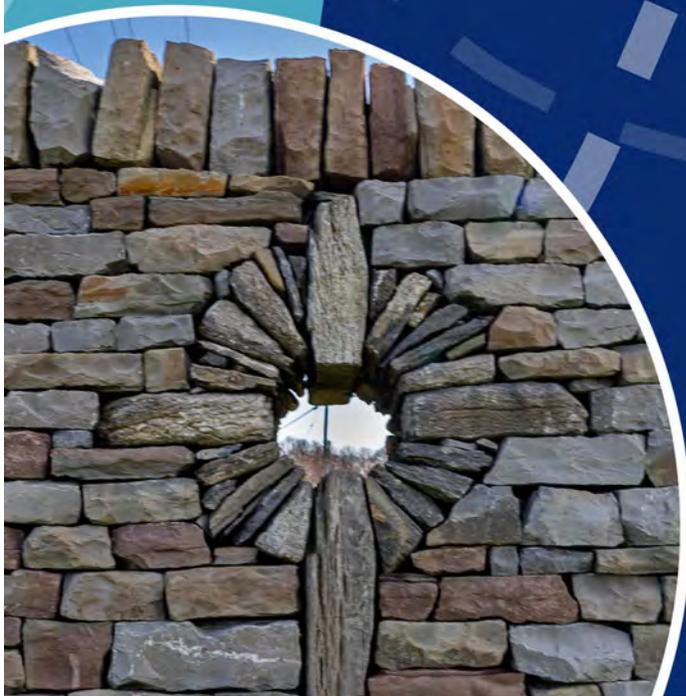




Loyalist Township

Strategic Plan

2024-2027



Loyalist
T O W N S H I P



Land Acknowledgement

We acknowledge that we are being hosted on ancestral lands of the Haudenosaunee, Mississauga, and Omámíwinini Peoples.

We acknowledge and welcome the presence of all Indigenous Peoples, including the Métis, Inuit, and other First Nations from across this vast land who also make this place home.

The Township is committed to moving forward together in the spirit of the Two-Row Wampum and Dish with One Spoon Treaty. This spirit is one of partnership and of serving each other. We will do this by respectfully acknowledging the enduring and continued presence of Indigenous Peoples. As part of this partnership, we will listen to their knowledge, wisdom, counsel and learning about their history, language, customs, and traditions.



Message from the Mayor

On behalf of Council, I am pleased to share Loyalist Township's new 2024-2027 Strategic Plan. The Township's new Strategic Plan establishes a positive direction for our municipality as we focus on the effective delivery of services and building strong communities that meet the needs of our residents.

Last year, Council, staff and community members came together to discuss and define the priorities and direction that would guide Loyalist Township through this current term of Council. We also looked beyond this term to chart a future that we can build together.

I want to thank all the community members who offered their perspectives during Community Town Hall meetings and through our Strategic Plan survey. Your contributions helped shape this plan and I am extremely grateful for your engagement. Throughout the Strategic Plan, we have placed emphasis on continuing in a spirit of collaboration with community members, partners, and other levels of government to promote a balanced quality of life for residents and businesses in our community.



Mayor, Jim Hegadorn

A handwritten signature in black ink, appearing to read "Jim Hegadorn".

Loyalist Township Council 2022-2026



Deputy Mayor
Nathan Townend



Councillor
Mike Budarick



Councillor
Jake Ennis



Councillor
Carol Parks



Councillor
Paul Proderick



Councillor
Lorna Willis

Message from the Chief Administrative Officer



Strategic Planning is an important process which helps establish the preferred direction for us as an organization and as a community. The strategic priorities, objectives and initiatives contained within the 2024-2027 Strategic Plan have been developed to guide the Township to successfully achieve our Vision.

Township staff use the Strategic Plan to prioritize efforts, effectively allocate resources, create alignment with the municipality's objectives, and ensure that progress is made towards accomplishing those objectives.

Staff will use a performance monitoring framework to measure and report frequently on our metrics of success to keep Council and community members apprised of our progress.

Between staff and Council, we share a collective goal of making a difference in the community we serve. I am looking forward to continuing to work each day with Township staff and Council as we strive towards successfully implementing this plan and positively impacting our community.

