

# STRATEGIC PLAN

2019

2023



# OUR STRATEGIC PLAN

2019-2023



On behalf of Loyalist Township Council, I am pleased to present our Strategic Plan for 2019-2023.

This Strategic Plan establishes a common vision for the municipality that will define success for Loyalist Township.

The Plan is intended to provide Council and staff with a framework for decision making as we work towards achieving the outcomes of our collective vision.

The process for developing this plan was derived through collaboration of six individual focus groups that participated in the brainstorming process. Focus groups were facilitated by Erik Lockhart of the Queen's University Executive Decision Centre. This Centre employs a unique and innovative approach that uses technology to support planning and decision-making tasks.

Following the brainstorming process, members of

**Loyalist Township Mayor**

A handwritten signature in black ink, appearing to read 'Ric Bresee'. The signature is stylized and fluid, with a long horizontal flourish extending to the right.

**Ric Bresee**

Council and management were armed with valuable data to begin synthesizing the priorities from each group.

This final Plan comprises a series of key strategic goals and initiatives that will help Loyalist Township successfully move forward from where we are now, to where we want to be in 2023.

The Identification of clear strategic priorities will greatly assist Council in making sound policy decisions. The implementation of the strategic initiatives will drive the action and commitment needed to achieve the goals the community has identified for the next four years.

I, and the other members of Council would like to sincerely thank all the individuals and groups that generously and selflessly contributed time and insight into the development of this plan. We concluded this process feeling energized at the level of participation and involvement by our community members. We all have a passion for continued prosperity and growth throughout Loyalist Township.

# COMMUNITY PROFILE

## LOYALIST TOWNSHIP

Loyalist Township was formed on January 1, 1998, through the amalgamation of Amherst Island Township, Ernestown Township, and the Village of Bath.

Loyalist Township is the largest population centre of the four lower-tier municipalities located within the County of Lennox & Addington in central Eastern Ontario. The Township is 340 square kilometres and comprises the residential communities of Amherst Island, Amherstview, Bath and Odessa, along with a vast area of rural agricultural land.

In 2016, Loyalist reached a population of 17,380 (including Census net undercoverage) residing in 6,430 households with an employment base of 4,700 jobs. Highway 401 runs through the Township abutted by the Odessa community and providing linkages to Greater Napanee, the City of Kingston and the rest of eastern Ontario. Loyalist Township is within two - four hours of the major Canadian cities of Ottawa, Toronto and Montreal. Within Loyalist, the community of Amherstview is the largest population settlement area and has continued to be the focal point of residential growth in the Township. The Bath community also experienced growth over the last two Census periods.

A recent Growth Study predicts Loyalist Township will likely continue to experience an out-migration of

### Loyalist Township Council



some young adults. This will be balanced, however, by a large net in-migration of young adults from other areas as well as those in their 30's and 40's seeking family-oriented housing.

The Township offers a wide range of amenities for visitors of all interests and ages. A defining feature of the Township, Loyalist Parkway (King's Highway 33), runs along the lakefront between Amherstview and the western boundary of the Township. The Parkway, the businesses, and the natural beauty along the route frequently attracts tourists.

[Left to Right] Back Row - Councillor Mike Budarick, Councillor Nathan Townend, Councillor Carol Parks, Councillor Ron Gordon  
Front Row - Councillor Penny Porter, Mayor Ric Bresee, Deputy Mayor Jim Hegadorn

# COMMUNITY PROFILE

Loyalist Township



# INTRODUCTION

In April of 2019, Loyalist Township Council approved the development of a Strategic Plan Process. The goal of the process was to receive community input from brainstorming sessions on public expectations and priorities which were forwarded to Council and senior staff.

The Queen's Executive Decision Centre facilitated six focus group sessions representing the following Township stakeholders:

- Odessa/Wilton
- Bath/Rural
- Amherstview
- Amherst Island
- Development Community
- Township Staff



The information gathered from the focus group sessions in June formed the basis for strategic plan development sessions with Council and senior staff. The facilitator will prepare the summary plan for Council's review prior to a public meeting this fall. At the public meeting, the new strategic plan will be presented and Council will receive further public input.

