

BLUEPRINT FOR THE FUTURE

2023-2033 Strategic Plan

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Deloitte.

Table of Contents

Executive Summary	4
Corporate Vision and Mission	11
Guiding Principles	12
Strategic Directions	14
Goals and Objectives	15
Implementation	21
Performance Measurement and Reporting	23
Disclaimer	24

Photos are sourced from the Township of Huron-Kinloss and the County of Bruce.

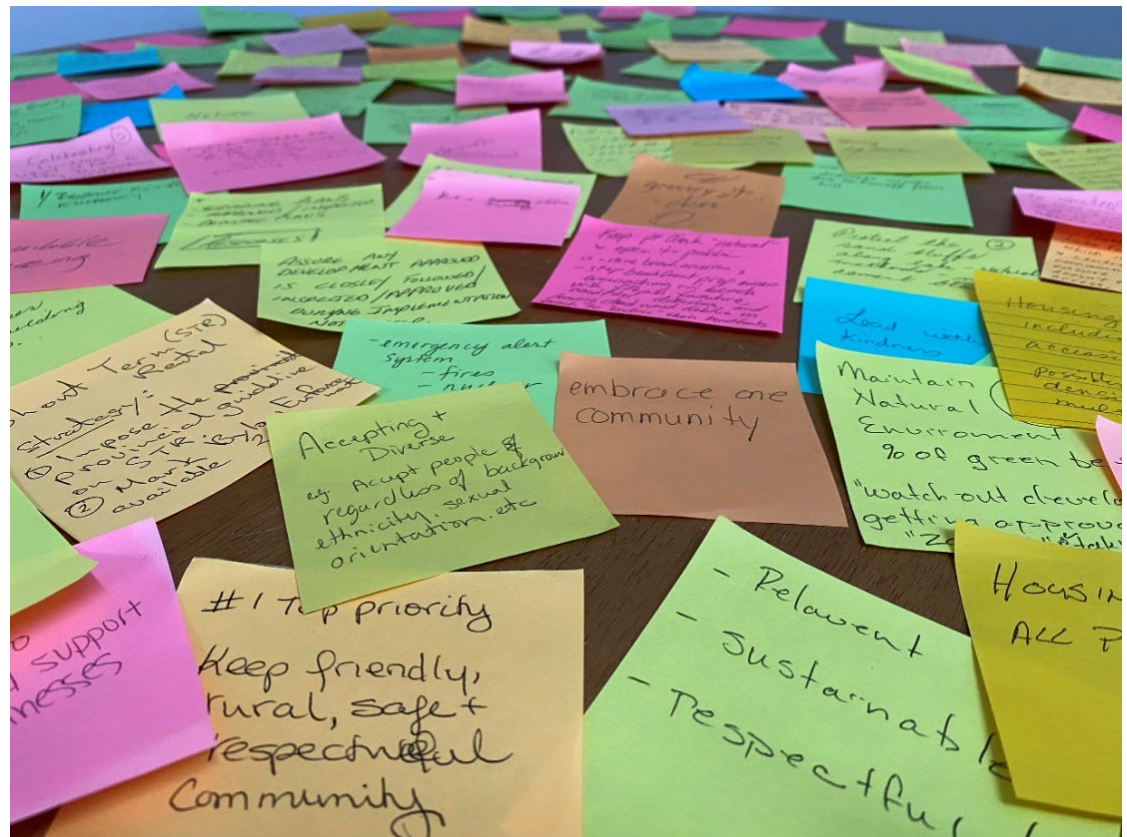


Executive Summary

Executive Summary

The Township of Huron-Kinloss is built on a history of community pride and hard work, with settlers arriving in the mid-19th century, clearing land for roads and farms. Today, about two hundred years later, we're getting ready for more people to move here. Some of them are from big cities who dream of living by Lake Huron or in the countryside. Also, the world is changing fast with the recent pandemic and speed of technology adoption. In Huron-Kinloss, we have a mix of traditional and new ways of life. For example, some business operations use big, powerful tractors, while Mennonite families rely on their horses to take them home. The Township has recognized it's a good time for Huron-Kinloss to update its vision and purpose, its values, and strategic directions, goals, and objectives to guide the next ten years.

