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01

PURPOSE

A strategic plan guides the Council, staff and community partners in how it will spend, operate and deliver services to the community, charting the steps necessary to get there. This plan incorporates a long-term strategic vision for the community which will provide continuity beyond each term of Council and will become a living document. This plan will guide what Mulmur builds, protects, and what it will become over the next century. Council will refresh and evaluate the plan's priorities, actions and the incremental contributions towards the long-term vision.

Mulmur's Strategic Plan was developed following a series of surveys, community conversations, meetings and workshops. The Township also evaluated current plans, prioritized spending, identified focus areas and the long-term vision for the Township. The information gathered was then consolidated and organized to identify the goals and actions required to move towards the Township's long-term vision.

Between 2016 and 2024 the residents, community committees, Council and staff developed a variety of focused plans including the Community Economic Development Strategic Plan (2016), Imagine Mulmur in 3D document (2019) Community Energy Plan (2020), NDCC Efficiency Study (2020), Mulmur Recreational Master Plan (2021), and the 2019-2024 Strategic Plan. The 2019-2024 Strategic Plan identified the following four paths: Prosperous, Connected, Supportive and Sustainable.

This Plan includes goals, actions and recommendations found in the above-mentioned plans that were still found to be relevant, or a variation, where appropriate. The intention is that this plan will act as a consolidated reference document for the Township's previous plans and will prioritize the recommendations and actions moving forward.



- 3.1 The **Mission Statement** is an expression of why Mulmur exists, capturing its purpose, core values, brand identity and primary focus. It serves as a general guide and reflection of what we do now, for whom, how we do it, and what it is achieving.
- 3.2 The **Vision Statement** is an aspiration statement of who Mulmur wishes to be in the future. It is short, easy to remember and provide a visual picture of what the future holds. Tied directly to the Plan, it is the foundation for the focus areas.
- 3.3 **Focus Areas** are the key sectors the Plan identifies to concentrate on to move Mulmur from its current state towards its vision.
- 3.4 **Goals** are developed to support each Focus Area and reflect Mulmur's priorities. They are clear statements for decision making and include where budget and staff resources will be utilized to make decisions. Goals are developed to reflect Mulmur's priorities.
- 3.5 **Action Items** are measurable steps developed to support the success of each Goal. Implementation of the Plan requires leadership, volunteerism, staffing, financing and energy. To ensure the Plan can be implemented, each Action Item is associated with a lead, cost and key performance indicator.

The timing of many of the Action Items are not fixed. As opportunities such as grants or volunteers arise, the plan may be adjusted to prioritize one Action Item over another. Each Action Item has been assessed against a realistic timeline for the implementation of key initiatives. Where financial and human resources have been approved for an item, a

corresponding year may be assigned. This plan should be considered fluid, and can be updated to reflect timelines or as Action Items are realized or become part of the regular operational matters of the Township.

- 3.6 **Costs** will be roughly included by the inclusion of dollar symbols, with a single dollar sign (\$) representing minimal financing, budgeting or human resources. A double dollar sign (\$\$) is representative of larger projects with more significant investment and a triple dollar sign (\$\$\$) representative of additional budgeting, staffing, use of reserves or grants.
- 3.7 **Leads** are the departments tasked with the responsibility of overseeing an Action Item. Many Action Items will require a team of departments, Council, Committees, volunteers and levels of government for full implementation.
- 3.8 **Key Performance Indicators (KPIs)** are quantifiable measurements used to determine the success of the Action Items and ultimately the Goal. KPIs may include a date, quantity or measurable target for each action item and can be monitored, analyzed and reported on.



04 EVALUATION

Mulmur’s Strategic Plan requires constant focus and continued evaluation. Staff reports will continue to include a “Strategic Plan Alignment” section to incorporate the Goals of the Plan.

