

2024-2028

STRATEGIC PLAN

Annual Report

June 2024- June 2025



PREPARED BY

TOWNSHIP OF SABLES-SPANISH RIVERS

☎ 705-865-2646

✉ inquiries@sables-spanish.ca

🌐 www.sables-spanish.ca



TOWNSHIP OF SABLES-SPANISH RIVERS

2024-2028 Strategic Plan Semi-Annual Progress Report June 2024 - June 2025

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 the contact below.

Amanda St. Michel, Deputy Clerk
705-865-2646
astmichel@sables-spanish.ca



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

Report Period: Annual Report June 2024 -June 2025

GOAL 1: QUALITY OF LIFE

STRATEGIC DIRECTIONS	ACTION ITEMS <i>*Note some actions are subject to budget approvals*</i>	INITIATIVES COMPLETED FROM JUNE 2024-JUNE 2025 TO SUPPORT THE ACTION ITEM
1. Ensure services at the Massey Medical Clinic meet the needs of the community.	<ul style="list-style-type: none"> – Continue the active recruitment of doctors and nurses. 	<ul style="list-style-type: none"> – Internationally trained physicians were interviewed. – Attended NOSM University to promote the Clinic to new medical graduates. – Meetings with Ontario Health are ongoing regarding recruitment of physicians. – Recruitment efforts were successful in obtaining a new physician at the clinic, recruitment for RN’s/RPN’s is ongoing.
	<ul style="list-style-type: none"> – Continue to work with the Espanola Family Health Team and the Manitoulin-Sudbury District Services Board (DSAB) to provide new services. 	<ul style="list-style-type: none"> – Multiple meetings with the Espanola Family Health Team and Espanola Regional Hospital & Health Centre have occurred to discuss options and potential opportunities in hopes of improving healthcare services to our area, including primary care.
	<ul style="list-style-type: none"> – Review available services and information available at the Massey Medical Clinic. 	<ul style="list-style-type: none"> – Expanded foot care services have been implemented on Fridays at the clinic through a private partnership.
2. Continue to support initiatives outlined in the LaCloche Foothills Community Safety Well-Being Plan.	<ul style="list-style-type: none"> – Explore alternative housing opportunities and services for seniors. 	<ul style="list-style-type: none"> – Council has been in contact with the Sudbury-Manitoulin District Services Board (DSAB) regarding seniors housing possibilities and programs.
	<ul style="list-style-type: none"> – Promote road and pedestrian safety through participation in the Vulnerable Road Users Campaign. 	<ul style="list-style-type: none"> – 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.
	<ul style="list-style-type: none"> – Promote resources available to residents regarding mental health & addictions. 	<ul style="list-style-type: none"> – Space is provided to the Center for Addictions and Mental Health (CAMH) for their programming.
3. Continue to ensure emergency	<ul style="list-style-type: none"> – Liaise with various agencies to promote community safety initiatives, with a focus on drug control. 	<ul style="list-style-type: none"> – 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

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<p>management services are prioritized and meet call needs.</p>	<ul style="list-style-type: none"> – Continue shared services for emergency management operations. 	<ul style="list-style-type: none"> – 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. – Establishment of Fire Committee.
	<ul style="list-style-type: none"> – Support training opportunities for the Sables-Spanish Rivers Fire Department to meet provincial legislation. 	<ul style="list-style-type: none"> – 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.
	<ul style="list-style-type: none"> – Request enhanced OPP presence within all communities. 	
	<ul style="list-style-type: none"> – Review fleet longevity/communication infrastructure and plan/budget for replacement needs as required. 	<ul style="list-style-type: none"> – New communications equipment (radios) was purchased through the Community Emergency Preparedness Grant Program.
	<ul style="list-style-type: none"> – Ensure all personal protective equipment is in working order, especially Bunker Gear, and a replacement schedule established. 	<ul style="list-style-type: none"> – Wild Land Personal Protective Equipment (PPE) was replaced for all members. – New bunker gear was purchased through the Fire Protection Grant to provide volunteers with second sets to increase health and safety measures.
	<ul style="list-style-type: none"> – Ensure the Community Risk Assessment Plan is established and updated as necessary. 	
<p>4. Explore prospects for increased transportation opportunities.</p>	<ul style="list-style-type: none"> – Contribute to a shared bus for medical appointments/seniors’ transit in partnership with the LaCloche communities. 	<ul style="list-style-type: none"> – 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.
	<ul style="list-style-type: none"> – Explore programs for inter-township transportation to events happening within different communities. 	<ul style="list-style-type: none"> – The La Cloche Care Van has been used to provide complimentary rides to senior residents and/or residents with disabilities to community e.g. the Journey to Bethlehem and Massey Fair.
	<ul style="list-style-type: none"> – Approach Ontario Northland regarding enhanced routes. 	

