

An aerial photograph of a town street. The street is paved and has a yellow center line. On the left side of the street, there is a large, light-colored church with a steeple. To the right of the church, there are several other buildings, including a red-roofed house and a large white building. The street is lined with trees and has a few cars parked along the side. The background shows a residential area with more houses and trees under a cloudy sky.

TOWNSHIP OF HURON- KINLOSS

INTEGRATED MASTER PLAN

HOW THE IMP WAS DEVELOPED

The Integrated Master Plan was developed in multiple steps.

1. Deloitte reviewed our current strategies and action plans, created one spreadsheet that housed them and completed a common themes matrix to identify potential strategic areas of focus for the strategic plan.
2. The HK Team reviewed the spreadsheet from Deloitte and removed all duplicate or completed items. We further grouped actions together using our internal knowledge of staff capacity, Township resources and opportunities for collaboration.
3. Using the Integrated Master Plan, the Input Summary Report, Organizational Excellence Report and SOARR analysis, Deloitte finalized our strategic priority areas.
4. The HK Team, using the strategic priority areas, organized the actions and added additional content (Lead, Partners, KPIs, Timeline).
5. After reviewing and editing several drafts, the Integrated Master Plan was finalized and compared to the original spreadsheet from Deloitte, to ensure it captures what the Township wants to achieve over the next 10 years.

HOW IT ALL COMES TOGETHER

The Integrated Master Plan is a living document that will be updated as actions are completed and as new priorities arise. Actions in the IMP are in addition to our regular operations, day-to-day tasks and capital plans. Therefore, our timelines reflect what staff are able to achieve above and beyond what is already planned for each year.

The IMP will be tracked in Envisio and consistent updates will be available for Council and the public through reports and our public dashboard on the corporate website. Envisio will be live on our site in the Spring of 2024.

Reading the IMP

Each action is categorized by strategic priority area then by goals and objectives related to that priority.

In this document we have not included our KPIs, but each action will also have a measure of success (Key performance indicator).

On each slide, we've included a brief description that outlines what we hope to achieve through the objective and a nod to tasks we are already doing through our normal operations to support it.

The Integrated Master Plan is a road map for the Township to follow to successfully realize our shared vision.

VISION

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



MISSION

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





GUIDING PRINCIPLES

Inclusive and Welcoming

Open and Transparent

Organizational Excellence

Accountability

Kindness



STRATEGIC
PRIORITY #1

EMBRACE THE
THRIVING
RURAL LIFESTYLE

STRATEGIC PRIORITY– EMBRACE THE THRIVING RURAL LIFESTYLE

Goal #1, Objective #1

GOAL #1: Encourage strong communications and community engagement

Objective #1: Enhance Communication and Information Sharing.

We use multiple channels to communicate with our residents, businesses and visitors including but not limited to: e-newsletters, tax bill newsletters, social media, our website and website news, direct emails and letters, newspapers, Marketplace and Have Your Say HK. In an effort to continuously improve communications and to reach more people we will:

Actions	Origin	Team	Timeline
Better identify our audience by creating audience segments based on what we know about our audience and determine what segments are missing; who is not receiving information or engaging with us and figure out better ways to reach them.	Engagement Plan and Parks and Rec Master Plan	Clerk and Community Services	2024
Create communication templates using audience information to help staff develop and distribute communications in the most meaningful way	Communications Plan and Engagement Plan	Clerk	2024
Enhance our relationships with media partners to find cost savings and efficiencies and to increase our reach	Communications Plan and Engagement Plan	Clerk	2024
Organize annual communication sharing meetings with community partners to share information, increase partnerships and collaboration and foster community development	Parks and Recreation Master Plan	Community Services - ALL	Annual

STRATEGIC PRIORITY– EMBRACE THE THRIVING RURAL LIFESTYLE

Goal #1, Objective #2

GOAL #1: Encourage strong communications and community engagement

Objective #2: Improve Engagement Planning and Two-way Communication

We endeavor to create an environment that encourages two-way communication with our residents, businesses and visitors. Using Have Your Say HK we built a central location for all engagement opportunities that is supported by all Departments. To continue to improve consistency and to ensure we are providing meaningful engagement opportunities we will:

