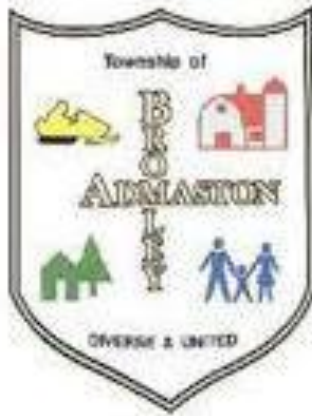


DRAFT



Strategic Plan 2025 – 2029

Presentation to Council

June 19, 2025

Jennifer Charkavi / Erik Lockhart

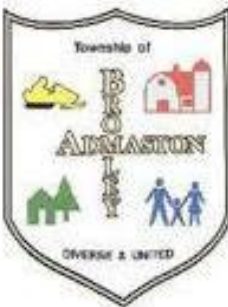
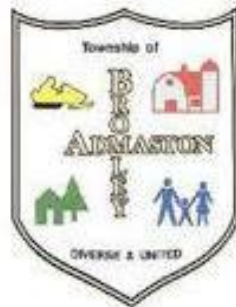


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* see accompanying *“strategy at a glance”*



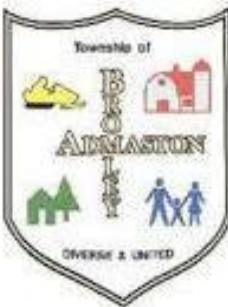
Direction

Mission

Through responsible governance, provide effective and efficient municipal services welcoming growth and supporting a vibrant and fulfilling quality of life.

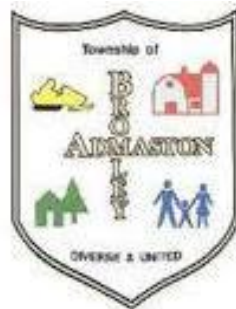
Vision

Our vision is a diverse and united community with deep roots and open doors, that is innovative, fiscally responsible and sustainable.



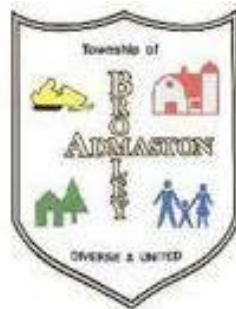
Long term goals

- ☐ Replace aging infrastructure, manage assets and maintain roads
- ☐ Be in a solid financial position with controlled spending, balanced budgets, and stable tax rates
- ☐ Protect our farmland, the environment, and our rural way of life
- ☐ Forge sound economic growth with thriving new businesses.
- ☐ Increase efficiencies and ensure easy to access services



Priorities in 2025-2028

1. Enhance financial sustainability of core services
2. Increase external funding from senior levels of government
3. Maintain infrastructure to comply with required legislation.
4. Promote Economic Development and Township as a destination
5. Enhance Ratepayer communications & engaging with us



Priorities in 2025-2028 (explained)

- 1. Financial Sustainability:** This encompasses long-term financial planning, maintaining stable and reasonable tax rates, and pursuing provincial funding opportunities.
- 2. Increase external funding from senior levels of government.** This includes developing a focused advocacy plan that targets provincial and federal government grants and other subsidy programs.
- 3. Infrastructure Renewal and Management:** This includes replacing and maintaining critical infrastructure such as roads, waste management, and fire protection facilities. It's a key component of the Township's long-term sustainability and aligns with the need for an asset management plan.
- 4. Economic Development and Marketing:** This involves attracting new businesses, growing the tax base (both residential and commercial), and promoting the Township to potential residents, businesses and investors.
- 5. Enhanced Communication and Resident Engagement:** Improving the Township's website, utilizing social media, and finding other means to communicate with residents is crucial for transparency and community involvement.



Roadmap (by priority)

Priority	Key initiatives in 2025-2028 (phase 1 in bold in 2025-2026)
Financial sustainability	1.1 Re-establish appropriate contributions to reserves, so they can grow 1.2 Long term financial plan (5+ years) 1.3 Find efficiencies, Maintain stable and competitive tax rates 1.4 Determine level of (soft) service we will provide for each of the services.
Increase funding from senior govt levels	2.1 Be ready to capitalize on funding opportunities (identify shovel ready projects "ready to go") 2.2 Lobby province & fed govt for funding due to our unique assessment base 2.3 Develop a focused advocacy plan
Maintain infrastructure to comply with legislation	3.1 Develop a modern Firehall 3.2 Review & implement realistic levels of service 3.3 Establish plan and goals to maintain infrastructure , establish achievable benchmarks to meet our desired level of service (AMP)
Economic Development	4.1 Encourage land development (includ marginal farmlands) to increase tax base 4.2 Profile what the township offers through a marketing campaign 4.3 Complete community profile (what we have, what are the gaps) 4.4 Complete Industrial/Business park feasibility study 4.5 Review Economic Action Plan for other priority initiatives
Ratepayer communications & engagement	5.1 Build more accessible website (ease of use, mobile device compatibility) 5.2 Identify and use other tools for broadcasting info (radio, e-board, etc) 5.3 Investigate feasibility of development of Township app for mobile devices

