

2024-2028

STRATEGIC PLAN



Semi-Annual Report

June- December 2024

PREPARED BY

TOWNSHIP OF SABLES-SPANISH RIVERS

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TOWNSHIP OF SABLES-SPANISH RIVERS

2024-2028 Strategic Plan Semi-Annual Progress Report June- December 2024

To effectively monitor the progress and effectiveness of the 2024-2028 Strategic Plan, Council committed to review the plan semi-annually and annually. The purpose of the reviews being to outline the status of the plan, while also noting any new opportunities or barriers that have arisen.

The Strategic Plan Progress Report outlines the established strategic goals, directions and action items as identified by Council within the original plan, and highlights initiatives completed during this time to support the action items. It is noted that action items are not exclusive and new ones may be identified by staff as the plan is incorporated into municipal operations.

It is important to note that the completed initiatives to support the action items are not a summary of daily operations but are special projects/initiatives that assist in the implementation of the overall strategic goals and directions identified in the plan.

Questions regarding the 2024-2028 Strategic Plan can be directed to:

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CORPORATION OF THE TOWNSHIP OF SABLES-SPANISH RIVERS
2024-2028 Strategic Plan Progress Report

Report Period: Semi-Annual Report June-December 2024

GOAL 1: QUALITY OF LIFE

STRATEGIC DIRECTIONS	ACTION ITEMS *Note some actions are subject to budget approvals*	INITIATIVES COMPLETED FROM JUNE-DEC 2024 TO SUPPORT THE ACTION ITEM
1. Ensure services at the Massey Medical Clinic meet the needs of the community.	– Continue the active recruitment of doctors and nurses.	– Internationally trained physicians were interviewed through the Pro Program. Recruitment efforts continue via HFO and job opportunity ads in the Canadian Physician's magazine. – Attended NOSM University to promote the Clinic to new medical graduates. – Meetings with Ontario Health are ongoing regarding recruitment of physicians.
	– Continue to work with the Espanola Family Health Team and the Manitoulin-Sudbury District Services Board (DSAB) to provide new services.	– A meeting with the Director of the Espanola Family Health Team was arranged to discuss options and potential opportunities in hopes of improving healthcare services.
	– Review available services and information available at the Massey Medical Clinic.	– Ongoing.
2. Continue to support initiatives outlined in the LaCloche Foothills Community Safety Well-Being Plan.	– Explore alternative housing opportunities and services for seniors.	
	– Promote road and pedestrian safety through participation in the Vulnerable Road Users Campaign.	– The municipality participated in the Vulnerable Road Users Campaign lead by the Sudbury Public Health team in 2024, promotion of signage was encouraged, including the completion of surveys from willing participants to increase pedestrian safety. The program was well received in all three communities.
	– Promote resources available to residents regarding mental health & addictions.	– Space is provided to the Center for Addictions and Mental Health (CAMH) for their programming.
3. Continue to ensure emergency	– Liaise with various agencies to promote community safety initiatives, with a focus on drug control.	– Participation in the Harm Reductions Program with Sudbury Public Health. The program is to assist individuals dealing with drug addiction.

