



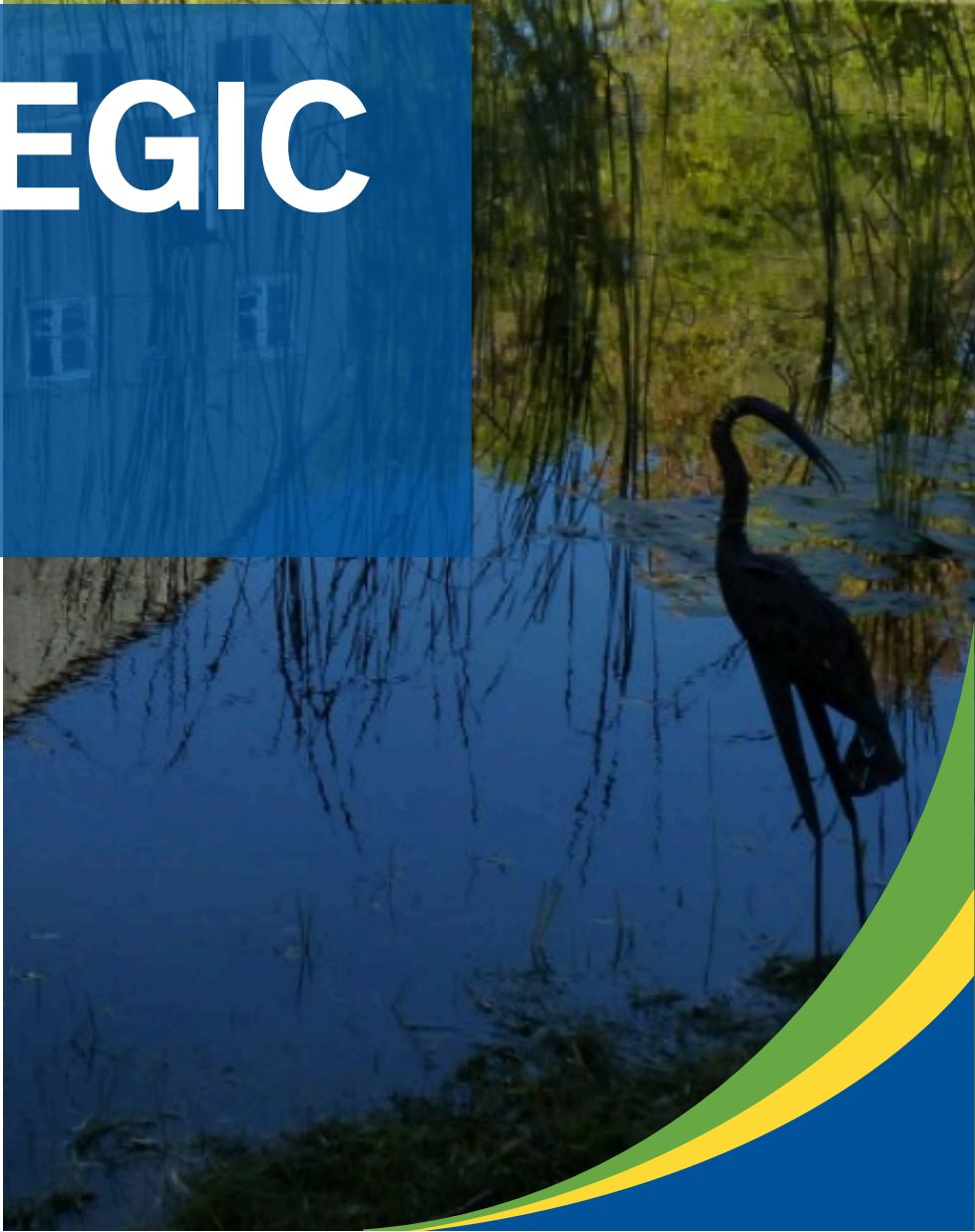
Township of

**Adjala-
Tosorontio**



STRATEGIC PLAN

2024-2028



Prepared by:



TABLE OF CONTENTS

03 ABOUT THE PROJECT

04 MESSAGE FROM THE MAYOR

05 EXECUTIVE SUMMARY

06 VISION & MISSION

07 VALUES

08 STRATEGIC PRIORITIES

09 OPERATIONS & GOOD GOVERNANCE

11 FINANCIAL SUSTAINABILITY

13 COMMUNITY VITALITY & PLANNING

15 COMMUNICATIONS

17 INFRASTRUCTURE

19 ENVIRONMENTAL SUSTAINABILITY



ABOUT THE PROJECT

What is a Strategic Plan?

