



THE TOWNSHIP OF BLACK RIVER-MATHESON



FOSTERING OPPORTUNITIES

Our Comprehensive Master Plan



THE CORPORATION OF THE TOWNSHIP OF BLACK RIVER-
MATHESON
COMPREHENSIVE MASTER PLAN

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1.0 Acknowledgements

Statement from the Mayor and Council

A Comprehensive Master Plan is an enormous undertaking that could not be achieved without the help and involvement of many people. Council would like to thank the Chief Administrative Officer and staff of the Corporation of the Township of Black River-Matheson for their time, wisdom, and participation in this process.

As elected officials of the Township of Black River-Matheson, our role is to ensure that the needs of residents and businesses are being met in an effective and efficient manner.

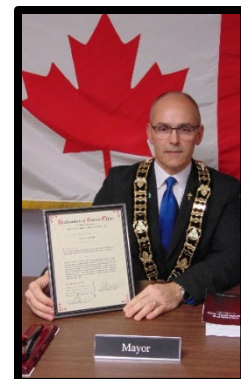
The priorities and actions laid out in this Comprehensive Master Plan are based on the discussions and interactions among Council Members and the observations of staff. It is the hope of Council that as the COVID-19 pandemic wanes, the Township will be able to embrace a formal consultation process for the next reiteration of this plan.

The Township has identified five key directions or themes that will assist us in moving forward. Each theme becomes an important piece of the puzzle, complementing the others to guide us along the path of creating a strong, vibrant community. This plan is our commitment to each resident, to remind you that we care about you and our community and that we are focused on moving forward projects and initiatives that support a successful future for all.

As we come to a conclusion for this term of Council, we hope that future Councils, guided by your input and that of municipal staff will continue this process. It is also our hope that Annual Community Reports will be provided to you to ensure we are on track while sharing with you the progress of the Township. We welcome feedback and look forward to a healthy and productive Black River-Matheson.

A handwritten signature in black ink, reading "Gilles Laderoute".

Better! Together! Always!
Gilles Laderoute – Mayor





THE CORPORATION OF THE TOWNSHIP OF BLACK RIVER- MATHESON **COMPREHENSIVE MASTER PLAN**

Statement from the Chief Administrative Officer

Our new Comprehensive Master Plan, Fostering Opportunities 2021 – 2023, provides the Township with a roadmap charting the Township's direction over the next three years. This plan was developed following thoughtful consideration and consultation with Council and Township Staff. A more in-depth consultation with businesses, residents and other stakeholders was not possible due to the COVID-19 pandemic. We hope that the next iteration of the plan will be expanded to include such consultation.

The Plan outlines key actions identified with the intent to keep the Township moving forward in a positive manner. Council's ongoing commitment to the plan includes ensuring the actions are updated as appropriate to keep the Township moving towards our Vision. The Plan has been developed to ensure we are ready to not only meet the challenges facing our community today, but also prepare us for tomorrow.

The Township provides services to our residents and businesses daily. The services that we provide play a pivotal role in the quality of life in our community. It is incumbent upon the Township to ensure that we are creating the right environment to allow both residents and businesses to thrive. Our incredible, professional staff aspire to customer service excellence, and we will ensure that we provide Township services in an open, transparent, and fair manner. We do this with the intent of instilling in our residents and businesses trust, respect, and confidence in the integrity of our Township Team.

It is through the strength of our people that we can make a difference. I am proud of our Team and the work that we do every day towards fulfilling our mission of providing quality, cost-effective services to our residents and businesses.

On behalf of our dedicated Team here at the Township, I look forward to working together to implement the actions as outlined within this Plan.

A handwritten signature in black ink, appearing to read "Chris Wray".

Chris Wray, AMCT
Chief Administrative Officer





THE CORPORATION OF THE TOWNSHIP OF BLACK RIVER-
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2.0 Our Mission, Vision and Values



Our Mission

What We Do

Our deepest purpose is to deliver effective, efficient municipal services through prudent planning, accountability, and good governance using democratic principles, while we work dynamically for a prosperous future for all.

Our Vision

What We Want to Accomplish

Known for its service excellence and transformative efforts, Black River-Matheson will be an inclusive, thriving, and sustainable community committed to maintaining harmony between rural and urban areas and fostering opportunities for current and future generations



THE CORPORATION OF THE TOWNSHIP OF BLACK RIVER- MATHESON COMPREHENSIVE MASTER PLAN

Our Values Our Core Principles and Philosophical Ideals

Leadership

Encouraging innovation, creativity, and initiative.



Reputation

Stressing excellence, integrity, accountability, honesty, and transparency



Service

Fair, friendly, helpful, caring, and supportive



Community

Respect and promote our community



Stewardship

Consider the long-term consequences of actions, think broadly across issues, disciplines and boundaries and act accordingly.



Innovation and Excellence

A philosophy of the workplace where problem-solving, teamwork, and leadership results in a continuous improvement in the Township by developing solutions that address unmet ratepayer needs.



Human Resources

Recognizing that our staff are our most valuable resource.



3.0 Background

In 2013, the Township of Black River-Matheson, with the assistance of McSweeney and Associates, developed and adopted a Community Economic Strategic Plan. As with most plans of this nature, the result was a document that focused on matters that were thought could make a difference to the economy of Black River-Matheson.

