



Strategic Plan 2024-2026

**By-law 2023-51
Schedule "A"**

"Our Path Forward"

November 2023

Mayor and Council's Message

On behalf of our Council, it is my great honor to present the (2024-2026) Township of Plummer Additional's Strategic Plan. This Plan is a detailed document that identifies Council's vision, core values, priorities, goals. Our Plan sets us on a well-defined, clear path forward over the next three years.

Our world continues to change at a rapid pace. Due to such, now more than ever we need a strategic plan to help us move forward. As a Council, we aspire for our township to be a place where people want to work, do business and enjoy a high quality of living in a rural setting. With so much opportunity for future development, increased operational efficiency and technological improvements, it's even more important to maintain a clear direction for the township. The goal of this Strategic Plan is to help us stay on course and be financially/operationally sustainable in both the short and long term.

Our Strategic Plan outlines Council's five strategic priorities which are a reflection of what we have heard from residents, business owners, community and organizational leaders, Township staff and Council. The challenges of inflation and administering a large rural area continue to grow and we are dedicated to combating them. This Plan will serve as a framework of reference to support Council as we negotiate the challenges that our township faces and help us stay focused on what we hope to achieve in the next three years. We will continuously use this plan in our collective decision-making to ensure we are aligned with our goals and to ensure the effectiveness of Council.

While the Plan's priorities won't be reached overnight, progress will be made year-by-year. For Council and Township staff, the Strategic Plan helps to provide clear direction to staff on how they are expected to support the vision and goals of Council. The Strategic Plan will be critical in staff decision-making in relation to budgeting, annual work, project planning, workforce planning, as well as performance measurement and management.

On behalf of Council, I would like to thank everyone who participated and contributed to the development of our Strategic Plan – your insight, dedication and commitment to the strategic planning process is very much reflective of the pride and care that we all share for this community. We look forward to implementing this Plan with you.

Background and Purpose of the Strategic Planning Process

By taking a strategic approach to service delivery and problem solving, Plummer Additional will be better positioned for short and long-term success. Council wisely directed the completion of a Strategic Plan (for the period of 2024-2026) at their June 21, 2023 meeting.

This Strategic Plan responds to Council's general directive for long-term financial vitality, sustainability, and continuous improvement relating to the provision of municipal services. This Plan will guide major decision-making with respect to allocation of resources and assets for the period of 2024 through to 2026. Upon the passing of the final Strategic Plan, all staff reports should reference the key priorities and actions items outlined in the Strategic Plan to ensure they align well with Council's vision for the Municipality.

Mission Statement

The Township's Mission Statement is founded on the belief that our core purpose is to deliver a suite of services and programs that meet the needs of our community. Our strong desire to offer quality services is at the heart of our reason for being. We believe in long-term financial viability and accountability as we deliver high caliber services and programs to our residents.

Vision Statement

Our Vision Statement is an affirmation of our goals and objectives. It sets the stage for what we will do and how we will do it. Our vision for the future builds on our Mission Statement and embodies our desire to govern responsibly. Our vision recognizes that we will be focused on meeting the need of the community through financial prudence. Achieving our Vision Statement will be indicative of our success.

Core Values

Our Core Values are our beliefs and they are what guide our actions. Our Core Values are also a statement about who we are as a municipal government, including who we are as Council, staff and volunteers. These values also guide our day-to-day operations as well as our long-term decision making.

Our Core Values are as follows:

- **Fiscal Responsibility and Sustainability:** We strive to increase the overall efficiency and effectiveness of the Township's operations through long-term planning, effectively managing reserves and reserve funds, reviewing operations and procurement practices on an annual basis for the purpose of establishing the best value for public money.
- **Accountability:** Our Township believes in being accountable and taking responsibility for ourselves, our employees, our customers, and our work. We strive to meet annual goals and objectives and communicate outcomes with residents.
- **Innovation:** Our Township supports utilizing new processes and technology that will streamline workflows and make operations increasingly efficient and user-friendly.
- **Teamwork and Inclusion:** We promote an environment of equality where all people are valued and treated with dignity and fairness. We work together for the benefit of the community. We build internal and external relationships to achieve common goals.
- **Commitment and Excellence:** Our Township strives to deliver the best services possible and respond to customer inquiries and questions in a timely manner. Our team strives to make ethical, transparent, and well-intentioned decisions.