This strategic plan sets out to provide a clear framework for the Township of Adjala-Tosorontio, outlining long-term goals and the strategies needed to achieve them. By establishing a shared vision and mission, the plan identifies priorities and allocates resources effectively to ensure sustainable growth and development. This approach will help the Township address current challenges, enhance community engagement, and guide decision-making processes. Ultimately, this strategic plan aims to align efforts with the community's values and aspirations, paving the way for a more prosperous, connected, and resilient future for all residents.

The Process?

- 1. PROJECT INITIATION & CURRENT STATE ASSESSMENT** - In-depth review, environmental scan and resource assembly.
- 2. INTERNAL ENGAGEMENT** - Staff and Council workshops
- 3. PLANNING & STRATEGY DEVELOPMENT** - Developed a strategy outline, detailing objectives and aligning with key goals.
- 4. EXTERNAL ENGAGEMENT** - Engaged with the community for feedback
- 5. REFINEMENT & FINALIZATION** - Redevelopment of strategy based on feedback
- 6. IMPLEMENTATION** - Ongoing execution of the finalized strategy.
- 7. HEALTH CHECK** - Conducted a thorough evaluation of the implemented strategy to identify strengths and areas for improvement.



MESSAGE FROM THE MAYOR

Dear Adjala-Tosorontio,

It is with great pleasure that I present the 2024-2028 Township of Adjala-Tosorontio Strategic Plan.

This Strategic Plan serves as a roadmap for our future, guiding decision-making to ensure the Township fulfills its vision “to build a safe and welcoming community, close to nature, rich in history, with opportunities for all.” The Plan outlines strategic priorities, goals, and initiatives designed to help us achieve this vision over the current Council term and beyond.

Our goals focus on enhancing operations & governance, developing future-focused financial planning, improving infrastructure, sustaining our environment, and refining communications to ensure community vitality and economic resilience.

The plan details the strategic priorities and initiatives to be achieved each year, with regular progress reports. It is intended to inspire collaboration towards building a vibrant and sustainable community.


For Council and Township staff, the Strategic Plan will be a crucial tool for setting priorities, making decisions, and managing operations throughout this Council term and beyond. As we implement the plan, Township departments will develop and execute work plans to achieve our goals.

We take great pride in our community and look forward to implementing the Strategic Plan with and for the residents and businesses of Adjala-Tosorontio.

Scott W. Anderson, Mayor



EXECUTIVE SUMMARY



The Township of Adjala-Tosorontio's Strategic Plan outlines a comprehensive vision to **cultivate a safe and welcoming community, deeply connected to nature, rich in history, and brimming with opportunities for all**. Guided by our mission to **serve a connected community by nurturing our rural roots and fostering a prosperous future**, this plan aims to balance the preservation of our heritage with forward-looking growth and development. This strategic framework has been thoughtfully developed in collaboration with the Township's Council, Staff, and community members. Through extensive consultation, including public meetings and online surveys, we have ensured that the priorities and aspirations of our residents are at the heart of this plan.

Our strategic priorities focus on enhancing organizational management to strengthen service delivery and ensure transparent, **accountable governance**. We are committed to promoting prudent fiscal management to secure long-term **financial health and stability** for the Township. Fostering **community engagement** and supporting local initiatives are crucial as we plan for sustainable growth that enriches the quality of life for all residents. Enhancing **communication** strategies is essential to ensure clear, consistent, and effective dialogue between the Township and its residents and other community stakeholders. Investing in and maintaining critical **infrastructure** supports the needs of our growing community and ensures its safety and functionality. Additionally, we are committed to **environmental stewardship** through initiatives that protect and enhance our natural surroundings, promoting a healthy and sustainable environment.

