



DRAFT

Township of Macdonald, Meredith and Aberdeen Additional

# Strategic Plan 2024-2029

Prepared for:

Township of Macdonald, Meredith & Aberdeen Additional  
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Photos source: [www.northernmontario.travel](http://www.northernmontario.travel)

## Vision Statement

We envision a dynamic community with opportunities for all ages, rooted in our values and looking to the future.

## Mission Statement

We provide value to residents and visitors, through provision of high-quality and fiscally sustainable services and amenities, and by preserving the small-town, family-oriented feel and values of the community.

## Values Statement

### Community



We have a small-town feeling, where neighbours know and look out for each other and residents feel a sense of belonging.

### Distinct



We have much to offer and maintain an identity distinct from and complementary to our neighbouring municipalities.

### Inclusive



We provide value and opportunity to participate in the community for people of all ages, abilities and backgrounds.

### Rooted



We have a proud, multi-generational history and celebrate our ways of life.

### Stewardship



We are good stewards of the municipality's resources and provide the community with a high return on economic, environmental, and social investments.

### Self-Reinforcing Growth



We pursue growth in ways that are sustainable and maintain the benefits of our size and quality of life.

# GOALS

By 2029 MMAA will have...

## A strong baseline understanding of current and coming needs, and how to meet them

With a new Council term underway, some recent staff transitions, and on the heels of the Covid-19 pandemic recovery, the Township is undergoing much change. It is important that we continue to take stock of current resources and needs as we plan for the future. Over the term of this strategic plan, we aim to carry out necessary review and capacity-building to ensure the Township has a strong understanding of current needs and resources with which to move the community forward towards the long-term vision.

Priorities	Action Items
Continued review of current services and capacity, and needs.	<ul style="list-style-type: none"><li>• Conduct a vacant lands study;</li><li>• Conduct a Landfill Capacity study to prepare for operation, closure and post-closure management of the landfill and plan for future waste management services consistent with provincial direction;</li><li>• Conduct a Service Review, including identifying opportunities for service sharing;</li><li>• Identify and propose registration for courses and training to strengthen staff capacity and encourage implementation of new ideas.</li></ul>
Study needs and demand for future growth.	<ul style="list-style-type: none"><li>• Review of business properties;</li><li>• Strategy for economic development attraction.</li></ul>
Develop an enhanced budget process.	<ul style="list-style-type: none"><li>• Conduct a review of, and align, budget process to implement Council's strategic plan priorities;</li><li>• Conduct a review of service levels and costs for all services and incorporate into budget to inform future service level change discussions;</li><li>• Prepare regular performance reports to Council describing progress towards strategic priorities established in the annual budget process;</li><li>• Prepare a multi-year operational plan, with phased goal setting to accomplish operational tasks across priorities.</li></ul>

## By 2029 MMAA will have...

### Transitioned to a proactive approach to decision making

All municipalities face the challenge of limited time or resources, which can contribute to a reactive approach to responding to municipal needs. The Township aims to equip themselves with the foresight, tools, and strategies to anticipate and prepare proactively and consistently for our future needs. This also includes preparing for new ideas and ways of working in support of this goal in order to strike when the right opportunity and funding arises.

Priorities	Action Items
Mid-term and long-range planning to set the Township up for success later on.	<ul style="list-style-type: none"><li>• Periodically review and update the Asset Management Plan;</li><li>• Prepare a long-term financial plan to provide guidance for budgeting, borrowing, capital financing, reserve and reserve fund management;</li><li>• Periodically review 'core' by-laws such as Procedure, Delegation, Procurement and User Fees;</li><li>• Implement Desbarats to Echo Bay Planning Board Official Plan;</li><li>• Initiate a Zoning By-law review, following the above implementation.</li></ul>
Planning for future housing need, placing particular focus on housing for seniors and affordable and attainable housing.	<ul style="list-style-type: none"><li>• Conduct a housing need study, including a review of development potential and servicing capacity;</li><li>• Prepare plans for development phasing.</li></ul>
Accessibility-focused decision-making broadly to anticipate an aging population with a range of abilities and access as opportunities permit.	<ul style="list-style-type: none"><li>• Prepare an implementation plan for the most recent AODA audit;</li><li>• Conduct public engagement to establish community accessibility and inclusivity needs.</li></ul>
Regularly pursuing future opportunities.	<ul style="list-style-type: none"><li>• Consider developing a community improvement plan to incentivize housing development;</li><li>• Continue to compile data for accurate, data-informed decision making;</li><li>• Prepare and regularly update a listing of current and upcoming funding opportunities.</li></ul>