Actions and priorities from the Township's existing reports and plans were identified and reviewed to support the direction for this updated Strategic Plan. An extensive engagement process provided opportunities for the Mayor, Council, Staff, and the wider community to provide input throughout the strategy development. Community feedback was broad and meaningful. Discussions with residents revealed a deep sense of belonging to the towns, hamlets, and rural areas of Huron-Kinloss. Ideas were suggested to help shape the Township's future. The Township's Senior Management and Staff offered insightful perspectives into day-to-day municipal operations, and shared areas of opportunity to enhance, improve, or change to strengthen the Township.



Feedback notes received at community information sessions in Ripley, Lucknow and Point Clark.

After considering all these inputs, we updated our Vision, Mission, and Guiding Principles. These are key parts of the Strategic Plan.

Vision offers a clear view of what the Township strives to be in the longer term. Simply put, stakeholders desired unity, community engagement, and a positive outlook toward new opportunities while retaining a sense of identity that so many residents support.

A unified, engaged, and caring community that cultivates opportunities and embraces our rural lifestyle.

Mission articulates the purpose of the municipality for its leaders, employees, and constituents.

We deliver services that responsibly utilize resources, respect our environment, and foster a community ready to shape its future.

Guiding Principles reflect the values of the community and the municipality, serving as a lens through which choices are made. These guiding principles will support Council and Staff in their daily performance and extend beyond the life of this Strategic Plan.

- **Inclusive and Welcoming**
- **Open and Transparent**
- **Organizational Excellence**
- **Accountability**
- **Kindness**

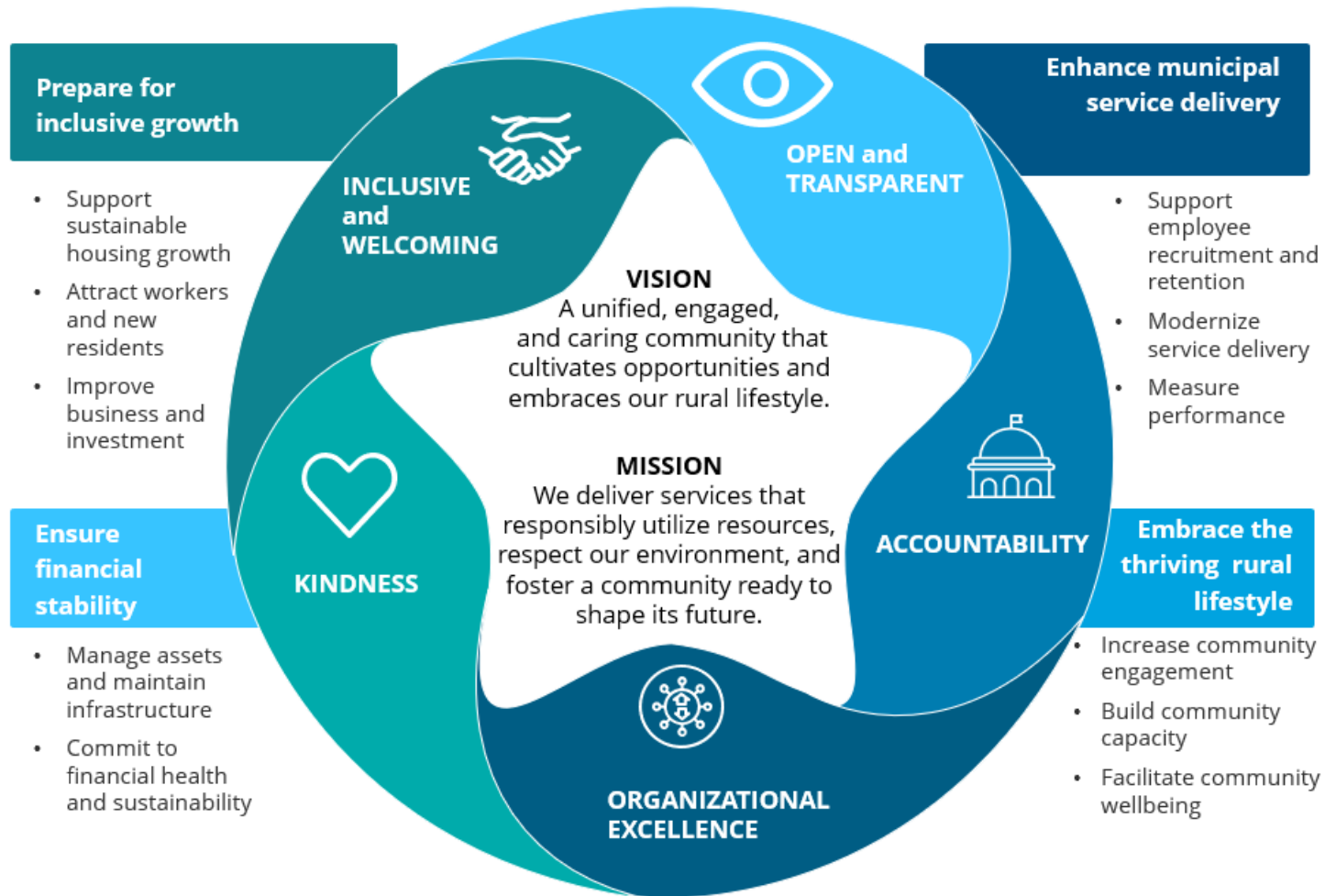
To frame next steps over the life of the strategy, a series of **Strategic Directions** emerged, based on the input of Council, Management, Staff, residents, and businesses.