CAO, Rebecca Murphy

A handwritten signature in black ink that reads "Rebecca Murphy". The signature is written in a cursive, flowing style.



Vision

Thriving, innovative and sustainable communities where all people are valued.

Mission

To promote a balanced quality of life for residents and businesses, through the effective delivery of services and good governance, while ensuring fiscal responsibility and environmental sustainability.



Guiding Principles

The following guiding principles serve as a compass and lens for decision making, project prioritization, and direction as the Township works toward the realization of our common Vision.

Fiscal responsibility

Loyalist Township is committed to ensuring fiscal responsibility by maintaining effective and efficient budget, financial, and asset management practices.



Environmental sustainability

Loyalist Township will make decisions in a sustainable manner while maintaining a focus on protecting our natural environment.



Service excellence

Loyalist Township is committed to the provision of exceptional service that meets the needs of residents, businesses, employees, volunteers and visitors.



Innovative practices

Loyalist Township will strive to find new and/or improved ways to provide services, do business and support our community.



Strategic Priorities



**Strong
Communities**



**Sustainable
Infrastructure and
Services**



**Balanced
Growth**



**Organizational
Effectiveness**

Strategic Objectives

Strong Communities



- Foster public awareness, engagement and involvement
- Promote Loyalist identity while recognizing contribution of heritage and traditions from each community
- Strengthen and promote quality of life, health and wellbeing in our community
- Foster welcoming and inclusive communities

Sustainable Infrastructure and Services



- Develop and implement effective master plans and policies
- Enhance level of service provided in a responsible and sustainable way
- Implement the Asset Management Plan (AMP)
- Ensure responsible financial planning for operations and capital plan

Balanced Growth



- Ensure appropriate infrastructure and resources are in place to support growth
- Plan for more affordable and attainable housing
- Increase local commercial/retail services and assessment
- Preserve agricultural, natural and cultural heritage

Organizational Effectiveness



- Ensure effective governance
- Promote effective and efficient employee engagement
- Encourage customer service excellence
- Ensure business continuity, reliability, resiliency



Strong Communities

Foster public awareness, engagement and involvement

- Implement standardized communications and marketing practices using the Corporate Identity Guidelines
- Implement an online Community Engagement Platform
- Develop a Civic Awards Program
- Develop a Youth Engagement Plan with focus on connecting youth with co-op opportunities, partnerships, volunteer, engagement and participation opportunities.
- Conduct semi-annual Community Town Hall meetings



Promote Loyalist identity while recognizing contribution of heritage and traditions from each community

- Implement consistent branding strategy to market Loyalist
- Replace all park signs with new updated design
- Include a provisional item in procurement documents to incorporate community identity into new infrastructure projects
- Develop plan to identify signage and recognize historic settlement areas



Strengthen and promote quality of life, health and wellbeing in our community

- Promote food security in all communities through the development of a multi-organization working group
- Incorporate environmental and accessible practices within the planning and implementation of annual Council approved community events
- Establish Community Safety and Wellbeing Working Group to develop actions from Community Safety and Wellbeing Plan
- Establish Senior and Youth Centre within existing facilities
- Facilitate the development of community gardens in all communities



Foster welcoming and inclusive communities

- Create and distribute welcome package for new residents, businesses, and visitors
- Partner with Indigenous groups to host cultural school programming during the week of Indigenous Peoples Day, incorporate an Indigenous celebration during the Bath Canada Day festivities, and facilitate an educational demonstration during Culture Days celebration
- Implement 16 Exploration Day site activations split between the Bath Museum and Babcock Mill during the summer operations
- Develop and implement a Recreation Inclusion and Equitable Access Policy
- Develop Diversity, Equity and Inclusion Commitment and Action Plan





Sustainable Infrastructure and Services

Develop and implement effective master plans and policies

- Review and plan for Township office space needs
- Develop an Arts, Culture, Heritage Master Plan
- Develop an IT Master Plan
- Develop a Waste Management Master Plan
- Develop a Parks and Recreation Master Plan
- Finalize comprehensive update to the Engineering Development Guidelines
- Develop Fire Master Plan