This Plan will be monitored by senior staff on a regular basis and reported to Council on an annual basis. The successes and struggles of this Plan should be communicated to the residents and stakeholders through the Township’s social media and printed newsletters. Annual Townhall meetings or community conversations should include soliciting feedback on the Plan from the residents. Following the annual reporting to Council, the plan should be amended as necessary to continue to be relevant, current and actionable.



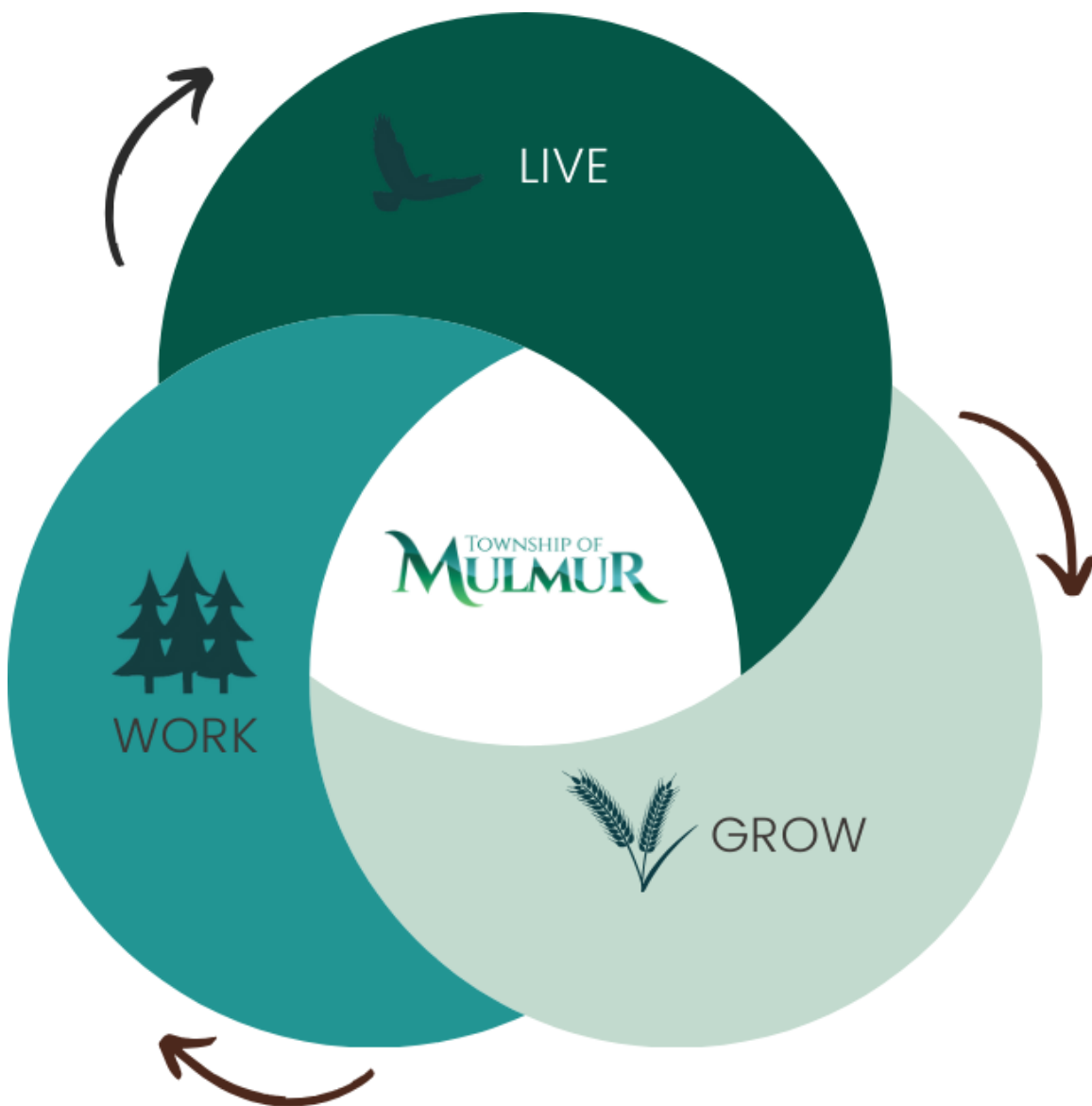
MISSION STATEMENT

Mulmur is dedicated to sustaining, connecting and supporting our community to create a place where we can live, work and grow while preserving our rural character. We provide a wide range of quality services in a fiscally responsible manner so that future generations will prosper.