Public Consultations and Notifications

The Township hosted three public consultations which members of the public were invited to attend and provide their thoughts. These consultations were as follows:

1. General Strategic Plan Consultation – August 16, 2023
2. Roads Operations/Capital Plan Consultation – September 27, 2023
3. Bruce Station Hall/Recreation Programming – October 18, 2023

Members of the public were notified via public notices on the Township's website. Residents also had the opportunity to submit their thoughts and recommendations via a form on the website or by mailing in comments. Notification of each consultation and their respective dates was also provided in the Fall newsletter sent out with the 2023 final tax bills.

Preliminary Action Items Completed in 2023

As noted in previous draft versions of this plan, there are a number of items identified in the Action Items section which required completion in 2023. These items were as follows:

- Clerk, Roads Working Foreperson and Deputy Clerk completed a general review of the Roads Capital Plan (September-November 2023)
- Approve and review changes to Organizational Chart (September 2023)

Strategic Priorities 2024-2026



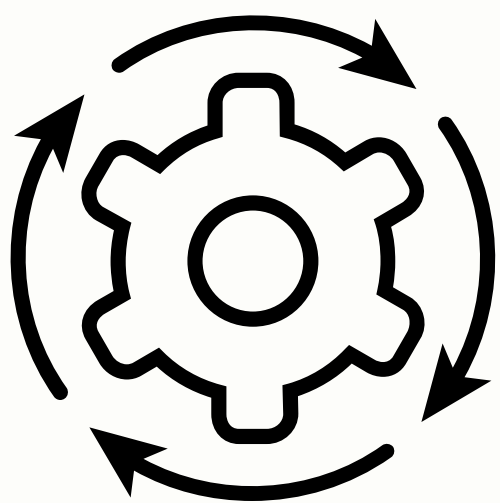
Infrastructure Improvements,
Maintenance, and Asset Management



Bruce Station Hall and Recreation
Programming



Financial Management



Operational Management



Economic Development

Key Priorities and Action Items

Key Priorities and Action Items are where our Vision is turned into action. These are the steps we will take to realize our goals, objectives, and vision. Key Priorities and Action items are measurable for future monitoring and reporting purposes. Each Action Item is accompanied with an estimated timeline. Action Items may span multiple years, occur annually, or require permanent or on-going effort. Timelines are an estimate of the year and/or frequency of engagement for each Action Item. Timelines are intended to be a guide for planning purposes and are not a cast in stone and may require adjustments.

Council has accepted the following list below as their main priorities and key action items required. Members of the public are welcome to provide their input and provide suggestions for other items that should be considered as either Key Priorities or relating Action Items.

1. Infrastructure Improvements, Maintenance and Asset Management



September 2023-May 2024

- Staff to complete updates on Township's Asset Management Plan, which will include new provincial reporting requirements

November 2023-January 2024

- Send out and receive data on Booth Bridge Survey, with a final report being established to help support funding applications

January 2024

- Update the Roads 10-Year Capital Plan for Council to review and approve

June 2024

- Final/Updated Asset Management Plan to be reviewed and approved by Council

July 2024-December 2024

- Review potential bridge types and estimated budget figures for Booth Bridge replacement (July 2024-December 2024)

Ongoing- 2026

- Watch for, review and apply for funding for Booth Bridge replacement as it comes up (Ongoing-2026)

2. Bruce Station Hall and Recreation Programming

February 2024

- Execute and host local a recreation meeting (Bruce Mines, BMPA Library and Plummer) – to identify potential synergies.