The plan contained ten (10) Action Items that were to be executed between 2014 and 2018. A review of these items and their status is included below.

BRM Community Economic Strategic Plan – (2014 – 2018) Status

Year	Strategic Action	Status ¹
2014	Hire a CAO and Community Economic Development Officer	This was completed but rendered poor results. This position has lacked necessary stability
2014	Develop and asset management plan and a long-term financial plan	An asset management plan was completed but will need to be changed to comply with new regulations A long-term financial plan is still outstanding.
2015	Develop and implement a comprehensive communications and community engagement strategy / policy / action plan.	A communication plan was completed and adopted in December 2020.
2015	Undertake and implement a housing needs study	Outstanding
2016	Build a Black River-Matheson youth engagement action plan	Outstanding
2016	Undertake the development of a business case for the development of industrial / employment land,	The Township completed a feasibility study for an industrial park in 2018.
2017	Develop an event or festival aimed at celebrating Black River-Matheson	Outstanding
2017	Undertake and provide ongoing funding for a Community Improvement Plan for downtown Black River-Matheson	Outstanding
2018	Participate in a “Communities in Bloom” competition	Outstanding

¹ Some of the outstanding matters were included as recommendations in the recent Organizational Study and will appear in the Comprehensive Master Plans.



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2018	Create a marketing and branding plan to be used in all economic development and investment attraction outreach	Outstanding
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In 2013, the Township finalized the 2014 – 2018 Strategic Economic Plan. Since that time and as discussed above, some of the actions were addressed while others were not. It is assumed that the definitive dates meant that there was to be a transition from the 2013 Plan to a newer version at the end of 2018. The Plan did not include any specific mention of its renewal and thus the Plan simply expired.

In the absence of a renewed version of the Strategic Economic Plan or a Comprehensive Master Plan, the newly elected Council discussed their priorities for 2018 and 2019. These discussions resulted in a list of priorities, subject of course to available funding.

Among the items presented in the Priority List was conducting an Organizational Review. In November 2020, the Organizational Review was completed and provided to Council.

The final Organizational Review contained the following recommendations:

Description	Human Resource Recommendations	Municipal Service Recommendations	Process Mapping Recommendations
Observations & Recommendations	16	58	-
Process Changes	-	-	29
Process Changes (Risk Related)	-	-	22

While the Organizational Review can be reviewed for a complete list of recommendations, it should be noted that a key recommendation was the development of a Comprehensive Master Plan.

The development of a Comprehensive Master Plan is vital to the future of the community – but it is important to ensure the Township is well situated in providing important municipal services so that it may effectively participate in any other planning process that affects the community. A well planned and executed Comprehensive Master Plan will achieve this.

Input for the Comprehensive Master Plan came from the Organizational Study, Council and Staff and a review of selected Township documentation. Unfortunately, due to the COVID-19 pandemic, input from the community was not available.



activities in meeting Council's top five (5) prioritized strategic goals, discussed later in this Plan.

The Comprehensive Master Plan also contains goals for improving organizational efficiency and effectiveness, and for being an employer of choice; targeted to the continued provision of quality customer service, and to creating an excellent work environment.

Finally, a Municipal Master Plan is a major step toward priority-based business planning and multiyear budgeting. Together, these plans will help us articulate measures of performance against benchmarks, which will be reported back to the community.

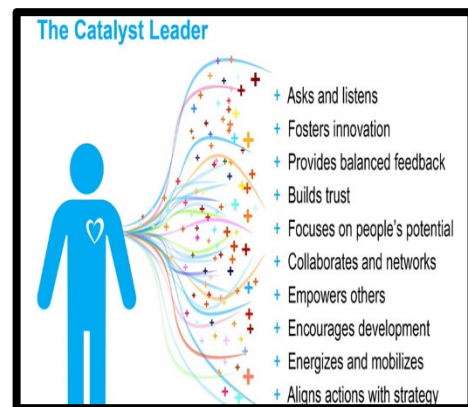
5.0 Mission, Vision and Values Statements

5.1 Mission, Vision and Values Defined

A Mission Statement is a short statement of why the Township exists, what its overall goal is, identifying the goal of its operations: what kind of product or service it provides, its primary customers, and its geographical region of operation. Mission Statements should be more operational in nature; they describe the main activities of the Comprehensive Master Plan, how the organization expects to accomplish them, and what Values inform their decisions. Mission Statements are usually developed for shorter periods (three to five years). It is possible for a single Vision to have three or more mission statements over the course of its lifetime.

A Vision Statement is an inspirational statement of an idealistic emotional future of any organization. "Vision" describes the basic human emotion that the Township intends to be experienced by the people that the Township interacts with. It is intended to ground people so that the Township can actualize some logical impact on the "world". A Vision Statement is aspirational and the Vision may never be achieved in its entirety, but it will certainly act as a motivator that encourages the Township to be the best it can possibly be. Vision statements are meant to reflect ambitious, long-term goals, and are typically in place for ten years or more. Vision statements should not be confused with slogans, they are however simple, memorable expressions of long-term goals.

A Values Statement lists the core principles that guide and direct the Township and its culture. These values create a moral compass for the Township, its Council and employees. Such Values guide decision-making and establish a standard against which priorities and actions can be assessed. These core values are an internalized foundation that is shared and acted on by the leadership of the Township.