## There were five essential elements used to guide and develop the Strategic Plan:



# MISSION & VISION

## MISSION

To provide support and services that promote a prosperous quality of life for residents, the business community and visitors, through the effective delivery of services and governance, while maintaining economic and environmental sustainability.



## VISION



# STRATEGIC PRIORITIES

Financial Strategy



Commercial & Industrial Activity



External Communications



Infrastructure



Operational Excellence



# FINANCIAL STRATEGY

Strategic Priority



## Objectives

- Practical and responsible fiscal framework for development and review of operating plans
- Long term financial sustainability of municipal infrastructure with stable funding for our capital budget
- Asset management program development

## Key Initiatives

- Balance municipal revenues with expenditures
- Provide multi-year operating budgets
- Develop ten-year capital plan and funding plan
- Maximize opportunities for grant funding
- Review level of current service delivery
- Develop, monitor and report a comprehensive asset management plan
- Look for efficiencies and innovation to deliver the same levels of service
- Explore new methods of service delivery
- Deliver a customer service strategy



# COMMERCIAL & INDUSTRIAL ACTIVITY

Strategic Priority

## Objectives

- Increase commercial & industrial property assessment
- Increase local commercial services across Township
- Streamline the application process for all types of development

## Key Initiatives

- Conduct market and customer surveys to determine commercial and industrial “support” requirements, expectations and opportunities to foster growth
- Develop processes and procedures to track economic development data
- Develop an attraction and retention plan with L&A County economic development services
- Establish a comprehensive application strategy
- Explore the concept of concierge type service or fast tracking similar to models in other municipalities



# EXTERNAL COMMUNICATIONS

Strategic Priority

## Objectives

- Engage public through broad range of communication and marketing on multiple platforms and creating greater opportunities for public communications and engagement fostering a positive public/municipal relationship
- Promote Loyalist community identity

## Key Initiatives

- Develop of interactive website to provide exceptional user-friendly experience
- Create a communication strategy – review of current processes and adoption of new strategies and technologies
- Implement a public engagement framework
- Publish an annual “public report card”
- Adopt a customer service strategy
- Review and update branding program to enhance a sense of community and assist with new initiatives
- Promote Community, Council & Staff accomplishments on a regular basis



# INFRASTRUCTURE

Strategic Priority

## Objectives

- Be a municipal leader in climate action and environmental stewardship
- Publish the standard roads assessment tool
- Improve public transportation system
- Long-term viability of maintaining cultural & heritage assets owned by the Township

## Key Initiatives

- Review maintenance plans to incorporate more environmentally sound practices
- Incorporate environmental responsibility in decision-making
- Incorporate a carbon reduction plan in everything we do with focus on clean energy
- Assess and understand needs and requirements of rural road residents and develop a standard practice
- Develop rural road improvement strategy
- Review, assess and suggest enhancements of transit system for the benefit of the Loyalist community
- Develop cultural and heritage asset strategy



# OPERATIONAL EXCELLENCE

Strategic Priority



## Objectives

- Meet high level of customer service excellence
- Employer of Choice

## Key Initiatives

- Continual review of equipment and technology for efficiency & effectiveness
- Annual review of staff complement to ensure the staffing levels correspond with service demand
- Develop cross-functional partnerships to avoid “departmental silos”
- Assess and monitor changing demands and expectations
- Develop a staff attraction, retention and succession planning policy
- Develop an employee engagement plan and monitor by publishing a workforce report card.
- Commitment to staff training and professional development policy

# MONITORING

Program

## How will the strategic plan development be achieved?

We will monitor our progress through an annual review of the plan to ensure timelines are being met.

We will conduct an annual monitoring review to measure success and take corrective action should an initiative stray from the original intent and/or timeline for completion.

We will communicate our progress to Council so they can stay informed and provide guidance.

