



# Municipality of Arran-Elderslie Corporate Strategic Plan

Final Report

April 2022

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# 1.0 Introduction

The Municipality of Arran-Elderslie has created a Corporate Strategic Plan to guide how it will advance the organization and the community it serves.

The Corporate Strategic Plan is a roadmap for the next 5 to 10 years providing clear direction based on the following questions:

- What are we working toward as a community?  
(Vision Statement)
- What is the Municipality of Arran-Elderslie's role?  
(Mission Statement)
- What values are most important to serve our community?  
(Corporate Values)
- Where should we focus our energy and attention?  
(Goals, Strategies & Priorities)
- How will we know we are successful?  
(Performance Measurement Framework)

The strategic planning process was driven by engagement with Members of Council, administrative leaders, municipal staff, and community stakeholders. While drawing on research and best practices in the municipal sector, the Corporate Strategic Plan is intended to advance unique needs and opportunities in Arran-Elderslie.



## 2.0 The Strategic Planning Process

The process for completing the Municipality of Arran-Elderslie Corporate Strategic Plan involved six phases, all with an emphasis on listening and meaningful engagement with Council, municipal employees, and community representatives.

The project began during the week of January 10, 2022 and concluded during the week of April 25, 2022. The six project phases are described below.

### 2.1. Phase 1 – Project Launch

The purpose of Phase 1 was to confirm the scope and work plan and launch the strategic planning process with internal stakeholders.

Phase 1 ran from January 10 to January 17, 2022.

### 2.2. Phase 2 – Community Context

The purpose of Phase 2 was to collect information and feedback to build a Preliminary Strategic Plan Framework as the basis for discussion during municipal employee and community consultations. Phase 2 included reviewing the Municipality's foundational plans and policies, and interviewing Members of Council and the Senior Management Team.

A *Preliminary Strategic Plan Framework Report* was prepared based on community research, review of foundational municipal plans, interviews with Members of Council, and interviews with the Senior Management Team.

Phase 2 ran from January 10 to February 7.

### 2.3. Phase 3 – Engagement and Strategic Framework Validation

The purpose of Phase 3 was to engage in collaborative conversations with Members of Council, municipal employees, and community representatives to understand their views about Arran-Elderslie's greatest strengths and opportunities.

From February 7 to March 7, 2022, the *Preliminary Strategic Plan Framework Report* was shared with Council, senior administrators, municipal employees, and members of the community for their feedback. This process included a virtual Council workshop, two virtual municipal employee workshops (open to employees from across the organization) and a virtual public open house that was advertised on the municipal website, social media channels, local newspaper and through the networks of Members of Council. Several emailed and handwritten submissions were received from members of the community, including representatives from local Mennonite communities. A *Strategic Plan Consultation Report* was prepared to capture this feedback.

Phase 3 ran from February 7 to March 14, 2022.

### 2.4. Phase 4 – Refine Priorities

The purpose of Phase 4 was to present the *Strategic Plan Consultation Report* and work with Council and the Senior Management Team to incorporate feedback into the Corporate Strategic Plan.



The results of municipal employee and community feedback – and suggested changes based on feedback – were shared with Members of Council and the Senior Management Team for discussion during the March 28, 2022 Council meeting.

Phase 4 ran from March 14 to March 28, 2022.

## 2.5. Phase 5 – Performance Measurement Framework

The purpose of Phase 5 was to identify key performance indicators to help the Municipality ensure that strategies and priorities within the Corporate Strategic Plan meaningfully advances community and corporate goals during the implementation process. The performance measurement framework will also help the Municipality communicate results on an ongoing basis.

Phase 5 ran from March 14 to April 14, 2022.

## 2.6. Phase 6 – Submission and Approval

In Phase 6, the final Municipality of Arran-Elderslie Strategic Plan was prepared, presented, and submitted for Council approval.

Phase 6 ran from April 4 to April 26, 2022.



## 3.0 Vision Statement

What are we working toward as a community?

Strategic Plans are roadmaps that guide organizations to realize their desired end state. As such, the first step in the municipal strategic planning process was to determine what success looks like for the community over a long-time horizon.

Based on multiple iterations with Members of Council, community representatives, and municipal employees from across the organization, the Vision Statement for the Municipality of Arran-Elderslie is:

“Arran-Elderslie is the heart of Bruce County and a powerful agricultural leader – a welcoming place to live, work, and play offering economic opportunities, natural features, and authentic sense of community.”



## 4.0 Mission Statement

What is the Municipality of Arran-Elderslie's role?