- **Embrace the thriving rural lifestyle**
- **Enhance municipal service delivery**
- **Prepare for inclusive growth**
- **Ensure financial sustainability**

These over-arching themes set the foundation from which the goals and objectives were developed.

The Township of Huron-Kinloss has many existing plans and strategies, all of which contain meaningful direction and actions based on past engagement with Council, staff, and community stakeholders. Reviewing these documents, goals and objectives were developed to channel energy and effort toward priority areas. Elements of the Strategic Plan are outlined in the image below.

Implementation was carefully explored, focusing on the Township’s ability to influence change. A decision-making tool was developed, and performance measurement options were studied to extend the relevance and life of this blueprint for the future of Huron-Kinloss.





Background

Background

In the Township of Huron-Kinloss, the successes of the past and a positive outlook to the future are the result of community-focused residents, passionate volunteers and hard-working business owners, including our strong agriculture community, in addition to dedicated elected representatives and staff. Past accomplishments, however, do not guarantee future success. The world is changing around us, and municipalities must continue to create welcoming, sustainable, and progressive communities, while responding to the evolution of expectations around service delivery. The Huron-Kinloss *Strategic Plan 2023-2033: Blueprint for our Future* reflects the Township's past, builds on its strengths and opportunities, and propels the municipality towards its optimal future.

Why do we need a Strategic Plan?

The goal of this strategic plan is to provide a roadmap for the next ten years that can be reviewed in each term of Council. It will guide the responsible use of resources, strengthen efficiency, performance, and accountability in municipal service delivery.

A Strategic Plan helps us answer the questions: Where are we today? Where do we want to be? How do we get there? How do we know we have been successful?

A Strategic Plan builds around a clearly articulated vision of the future, and a mission for the organization.

