

STRATEGIC PLAN 2024 TO 2026

Facilitated by: Erik Lockhart
President, Lockhart Facilitation and
Associate Director
Queen's University Executive Decision
Centre

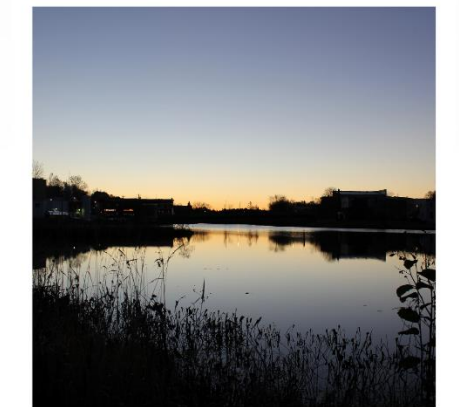
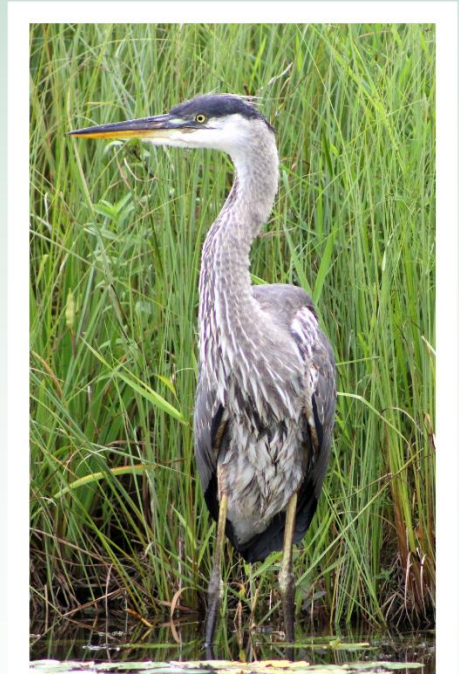
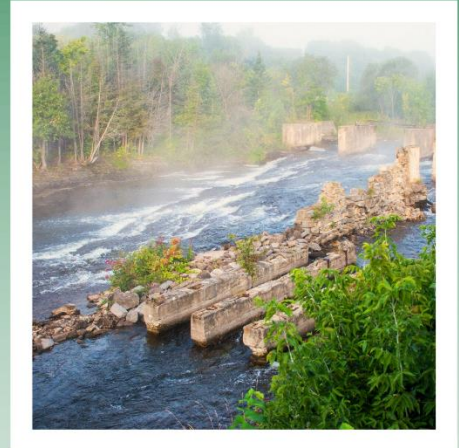




TABLE OF CONTENTS

| | |
|----------------------------------|---|
| 1. Executive Summary | 3 |
| 2. Objectives | 4 |
| Advocacy and Grant Opportunities | |
| Maintain and Modernize Services | |
| Shared Services | |
| Smart Infrastructure | |
| Enhance BVT Brand | |

1. EXECUTIVE SUMMARY

This document contains proceedings from a strategy session held on December 6, 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 the group conducted a current state analysis by identifying opportunities, risks, and trends. Based on this, five priorities were agreed upon. Objectives were created for each priority.

MISSION

To make our community an affordable, efficient place where people choose to live, work, visit and participate in a culture that fosters communication, rural lifestyle, personal growth, and healthy commerce.

Vision

- Stronger Community engagement and communication
- Move forward with infrastructure and asset management planning
- Responsible new development growth
- Preserve rural heritage and character
- Modernize service delivery for efficiency and stabilized taxes
- Support thriving business community

2024-2026 Objectives

Advocacy and Grant Opportunities

Maintain and Modernize Services

Shared Services

Smart Infrastructure

Enhance BVT Brand

2. OBJECTIVES (BY PRIORITY)

| Priority | Objectives by end of 2026 (* = year 1, bold in year 1-2) |
|---|--|
| Provincial advocacy and grant opportunities | <ol style="list-style-type: none"> 1. * Secure > \$1M per year in grants \$ 2. Refine the lobbying strategies for each key audience 3. Mayor & CAO to have an agenda when visiting conferences for improvements to service |
| Maintain and modernize service levels | <ol style="list-style-type: none"> 1. * Adherence to AMP so that assets are not beyond repair \$\$\$ 2. Apply for grants that will help with promoting new best practices that other Municipalities are utilizing 3. Digital strategy implemented: implement e-filing system \$\$ |
| Staffing and shared services | <ol style="list-style-type: none"> 1. * Continue to use the county as a resource 2. Share services w/ neighbors(Fire Chief, Roads' Super, AdminStaff) 3. Communication to promote Training Opportunities (co-op) |
| Smart infrastructure | <ol style="list-style-type: none"> 1. * Road Needs Study -> Prioritize Road Upgrades \$\$\$ 2. Waste management using Circular economy \$\$ 3. Feasibility Study and Planning for Extension of Services |
| Enhance the BVT brand | <ol style="list-style-type: none"> 1. Common look & feel for all muni properties & assets across BVT 2. Strategic Marketing & Comms Plan for BVT implemented \$\$\$ 3. Improve our marketing assets/collateral (drone videos etc) 4. Promote our lakes, rivers, and opportunities for all season sports |

