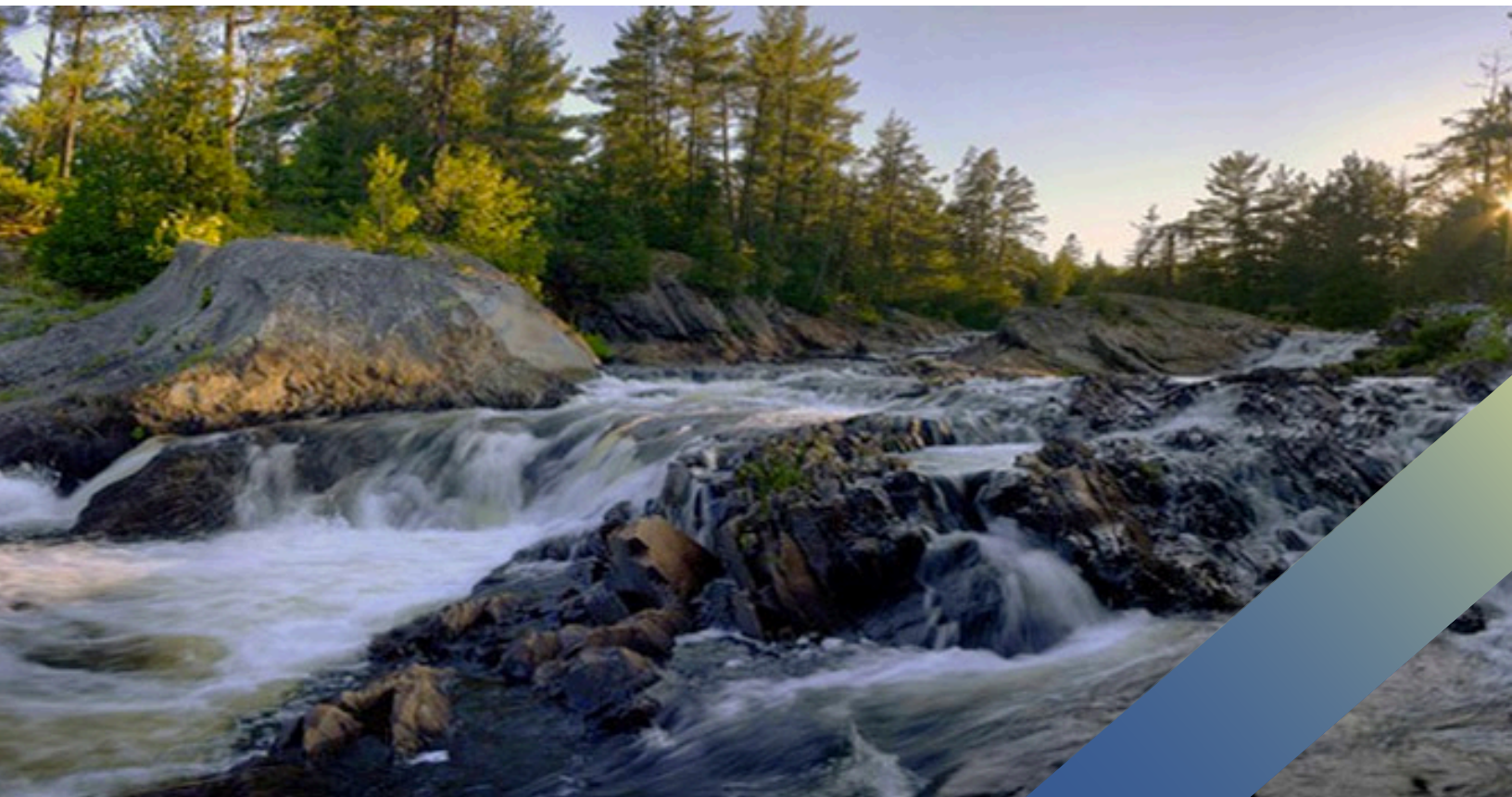
Infrastructure that can evolve with community needs and future development.