Municipal governments operate with limitations – some activities are outside of municipal jurisdiction, exceed available resources, or are better delivered by community or service delivery partners with the requisite capacity and expertise.

Often, residents are not aware of the division of services across municipal, County, provincial and federal governments. As such, it is important for municipalities to manage expectations regarding what they are prepared and equipped to deliver.

A Mission Statement sets clear direction for the administration and provides assurances to the community and service partners of what the Municipality is prepared to deliver.

Based on conversations with Council, community representatives, and municipal employees from across the organization, the Mission Statement for the Municipality of Arran-Elderslie is:

“Together with our community partners we look to the future while honouring our proud rural past – offering valued services, community assets, and an exceptional place for residents, businesses, and visitors.”





## 5.0 Corporate Values

What values are most important to serve Arran-Elderslie?

Alignment with municipal employees is a critical to the successful implementation of the Corporate Strategic Plan. An important step in creating this alignment is the establishment of Corporate Values by municipal employees, leaders, and Council.

Corporate Values are the behaviours that govern how individuals in an organization interact with each other and their customers. Corporate Values are the foundational building block for organizational culture.

Based on leadership and guidance from municipal employees, Council and the community, the following Corporate Values are provided to guide organizational culture at the Municipality of Arran-Elderslie:

- Leadership: We lead with integrity – doing what is right and following through on our commitments.
- Service: We deliver quality, responsive municipal services that strive to meet the needs of our community and provide exceptional customer experiences.
- Accountability: We build trust with our community through strong financial management and high focus on results.
- Teamwork: We work together – in our organization and with our community – prioritizing respectful relationships based on two-way engagement and communication.
- Inclusion: We celebrate the contributions of all individuals in our organization and community and are committed to supporting their success.



## 6.0 Goals, Strategies, and Priorities

Where should we focus our energy and attention?

Once the Municipality identified its vision for the community, its role in achieving the vision, and the values it will demonstrate within its corporate culture, the next step in the strategic planning process was to define the specific goals, strategies, and priorities that are required to move Arran-Elderslie forward.

Goals express the desired outcome that the Municipality would like to achieve.

Strategies provide general direction to the administration on the types of activities that will be required to achieve the goals. They are specific enough to channel municipal employees and community members toward common goals yet allow flexibility for new ideas and innovation along the way.

Priorities are specific projects and investments that the Municipality will pursue to advance its strategies and meet its goals.

Under the Municipality of Arran-Elderslie's Corporate Strategic Plan, goals, strategies, and priorities are organized based on the following categories:

- Protecting infrastructure, recreation, and natural assets.
- Supporting businesses and the local economy.
- Facilitating community growth.
- Leading financial management.
- Engaging people and partnerships.
- Modernizing services.

### 6.1. Protecting Infrastructure, Recreation and Natural Assets

#### 6.1.1. Goal

- Infrastructure, recreation, facilities, and natural assets are in good condition and protected for future generations to enjoy.

#### 6.1.2. Strategies

- Build a long-term capital budget to provide greater line-of-sight to the Municipality's capital needs over multiple years, and greater certainty in its operational budgeting.
- Increase annual capital investment to smooth expenditure peaks and valleys as Arran-Elderslie manages its \$443 million asset portfolio.
- Continue to refine municipal asset data to improve trust and confidence in the Municipality's long-term capital planning.
- 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 long into the future.
- Protect and increase connections to natural amenities such as rivers, lakes, and woodlots, for responsible enjoyment by residents and visitors.
- Continually seek efficiencies through new technologies, innovation, and partnerships.
- Prioritize health, safety, and accessibility in asset management decisions.
- Increase investment in parkland, recreation, and cultural facilities.
- Ensure environmental sustainability and climate resilience is a key consideration in infrastructure decisions.

### 6.1.3. Priorities

- Asset Management Plan.
- Bridge Inspection, Repair, and Replacement Program.
- Park redevelopment and enhancements.
- Official Plan Review.
- Recreation Master Plan – Implementation.

## 6.2. Supporting Businesses and the Local Economy

### 6.2.1. Goal

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

### 6.2.2. Strategies

- Collaborate with business organizations and industry representatives to strengthen an amalgamated approach to economic development across Arran-Elderslie. Build connections between urban and rural businesses.
- Collaborate with agricultural producers, businesses, and associations to ensure agriculture continues to thrive as a major economic driver.
- Advocate for increased destination marketing support.
- Support downtowns to attract tourists and entrepreneurs.
- Leverage community partnerships and incentives to strengthen all downtowns with identities that are distinct yet consistent with community building across Arran-Elderslie.
- Mitigate impacts of municipal 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 internet and investigate opportunities associated with an increasingly remote workforce.
- Increase support to local entrepreneurs.