March 2024

- Complete a Hall Property Development Plan (1-5 years) and Plan for Township Parks

April 2024

- Execute and host a regional recreation meeting for all municipalities in Central Algoma to identify potential synergies.

May 2024

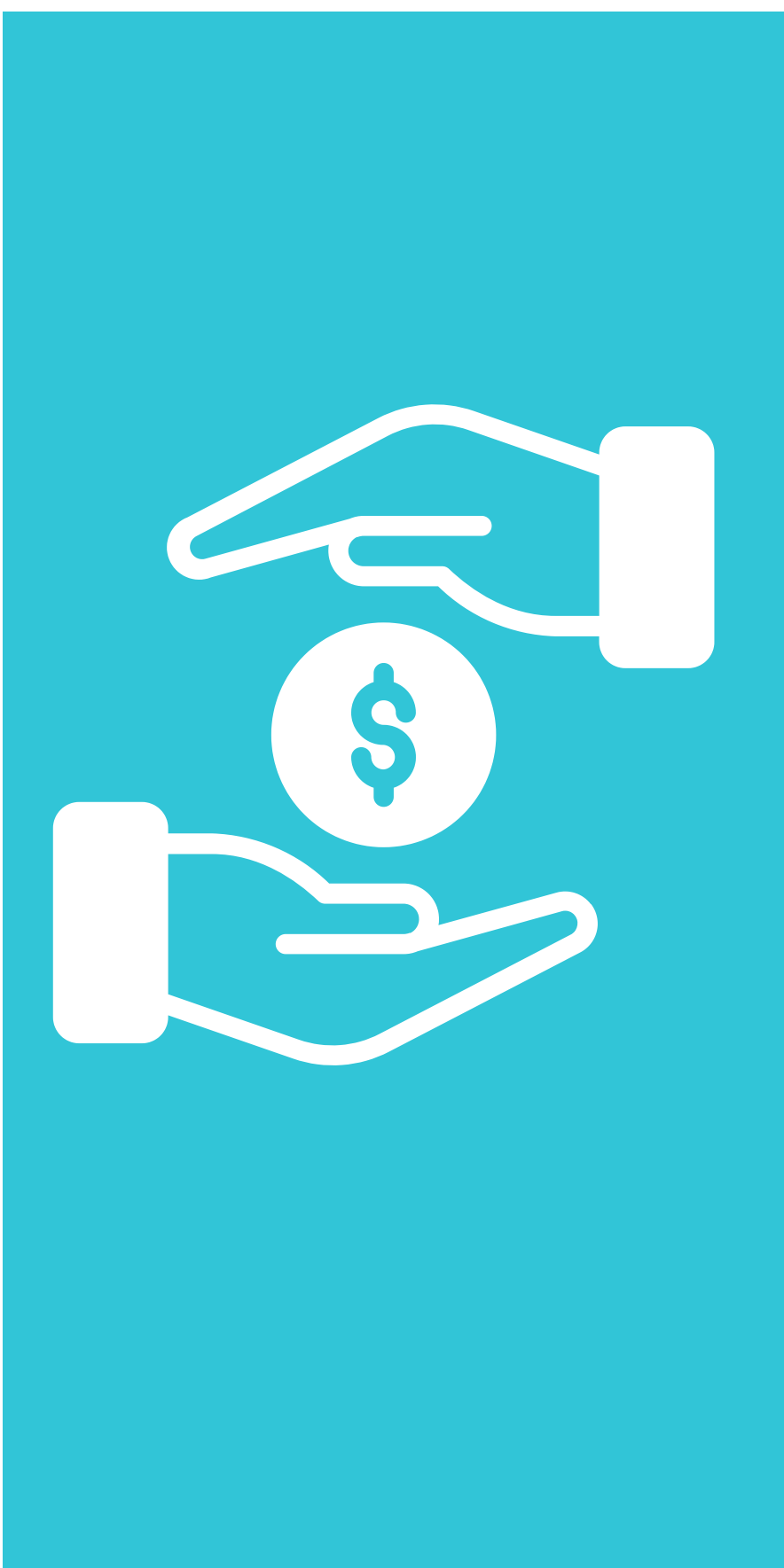
- Complete a 5-year Recreation Plan to include business improvement plan for Hall

Ongoing -2026

- Applications for funding to cover operations and capital (ongoing-2026)



3. Financial Management



January -May 2024

- Formal, annual budget for 2024 to be approved with 2025/2026 budgets to be formally reviewed and generally accepted by Council, with the understanding that these future budgets are subject to change.

