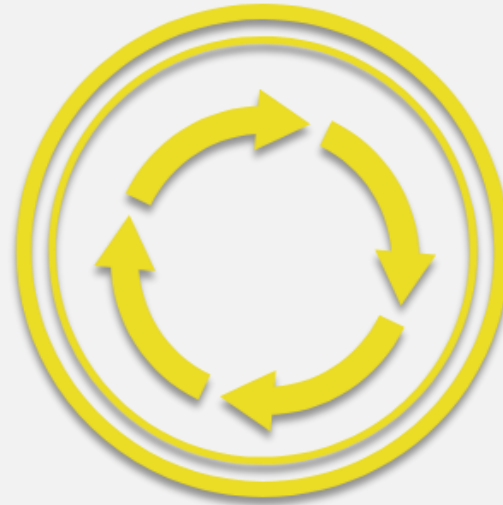




Completed






**Implementation
In Progress**



Future Phases




1. Operations and Good Governance

Goal: 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.

Action	Objective	Description	Key Achievements	Status
Action 1.1	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.	<ul style="list-style-type: none"> Strategic Plan adopted by Council and rolled out to staff. Posted on Township website and linked to Council Reports and staff reviews 	
Action 1.2	Recruit and retain quality staff and build staff morale.	Build a Staff recruitment, retention and recognition plan including training and flexible work arrangements.	<ul style="list-style-type: none"> CAO recruitment complete. Compensation and Pay Equity Review complete and implemented. Internal promotions. Staff surveys. Investigate broader training opportunities and offer to staff. Social Committee formed. Celebration of staff - Public Works Week and Fire Prevention Week. Co volunteer recruitment with New Tec. Mental health more accessible to volunteers 	
Action 1.3	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.	<ul style="list-style-type: none"> Mutual Aid Agreements (Fire), Shared Road Agreements, Monthly Water reporting and Strong Mayor processes in development. Streamlined water meter replacement, IT& facility requests. Records manual and communication procedures New procurement policy adopted by Council Revised Fire Operational Guidelines & Training Advisory 	


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Action	Objective	Description	Key Achievements	Status
Action 1.4	Ensure all policies, procedures, and by-laws are effective and up-to-date.	Undertake a review of all municipal policies, bylaws and procedures.	<ul style="list-style-type: none"> Fees and charges by-law, Planning fees and fill by-law in review. Natural Heritage Evaluations streamlined on ORM. Strong Mayor processes in development. Communications & sports field policies completed. Reserve Policy for Q4 2025. Acting position policy completed Fire Enabling and Regulating By-law New Canine Control and Kennel By-law 	
Action 1.5	Up to date records management.	Undertake a review of records management to ensure we meet provincial requirements.	<ul style="list-style-type: none"> Records Coordinator position approved by Council. Updated records retention policy & training. Laserfiche change over from paper in process. Barie fire control for Records Management & Alarm Management System 	
Action 1.6	Utilize software and technology to deliver effective and efficient services.	Review operations to uncover opportunities to implement software solutions and technology to increase efficiencies.	<ul style="list-style-type: none"> GIS zoning layer being reviewed in house prior to release IT procurement and software forms Planning portal for cloud permits and payments Budgeting software update in progress HR Information System being built 	




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Action	Objective	Description	Key Achievements	Status
Action 1.7	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.	<ul style="list-style-type: none"> Review complete based on 2023 comparators and 65% rate implemented for 2025 	
Action 1.8	Respond effectively in an emergency by having an Emergency Response Plan.	Build an Emergency Response Plan.	<ul style="list-style-type: none"> Staff are being trained in EOC operation. EOC exercise in fall with Simcoe County Emergency procurement now part of Procurement Policy Public Room conversion to EOC 	
Action 1.9	Maintain high standards of service by focusing on staff training.	Invest in staff training and complete training and development plan for all staff.	<ul style="list-style-type: none"> Report writing training completed. Additional training for change in legislative requirement. Building inspectors trained under Fire Code for Fire Prevention Inspection Public Works training on CityWide Fire will meet mandatory compliance in 2026. Fire officer development nights 	





2. Financial Stability

Goal: 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.