Actions	Origin	Team	Timeline
Develop procedures to support staff in building successful engagement campaigns including toolkits for in-person and online engagements.	Engagement Plan	Clerk	2025
Implement procedures and set expectations for engagement including what type of engagement is required for certain initiatives and what best practices should be followed.	Engagement Plan	Clerk	2025
Develop close-out procedures and templates for all engagement projects.	Engagement Plan	Clerk	2025
Encourage innovation when creating engagement opportunities: feedback events, promotions, social media polls, etc.	Engagement Plan	Clerk	2027

STRATEGIC PRIORITY– EMBRACE THE THRIVING RURAL LIFESTYLE

Goal #1, Objective #3

GOAL #1: Encourage strong communications and community engagement

Objective #3: Increase Success of Marketing and Promotions

Marketing our programs, promotions, services and points of interest to new residents, investors and businesses is crucial part of our success. Promoting our assets to our current residents and business owners is also important to build awareness and community pride. To increase our efforts we will:

Actions	Origin	Team	Timeline
Develop templates and guiding documents that can be used for all promotional campaigns (including resident attraction, business recruitment, business promotions, fire prevention, etc.)	Communications Plan and Engagement Plan	Clerk	2024
Develop a marketing toolkit that outlines what marketing channels are available, best practices for all channels, typical ad spends, and any other pertinent information to make promotions successful.	Communications Plan and Engagement Plan	Clerk	2025

STRATEGIC PRIORITY– EMBRACE THE THRIVING RURAL LIFESTYLE

Goal #2, Objective #1

GOAL #2: Build Community Capacity

Objective #1: Support volunteerism and our community groups.

A thriving rural lifestyle is not possible without the support from the many community groups and services clubs that plan, promote and execute community programs, events and projects for our community. We understand the need to support these groups to ensure they are sustainable for generations to come. To encourage volunteerism and provide consistent support to all groups we will:

Actions	Origin	Team	Timeline
Build meaningful relationships with our community groups and service clubs to understand their needs and how we can support them. Encourage two-way communication and partnerships.	Economic Development Action Plan and Parks and Recreation Master Plan	CAO and Community Services	Ongoing
Develop events or programs that provide residents with information about what volunteer opportunities are available and why they should volunteer, connect potential volunteers with our groups.	Economic Development Action Plan and Parks and Recreation Master Plan	CAO and Community Services	2025
Develop a guiding document for staff to outline the support we are able to provide community groups and service clubs for their events, promotions and projects.	Economic Development Action Plan and Parks and Recreation Master Plan	CAO and Community Services	2024

STRATEGIC PRIORITY– EMBRACE THE THRIVING RURAL LIFESTYLE

Goal #2, Objective #2

GOAL #2: Build Community Capacity

Objective #2: Prepare for Changing Workforce Needs

Providing opportunities for residents to find meaningful employment to support a positive quality of life in Huron-Kinloss is an important initiative. Connecting residents to service providers and employers, providing funding through the Early Investment in Education and Skills program and understanding the changing workforce needs in our area are examples of support we can provide. We will also:

Actions	Origin	Team	Timeline
Monitor workforce trends and needs of local businesses and employers to develop programs, partnerships or funding opportunities to meet demands.	Economic Development Action Plan	CAO	Ongoing

STRATEGIC PRIORITY– EMBRACE THE THRIVING RURAL LIFESTYLE

Goal #2, Objective #3

GOAL #2: Build Community Capacity

Objective #3: Enrich Community Partnerships and Services

We have many partners that provide services and amenities to our residents and business owners. We take pride in these partnerships and understand the opportunities they provide to bring additional supports to our community. Partnerships we will continue to build include but are not limited to:

Actions	Origin	Team	Timeline
To increase childcare spaces in Huron-Kinloss we will continue to work with our childcare providers and Bruce County to understand the need, how it is calculated and how we can be a supportive partner in meeting the needs of our residents.	Economic Development Action Plan, Strategic Plan Action Plan, Input Summary Report	CAO	2024
To increase access to healthcare services we will continue to work with the local Family Health Teams, Physicians, and Physician Recruiters, to understand the need, how the system works, and how we can be a supportive partner in meeting the needs of our residents. Continue to promote new and current healthcare programs to our residents.	Economic Development Action Plan, Strategic Plan Action Plan, Input Summary Report	CAO	2024

STRATEGIC PRIORITY– EMBRACE THE THRIVING RURAL LIFESTYLE

Goal #3, Objective #1

GOAL #3: Facilitate Community Well-Being

Objective #1: Enhance programming

Programming plays a role in developing community well-being and pride for our residents. It supports resident attraction and business recruitment by showing who we are and everything we have to offer. It also inspires the community to want to participate and engage in our continued success.