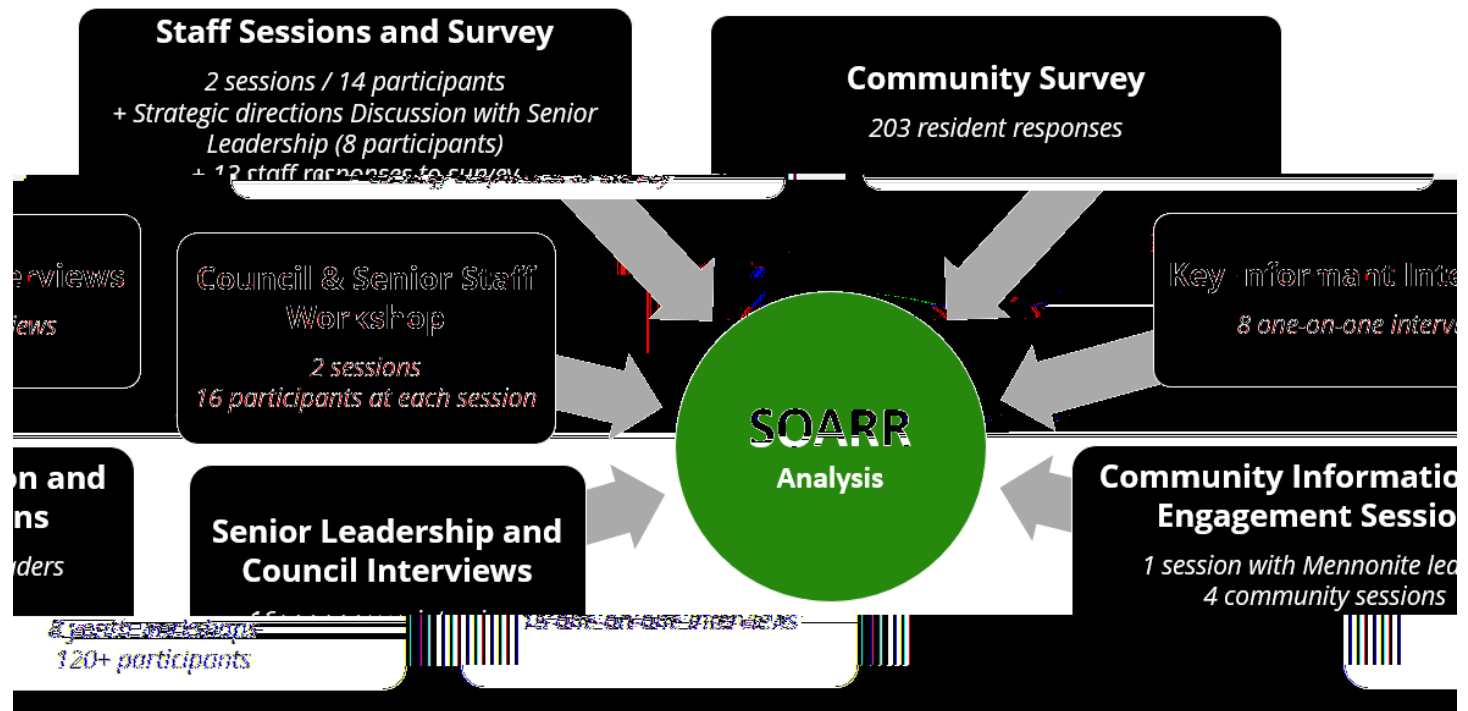
Clear objectives, actions and desired outcomes build a sense of motivation and purpose among those in the organization.



How was the Strategic Plan developed?

The development of this Strategic Plan was grounded in the desire for a final product that is inclusive, transparent, realistic, visionary, and responsive. During the strategic development process findings emerged through extensive research and both internal and external engagement involving about 400 people.

The process focused not only on the current context but explored the community's aspirations for the future, and how those dreams could be brought to life. Respectful and candid conversations fueled the strategic planning process. Council, staff, residents, and community partners were engaged through one-on-one interviews, group meetings, and surveys. Insights gained through all stakeholder consultations and research culminated in the collection and analysis of the Township's strengths, opportunities, aspirations, risks, and desired results (SOARR). Best practices and technologies were explored, and options were developed to position the Township for organizational excellence. The multitude of actions contained within past reports and strategies were reviewed and assessed, with the aim of not reinventing the wheel, rather creating an overarching strategic plan.



