



*You "OTTER"  
be in Ignace!*

# **Township of Ignace**

## **Strategic Plan 2009-2012**



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## **1. Introduction**

The Township of Ignace has developed this corporate Strategic Plan from joint Council and staff planning sessions, regional and provincial strategies, and consultations with the community. The plan identifies Township priorities and establishes a framework within which community leaders can engage citizens in a healthy dialogue aimed at achieving a common vision. This document serves as a reference point in evaluating its actions in light of fast-paced change in economic conditions and government policies.

## **2. Ignace Mission Statement**

***"The Township of Ignace fosters economic growth through effective leadership and the delivery of municipal services in a transparent and accountable framework that relies on local and regional assets to build community strengths and capacity through collaborative action."***

## **3. Ignace Vision**

Mayor and council will endeavour to communicate and work towards achieving the following shared vision:

- ***"Ignace is an attractive, safe and caring community that engages all residents in striving towards developing and maintaining a desirable lifestyle with equal opportunity for all, and a business economy that is based on sustainable principles and diversification ."***

## **4. Organizational Culture**

A strong organizational culture will greatly enhance the community's organizational success. The strengths of all individuals are valued and a participatory approach is encouraged to ensure that the vision is locally controlled and community-driven.

### **Values**

The following values are identified as being the desired attributes for all people involved in the Township of Ignace:

- ***Effective team-oriented leadership***
- ***Fairness and accountability***
- ***Service and value to ratepayers***
- ***Environmental stewardship***
- ***Community engagement***

## **Guiding Principles**

The Municipality's conduct and activities are influenced through the establishment of the following Guiding Principles:

- **Effective decision making by:**
  - **Improving and streamlining public meeting process**
  - **Seeking appropriate public input and feedback;**
  
- **Foster an environment for economic growth and sustainability by:**
  - **Creating an Economic Development Strategy**
  - **Ensuring required infrastructure is in place when needed**
  - **Leveraging identified local advantages;**
  
- **Asset based community development approach by:**
  - **Identifying and mobilizing existing assets to create local economic opportunity**
  - **Recognizing social assets, i.e., the gifts and talents of individuals, and the social relationships that fuel informal networks;**
  
- **Financial affordability and sustainability by:**
  - **Long term financial planning**
  - **Identifying and planning for operations & maintenance impacts along with capital replacement costs for new and existing infrastructure**
  - **Optimizing use of municipal assets and infrastructure;**

## **5. Strategic Objectives and Associated Initiatives**

The Strategic Objectives for the Township focus the organization and its efforts and resources on achieving the Vision statement. It requires discipline and establishing priorities in assessing activities and allocation of resources. The Township is ultimately a service delivery organization and must plan, anticipate and satisfy the needs of its residents.

*Overall Strategy: Build on strengths, shore up weaknesses, position for opportunities and mitigate risks/threats.*

The reporting and tracking process for strategic initiatives is a key management element. Measurable steps will be established to facilitate evaluation of results. It is absolutely true that "you manage what you measure".

The specific strategic objectives and associated initiatives and actions are as follows:

**Strategic Objective 1: Capital Investment**

*Ignace will ensure that infrastructure needs are identified and priorities established on an ongoing basis so that assessments and planning steps are in place to guarantee flexibility and responsiveness to government funding programs and to support economic development initiatives.*

**Strategic Objective 2: Business Investment Readiness**

*Ignace will encourage a diversified approach to business development, support entrepreneurship and promote the notion that local associations and the private sector must drive the development process with the assistance of municipal staff.*

**Strategic Objective 3: Tourism and Community Development**

*Ignace will offer tourism-industry support, and pursue community development initiatives such as beautification, recreational and cultural programming and events, and youth-focused initiatives.*

**Strategic Objective 4: Adopt Sustainable Development Principles**

*Municipal sustainability planning is an opportunity to proactively address challenges of participative governance that protects ecological integrity, and moves the community towards cultural and social cohesion.*

**6. Summary**

Successful strategic planning starts with having a sense of direction and communicating it broadly. The adage holds that “You will never get there if you don’t know where you are going”. The success of the planning activity requires equal parts of commitment, analysis, patience, and communication. Clear roles and responsibilities for all departments and its staff will ensure everyone is accountable for their actions and play a part in the service delivery process.

This document is a guide for Council and staff in the allocation of resources and as a framework for decision-making on priorities both in the short and long terms. The plan is intended to be revised before the end of 2010 following municipal elections. Each initiative will impact on Township resources, whether capital or operating budgets, that will be identified at the outset of each initiative. Staffing requirements will be impacted on most initiatives and some may require contract staff to achieve desired goals.