GOAL 1: QUALITY OF LIFE

STRATEGIC DIRECTIONS	ACTION ITEMS <small>*Note some actions are subject to budget approvals*</small>	INITIATIVES COMPLETED FROM JUNE-DEC 2024 TO SUPPORT THE ACTION ITEM
management services are prioritized and meet call needs.	– Continue sharded services for emergency management operations.	– SSRFD participates in two mutual aid agreements-The Sudbury Mutual Aid Plan which includes Baldwin FD, Sagamok FD and Espanola FD and an automatic aid agreement with Espanola FD to be first response to the Lee Valley Rd/Beauchamp Dr area of TSSR.
	– Support training opportunities for the Sables-Spanish Rivers Fire Department to meet provincial legislation.	– The SSRFD Training department has created a robust training program to ensure all members obtain Firefighter 1 skills and will be current to NFPA standards. Training is ongoing.
	– Request enhanced OPP presence within all communities.	
	– Review fleet longevity/communication infrastructure and plan/budget for replacement needs as required.	
	– Ensure all personal protective equipment is in working order, especially Bunker Gear, and a replacement schedule established.	– Wild Land Personal Protective Equipment (PPE) was replaced for all members.
	– Ensure the Community Risk Assessment Plan is established and updated as necessary.	
4. Explore prospects for increased transportation opportunities.	– Contribute to a shared bus for medical appointments/seniors' transit in partnership with the LaCloche communities.	– Council partnered with other La Cloche communities to obtain a medical transportation van, largely funded through grants, which has scheduled trips to Espanola and Sudbury throughout the week. The bus is available to primarily senior residents or residents needing transport for medical appointments. The management of the van is through the shared Regional Economic Development Officer.
	– Explore programs for inter-township transportation to events happening within different communities.	
	– Approach Ontario Northland regarding enhanced routes.	
5. Promote initiatives to sustain an accessible and inclusive community.	– Develop an Age-Friendly/Accessibility Action Plan.	– A grant from the Ministry of Seniors and Accessibility has been received for \$34,000 to fund consulting fees for the development of an Age-Friendly Community & Accessibility Action Plan in 2025.
	– Determine the feasibility of an Age-Friendly Committee.	

GOAL 1: QUALITY OF LIFE

STRATEGIC DIRECTIONS	ACTION ITEMS	INITIATIVES COMPLETED FROM JUNE-DEC 2024 TO SUPPORT THE ACTION ITEM
	<p>*Note some actions are subject to budget approvals*</p> <ul style="list-style-type: none"> Engage with community groups, businesses, residents, and local associations regarding their accessibility needs. Create partnerships with community organizations to build resident participation in events. 	<ul style="list-style-type: none"> The Parks & Recreation Department had ongoing distribution of winter carnival/special event flyers to schools, libraries and local retail outlets to build public awareness and promote participation. The Parks & Recreation Department is working with Sagamok Child & Youth, Sagamok Annual Family Tournament and the Biidaaban School Annual Hockey Tournament.
6. Allocate resources to parks, trails, and green space development.	<ul style="list-style-type: none"> Establish a Recreation Master Plan, that includes shade structures at various municipal parks. 	
	<ul style="list-style-type: none"> Explore further development of Mouth, Teasdale, and Heritage Park. 	<ul style="list-style-type: none"> The Parks & Recreation Department is investigating the Trails 4 Life initiative and the creation of a Friends of Teasdale Park community support group.
7. Seek opportunities to increase the year-round use of the Massey and District Community Centre and Arena.	<ul style="list-style-type: none"> Task the Parks & Recreation committee to review existing social and sport programing available to all ages to identify service gaps. 	<ul style="list-style-type: none"> Consideration of new festivals/local heritage or sports/watersports events, snowmobile and ATV type tradeshow. Continuation of encouraging reoccurring events (e.g. Poutine Feast & Trans Canada Trail Adventure) to use the Massey & District Community Centre as an event hub.
	<ul style="list-style-type: none"> Support youth programming organizations. 	<ul style="list-style-type: none"> Jays Care programming will continue for Summer of 2025, the Parks & Recreation Department will utilize programming resources provided in 2024. The Parks & Recreation Department will invite Little Kickers Soccer Program to return for 2025.
	<ul style="list-style-type: none"> Conduct a business plan/feasibility study for a community gym. 	<ul style="list-style-type: none"> The Parks & Recreation Coordinator is collecting quotes from equipment suppliers to develop an understanding of startup costs for a potential gym.