February 2024

- Administration to perform formal review and to provide cost-saving recommendations to Council for consideration and approval.

March 2024

- Clerk/RWF to review roads operations and review for any potential long-term cost savings or needs within roads operations. Findings and recommendations to go to Council for review.

April 2024

- Review investment practices and establish/update Township Investment Policy – to be reviewed and approved by Council.

Ongoing- 2026

- Complete review of MPAC assessments and request reconsiderations where possible to increase tax base.

4. Operational Management

February 2024

- Review staffing performance and future requirements for the Roads Department with recommendations to come to Council

April 2024

- Formally review inefficiencies in processes and recommend changes to policy and processes where applicable.

May 2024

- Review staffing performance and future requirements for Administration recommendations to come to Council.

June 2024

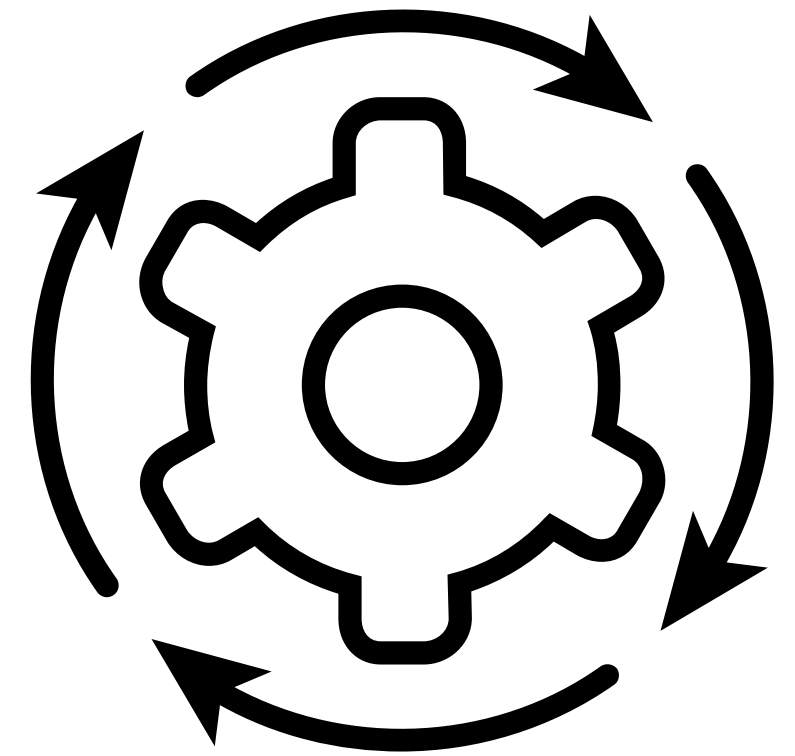
- Review and determine if restructuring of staff/duties is required for long-term success. If so, determine training programs and policies required for long-term success and employee development.

July - December 2024

- Re-negotiate and finalize updated Union agreement for 2025-2029

November 2024

- Review and update Human Resource Policies as approved by Council.



5. Economic Development



April 2024

- Finalize Investment Readiness Plan (annual reviews afterwards)

April - September 2024

- Complete update of Zoning By-law and Official Plan

May 2024

- Identify preferred areas of growth within Township boundaries.

June 2024

- Review requirements for planning services and how the Township will provide planning/development services, either by hiring in-house employees or contracted services

