

Township of Tiny Strategic Plan 2022-2026 Term of Council



Executive Summary:

Council and Senior Leadership held a strategy session on March 27, 2023. The purpose of the session was to develop the major elements of a strategic plan for the next four years. The group began by defining a desired future state, then conducted a current state analysis by identifying trends, opportunities and threats. Based on this, four priorities were agreed upon with goals and objectives created for each priority, and revisions were made to the corporate mission and vision.

Mission:

Creating a prosperous, engaged and healthy community that respects culture and diversity through responsible environmental and financial stewardship.

Vision:

A culturally diverse community, that respects the traditions of the past, is future focused, while protecting our environment and heritage for generations to come.

Corporate Values:

Operational Performance Excellence: We are committed to providing services to our community while protecting future generations from the burden of debts and deficits. We are committed to delivering efficient and extraordinary municipal services including the ability to manage and mitigate both man-made and natural emergencies.

Building Strong & Vibrant Communities: We are committed to supporting our diverse communities and to making decisions that are in the best interests of all Township residents. As our Township grows, we will work hard to provide a safe and accessible community with recreational opportunities for all.

Growing Our Local Economy: We are committed to healthy economic growth and to supporting our strong local economy.

Respect for Our Rural Environment: We are committed to ensuring that growth across the Township is sustainable and in keeping with existing rural character and charm. We will address legacy issues that threaten our environmental health.

Responsible & Responsive Government: We are committed to finding collaborative and creative solutions. Council and Staff will operate in an open, honest and transparent manner to offer equitable services to all of our residents. We will work hard to engage our community members and strengthen our partnerships with others.

Technology: We are committed to improving technology for our residents through collaboration with our municipal partners and exploring opportunities for expanded service.

Strategic Planning Process Overview

The purpose of a strategic session is to agree on high-level Corporate priorities, then identify objectives and outcomes for the next four years. The specific objectives for the March 27, 2023 session were to:

1. Confirm our vision and mission;
2. Develop a statement of long-term success;
3. Discuss issues, opportunities, and risks that we need to consider;
4. Agree on 4-5 priorities for 2023-2026;
5. Agree on what we want to accomplish against each priority in the next 18-24 months;
6. Share next steps to complete the plan.

Current State Assessment

Opportunities

1. Shoreline management
2. Asset management
3. Emerging technologies
4. Execute Parks & Recreation Master plan
5. Increased Community engagement
6. More people moving to the municipality

Threats and Risks

1. Asset management & infrastructure deficit
2. Financial pressures & rising capital costs
3. Climate change impacts on infrastructure
4. Changing demographics & dynamics
5. Attraction and retention of staff

Trends and Developments in our environment

1. Growth pressure
2. Lack of affordable housing
3. Increased demands of residents and ability to deliver
4. Multi-year budgeting
5. Flexible work arrangements

Long-Term Aspirations



Priorities 2023 - 2026

Fiscal Planning



Asset Management
Plan & Financial
Planning

Goal: healthy long
term fiscal position

Infrastructure Revitalization



New Municipal Office
Building and
Community
Centre/Hub and Other
Facilities

Goal: enhance
efficiencies,
engagement and pride
with better physical
space

Public Lands Management



Public Lands
Management
including shoreline

Goal: protect the
environment through
better land
management

Corporate Development



Organizational
Development &
Structure, Succession
Plans

Goal: a more resilient
organization



Strategic Goals and Objectives (by Priority)

The Township of Tiny is committed to four inter-related strategic priorities that on their own and together, will allow us to continue to Build Our Community, and our future.

| Priority | Objectives by end of 2025 |
|--|---|
| Asset management plan and financial planning | <ol style="list-style-type: none">1. Stay on course with Asset Management Plan. Meet legislative requirements by 2025 and complete all core and non-core condition assessments.2. Develop a long-term financial plan for the next 20 years by end of 2025 which includes a five-year budget outlook, reserves, reserve investments.3. Multi-year capital budgeting in place by 2025 (Council decision point). |
| New building & community hub | <ol style="list-style-type: none">1. Public consultation & engagement on design and scope of community hub 4th quarter 2023 including Communications.2. Site selection confirmed Summer 2023.3. Request for Proposals for project management in 2023.4. Financing in place for new building 2024. |
| Public lands management including shoreline | <ol style="list-style-type: none">1. Multi-year capital budgeting in place by 2025 (Council decision).2. Delineation complete by 2023 (major beaches with Master Plans).3. Shoreline management by-laws completed and in front of Council by spring 2024.4. Encroachment Identification and Management strategy by August 2023. |
| Organizational development & structure | <ol style="list-style-type: none">1. New work structure implemented over three-year period.2. Flex work policy created.3. Employee engagement survey and follow through with policy & program creation.4. Performance Appraisal program modernized. |

Staying on Track: Monitoring Framework for Success

- ✓ Annual Report Card to be completed every January, with highlights and progress to date.
- ✓ Strategy Session updates to be held in January to February each year, with progress to date, a mini e-scan and updated priorities.