GOAL 1: QUALITY OF LIFE

STRATEGIC DIRECTIONS	ACTION ITEMS <small>*Note some actions are subject to budget approvals*</small>	INITIATIVES COMPLETED FROM JUNE 2024-JUNE 2025 TO SUPPORT THE ACTION ITEM
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. The plan is to be completed in the fall of 2025.
	– Determine the feasibility of an Age-Friendly Committee.	
	– Engage with community groups, businesses, residents, and local associations regarding their accessibility needs.	– A community survey and public information sessions/focus groups were held in June 2025 in conjunction with the Age-Friendly Community & Accessibility Action Plan to determine accessibility needs within the community.
	– Create partnerships with community organizations to build resident participation in events.	– 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.
6. Allocate resources to parks, trails, and green space development.	– Establish a Recreation Master Plan, that includes shade structures at various municipal parks.	– Research in progress.
	– Explore further development of all existing parks , especially 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. – Warning of hazards (strong current/swim at own risk) signs installed, and new buoys ordered for Mouth Park. – Installation of the "Gravity Rail" playground system at the Memorial Park. – Consultation with other regional partners regarding potential options for Teasdale Parks is ongoing and funding possibilities being explored.
7. Seek opportunities to increase the year-round use of the Massey and District Community Centre and Arena.	– Task the Parks & Recreation committee to review existing social and sport programming available to all ages to identify service gaps.	– Continuation of encouraging reoccurring events (e.g. Poutine Feast & Trans Canada Trail Adventure) to use the Massey & District Community Centre as an event hub.
	– Support youth programming organizations.	
	– Conduct a business plan/feasibility study for a community gym.	– A business plan/feasibility study is not being pursued at this time as a private enterprise community gym opened in Massey and has commenced operation.

GOAL 2: COMMUNITY AESTHETICS

STRATEGIC DIRECTIONS	ACTION ITEMS <small>*Note some actions are subject to budget approvals*</small>	INITIATIVES COMPLETED FROM JUNE 2024-JUNE 2025 TO SUPPORT THE ACTION ITEM
1. Seek a proactive approach to property standards and bylaw enforcement.	<ul style="list-style-type: none"> – Ensure current bylaws and services available to residents with regards to waste management and property standards are easily accessible. 	
	<ul style="list-style-type: none"> – Continue to provide opportunities to residents to dispose of waste at no cost/reduced rates. 	<ul style="list-style-type: none"> – Spring Clean Up Days were scheduled in May 2025.
	<ul style="list-style-type: none"> – Review the current Property Standards and Bylaw Enforcement contracted services agreement to ensure resources allocated to our community meet call needs. 	
	<ul style="list-style-type: none"> – Ensure passed bylaws are being adhered to and enforced. 	<ul style="list-style-type: none"> – The Bylaw Enforcement Officer is conducting routine inspections throughout the municipality, the trailer licensing bylaw was strongly enforced and compliance monitored.
2. Determine the feasibility of a Community Beautification/ Improvement Plan and its recommended implementation.	<ul style="list-style-type: none"> – Determine possible beautification efforts for Main St, Sable St, and areas along the Highway 17 corridor. 	
	<ul style="list-style-type: none"> – Create a clean up campaign with potential incentives for maintaining your property. 	
	<ul style="list-style-type: none"> – 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.	<ul style="list-style-type: none"> – Explore the feasibility of more accessible household hazardous and electronic waste collections. 	
	<ul style="list-style-type: none"> – Participate in the provincial Blue Box Transition program. 	<ul style="list-style-type: none"> – Staff have participated in various webinars and meetings with circular materials to ensure there is an understanding of the new practices coming into effect regarding the blue box transition program. – Transition to Extended Producer Responsibility Program for collection of curbside blue box materials occurred in June 2025. A curbside policy was established to assist IC&I customers within the municipality.

GOAL 3: INFRASTRUCTURE		
STRATEGIC DIRECTIONS	ACTION ITEMS <small>*Note some actions are subject to budget approvals*</small>	INITIATIVES COMPLETED FROM JUNE 2024-JUNE 2025 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.	– Continued Public Service Announcements have been implemented to inform the public of road closures for road maintenance.
	– Maintain an inventory of all road signage, including the locations of erected signs.	– A recording system was developed 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.	– Parks & Recreation summer students partnered with the Public Works department to paint curbs throughout the 2025 summer season.
	– 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. – Guide rail evaluations and maintenance was conducted which resulted in the replacement of broken posts occurred in summer 2025.
	– 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 the following roads: Beach Rd, Mooney Rd, Emiry Rd, Woolsey Rd, Hammond Rd, Brohart Rd, Thaxter Rd, Massicotte Rd, Coburn Rd, section of Birch Lake Rd, Bass Point Rd, Sunset Bay Dr, Pleasant Valley Rd, Watson Rd, and Mountain View 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. – Engineering services have been to complete a comprehensive landfill study in 2025.