Enhance level of service provided in a responsible and sustainable way

- Develop and implement an Affordable Access to Recreation Policy
- With upper level government funding, implement pilot transit service enhancement
- Increase partnerships with neighboring municipalities and community groups to provide additional or enhanced services



Implement the Asset Management Plan (AMP)

- Update AMP to include non-core assets
- Implement 50% of planned maintenance strategies for core assets in the AMP
- Implement cross-department working group to refine configuration of asset management software and improve functionality for AMP
- Develop an Urban Forest Management Plan
- Develop an asset retirement obligation (ARO) inventory and adopt an ARO policy



Ensure responsible financial planning for operations and capital plans

- Create a long-range financial plan with projected funding
- Update prioritization policy for capital projects
- Develop comprehensive corporate strategy to maximize sponsorships, fundraising and grant applications
- Complete rate study for ferry service for sustainable future operations
- Create 3-year operating budget





Balanced Growth

Ensure appropriate infrastructure and resources are in place to support growth

- Complete Infrastructure Master Plan (IMP)
- Complete Amherstview West Secondary Plan (AWSP)
- Develop and adopt water and sewer servicing allocation policy



Plan for more affordable and attainable housing

- Initiate as-of-right policies and regulations to allow for more forms of housing through a Township initiated Zoning By-law Amendment and Official Plan Amendment
- Participate in the County's housing needs assessment
- Identify appropriate affordable housing locations with the County and review Township's surplus lands to determine further opportunities for affordable housing
- Facilitate semi-annual Housing Development Forum with all stakeholders



Increase local commercial / retail services and assessment

- Introduce mixed-use zoning into Zoning By-law through AWSP and Zoning By-law update
- Develop and implement a Business Retention and Expansion Plan
- Complete organizational review to determine resources needed to support community economic development



Preserve agricultural, natural and cultural heritage

- Update Official Plan to reflect County Natural Heritage Study
- Review lot sizes for agricultural uses and include as-of-right policies in Zoning By-law update to implement on farm diversified and agricultural related uses
- Review and update heritage register and proceed with any designations
- Create museum policies and procedures to align with Standards for Community Museums in Ontario
- Introduce naturalization of Township property policy





Organizational Effectiveness

Ensure effective governance

- Complete and implement procedural by-law review
- Complete ward boundary review and implementation
- Develop and implement corporate policy framework
- Improve accessibility and awareness of regulatory by-laws to the public
- Review Council committee needs and develop structure for implementation and support
- Complete Council and committee compensation review



Promote effective and efficient employee engagement

- Conduct employee engagement survey
- Establish municipal comparables to conduct non-union compensation and benefit review
- Review and update HR policies for consistency
- Support, encourage and promote effective workplace culture and engagement initiatives



Encourage customer service excellence

- Develop Customer Service framework, including service level benchmarks, to improve efficiency and effectiveness in service delivery
- Implement cross-department working group to refine configuration of customer service software and improve customer service
- Report annually on service level benchmarks



Ensure business continuity, reliability, resiliency

- Update Procurement Policy and identify permissions for delegated authority to streamline services
- Update staff succession plan for the organization
- Develop corporate records management plan
- Update continuity of operation plans for all divisions
- Update emergency response plan to IMS framework and develop public safety secondary plans





Monitoring and Reporting



Our strategic priorities, objectives and initiatives have been developed to guide Loyalist Township to successfully achieving our Vision. We will use the following performance monitoring framework to measure and report on our metrics of success.

Bi-Monthly Update with Staff

Every other month, staff will convene to review, collaborate and discuss progress on strategic priorities and initiatives.

Spring/Fall Progress Report

As part of the measurement and progress reporting of the Strategic Plan, Council will receive seasonal progress reports at Council meetings which will highlight the status of individual priorities and initiatives.

Annual Report Card

At the end of each year, Loyalist Township will produce an annual report card which will provide insights into the progress we have made towards achieving the goals identified in Loyalist Township's 2023-2027 Strategic Plan. This report card will be shared publicly at Community Town Hall meetings and will be available on the Township's Strategic Plan webpage - www.loyalist.ca/StrategicPlan.

Strategy Update Session

Township staff will annually review the plan to determine whether any alterations are necessary to the goals, timelines and resources allocated to initiatives.





loyalist.ca/StrategicPlan