The process led to the development of a series of strategic directions, goals, and objectives, that were validated by Council, staff, and residents at various stages of the project.



Corporate Vision and Mission

Corporate Vision and Mission

Vision

The vision for the Township of Huron-Kinloss is:

A unified, engaged, and caring community that cultivates opportunities and embraces a rural lifestyle.

Mission

The mission statement for the Township of Huron-Kinloss is:

We deliver services that responsibly utilize resources, respect our environment, and foster a community ready to shape its future.

Guiding Principles

Guiding principles provide a broad philosophy that encompasses the values of the Township of Huron-Kinloss and the community. They extend beyond the life of the Strategic Plan and inform implementation and behaviors. These values provide guidance to evaluate all decisions. They support the development of a culture where everyone understands what is important. The Guiding Principles of the Township of Huron-Kinloss are:



Inclusive and Welcoming

We are approachable and fair.



Open and Transparent

We listen and communicate with integrity.



Organizational Excellence

We work together and do our jobs well.



Accountability

We are responsible for our resources and decisions.



Kindness

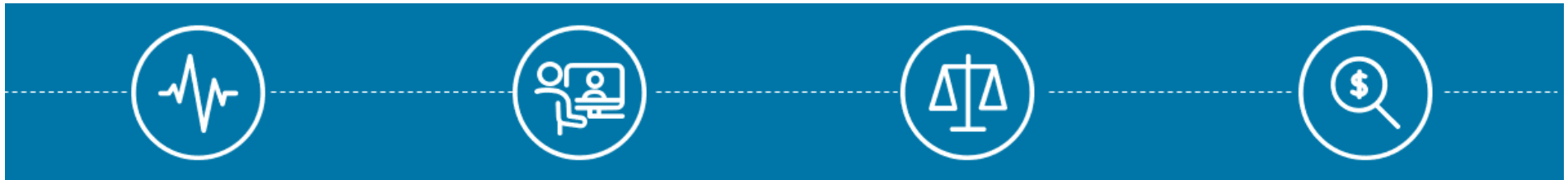
We care about our people and our community.



Strategic Directions

Strategic Directions

During the engagement process, the community expressed its ideas on which desired outcomes were preferred. The collective aspirations of Council, Management, Staff, and residents need Strategic Directions to provide a road map to harmonize the specific actions and performance metrics enacted through departmental or subject-specific plans:



Embrace the thriving rural lifestyle

The Township of Huron-Kinloss embraces its thriving rural lifestyle when it increases engagement, builds capacity, and facilitates wellbeing of the community.

Enhance municipal service delivery

The Township of Huron-Kinloss enhances municipal service delivery when it supports its employees, modernizes service delivery, and measures its performance.

Prepare for inclusive growth

The Township of Huron-Kinloss prepares for inclusive growth when it supports sustainable housing growth, attracts workers and new residents, and improves business and investment.

Ensure financial stability

The Township of Huron-Kinloss ensures financial stability when it manages the community's assets and infrastructure and commits to financial health and sustainability.



Goals and Objectives



Embrace the thriving rural lifestyle

The Township of Huron-Kinloss is a better place when more citizens get involved, support each other, and feel like they belong. Additional details and related objectives and actions can be found in the Integrated Master Plan.

Increase community engagement

Build community capacity

Facilitate community wellbeing

Supporting Strategies & Plans

- Climate Change Action Plan
- Communications Plan
- Economic Development Action Plan
- Engagement Plan
- Fire Services Review
- Parks and Recreation Master Plan
- Resident Attraction Strategy

Key Performance Indicator Examples:

- Number of attendees
- Number of participating volunteers
- Number of recreation users
- Participant satisfaction rates



Enhance municipal service delivery

The Township of Huron-Kinloss makes things better for everyone when it helps its employees, updates the way it provides services, and keeps track of how well it is doing. Additional details and related objectives and actions can be found in the Integrated Master Plan.

