



Township of Huron-Kinloss Council Session #2

Strategic Plan 2023-2033: Blueprint for Our Future

November 20, 2023



Agenda

- Progress to date
- Input Summary Report
- Exploring Mission/Purpose and Vision Statements
- Guiding Principles / Values for Consideration
- Emerging Strategic Themes and Priorities
- Next Steps



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Project Overview

Phase 1: Project Initiation & Research: Where are we now?

Launch Meeting	Project Charter and Communications Plan	Scope of Work Meeting with Council	Adjustments to scope of Work	Current State Analysis	Best Practices and Benchmark	Positioning for Org. Excellence
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Phase 2: Stakeholder Engagement: Where do we want to go?

Council Strategic Planning Session #1	Senior Leadership & Council Interviews	2 Discussions with Front Line Staff	3 Community Sessions	Shed Talk: Mennonite Session	Community Survey	Key informant Interviews (10)	SOARR Analysis
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Phase 3: Review, Analysis and Strategy Development: How do we get there?

Draft Vision, Mission, Guiding Principles	Council Strategic Planning Session #2	Strategic Directions and Discussions with Senior Leadership	Community Session 4	Draft and Action Plan Development	Final Report Strategic Plan 2023 – 2033	Final Report Distribution, Incorporation of Feedback
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Phase 4: Reporting and Recommendations

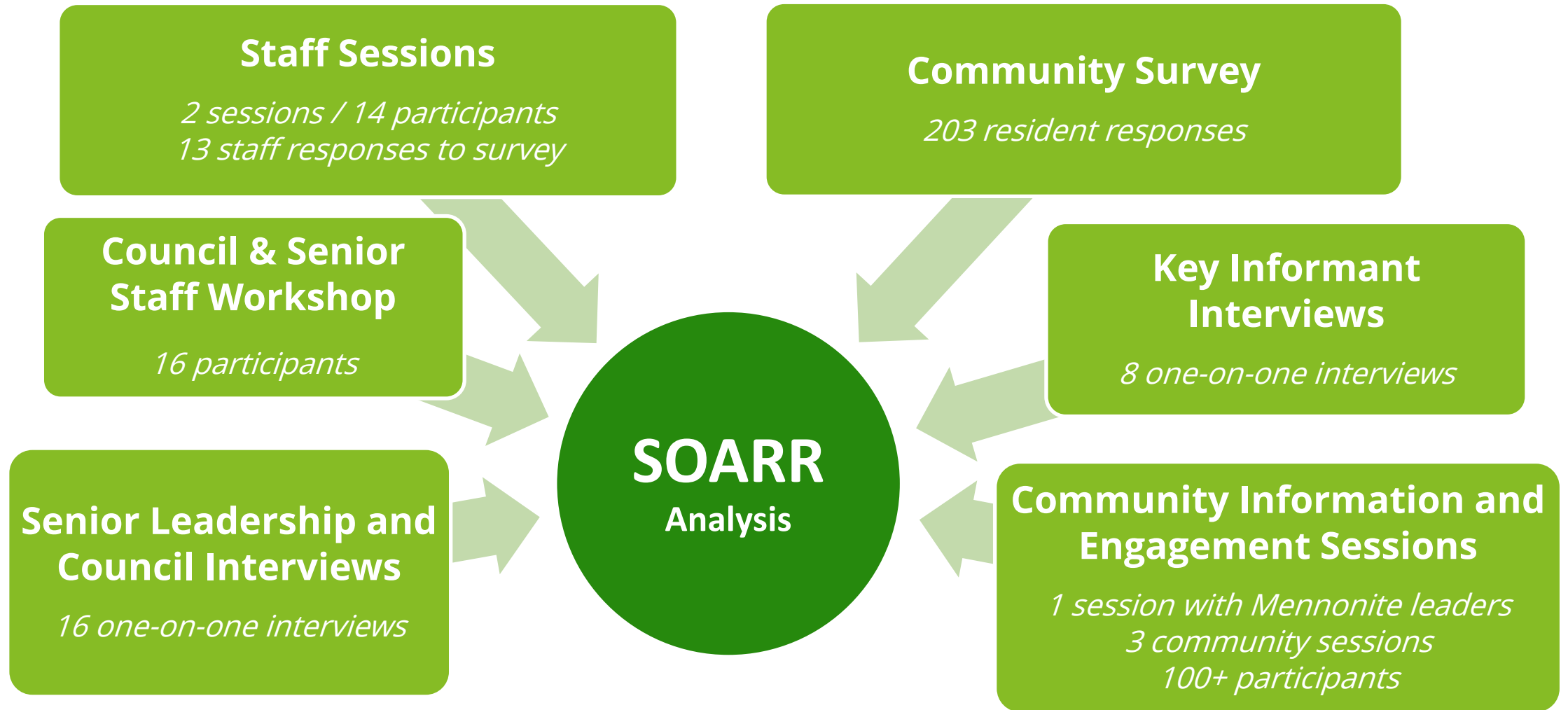
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Input Summary Report