As we look towards the future, this strategic plan addresses current challenges while laying a robust foundation for sustainable development and resilience. It reflects our commitment to transparency, inclusivity, and proactive governance. By embracing innovation and responding to the evolving needs of our diverse and growing community, we strive to make Adjala-Tosorontio a model of rural excellence and community well-being. Together, we aim to build a future where our Township thrives, offering a high quality of life for all its residents.



VISION & MISSION



Vision

Our vision is to **build a safe & welcoming community, close to nature, rich in history, with opportunities for all**

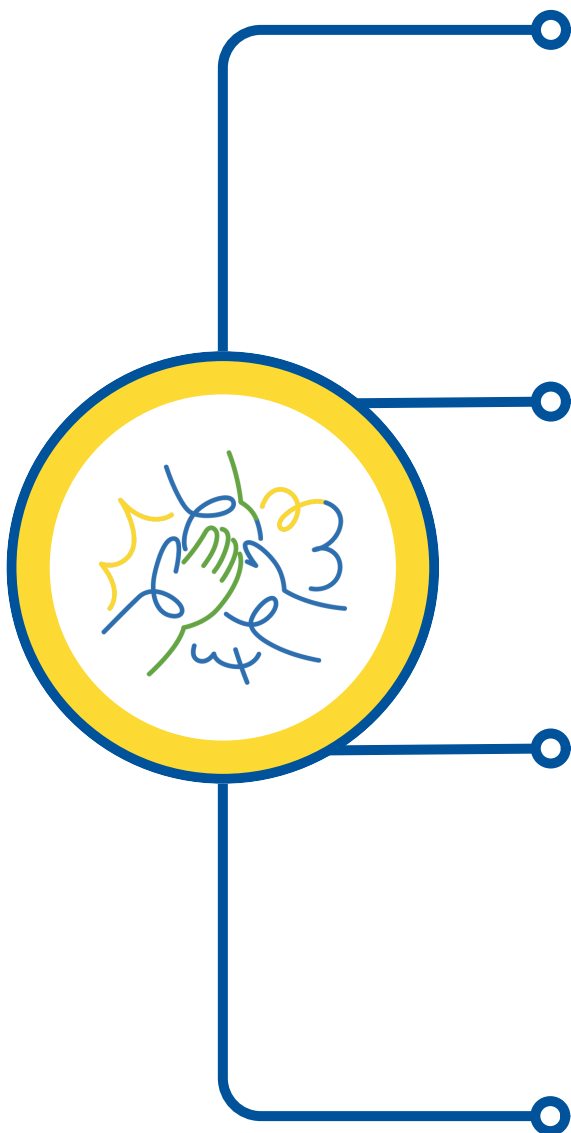


Mission

Our Mission is to **serve a connected community by nurturing our rural roots & fostering a prosperous future.**



VALUES



Progressive

A **forward-thinking** approach that embraces adaptability, encouraging **innovative solutions** and flexible strategies to address evolving challenges while prioritizing **inclusive** and **sustainable** progress for the community.

Responsible

An unwavering commitment to **accountability**, respecting diverse perspectives, and maintaining **transparency** in decision-making processes that help foster a governance approach in prioritizing the **well-being** and **trust** of the community

Service

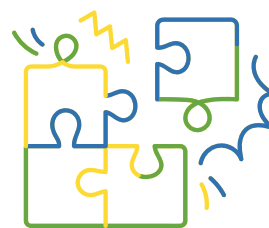
A **purpose-driven** commitment to **excellence**, actively engaging with the community, and providing **support** while maintaining a high standard of service delivery.

Integrity

A steadfast commitment to **trustworthiness**, **responsibility**, **accountability**, and **transparency**. We will maintain a high standard of ethical conduct, ensuring **honest** and principled actions, and fostering confidence among stakeholders in the governance processes.



STRATEGIC PRIORITIES



Throughout the 2024-2028 term, the municipality has identified six key strategic priorities that will guide its initiatives. These priorities represent a holistic approach to community development. Collectively, they demonstrate the municipality's dedication to balanced progress, integrating economic growth, environmental stewardship, effective governance, and community well-being to ensure an auspicious and sustainable future for all residents.