### **Development and Tourism**

Maintaining a prosperous economy and exploring opportunities for diversification.

### **Township Services**

Provide effective municipal governance and operations.



## ***GOAL 1: QUALITY OF LIFE***

1. Ensure services at the Massey Medical Clinic meet the needs of the community.
2. Continue to support initiatives outlined in the LaCloche Foothills Community Safety Well-Being Plan, such as alternative housing opportunities and services for seniors, pedestrian safety, mental health and addictions education etc.
3. Continue to ensure emergency management services are prioritized and meet call needs.
4. Explore prospects for increased transportation opportunities.
5. Promote initiatives to sustain an accessible and inclusive community.
6. Allocate resources to parks, trails, and green space development.
7. Seek opportunities to increase the year-round use of the Massey and District Community Centre and Arena.



## ***GOAL 2: COMMUNITY AESTHETICS***

1. Seek a proactive approach to property standards and bylaw enforcement.
2. Determine the feasibility of a Community Beautification/Improvement Plan and its recommended implementation.
3. Support alternative waste management opportunities in all communities.



## ***GOAL 3: INFRASTRUCTURE***

1. Strive to maintain roads, sidewalks, culverts, and bridges in good condition.
2. Ensure recreation equipment is updated as required.
3. Review the accessibility and safety standards of all municipal facilities.
4. Pursue the upgrading and maintenance of municipal sewer and water systems in Webbwood and Massey.
5. Conduct a review of cemetery maintenance plans and administrative processes related to cemeteries.
6. Replacement schedules for all municipal vehicles/equipment be determined to ensure efficiency.



## ***GOAL 4: DEVELOPMENT AND TOURISM***

1. Pursue opportunities to engage the agricultural community, such as the Massey Agricultural Society, 4H Club, local farmers, etc.
2. Explore increased opportunities to promote heritage, arts, and culture within the community.
3. Continue to research and apply to applicable grants and funding incentives.
4. Continue to embrace partnerships with other municipalities, First Nations communities, and other levels of government within the region.
5. Explore ways to help publicize community driven events that draw visitors from the broader region and beyond.
6. Pursue innovative initiatives to support development and planning.
7. Explore opportunities for business retention and expansion.



## ***GOAL 5: TOWNSHIP SERVICES-EFFECTIVE MUNICIPAL GOVERNANCE AND OPERATIONS***

1. Focus on enhanced communication with residents and promote transparency of municipal operations.
2. Continue to implement the Human Resources (HR) review and recommendations to ensure compliance with provincial legislation and pay equity.
3. Support and encourage ongoing professional development through applicable courses and education opportunities.
4. Begin a comprehensive review of existing policies and bylaws to ensure efficiency of department operations.
5. Investigate alternative IT strategies to ensure a sufficient level of service and record keeping.



## MONITORING OF THE PLAN

There are several ways we will ensure the Strategic Plan is implemented and monitored after adoption.

### ***Administrative Implementation and Monitoring***

- Staff will refer to this plan when making relevant recommendations to Council and include its relevance in staff reports.
- Every annual budget will itemize how it supports initiatives within the plan.
- Council will refer to the plan when making decisions throughout the term.
- The Clerk-Administrator, or designate, will provide semi-annual and annual reports to Council that outline the status of the plan and the progress achieved toward priorities, noting any new opportunities and barriers.
- Preparation of the 2029-2032 plan will commence in January 2028 to ensure that there is adequate time for the newly appointed Council (2026) to review the prior plan and adopt a new one.

### ***Community Awareness/Involvement***

- The plan and annual progress reports will be posted on the Township website.
- Copies of the plan will be provided to organizations and community groups.
- The municipality will encourage feedback on plan initiatives.