6.0 Ongoing Direction – Council as a Catalyst

6.1 Ongoing Direction

In all municipalities, Council has three main roles to play: a representative, a policymaker, and a steward.

A Comprehensive Master Plan is the result of a process by which the Township defines its strategy or direction and makes decisions about allocating its resources – both financial and staff resources needed to pursue this strategy. Through the Comprehensive Master Planning process, council can develop strategies, goals, objectives, and action plans to achieve the future it desires.



The development of a Comprehensive Master Plan reflects Council executing its policy-making role in providing direction for municipal operations. Many council decisions are routine, dealing with the ongoing administration of the municipality, but others, such as the establishment of a Comprehensive Master Plan establish the principles and direction that may determine the municipality’s future actions. Council is the municipality’s primary policy-making body. Staff can provide information and advice to help inform council’s policy decisions.

Municipal staff are responsible for implementing policies approved by Council. As a result, this Plan includes appropriate reporting mechanisms so that Council can follow implementation progress.

6.2 Catalysts For Success – Municipal Council

It is vital for Council to act as a catalyst for success. Council fulfills this action, through their policy making role, where innovation, leadership development, communication skills, education, training and ongoing advice and coaching are applied to help the Township to be extraordinarily successful. It is important that the resulting actions be interactive, innovative, and inspiring.

THE CATALYSTS FOR SUCCESS	
1.	Build strategic capacity of council members
2.	Oversee the implementation of the Comprehensive Master Plan and recommendations from the Organizational Review
3.	Provide policy direction on program and service levels
4.	Build and maintain key relationships
5.	Embrace Economic Development, Community Marketing and Branding
6.	Maintain a positive community image
7.	Implement recommendations from the Organizational Review
8.	Foster a team environment
9.	Manage Debt and Reserves using municipal best practices

Using a combination of matters identified in both the Organizational Study process and supplemented by internal and external research, the chart below, denotes the characteristics or broad outcomes necessary in being a catalyst for success.



6.3 Council as a Catalyst – Broad Outcomes and Ongoing Actions

Broad Outcomes

- ✓ Building Capacity in Knowledge and Resources
- ✓ Continued Organizational Planning
- ✓ Organizational Symbiosis and Synergism
- ✓ Positive Community Image

**Building Capacity in Knowledge and Resources
Ongoing Council Actions**

- Annually review the existing Code of Conduct and Staff & Council Relations Policies to ensure that roles and responsibilities of Council members are clear and that they align with good governance and their responsibilities. Council members will acknowledge their understanding and acceptance with their signatures, on an annual basis. This will be posted on the Township website and in staff areas.
- Ensuring all Council members have the training, equipment, timely information, and support needed to ensure accountable leadership decisions. Council will ensure that there is an up-to-date protocol to address instances where Council members are not complying with their responsibilities.
- Developing a process to ensure the fair allocation of duties (e.g., Committee representation) among Mayor and Council members. For each Council appointed Committee, there will be a comprehensive Terms of Reference document that outlines member responsibilities, key objectives, staff resources, budget, reporting, and authority.

**Continued Organizational Planning
Ongoing Council Actions**

- Adopting and monitoring the Comprehensive Master Plan and ensuring that the timelines transition after the next municipal election.
- Ensuring that a process exists that will support the “living document” status of the Comprehensive Master Plan.
- Including recommendations from the Organizational Review within the action items of the Comprehensive Master Plan.
- Providing direction on program and service levels



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**Organizational Symbiosis and Synergism
Ongoing Council Actions**

Embrace an ongoing process to refresh municipal policies.
Be receptive to staff bringing policy ideas to Council Meetings.
Suggest policy development when required.
Consider the effects of all policies on ratepayers, staff and other third parties.
Support the creation of an educational program that will allow ratepayers to understand the symbiosis between property taxes and municipal services.
Embrace synergies that are of direct benefit to the municipality
Oversee the implementation of the Comprehensive Master Plan and use the Plan to guide its decision-making.
In collaboration with its one employee, the Chief Administrative Officer, Council will: <ul style="list-style-type: none"> a) Ensure that all staff reports, presentations, and annual budget requests to Council explicitly indicate how they align with the Comprehensive Master Plan. b) Allocate human and financial resources during the annual budget process to support the implementation of the Comprehensive Master Plan. c) Monitor the progress of the Comprehensive Master Plan annually. d) Report progress on the Comprehensive Master Plan to the public and staff annually. Council will launch the process by publicly distributing a flyer that summarizes the plan.

**Positive Community Image
Ongoing Council Actions**

Maintaining the principles of accountability and transparency
Consistently follow all legislation and policies applicable to the Township while paying particular attention to and enforcing the policies for the Council Code of Conduct and Staff-Council Relations.
Recognize that “speaking truth to power” by staff is a matter that should be embraced by Council
Promote the Township of Black River-Matheson as a positive, diverse community.
Working closely with many of its neighbouring communities for shared services and collaborative projects. This approach should be expanded to continue to build relationships with Aboriginal, Provincial and Federal levels of government.



Build and Maintain Key Relationships
Ongoing . Actions

Key relationships should also be fostered with local communities and communities through the region served by both NEOMA and FONOM. Council should also make efforts to establish relationships with more senior municipal associations such as, but not limited to, AMO, ROMA, MFOA and AMCTO.