GOAL 2: COMMUNITY AESTHETICS

STRATEGIC DIRECTIONS	ACTION ITEMS <small>*Note some actions are subject to budget approvals*</small>	INITIATIVES COMPLETED FROM JUNE-DEC 2024 TO SUPPORT THE ACTION ITEM
1. Seek a proactive approach to property standards and bylaw enforcement.	– Ensure current bylaws and services available to residents with regards to waste management and property standards are easily accessible.	
	– Continue to provide opportunities to residents to dispose of waste at no cost/reduced rates.	
	– Review the current Property Standards and Bylaw Enforcement contracted services agreement to ensure resources allocated to our community meet call needs.	
	– Ensure passed bylaws are being adhered to and enforced.	– The Bylaw Enforcement Officer is conducting routine inspections throughout the municipality, in 2024 the trailer licensing bylaw was strongly enforced and compliance monitored.
2. Determine the feasibility of a Community Beautification/ Improvement Plan and its recommended implementation.	– Determine possible beautification efforts for Main St, Sable St, and areas along the Highway 17 corridor.	
	– Create a clean up campaign with potential incentives for maintaining your property.	
	– Explore ways to create unique outdoor attractions to build character within our community (murals, art sculptures, signage etc.)	
3. Support alternative waste management opportunities in all communities.	– Explore the feasibility of more accessible household hazardous and electronic waste collections.	
	– Participate in the provincial Blue Box Transition program.	– Staff have participated in various webinars and meetings with circular materials staff to ensure there is an understanding of the new practices coming into effect regarding the blue box transition program. TSSR is scheduled to transition in June 2025.

GOAL 3: INFRASTRUCTURE

STRATEGIC DIRECTIONS	ACTION ITEMS <small>*Note some actions are subject to budget approvals*</small>	INITIATIVES COMPLETED FROM JUNE-DEC 2024 TO SUPPORT THE ACTION ITEM
1. Strive to maintain waste management facilities (NEW) , roads, sidewalks, culverts, and bridges in good condition.	– Increase communication with the public regarding infrastructure maintenance schedules.	– Updated Public Service Announcements have been implemented to inform the public of road closures for cross culvert replacements.
	– Maintain an inventory of all road signage, including the locations of erected signs.	– A recording system was developed in collaboration with administration staff to track driveway permit applications and issued civic numbering/signage.
	– Work with the Ministry of Transportation regarding the maintenance of and along Highway 17.	– Public Works has maintained regular contact regarding the maintenance of Highway 553, on behalf of residents. – Ongoing communication with the consulting firm for the rehabilitation of Spanish River bridge. – Communication with EMCON in regarding damaged highway street signs, plugged culverts and municipal snow removal along the highway road allowance.
	– Take inventory of the sidewalks and determine an appropriate replacement/maintenance timeline.	
	– 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”.	– 27 road cross culverts replaced throughout this reporting period.
	– Pursue prime and chip, paving and continuous gravel upgrades where appropriate as noted in the Public Works Department five (5) year plan.	– 100mm of gravel has been added to Beach Rd, Mooney Rd, Emiry Rd, Woolsey Rd, Hammond Rd, Brohart Rd, Thaxter Rd, Massicotte Rd and Coburn Rd.
	– Create awareness and preparation plans for environmental impacts to municipal infrastructure e.g. erosion of riverbanks.	– The River Road Embankment Stabilization Project was completed September 2024. – Remediation of Tennyson Landfill Site, through contracted services, to compact and reprofile slopes. Identification and marking of fill limits was completed in winter of 2024.
	– Record and inventory all public parks and general recreation equipment to identify replacement needs.	– Inventory of decommissioned parks equipment (lawnmowers etc.) in storage has been completed. The sale of excess equipment is to be reviewed in the Spring of 2025.