Actions	Origin	Team	Timeline
Investigate new promotions and events to increase tourism and visitor spend in Huron-Kinloss.	Economic Development Action Plan and Tourism Strategy	CAO	Annual
Promote and celebrate points of interests and assets through Secrets of the Back 40 marketing campaigns.	Economic Development Action Plan and Tourism Strategy	CAO	2024
Identify gaps that need filled in recreation programming and investigate opportunities to fill the gaps (ie. Youth programming, family activities, arts programs, drop-in programs).	Parks and Recreation Master Plan	Community Services	2025
Determine facility, staffing and equipment needs to implement new programming and research funding opportunities to purchase equipment, improve facilities or hire staff.	Parks and Recreation Master Plan, Economic Development Action Plan, Tourism Strategy	CAO and Community Services	2026

STRATEGIC PRIORITY– EMBRACE THE THRIVING RURAL LIFESTYLE

Goal #3, Objective #2

GOAL #3: Facilitate Community Well-Being

Objective #2: Augment Community Planning and Encourage Collaboration

Community planning takes into consideration all of our assets and our long-term goals for the community. It looks beyond developing individual assets or infrastructure and considers the big picture. It promotes unification of our communities and engagement with our residents. To augment our community planning we will:

Actions	Origin	Team	Timeline
Review our transportation plan and capital plans to develop an active transportation network. This would include developing guidelines to determine what roads are suitable for multi-use paths and an overall goal of connecting multi-use paths across the Township.	Economic Development Action Plan and Tourism Strategy, Boiler Beach Traffic Study	CAO, Public Works and Community Services	2024
Develop an updated trails plan to guide future trail development and maintenance standards for current trails.	Parks and Recreation Master Plan	Community Services	2024
Create design standards including accessibility considerations for all parks and playgrounds.	Parks and Recreation Master Plan	Community Services	2024
Undergo planning for specific target audiences (seniors, youth) through engagement efforts to develop a list of actions we can implement to become age-friendly and increase resident satisfaction for all demographics.	Community Engagement Efforts and Parks and Recreation Master Plan	CAO and Community Services	2026
Update Downtown Revitalization Plans with phased-in action plans to encourage community beautification, satisfaction and investment.	Economic Development Action Plan	CAO	2024
Determine path forward for Boiler Beach Road Project	Boiler Beach Road Traffic Study	Public Works	2024



STRATEGIC
PRIORITY #2

ENHANCE
MUNICIPAL
SERVICE DELIVERY

STRATEGIC PRIORITY– ENHANCE MUNICIPAL SERVICE DELIVERY

Goal #1, Objective #1

GOAL #1: Encourage Citizen First Delivery

Objective #1: Improve Customer Experience

We strive to create a positive customer experience in every interaction we have with our residents, business owners, visitors, and community partners. To continue to improve our customer experience we will:

Actions	Origin	Team	Timeline
Work with each department to create customer guidelines that include response times for standard inquiries (building permits, fire permits, inspections). We will empower our staff and encourage a first contact resolution environment. We will provide ongoing training for all staff on the importance of good customer service	Communications Plan	CAO, Clerk and Treasury	2025
Undertake a customer mapping exercise with each department to identify how our services are accessed by the public, identify any bottlenecks and create a plan to improve them.	Communications Plan	CAO and Clerk	2026
Improve accessibility; Update multi-year accessibility plan and add actions to the IMP. Provide ongoing training to staff to share the importance of accessibility considerations in all our work.	Multi-Year Accessibility Plan	Clerk	2028

STRATEGIC PRIORITY– ENHANCE MUNICIPAL SERVICE DELIVERY

Goal #1, Objective #2

GOAL #1: Encourage Citizen First Delivery

Objective #2: Modernize Service Delivery

We live in a digital era and there is a growing expectation from citizens to offer digital services. As we continue to implement the recommendations in our Digital Modernization Review we will:

Actions	Origin	Team	Timeline
Work with each department to determine services that can be modernized for better user/customer experience (online payment options, etc.). We will continue to update the digital modernization road map and add actions to IMP.	Digital Modernization Roadmap	CAO	Ongoing
Streamline digital footprint by continuing to monitor availability of new software programs and capabilities for increased efficiency, better user experience and cost savings.	Digital Modernization Roadmap	CAO	Ongoing