Aboriginal Peoples

In 2008 The Truth and Reconciliation Commission of Canada (TRC) was established to tell Canadians about the history of Indian Residential Schools. Its goal was to guide a process of reconciliation between and within Aboriginal families, communities, and governments at all levels in Canada². Among the many TRC findings is a recommendation that municipalities in Canada assume a leadership role in rebuilding relationships with Aboriginal people.³



Black River-Matheson is in Wahgoshig First Nation Traditional Territory. The

James Bay Treaty 9 on June 7th, 1906, created the reserve Abitibi No. 70.⁴ The TRC and United Nations Declaration on the rights of Indigenous Peoples emphasize the “urgent need to respect and promote the inherent rights of indigenous peoples affirmed in treaties, agreements and other constructive agreements with States.”⁵

“Reconciliation is about forging and maintaining respectful relationships. There are no shortcuts.”
- Justice Murray Sinclair

² Truth and Reconciliation Commission website available at: <http://www.trc.ca/websites/trcinstitution/index.php?p=3>
³ Truth and Reconciliation Commission of Canada. “Calls to Action”. (2015). Truth and Reconciliation Commission website available at: <http://www.trc.ca/websites/trcinstitution/index.php?p=3> Please see TRC recommendations #43, 47 and 57.
⁴ Aboriginal Affairs and Northern Development Canada. The Robinson Treaties (1850). Website accessed September 20, 2015. <https://www.aadnc-aandc.gc.ca/eng/1100100028974/1100100028976>
⁵ United Nations Declaration on the Rights of Indigenous Peoples. (2007). Website accessed September 21, 2015, from http://www.un.org/esa/socdev/unpfii/documents/DRIPS_en.pdf.



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Aboriginal Peoples Ongoing Council Actions

Council will engage local Aboriginal organizations –including those from the neighbouring Wahgoshig First Nation– in regular, open, face-to-face dialogue. The purpose will be to build understanding of respective roles and responsibilities, and to raise awareness of Treaty-related and other concerns.

Leaders will agree upon a respectful process that:

- a) Provides appropriate consultation on local issues.
- b) Establishes Memoranda of Understanding or Service Agreements to institutionalize positive working relationships.

The Township of Black River-Matheson will hold cross-cultural awareness programs for political leaders and senior administration with Aboriginal and non-Aboriginal leaders. The programs will build greater understanding of governance styles and processes and generate a greater understanding of concerns and opportunities for partnerships.





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Provincial and Federal Decision Makers

It can be challenging for small rural communities to get the attention of Provincial and Federal decision makers, especially when located some distance from capital cities; this makes it more expensive to meet with Cabinet ministers and other influential politicians.

There is a need to improve the Township's visibility at the Federal and Provincial government levels. For example, the annual operating costs for the over 400 kilometers of roads is exponentially more than similar sized communities. This results in greater costs thus affecting the level of services provided generally within the community. Deteriorating municipal infrastructure and the need for funding from upper levels of government is another major concern requiring Provincial and Federal support.



Provincial and Federal Leaders Ongoing Council Actions

- Schedule regular meetings with Members of Parliament and the Legislature whenever they are in the Township or the region. Maintain a consistent message that focuses on current business plan priorities. Document each visit and send copies of meeting notes as a follow-up to the Member, to the relevant Cabinet Minister and to senior bureaucrats.
- Cultivate relationships with the Deputy Minister of the Cabinet post most relevant to the issue at hand and with senior bureaucrats to help inform and influence decision-makers.
- If necessary, consider hiring a lobbyist to promote the Township's interests. Costs are likely to start at \$10K for a retainer, plus expenses.
- Attend conferences where there is potential to gain access to Cabinet Ministers and key staff and build the necessary political networks to promote changes.
- Continue participation in political associations and participate at the Board level on organizations such as NOEMA, NOMA, FONOM, AMO, OGRA, ROMA, ROI, etc.
- Support area First Nations, municipalities, and stakeholders with shared political concerns.
- Encourage municipal staff to be involved in professional and other associations to help build awareness and support for the Township's concerns and perspectives.