**Strategic Objective 1: Capital Investment**

*Ignace will ensure that infrastructure needs are identified and priorities established on an ongoing basis so that assessments and planning steps are in place to guarantee flexibility and responsiveness to government funding programs and to support economic development initiatives.*

Strategic Initiative	Indicators	Measurable Steps	Responsibility	Time Frame
<b>Water system implementation</b>	<ul style="list-style-type: none"> <li>• Operational Monitoring</li> <li>• Well decommissioning</li> </ul>	<ul style="list-style-type: none"> <li>• Contractor operating system</li> <li>• Old system decommissioned</li> </ul>	Administration/ Public Works	2009
<b>Municipal Infrastructure project Inventory</b>	<ul style="list-style-type: none"> <li>• Assess needs:                             <ul style="list-style-type: none"> <li>○ plans</li> <li>○ studies</li> <li>○ permits</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• "Shovel – ready" projects identified</li> <li>• Action plans in place</li> </ul>	Administration/ Public Works	2009
<b>Road infrastructure</b>	<ul style="list-style-type: none"> <li>• West Street</li> <li>• Pine Street</li> <li>• Lakeshore Drive</li> </ul>	<ul style="list-style-type: none"> <li>• Plans in place</li> </ul>	Administration/ Public Works	2009- 2010
<b>Sewage Treatment Facilities</b>	<ul style="list-style-type: none"> <li>• Line replacement</li> <li>• Repairs</li> </ul>	<ul style="list-style-type: none"> <li>• Secure funding</li> </ul>	Administration/ Public Works	2010- 2011
<b>Waste management site</b>	<ul style="list-style-type: none"> <li>• Monitoring and Assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment studies</li> <li>• Monitoring technology in place</li> </ul>	Administration/ Public Works	2010- 2011
<b>Recreational Facilities</b>	<ul style="list-style-type: none"> <li>• Arena</li> </ul>	<ul style="list-style-type: none"> <li>• Plans in place</li> <li>• Contractor selected</li> </ul>	Administration/ Public Works	2009- 2010
	<ul style="list-style-type: none"> <li>• Golf Club House</li> </ul>	<ul style="list-style-type: none"> <li>• Plans in place</li> <li>• Apply for funding</li> </ul>	Administration Golf Club EDO	2009
<b>Municipal Airport</b>	<ul style="list-style-type: none"> <li>• Trails/ Walkways                             <ul style="list-style-type: none"> <li>○ Hwy Pedestrian</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Identify priority project</li> <li>• Plans in place</li> <li>• Apply for funding</li> </ul>	Administration EDO	2009- 2010
	<ul style="list-style-type: none"> <li>• Youth Activity</li> </ul>	<ul style="list-style-type: none"> <li>• Identify priority project</li> <li>• Plans in place</li> <li>• Apply for funding</li> </ul>	Administration EDO	2009- 2010
	<ul style="list-style-type: none"> <li>• Tower Hill</li> </ul>	<ul style="list-style-type: none"> <li>• Plans in place</li> <li>• Apply for funding</li> </ul>	Administration/ EDO	2009- 2010
<b>Fire Hall</b>	<ul style="list-style-type: none"> <li>• pavement rehabilitation users identified</li> </ul>	<ul style="list-style-type: none"> <li>• 2008 Report recommendations implemented</li> <li>• marketing activities</li> </ul>	Administration/ Public Works/ EDO	2009- 2012
	<ul style="list-style-type: none"> <li>• Fire Hall relocation</li> </ul>	<ul style="list-style-type: none"> <li>• Site identified, plan in place</li> </ul>	Administration/ Public Works Fire Department	2010- 2012

## Strategic Objective 2: Business Investment Readiness

*Ignace will encourage a diversified approach to business development, support entrepreneurship and promote the notion that local associations and the private sector must drive the development process with the assistance of municipal staff.*