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VISION STATEMENT

It's in our nature to be a Garden Township,
where we can live, work and grow together.



It's in our Nature: Live

We commit to providing a balanced community and providing quality services. We will encourage increased community building and respectful social interactions to enrich the lives of Mulmur residents. We will provide a range of communications and facilities to promote play, growth, connection, active living and recognize the changing demographics of Mulmur.

Boost Connection

- Support broadband installation and cellular towers
- Prioritize EMS connectivity infrastructure
- Increase connection between Council, staff and residents
- Enhance staff capacity to support community connections
- Spark participation and increase community engagement

Gather Together

- Support local events
- Host a 175th Birthday
- Rebrand the Municipal Basement as a community centre
- Encourage clubs, community groups, and local volunteer leaders
- Review special event by-law
- Host annual community conversations and townhall meetings

Partner with Others

- Collaborate with private recreational service providers
- Encourage diverse use of the County forests, with appropriate parking, washroom facilities, and trail-related amenities.
- Support local use of the Bruce Trail

Invest in Recreation

- Support the long-term operation of the NDCC
- Maintain sufficient parkland
- Enhance active recreation network
- Ensure park infrastructure meets the needs of the communities
- Support the Thomson Trail Ice Rink
- Create recreational opportunities through grant funding and community contributions
- Ensure recreational plans and priorities remain current to meet the needs of the community
- Support the Mansfield North Recreation Area Master Plan

It's in our Nature: Work

We commit to fostering a prosperous local economy that serves Mulmur's community and provides for local employment. We will proactively attract new investment opportunities, and work with Mulmur businesses, industries and institutions to retain, expand and enable local opportunities.

Support Business

- Protect farms, farmland and farmers
- Provide a leadership role in fulsome and expedited pre-consultation
- Host annual small business meeting to create synergies and collaboration and recognize new businesses
- Support temporary small businesses to grow and establish permanent facilities
- Encourage tourism that supports Mulmur's vision

Locate in Mulmur

- Support the development of educational facilities in Mulmur
- Research for future needs for Emergency Services
- Secure additional water capacity in Mansfield
- Attract medical services

Cultivate a Wise Investor Mindset

- Encourage Dufferin County to host an annual economic development conference
- Increase long term stability and reduce fluctuation in tax rates
- Examine service contracts for efficiencies
- Review financial terms for services and infrastructure
- Lead by example

It's in our Nature: Grow

We commit to developing a framework to shape our Township in a manner that protects our agriculture, natural resources and our rural character. We will embrace technology, support energy conservation, climate change mitigation and assess environmental impacts in our decision-making process to grow the Township in a sustainable manner.

Develop Responsibly

- Implement Garden Township vision through Official Plan
- Protect our rural character
- Support a range of housing appropriate for Mulmur
- Encourage sustainable development for Plans of Subdivision and Major Site Plan applications
- Protect the environment and provide for the appropriate mechanism to manage growth
- Assess road network opportunities
- Secure lands and budget to accommodate future community and connectivity needs.

