

# TOWNSHIP OF HORNEPAYNE STRATEGIC PLAN

PLANNING TO SUCCEED: 2023 - 2027



**MUNICIPAL  
GOVERNMENT  
WAYFINDERS**

EXPERT CONSULTANTS FOR LOCAL GOVERNMENT

# COUNCIL 2022-2026

From left to right:

Councillor Ted Scheniman,  
Councillor Peter  
Kistemaker, Mayor Cheryl  
Fort, Councillor Belinda  
Kistemaker, Councillor  
Drago Stefanic



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## EXECUTIVE SUMMARY

In 2019, following the completion of its first Comprehensive Service Delivery Review (SDR), the Township of Hornepayne adopted a Master Planned approach to decision making. Building on the extensive research and consultations undertaken in support of the SDR, the Township took the next critical master planned step by adopting a 2020 to 2023 Strategic Plan (SP).

The 2020 to 2023 Strategic Plan complemented the recommendations of the 2019 SDR; thereby ensuring full alignment for a go-forward strategic approach to goal setting. To ensure full transparency and to inform Council decision making, Township staff presented regular bi-annual SDR and annual Strategic Plan report cards. Annual SP report cards will be made available to the public.



After the 2022 election, Council authorized a Strategic Plan Refresh to ensure that plan content remained relevant, up to date and reflects current Township needs, goals, and challenges. To achieve this, new consultations occurred with Council and senior Township staff. In addition, a community online survey was posted to solicit community feedback on key topics. Community feedback figured prominently in the Strategic Plan Refresh exercise.

This plan will carry into the first year of the next Council to ensure business continuity as the new Council assumes office.

## EXECUTIVE SUMMARY



## MESSAGE FROM THE MAYOR

“To believe in the things you can **see**, and touch is no belief at all - but to believe in the unseen is a triumph and a blessing.” — Abraham **Lincoln**

The Township of Hornepayne has set the course to redevelop and revitalize by taking action to make our community a place to invest, while attracting and retaining people. We developed, and have now updated, the foundational documents that set out our goals. These next four years will be pivotal, as we work together to see the fruition of the combined effort of community members, Township staff, and Council. Hornepayne, the Geographic Centre of the Ontario, has many opportunities and with this Strategic Plan, we will continue building what we cannot yet see.

**Mayor Cheryl Fort**

## MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER

The Township of Hornepayne is a small municipality, yet we deliver similar services to many large municipalities. In addition, Hornepayne often faces the same pressures as many larger municipalities. With a smaller workforce and limited other resources, it is important that we take a master planned approach through the preparation of a strategic plan so that we allocate the necessary resources and efforts needed to accomplish our goals and objectives. Ultimately, this strategic plan allows us to make well-informed and researched decisions, resulting in focus, accountability, and results.

**Aileen Singh**

Chief Administrative Officer/Clerk



# 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. More recently municipalities like Hornepayne have been dealing with economic challenges resulting from geopolitical issues and the COVID-19 global pandemic. These have placed 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, the Township adopted a Strategic Plan and in so doing it embraced the Master Planned approach to guide major decision making with respect to allocation of resources and assets. All staff reports will reference Strategic Plan goals, key priorities and action items to ensure alignment.

# MISSION STATEMENT

*We are a Township 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.



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## 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 “**Centre 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
- Hard-work
- Respect
- Inclusive
- Resident Focused

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## CORE VALUES DESCRIBED

**Integrity** – We will uphold virtuous principles in our daily activities. We will demonstrate our dependability and reliability. We will be truthful and authentic in the workplace. We will strive to make good judgements consistently by carefully weighing all reasonable options and assessing how our decisions may impact others.