## By 2029 MMAA will have...

### High quality services and amenities to attract and retain residents and visitors

The Township has a long history of providing high-quality services to residents, and this is intended to continue. It is important to Council that residents receive high value in return for their commitment and investment to the community and that residents of all ages feel that the Township has sufficient resources and activities for their quality of life. Over the course of this Plan, we aim to create improvements to local amenities and services in three key areas: recreational amenities related to quality of life, accessibility for inclusive access and decision making, and improved customer service and communication of municipal process.

Priorities	Action Items
Improvements to recreational facilities and infrastructure.	<ul style="list-style-type: none"><li>• Consider a recreation master plan, to consider such features as:<ul style="list-style-type: none"><li>· Enhanced biking and walking trails;</li><li>· A central multi-use recreation facility and/or competitive level sportsplex;</li><li>· A new splashpad;</li><li>· Waterfront access for the public;</li><li>· Standard sized sports fields to meet demand.</li></ul></li></ul>
Encouraging investment in local amenities from non-municipal sources.	<ul style="list-style-type: none"><li>• Prepare a strategy for external investment opportunities, such as corporate sponsors and commercially shared private/public spaces.</li></ul>
Modern, accessible, and varied amenities, such as through.	<ul style="list-style-type: none"><li>• Update facilities for AODA compliance on a prioritized basis;</li><li>• Update park bathroom(s).</li></ul>
Strong investment for the community to enjoy, to retain youth, and attract new residents over time.	<ul style="list-style-type: none"><li>• Prepare a resourcing plan for staffing needs in line with the service review;</li><li>• Consider a land purchase for proposed service investments;</li><li>• Conduct regular community engagement activities to inform decision making around service expansions and updates.</li></ul>
Improve municipal communication, transparency, and customer service for the public.	<ul style="list-style-type: none"><li>• Carry out improvements to electronic records management processes on a prioritized basis;</li><li>• Upload public documents online for easy availability;</li><li>• Hold public relations and customer service training for staff.</li></ul>

By 2029 MMAA will have...

## A reputation as a distinct and desirable community

The Township has a strong conception of its unique community identity. We also aim maintain this distinct identity while welcoming moderate and intentional commercial, recreation-based, and residential growth. There is great opportunity to leverage this proud identity as a competitive advantage for economic development within the Desbarats-Echo Bay area and Northern Ontario more broadly.

Priorities	Action Items
Key capital and social infrastructure investments, as opportunities permit, to create flagship local features and encourage MMAA as a destination.	<ul style="list-style-type: none"><li>• Consider options and prepare a strategy for year-round, multi-use arena promotion for rentals;</li><li>• Conduct long-term infrastructure planning, including study to consider consolidation of municipal buildings into a single location.</li></ul>
Articulate our unique community identity, based on local values and way of life.	<ul style="list-style-type: none"><li>• Prepare periodic updates to marketing and messaging;</li><li>• Promote volunteer opportunities through the municipality;</li><li>• Communicate the strategic plan to the public and staff.</li></ul>
Generating interest among construction and investors for new housing, tiny homes, and commercial.	<ul style="list-style-type: none"><li>• Prepare a review of vacant lands for sale;</li><li>• Digitize a business directory for online use;</li><li>• Consider retaining economic development staff support for MMAA and/or the region.</li></ul>