STRATEGIC PRIORITY– ENHANCE MUNICIPAL SERVICE DELIVERY

Goal #2, Objective #1

GOAL #2: Strive for Continuous Improvement and Increased Efficiency

Objective #1: Improve Service Delivery Across the Corporation

Small, incremental changes can add up to substantial improvements over time. By consistently reviewing our procedures and day to day operations we build an environment of continuous improvement. Some key areas of focus to improve service delivery include:

Actions	Origin	Team	Timeline
Develop Delivery and Maintenance Standards for all departments including checklists and reports for staff to use to ensure compliance; develop policies and procedures to ensure staff understand legislative requirements. Educate the public.	Parks and Recreation Master Plan, Fire Services Review, Transportation Review,	All	2027
Determine what services could be outsourced for cost savings and increased efficiency. Conduct a cost/benefit analysis to review services and develop procedures and policies to support implementation (if beneficial).	Parks and Recreation Master Plan	Community Services, Public Works	2028
Enhance By-Law reporting program with public facing reports or dashboard and research and test opportunities to improve by-law enforcement program.	Input Summary Report	Building and By-Law	2024 and Ongoing
Expand internal Lean program to increase efficiency	Organizational Excellence Report	All	Ongoing

STRATEGIC PRIORITY– ENHANCE MUNICIPAL SERVICE DELIVERY

Goal #2, Objective #2

GOAL #2: Strive for Continuous Improvement and Increased Efficiency

Objective #2: Use an innovative mindset when considering opportunities to improve

Our Team values the opportunity to work with community partners, industry experts, municipal contacts, and many other organizations to share knowledge and best practices. Innovation is happening everywhere; maintaining these networks and researching new innovations ensures we are offering our community the best services while responsibly using our resources.

Actions	Origin	Team	Timeline
Research opportunities to be innovative in service delivery including new trends in managing municipal infrastructure, innovative drainage solutions, EV charging stations, etc. Add actions to IMP	Climate Change Action Plan, Transportation Review, Input Summary Report	All	2028
Participate in Municipal Innovation Council to leverage funding and collaboration opportunities with other municipalities to enhance service delivery.	Input Summary Report	CAO	Annual

STRATEGIC PRIORITY– ENHANCE MUNICIPAL SERVICE DELIVERY

Goal #3, Objective #1

GOAL #3: Support Employee Recruitment and Retention

Objective #1: Create a supportive work environment that attracts and retains quality employees

Our success as an organization is heavily dependent on the team we build to provide our services. Strengthening an environment of support and employee well-being will ensure Huron-Kinloss is a top employer, employing the best and brightest to serve our citizens.

Actions	Origin	Team	Timeline
Review our HR strategy and look for opportunities to attract new audiences to part-time or hard-to-fill positions	Organizational Excellence Report, Input Summary	CAO	2025
Consider a People strategy to improve employee satisfaction and retention. Engage employees to determine the need for flexible work arrangements.	Organizations Excellence Report and Input Summary	CAO	2024

STRATEGIC PRIORITY– ENHANCE MUNICIPAL SERVICE DELIVERY

Goal #3, Objective #2

GOAL #3: Support Employee Recruitment and Retention

Objective #2: Ensure staff has the tools and support they need to be successful

A supportive work environment includes providing the tools and services that staff need to be successful in their roles. By meeting with staff regularly, the Senior Team stays well-informed of the needs of their teams. We will continue to meet those needs by:

Actions	Origin	Team	Timeline
Reviewing our IT delivery model by collecting staff feedback, preparing a cost/benefit analysis and by researching options to improve IT service delivery to staff.	Digital Modernization Roadmap, Organizational Excellence Report	CAO	2025
Update Digital Modernization Road Map; review software that has been implemented, determine if there are additional gaps/needs, continue to work towards streamlining number of software systems.	Digital Modernization Roadmap	CAO	2024

STRATEGIC PRIORITY– ENHANCE MUNICIPAL SERVICE DELIVERY

Goal #4, Objective #1

GOAL #4: Measure Performance

Objective #1: Develop a Performance Measurement Program

Measuring our performance is critical to understanding the success of all of our initiatives. We can track progress over time, find opportunities for improvement, identify barriers to success and confirm if our goals and targets are realistic.

