



# Corporate Strategic Plan 2020-2025

## Vision

A progressive, attractive and welcoming community, standing proud.



## Mission

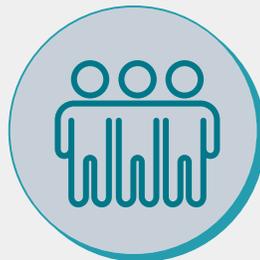
Through responsible leadership, provide sustainable services that are efficient and effective.



## Guiding Principles



**Honesty  
and Integrity**



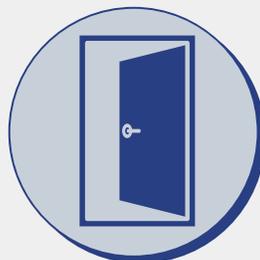
**Respectful and  
Healthy Workplace**



**Fiscal  
Responsibility**



**Service  
Excellence**



**Open and  
Transparent**



**Safe, Compassionate  
and Fair**

# Goals and Priority Objectives

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## Transparent and Accountable Governance

*The Town of South Bruce Peninsula exercises its authority in a visible, responsible, united manner. The municipality utilizes a transparent, accountable governance framework resulting in sound, informed, decision-making.*



### Priority Objective 1: Open and transparent leadership

- Effectively monitor municipal spending, through an evidence-based budgeting process that considers citizen input
- Develop a formal Communications Strategy that reflects a multi-channel approach to proactively engage and disseminate information with citizens and staff, informing programs, services and financial planning
- Establish an Employer of Choice Strategy to enhance employee relations, and support employee retention and attraction

### Priority Objective 2: Informed decision-making

- Develop Long-term Capital Forecast to support effective and efficient planning
- Update statutory documents required by the Municipal Act, including Road Needs Study, Official Plan, Emergency Preparedness Plan, etc., to confirm compliance and practicality
- Ensure recommendations in reports and plans are acted upon on a priority basis to mitigate legal implications and to inform annual operating, capital, and rate budgets

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## Sustainable Infrastructure

*The Town of South Bruce Peninsula is prepared to handle the demands of the future, respecting our environment. The municipality maintains sustainable and reliable infrastructure while retaining businesses and creating capacity for next-generation employment.*



### Priority Objective 1: Future-proof existing infrastructure

- Maintain existing infrastructure and assets through a supportive asset management plan and life-cycle planning practices

### Priority Objective 2: Prepare for future infrastructure needs

- Create a Long-Term Financial Plan including new municipal infrastructure needs to position the community for sustainable growth
- Implement recommendations of the Master Servicing Study to create capacity for growth and expand access to municipal services
- Advocate for increased access to internet broadband connectivity through South Western Integrated Fibre Technology (SWIFT) and other partners
- Advocate for continued expansion of natural gas access

# Goals and Priority Objectives

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## Collaboration and Partnerships

*The Town of South Bruce Peninsula is cooperative, collegial, welcoming, and respectful. The municipality will work together, and collaborate to deliver what we hope to achieve.*



### Priority Objective 1: Maximize shared services and resources

- Explore formal and informal opportunities to collaborate for expanded service delivery, reduced cost, and improved community benefit
- Secure alternative revenue sources to fund new infrastructure and other services through cost-share opportunities with neighbour municipalities and others

### Priority Objective 2: Utilize partnerships to advance priorities

- Seek support from senior levels of government for funding, policy change and other community improvements through alliances with neighbour municipalities, Bruce County and First Nations
- Build relationships with community groups to explore potential collaboration and/or outsourcing of local programs and services

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## Healthy, Vibrant and Safe Communities

*The Town of South Bruce Peninsula keeps its citizens and visitors safe and works with them to boost community vitality and resilience. Through collaborative efforts, Town Council can provide a voice for the needs of the less fortunate.*



### Priority Objective 1: Enhance facilities for healthy living and affordable recreational and cultural opportunities

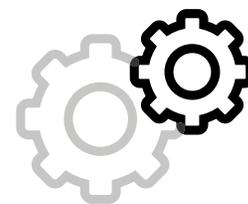
- Undertake a feasibility study for the development of a community recreational hub and municipal administrative office
- Develop a master plan and cost-benefit analysis for improvements and private-public investments at Bluewater Park including connections to a multi-use trail network linking many towns and hamlets
- Develop a citizen resource centre focused on community wellbeing through enhanced opportunities for neighbourhood and downtown vibrancy, active living, citizen engagement, welcoming new residents, and volunteer commitment
- Utilize regional alliances to advocate senior levels of government for improved access to affordable housing, health care, public transportation, and education

# Goals and Priority Objectives



## Stable Economy

The Town of South Bruce Peninsula desires a strong business ecosystem providing year-round, stable employment. The economy is supported by a skilled labour force.



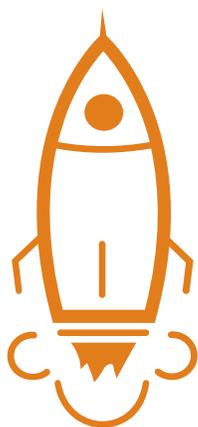
### Priority Objective 1: Attract and retain business investment

- Create an Economic Development Strategy to assess gaps and determine priorities for business recruitment, professional services, and entrepreneurial start-ups, and to focus on sustainable year-round tourism/destination development
- Harness cooperation between local and regional economic development programs to keep and grow business and labour force talent

### Priority Objective 2: Inspire public confidence in municipal services

- Establish expedited customer service protocols and implement new technologies to improve processing of applications and permits
- Establish a customer relationship management (CRM) system to improve external public relations
- Establish an economic recovery response program for local business community

## Implementation



The actions identified in the Corporate Strategic Plan are high-priority operational initiatives undertaken by staff of the Town of South Bruce Peninsula. Some will take longer than others to complete, but every Department should realign its Business Plan to make the priority actions a reality. New tasks will appear in Department Business Plans, some requesting new funding, others necessitating the reallocation of resources. Some actions may be at the sole discretion of Management to ensure they proceed; others will need approval from Council to move forward. In all cases, implementation requires bravery, because it can be very difficult to move away from a predictable, established pattern of behaviour. True commitment to the Corporate Strategic Plan requires a mindful understanding of the course that has been set, and a tenacity to make the sacrifices and leaps of faith to get there.

## Performance Measurement

Performance metrics allow for an evaluation of tactics and strategies that support efficient and effective planning and resource allocation. They are a diagnostic tool that focus on energy, attention and effort. They also support the Municipality's commitment to accountability and transparency. It is recommended that the Town of South Bruce Peninsula carefully construct a performance measurement system that includes detailed and appropriate metrics for each of the Corporate Strategy Goals.