GOAL 3: INFRASTRUCTURE

STRATEGIC DIRECTIONS	ACTION ITEMS <small>*Note some actions are subject to budget approvals*</small>	INITIATIVES COMPLETED FROM JUNE-DEC 2024 TO SUPPORT THE ACTION ITEM
2. Ensure recreation equipment is updated as required.	<ul style="list-style-type: none"> Research and establish a Recreation Master Plan. 	
3. Review the accessibility and safety standards of all municipal facilities.	<ul style="list-style-type: none"> Review all municipal facilities and their status of compliance with Accessibility for Ontarians with Disabilities Act, 2005 (ADOA) standards. 	<ul style="list-style-type: none"> The 2024-2028 Age Friendly Community & Action Plan will include an accessibility assessment of municipal facilities.
	<ul style="list-style-type: none"> Continue to develop and maintain municipal assets in accordance with the Townships Asset Management Plan. 	<ul style="list-style-type: none"> The Finance Department ensured that adequate funding was allocated for asset maintenance and upgrades within the municipal budget. Collaborated with department heads to assess the financial sustainability of asset management strategies while ensuring compliance with financial policies. Tracked expenditures related to municipal assets, prepared financial reports, and advised Council and Finance Committee on the financial implications of asset management decisions.
4. Pursue the upgrading and maintenance of municipal sewer and water systems in Webbwood and Massey.	<ul style="list-style-type: none"> Research shelf ready projects for watermain and sewer upgrades that support expanded housing opportunities. 	
	<ul style="list-style-type: none"> Ensure the Water treatment Plant receives upgrades and maintenance as required in accordance with the Ontario Safe Drinking Water Act, 2002. 	<ul style="list-style-type: none"> Negotiation of new OCWA operating contract with mandatory monthly operational meetings between the service provider and Township.
	<ul style="list-style-type: none"> Pursue sonar sludge reporting for the Webbwood Lagoon. 	
	<ul style="list-style-type: none"> Digitize existing cemetery files for future review and verification. 	<ul style="list-style-type: none"> This is ongoing, data entry is completed by the Treasurer, Deputy Clerk and Administrative Assistant as time permits.
	<ul style="list-style-type: none"> Update mapping of plots and streamline burial location recording. 	<ul style="list-style-type: none"> This is ongoing, data entry is completed by the Treasurer, Deputy Clerk and Administrative Assistant as time permits.
	<ul style="list-style-type: none"> Explore the possibilities of an enhanced cemetery records management system. 	<ul style="list-style-type: none"> The cost of cemetery management software is high and has been included as part of the General Government's 5-year capital budget.
	<ul style="list-style-type: none"> NEW- Explore Potential Cemetery Expansions 	<ul style="list-style-type: none"> A cemetery audit is scheduled for 2025 to assess the remaining available space. The findings will guide future planning for expansion.

GOAL 3: INFRASTRUCTURE

STRATEGIC DIRECTIONS	ACTION ITEMS <small>*Note some actions are subject to budget approvals*</small>	INITIATIVES COMPLETED FROM JUNE-DEC 2024 TO SUPPORT THE ACTION ITEM
5. Replacement schedules for all municipal vehicles/equipment be determined to ensure efficiency.	– Determine a uniform replacement assessment matrix to be used by all departments.	
	– Prioritize fleet needs per department to determine an appropriate maintenance schedule.	
	– Snow removal and road maintenance equipment.	– Replacement of Municipal Tractor #2. – Replacement of Plow Truck #15 & #12.
	– Recreation equipment including playground equipment.	
	– Explore lease buyout reviews and options for municipal vehicles and equipment.	

GOAL 4: DEVELOPMENT AND TOURISM		
STRATEGIC DIRECTIONS	ACTION ITEMS *Note some actions are subject to budget approvals*	INITIATIVES COMPLETED FROM JUNE-DEC 2024 TO SUPPORT THE ACTION ITEM
1. Pursue opportunities to engage the agricultural community, such as the Massey Agricultural Society, 4H Club, local farmers, etc.	– Engage the agricultural community on how the Township can support their projects.	
	– Produce an education campaign on agricultural resources within the community.	
2. Explore increased opportunities to promote heritage, arts, and culture within the community.	– Review snowmobile routes and potential retrofits to improve accessibility within Webbwood, Massey and Walford.	– The possibility of locations for a “Park & Ride” is being explored in collaboration with the Espanola & District Snowmobile Club, including a possible warming shack at the trailhead near the Station #2 Firehall in Massey.
	– Determine annual events the Township can hold.	– The municipality participated in the 2024 Ice Fishing Challenge and hosted its 3 rd Annual TSSR Fishing Tournament through the online platform MyCatch with Anglers Atlas.
	– Liaise with community groups to build on existing programs.	
	– Complete a review of the existing Historical Marker Plaques and initiate their restoration.	– The Rural Economic Development (RED) Grant has been received to support 30% of funding for historical markers. The project is in progress, the Regional EDO is working with the Deputy Clerk regarding information gathering. Installation by public works is proposed in the 2025 economic development operating budget.
	– Determine wayfinding signage needs.	
3. Continue to research and apply to applicable grants and funding incentives.	– Provide staff with a comprehensive list of reoccurring grants each year to ensure shelf ready projects are planned accordingly.	– In December 2024, department heads were provided with a comprehensive list of grant opportunities that reoccur each year with their approximate corresponding timelines/deadlines.
	– Increase collaboration between staff to complete more cohesive grant applications.	
4. Continue to embrace partnerships with other	– Continue work with the LaCloche communities for shared services.	