Actions	Origin	Team	Timeline
Develop a performance measurement program that includes training for staff on how to develop and report on meaningful key performance indicators. Monitor the progress of performance measurement program.	All	All	2024
Set targets and benchmark against other communities to develop a true comparison of our performance. Track and monitor facility usage, equipment hours, revenue generated to set goals to track improvement.	All	All	2025

STRATEGIC
PRIORITY #3

PREPARE FOR
INCLUSIVE
GROWTH



STRATEGIC PRIORITY— PREPARE FOR INCLUSIVE GROWTH

Goal #1, Objective #1

GOAL #1: Ensure Municipal Systems and Infrastructure Support Future Growth

Objective #1: Implement recommendations from Growth and Servicing Master Plan

The Growth and Servicing Master Plan (as also referred to as the Water and Wastewater Master Servicing Plan) provided multiple recommendations for staff to complete to ensure our municipal systems are prepared for future growth. These recommendations include:

Actions	Origin	Team	Timeline
Complete Water and Wastewater Allocation Policy and Infiltrations Policy.	Growth and Servicing Master Plan	CAO, public works	2024
Update and Monitor capacity in all systems annually (including infill lots that have capacity assigned). Track development over the next five years including water and wastewater hook-ups to maintain accurate inventory and mapping and confirm growth projections. Individually monitor Ripley wastewater, Lucknow wastewater and Lakeshore water systems.	Growth and Servicing Master Plan	Building and Planning	Ongoing
Determine when new infrastructure is required (ie. capacity left in system) and begin EA process for new or expanded infrastructure once that threshold has been met.	Growth and Servicing Master Plan	CAO, Public Works	2025
Investigate increasing Urban Boundaries to include properties East of Lake Range to provide additional residential development opportunities along Lakeshore. Receive Council approval, determine next steps and add to action plan	Growth and Servicing Master Plan	CAO, public works	2024

STRATEGIC PRIORITY— PREPARE FOR INCLUSIVE GROWTH

Goal #1, Objective #1 (Cont'd)

GOAL #1: Ensure Municipal Systems and Infrastructure Support Future Growth

Objective #1: Implement recommendations from Growth and Servicing Master Plan (cont'd)

The Growth and Servicing Master Plan (as also referred to as the Water and Wastewater Master Servicing Plan) provided multiple recommendations for staff to complete to ensure our municipal systems are prepared for future growth. These recommendations include:

Actions	Origin	Team	Timeline
Investigate potential locations for a new municipal well in southern Lakeshore area to replace Blair's Grove, begin EA process and determine how the project will be funded	Growth and Servicing Master Plan	CAO, public works	2024
Investigate potential locations for a North Lakeshore Water Tower and new municipal well, begin EA process and determine how the project will be funded	Growth and Servicing Master Plan	CAO, public works	2024-2026
Investigate potential locations for a new municipal well in Lucknow to replace Well 5, begin EA process and determine how the project will be funded	Growth and Servicing Master Plan	CAO, PW	2027-2028

STRATEGIC PRIORITY– PREPARE FOR INCLUSIVE GROWTH

Goal #1, Objective #2

GOAL #1: Ensure Municipal Systems and Infrastructure Support Future Growth

Objective #2: Review current infrastructure and anticipate needs of a growing community

To be truly prepared for inclusive growth we must consider how our current infrastructure will be impacted by the growth in population and what new infrastructure will be required.

Actions	Origin	Team	Timeline
Develop a guiding document (Infrastructure Needs Assessment) for staff to use when new infrastructure is requested. The guiding document will include elements of a feasibility study and needs assessment and can be conducted internally or with the support of a consultant.	All	CAO, Building and Planning	2024
Complete an Infrastructure Needs Assessment for a Fire hall at the Lakeshore	Fire Services Review	Fire	2025
Complete an Infrastructure Needs Assessment for a Public Works Shed at the Lakeshore	Transportation Review	Public Works	2027
Complete an Infrastructure Needs Assessment for re-locating the Ripley Fire Hall	Fire Services Review	Fire	2027
Complete an Infrastructure Needs Assessment for the Pine River Pedestrian Bridge	Community Engagement	Community Services	2028
Conduct an Infrastructure Needs Assessment for Point Clark Pickleball Court	Community Engagement	Community Services	2024

STRATEGIC PRIORITY— PREPARE FOR INCLUSIVE GROWTH

Goal #1, Objective #2 (Cont'd)

GOAL #1: Ensure Municipal Systems and Infrastructure Support Future Growth

Objective #2: Review current infrastructure and anticipate needs of a growing community (cont'd)

To be truly prepared for inclusive growth we must consider how our current infrastructure will be impacted by the growth in population and what new infrastructure will be required.