ADVOCACY AND GRANT OPPORTUNITIES

OBJECTIVES

1. Secure > \$1M per year in grants funding
2. Refine the lobbying strategies for each key audience
3. Mayor & CAO to have an agenda when visiting conferences for improvements to service

ACTIONS TO ACHIEVE OBJECTIVES

TIMING

- | | |
|---|--------------|
| ○ Apply for over \$1M in funding | 2024 to 2026 |
| ○ Meet with MTO to discuss Plow Drivers as Essential Service | 2024 |
| ○ Meet with Minister of Energy to discuss Small Hydro Program | 2024 |
| ○ Develop Strategic Plan to determine Council Objectives | 2024 |
| ○ Agenda for AMO 2024-2026 and ROMA 2025-2026 Conference | 2024 to 2026 |
| ○ Communicate Township applications and initiatives with MP and MPP | 2024 to 2026 |

CHAMPIONS: CAO and Council

MAINTAIN AND MODERNIZE SERVICES

OBJECTIVES

1. Adherence to AMP so that assets are not beyond repair
2. Apply for grants that will help with promoting new best practices
3. Digital strategy implemented: implement e-filing system

ACTIONS TO ACHIEVE OBJECTIVES

TIMING

- | | |
|---|--------------|
| ○ Online access to tax and utility information | 2024-2025 |
| ○ Modern Records Management System | 2024-2025 |
| ○ Community Risk Assessment and review of Fire Services | 2024-2025 |
| ○ Online Fillable Forms for Building, Fire and Development | 2024-2025 |
| ○ No enhancements to facilities or new structures unless funded | 2024 to 2026 |

CHAMPIONS: Deputy CAO and Fire Chief / CBO

SHARED SERVICES

OBJECTIVES

1. Continue to use the county as a resource
2. Share services w/ neighbors (Fire Chief, Roads' Super, Admin Staff, Local Groups)
3. Communication to promote Training Opportunities (co-op)

ACTIONS TO ACHIEVE OBJECTIVES

TIMING

- | | |
|---|--------------|
| ○ Junior Fire Fighter and CBO Training Programs | 2024 to 2026 |
| ○ Asset Management Coordinator Shared Employee | 2024 to 2026 |
| ○ Continue to work with County on Planning and Ec Dev | 2024 to 2026 |
| ○ Collaborate with local groups like Rotary and Library on events | 2024 to 2026 |
| ○ Collaborate with neighbouring Municipalities on Programs and Events | 2024 to 2026 |

CHAMPIONS: Community Development and Fire Chief / CBO, Recreation Manager

SMART INFRASTRUCTURE

OBJECTIVES

- 1. Road Needs Study -> Prioritize Road Upgrades
- 2. Waste management using Circular economy
- 3. Feasibility Study and Planning for Extension of Services

ACTIONS TO ACHIEVE OBJECTIVES TIMING

- Seek funding opportunities for Roads Need Study 2024 to 2026
- Seek funding for Water and Sewer 2024 to 2026
- Seek funding for energy efficiency projects 2024 to 2026
- Work with Local Contractors and Pros on Blue Box Transition 2024 to 2026
- Update Asset Inventory for Network and Communications 2024
- Review servicing needs and focus future funding effectively 2024 to 2026

CHAMPIONS: Public Works Super, Water and Sewer Manager, Recreation Manager

ENHANCE BVT BRAND

OBJECTIVES

1. Common look & feel for all municipal properties & assets across BVT
2. Strategic Marketing & Comms Plan for BVT implemented
3. Improve our marketing assets/collateral (drone videos)
4. Promote our lakes, rivers, and opportunities for all season sports

ACTIONS TO ACHIEVE OBJECTIVES TIMING

- | | |
|---|--------------|
| ○ Seek funding for updating signage | 2024 |
| ○ Seek funding for Tourism Strategy Initiatives | 2024 |
| ○ Continue to Fund our CIP | 2024 to 2026 |
| ○ Create a Welcome Package for Newcomers | 2024 |
| ○ Work on a Drone Video to promote BV | 2025 |
| ○ Spotlight on local businesses and events | 2024 to 2026 |

CHAMPIONS: CAO and Community Development