- Support/educate local suppliers.
- Explore partnerships with innovation hubs in large urban centres.

### 6.2.3. Priorities

- Economic Development Strategy – Implementation.
- Municipal-wide Business Association or Chamber of Commerce for Arran-Elderslie.
- Establish Arran-Elderslie Economic Development Committee.
- Broadband Advocacy.
- Marketing and Communication Plan.

## 6.3. Facilitating Community Growth

### 6.3.1. Goal

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

### 6.3.2. Strategies

- Protect agricultural land by directing growth to towns.
- Work with Bruce County to set 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 and align on significant projects.
- Conduct proactive outreach and offer assistance to the development community.
- Investigate how costs associated with growth are borne by those who benefit.
- Monitor capacity of utilities - including water, wastewater, and stormwater - 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 and cultural heritage.
- Work with other levels of government to ensure services such as healthcare and education are in place to support growth.
- Continue to account for the needs of local Mennonite communities in growth and infrastructure decisions.

### 6.3.3. Priorities

- Official Plan Review.
- Community Improvement Plan Update.
- Affordable Housing Task Force.
- Physician and Nursing Support
- New Paisley Fire Hall.
- Surplus Lands Disposition Strategy.



## 6.4. Leading Financial Management

### 6.4.1. Goal

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

### 6.4.2. Strategies

- Maintain reasonable annual tax increases, with guidance obtained from Council over a multi-year time horizon.
- Develop a Reserve and Reserve Fund Policy that specifies the conditions under which funds may be withdrawn.
- 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, and plan for costs associated with municipal obligations for implementation.
- Review rate and fee structures that move the Municipality closer to full cost recovery.
- Investigate opportunities for one-time revenue sources from sale of surplus municipal land and develop a strategy for the use of this revenue.
- 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.
- Adopt a long-term view of return-on-investment that considers business attraction, community growth, and environmental sustainability.

### 6.4.3. Priorities

- Multi-year budget and financial planning.
- Development Charges Review.
- Cash-in-lieu of Parkland Review.
- Asset Management Plan.
- Stormwater Services Fee Review.

## 6.5. Engaging People and Partnerships

### 6.5.1. Goal

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

### 6.5.2. Strategies

- Leverage the new municipal website to continue to issue external communications that demonstrate high value to the community.



- Explore new communications channels that meet the information and engagement needs of 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.
- Increase organizational communications capacity and increase promotion of what the community has to offer.
- Support enhanced community partnerships.

### 6.5.3. Priorities

- Communication and Community Engagement Strategy.
- Human Resources Enhancements, including employee recognition, engagement, and wellness.
- Volunteer Recognition and Support Program.
- Innovation or Community Hub.
- Arran-Elderslie Youth Council Support.

## 6.6. Modernizing Services

### 6.6.1. Goal

- Customers report exceptional experiences with continuous improvement that is supported by technology and streamlined business processes.

### 6.6.2. Strategies

- Leverage modernization grants to identify opportunities to improve internal processes and service delivery to residents and businesses.
- 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/service delivery.
- Increase opportunities for customer feedback to inform continuous improvement and celebrate service delivery successes.
- Increase opportunities for employee ideas in continuous improvement for service delivery and celebrate and recognize employee contributions.
- Ensure compliance with the *Accessibility for Ontarians with a Disability Act (AODA)*, meeting or exceeding 2025 requirements.

### 6.6.3. Priorities

- Compliance with *Accessibility for Ontarians with a Disability Act (AODA)*.
- Information Technology Strategic Plan.



- Enhanced Public Access to Information – Public Portal.
- Building Department Service Review.
- Cemetery Record Management – Public Portal.



## 7.0 Performance Measurement Framework

How will we know we are successful?

While strategic plans provide organizations with a long-term outlook and greater certainty and consensus on goals and objectives, they are not intended to be static documents.

Successful strategic plans are those that allow organizations to pivot their initiatives and pursue new ideas if opportunities arise that will allow the Municipality a greater probability of achieving its goals.

A performance measurement framework provides objective key performance indicators that can help to assess how an organization is advancing its goals and determine whether adjustments are necessary. When municipal strategic plans include performance measurement frameworks, the organization and its leaders can objectively demonstrate results to the community when gains are made and reassess opportunities for improvement when alternative strategies and initiatives could be doing more to advance goals.