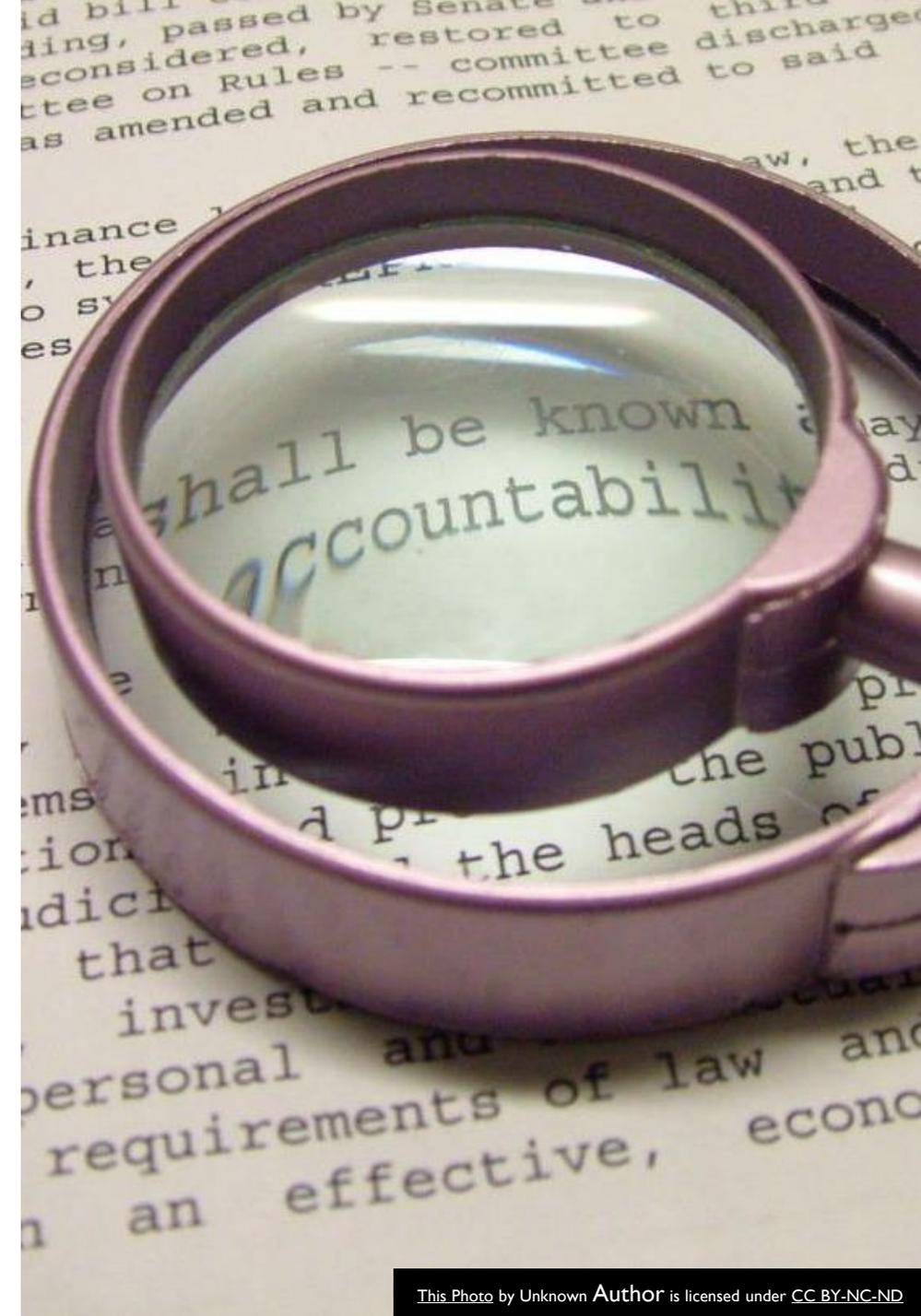


Integrity

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## CORE VALUES DESCRIBED

**Accountability and Transparency** – We will hold ourselves accountable for our commitments and our performance. As a public organization we will conduct business in the open, with clarity and we will report on our major activities. This will build trust within our organization and our community.



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## CORE VALUES DESCRIBED

**Hard-work** – Diligence and consistency will be at the heart of all we do. We will find ways to work efficiently by leveraging smart technology and best practices. We will maintain high standards, work in earnest and go above the call of duty as we deliver services.