Implementation in 2025-2026

- ☐ 1.1 Re-establish appropriate contributions to reserves, so they can grow
- ☐ 1.2 Long term financial plan (5+ years)
- ☐ 1.3 Find efficiencies, maintain stable and competitive tax rates
- ☐ 2.1 Be ready to capitalize on funding opportunities (identify shovel ready projects "ready to go")
- ☐ 3.1 Develop a modern Firehall
- ☐ 3.2 Review & implement realistic levels of service
- ☐ 3.3 Establish plan and goals to maintain infrastructure
- ☐ 5.1 Build more accessible website



Resources Required

It is anticipated that we can implement our 18 initiatives with current staff and budgeted funds except for the following:

- Economic development resource
- Grant writing resource

Resources needed:

- Grants etc.
- Shared services with other municipalities

Other considerations:

- ✓ Investments required will be determined as part of future budget processes
- ✓ It is expected that all other initiatives can be achieved with existing staff resources



Monitoring Plan: Schedule

Activity	Purpose	Reporting Mechanism	Key deliverables
Quarterly progress share	Inform Council	Strat Plan Tracking List * (Changes)	Updated SPTL *
Annual report to Council	Inform Council and Public of progress	Council report Website post	Informed Council and public
Strategy update with Council (Feb 2027)	Review initiatives and action plans Set Phase 2	Website post	Updated initiatives and Action Plans for each priority Phase 2 schedule
Strategy Renewal (Dec 2028)	Full refresh of e-scan, vision, mission, priorities	New strategic plan	New strategic plan (2029-2032)

* We will add a Strategic Plan Tracking List to the current APTL



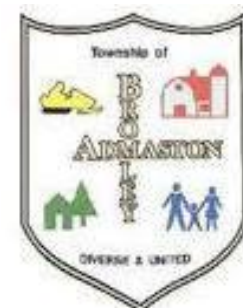
Monitoring Plan: Reporting format

Priority: Promote economic development and A/B as destination

Initiatives by end of 2026	Champion	Status
1. Develop marginal lands		Tasks completed and/or outstanding
2. Marketing campaign		
3. Complete community profile		
4. Industrial/business park feasibility study		

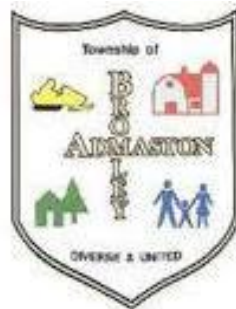
Progress Legend

Progress	Legend
Updates, WIP	
New Item added	
Completed	



Next Steps in developing strategy

- | | | |
|----|--|------------------------|
| 1. | Implementation session with staff | CAO: projects, actions |
| 2. | Assign champion to each ph1 initiative | CAO |
| 3. | Refine costing | CAO/Erik |
| 4. | Develop and populate SPTL | CAO |
| 5. | Draft to Council | June 5 |
| 6. | Share draft with public | June 12 |
| 7. | Council to adopt the plan | June 19 |
| 8. | Communications plan (launch, graphic) | July tbd |



Appendix A: Situational Assessment

Weaknesses

1. Infrastructure and aging fleets
2. Long-term financial planning:
3. Economic and commercial development
4. Staff retention
5. Resident communications

Opportunities

1. Economic development
2. Infrastructure maintenance
3. Shared service agreements
4. Waste management solutions
5. Marketing and branding program

Threats

- ❑ Major demographic changes: young vs. old, urban vs. rural, aging population
- ❑ Climate change & extreme weather events
- ❑ Funding cuts, downloading
- ❑ Changing legislation re: fire, asset mgmt.
- ❑ Lack of current waste mgmt. alternatives