Grow a Garden Township

- Create a community pollination garden and promote private gardens
- Install a low maintenance entranceway or focal garden
- Support local food sources, food security or food project
- Support gardens in Honeywood cemetery
- Create opportunities for garden themed art

Grow Awareness

- Encourage youth participation in climate change
- Support the County of Dufferin Home Energy Lending Program for energy saving technologies and upgrades in private homes.
- Participate in the monthly Partners for Climate Protection Community of Practice (CoP) sessions
- Encourage legislative change to building standards to green standards
- Prioritize green information
- Support local tree programs on non-farmland

Reduce our Footprint

- Prepare business case for solar on municipal infrastructure
- Assess environmental impacts and various lenses
- Reduce unnecessary waste
- Increase opportunities for Electric Vehicles

Be Prepared

- Partner with EMS team to discuss needs, opportunities and alignment
- Develop a Township climate strategy action plan
- Increase resident capacity for Emergency Shelters
- Increase communication to residents for extreme weather events

LIVE**BOOST CONNECTION**

ACTION ITEM	COST	LEAD	KPI
Support broadband installation and cellular towers	\$	CAO CLERKS INFRA.	2025 - Request that Dufferin County Council facilitate discussion with the Province to attaining internet and cellular services. Process utility applications within one month of receipt
Prioritize EMS connectivity infrastructure	\$\$	INFRA.	2025 - Review geographic areas requiring additional infrastructure
Increase connection between Council, staff and residents	\$	CLERKS	2025 - Include personal features of Township team in digital newsletters at least 2 times per year
Enhance information sharing and spark participation	\$	CAO CLERKS TREASURY	<p>2025 – research staff capacity and job descriptions to support community connections</p> <p>2025 - Research opportunities for staff survey skill enhancement</p> <p>Bring issues directly to the affected residents through surveys, meetings, direct mail outs, local conversations, social media etc.</p> <p>2025 – Create website calendar</p> <p>2025 - Implement online registration and payment system</p> <p>2026 – Provide annual communication report to Council on website, social media and programs</p> <p>2026 – Review website needs for a refresh or new website structure</p>

GATHER TOGETHER

ACTION ITEM	COST	LEAD	KPI
Support local events	\$	CLERKS	<p>Expedite special event permits for events hosted by community within 2 weeks. Promote local events on communication channels</p> <p>2025 - Explore opportunities to partner with local providers</p> <p>2025– meet with partnering agencies and municipalities to update special event by-law</p> <p>2026 – Develop an annual Township-wide Community Yard Sale/Garage Sale</p>
Host a 175 th Birthday	\$\$	CAO CLERKS TREASURY	<p>2025 - Create a Birthday Task Force</p> <p>2025-2026 - Budget \$2,000 for 3 years.</p> <p>2026 - Partner with local businesses to provide services to the residents at the Birthday</p>
Encourage clubs and community groups and local volunteer leaders	\$	CLERKS	<p>2025 –Provide opportunities for groups to participate at townhall meetings. Support existing initiatives through communication channels and facilities Encourage clubs and community groups to grow and expand</p>
Host community activities, conversations and townhall meetings	<p>\$</p> <p>\$\$</p>	CAO CLERKS INFRA.	<p>2025 – Host annual townhall meeting.</p> <p>2025 - Host annual conversations at various locations</p> <p>2025 - Host a minimum of 4 social activities/programs per year and monitor participation rates.</p> <p>2026 – Investigate opportunities to provide business services.</p> <p>2027 – plan and 2028 remove pillars in basement to increase space usability</p>

PARTNER WITH OTHERS

ACTION ITEM	COST	LEAD	KPI
Collaborate with private recreational service providers	\$	CAO CLERKS INFRA.	2025 - Provide advertising and promote local spaces and private recreational programs and facilities 2026 – Research grants and partner with private recreational enterprises for joint recreational opportunities
Encourage diverse use of the County forests and trails, with appropriate parking, washroom facilities and trail-related amenities.	\$	COUNCIL INFRA.	2025 - Motion to County 2025-Attend annual meeting with Bruce Trail identifying opportunities