Action	Objective	Description	Key Achievements	Status
Action 2.1	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.	<ul style="list-style-type: none"> Asset Management Plan adopted by Council. Capital Reserve fund policy in Q4. Building Reserve very healthy Fees and Charges by-law being reviewed 	
Action 2.2	Ensure the financial sustainability of the municipality.	Update the long-term Financial Plan for the municipality.	<ul style="list-style-type: none"> Engineering, By-law, Planning and Fees & Charges review this summer, Tender being released for DC update. Fire MP costing, Parks MP. IT 10-year capital forecast. Review fill by-law based on soil classification and use. 	
Action 2.3	Water service sustainability.	Undertake a Water Study and plan for financial sustainability and funding.	<ul style="list-style-type: none"> Water Rate study completed. Revised water meter connection fee allocation from Building to Water. Fire estimating unbilled water use 	





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Action	Objective	Description	Key Achievements	Status
Action 2.4	Maintain high standard of water works operations.	Focus on water works staffing, maintenance and repairs including developing a long-term plan.	<ul style="list-style-type: none"> OCWA communication enhancement. Annual forecast for budget. Loretto upgraded mains. New forecasted mains to be in the DC or Development Agreements. 	
Action 2.5	Fiscal responsibility.	Complete annual budgets early winter and tender early to reduce costs. Undertake capital and operational forecasting to guide deliberations for budget process.	<ul style="list-style-type: none"> Capital Budget approved early, and tenders came in at reduced rates, therefore capital projects were slightly expanded in scope. 	
Action 2.6	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	<ul style="list-style-type: none"> DC Review this year. Fill by-law and Planning fees review with Fees and Charges review in Q4. Existing land use assessment level consultation costs revised. 	
Action 2.7	Manage limited financial resources effectively and efficiently.	Review the grant process and complete a cost recovery policy review.	<ul style="list-style-type: none"> Fees and Charges By-law to cover costs in Q4. Increase non-compliance inspection fees Grant Postmortems have been conducted to be more successful in the future. Minister meetings Scheduled for funding application. Full cost recovery for Fire calls 	





3. Community Vitality & Planning

Goal: 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.

Action	Objective	Description	Key Achievements	Status
Action 3.1	Official plan is up to date and in place to guide the municipality.	Undertake an Official Plan Review.	<ul style="list-style-type: none"> Official Plan Review being conducted, including public meeting in June 2025, expected completion Q4 2025 OP will inform DC report 	
Action 3.2	Ensure that the comprehensive zoning bylaw is effective and up to date.	Review Comprehensive Zoning Bylaw and update as required.	<ul style="list-style-type: none"> Awaiting OP completion. Currently reviewing zoning with respect to truck & trailer parking 	
Action 3.3	Deliver quality parks and recreation services.	Complete a Recreation and Parks Master Plan including a review of greenspaces, parks and Infrastructure.	<ul style="list-style-type: none"> Parks Master Plan completed. Being reviewed and used as guidance during parks analysis and design. Ball diamond scheduling & post season meetings Working with developers to enhance future parks to efficiently utilize park reserve. 	
Action 3.4	Development Commercial/Industrial Zoning to increase the tax base.	Review the Official Plan policy to promote the development of Commercial/Industrial Zoning.	<ul style="list-style-type: none"> OP PIC held for public input. Review Comm/Industrial permitted uses in zoning by-law 	



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Action	Objective	Description	Key Achievements	Status
Action 3.5	Focus on Economic Development to increase the industrial tax base and provide local job opportunities.	Undertake an Economic Development Strategic Plan including land inventory.	<ul style="list-style-type: none"> OP PIC held in June for public input. Review Comm/Industrial permitted uses in zoning by-law 	
Action 3.6	Promote Highway 89 Corridor.	As part of the economic development strategic plan focus on opportunities to promote the highway 89 corridor.	<ul style="list-style-type: none"> OP PIC held in June for public input. Review Comm/Industrial permitted uses in zoning by-law 	
Action 3.7	Develop a Farmers Market and Adjala-Tosorontio Festival.	Develop a plan to undertake a Farmers Market and Adjala-Tosorontio Festival.	<ul style="list-style-type: none"> Staff encourage opportunities with development applicants where appropriate 	
Action 3.8	Create Identity for the community.	Undertake a branding strategy to create Identity for the community.	<ul style="list-style-type: none"> Branding strategy scheduled for Q4 and launch of website. Both roads and fire stations working, training together for unity 	


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Action	Objective	Description	Key Achievements	Status
Action 3.9	Explore a Community Improvement Plan (CIP) to support small business.	<ul style="list-style-type: none"> Develop a Community Improvement Plan (CIP) to create financial incentives/grants to promote small business. 	Participating in Nottawasaga Futures to provide grants to promote small business. Procure local, if appropriate	
Action 3.10	Work collaboratively with the Business Improvement Association (BIA).	<ul style="list-style-type: none"> Develop joint services with BIA. 		