**Financial
Sustainability**

Communications

**Environmental
Sustainability**

**Operations &
Good Governance**

**Community Vitality
& Planning**

Infrastrucutre

OPERATIONS & GOOD GOVERNANCE

Within "Operations & Good Governance," we aim to enhance the efficiency and transparency of municipal operations. By fostering a collaborative work environment and establishing clear procedures, this priority seeks to build trust within the organization and the community. Key initiatives include developing a comprehensive strategic plan, recruiting and retaining quality staff, and ensuring all municipal policies and procedures are effective and up-to-date.

Objective

Action

Provide a roadmap for the future of the municipality, build trust in the organization, and work collaboratively with the community as a team.

Complete a Strategic Plan with S.M.A.R.T. goals and an action plan. In the strategic planning process develop trust, collaboration and teamwork, working as ONE TEAM, with ONE GOAL.

Recruit and retain quality staff and build staff morale

Build a Staff recruitment, retention and recognition plan including training and flexible work arrangements

Develop Standard Operating Procedures for municipal operations to ensure effective and efficient operation

Review all Operational Processes and develop Standard Operating Procedures for the organization

Ensure all policies, procedures, and by-laws are effective and up-to-date

Undertake a review of all municipal policies, bylaws and procedures.

Up to date records management

Undertake a review of records management to ensure we meet provincial requirements

OPERATIONS & GOOD GOVERNANCE

Objective

Action

Utilize software and technology to deliver effective and efficient services

Review operations to uncover opportunities to implement software solutions and technology to increase efficiencies.

Ensure the municipality is competitive in the marketplace for staff and meets provincial pay equity requirements

Retain a consultant to undertake a Municipal Compensation & Pay Equity Review

Respond effectively in an emergency by having an Emergency Response Plan

Build an Emergency Response Plan

Maintain high standards of service by focusing of staff training

Invest in staff training and complete training and development plan for all staff

FINANCIAL SUSTAINABILITY

Adjala-Tosorontio is committed to ensuring long-term financial health through the "Financial Sustainability" pillar. This involves updating asset management plans, maintaining fiscal responsibility, and ensuring water service sustainability. Our goal is to manage limited financial resources effectively and efficiently, ensuring that growth pays for growth and that the municipality remains in a solid financial position.

Objective

Action

Ensure the municipality is in a solid financial position by updating the asset management plan and the capital reserves

Review and update the capital reserves and Asset Management Plan

Ensure the financial sustainability of the municipality

Update the long term Financial Plan for the municipality

Water service sustainability

Undertake a Water Study and plan for financial sustainability and funding

Maintain high standard of water works operations

Focus on water works staffing, maintenance and repairs including developing a long term plan

Fiscal responsibility

Complete annual budgets early in the year and subsequently tender early to reduce costs.

Undertake capital and operational forecasting to guide departments and Council during budget process.

FINANCIAL SUSTAINABILITY

Objective

Action

Ensure growth pays for growth and resource extraction pays for required costs.

Review Development Charges study and agreements with gravel pit operators and enhance all municipal agreements

Manage limited financial resources effectively and efficiently

Review the grant process and complete a cost recovery policy review

COMMUNITY VITALITY & PLANNING

Enhancing the quality of life for residents is the focus of "Community Vitality & Planning." This includes updating the official plan and comprehensive zoning bylaw, delivering quality parks and recreation services, and promoting economic development. We aim to create a vibrant community with ample opportunities for commercial and industrial growth, thereby increasing the tax base and providing local job opportunities.

Objective

Action

Official plan is up to date and in place to guide the municipality

Undertake an Official Plan Review

Ensure that the comprehensive zoning bylaw is effective and up to date

Review Comprehensive Zoning Bylaw and update as required

Deliver quality parks and recreation services

Complete a Recreation and Parks Master Plan including a review of greenspaces, parks and Infrastructure.