INVEST IN RECREATION

ACTION ITEM	COST	LEAD	KPI
Support the long-term operation of the NDCC	\$\$\$	CAO CLERKS INFRA. TREASURY	<p>2024/2025 -Meet with Melancthon to discuss long-term NDCC financial arrangements</p> <p>2025 -Advance fundraising to support continued renovations and capital investments at NDCC.</p> <p>2026-Grow use of Norduff Room</p> <p>2027 - Rebrand the NDCC facility</p>
Enhance active recreation network	\$	INFRA.	<p>2025-Review existing network and identify gaps.</p> <p>2026 -Create an active transportation plan to address gaps.</p> <p>2027-Develop policies in the OP to require the dedication of land for pedestrian and bicycle pathways as a condition of the subdivision plan, as provided for under the Planning Act (s. 51(25)(b))</p>
Ensure outdoor recreational infrastructure meets the needs and demographics of the communities	\$\$	CLERKS TREASURY INFRA.	<p>2025-Engage with the public regarding parkland needs and designs</p> <p>2025- Monitor grants for outdoor exercise equipment and natural playground equipment at Violet Hill, Mansfield and Terra Nova</p> <p>2026 - Research a more permanent board system for outdoor rink.</p> <p>2025 – Formalize and map path at Violet Hill park</p> <p>2025 -Create permanent storage at Honeywood Baseball Diamond</p> <p>2026- Research need for washrooms at Thompson Trail</p>

<p>Ensure Recreation plans and priorities remain current to meet the needs of the community</p> <p>Explore recreational opportunities within the Mansfield North Rec Area Master Plan</p>		PLANNING	<p>2027 – Monitor grants for AED all parks with high-activity recreation.</p> <p>2030 - Secure and develop .7 hectares of playground/parkland from 2025 to 2030 (2 ha per 1000 residents), preferably through parkland dedication mechanism</p>
	\$\$	INFRA.	2026- Review and amend the Recreation MasterPlan.
	\$	PLANNING	2026-Host a visioning session with stakeholders to examine exploring options for a golf course, trails and other recreational assets

WORK

SUPPORT BUSINESS

ACTION ITEM	COST	LEAD	KPI
Protect farms, farmland and farmers	\$	PLANNING CLERKS	2025/26 - Review land severance policies and on-farm diversification policies and draft required amendments. 2026 - Examine tree cutting by-law related to prime agriculture land production
Provide a leadership role in fulsome and expedited pre-consultation	\$	PLANNING	2025 - Provide in-person pre-consultation meeting options. 2026 - Process 80% of applicants within 4 weeks
Create synergies and collaboration amongst Mulmur businesses	\$	CLERKS	2025 - Recognize and draw attention to new businesses 2025 - Host 1 meeting per year 2025 - Examine DBOT activities and identify any gaps to Mulmur businesses 2026 -Recirculate EDC videos bi-annually 2027 - Social media campaign to buy locally during small business week annually
Support businesses to grow and expand their services/facilities	\$	INFRA. PLANNING CLERKS	2025 Update email list of small business emails 2025 – Share business related information with small businesses list 2025 – Research Wayfinding sign opportunities 2027 – Create an information package for businesses on how Mulmur can help navigate the planning/building process.
Encourage tourism that supports Mulmur’s vision	\$		2024 – Convey Mulmur’s priorities to Dufferin Tourism

LOCATE IN MULMUR

ACTION ITEM	COST	LEAD	KPI
Support the development of educational facilities in Mulmur	\$	CAO PLANNING	Fast-track any site plan or planning approvals
Research future needs for Emergency Services	\$	CAO	2028 – Research needs for various EMS services and capital options
Secure additional water capacity in Mansfield	\$\$\$	INFRA.	2025 - Complete Environmental Assessment 2026 - Develop financial plan
Attract medical services	\$	COUNCIL CAO PLANNING	2026 - Remove red tape by updating zoning by-law to permit physician's offices and medical facilities in most zones 2026 - Initiate conversations with local physicians