We will integrate the Strategic Priorities into the corporate Performance Management Plan and Operating Capital Budgets

### Strategic Priority - Financial Strategy

OBJECTIVES AND INITIATIVES	LEAD	TARGET COMPLETION				2021	2022	2023	MEASUREMENT	STATUS	2020 BUDGET
		Q1	Q2	Q3	Q4						
<b>OBJECTIVE</b> Practical and responsible fiscal framework for development and review of operating plans											
Balance municipal revenues with expenditures	FIN	✓			✓	✓	✓	Incorporated as part of annual budgets presented			
Provide multi-year operating budgets	FIN	✓						Three Year plan presented for 2020 - 2022			
<b>OBJECTIVE</b> Long term financial sustainability of municipal infrastructure with stable funding for our ten-year capital budget											
Develop ten-year capital plan and funding plan	FIN	✓						Ten-year plan presented for 2020 - 2029			
Maximize level of grant funding	FIN		✓		✓	✓	✓	Annual report on grant funding achieved			
<b>OBJECTIVE</b> Asset management program development											
Review level of current service delivery	FIN				✓			Levels of service documented as required for key services in accordance with legislative timelines			
Develop, monitor and report a comprehensive asset management plan	FIN		✓		✓			Completed plans incorporating requirements presented to council			
Look for efficiencies and innovation to deliver the same levels of service	FIN		✓		✓			Incorporate efficiencies and innovative approaches into annual plans			
Explore new methods of service delivery (public-private partnerships)	FIN		✓		✓			Partnerships explored/recommended presented to council			
Deliver a customer service strategy	FIN		✓					Documented strategy presented to council			

### Strategic Priority - Commercial & Industrial Activity

OBJECTIVES AND INITIATIVES	LEAD	TARGET COMPLETION				2021	2022	2023	MEASUREMENT	STATUS	2020 BUDGET
		Q1	Q2	Q3	Q4						
<b>OBJECTIVE Increase commercial &amp; industrial property assessment</b>											
Conduct market and customer surveys to determine commercial and industrial "support" requirements, expectations and opportunities to foster growth	EGCDS			✓					Survey results		
Develop processes and procedures to track economic development data	EGCDS				✓				Annual economic development summary report		
<b>OBJECTIVE Increase local retail/commercial services across Township</b>											
Develop an attractive and retention plan with Lennox & Addington County economic development	EGCDS					✓			Attraction and retention plan		
<b>OBJECTIVE Streamline the application process for all types of development</b>											
Establish a comprehensive application strategy	EGCDS								Comprehensive application strategy		
Explore the concept of concierge type service or fast tracking similar to models in other municipalities	EGCDS			✓					Completed report of analysis		

### Strategic Priority - External Communications

OBJECTIVES/ INITIATIVES	LEAD	TARGET COMPLETION				2023	2022	2021	MEASUREMENT	STATUS	2020 BUDGET
		2020 Q1	2020 Q2	2020 Q3	2020 Q4						
<b>OBJECTIVE</b> Engage public through broad range of communication and marketing on multiple platforms and creating greater opportunities for public communications and engagement fostering a positive public/municipal relationship											
Develop interactive website to provide exceptional user-friendly experience	COR	✓	✓						Launch of new website; tracking number and type of unique hits on website through quarterly reporting to Council		
Create a communication strategy— review of current processes and adoption of new strategies and technologies	COR		✓	✓					Adopt Strategy; Track number of media releases and stories published; number of additional direct mailings		
Implement a public engagement framework	COR	✓	✓						Adopt Policy; tracking of number and types of meetings, locations, attendance; Develop an App; Creation of blogs, pamphlets, newsletters		
Publish an annual “public report card”	COR	✓	✓	✓					Quarterly progress reports to Council; Year end report to Council (Agenda), posted on website and direct mailing		
Adopt a customer service strategy	COR		✓	✓					Adopt Strategy; create and monitor through evaluation forms, questionnaires, interviews, informal discussions		
<b>OBJECTIVE</b> Promote Loyalist community identity											
Review and update branding program to enhance a sense of a unified community and assist with new initiatives	COR	✓	✓						Build a corporate social media presence; create standard accessible templates; track social media posts, web pages;		
Promote Community, Council & Staff accomplishments on a regular basis	COR	✓	✓	✓					Number of events; estimated number of attendees; track support for other community initiatives; monitor news papers and social media for stories		