Appendix A- 2024-2028 STRATEGIC PLAN IDENTIFIED ACTION ITEMS

STRATEGIC GOAL	STRATEGIC DIRECTIONS	ACTION ITEMS
		*Note some actions are subject to budget approvals*
GOAL 1: QUALITY OF LIFE	1. Ensure services at the Massey Medical Clinic meet the needs of the community.	<ul style="list-style-type: none"><li>Continue the active recruitment of doctors and nurses.</li><li>Continue to work with the Espanola Family Health Team and the Manitoulin-Sudbury District Services Board (DSAB) to provide new services.</li><li>Review available services and information available at the Massey Medical Clinic.</li></ul>
	2. Continue to support initiatives outlined in the LaCloche Foothills Community Safety Well-Being Plan.	<ul style="list-style-type: none"><li>Explore alternative housing opportunities and services for seniors.</li><li>Promote road and pedestrian safety through participation in the Vulnerable Road Users Campaign.</li><li>Promote resources available to residents regarding mental health &amp; addictions.</li></ul>
	3. Continue to ensure emergency management services are prioritized and meet call needs.	<ul style="list-style-type: none"><li>Liaise with various agencies to promote community safety initiatives, with a focus on drug control.</li><li>Continue sharded services for emergency management operations.</li><li>Support training opportunities for the Sables-Spanish Rivers Fire Department to meet provincial legislation.</li><li>Request enhanced OPP presence within all communities.</li><li>Review fleet longevity/communication infrastructure and plan/budget for replacement needs as required.</li><li>Ensure all personal protective equipment is in working order, especially Bunker Gear, and a replacement schedule established.</li><li>Ensure the Community Risk Assessment Plan is established and updated as necessary.</li></ul>
	4. Explore prospects for increased transportation opportunities.	<ul style="list-style-type: none"><li>Contribute to a shared bus for medical appointments/seniors' transit in partnership with the LaCloche communities.</li><li>Explore programs for inter-township transportation to events happening within different communities.</li><li>Approach Ontario Northland regarding enhanced routes.</li></ul>
	5. Promote initiatives to sustain an accessible and inclusive community.	<ul style="list-style-type: none"><li>Develop an Age-Friendly/Accessibility Action Plan.</li><li>Determine the feasibility of an Age-Friendly Committee.</li><li>Engage with community groups, businesses, residents, and local associations regarding their accessibility needs.</li><li>Create partnerships with community organizations to build resident participation in events.</li></ul>
	6. Allocate resources to parks, trails, and green space development.	<ul style="list-style-type: none"><li>Establish a Recreation Master Plan, that includes shade structures at various municipal parks.</li><li>Explore further development of Mouth, Teasdale, and Heritage Park.</li></ul>
	7. Seek opportunities to increase the year-round use of the Massey and District Community Centre and Arena.	<ul style="list-style-type: none"><li>Task the Parks &amp; Recreation committee to review existing social and sport programing available to all ages to identify service gaps.</li><li>Support youth programming organizations.</li><li>Conduct a business plan/feasibility study for a community gym.</li></ul>

STRATEGIC GOAL	STRATEGIC DIRECTIONS	ACTION ITEMS
GOAL 2: COMMUNITY AESTHETICS	1. Seek a proactive approach to property standards and bylaw enforcement.	<div>*Note some actions are subject to budget approvals*</div> <ul style="list-style-type: none"><li>• Ensure current bylaws and services available to residents with regards to waste management and property standards are easily accessible.</li><li>• Continue to provide opportunities to residents to dispose of waste at no cost/reduced rates.</li><li>• Review the current Property Standards and Bylaw Enforcement contracted services agreement to ensure resources allocated to our community meet call needs.</li><li>• Ensure passed bylaws are being adhered to and enforced.</li></ul>
	2. Determine the feasibility of a Community Beautification/ Improvement Plan and its recommended implementation.	<ul style="list-style-type: none"><li>• Determine possible beautification efforts for Main St, Sable St, and areas along the Highway 17 corridor.</li><li>• Create a clean up campaign with potential incentives for maintaining your property.</li><li>• Explore ways to create unique outdoor attractions to build character within our community (murals, art sculptures, signage etc.)</li></ul>
	3. Support alternative waste management opportunities in all communities.	<ul style="list-style-type: none"><li>• Explore the feasibility of more accessible household hazardous and electronic waste collections.</li><li>• Participate in the provincial Blue Box Transition program.</li></ul>

