

# TOWNSHIP OF HORNEPAYNE STRATEGIC PLAN

PLANNING TO SUCCEED:  
2020 - 2023



**MUNICIPAL  
GOVERNMENT  
WAYFINDERS**

EXPERT CONSULTANTS FOR LOCAL GOVERNMENT



# COUNCIL 2018-2022

From left to right:

Councillor Drago Stefanic,  
Councillor Jon Peroff, Mayor  
Cheryl Fort, Councillor Peter  
Kistemaker, Councillor Belinda  
Kistemaker



# CONTENTS

<u>Executive Summary</u>	<u>3</u>
<u>Messages from Mayor and CAO</u>	<u>5</u>
<u>Background</u>	<u>7</u>
<u>Mission Statement</u>	<u>8</u>
<u>Vision Statement</u>	<u>9</u>
<u>Core Values</u>	<u>10</u>
<u>Key Priorities and Action Items</u>	<u>12</u>
<u>Strategic Plan Summary</u>	<u>27</u>
<u>Sample Report Card</u>	<u>28</u>

# EXECUTIVE SUMMARY

In spring of 2019, the Township of Hornepayne took progressive steps to conduct a Comprehensive Service Delivery Review (SDR). The intent of the SDR was to ensure that the services provided by the Township were relevant, appropriate, high quality and that they were delivered in an efficient and sustainable manner. The SDR process involved extensive research and consultation, including interviews with Township Council and staff, as well as a group of local community stakeholders. To ensure that public sentiment was received, the SDR included an online survey, which received an excellent rate of response.



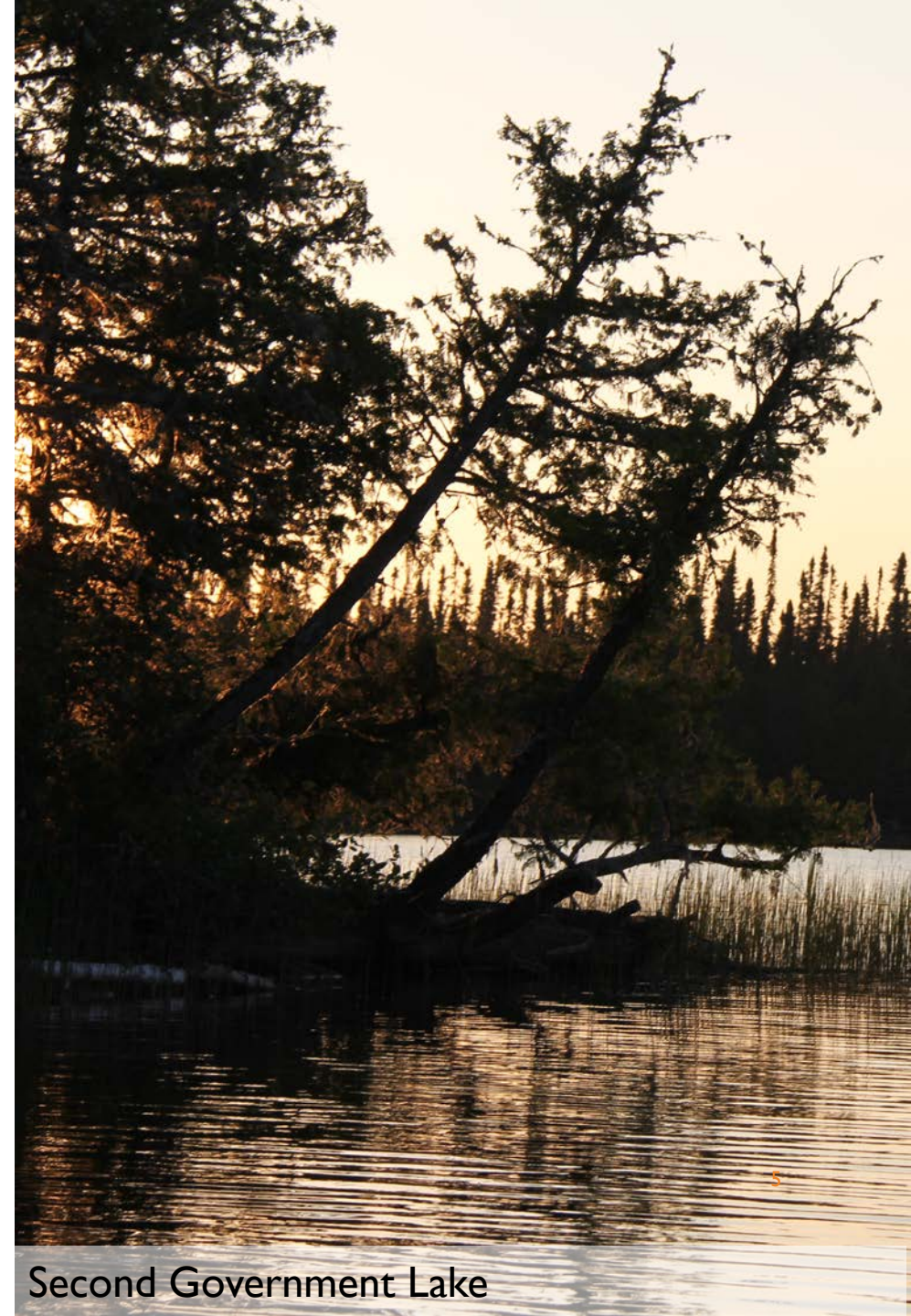


---

## EXECUTIVE SUMMARY

The extensive consultations and research conducted during the lead up to the production of the SDR have served to lay the groundwork for the preparation of this Strategic Plan. To augment the background collected during the SDR, additional interviews were conducted with Council and staff, which has helped to further inform the content of this Strategic Plan.

This Strategic Plan complements the recommendations of the SDR; thereby ensuring full alignment for a go-forward strategic approach to goal setting. This plan will carry into the first year of the next Council to ensure business continuity as the new Council assumes office.



## MESSAGE FROM THE MAYOR

A strategic plan developed in a consultative and collaborative process results in a proactive living document that sets the direction and course for the organization. Our Term of Council Strategic Plan will guide us to create operational efficiencies, motivate us for growth and set a firm foundation to move forward.

Mayor Cheryl Fort



# MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER

Strategic planning is important as it provides fundamental direction to the organization ensuring that time, effort and resources are channeled in the same direction, providing the focus required to achieve key goals within a specific timeframe. The Township will leverage the clarity of our Strategic Plan to realize our goals and objectives.

Gail Jaremy

Chief Administrative Officer





# BACKGROUND

The Township of Hornepayne is a small and somewhat remote municipality in northern Ontario, situated in the District of Algoma. The Township of Hornepayne faces many common challenges shared by small Ontario municipalities, including limited financial and human resources, a growing infrastructure funding gap and an ever-changing municipal legislative landscape. These all place added burdens on the Township's limited resources.

By taking a strategic approach to service delivery and problem solving, the Township will be better positioned. In 2019, Council adopted a Comprehensive Service Delivery Review report, which determined that the completion of a Strategic Plan was a number one priority. This Strategic Plan responds to that directive. It will guide major decision making with respect to allocation of resources and assets from 2020 through 2023. All staff reports should reference Strategic Plan goals, key priorities and action items.



---

# MISSION STATEMENT

*We are a municipality focused on providing value-added experiences to our citizens, visitors and investors.*

The Township's Mission Statement is founded on the belief that our core purpose is to continually strive to improve the quality of life for our citizens and our visitors. Equally important to our mission is the principal of responsible government and building trust within our community and perspective investors. Our strong desire to offer quality services is a hallmark element of our reason for being.



---

## VISION STATEMENT

*Our quest for continual improvement and quality of life will make us the Township where people want to live, work, visit and invest.*

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, build trust and enhance quality of life for everyone. Our vision recognizes that we are situated in the center of Ontario. People will gravitate to Hornepayne to live, visit and invest. Achieving our Vision Statement will be indicative of our success.





---

## CORE VALUES

Our Core Values are our beliefs. They are what guide our actions. Our Core Values are a statement about who we are as a municipal government. In addition, our Core Values confirm who we are as a Township Council, staff and volunteers. Our Core Values remind us of how we will administer our affairs, deal with issues or respond to the people. They will guide our day to day, as well as our long-term decision making.



# CORE VALUES

- Integrity
- Accountability and Transparency
- Hardworking
- Respectful
- Inclusive



# KEY PRIORITIES AND ACTION ITEMS



Key Priorities and Action Items are where our Vision is turned into action. They are the steps we will take to realize our goals and objectives. Wherever possible, our Key Priorities and Action Items are accompanied with timelines and are measurable for future monitoring and reporting purposes. We will monitor and report on our Key Priorities annually.

# KEY PRIORITIES AND ACTION ITEMS

Our six (6) Key Priorities are derived from the common themes which emerged from our Service Delivery Review consultative workshops and surveys and refined through our strategic plan consultations. They are:

- Governance
- Infrastructure and Asset Management
- Finance
- Economic Development
- Technology
- Master Planning

---

## KEY PRIORITY: GOVERNANCE

*“Good governance cannot remain merely a philosophy. Concrete steps have to be taken to realize its goals.”*

*Narendra Modi*

### **Strategic Goal:**

The Township will strive for excellence in how we administer our affairs.



## KEY PRIORITY: GOVERNANCE

<b>ACTION ITEM</b>	<b>TIMELINE</b>
Implement Biannual Service Delivery Review Reporting	Biannual
Develop Annual and Term of Council Service Delivery Review Workplans	Annual
Implement an Annual Strategic Plan Report	Annual
Implement a Municipal Communications Strategy	2020
Establish an Aboriginal Elders Advisory Committee	2020
Adopt a best practice-based Delegation of Authority By-law	2020
Adopt a streamlined Procedure By-law	2020
Implement and maintain an Employee Succession Plan	2020-2023



# KEY PRIORITY: INFRASTRUCTURE AND ASSET MANAGEMENT

*“Municipal governments own more of Ontario’s infrastructure than any other order of government. These facilities are essential to our economic prosperity, health and quality of life. It was estimated in 2008 that Ontario faces a municipal infrastructure gap of \$60 billion that will take 10 years to close, leaving municipal governments with a bill of \$6 billion each year.”*  
Association of Municipalities of Ontario

## **Strategic Goal:**

The Township will take a consistent and planned approach to decision making as we manage our municipal infrastructure and assets.



Third Avenue

# KEY PRIORITY: INFRASTRUCTURE AND ASSET MANAGEMENT

ACTION ITEM	TIMELINE
Ensure coordination of all capital infrastructure projects	Ongoing
Update and maintain our Asset Management Plan with cross-reference to Tangible Capital Assets	Annual
Adopt a Municipal Vehicles and Equipment Maintenance and Disposal Policy	2020
Adopt a Municipal Buildings and Properties Maintenance and Disposal Policy	2021
Pursue Acquisition of an Asphalt Hot Box with Recycle Capabilities	2020/2021

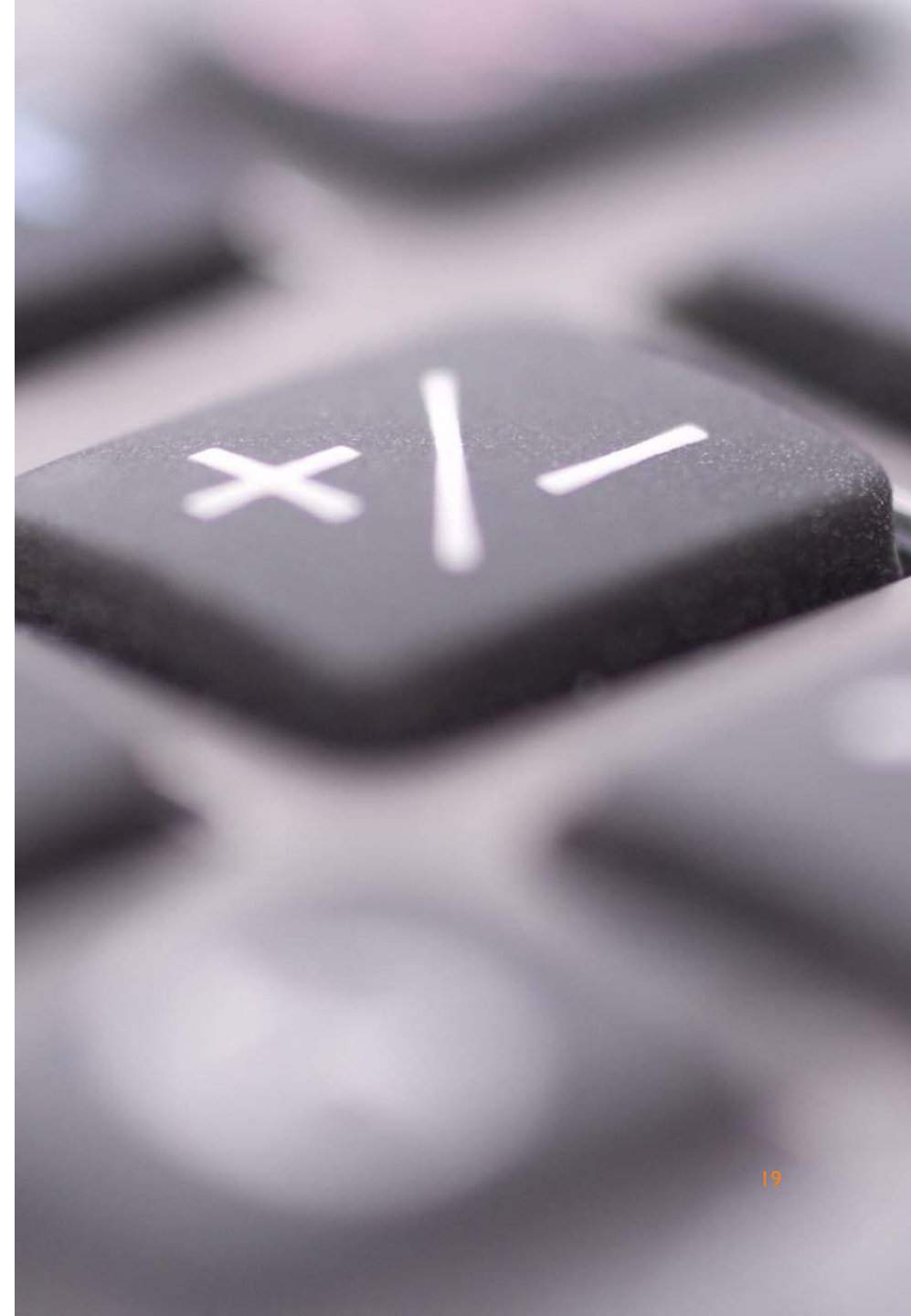
---

## KEY PRIORITY: FINANCE

*“Municipal governments face a balancing act in maintaining and potentially expanding services and facilities in a way that is fiscally sustainable. Pressures may come from maintaining and replacing aging infrastructure as well as from the need to service growth areas. To meet or balance these demands, your municipality must manage its finances effectively.” Ontario Municipal Councillor’s Guide 2018*

### **Strategic Goal:**

The Township will ensure responsible fiscal planning to strike a balance between Council’s goals, community expectations and available resources.



## KEY PRIORITY: FINANCE

ACTION ITEM	TIMELINE
Adopt a best-practice based Procurement Policy	2020
Adopt a best-practice based Reserve and Reserve Fund Policy with a Levy Stabilization Reserve	2020
Implement Grant Monitoring Protocols to assist in SDR or other Strategic Initiatives	2020
Adopt a Ten-Year Long-Range Capital Forecast (LRCF)	2021
Conduct a Comprehensive User Fee Study every 5 years	2021
Enhance Budget Documents and Improve Budget Adoption Timelines	2021



# KEY PRIORITY: ECONOMIC DEVELOPMENT

*“Fostering municipal economic development requires strategy and cooperation to ensure a connection between the built environment, the social and cultural wellbeing of a community, and sustainable growth. How a community chooses to invest in creating or redeveloping its built environment depends on its planned outcomes which can be achieved through the use of any number of different planning and financial tools.” Jessica Ferlaino*

## **Strategic Goal:**

The Township will carefully plan for our economic growth and sustainability.



Leslie Avenue

## KEY PRIORITY: ECONOMIC DEVELOPMENT

ACTION ITEM	TIMELINE
Form Smart Partnerships to raise Hornepayne's profile including regional EDO and Tourism opportunities	Ongoing
Develop an Online Business and Available Properties Registry	Ongoing
Engage MPAC to review local property valuations	2020
Adopt a Branding and Marketing Strategy	2021
Pursue funding opportunities to make the EDO position permanent	2020/2021

# KEY PRIORITY: ECONOMIC DEVELOPMENT

<b>ACTION ITEM</b>	<b>TIMELINE</b>
Conduct a Market GAP Study	2020/2021
Adopt a Community Improvement Plan (CIP)	2020/2021
Investigate options and opportunities for a Municipal Service Corporation	2020/2021
Investigate opportunities for Hallmark Centre	2020/2021
Implement Business Retention and Attraction Strategies	2021/2022
Adopt a Comprehensive Zoning By-law	2022/2023
Pursue opportunities for municipally owned commercial properties	2020/2023

---

## KEY PRIORITY: TECHNOLOGY

*“How you gather, manage, and use information will determine whether you win or lose.”*

*Bill Gates*

### **Strategic Goal:**

The Township will leverage technology to enhance client experiences, improve efficiencies and prepare for the future.





## KEY PRIORITY: TECHNOLOGY

ACTION ITEM	TIMELINE
Implement On-going Financial Process Improvement Platforms and Strategies	Ongoing
Stream Council Meetings Online	Ongoing
Develop an Enhanced Website with Fillable Forms and Online Payment Options	2021
Implement IT Disaster Recovery Plan	2021
Develop a partnership with Ontario 211 for Emergency and Other Support	2020/2021
Implement Electronic Records Management and Workflow Platform	2020/2021
Implement Fire Management Software	2022

---

## KEY PRIORITY: MASTER PLANS

*“Plan your work for today and everyday, then work your plan.”*

*Margaret Thatcher*

### **Strategic Goal:**

The Township will follow the Master Planning approach to decision making to ensure decisions are well planned and supported by public consultation, critical information and defensible data.



## KEY PRIORITY: MASTER PLANS

<b>ACTION ITEM</b>	<b>TIMELINE</b>
Adopt Annual Departmental Workplans	Annual
Adopt a new Official Plan	2020/2021
Commission a Fire Underwriters Survey of the Township	2020/2021
Arts, Culture and Recreation Plans and Strategies	2021/2022
Develop a Housing Strategy	2021/2022
Adopt a Fire Master Plan	2022/2023
Adopt a Water and Wastewater Master Plan and update every 5 years	2022/2023

**Mission:** To provide value added experiences to our citizens, visitors and investors

**Vision:** The Township where people want to live, work, visit and invest.

**Core Values:** Integrity, Accountability and Transparency, Hardworking, Respectful, Inclusive

**Key Priorities and Actions**

Governance	Infrastructure / Asset Mgmt	Finance	Economic Development	Technology	Master Planning
<ul style="list-style-type: none"> <li>• SDR Reporting</li> <li>• SDR Workplans</li> <li>• Annual Strategic Plan Report</li> <li>• Municipal Communications Strategy</li> <li>• Aboriginal Elders Advisory Committee</li> <li>• Delegation of Authority By-law</li> <li>• Procedure By-law</li> <li>• Employee Succession Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate capital infrastructure projects</li> <li>• Update and maintain Asset Mgmt Plan</li> <li>• Vehicles and Equipment Maintenance and Disposal Policy</li> <li>• Buildings and Properties Maintenance and Disposal Policy</li> <li>• Asphalt hot box</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement Policy</li> <li>• Reserve and Reserve Fund Policy with a Levy Stabilization Reserve</li> <li>• Grant Monitoring Protocols</li> <li>• Ten Year Long-Range Capital Forecast</li> <li>• User Fee Study</li> <li>• Enhance Budget Process/Adoption</li> </ul>	<ul style="list-style-type: none"> <li>• Smart Partnerships</li> <li>• Online Business and Properties Registry</li> <li>• MPAC review property valuations</li> <li>• Branding and Marketing Strategy</li> <li>• Pursue EDO Funding</li> <li>• Market GAP Study</li> <li>• Business A/R Strategies</li> <li>• Zoning By-law</li> <li>• Adopt CIP</li> <li>• Municipal commercial properties</li> <li>• Hallmark Centre</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Process Improvements</li> <li>• Online Stream Council Meetings</li> <li>• Enhance Website with Fillable Forms and Online Payments</li> <li>• IT Disaster Recovery Plan</li> <li>• Partner with Ontario 211 for Emergency Support</li> <li>• Electronic Records Mgmt and Workflow</li> <li>• Fire Software</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Departmental Workplans</li> <li>• Official Plan</li> <li>• Fire Underwriters Survey</li> <li>• Arts, Culture and Recreation Strategies</li> <li>• Housing Strategy</li> <li>• Fire Master Plan</li> <li>• Water and Wastewater Master Plan update every 5 years</li> </ul>

# TOWNSHIP OF HORNEPAYNE STRATEGIC PLAN SUMMARY



# SAMPLE: KEY PRIORITY AND ACTION ITEM REPORT CARD

## KEY PRIORITY: MASTER PLANS

**Strategic Goal:** The Township will follow the Master Planning approach to decision making to ensure decisions are well planned and supported by critical information and defensible data.

Action	SDR Code	Timelines	Lead	Status
Fire Underwriters Survey	FD-01	Q2-Q4 2020	FC	S
Fire Master Plan	FD-02	Q2-Q4 2021	FC	NS
Water/Wastewater MP	PW-08	2022-2023	PWM	NS
Departmental Workplans	SP-03	Annually	SMT	S

*Fire Chief (FC), Public Works Manager (PWM), Senior Management Team (SMT), Started (S), Not Started (NS), Completed (C), Delayed (D)*