The Municipality of Arran-Elderslie has developed a list of key performance indicators to measure progress toward each of its six goals within the Corporate Strategic Plan. These key performance indicators are provided under Appendix 1.

The key performance indicators provided in Appendix 1 are a starting point for the Municipality based on available data. The Municipality plans to update these key performance indicators as new or improved data become available during the implementation of its Corporate Strategic Plan.





## 8.0 Acknowledgements

This Corporate Strategic Plan was made possible through the support and contributions of the following groups:

Thank you to local community representatives who provided feedback and ideas through submissions and participation in a virtual public open house. Thank you to local Mennonite communities for their thoughtful contributions.

Thank you to municipal employees who shared their views and ideas during virtual workshops. With a commitment to serving people, businesses, organizations, and visitors in Arran-Elderslie, employees are important contributors to the community's success.

Thank you to the Senior Leadership Team for their ongoing guidance and support throughout the strategic planning process.

Thank you to Members of Council for their enthusiastic and thoughtful participation during the strategic planning process. This Corporate Strategic Plan is a direct result of their leadership and commitment to the community they serve.



## 9.0 Appendix 1: Key Performance Indicators

The key performance indicators provided below are a starting point for the Municipality's performance measurement framework and are based on data currently available. The Municipality plans to update these key performance indicators as new or improved data become available during the implementation of its Corporate Strategic Plan.

### Protecting Infrastructure, Recreation, and Natural Assets:

- Road condition rating (PCI<sup>1</sup> average)
- Bridge condition rating (OSIM<sup>2</sup> average)
- Road land kilometres reconstructed or resurfaced
- Sidewalk kilometres replaced or rehabilitated
- Total kilometres of winter-controlled roads
- New kilometres of sanitary pipes
- New kilometres of water pipes
- Number of watermain breaks
- Number of sewer backups
- Number of sinkholes
- Number of trees planted
- Total kilometres of trails network
- Acres of parkland maintained
- AODA<sup>3</sup> compliant facilities
- Number of playground upgrades
- Number of recreation program registrants
- Total hours of facility rentals
- Facilities prime time utilization rate
- Facilities off peak utilization rate

### Supporting Businesses and the Local Economy:

- Number of business starts/ firm creation growth
- Employment related assessment (commercial/industrial)
- Acres of agricultural land
- Acres of employment land
- Acres of employment land available for commercial development
- Acres of employment land available for industrial development

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<sup>1</sup> Pavement Condition Index.

<sup>2</sup> Ontario Structure Inspection Manual.

<sup>3</sup> Accessibility for Ontarians with a Disability Act.



- Downtown vacancy rate (average for Chesley, Paisley, and Tara)
- Number of annual tourism visits
- Numbers of businesses involved in Digital Main Street programs
- Value of funding applications approved through Community Improvement Plan(s)
- Number of Economic Development Strategy initiatives completed

#### Facilitating Community Growth:

- Population growth
- Number of building permit applications
- Total value of building permits
- Acres available for residential development
- Number of single family detached units
- Number of semidetached units
- Number of townhouse units
- Number of multi-residential units
- Number of secondary units
- Number of affordable housing units created
- Value of funding applications approved through Community Improvement Plan(s)
- Building permit approval times (number of working days)
- Net new medical professionals

#### Leading Financial Management:

- Taxable assessment growth
- Annual local tax levy increase
- Municipal loans issued
- Total general capital assets
- Total cost of procurement construction contracts
- Total revenue collected
- Proportion of annual revenues through user fees
- Total operating expenses
- Total grants received
- Value of development charges collected
- Value of cash-in-lieu of parkland collected

#### Engaging People and Partnerships:

- Number of community events
- Total employee sick days
- Average monthly visits to municipal website



- Number of annual employee social or recognition events
- Number of followers on municipal social media channels
- Number of subscribers to municipal e-newsletters
- Number of local students hired
- Number of community volunteers
- Number of summer camp program users

#### Modernizing Services:

- Number of services available online
- Number of services available through centralized service counter
- Number of fire calls
- Average times for service resolutions (number of working days)
- Number of inter-municipal service delivery partnerships
- Percentage of services that have after hours service standards
- Number of by-law complaints
- Number of by-law complaints resolved
- Average number of calls per month
- Percentage compliance with AODA standards
- Average time to issue permits (number of working days)



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*Boulevard Strategy group was pleased to assist  
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