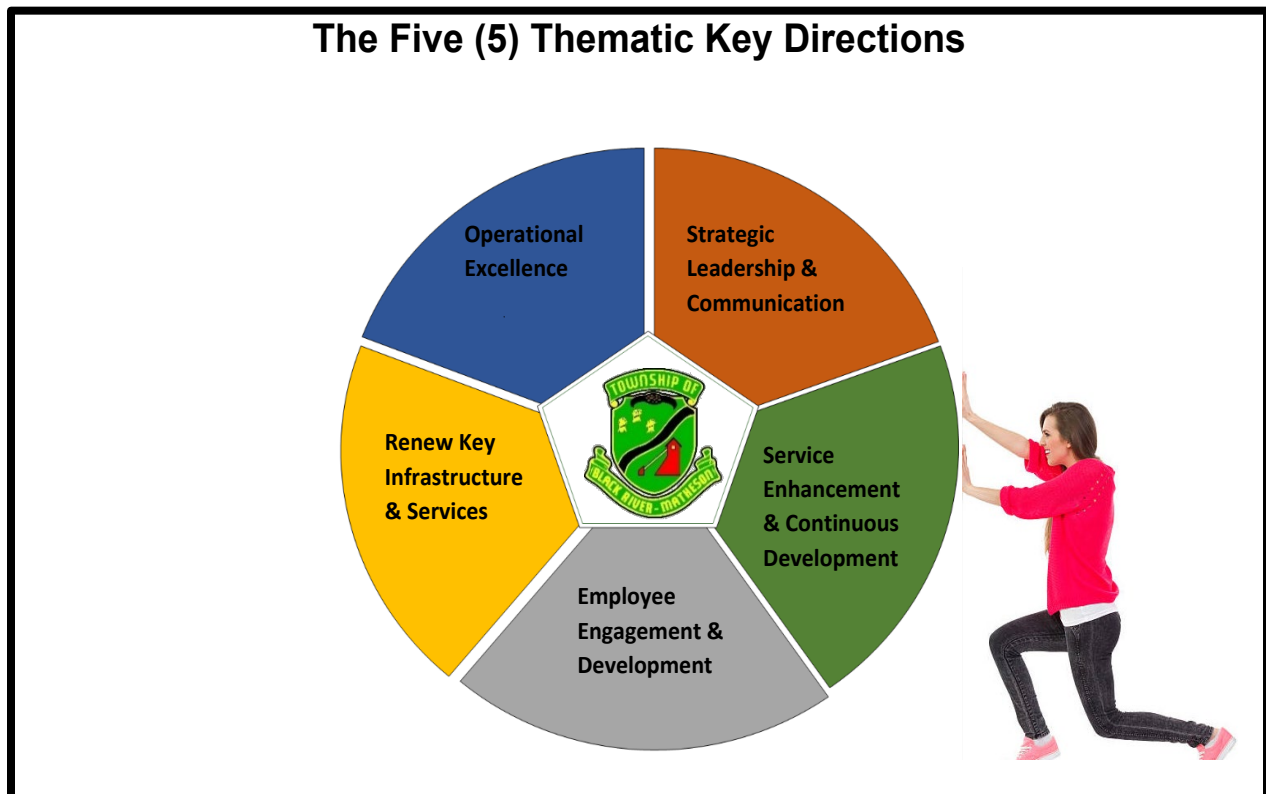


7.0 Thematic Key Directions

7.1 Organization

This Comprehensive Master Plan is organized by thematic Key Directions. These are high-level municipal business strategies on which the Township will focus over the term of the Plan. The directions closely align with the mission, vision and values, and address major issues identified in the development of this Plan.

Each Key Direction is supported by a number of Action Items that when completed will compile the necessary metrics for success of the Plan.



7.2 Action Items

The broad outcome of the thematic key directions are supported by action items that have been included in this Plan. These actions have already been adopted by Council and are sorted by year.



8.0 Strategic Directions and Action Items

8.1 Strategic Direction 1 - Leadership & Communication from Council & Staff

Broad Based Outcomes

- ✓ Council will provide leadership by clearly and respectfully communicating with residents, staff and regional partners
- ✓ The Township will increase residents' perceptions of transparent decision making
- ✓ Reports, data, and information will be publicly available
- ✓ Staff will have a clear sense of Council's priorities

Action Items - Leadership & Communication from Council & Staff 2021

Action	Budget Considerations	Lead and / or Status
8.1.1 Develop and adopt a Communications Policy	No	CAO Completed
8.1.2 Establish an ongoing relationship with MPAC and ensure regular communication	No	CAO Completed
8.1.3 Establish and participate in a Medical Professional Recruitment Committee	Yes Multi-Year	Council Completed
8.1.4 Employ a Chief Administrative Officer	Yes	Council Completed
8.1.5 Develop a Mission, Vision and Values for the Comprehensive Master Plan (<i>Review in 2024</i>)	Yes	Council Completed
8.1.6 Improve communication to ratepayers on our land use planning process and implement a new process internally for managing land use planning	No	CAO



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8.1.7 Register the Matheson Cenotaph with Veterans Affairs Canada	No	CAO
8.1.8 Establish an Economic Development Strategy / Plan	Yes	CAO Completed
8.1.9 Change Department Names	No	CAO
8.1.10 Plan and lobby for improved broadband service	Yes	CAO In Progress
8.1.11 Prominently display pictures of all Council's and develop a staff recognition wall	No	Clerk-Treasurer
8.1.12 Lobby for the return of the ONR Passenger Rail Service	No	Council In Progress
8.1.13 Establish a formal relationship with the Chamber of Commerce and explain the benefits of a BIA	No	Council
8.1.14 Establish a series of Community Open Houses or Town Halls	No	Council
8.1.15 Formalize the relationship with all local mines in the Township with the intention of Impact Benefit Agreements	Yes	Council In Progress
8.1.16 Flags for all Halls & Municipal Buildings (Municipal & Canadian)	Yes	Public Works
8.1.17 Strengthen the relationship with Wahgoshig First Nation	No	Council Completed
8.1.18 Ensure that metrics are a part of any Comprehensive Master Plan and that those metrics can flow to staff	No	CAO Completed
8.1.19 Adopt Municipal Strategic Plan	No	Council Completed



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**Action Items - Leadership & Communication from Council & Staff
2022**