# CORE VALUES DESCRIBED

**Respect** – We will be accepting of everyone regardless of any differences. We will be kind and courteous. We will listen attentively and respond with compassion.



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## CORE VALUES DESCRIBED

**Inclusive** – We will welcome all people. We will embrace diversity of all kinds. All people will receive access to our services and resources. We will strive to build a team founded on trust and respect regardless of our differences.

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## CORE VALUES DESCRIBED

**Resident Focused** – Our focus is our community. We will consider resident needs as we conduct our daily activities, and as we make decisions that positively impact our community.



# 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 prioritized 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 through consultative workshops and surveys. They are:

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

Action Items have been assigned a priority to ensure actions occur in a logical sequence and are achievable.

# 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 take definitive steps as we strive for excellence in how we govern our affairs.



## KEY PRIORITY: GOVERNANCE

ACTION ITEM	PRIORITY
Adopt and Follow Minimum Maintenance Standards (MMS)	P1
Continue to Enhance Reporting to Council	P1
Implement and Maintain an Employee Succession Plan for our staff and new CAO	P1
Implement and Follow a Planned Schedule for Regular By-law and Policy Reviews	P2
Implement a Municipal Communications Strategy	P2
Develop Strategies for Truth and Reconciliation	P2

# KEY PRIORITY: INFRASTRUCTURE AND ASSET MANAGEMENT

*“Much of Ontario’s infrastructure was first built in the 1950s and 1960s and needs upgrade or replacement to continue serving our communities, ensure access to social and economic opportunity, and protect the environment. Ontario’s asset management planning regulations require municipalities to have a strategic asset management policy and must implement the plan to cover core assets by 2022, and all assets by 2024.”*  
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	PRIORITY
Complete a Building Condition Assessment of all Township Buildings to inform short-, medium-, and long-term decision-making	PI
Adopt a Municipal Vehicles and Equipment Maintenance and Disposal Policy	PI
Adopt a Municipal Buildings and Properties Maintenance and Disposal Policy	PI
Complete Phase I of the Arena Project	PI
Acquire Environmental Compliance Approval for Storm and Sanitary Sewage	PI

## KEY PRIORITY: INFRASTRUCTURE AND ASSET MANAGEMENT

ACTION ITEM	PRIORITY
Complete the Third Avenue Rehabilitation Project	P2
Undertake the Chlorination Upgrade Project (Regulatory Compliance)	P2
Update and Maintain our Asset Management Plan including Buildings with cross-reference to Tangible Capital Assets	P2
Pursue Acquisition of an Asphalt Hot Box with Recycle Capabilities	P2
Develop and Implement a Hot Box Road Rehab Program	P3
Plan for Phase 2 of the Arena Project (Shovel Ready)	P3

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## 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	PRIORITY
Update the Ten-Year Long-Range Capital Forecast (LRCF) Annually	P1
Accelerate Budget Submission and Adoption Timelines	P1
Adopt a Best-practice Based Procurement Policy	P2
Adopt a Best-practice Based Reserve and Reserve Fund Policy	P2
Increase Regular Investment into Asset Rehabilitation	P3

## 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, prosperity and sustainability.



## KEY PRIORITY: ECONOMIC DEVELOPMENT

ACTION ITEM	PRIORITY
Adopt a Branding and Marketing Strategy	P1
Conduct a Market GAP Study	P1
Implement a Staff Proposed 5-Year Economic Growth Plan	P1
Take Steps to Rehabilitate or Remove Derelict Buildings	P1
Pursue funding opportunities to make the EDO position permanent	P2
Implement Business Retention and Attraction Strategies	P2

## KEY PRIORITY: ECONOMIC DEVELOPMENT

ACTION ITEM	PRIORITY
Revitalize the Hallmark Centre Area	P2
Sell Residential Lots to Encourage More New Homes	P2
Market Industrial Lands for Development Opportunities	P3