Support employee recruitment and retention

Modernize service delivery

Measure performance

Supporting Strategies & Plans

- Climate Change Action Plan
- Communications Plan
- Digital Modernization Road Map
- Economic Development Action Plan
- Fire Services Review
- Multi-Year Accessibility Plan
- Parks and Recreation Master Plan
- Tourism Strategy
- Transportation Review

Key Performance Indicator

Examples:

- Number of employees trained
- Employee retention rates
- Citizen satisfaction rates



Prepare for inclusive growth

The Township of Huron-Kinloss can be prepared by making sure there are enough houses for everyone, encouraging people to move there, and making it a sound investment choice for businesses. Additional details and related objectives and actions can be found in the Integrated Master Plan.

Support sustainable housing growth

Attract workers and new residents

Improve business and investment

Supporting Strategies & Plans

- Economic Development Action Plan
- Parks and Recreation Master Plan
- Resident Attraction Strategy
- Tourism Strategy
- Transportation Review

Key Performance Indicator Examples:

- Number of new rental units created
- Labour force participation rates
- Value of private-sector investment
- Business satisfaction rates



Ensure financial stability

The Township of Huron-Kinloss makes sure it has enough money to keep things running smoothly by taking care of the community's assets and making smart decisions to keep finances healthy for the future. Additional details and related objectives and actions can be found in the Integrated Master Plan.

Manage assets and maintain infrastructure

Commit to financial health and sustainability

Supporting Strategies, Plans and Reports

- Capital Plans
- Digital Modernization Road Map
- Economic Development Action Plan
- Fire Services Review
- Growth and Servicing Master Plan
- Multi-Year Accessibility Plan

Key Performance Indicator Examples:

- Number of Minimum Maintenance Standards non-compliance events
- Average condition ratings
- Response times



Implementation

Implementation

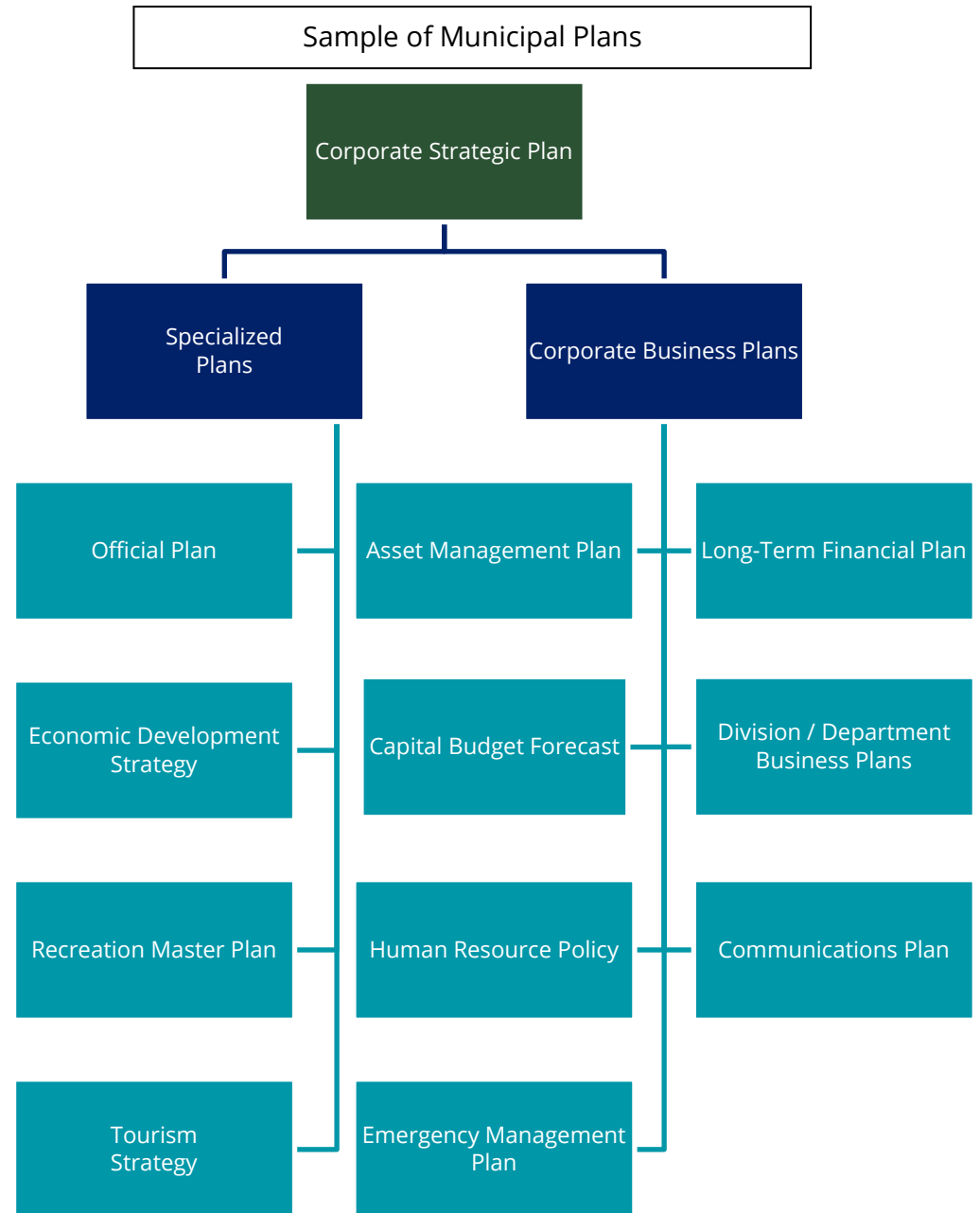
Successful implementation of a municipal strategic plan requires tenacity, bravery, and frankness. There must be firm commitment and mindfulness on the part of both Council and staff to understand the course that has been set, and willingness to make sacrifices and leaps of faith to achieve meaningful outcomes.