Actions	Origin	Team	Timeline
Update inventory of all equipment and forecast equipment needs for the future (recreation equipment, fleet upgrading, etc.)	All	All	Annual
Develop a plan for waste management to manage closure of the Huron Landfill and development of a new landfill site.	Kinloss Landfill Review	Public Works	2024-2028
Continue to build relationship with the NWMO to understand impact of the Deep Geological Repository should it be located in South Bruce.	NWMO and Partner Studies	CAO	Ongoing

STRATEGIC PRIORITY– PREPARE FOR INCLUSIVE GROWTH

Goal #2, Objective #1

GOAL #2: Encourage Economic Vitality

Objective #1: Support Sustainable Housing Growth

Work with Developer's to understand housing development process and identify opportunities to streamline our processes to ensure development can happen smoothly. Engage our residents and other community partners to better understand housing needs and continue to advocate for solutions.

Actions	Origin	Team	Timeline
Collaborate with developers to understand barriers to developing mixed use, diverse, and attainable housing options. Educate Developer's on programs that support affordable and attainable housing developments.	Resident Attraction Strategy, Economic Development Action Plan	CAO, Building and Planning	2025
Create a Developer's checklist to streamline the development process	Economic Development Action Plan	CAO	2024
Update our Official Plan and Zoning By-Law	Capital Plan	Building and Planning	2026

STRATEGIC PRIORITY– PREPARE FOR INCLUSIVE GROWTH

Goal #2, Objective #2

GOAL #2: Encourage Economic Vitality

Objective #2: Business Recruitment and Retention

Business recruitment and retention is key deliverable in ensuring economic vitality for Huron-Kinloss. Not only do we need to increase the numbers of businesses and investment in our commercial and industrial areas, we also need to provide support to our current businesses to ensure their ongoing success.

Actions	Origin	Team	Timeline
Conduct a Retail Gap Analysis for Lucknow and Ripley	Ec Dev Action Plan, Input Summary Report	CAO	2024
Conduct a Community Engagement campaign for residents- What is missing from our downtowns? What products do you purchase in downtown? What products do you go out of town for and why? How much do you spend?	Ec Dev Action Plan, Input Summary Report	CAO	2024
Identify barriers to opening a business in Huron-Kinloss and reduce them	Ec Dev Action Plan, Input Summary Report	CAO	2026
Work with business community to better understand workforce needs	Ec Dev Action Plan, Input Summary Report	CAO	2027

STRATEGIC PRIORITY— PREPARE FOR INCLUSIVE GROWTH

Goal #2, Objective #3

GOAL #2: Encourage Economic Vitality

Objective #3: Increase Investment in Commercial and Industrial Areas

Bruce County is rich with investment opportunities in energy, agriculture and tourism and Huron-Kinloss is well poised to take advantage of those opportunities. By gaining insight into upcoming projects, building relationships in these sectors and positioning Huron-Kinloss as “open for business” we will surely see future investment.

Actions	Origin	Team	Timeline
Work with nuclear sector and other industry partners to understand their commercial and industrial needs and to promote opportunities in Huron-Kinloss	Ec Dev Action Plan, Input Summary Report	CAO	Ongoing
Source new investment by developing relationships with investors new to Huron-Kinloss and by improving relationship with current investors	Ec Dev Action Plan, Input Summary Report		Ongoing
Determine future industrial land needs	Ec Dev Action Plan, Input Summary Report	CAO	2028
Review current community improvement plan and downtown improvement programs to encourage investment in our communities.	Ec Dev Action Plan, Input Summary Report		2024

STRATEGIC PRIORITY— PREPARE FOR INCLUSIVE GROWTH

Goal #3, Objective #1

GOAL #3: Protect, Preserve and Restore the Natural Environment

Objective #1: Implement and Promote Environmental Protection Measures

Continued commitment to the protection of our greenspace, parks and lakeshore is tremendously important to maintain what our residents love about Huron-Kinloss and to ensure we are doing our part in the fight against climate change.