Key Findings

Input Summary Report



SOARR Analysis

S	Strengths What are we doing well? What key achievements are we most proud of? What can we build on?
O	Opportunities What our best possible future opportunities? What changes in demand can we expect in the future? What broader trends and policies may affect development and impact our aspirations?
A	Aspirations What are we deeply passionate about and want to achieve? What difference do we hope to make for all?
R	Risks What challenges do we need to be aware of? How will we recognize and mitigate or eliminate potential risks?
R	Results How we know we are succeeding? What are the key goals we would like to accomplish to achieve these results?



SOARR Analysis (Key Takeaways)

Strengths

- Efficient and dedicated staff; Friendly and attentive customer service.
- Small town charm with a sense of community pride and self-sufficiency
- Diverse range of natural spaces and environmental assets
- Central location with easy access to bigger communities and the lake with relatively little traffic

Opportunities

- Inclusive growth, accepting changes, open to new ideas while maintaining community lifestyle
- Enhance communication in multiple channels to diverse demographics
- Adopt new technologies in municipal operations
- Improve municipal efficiency through clearly defined roles and responsibilities
- Promote diverse, accessible and affordable housing options
- Diversify and expand retail and trade offerings

Aspirations

- Inclusive growth, accepting changes, open to new ideas while maintaining community lifestyle
- The community has resources required to accommodate future growth, while also reflecting environmental sustainability in all growth plans



Results

- Unity among all communities
- Enhanced municipal operations, including by-law enforcement and economic development
- Manage newcomers' expectations for demands for servicing to support the Township's capacity
- Ensuring that we stay up-to-date with the latest trends, growth, and regulatory requirements by having adequate resources and avoiding falling behind
- Relative affordability for living in Huron-Kinloss
- New technology implemented that can help bypass "growing pains"

Risks

- Communications are not making it across to all community members
- High service expectation for new residents moving here from bigger communities
- Population becoming more diverse and potentially not connecting with the community
- Environmental impact from growth
- Lack of housing options, online/on-demand servicing capacity, and human/capital resources



Draft **Vision, Mission,**
and **Guiding Principles**

Vision Statement

What is the Vision ?

It reflects:

- What is the **desired future state** for our community?
- What do we **want our community to reflect** the mid- to longer-term future?
- It **builds on our community's aspirations**

*Vision from the 2019 Strategic Plan Action Plan:
Huron-Kinloss celebrates a unique mix of welcoming
communities and natural beauty.*

Vision Statement

Examples from other communities:

- A sustainable, safe, and diverse community that is friendly and open to new people and innovative opportunities. (Town of Orangeville)
- A strong, diverse, green, and sustainable community that respects our people, honours our past, and shapes our future. (Town of Ingersoll)
- A progressive, attractive and welcoming community, standing proud. (Municipality of South Bruce Peninsula)

Discussion at Council Session 1

What happened:

- Council showed support for elements of the old Vision Statement
- Council suggested additional elements

The Township of Huron-Kinloss celebrates a unique mix of welcoming communities and natural beauty where people want to live, stay, and play for a lifetime. Our long-term aspirations are:

- Ensuring residents understand, are engaged in Township activities and are confident in Council and staff
- Building recreation facilities, trail systems and parks that are inviting, exciting and well used
- Forging a balance across our communities that mixes historic, farming and urban
- Creating thriving communities with bustling downtowns and residential developments
- Building the conditions for businesses, small and large, to prosper
- Engaged, well trained and motivated staff

Proposed Vision Statement

With Additional Input:

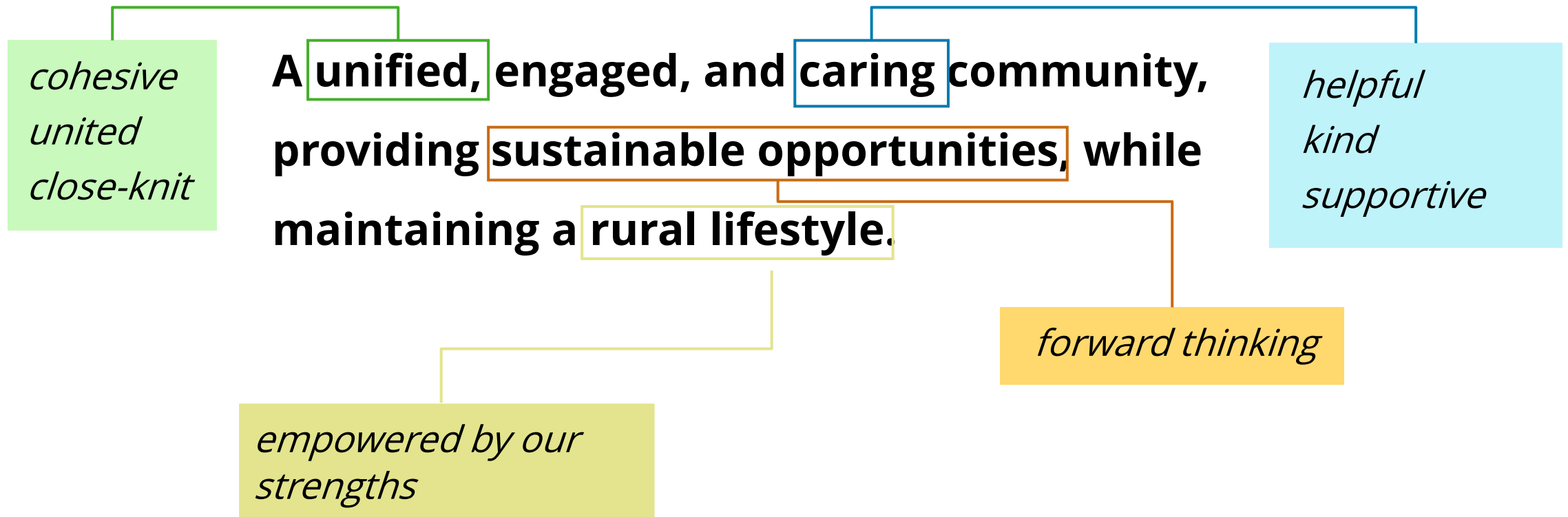
- Ideas and feedback gathered from Council, Staff, and Community Members helped to shape a new Vision Statement

**A unified, engaged, and caring community,
providing sustainable opportunities, while
maintaining a rural lifestyle.**

Proposed Vision Statement

With Additional Input:

- Ideas and feedback gathered from Council, Staff, and Community Members helped to shape a new Vision Statement



Mission Statement



What is the Mission Statement?

It answers :

- Why does the municipal corporation exist?

Mission from the 2019 Strategic Plan Action Plan:

Support the communities of today to inspire the generations of tomorrow.

Mission Statement

Examples from other communities:

- To build a vibrant community for all people through efficient services, shared spaces, and smart planning. (Stillwater)
- A committed, innovative, and inclusive approach to deliver the potential of our community for all our people. (Cork)
- We are leaders in delivering services and development opportunities. We balance financial sustainability and community aspirations in partnership with our local community, partners, and investors. (Mingenew)

Discussion at Council Session 1

What happened:

Council showed support for elements of the old Mission Statement

Today and in the future, we are building a sustainable community where people feel safe, happy, and cared for through all stages of life, and residents have confidence in the services we provide.

Council suggested some additional elements

Proposed Mission Statement

With Additional Input:

