



## **STRATEGIC PLAN (2020-2024)**

This Plan draws from *Mulmur's Thriving Future*, the first Mulmur Strategic Plan of 2013-2018, the *Mulmur Community Economic Development Strategic Plan* of 2016, and the *Imagine Mulmur in 3D* document of 2019.

This Plan identifies four priority paths, each having an array of subsets, and collectively are intended to provide both focus and guidance for Mulmur Council.

To enhance the community impact of these goals, and build on the Mayor's direction for participative leadership, it is recommended that members of Council will assume a championship role for one of the priority paths.

### **VISION STATEMENT**

The Township is committed to sustainable growth while protecting the environment, scenic beauty, natural resources and agriculture and rural and community character of the Township. The Township wishes to be a highly desirable, safe, prosperous, beautiful and natural community to live, work, learn and play.

# FOUR STRATEGIC PATHS

*Responsibly managing the fiscal resources of Mulmur and providing opportunities for success*

*Providing local services to support the needs of Mulmur residents and businesses*

*Being Proactive in Sustainable Initiatives to ensure the long term well being of Mulmur (includes Resources/Financial/People)*

*Communication with and social connectivity within the Mulmur community*

**Prosperous**

**Connected**

**Supportive**

**Sustainable**

## Growing a Prosperous Mulmur

*Responsibly managing the fiscal resources of Mulmur and providing opportunities for success*

- **Retain, enhance and attract businesses**

Action 1 – Help existing small businesses grow through awareness, red tape reduction, education  
Action 2 – Actively engage with county, provincial and federal agencies to obtain resources to support local initiatives  
Action 3 – Produce “Investing/Locating in Mulmur” promotional materials  
Action 4 – Develop Mulmur Business Directory and focus on Mulmur businesses  
Action 5 – Develop and Implement a Broadband Strategy so that Businesses have access to high quality internet services.

- **Pursue responsible growth in residential and employment areas**

Action 1 – Promote local employment opportunities and awareness  
Action 2 – Update On-Farm Diversification and Home Industry regulations in the Township’s Official Plan  
Action 3 – Encourage residential development in Mansfield and other Hamlets  
Action 4 – Implement Aging in Place policies in the Township’s Official Plan

- **Identify, research and plan for future fiscal pressures**

Action 1 – Implement recommended service efficiencies from County efficiency study  
Action 2 – Explore and identify financial opportunities for investment and income generation  
Action 3 – Ensure Asset Management Plans renew infrastructure as projected  
Action 4 – Track grant opportunities and increase grant writing capacity

## Growing a Connected Mulmur

### *Communication with and social connectivity within the Mulmur community*

- **Inform and engage the community through a variety of communication tools and channels**

Action 1 – Develop and implement a communication strategy for the Township  
Action 2 – Identify and articulate Mulmur’s key messages on a regular basis using effective channels  
Action 3 – Invest in communication resources, technology and tools  
Action 4 – Create “Go Local Package” for distribution to residents and newcomers

- **Support community events to bring residents together**

Action 1 – Provide a variety of events in Mulmur to enhance inclusiveness  
Action 2 – Publicize all events in Mulmur through available channels  
Action 3 – Pursue new opportunities identified in Recreation Efficiency Study  
Action 4 – Build a calendar of community/tourism events and link with high traffic community calendars in the region  
Action 5- Encourage the use of local businesses for community events and services

- **Actively seek better cellular and internet connectivity for residents and businesses**

Action 1 – Develop a Broadband Strategy and Seek Partnerships to build better connectivity and infrastructure.

## Growing a Supportive Mulmur

### *Providing local services to support the needs of Mulmur residents and businesses*

- **Develop future plans for services and amenities in Mulmur.**

Action 1 – Identify lower tier and upper tier responsibilities and service gaps  
Action 2 – Determine key needs for community and medical services within Mulmur  
Action 3 – Streamline approvals for services by amending permitted uses where needed and expediting site plan approval process  
Action 4 – Encourage Enbridge Gas to support Mansfield extension

- **Facilitate education and training for Mulmur residents and entrepreneurs/businesses**

Action 1 – With input from organizations such as Dufferin Board of Trade, identify and support employment programs and opportunities for Mulmur residents and youth  
Action 2 – Recognize Youth Leadership efforts through awards at Primrose Elementary and Centre Dufferin Secondary School.  
Action 3 – Conduct sector round tables to support ongoing adaptive management

- **Identify and develop new leaders through civil engagement**

Action 1 – Identify and support succession in administrative team, community committees, boards and ad-hoc groups  
Action 2 – Encourage Mulmur residents to become involved in the decision making at Mulmur Township through participation in committees and ad-hoc groups.

- **Celebrate success of residents including students, volunteers, Mulmur team members and business achievements**

Action 1 – Recognize grand openings of new businesses  
Action 2 – Recognize individuals and groups leading community change and/or improvements in Mulmur  
Action 3 – Recognize leadership at Council meetings and/or Town Hall meetings  
Action 4 – Investigate a nomination portal for residents to identify changemakers and outstanding citizenship.  
Action 5 – Develop an employee recognition program

## Growing a Sustainable Mulmur

*Being Proactive in Sustainable Initiatives to ensure the long term well being of Mulmur (includes Resources/Financial/People)*

- **Protect rural character**

Action 1 – Update policy and definition for “rural character”  
Action 2 – Review changes to the Provincial Policy Statement to determine viewshed protection  
Action 3 – Implement rural character through zoning

- **Be proactive in the sustainable use of non-renewable resources**

Action 1 – Adopt and implement recommendations from the Green Energy Plan  
Action 2 – Determine protection gaps in revised Nottawasaga Valley Conservation Authority mandate  
Action 3 – Monitor provincial decisions and implement single use plastics policy  
Action 4– Protect agricultural land and water and forest resources

- **Explore opportunities to improve the protection of water and air quality, waste management and adaptations to climate change and extreme weather events**

Action 1 – Audit municipal activities with a focus on reducing energy consumption and environmental footprint  
Action 2 – Partner with the citizens, organizations and other levels of government to promote grants and activities to mitigate contributions to and effects of climate change  
Action 3 – Investigate waste management solutions that support enhanced environmental protection.

- **Promote and preserve Mulmur’s natural attractions to residents**

Action 1 – Post Bruce Trail “Loops of Mulmur” Map developed by Community Events Committee on Mulmur website  
Action 2 – Support Cycling and Equestrian Activities in Dufferin Forest, on trails and on Mulmur roads  
Action 3- Encourage development of the Pine River Fishing Area through the “Friends of Pine River” volunteers