Actions	Origin	Team	Timeline
Develop a Reforestation program that will include strategic planting of trees throughout the Township	Climate Change Action Plan, Parks and Rec Master Plan,	Community Services	2024 Start
Develop environmental design guidelines for Developer's. Continue to monitor success of programs that protect our sensitive areas and develop new programs as needed (water collection programs, septic inspection program, zoning policies and procedures, etc.)	Climate Change Action Plan, Parks and Rec Master Plan, Input summary report	Building and Planning	2027
Work with our community to protect the lakeshore; educate the public on invasive species and native species, dune restoration, etc. Continue addressing structures on the beach and implement restoration programs as required.	Climate Change Action Plan, Input Summary Report	Community Services, Building and Planning, Clerk	2025
Protection of parks and green space; work with partners to ensure new development doesn't negatively impact parks and green space, continue to promote parks and greenspaces	Parks and Rec Master Plan, Input Summary Report	Community Services	2027
Create storm water drainage and water management plans and complete flood plain mapping.	Various reports	Public Works	2024

STRATEGIC PRIORITY– PREPARE FOR INCLUSIVE GROWTH

Goal #3, Objective #2

GOAL #3: Protect, Preserve and Restore the Natural Environment

Objective #2: Research and Execute New Environmental Initiatives

The Township has made great headway in the reduction of green house gas emissions through various recommendations in our climate change action plan but there is more work to do. We will continue to do our part by:

Actions	Origin	Team	Timeline
Continue to research, implement and communicate waste diversion and recycling programs for the residents of Huron-Kinloss.	Climate Change Action Plan, Parks and Rec Master Plan, Input summary report, Transportation Review	Public Works	2027
Review Climate Change Action Plan and develop new set of actions to continue to reduce GHG emissions and work towards net-zero. Actions may include; initiatives to support electrification, alternative energy sources (solar) and/or the need for an additional staff resources to support these initiatives.	Climate Change Action Plan, Parks and Rec Master Plan, Input summary report, Transportation Review	Public Works	2026



STRATEGIC
PRIORITY #4

ENSURE
FINANCIAL
STABILITY

STRATEGIC PRIORITY– ENSURE FINANCIAL STABILITY

Goal #1, Objective #1

GOAL #1: Manage Assets and Maintain Infrastructure

Objective #1: Asset Management

Being proactive about the maintenance and management of our assets and inventory ensures business continuity and allows us to financially prepare for upcoming capital projects.

Actions	Origin	Team	Timeline
Implement, Update and Monitor Capital plans	All	All	Ongoing
Maintain a comprehensive asset inventory using a specialized software to ensure complete and accurate asset information is available for forecasting,	Asset Management Plan	Treasury	Annual
Review and update replacement costs periodically to align with recent market conditions and industry trends	Asset Management Plan	Treasury	Ongoing
Consider implementing or updating condition assessments for assets, particularly those with high value and/or high risk of failure	Asset Management Plan	Treasury	Ongoing
Continue collecting data on the metrics associated with the current levels of service and add new metrics that contribute to measuring performance	Asset Management Plan	Treasury	Ongoing
Collaboratively identify proposed levels of service and develop strategies required to reach proposed levels of service in accordance with O. Reg 588/17.	Asset Management Plan	Treasury	2025
Update Asset Management Plan	Legislative Requirement	Treasury	2025

STRATEGIC PRIORITY– ENSURE FINANCIAL STABILITY

Goal #1, Objective #2

GOAL #1: Commit to Financial Health and Sustainability

Objective #2: Maintain Balanced Budget and Forecasting for the Future

It is our responsibility to our community to maintain a balanced budget and to forecast future expenses to avoid unforeseen burdens on our tax payers. We will continue to achieve this by:

Actions	Origin	Team	Timeline
Rate increases for future infrastructure needs: 1. Increase taxes by 0.9% annually for 15 years, 2. Increase water rates by 0.8% for 5 years, and 3. Increase sewer rates by 5.6% for 20 years.	Asset Management Plan	Treasury	Annual
Compare fees to other Municipalities, to keep fees in line with other municipalities, facilitate a fee comparison every 2-3 years and adjust fees as necessary through Council approval process	Parks and Recreation Master Plan, Fire Services Review, Transportation Review	Treasury	Ongoing
Investigate and implement revenue generation opportunities such as; cost recovery, subsidy options, sponsorship, grants, donations; to keep tax levy reasonable.	All	All	Ongoing
Work with each department on their future planning needs and help them to develop a funding strategy that is realistic and achievable, support with grant writing and tracking.	All	Treasury - ALL	Ongoing

THANK YOU