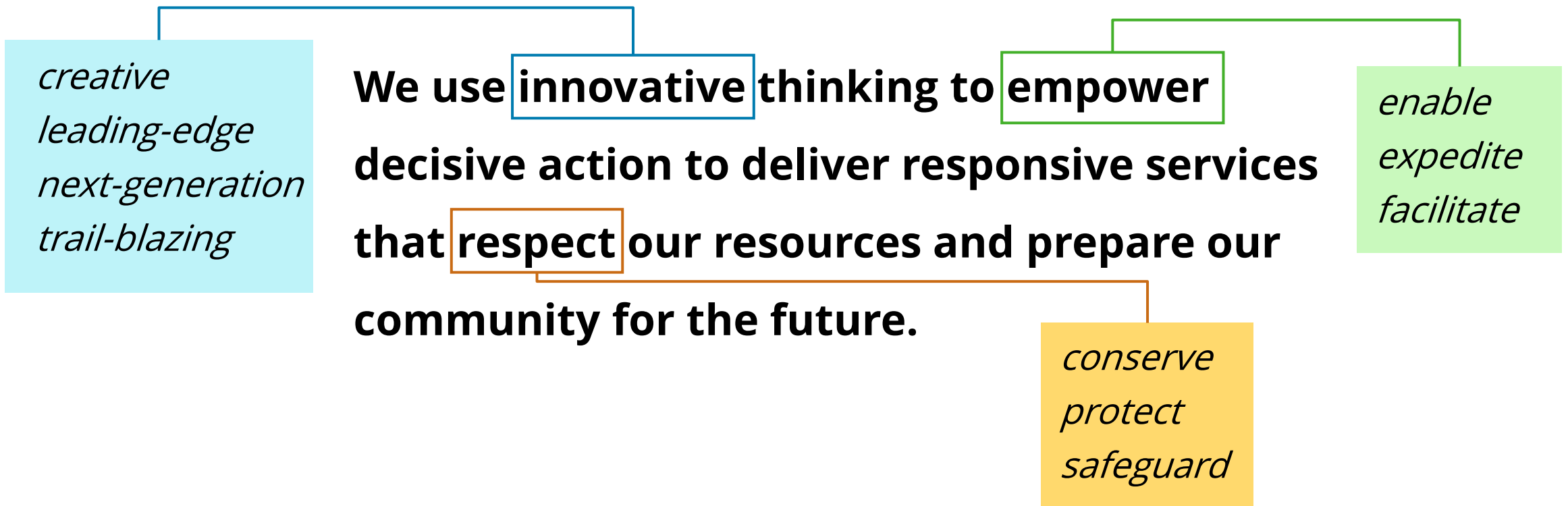
- Ideas and feedback gathered from Council, Staff, and Community Members helped to shape a new Mission Statement

**We use innovative thinking to empower
decisive action to deliver responsive services
that respect our resources and prepare our
community for the future.**

Proposed Mission Statement

With Additional Input:

- Ideas and feedback gathered from Council, Staff, and Community Members helped to shape a new Mission Statement



Guiding Principles



Why Guiding Principles?

- The principles provide a broad philosophy that encompasses values of the community and the municipality.
- They serve as a lens through which to evaluate all decisions.
- They support the development of a corporate culture where everyone understands what's important.
- The principles extend beyond the life of the strategic plan.

The 2019 Strategic Plan Action Plan had four “Guiding Principles of Sustainability” stating that “Our decisions will Equally Consider...” Social, Environmental, Economic, and Cultural.

Guiding Principles

Examples from other communities:

South Bruce Peninsula

Honesty and Integrity

Respectful and Healthy Workplace

Fiscal Responsibility

Service Excellence

Open and Transparent

Safe, Compassionate and Fair

Ingersoll

Honest and Comprehensive

Sustainable and Flexible

Open and Receptive

South Stormont

Collaborative

Considerate

Progressive

Welcoming
and Safe

Informed
Decision-
making

Discussion at Council Session 1

What happened:

Council developed a series of Guiding Principles

- Open and Transparent
- Integrity and honesty
- Fiscally responsible
- Organizational excellence
- Socially responsible
- Inclusive & welcoming
- Collaborative

Under the Municipal Act, Ontario municipalities and members of Council must:

- “Ensure accountability and transparency”
- “Maintain financial integrity”

Proposed Guiding Principles

With Additional Input:

Ideas and feedback gathered from Council, Staff, and Community Members helped to shape new Guiding Principles



**Inclusive
and Welcoming**



**Open and
Transparent**



**Organizational
Excellence**



Accountability



Kindness

Proposed Guiding Principles

With Additional Input:

Ideas and feedback gathered from Council, Staff, and Community Members helped to shape new Guiding Principles



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.



Potential **Strategic Directions**

Strategic Directions

Why Strategic Directions?

- A set of Strategic Directions was developed to help direct future decision making, based on the desired outcomes envisioned during the strategic planning process.
- