

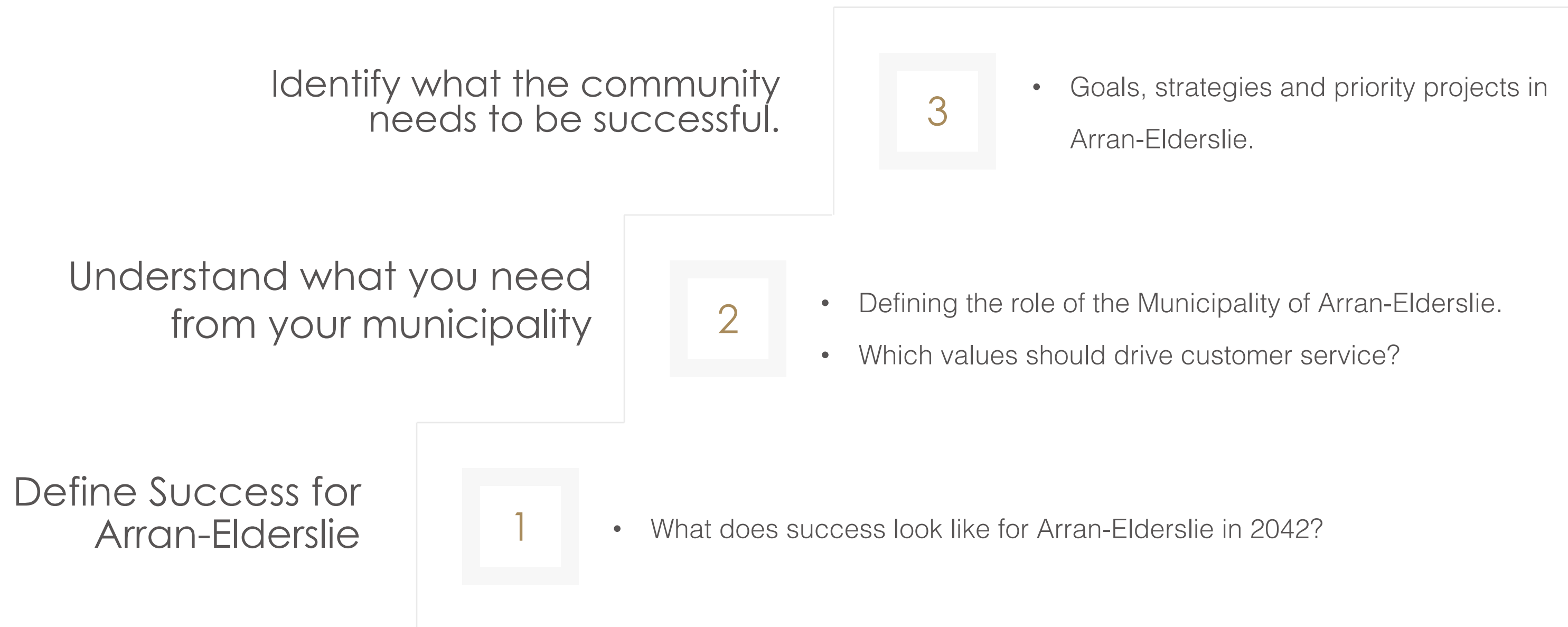


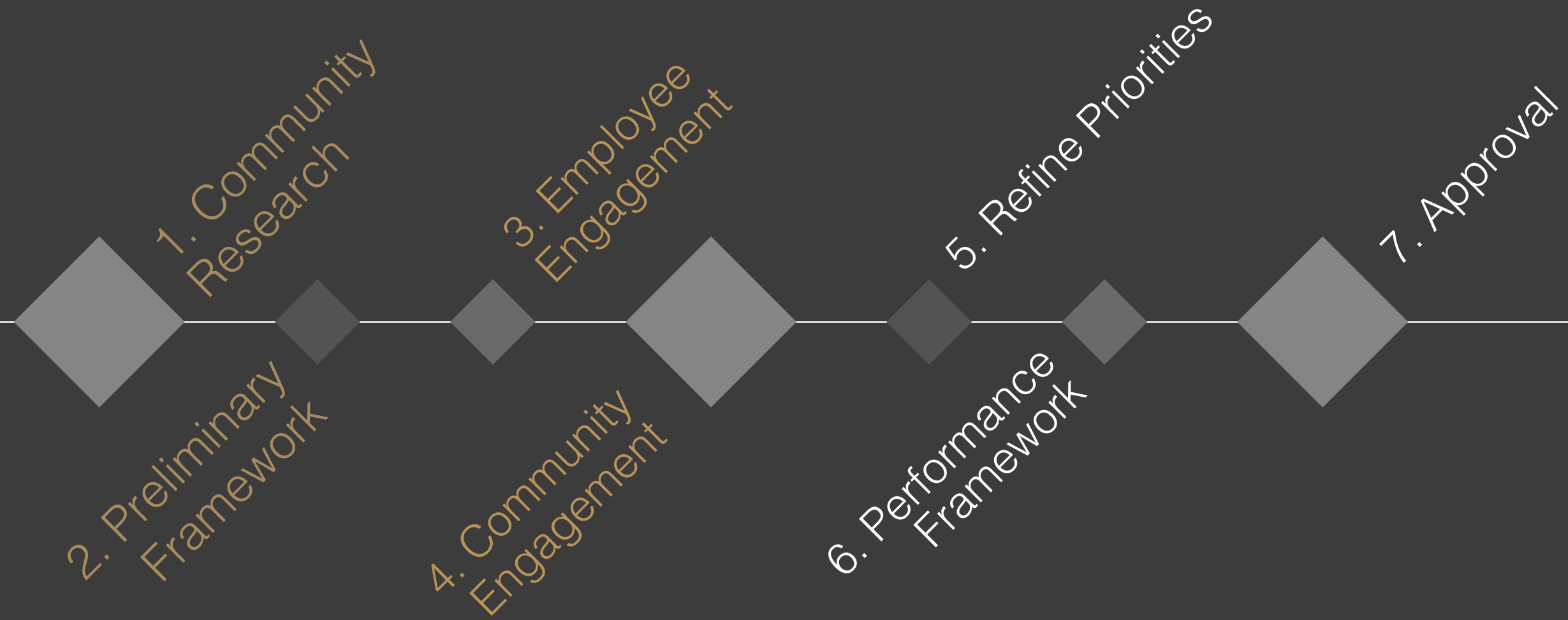
# MUNICIPALITY OF ARRAN-ELDERSLIE STRATEGIC PLAN

Virtual Town Hall  
March 3, 2022

# Workshop Objective:

## Hear From The Community





# Strategic Planning Process

The process launched during the week of January 10, 2022 and will conclude by April 26, 2022.

# Strategic Plan

Roadmap that answers 5 questions...

1. What does success look like for our community?

VISION

2. What do we need from our Municipality? MISSION

3. What behaviours guide employees? CORPORATE

VALUES

4. What does our community need most? GOALS |

STRATEGIES | PRIORITIES

5. How will we know we're successful? PERFORMANCE

MEASURES

## Vision:

What does success look like for our community?

What does success look like for Arran-Elderslie in 2042?

- “Community pride.”
- “Working together as one.”
- “Renowned destination.”
- “Fantastic place to live, work and play.”
- “Agriculture continues to thrive.”
- “Bustling, successful downtowns.”

## Sample Vision Statement

“From vibrant downtowns to thriving farms, Arran-Elderslie is an outstanding destination to live, work and play.”

- Does this statement describe your vision of a successful Arran-Elderslie in 2042?
- Why or why not?

## Mission:

What is the Municipality's role?

How can the Municipality of Arran-Elderslie ensure the community is successful?

- “Protect our physical and natural assets.”
- “Fiscal responsibility.”
- “Economic development and controlled growth.”
- “Modernizing services”
- “All departments working together as one team with our community.”
- “Building partnerships across our communities.”

## Sample Mission Statement

“Together we deliver innovative services, sustainable community assets, and vibrant places to live, work, and play.”

- Does this statement reflect your views on the role of the Municipality?
- Why or why not?



# Corporate Values

What behaviours guide us?

Corporate values are behaviours that govern how individuals in an organization interact with each other and their customers.