4. Communications

Goal: 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.

Action	Objective	Description	Key Achievements	Status
Action 4.1	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.	<ul style="list-style-type: none"> • Communications Officer hired. Quarterly newsletter being distributed. • Quarterly Council Reports for planning and building. • Strong Mayor decisions being posted to website. • Mayor and Council open houses being conducted. • Website update in Q4 2025 with accessibility tool. • Access to cloud permit for planning applications. • GIS mapping to be public facing Q4 2025. • Quarterly OCWA reports on website. • Capital/Operating update reports bi-annually 	


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Action	Objective	Description	Key Achievements	Status
Action 4.2	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.	<ul style="list-style-type: none"> • Weekly SMT meetings. • Regular Fire Department meetings with volunteers. • Departmental Re-org = better communication. • Cloud permitting internal access to all departments for communication, approval and information flow. • Staff surveys conducted 	
Action 4.3	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.	<ul style="list-style-type: none"> • Council drop ins, Parks PICs, OP PIC, Fire Public Education and Prevention, participating with OPP, Legion, seniors & Focus groups for special events. • Website and social media set up. • Quarterly newsletters. • Information pamphlet with W/WW bills. 	




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Action	Objective	Description	Key Achievements	Status
Action 4.4	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.	<ul style="list-style-type: none"> • Tracking of building and clerk's metrics. • Increase hard surface roads. • Cloud permit application online 24/7 for building and planning. See status, book inspections, make payments. Visible planning applications status and mapping 	




5. Infrastructure

Goal: 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.

Action	Objective	Description	Key Achievements	Status
Action 5.1	Ensure responsive and effective emergency services and fire service.	Investigate option to locate and build a new Fire Station services and fire service.	<ul style="list-style-type: none"> Building Dept. follow up after fire calls for safety compliance & building code, property standards and smoke alarm installation. MAAs with neighbouring Towns. In discussion with developer 	
Action 5.2	Establish new Public Works building and yard.	Undertake study on a new public works building and yard.	<ul style="list-style-type: none"> In discussion with developer 	
Action 5.3	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.		




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Action	Objective	Description	Key Achievements	Status
Action 5.4	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.	<ul style="list-style-type: none"> Possible winter maintenance of municipal office pathway 	
Action 5.5	Undertake a roads and bridge needs study: including a preventative maintenance and reconstruction program and exploring bike lane/pedestrian friendly opportunities.	Undertake study on a new public works building and yard.	<ul style="list-style-type: none"> RNS complete and incorporated into AMP. Bridge OSIIIMS every 2 years. Partial paved shoulders (new service level) Pedestrian pathway in Colgan in 2025 	
Action 5.6	Maintain effective municipal fleet.	Review fleet management for roads, PW, Fire.	<ul style="list-style-type: none"> Replacement schedule completed in Asset Management Plan 	



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Action	Objective	Description	Key Achievements	Status
Action 5.7	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.	<ul style="list-style-type: none"> New Horizon replacement application in for funding and meeting with Minister requested 	
Action 5.8	Develop internet and cell tower.	Develop a strategy to develop internet and cell tower service for under-served part of the municipality.	<ul style="list-style-type: none"> SWIFT complete Cell tower in Everett complete VIANET going in for Lisle & Glencairn 	
Action 5.9	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.	<ul style="list-style-type: none"> Inventory of IT assets complete. Building/planning online payments Cloud permit access GIS public facing in Q4 HR Information System being built 	

6. Environmental Sustainability

Goal: 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.

Action	Objective	Description	Key Achievements	Status
Action 6.1	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.	<ul style="list-style-type: none"> • Tree canopy policy 2026. • OP considers active transportation, vehicular & Natural Heritage connections 	
Action 6.2	Develop new/renewal of park spaces with natural design.	Introduce a natural playground design to reflect environment and provide natural play spaces.	<ul style="list-style-type: none"> • Parks Master Plan complete. • Working with Developers for future parks 	
Action 6.3	Preserve farmland and protect water courses.	Review the Official Plan to action the preservation of farmland and the protection of watercourses.	<ul style="list-style-type: none"> • Provincial policy and land designation incorporated into OP 	