

@YourTerraceBay
#Terrace Bay

April 2013
www.terracebay.ca



STRATEGIC PLAN 2011-2014



Message from the Mayor

I am incredibly proud of the attention this Council and our administration has put into planning for the future. I think the results of the past four years clearly show we are headed in the right direction and this was reinforced with our recognition as the Northern Ontario Entrepreneurial Community of the Year for 2010/2011.

The past strategic plan was defined by our efforts towards diversification of our economy and working with government and community partners. We worked with our businesses through our partnerships with our major employer as well as our activities with our small businesses on the Terrace Bay website. We demonstrated our capability to carry out large scale projects with the cultural centre project and the downtown revitalization project. We responded to key issues like the recruitment of healthcare professionals and have been rewarded with the advantages of a full complement of family physicians and a level of medical service unmatched throughout our region. At the same time, we celebrated the successes of our community partners through projects like the Wilkes Terrace Long-Term Care Project by The McCausland Hospital.

I look forward to the future for the Township of Terrace Bay.

We will continue to focus on our healthcare sector with the development of supportive housing for seniors and persons with disabilities. We will also enhance our current attractions - the Cultural Centre, the Downtown Revitalization Project, and the Aguasabon Falls and Gorge. We will develop an effective strategy for waste diversion that is cost effective with real, measurable results.

We will continue to work with our community partners and I expect great things for our Municipality!

Sincerely,



Michael G. King
Mayor, Township of Terrace Bay



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The Strategic Planning Process

The strategic planning process officially began on January 12, 2010 with the formally swearing in of the new Terrace Bay Municipal Council with a four term from 2011-2014



- Following the swearing in ceremony, each Councillor was given the opportunity to present some of their ideas for the next four years
- 40 members of the general public were also present at this meeting and were given the opportunity to suggest ideas for Council to consider for the next four years.
- Information was also collected from the Township management team
- Ideas were collected from the Community Development Committee

The plan was then developed into a first draft through roundtable discussions by Council and the Chief Administrative Officer based on the suggestions of all parties and those in attendance

The strategic plan was then developed into a final draft passed by Council on June 20, 2011. It is a “living document” to be regularly updated.

2013 Update - this plan has been updated in April 2013 based on the feedback of Council and different stakeholders.

Vision

We want the Township of Terrace Bay to become:

**“The Progressive Community that is
Welcoming the World to our Home”**

Mission

Terrace Bay provides services that advance the quality of life for our citizens and visitors alike.



We do this through strong leadership committed to maintaining the integrity Terrace Bay is known for.



Terrace Bay Community Centre

Our Values

- Respect - for each other, citizens & visitors
- Diversity - in our people and industry
- Responsive - to all people
- Unity - with one and all
- Pride - value our community
- Prosperity - thriving and healthy growth
- Accountability - make responsible decisions within our resources

Goal #1 – Health and Welfare

We are a healthy, safe, and economically sustainable community for our citizens

1A - Municipal Service

- Maintain in good repair all municipal facilities and to seek any government funding to assist with necessary repairs
- Maintain and upgrade municipal vehicles & equipment to improve the efficiencies of our operations
- Implement a detailed asset management plan prioritized by need
- Explore relocation of the Tourism Information Centre

1B - Health and Welfare

- Work in partnership with our health care providers to recruit and retain health care professionals and improve services
- Work with government agencies to attain supportive housing in Terrace Bay



Wilkes Terrace Long-Term Care Facility

1C - Assistance for Seniors

- Be active members on the Superior Seniors Club
- Continue Seniors Snow Removal programme
- Enhance and continue to support programmes for seniors

1D - Cultural Center

- Complete renovation of the Michael King Hall
- Continue ongoing support of library services in Terrace Bay
- Continue to maintain positive relationships with our partners within the Cultural Centre and explore new partnerships



1E – Recreation

- Work with volunteer/non-profit recreation clubs for the good of the community
- Ongoing commitment to assist with the operations of the Trestle Ridge Ski Hill
- Assist the local snowmobile community with issues surrounding the South side snowmobile trail



Trestle Ridge Ski Hill

1F – Parks

- Enhance and maintain our playgrounds and parks
- Implement a 'non-smoking in the parks' bylaw for the well-being of our residents

1G – Recognize the Contribution of our Armed Forces

- In partnership with the Royal Canadian Legion maintain the cenotaph area and annually hold Remembrance Day ceremonies with Community partners



Terrace Bay Cenotaph Area

Goal #2 - Excellence in Governance

We are a proactive organization that governs in an accountable and responsive manner



2011-2014 Council

Top (left to right) – Councillors Gino Leblanc, Jamie Robinson, Jody Davis, Rick. St. Louis
Bottom – Mayor Michael King and CAO Carmelo Notarbartolo