Strategic Initiatives	Indicators	Measurable Steps	Responsibility	Time Frame
Industry attraction initiatives to diversify economy	Forestry <ul style="list-style-type: none"> <li>wood pellets</li> </ul>	<ul style="list-style-type: none"> <li>Communication maintained</li> <li>Invitation issued to proponents</li> </ul>	EDO	2009
	Nuclear Waste Management	<ul style="list-style-type: none"> <li>Communication maintained</li> <li>Invitation issued to proponents</li> </ul>	EDO Council designates	2009-2012
	Alternative Energy	<ul style="list-style-type: none"> <li>Identify opportunities</li> <li>Apply for funding</li> </ul>	EDO	2009-2012
Develop and promote the community's BRAND	Transportation <ul style="list-style-type: none"> <li>Marketing Plan to attract: Business owners Families Tourists</li> </ul>	<ul style="list-style-type: none"> <li>Identify opportunities</li> <li>Build community support</li> <li>New entrepreneurs</li> </ul>	EDO EDO	2010-2012 2009-2012
	<ul style="list-style-type: none"> <li>Website management</li> </ul>	<ul style="list-style-type: none"> <li>Township</li> <li>InvestinOntario.ca</li> <li>PACE</li> </ul>	EDO Staff	2009-2012
	<ul style="list-style-type: none"> <li>Print materials</li> </ul>	<ul style="list-style-type: none"> <li>Community profile</li> <li>brochures updated for Travel Information Centre</li> </ul>	EDO Staff	2009-2012
Business retention and Job creation	funding support identified	<ul style="list-style-type: none"> <li>Jobs created</li> <li>Support for existing businesses</li> <li>Facilitate developing businesses</li> </ul>	EDO	2009-2012
	Promote "open for business" and business-friendly messages	<ul style="list-style-type: none"> <li>Business seminars (Northwest Business Centre and PACE)</li> </ul>	EDO	2009-2012
Dialogue with business owners	"Business over Breakfast" meetings	<ul style="list-style-type: none"> <li>Economic Development Strategic Plan</li> </ul>	EDO Mayor & Council designates	Semi-annually
Develop partnerships with other communities	Public and /or private sectors	<ul style="list-style-type: none"> <li>Identify potential projects</li> </ul>	EDO	2009-2010

### Strategic Objective 3: Tourism and Community Development

*Ignace will offer tourism-industry support, and pursue community development initiatives such as beautification, recreational and cultural programming and events, and youth-focused initiatives.*

Strategic Initiatives	Indicators	Measurable Steps	Responsibility	Time Frame
Implement elements of urban design project	<ul style="list-style-type: none"> <li>• Beautification</li> <li>• Community Icons</li> <li>• Signage</li> </ul>	<ul style="list-style-type: none"> <li>• Develop plan</li> <li>• Apply for project funding</li> </ul>	EDO	2009
Explore MNR land release options	<ul style="list-style-type: none"> <li>• Tower Hill</li> <li>• Cottage Lots</li> </ul>	<ul style="list-style-type: none"> <li>• Secure property</li> <li>• Prepare development plan</li> </ul> <p>Request crown land information from MNR</p>	EDO Administration Administration	2009 2009
Support a partnership with Community Health Centre	<ul style="list-style-type: none"> <li>• health care &amp; social service integration</li> <li>• Accessibility</li> <li>• Seniors housing</li> </ul>	Active participation in planning and implementation	EDO Administration Council	2009-2011
Determine needs for Youth	Identify priorities	Draft strategy	EDO	2009-10
Explore opportunities for trail development	Develop a trails strategy for the Township	Draft strategy	EDO	2009-10
Assess need for friendly public spaces	Develop a strategy for green spaces in community	Draft strategy	EDO	2009-2012
Support arts and culture partnerships	<ul style="list-style-type: none"> <li>• Encourage businesses and entrepreneurship</li> <li>• Public art (murals)</li> </ul>	Create draft cultural policy	EDO	2009-2012
Support IMAC projects	Act as resource and provide assistance as necessary	Development plan prepared	EDO Council	2009-2012

**Strategic Objective: Adopt sustainable development principles**

*Municipal sustainability planning is an opportunity to proactively address challenges of participative governance that protects ecological integrity, and moves the community towards cultural and social cohesion.*

<b>Strategic Initiative</b>	<b>Indicators</b>	<b>Measurable Steps</b>	<b>Responsibility</b>	<b>Time Frame</b>
<b>Examine options for recycling</b>	<ul style="list-style-type: none"> <li>• Curb side</li> <li>• Industrial</li> <li>• Electronics</li> <li>• Hazardous waste</li> </ul>	Prepare strategy	EDO Administration	2009-2012
<b>Prolong life of landfill site</b>	<ul style="list-style-type: none"> <li>• Waste diversion</li> <li>• Compaction</li> </ul>	Prepare strategy	Administration / Public Works	2012
<b>Explore solar energy partnership opportunities</b>	Public and private partnership options	Prepare strategy	EDO	2009-2012
<b>Energy conservation</b>	Energy consumption in Township buildings	Initial assessment	Administration / Public Works	2012