Action	Budget Considerations	Lead
8.1.20 Develop a plan to improve the Township profile and external relationships	No	CAO In Progress
8.1.21 Develop, implement, and publish a Customer Service Standard	No	CAO
8.1.22 Support Existing Community Groups	No	Council
8.1.23 Explore the Development of a Mennonite Community Cohesion Program	No	Council
8.1.24 Start Implementation of Actions in the Economic Development Plan	No	CAO
8.1.25 Help Curling Club to Insulate building & roof	Yes	Council Completed
8.1.26 Work with the Agricultural Society to improve the Farmer's Market	No	Council



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**Action Items - Leadership & Communication from Council & Staff
2023**

Action	Budget Considerations	Lead
8.1.27 Establish a plan for Open Government / Open Data	Yes	CAO
8.1.28 Change the municipal name from "Township" to "Municipality". Potential to combine with new branding.	Yes One-time cost	Council
8.1.29 Develop new branding for the Township and a set of corporate images and an associated policy for use	Yes One-time cost	CAO
8.1.30 Integrate the Museum with School Programs	No	Council



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8.2 Strategic Direction 2 - Service Enhancement & Continuous Improvement

Broad Outcomes

- ✓ The Township will regularly examine and improve customer service delivery systems
- ✓ Develop and implement customer service standards
- ✓ Develop service planning and measurement tools
- ✓ The Township will commit to a culture of innovation and an ongoing effort to improve its services and processes

**Action Items - Service Enhancement & Continuous Improvement
2021**

Action	Budget Considerations	Lead
8.2.1 Proactively and aggressively monitor and enforce the Property Standards Bylaw	Yes	Clerk-Treasurer
8.2.2 Establish a data bank of all forms used by the Township and convert each to PDF fillable	No	CAO In Progress
8.2.3 Move to new office upon budget approval. Start plans for the required changes	Yes	CAO In Progress
8.2.4 Complete an Age Friendly Study using funds provided by the Province. Recreational Programming ideas to be included.	Yes	CAO In Progress
8.2.5 Establish Industrial Park; use grant funding opportunities where available (this may be part of the grant process for the Highway 11 and 101 corridor	Yes	CAO
8.2.6 Develop a Community Improvement Plan for Matheson	Yes	CAO
8.2.7 Explore all service sharing opportunities and review current service sharing arrangements	Yes	Council



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**Action Item - Service Enhancement & Continuous Improvement
2022**

Action	Budget Considerations	Lead
8.2.8 Document on how the public complaint process is used and improve upon the system and reporting. Consider public reporting of the metrics	No	CAO
8.2.9 In conjunction with any economic development initiative, establish a directional and other sign policy	No	Council
8.2.10 Work to bring a new hotel or motel to Matheson.	No	Council
8.2.11 Clean community mailboxes in the winter	Yes	Public Works
8.2.12 Maximize the use of our Recreation Facilities	Yes	Public Works
8.2.13 Determine if the Township is meeting the recreational needs of the youth.	Yes	Council
8.2.14 Establish recreational events; Kayak Challenge, Boat Races and Annual Community Event, etc.	Yes	Public Works



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**Action Items - Service Enhancement & Continuous Improvement
2023**

Action	Budget Considerations	Lead
8.2.15 Trails Development Plan	Yes	Public Works
8.2.16 Establish a computerized purchase order and inventory system	Yes	Clerk-Treasurer



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8.3 Strategic Direction 3 - Employee Engagement & Development

Broad Outcomes

- ✓ Aligning staff positions with the priorities in the Municipal Business Plan
- ✓ Using a team-based approach to achieve strategic priorities
- ✓ Developing staff skills in management, leadership and communication
- ✓ Encouraging staff to assist with innovative solutions to achieve corporate goals
- ✓ Building trust between Council, staff and management

**Action Items - Employee Engagement & Development
2021**

Action	Budget Considerations	Lead
8.3.1 Use all opportunities to increase staff capacity, such as FEDNOR and NOHFC Internships	Yes	CAO In Progress
8.3.2 Develop and implement a new HR Management Practices (HR Manual) that speak to both required and best practice policies. A Performance Management system should be included.	No	CAO Complete
8.3.4 Use a Neutral Third Party to Develop and Maintain a Staffing Compensation Plan (Including a review of the Pay Equity Plan)	Yes	CAO In Progress
8.3.5 Approve and adopt recommended changes to the Organizational Chart & Distribute to Staff	Yes	Council
8.3.6 Continue with the Annual Christmas Dinner and add a mid-year event. Develop a more comprehensive staff recognition program.	Yes	Council
8.3.7 Establish a Municipal Resource Library in Municipal Library	Yes	CAO In Progress



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**Action Items - Employee Engagement & Development
2022**

Action	Budget Considerations	Lead
8.3.8 Develop a Procedure on Employing Summer Students and Continue Applying for all Student Grants	Yes	CAO
8.3.9 Establish a “ <i>Staff Succession Plan</i> ”	No	CAO Completed
8.3.10 Develop a system of training and “ <i>Mentorship Plans</i> ” for all employees	No	CAO Completed
8.3.11 Develop a written procedure on a staff allocation and deployment model.	No	CAO

**Action Items - Employee Engagement & Development
2023**

Action	Budget Considerations	Lead
8.3.12 Develop a permanent program for the education of staff and Council on their respective roles. Any Council program should be part of each new Council Orientation	No	CAO
8.3.13 Hire a negotiating professional for the 2023 negotiations with CUPE 1490	Yes	Council Completed