STRATEGIC GOAL	STRATEGIC DIRECTIONS	ACTION ITEMS <small>*Note some actions are subject to budget approvals*</small>
GOAL 3: INFRASTRUCTURE	1. Strive to maintain roads, sidewalks, culverts, and bridges in good condition.	<ul style="list-style-type: none"> <li>• Increase communication with the public regarding infrastructure maintenance schedules.</li> <li>• Maintain an inventory of all road signage, including the locations of erected signs.</li> <li>• Work with the Ministry of Transportation regarding the maintenance of and along Highway 17.</li> <li>• Take inventory of the sidewalks and determine an appropriate replacement/maintenance timeline.</li> <li>• Conduct maintenance of bridges, culverts, guide rails and hazard signage as prioritized by the Biennial Bridge Inspection Program in accordance with Ontario's Public Transportation and Highway Improvement Act and regulation 104/97 "Standards for Bridges".</li> <li>• Pursue prime and chip, paving and continuous gravel upgrades where appropriate as noted in the Public Works Department five (5) year plan.</li> <li>• Create awareness and preparation plans for environmental impacts to municipal infrastructure e.g. erosion of riverbanks.</li> </ul>
	2. Ensure recreation equipment is updated as required.	<ul style="list-style-type: none"> <li>• Record and inventory all public parks and general recreation equipment to identify replacement needs.</li> <li>• Research and establish a Recreation Master Plan.</li> </ul>
	3. Review the accessibility and safety standards of all municipal facilities.	<ul style="list-style-type: none"> <li>• Review all municipal facilities and their status of compliance with Accessibility for Ontarians with Disabilities Act, 2005 (ADOA) standards.</li> <li>• Continue to develop and maintain municipal assets in accordance with the Townships Asset Management Plan.</li> </ul>
	4. Pursue the upgrading and maintenance of municipal sewer and water systems in Webbwood and Massey.	<ul style="list-style-type: none"> <li>• Research shelf ready projects for watermain and sewer upgrades that support expanded housing opportunities.</li> <li>• Ensure the Water treatment Plant receives upgrades and maintenance as required in accordance with the Ontario Safe Drinking Water Act, 2002.</li> <li>• Pursue sonar sludge reporting for the Webbwood Lagoon.</li> </ul>
	5. Conduct a review of cemetery maintenance plans and administrative processes related to cemeteries.	<ul style="list-style-type: none"> <li>• Digitize existing cemetery files for future review and verification.</li> <li>• Update mapping of plots and streamline burial location recording.</li> <li>• Explore the possibilities of an enhanced cemetery records management system.</li> </ul>
	6. Replacement schedules for all municipal vehicles/equipment be determined to ensure efficiency.	<ul style="list-style-type: none"> <li>• Determine a uniform replacement assessment matrix to be used by all departments.</li> <li>• Prioritize fleet needs per department to determine an appropriate maintenance schedule.</li> <li>• Snow removal and road maintenance equipment.</li> <li>• Recreation equipment including playground equipment.</li> <li>• Explore lease buyout reviews and options for municipal vehicles and equipment.</li> </ul>