	GOAL 4: DEVELOPMENT AND TOURISM	
STRATEGIC DIRECTIONS	ACTION ITEMS *Note some actions are subject to budget approvals*	INITIATIVES COMPLETED FROM JUNE-DEC 2024 TO SUPPORT THE ACTION ITEM
municipalities, First Nations communities, and other levels of government within the region.	<ul style="list-style-type: none">– Seek potential partnerships with Sagamok Anishnawbek.	
5. Explore ways to help publicize community driven events that draw visitors from the broader region and beyond.	<ul style="list-style-type: none">– Explore a comprehensive marketing and events communication plan.	<ul style="list-style-type: none">– An Economic Development and Marketing Strategy for the municipality has been proposed in the 2025 Economic Development capital budget.
	<ul style="list-style-type: none">– NEW- Collaborate with external organizations to utilize township recreation facilities.	<ul style="list-style-type: none">– Council sponsored the Junior A Elliot Lake Vikings Hockey Team in 2024.
6. Pursue innovative initiatives to support development and planning.	<ul style="list-style-type: none">– Investigate alternative avenues to generate revenue.	<ul style="list-style-type: none">– Federal and provincial grants have been researched and applied for to support municipal projects.
	<ul style="list-style-type: none">– Provide information guides relating to planning and development processes/applications.	
	<ul style="list-style-type: none">– Continue to research opportunities to enhance broadband service.	
	<ul style="list-style-type: none">– Determine the feasibility of a tax phase in program for new development.	
	<ul style="list-style-type: none">– Investigate opportunities to utilize the Spanish River to increase tourism.	
7. Explore opportunities for business retention and expansion.	<ul style="list-style-type: none">– Host information/learning sessions for entrepreneurs through third party partners.	
	<ul style="list-style-type: none">– Provide forums for local business owners to become familiar with each other and the resources they may share.	
	<ul style="list-style-type: none">– Determine the feasibility of an incentive program for local businesses.	
	<ul style="list-style-type: none">– Determine initiatives to support small businesses within the Township and secure their longevity e.g. shop local campaigns.	

GOAL 5: EFFECTIVE MUNICIPAL GOVERNANCE AND OPERATIONS		
STRATEGIC DIRECTIONS	ACTION ITEMS <small>*Note some actions are subject to budget approvals*</small>	INITIATIVES COMPLETED FROM JUNE-DEC 2024 TO SUPPORT THE ACTION ITEM/STRATEGIC DIRECTION
1. Focus on enhanced communication with residents and promote transparency of municipal operations.	– New residents’ program and new homeowners’ information packages.	– New Resident Bag content calls were advertised to the public in 2024, and the bags will be put together in 2025.
	– Create education opportunities for the community to explore the Township's online presence.	
	– Publish an index of municipal bylaws online for residents to access and review.	
	– NEW- Enhance Council Operations and Functions	<div>– "Coffee & Council" was hosted in Webbwood in the fall of 2024. Municipal operations information was shared, invitations to other groups were extended to create an inclusive event in the community to focus on information sharing/learning.</div> <div>– 2024- A council vacancy was advertised as per Council approval and written expressions of interest were received in accordance with the Municipal Act</div>
2. Continue to implement the Human Resources (HR) review and recommendations to ensure compliance with provincial legislation and pay equity.	– Review the responsibilities and performance of departments to determine staffing needs.	
	– Continue to implement and review the Salary Administration Policy as required.	
3. Support and encourage ongoing professional development through applicable courses and education opportunities.	– Invest in department specific training and courses.	<div>– Funds have been allocated to send two Public Works staff members to the Ontario Good Roads School in spring 2025.</div> <div>– The Deputy Clerk completed the AMCTO Municipal Law Program in 2024.</div> <div>– The Parks & Recreation Coordinator is scheduled to complete the Playground Safety Inspection Certification and has completed the ORFA Legal Awareness I - Supervising in a Recreation Environment (OLSS).</div>