CULTIVATE A WISE INVESTOR MINDSET

ACTION ITEM	COST	LEAD	KPI
Encourage Dufferin County to host an annual Economic Development Conference	\$	COUNCIL	2025 – Council to pass motion to request County leadership of an economic development conference
Increase long-term stability and reduce fluctuation in tax rates	\$	TREASURY	<p>2025 – Create listing of accommodations and research short term rental platforms</p> <p>2025 - Examine efficiencies, including board governance and budgets</p> <p>Increase reserves to match approved asset management plan</p>
Examine service contracts for efficiencies	\$	TREASURY	2026 - Explore opportunities in multi-year service contracts to reduce administration time
Review financial terms for services and infrastructure	\$	TREASURY INFRA.	<p>2025 - Acquire copy of long-term capital plan for boards</p> <p>2025 - Review road and service cost sharing agreements and MOUs with other lower tiers and upper tier</p>
Lead by example through efficiency and quality service	\$	CAO INFRA.	<p>2025- Complete 70 % of work orders within 10 business days</p> <p>2025- Implement two improvements that result in a targeted \$ 3k savings in operating costs.</p> <p>Provide good quality citizen focused services and monitor results</p>

GROW

DEVELOP RESPONSIBLY

ACTION ITEM	COST	LEAD	KPI
Implement Garden Township vision through Official Plan	\$	PLANNING	2026 - Assess Garden Township implementation options, including viewshed policies
Protect our rural character	\$	PLANNING CLERKS	2025 - Educate on civil enforcement of by-laws and Township's focus 2025 - Examine property standard by-laws 2025- Create strong definitions related to outdoor storage, trucking yards and land exhaustive land uses and property maintenance
Encourage sustainable development for Plans of Subdivision and Major Site Plan applications	\$	PLANNING	2026- Amend Official Plan to include provincial sustainability policies. 2026 - Support a range of housing appropriate to Mulmur and assess opportunities for aging in place, accessibility, second dwellings and tiny homes
Protect the environment and provide for the appropriate mechanism to manage growth	\$	PLANNING	2026 - Assess opportunities and set requirements related to energy assessments, climate change mitigations, construction standards and sustainable development requirements for large scale developments
Assess Road Network opportunities	\$	INFRA.	2028- Assess dead-end extensions to open up development opportunities 2029 - Evaluate the long term surfaces of the road system in connection with the gravel pit capacity, and the impact of paving roads on road usage and resident impacts

GROW A GARDEN TOWNSHIP

ACTION ITEM	COST	LEAD	KPI
Create a community pollination garden and promote private gardens	\$	CLERKS INFRA.	<p>2026 – Review property standards by-law with respect to pollination gardens</p> <p>2025 - Examine cost of offering wood chips/mulch annually from roadside tree-cutting</p> <p>2025 - Invite local horticulturalist to Townhall meeting</p> <p>2026 - Create a guideline to creating gardens and proper location, setbacks, maintenance</p> <p>2027 -Create a volunteer team to develop a pollination garden at Township office</p>
Install a low maintenance entranceway or focal garden	\$\$	INFRA.	<p>2025-Create a map of land options for a focal garden</p> <p>2026 - Create two gardens</p>
Support local food sources, food security or food project	\$\$	CLERKS	<p>2025 – Research demand for a community orchard</p>
Support gardens in Honeywood cemetery	\$\$	CLERKS	<p>2025 - Transfer Ownership</p> <p>2025 - Survey Honeywood Cemetery property</p> <p>2026 - Seek approval from BAO</p> <p>2026 – research legislation regarding scattering garden</p>
Create opportunities for garden themed art	\$\$	INFRA. CLERKS	<p>2025 - River Road Street Art</p> <p>2027- Research opportunities to support local art initiatives</p> <p>2029 - sculpture competition focused on promoting Garden Township identity</p>