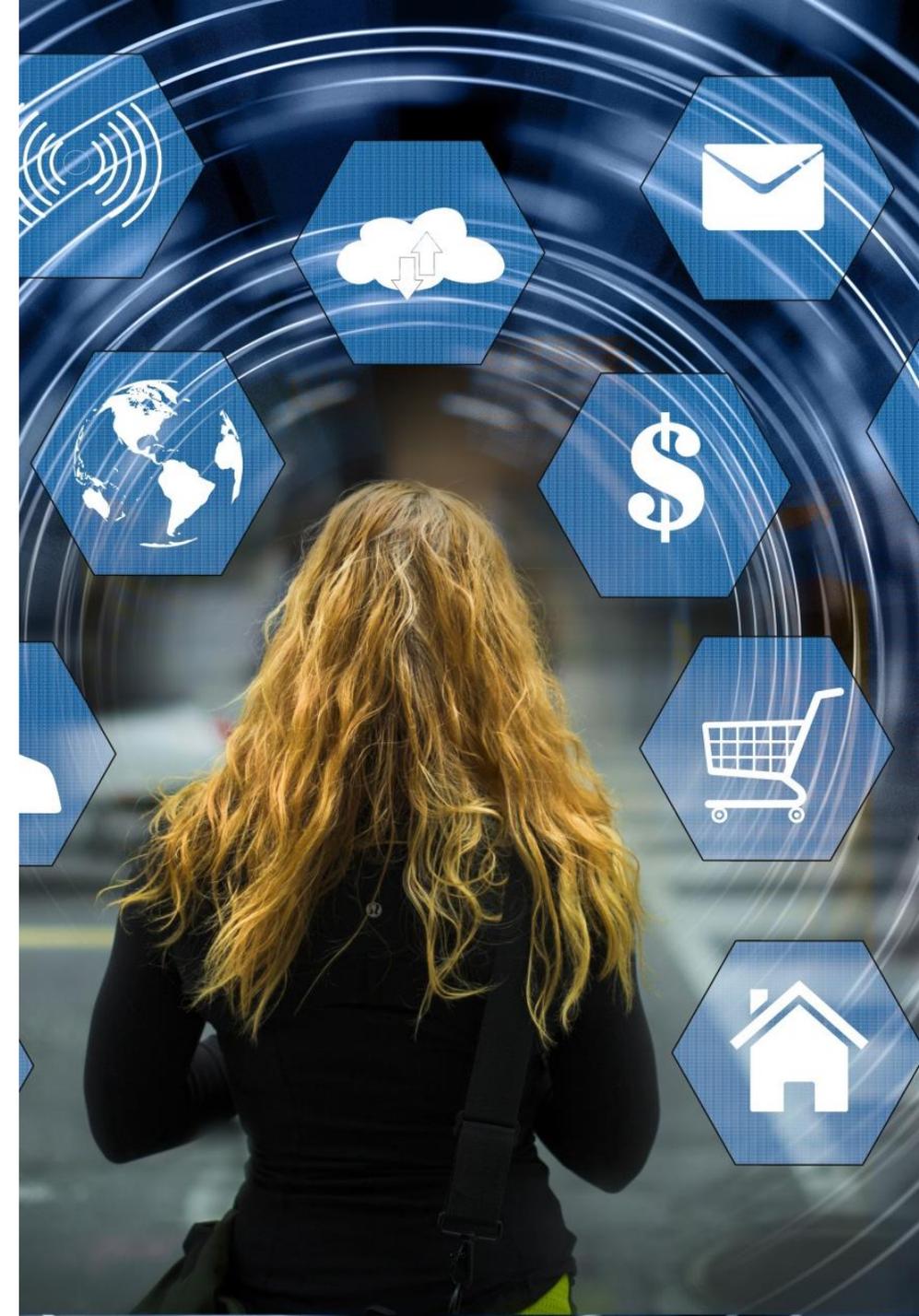
## KEY PRIORITY: TECHNOLOGY

*“What new technology does is create new opportunities to do a job that customers want done.”*