# ACTION PLAN

## Strategic Priorities

### Strategic Priority - Infrastructure

OBJECTIVES AND INITIATIVES	LEAD	TARGET COMPLETION				2021	2022	2023	MEASUREMENT	STATUS	2020 BUDGET
		Q1	Q2	Q3	Q4						
<b>OBJECTIVE Be a municipal leader in climate action and environmental stewardship</b>											
Review maintenance plans to incorporate more environmentally sound practices	EGCDS					✓			Listing of corporate maintenance plans reviewed and definition of environmentally sound practices		
Incorporate environmental responsibility in decision-making	EGCDS				✓				Adopted policy regarding environmental responsibility in corporate decision making		
Incorporate a carbon reduction plan in everything we do with a focus on clean energy	EGCDS			✓					Adopted Community Energy Plan		
<b>OBJECTIVE Publish the standard roads assessment tool</b>											
Assess and understand needs and requirements of rural road residents and develop a standard practice	CCS					✓			All information has been incorporated into Asset Management plan		
Develop rural road improvement strategy	CCS					✓			Township policy and standards have been presented to Council for approval.		
<b>OBJECTIVE Improve public transportation system</b>											
Review, assess and suggest enhancements of transit system for the benefit of the Loyalist community	CCS					✓			Report has been presented to Council with Public consultation results including staff recommendations.		
<b>OBJECTIVE Long term viability of maintaining cultural &amp; heritage assets owned by the Township</b>											
Develop cultural and heritage asset strategy	CCS					✓			Heritage Asset management strategy completed		

### Strategic Priority - Operational Excellence

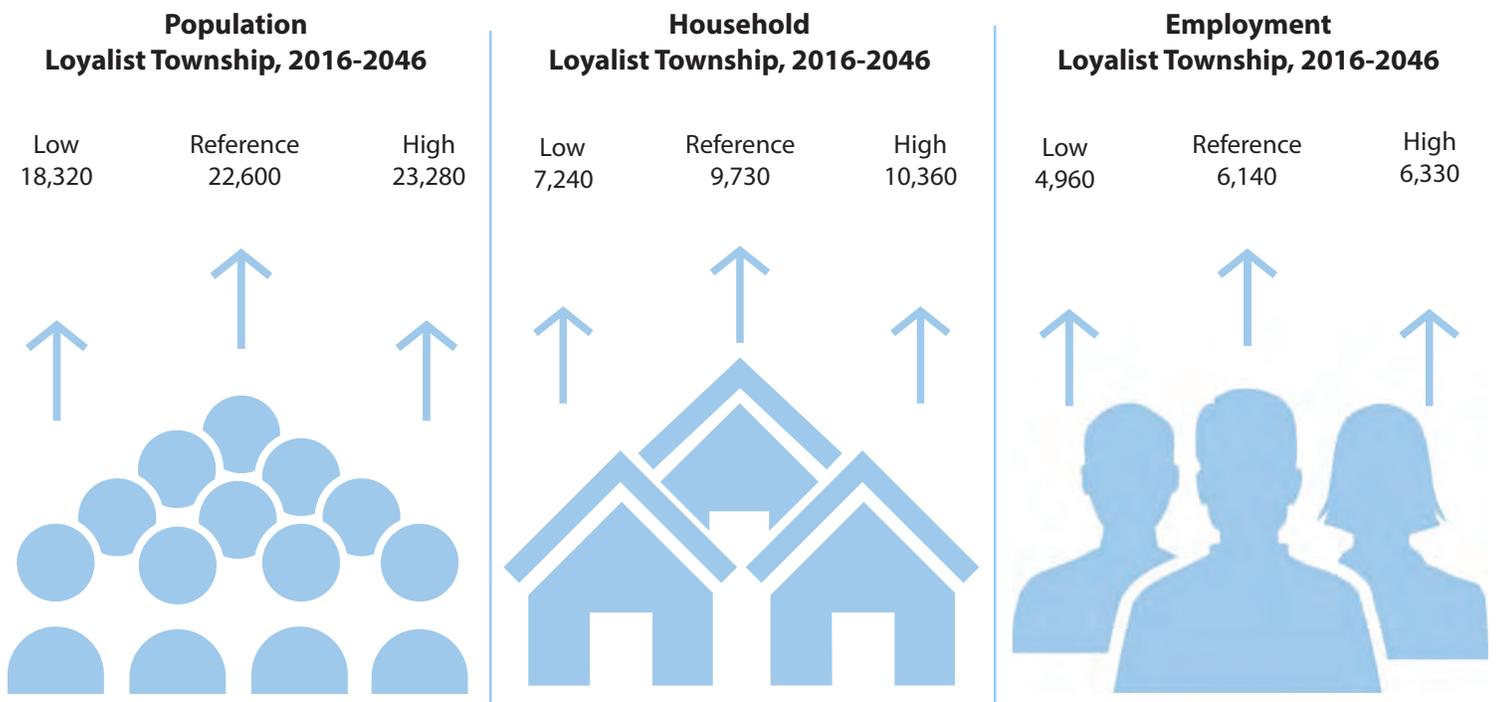
OBJECTIVES AND INITIATIVES	LEAD	TARGET COMPLETION				2021	2022	2023	MEASUREMENT	STATUS	2020 BUDGET
		2020 Q1	2020 Q2	2020 Q3	2020 Q4						
<b>OBJECTIVE   Meet high level of customer service expectations</b>											
Assess and monitor changing demands and expectations	BS				✓	✓	✓	✓	Annual assessment included with budget plan		
Continual review of equipment and technology for efficiency and effectiveness	BS				✓	✓	✓	Annual assessment and recommendations included with budget plan			
Annual review of staff complement to ensure staffing levels correspond with service demand	BS				✓	✓	✓	Results of annual assessment included with budget plan			
Develop cross-functional partnerships to avoid "departmental silos"	BS				✓	✓	✓	Cross functional teams established for projects, budget planning, process improvements			
<b>OBJECTIVE   Employer of Choice</b>											
Develop a staff attraction, retention and succession planning policy	BS				✓			Policy/program presented to council			
Develop an employee engagement plan - Assess and monitor workforce health by providing a workforce report card	BS					✓		Scorecard finalized and being populated and reviewed by senior staff			
Commitment to staff training and professional development policy	BS						✓	Policy/program presented to council			