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8.4 Strategic Direction 4 - Renewal of Key Infrastructure & Services

Broad Outcomes

- ✓ Municipal services and infrastructure will be cost-efficient, safe and maintained for long term use.
- ✓ Municipal infrastructure, marketing and amenities will be visually appealing to residents and visitors
- ✓ Infrastructure costs have a long-term strategy for funding

**Action Items - Renewal of Key Infrastructure & Services
2021**

Action	Budget Considerations	Lead
8.4.1 Plan for Highway 11 and 101 improvements, including grant funding applications	Yes	CAO In Progress
8.4.2 Technology Review and development of Strategy and Management Plan	Yes	CAO
8.4.3 Full review of municipal landfills	Yes	Public Works Completed
8.4.4 Repair Val Gagne & Monahan Rd	Yes	Public Works
8.4.5 Correct Holtyre “brown” Water Issue	Yes	Public Works Completed
8.4.6 Improve policies on annual capital spending and include the required aspects of the Asset Management Plan.	No	Clerk-Treasurer
8.4.7 Implement a program to address issues with and improve all cemeteries	Yes	Public Works



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**Action Items - Renewal of Key Infrastructure & Services
2022**

Action	Budget Considerations	Lead
8.4.8 Identify and adopt all key infrastructure priorities using the Asset Management Plan.	No	Council
8.4.9 Prioritize required Sewer Repairs	Yes	Council
8.4.10 Written procedure to effectively manage all mandatory signs. The MMS and GIS system to be used.	Yes	Public Works
8.4.11 Conduct a Roads & Bridges Needs Study	Yes	Public Works
8.4.12 Develop a municipal policy on ditches and municipal drains	No	Public Works
8.4.13 Sidewalk Repairs by Post Office & Stores	Yes	Public Works Completed
8.4.14 Highway 11 Sewer at Guay's Garage	Yes	Public Works

**Action Items - Renewal of Key Infrastructure & Services
2023**

Action	Budget Considerations	Lead
8.4.15 Shave and Pave Roads in Val Gagne and Ramore	Yes	Public Works
8.4.16 Develop a parks master plan that includes the management of new trees.	Yes	Public Works



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8.5 Strategic Direction 5 - Operational Excellence

Broad Based Outcomes

- ✓ Staff will have the skills, processes and human and financial resources necessary to maintain the Municipality's physical assets and services efficiently and cost-effectively

**Action Items - Operational Excellence
2021**

Action	Budget Considerations	Lead
8.5.1 Establish an up to date and appropriate Reserve and Reserve Fund Policy	No	CAO Completed
8.5.2 Establish an appropriate Use of Debt Policy	No	CAO Completed
8.5.3 A complete review of all township policies and refresh as necessary	No	CAO In Progress
8.5.4 Establish township procedures in all Departments	No	CAO
8.5.5 Develop a set of metrics that can be used as an ongoing monitor to a peer group	No	CAO
8.5.6 Develop a policy or procedure to guide when jobs are contracted out and when staff resources can be used.	No	CAO
8.5.7 Make grant programs a priority and engage GrantMatch for assistance	Yes	CAO Completed
8.5.8 Prepare and distribute RFPs for all major services and adopt a policy for the frequency of such RFP's.	Yes	CAO In process



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8.5.9 Review the protocol for retaining a workplace investigator.	No	CAO
8.5.10 Any Agreement or Contract to be reviewed by the Township insurance carrier. A procedure should be used.	No	CAO Completed
8.5.11 Develop a complete financial framework and reporting process for management related financial reporting; should include budgeting and forecasting	No	CAO Completed
8.5.12 Update the Procedural Bylaw and move to the Committee of the Whole System	No	Clerk-Treasurer
8.5.13 Develop, document, and implement a municipal savings program which includes using LAS when possible	Yes	CAO
8.5.14 New BRM Website	Yes	CAO In Progress
8.5.15 Review the building and land inventory and sell all surplus through an engaged Realtor.	Yes	CAO
8.5.16 Investigate an agreement with Fire Marque to recover fire costs through insurance companies	Yes	Fire In Progress
8.5.17 RFP banking arrangements to reflect suggested efficiencies and lobby major bank to establish a branch in Matheson	No	Clerk-Treasurer
8.5.18 Water Leak Detection Program (before any rate study)	Yes	Public Works



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8.5.19 Review the water and sewer bylaw and rates and consider water meters. This could be accomplished through a study	Yes	Clerk-Treasurer
8.5.20 Complete and follow a Long-Term Financial Plan	Yes	CAO
8.5.21 Complete Asset Management Plan; obtain necessary software and skilled oversight.	Yes	CAO

**Action Items - Operational Excellence
2022**

Action	Budget Considerations	Lead
8.5.22 Examine Tax Ratios and Policies	Yes	Clerk-Treasurer
8.5.23 Develop a process to repurpose or demolish un-needed or condemned buildings	Yes	CAO
8.5.24 Standardize a format for all MOU's and Collaboration Agreements	No	CAO
8.5.25 Ensure that all municipal plans where applicable, are integrated as possible – there should be a section in each plan that describes the integration	No	CAO
8.5.26 Develop a Risk Management Plan	No	CAO
8.5.27 Review Records Retention Bylaw and develop a new records retention program that should include plans for storage (perhaps electronically)	Yes	Clerk-Treasurer