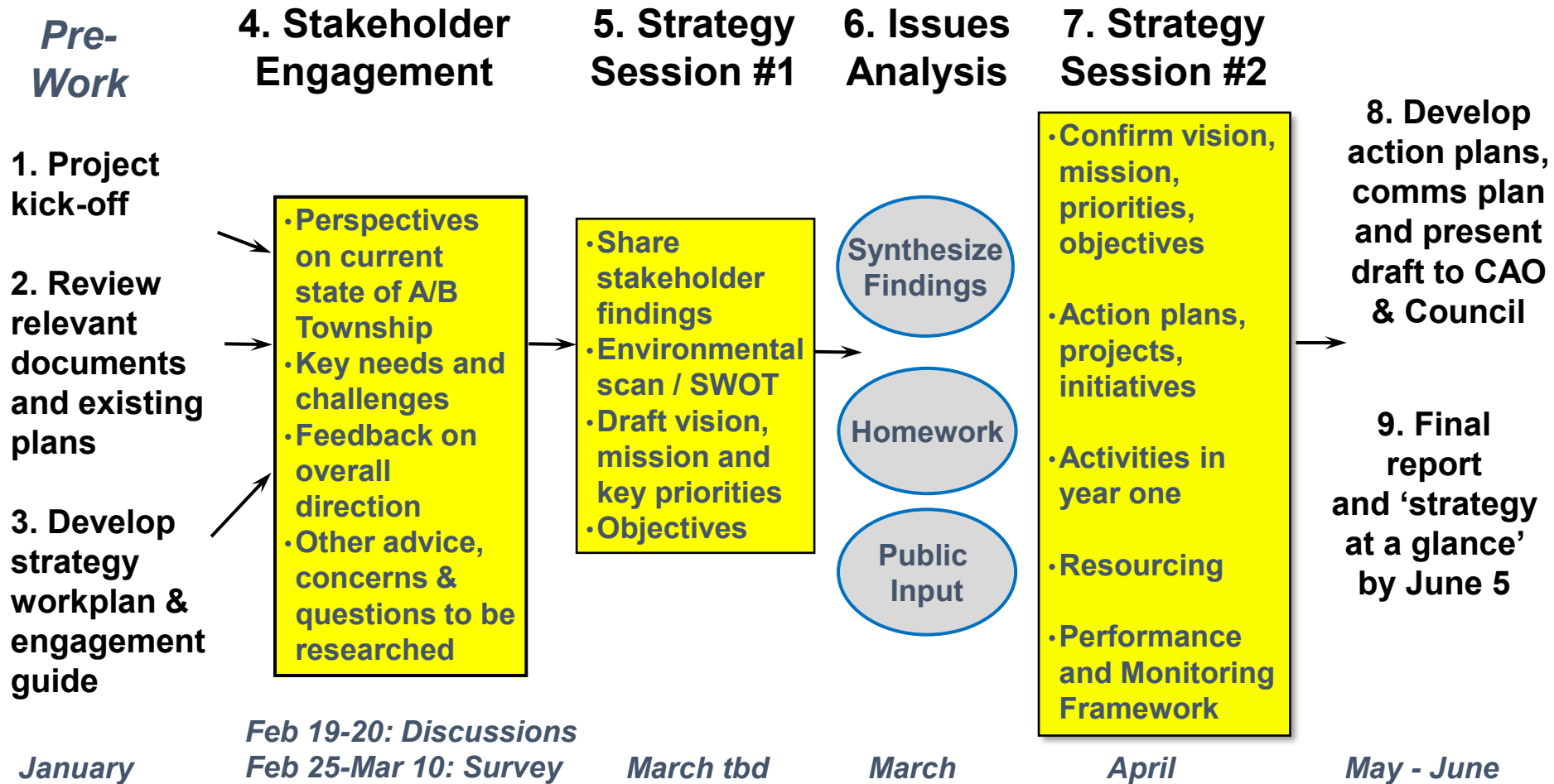
Trends and Developments

- ❑ Growth & development from hwy 17, urban exodus
- ❑ Developable marginal lands
- ❑ Rural accessibility, technology & digitization advances
- ❑ Fresh local food, buy Canadian, Mennonites
- ❑ Change in landfill operations
- ❑ Explore shared services



- *Collected during discussions with community and staff in Jan-Feb*
- *These should be reviewed annually for impact on priorities*

Appendix B: Strategy Project Overview



DATE	GROUP	N
Feb 19 1pm	staff	6
Feb 19 4pm	public	26
Feb 19 7pm	public	21
Feb 20 9am	public	12
Feb 19 11	public	10
Feb 19 2pm	Mennonites	2
Feb 19 5pm	council	5
Feb 25-Mar14	survey	169