2A - Leadership

- Continue developing strong relationships with our Federal and Provincial Governments, First Nations and neighbouring Municipalities.
- Implement the Strategic Plan by ensuring it is a part of the Council's business meetings with an annual planning session to review the plan in detail
- Develop a modern and up-to-date Official Plan

2B - Bylaws and Regulations

- Explore all avenues to assist in providing progressive guidance to enhance our community
- Make all Bylaws moving forward available electronically through our Township website

Goal #3 - Sustainable Economy

We will lead Terrace Bay's economic recovery by supporting rational economic growth

3A - Downtown Revitalization

- Install an effective security system
- Complete landscaping around the lighthouse area
- Review the downtown revitalization study and prepare a plan for Phase II construction
- Develop a parking strategy for Simcoe Plaza

Terrace Bay Lighthouse



3B - Highway Commercial

- Continued marketing and maintain the investment readiness of the properties

3C – AV Terrace Bay Inc.

- Work collaboratively with AV Terrace Bay Inc. in future growth and opportunities

AV Terrace Bay Inc.

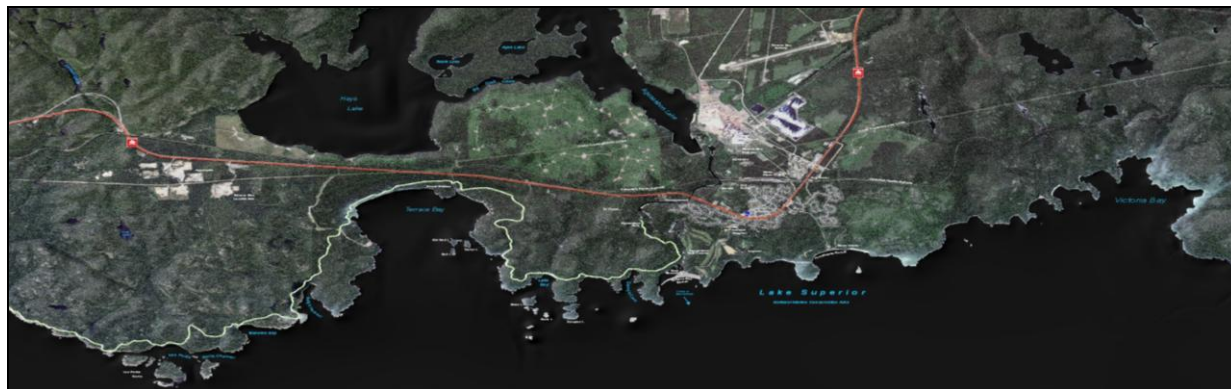


3D - Business Retention/Expansion

- Assist current businesses with retention and expansion and encourage new business growth
- Assist the Chamber of Commerce with an annual event to bring together our businesses and discuss plans of the Municipality as well as major employers in our Community

3E - Investment Readiness

- Explore opportunities of acquiring public and private land for Municipal development
- Develop a Housing Needs Study to prepare for the future growth of Terrace Bay



3F – Aguasabon Falls & Gorge

- Pursue funding for the rehabilitation and possible expansion of the Aguasabon Falls and Gorge area



Aguasabon Falls and Gorge Area

3G - Waterfront Development

- Prepare a phased waterfront development study
- Develop a plan for the revitalization and future use of the Hays Lake property



Dock on the Hays Lake Property

3H - National Marine Conservation Area

- Continue working with Parks Canada to promote the Lake Superior National Marine Conservation Area and the visitor experience in Terrace Bay



3I – Modernized Forest Tenure System

- Work with our neighbouring Municipalities, First Nations, and industrial and government partners in developing an effective model within the Enhanced Sustainable Forestry License process for the Kenogami Forest

Goal #4 – Healthy Environment

Maintain the balance of environmental stewardship versus environmental impact

4A – Waste Diversion

- Develop and implement a waste diversion and recycling strategy



Hazardous Waste Recycling Day

4B - Maintain Green Space

4C - Energy Efficiency

- Encourage no unnecessary idling for township residents
- Investigate energy reduction for all municipal assets

4D - Community Aesthetics

- Implement municipal clean-up day with community barbeque
- Maintain a strategy to replant local trees



Measuring Our Success

How will we know we are successful in 2014?

We will have a caring and effective healthcare system to meet the needs of residents now and in the future

- Our facilities and equipment will be maintained to a high level
- Our healthcare services will continue to exceed our residents expectations
- We will be a desired location for young families looking to fill positions in our businesses and raising their children in our schools
- Our seniors population will be active, yet supported by our activities
- Our programming will be carried out to fulfill the needs of our users
- Our community groups and organizations will value our assistance
- We will have a stronger and more diversified economy
- Our existing businesses will be retained and in some cases expanded
- We will continue to encourage job creation and new business start-up
- Our business community will feel their input is valued and listened to
- We will have a detailed waterfront plan and be on our way to undertaking the project
- We will have a cleaner, greener, and more beautiful Terrace Bay
- We will become known as a progressive community that other Municipalities aspire to become