## Sample Corporate Values:

Leadership and Integrity  
Respect and Trust  
Accountability  
Teamwork, Collaboration and Partnership  
Fiscal Responsibility  
Service  
Modernization and Efficiency  
Innovation  
Stewardship and Sustainability  
Others?

- Which values do you want to see when you are interacting with municipal employees and representatives?

# What does the community need most to be successful?

## Leading Financial Management

Fiscal responsibility, investments based on sound evidence, community trust.

## Facilitating Community Growth

Moderate, managed growth with development that reflects the community.

## Modernizing Services

Exceptional customer experiences through modern technology and streamlined business processes.

## Protecting Infrastructure, Recreation and Natural Assets

Assets are well managed and protected for future generations to enjoy.

## Supporting Businesses and the Local Economy

Supporting businesses to locate, stay and grow.

## Engaging People and Partnerships

Trusted community partner, fantastic place to work and volunteer.

# Financial Management

## Goal:

Residents and businesses trust that the Municipality is fiscally responsible, and that investments are based on sound evidence and community need.

## Strategies:

- Maintain reasonable annual tax increases with Council long-term guidance.
- Develop a reserve and reserve fund policy.
- Create multi-year capital budgets that allow the Municipality to plan for future expenses.
- Mitigate impact of new developments on taxpayers.
- Monitor and pursue opportunities to secure external grants.
- Review rate and fee structures.
- Investigate sale of surplus municipal land and develop a strategy for use.
- Investigate opportunities for sponsorship and revenue generation in recreational facilities.
- Pursue partnerships or joint procurement to achieve bulk discounts.
- Investigate reduction of energy costs through preferred rates or efficient equipment.
- Develop a financing strategy for the development, operation, maintenance, and replacement of facilities and municipal equipment.