The strategic directions, goals and objectives that have been identified in the Strategic Plan are higher-level guidelines that help Council and staff implement actions and consider service delivery and new opportunities that align with the Township’s mandate.

Other specialized plans including the Official Plan and corporate business plans like the asset management plan, correspondingly align with this strategic plan.

Existing services and planned actions already identified in previously approved plans have been reviewed simultaneously to the development of this strategy and form an Integrated Master Plan (under separate cover).

As new actions and initiatives emerge, they will be ranked in terms of urgency, importance, and relevance, as they relate to the strategic directions, goals, and objectives of this Strategy. A decision-making tool has been prepared for Council and staff of the Township of Huron-Kinloss to activate whenever there is a need to consider new actions and initiatives for inclusion in updates of the Integrated Master Plan.





Performance Measurement and Reporting

Performance Measurement and Reporting

The Township of Huron-Kinloss should monitor progress on the Strategic Plan annually, preferably in advance of the budget review. The identification of metrics will support evidence-based analysis of outcomes and impacts resulting from strategy implementation. A consistent framework of performance metrics will help to evaluate the following:

- Did we achieve what we set out to do?
- Did our efforts have the desired impact?
- Are we closer to achieving our goals and objectives because of these efforts?

Performance measurement is a reliable way to support the Township's commitment to its objectives, by routinely encouraging decision makers and managers to discuss the amount of energy, attention, and effort being invested in strategic initiatives. Like any tool, the spectrum of complexity for performance measurement is broad. It can be as straightforward as a one-page report card shared with Council or a very transparent system that highlights the activities of Township's departments to an online public platform. Either way, it is important to have a consistent approach to measuring day-to-day actions in relation to the Strategic Plan.

Regular reporting of the outcomes of the Strategic Plan will help to reaffirm accountability on the part of Council and staff to respect the Strategic Plan as a living document. Integrating the Strategic Plan into future decision-making processes will strengthen the effectiveness of the Township's vision, mission, guiding principles, strategic directions, goals and objectives.

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