# POPULATION, HOUSING & EMPLOYMENT PROJECTIONS

in 2019, Loyalist Township retained Hemson Consulting Ltd. to prepare a Population, Housing and Employment Projections Study. A key purpose of the study was to re-evaluate and update the population, housing and employment projections prepared for the Township in 2008 using the most currently available data. Draft population, housing and employment forecasts from 2016 to a 2046 horizon have been prepared for the Township, along with preliminary local allocations of forecast growth to each of the Amherstview, Bath and Odessa communities and rural area, including Amherst Island.

Three forecast scenarios were prepared incorporating varied assumptions about the Township’s future economic outlook – a low, reference and high growth scenario – based on assumptions about varying levels of future to Loyalist. The reference scenario represents the most likely outcome and, is, in our view, an appropriate basis for planning.

## Forecast Scenarios



# CONCLUSION

This is truly an exciting time for Loyalist Township. Council and staff are working together as a team to review and improve historical operating procedures, explore technology advancements, and take advantage of opportunities to improve communication and efficient service delivery to our businesses and residents. Loyalist has a future filled with promise.

Working with the Queen's University Smith School of Business, through the facilitator Eric Lockhart, the development of this plan was a very effective and rewarding experience. I want to express my gratitude to everyone who contributed their time to participate in the planning sessions. We received excellent feedback from participants representing a broad cross-section of stakeholders.

Through the development of this Plan, participants of the focus groups identified key objectives and initiatives. These objectives and initiatives were then further refined by Council. The Achievement of these objectives is viewed as a critical step in the prosperity and growth of our municipality.

The priorities have been identified and we look forward to completing the work to ensure we are delivering on all of the stated objectives. We will ensure that we are sharing information with you about the successes and challenges we experience as we work towards achieving our strategic goals. As stated on P. 18, staff will provide an annual report on our progress in meeting the plan's objectives. The 2019-2023 Strategic Plan will be a 'living' document that will guide the Township over the next four years. The strategic priorities will be woven into other Township documents including budgets, the Asset Management Plan, monthly staff reports, and the updated Official Plan.

Loyalist Township is truly a special place. As an administration we are prepared to take advantage of opportunities which will support continued prosperity and growth throughout the municipality.

**Chief Administrative Officer**



**Steven Silver**





## **THANK YOU LOYALIST!**

Many people contributed to the development of this 2019 - 2023 Strategic Plan: through participation in the consultation sessions and focus groups, through online feedback and by reaching out to share their ideas.

Thank you for your dedication and continued support.



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