GOAL 5: EFFECTIVE MUNICIPAL GOVERNANCE AND OPERATIONS		
STRATEGIC DIRECTIONS	ACTION ITEMS <small>*Note some actions are subject to budget approvals*</small>	INITIATIVES COMPLETED FROM JUNE-DEC 2024 TO SUPPORT THE ACTION ITEM/STRATEGIC DIRECTION
	<ul style="list-style-type: none">– Budget for education and conference opportunities.	<ul style="list-style-type: none">– The Registered Practical Nurse (RPN) and Nurse Practitioner (NP) attended training regarding women's health.– Funds were allocated to a booth at NOSM University regarding recruitment efforts.– Public Works staff are participating in AORS Local Association meetings and have volunteered to obtain positions on the local association.– The AMCTO Conference Scholarship was obtained by the Deputy Clerk to attend the conference at no cost to the municipality and participates as a director on the Zone 7 Executive.– Funds have been allocated for Parks & Recreation staff to attend the Aging Recreation Infrastructure Symposium in October of 2025.– Membership in Ontario Recreation Facilities Association (ORFA) and Parks & Recreation Ontario are maintained by parks & Recreation staff for industry updates, webinars and ongoing professional development relating to Parks & Recreation.
	<ul style="list-style-type: none">– Establish a uniform onboarding program for all departments.	
4. Begin a comprehensive review of existing policies and bylaws to ensure efficiency of department operations.	<ul style="list-style-type: none">– Review all established user fees annually.	<ul style="list-style-type: none">– In 2024, Department Heads conducted a user fee review, resulting in implemented increases. Going forward, annual reviews by Department Heads and the Finance Committee will be required.
	<ul style="list-style-type: none">– Determine a review program for all departments and their applicable bylaws/policies.	<ul style="list-style-type: none">– Review and implementation of new municipal insurance plan for 2025.
5. Investigate alternative IT strategies to ensure a sufficient level of service and record keeping.	<ul style="list-style-type: none">– Investigate the feasibility of obtaining/developing a GIS system.	<ul style="list-style-type: none">– PSD City Wide was obtained to create a municipal GIS platform that links to the current asset management inventory. Aerial imagery and other data has been obtained from MNRF and MPAC to create appropriate layers within the system. Staff are working on the creation of an updated zoning layer for planning purposes.
	<ul style="list-style-type: none">– Review current IT support and securities in place.	<ul style="list-style-type: none">– A cell phone booster was purchased and installed in the public works garage.
	<ul style="list-style-type: none">– Investigate new methods to provide efficient and effective service to the public.	<ul style="list-style-type: none">– The Clinic implemented email reminders instead of phone call reminders, allowing phone lines to be more available to patients calling in.

GOAL 5: EFFECTIVE MUNICIPAL GOVERNANCE AND OPERATIONS		
STRATEGIC DIRECTIONS	ACTION ITEMS *Note some actions are subject to budget approvals*	INITIATIVES COMPLETED FROM JUNE-DEC 2024 TO SUPPORT THE ACTION ITEM/STRATEGIC DIRECTION
		<ul style="list-style-type: none">– The Clinic now uses OCEAN for more efficient referral updates. The program confirms referrals have been received, the wait times and when the patient has been booked.