*...tell us your priorities in the chat function!*

# Infrastructure, Recreation and Natural Assets

## Goal:

Infrastructure, recreation, facilities and natural assets are protected for future generations to enjoy.

## Strategies:

- Build a long-term capital budget to provide greater line of sight to the Municipality's capital needs over multiple years.
- Increase annual capital investment to smooth expenditure peaks and valleys as Arran-Elderslie manages its \$443 million asset portfolio.
- Continue to refine the municipal asset management plan and data.
- Continue to ensure fair or better condition rating for municipal roads.
- Maintain active transportation networks with priority on sidewalks.
- Develop a long-term plan for the Municipality's bridge inventory.
- Create partnerships to expand recreational infrastructure while mitigating long-term financial responsibilities for the Municipality.
- Protect agricultural land to ensure farming continues to thrive in Arran-Elderslie.
- Protect and increase connections to natural amenities such as rivers, lakes, and woodlots.
- Continually seek efficiencies through new technologies, innovation and partnerships.
- Prioritize health, safety, and accessibility in municipal decisions.

*...tell us your priorities in the chat function!*

# Facilitating Community Growth

## Goal:

Arran-Elderslie experiences steady, moderate growth with development that reflects the community.

## Strategies:

- Protect agricultural land by directing growth to towns.
- Work with Bruce County to provide clear expectations for quality of development and urban design.
- Collaborate with Bruce County and other public sector partners to work toward a seamless approval process for business.
- Conduct proactive outreach and offer assistance to the development community.
- To the greatest extent possible, investigate how costs associated with growth are borne by those who benefit.
- Monitor capacity of utilities, including water and wastewater, and plan for future upgrades.
- Advocate for enhanced installation of broadband and natural gas utilities.
- Pursue innovative approaches that result in attainable housing options.
- Protect and celebrate local built heritage.
- Ensure welcoming policies and programs that celebrate diversity and inclusion.
- Work with other levels of government to ensure services such as healthcare and education are in place to support growth.

*...tell us your priorities in the chat function!*

# Supporting Businesses and the Local Economy

## Goal:

**Businesses are supported to locate, stay and grow within Arran-Elderslie.**

## Strategies:

- Collaborate with business organizations and industry representatives to strengthen a one-team approach to economic development across Arran-Elderslie.
- Collaborate with agricultural producers, businesses and associations to ensure agriculture continues to thrive as a major economic driver.
- Advocate for increased destination marketing support.
- Leverage community partnerships and incentives to strengthen all downtowns.
- Mitigate impacts of infrastructure projects on local business operations.
- Expand housing options and recreation offerings and increase caliber of facilities to promote lifestyle opportunities and attract a talented workforce.
- Work with Bruce County on business attraction and marketing materials for small businesses, entrepreneurs, agricultural businesses, and businesses that would benefit from an energy cluster with Bruce Power.
- Increase business readiness through community profiles and land inventories.
- Continue to advocate for high-speed broadband.

*...tell us your priorities in the chat function!*

# Service Modernization

## Goal:

**Customers report exceptional experiences with continuous service improvement that is supported by technology and streamlined businesses process.**

## Strategies:

- Leverage modernization grants from other levels of government.
- Leverage technology to automate municipal processes and streamline service delivery.
- Increase use of objective evidence, enabled through new technology, to inform municipal decisions related to investment and program and service delivery.
- Increase opportunities for customer feedback to inform continuous improvement and celebrate service delivery successes.
- Proceed with provincially mandated full certification for fire services by 2026.
- Ensure compliance with the Accessibility for Ontarians with a Disability Act (AODA), meeting or exceeding 2025 requirements.

*...tell us your priorities in the chat function!*



# Engaging People and Partnerships

## Goal:

The Municipality of Arran-Elderslie is a trusted community partner and a fantastic place to work and volunteer.

## Strategies:

- Leverage the new municipal website to continue to issue external communication that demonstrates high value to the community.
- Improve accountability and transparency through online Council meetings.
- Advance a positive culture and high employee engagement within the Municipality of Arran-Elderslie as the foundation for exceptional customer service.
- Foster teamwork and efficiency through joint training and standardization across municipal departments.
- Increase support to volunteers through community development and formal recognition programs.

*...tell us your priorities in the chat function!*

# Performance Measurement Framework

How will we know when we are  
successful?

- To be developed later in the strategic planning process.

# Next Steps

## Employee Engagement

## Community Engagement

- Virtual town hall session – your feedback appreciated!
- Additional comments by March 7, 2022 to [cao@arran-elderslie.ca](mailto:cao@arran-elderslie.ca)

## Reporting Results

- Changes based on feedback, March - April 2022.
- Performance Measurement Framework, April 2022.
- Final Approval, late April 2022.



# Thank You!

For information and updates please visit:  
[arran-elderslie.ca](http://arran-elderslie.ca)