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8.5.28 Work with the Fire Chief to establish the necessary policies and procedures for a successful Volunteer Fire Department	No	Fire
8.5.29 Review the Municipal Energy Management	Yes	Public Works
8.5.30 Plan and the reporting procedures		
8.5.31 Develop and implement one Fees and Charges Bylaw	Yes	Clerk-Treasurer
8.5.32 Develop a policy and procedure for cross charging of appropriate costs	No	Clerk-Treasurer
8.5.33 Develop models for cost recovery and revenue generation	Yes	Clerk-Treasurer

**Action Items - Operational Excellence
2023**

Action	Budget Considerations	Lead
8.5.34 Implement Customer Service Standards	No	CAO
8.5.35 Make changes to corporate systems as identified in the mapping process from the Organizational Study	No	Clerk-Treasurer



9.0 Plan Renewal

9.1 Comprehensive Master Plan Renewal Process

A regular assessment of our Plan will ensure that our strategies will remain focused and effective while complying with current municipal standards, legislation and best practices. The review process should also include a discussion around the ways that the Plan can be embedded into our governance and operational framework, meaning strategies and day-to-day operations are all directed toward achieving our set priorities.

The Comprehensive Master Plan review process will explore the following questions:

1. What has worked and what has not worked since the last reiteration of the Plan.
2. What has changed in our “environment”?
3. What do we take out and what new things do we put into the Plan?

9.2 The Detailed Review Process

This process includes both initial preparation work and an actual review.

The initial preparation shall include the collection and analysis of key documents such as annual reports, financials, strategic and risk documents.

The actual review process with Council and senior staff will include:

- a) Review our statements on Mission, Vision and Values and their impact on decision making.
- b) Review the current Comprehensive Master Plan and any relevant municipal plans against new funding, opportunities and risks.
- c) Investigate what has been missed and what should be incorporated into the revised Comprehensive Master Plan.
- d) Investigate any strategic assumptions that have changed and their impact on the Plan.
- e) Discuss strategies for ensuring that the Plan is carried out at the various levels (Council, staff, committees etc.), including reviewing the Plan regularly, and strategic thinking processes.
- f) Strategies for embedding the strategic plan into performance measures and job descriptions at all levels of the Township.





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9.3 The Parking Lot

In the preparation of this Plan, there were several items that were discussed that do not appear as actions in the years 2021 to 2023. These items, on the approval of Council were placed in the Parking Lot below. These matters should be discussed when this Plan is reviewed.

**2024 -2027 Plan Parking Lot
Subject to Approval of the 2023 to 2026 Council**

Action	Budget Considerations	Lead
Have better Signage, Schedule of Hours, Curator Training (Retired History Teacher) for the Museum.	Yes	Council
Busing for Seniors and Swimming Lessons	Yes	Recreation
Waterfront Splash Park	Yes	Recreation
Develop Public Beaches	Yes	Recreation
Establish a Recreation Hall in Holtyre	Yes	Recreation
Establish a Tennis Court by the Arena	Yes	Recreation
Move museum to existing building	Yes	Council

10.0 Metrics and Reporting

10.1 Metrics

Metrics reporting is how the Township will make sure that the Comprehensive Master Plan is on track for a timely and successful implementation. It's a regular snapshot of the key metrics which show whether the Township is on track to meet our goals.

The planned Metrics will transform the many details of this Plan into a series and measurements of numbers to accurately map the process for its efficiency. Metrics will tell the Township whether the plan is working and if the actions and timelines were reasonable.

The tracking of Metrics will take two forms: detailed and summary.

The detailed metrics report will show each action, summarized by strategic direction. Valuable information will be included in this report that will allow for an explanation as to the implementation status.



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Detailed Metrics Report

Action	Lead and / or Status	Budget Considerations	Financial			Target Status					Comment	
			Forecasted Budget Costs	More Funds Needed	Actual Costs	Forecasted Completion Date	On Target	Off Target	Overdue	Deferred		
Strategic Direction 3 - Employee Engagement & Development												
Use all opportunities to increase staff capacity, such as FEDNOR and NOHFC Internships	CAO	Yes	\$6,000	No	\$6,000	Annually on December 31						Programs subject to approval by FedNor and NOHFC

A summarize metrics report will be used to show the number of projects that are within selected categories as below

Summary Metrics Report

Year	Metrics					
	Number of Items					
	Met Budgetd Costs	More \$ Needed	On target	Off Target	Overdue	Deferred
2021	8	10	16	1	1	0
2022	6	9	12	2	0	1
2023	12	8	17	0	1	1
Plan Totals	26	27	45	3	2	2

10.2 Reporting

It is important to make regular reporting on the status of the Comprehensive Master Plan a priority. While the above noted Metrics Report will be added to the quarterly Management Financial Statement Reporting, these are noted as summary reports.



On an annual basis, the Township will complete a more comprehensive report that can be provided on the Township website, Social Media and through regular mail to the ratepayers and businesses in the community. This report will include explanatory text and other matters that will only add to the completeness of this report.



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11.0 Summary

This Comprehensive Master Plan should be viewed as a living document and therefore Council and Staff should constantly evaluate, and review performance as noted above.

The living document status of this Plan means that it will undergo many changes during its lifetime. Those changes may be subtle or substantive, during the year or term of the Plan or as part of the regular Plan renewal.