STRATEGIC GOAL	STRATEGIC DIRECTIONS	ACTION ITEMS <small>*Note some actions are subject to budget approvals*</small>
GOAL 4: DEVELOPMENT AND TOURISM	1. Pursue opportunities to engage the agricultural community, such as the Massey Agricultural Society, 4H Club, local farmers, etc.	<ul style="list-style-type: none"> <li>Engage the agricultural community on how the Township can support their projects.</li> <li>Produce an education campaign on agricultural resources within the community.</li> </ul>
	2. Explore increased opportunities to promote heritage, arts, and culture within the community.	<ul style="list-style-type: none"> <li>Review snowmobile routes and potential retrofits to improve accessibility within Webbwood, Massey and Walford.</li> <li>Determine annual events the Township can hold.</li> <li>Liaise with community groups to build on existing programs.</li> <li>Complete a review of the existing Historical Marker Plaques and initiate their restoration.</li> <li>Determine wayfinding signage needs.</li> </ul>
	3. Continue to research and apply to applicable grants and funding incentives.	<ul style="list-style-type: none"> <li>Provide staff with a comprehensive list of reoccurring grants each year to ensure shelf ready projects are planned accordingly.</li> <li>Increase collaboration between staff to complete more cohesive grant applications.</li> </ul>
	4. Continue to embrace partnerships with other municipalities, First Nations communities, and other levels of government within the region.	<ul style="list-style-type: none"> <li>Continue work with the LaCloche communities for shared services.</li> <li>Seek potential partnerships with Sagamok Anishnawbek.</li> </ul>
	5. Explore ways to help publicize community driven events that draw visitors from the broader region and beyond.	<ul style="list-style-type: none"> <li>Explore a comprehensive marketing and events communication plan.</li> </ul>
	6. Pursue innovative initiatives to support development and planning.	<ul style="list-style-type: none"> <li>Investigate alternative avenues to generate revenue.</li> <li>Provide information guides relating to planning and development processes/applications.</li> <li>Continue to research opportunities to enhance broadband service.</li> <li>Determine the feasibility of a tax phase in program for new development.</li> <li>Investigate opportunities to utilize the Spanish River to increase tourism.</li> </ul>
	7. Explore opportunities for business retention and expansion.	<ul style="list-style-type: none"> <li>Host information/learning sessions for entrepreneurs through third party partners.</li> <li>Provide forums for local business owners to become familiar with each other and the resources they may share.</li> <li>Determine the feasibility of an incentive program for local businesses.</li> <li>Determine initiatives to support small businesses within the Township and secure their longevity e.g. shop local campaigns.</li> </ul>

STRATEGIC GOAL	STRATEGIC DIRECTIONS	ACTION ITEMS
		*Note some actions are subject to budget approvals*
	1. Focus on enhanced communication with residents and promote transparency of municipal operations.	<ul style="list-style-type: none"><li>• New residents’ program and new homeowners’ information packages.</li><li>• Create education opportunities for the community to explore the Township's online presence.</li><li>• Publish an index of municipal bylaws online for residents to access and review.</li></ul>
GOAL 5: EFFECTIVE MUNICIPAL GOVERNANCE AND OPERATIONS	2. Continue to implement the Human Resources (HR) review and recommendations to ensure compliance with provincial legislation and pay equity.	<ul style="list-style-type: none"><li>• Review the responsibilities and performance of departments to determine staffing needs.</li><li>• Continue to implement and review the Salary Administration Policy as required.</li></ul>
	3. Support and encourage ongoing professional development through applicable courses and education opportunities.	<ul style="list-style-type: none"><li>• Invest in department specific training and courses.</li><li>• Budget for education and conference opportunities.</li><li>• Establish a uniform onboarding program for all departments.</li></ul>
	4. Begin a comprehensive review of existing policies and bylaws to ensure efficiency of department operations.	<ul style="list-style-type: none"><li>• Review all established user fees annually.</li><li>• Determine a review program for all departments and their applicable bylaws/policies.</li></ul>
	5. Investigate alternative IT strategies to ensure a sufficient level of service and record keeping.	<ul style="list-style-type: none"><li>• Investigate the feasibility of obtaining/developing a GIS system.</li><li>• Review current IT support and securities in place.</li><li>• Investigate new methods to provide efficient and effective service to the public.</li></ul>