Development Commercial/Industrial Zoning to increase the tax base

Review the Official Plan policy to promote the development of Commercial/Industrial Zoning

Focus on Economic Development to increase the industrial tax base and provide local job opportunities

Undertake an Economic Development Strategic Plan including land inventory

COMMUNITY VITALITY & PLANNING

Objective

Action

Promote Highway 89 Corridor

As part of the economic development strategic plan focus on opportunities to promote the highway 89 corridor

Develop a Farmers Market and Adjala-Tosorontio Festival

Develop a plan to undertake a Farmers Market and Adjala-Tosorontio Festival

Create Identity for the community

Undertake a branding strategy to create Identity for the community

Explore a Community Improvement Plan (CIP) to support small business

Develop a Community Improvement Plan (CIP) to create financial incentives/grants to promote small business

Work collaboratively with the Business Improvement Association (BIA)

Develop joint services with BIA

COMMUNICATIONS

Strengthening the relationship between the municipality and its residents is central to the "Communications" pillar. This includes developing a comprehensive communications plan, enhancing customer service and engagement, and maintaining an effective website. Our goal is to ensure clear and consistent communication, fostering transparency and trust within the community.

Objective

Action

Enhance transparency & accessibility of information

Regularly maintain an effective website with access to FAQ's public documents, Council meeting agendas & minutes, and information on engagement opportunities

Develop & maintain regular external communications including:
Quarterly newsletter
Open Houses
Social media awareness

Explore community signage / digital display boards to be located at Township owned buildings, parks and other suitable locations.

Ensure decorum and equal access to public discussion

Strengthen internal communication within the municipality

Develop a Communications Plan that defines Council, Staff and CAO services & processes

Establish regular inter-departmental meetings to align communication efforts and share updates on ongoing projects.

COMMUNICATIONS

Objective

Action

Increase community engagement participation & diversity

Continue to utilize engagement software (www.yourvoiceadjtos.ca) on all projects and events with incentives for participation

Execute online & offline surveys, pop-ups, focus groups, and open houses

Enhance community engagement through Township Boards and Committees

Develop a social media strategy that includes regular updates, event promotion, and interactive content to engage a broader audience

Develop service level standards

Develop a Customer Service Plan including standard communications response times

Monitor and report on customer service metrics, such as response times and satisfaction rates, and regularly review these standards to ensure they meet community needs

INFRASTRUCTURE

Developing and maintaining essential physical structures and facilities is the focus of the "Infrastructure" pillar. Key actions include investigating the construction of a new fire station, establishing a new public works building, and developing outdoor recreation facilities. We aim to ensure that the municipality's roads, bridges, and water works facilities are of top quality, providing a high standard of service to residents.

Objective

Action

Ensure responsive and effective emergency services and fire service

Investigate option to locate and build a new Fire Station

Establish new Public Works building and yard

Undertake study on a new public works building and yard

Build a community center and Library

As part of the Recreation and Parks Master Plan study review options for building a community center and library

Develop outdoor recreation including a rink and pathway

As part of the Recreation and Parks Master Plan study review options for development of outdoor recreation including a rink and pathway

Ensure top quality roads and bridges

Undertake a roads and bridge needs study: including a preventative maintenance and reconstruction program and exploring bike lane/pedestrian friendly opportunities

INFRASTRUCTURE

Objective

Action

Maintain effective municipal fleet

Review fleet management for roads, PW, Fire

Water works facilities upgrades and maintenance plan

Review water works facilities and possible upgrades including a maintenance plan Review water loss mgmt, new horizons WWTP.

Develop internet and cell tower

Develop a strategy to develop internet and cell tower service for under-serviced part of the municipality

Upgrade Information technology to deliver a high level of customer service and efficiency

Review IT upgrades including database, HR, financial, billings, in conjunction with customer service plan enhancements

ENVIRONMENTAL SUSTAINABILITY



Adjala-Tosorontio is dedicated to preserving natural resources and promoting sustainable development through the "Environmental Sustainability" pillar. This involves protecting farmland and watercourses, developing a sustainable community plan, and introducing natural playground designs. By focusing on environmental preservation and sustainable practices, we seek to build a community that values and protects its natural surroundings for future generations.

Objective

Action

Build and develop a sustainable community

Develop a sustainable community development plan including consideration of walkable, bikeable, defined natural resources, tree canopy and gravel pit restoration.

Develop new/renewal of park spaces with natural design

Introduce a natural playground design to reflect environment and provide natural play spaces

Preserve farmland and protect water courses

Review the Official Plan to action the preservation of farmland and the protection of watercourses