*Tim O’Reilly*

### **Strategic Goal:**

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



## KEY PRIORITY: TECHNOLOGY

ACTION ITEM	PRIORITY
Promote the Township's New Website to Increase Usage and Realize Efficiencies	P1
Develop a Partnership with Ontario 211 for Emergency and Other Support	P1
Implement MFOA Endorsed Budget Software to Realize Efficiencies	P2
Implement Fire Management Software	P3

## KEY PRIORITY: MASTER PLANNING

*“Before anything else, preparation is the key to success.”*

*Alexander Graham Bell*

### **Strategic Goal:**

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



## KEY PRIORITY: MASTER PLANNING

ACTION ITEM	PRIORITY
Develop a Housing Strategy	P1
Commission a Fire Underwriters Survey of the Township	P2
Prioritize Arts, Culture and Recreation Plans and Strategies	P2
Adopt a Fire Master Plan	P3
Adopt a Water and Wastewater Master Plan and update every 5 years	P3
Maintain an Accessibility Plan (Compliance)	P3

**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, Hard-work, Respect, Inclusive, Resident Focused

**Key Priorities and Actions**

<b>Governance</b>	<b>Infrastructure / Asset Mgmt</b>	<b>Finance</b>	<b>Economic Development</b>	<b>Technology</b>	<b>Master Planning</b>
<ul style="list-style-type: none"> <li>• Minimum Maintenance Stds.</li> <li>• Enhanced Reporting</li> <li>• Employee Succession Plan for staff and new CAO</li> <li>• Schedule for Regular By-law and Policy Reviews</li> <li>• Municipal Communications Strategy</li> <li>• Strategies for Truth and Reconciliation</li> </ul>	<ul style="list-style-type: none"> <li>• Building Condition Assessments</li> <li>• Vehicles/Equipment Policy</li> <li>• Buildings/Properties Policy</li> <li>• Arena Ph. 1</li> <li>• ECA St. &amp; Sanitary</li> <li>• Third Avenue Chlorination Proj.</li> <li>• Asset Mgmt Plan</li> <li>• Asphalt Hot Box</li> <li>• Hot Box Rehab Program</li> <li>• Arena Ph. 2</li> </ul>	<ul style="list-style-type: none"> <li>• Update Ten Year Long-Range Capital Forecast Annually</li> <li>• Accelerate Budget Timelines</li> <li>• Procurement Policy</li> <li>• Reserve and Fund Policy</li> <li>• Increase Regular Investment into Asset Rehabilitation</li> </ul>	<ul style="list-style-type: none"> <li>• Branding and Marketing Strategy</li> <li>• Market GAP Study</li> <li>• Rehab or Remove Derelict Buildings</li> <li>• Staff Proposed 5-Year Economic Growth Plan</li> <li>• Pursue EDO Funding</li> <li>• Business A/R Strategies</li> <li>• Revitalize Hallmark Centre Area</li> <li>• Sell Residential Lots</li> <li>• Market Industrial Lands</li> </ul>	<ul style="list-style-type: none"> <li>• Promote the Township Website</li> <li>• Partner with Ontario 211 for Emergency and Other Support</li> <li>• Implement MFOA Software</li> <li>• Fire Management Software</li> </ul>	<ul style="list-style-type: none"> <li>• Fire Underwriters Survey</li> <li>• Housing Strategy</li> <li>• Prioritize Arts, Culture and Recreation Strategies</li> <li>• Fire Master Plan</li> <li>• Water and Wastewater Master Plan update every 5 years</li> <li>• Accessibility Plan</li> </ul>

# TOWNSHIP OF HORNEPAYNE STRATEGIC PLAN SUMMARY

# SAMPLE: KEY PRIORITY AND ACTION ITEM REPORT CARD

## KEY PRIORITY: MASTER PLANNING

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

Action	SDR Code	Priority	Lead	Status
Develop a Housing Strategy	N/A	P1	CAO/EDO	S
Fire Underwriters Survey	FD-01	P2	FC	S
Fire Master Plan	FD-02	P3	FC	NS
Water/Wastewater MP	PW-08	P3	PWM	NS

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