GROW AWARENESS

ACTION ITEM	COST	LEAD	KPI
Develop a baseline knowledge of environmental sustainability and climate change	\$	CLERKS INFRA.	<p>2025 - Participate in the monthly Partners for Climate Protection Community of Practice (CoP) sessions</p> <p>2025 - Promote Dufferin Youth Climate Activation Circle</p> <p>2025 - Encourage youth groups, such as 4-H, guiding, scouts, etc to develop a climate change program</p> <p>2025- Research climate protection measures in other rural municipalities. 2026- Share progress on climate protection progress at town hall meeting.</p> <p>2025 - Share green information, and add a section to the monthly newsletter Encourage e billings</p>
Support the County of Dufferin Home Energy Lending Program for energy saving technologies and upgrades in private homes.	\$\$	TREASURY	<p>2026 – Implement outcomes of Dufferin Green Development Standards</p> <p>Implement and Monitor the costs and uptake of the LIC program annually once established by Dufferin.</p>
Encourage legislative change to building standards to green standards	\$	COUNCIL CAO	<p>2025 - Motion to County</p> <p>2025 - Delegate to the Province for changes to the Building Code for increased energy efficiencies</p>
Encourage tree planting on steep slopes and non-prime farmlands.	\$	CLERKS	<p>2025 - Support volunteerism for NVCA projects through communication channels</p> <p>2025 - Support local tree programs on non-prime farmland and monitor success</p>

REDUCE OUR FOOTPRINT

ACTION ITEM	COST	LEAD	KPI
Prepare business case for solar on municipal infrastructure	\$	INFRA.	2026 - Investigate installing solar on Mansfield Well building and pavilion, and Mulmur-Melancthon Fire Station and Arena solar and signage
Assess environmental impacts and various lenses	\$	TREASURY INFRA.	2026 - Incorporate an environmental (including climate change) lens into asset management, capital planning, procurement and the budgetary processes
Reduce unnecessary waste	\$	INFRA.	<p>2025 - Motion to Dufferin County encouraging hazardous waste day in Northern Dufferin County or Primrose site</p> <p>2025 - Review waste soil procedures in procurement</p> <p>2025 - Review fill by-law</p> <p>2026 - Consider options to reuse materials and/or reduce waste through procurement process</p> <p>2027 - Create a Ditching Program</p>
Increase opportunities for Electric Vehicles in Public and Private Sectors	\$	INFRA.	<p>Monitor the development of EV fleet equipment.</p> <p>2025 - Update pick-up truck tender documents to provide for EV options.</p>
Reduce water loss from Mansfield municipal water system	\$	INFRA.	<p>2025 - Work with operating authority to explore opportunities to identify and action water losses earlier</p> <p>2025- Monitor water losses and research water loss for other rural small water systems across Ontario</p> <p>2026- Set a reduction target from 2024 baseline data based</p>

			<p>2026 -Research water saving, environmental sustainability mitigation and adaptation measures</p> <p>2027 - Create rain barrel program</p>
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BE PREPARED

ACTION ITEM	COST	LEAD	KPI
Partner with EMS team to discuss needs, opportunities and alignment	\$	CAO INFRA.	Bi-annual meeting with EMS team 2025 - Budget blade and salter for the 1 tonne
Enhance municipal knowledge of risks and opportunities	\$	INFRA.	2025 – Staff assessment of Stormwater Climate Change Risks to identify mitigation and adaption measures 2025 – Develop a Mulmur climate action plan 2025 - Meet with County at staff level and develop priorities for inclusion in next climate change plan update. 2027 – implement Emily Project (Emergency Numbering on trails and vacant parcels 2029 – prepare a New Community Risk Assessment
Increase resident capacity for Emergency Shelters	\$	CAO CLERKS	2025 – Basic first aid training to volunteers 2025 - Annual meeting with volunteers prior to winter season Motion to Dufferin County requesting funding of generator at Honeywood Arena
Increase communication to residents for extreme weather events	\$	CLERKS	2025 - Develop template messaging for Mansfield General Store digital sign Provide advanced notice to residents of severe winter conditions