GOAL 3: INFRASTRUCTURE

STRATEGIC DIRECTIONS	ACTION ITEMS <small>*Note some actions are subject to budget approvals*</small>	INITIATIVES COMPLETED FROM JUNE 2024-JUNE 2025 TO SUPPORT THE ACTION ITEM
2. Ensure recreation equipment is updated as required.	<ul style="list-style-type: none"> Record and inventory all public parks and general recreation equipment to identify replacement needs. 	<ul style="list-style-type: none"> Arena Dehumidifier replaced in July 2024. Memorial Park playground equipment has been evaluated and alternative solutions being researched.
	<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. In 2025, the Township updated its Asset Management Plan (AMP) to align with Ontario Regulation 588/17, ensuring compliance with provincial requirements and supporting responsible long-term infrastructure planning. The updated AMP enhances our ability to make informed decisions about the maintenance, renewal, and development of municipal assets, reinforcing our commitment to sustainable service delivery for residents. The Township will continue to develop and maintain its assets in accordance with this plan. The oil furnace at Fire Station #4 was replaced with a propane/ electric heat exchange system for safety and energy efficiency.
4. Pursue the upgrading and maintenance of municipal sewer and water systems in	<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"> Completion of repairs on the Webbwood Fire Watermain. Negotiation of a new OCWA operating contract with mandatory monthly operational meetings between the service provider and Township.

GOAL 3: INFRASTRUCTURE		
STRATEGIC DIRECTIONS	ACTION ITEMS <small>*Note some actions are subject to budget approvals*</small>	INITIATIVES COMPLETED FROM JUNE 2024-JUNE 2025 TO SUPPORT THE ACTION ITEM
Webbwood and Massey.		<ul style="list-style-type: none"> Tansy Lane distribution system was upgraded, including the replacement of failing galvanized steel pipe with NSF certified Poly Pipe and the installation of a flushing point underway.
	<ul style="list-style-type: none"> Pursue sonar sludge reporting for the Webbwood Lagoon. 	
5. Conduct a review of cemetery maintenance plans and administrative processes related to cemeteries.	<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"> This has been research and has been determined to be a future-year action item. The cost of cemetery management software is high and is 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 originally scheduled for 2025 has been deferred to 2026 due to staffing shortages, which have limited the capacity to complete the necessary fieldwork. The audit will assess the remaining available space and help guide future planning for expansion.
6. Replacement schedules for all municipal vehicles/equipment be determined to ensure efficiency.	<ul style="list-style-type: none"> Determine a uniform replacement assessment matrix to be used by all departments. 	
	<ul style="list-style-type: none"> Prioritize fleet needs per department to determine an appropriate maintenance schedule. 	
	<ul style="list-style-type: none"> Snow removal and road maintenance equipment. 	<ul style="list-style-type: none"> Replacement of Municipal Tractor #2. Replacement of Plow Truck #15 & #12. A boom mounted flail mower attachment was purchased for the municipal tractor to allow better maintenance of roadsides and sightlines. This attachment increased usage of the municipal tractor from seasonal to year-round.
	<ul style="list-style-type: none"> Recreation equipment including playground equipment. 	

GOAL 3: INFRASTRUCTURE

STRATEGIC DIRECTIONS	ACTION ITEMS <small>*Note some actions are subject to budget approvals*</small>	INITIATIVES COMPLETED FROM JUNE 2024-JUNE 2025 TO SUPPORT THE ACTION ITEM
	<ul style="list-style-type: none"> - Explore lease buyout reviews and options for municipal vehicles and equipment. 	<ul style="list-style-type: none"> - Purchase of a used, low hour wheeled loader was achieved through the RFP process. Purchase options were investigated at which time Council approved a 5 year / zero balance lease program through CAT.

GOAL 4: DEVELOPMENT AND TOURISM		
STRATEGIC DIRECTIONS	ACTION ITEMS *Note some actions are subject to budget approvals*	INITIATIVES COMPLETED FROM JUNE 2024-JUNE 2025 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 to be completed in September 2025.
	– 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. The list will be reviewed annually.
	– Increase collaboration between staff to complete more cohesive grant applications.	
4. Continue to embrace partnerships with other municipalities, First Nations communities, and other levels of	– Continue work with the LaCloche communities for shared services.	
	– Seek potential partnerships with Sagamok Anishnawbek.	

GOAL 4: DEVELOPMENT AND TOURISM		
STRATEGIC DIRECTIONS	ACTION ITEMS <small>*Note some actions are subject to budget approvals*</small>	INITIATIVES COMPLETED FROM JUNE 2024-JUNE 2025 TO SUPPORT THE ACTION ITEM
government within the region.		
5. Explore ways to help publicize community driven events that draw visitors from the broader region and beyond.	– Explore a comprehensive marketing and events communication plan.	– An Economic Development and Marketing Strategy for the municipality has been proposed in the 2025 Economic Development capital budget. This project is on hold until the LaCloche Regional Economic Diversification Strategy has been completed.
	– NEW- Collaborate with external organizations to utilize township recreation facilities.	– Council sponsored the Junior A Elliot Lake Vikings Hockey Team in 2024.
6. Pursue innovative initiatives to support development and planning.	– Investigate alternative avenues to generate revenue.	– Federal and provincial grants have been researched and applied for to support municipal projects.
	– Provide information guides relating to planning and development processes/applications.	
	– Continue to research opportunities to enhance broadband service.	
	– Determine the feasibility of a tax phase in program for new development.	
	– Investigate opportunities to utilize the Spanish River to increase tourism.	
7. Explore opportunities for business retention and expansion.	– Host information/learning sessions for entrepreneurs through third party partners.	
	– Provide forums for local business owners to become familiar with each other and the resources they may share.	– The Economic Development and Planning Committee is organizing a business excellence night is being for the fall of 2025.
	– Determine the feasibility of an incentive program for local businesses.	
	– 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 2024-JUNE 2025 TO SUPPORT THE ACTION ITEM/STRATEGIC DIRECTION
1. Focus on enhanced communication with residents and promote transparency of municipal operations.	<ul style="list-style-type: none"> - New residents' program and new homeowners' information packages. 	<ul style="list-style-type: none"> - New Resident Bag content calls were advertised to the public in 2024; bags are now available to new residents.
	<ul style="list-style-type: none"> - Create education opportunities for the community to explore the Township's online presence. 	
	<ul style="list-style-type: none"> - Publish an index of municipal bylaws online for residents to access and review. 	
	<ul style="list-style-type: none"> - NEW- Enhance Council Operations and Functions 	<ul style="list-style-type: none"> - "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. - 2024- A council vacancy was advertised as per Council approval and written expressions of interest were received in accordance with the Municipal Act. - A partnership to release a joint Alternative Voting Methods RFP for the 2026 election with the Town of Blind River, City of Elliot Lake, Municipality of Huron Shores, and Township of Baldwin has been initiated.
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"> - Review the responsibilities and performance of departments to determine staffing needs. 	<ul style="list-style-type: none"> - A Lead hand position was created in the Public Works Department and hired through an internal competitive process. - A successful application was received through the Northern Ontario Heritage Fund Corporation (NOHFC) for a Building Internship; hiring is in progress.
	<ul style="list-style-type: none"> - Continue to implement and review the Salary Administration Policy as required. 	
3. Support and encourage ongoing professional	<ul style="list-style-type: none"> - Invest in department specific training and courses. 	<ul style="list-style-type: none"> - Two Public Works staff members attended the Ontario Good Roads School in Guelph in the spring of 2025. - The Deputy Clerk completed the AMCTO Municipal Law Program in 2024.

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 2024-JUNE 2025 TO SUPPORT THE ACTION ITEM/STRATEGIC DIRECTION
development through applicable courses and education opportunities.		<ul style="list-style-type: none"> – Parks & recreation staff obtained certifications through the Ontario Recreation facilities Association (ORFA) in operating the ice plant, including the Certified Ice Technician and Certified Arena Refrigeration Plant Technician (CARPT).
	<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 Public Works Supervisor currently sits as President of the Local association and on the Board of Director at the provincial level. – The Public Works Supervisor reinstated his Certified Road Supervisor I and Class 1 Water Distribution and Waste Water Collection designations. – 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. – 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. – The Clerk-Administrator and Deputy Clerk attended the winter Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO) Zone 7 conference in Sudbury in March 2025.
	<ul style="list-style-type: none"> – Establish a uniform onboarding program for all departments. 	<ul style="list-style-type: none"> – An HR platform has been sourced and roll out for all staff is scheduled for the fall of 2025.
4. Begin a comprehensive review of existing policies and bylaws to ensure efficiency of	<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.

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 2024-JUNE 2025 TO SUPPORT THE ACTION ITEM/STRATEGIC DIRECTION
department operations.		<ul style="list-style-type: none"> - Policy review during this period included the following topics: Residential Service and Property Restoration, Frozen Water Service, Waste Management, Working Condition, Culvert and Entrance, Physician and Nurse Practitioner Recruitment and Retention, Animal Control, Seasonal and Cottage Roads, MNRF Fire Protection Renewal.
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 have 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 and linking municipal assets.
	<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. - 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.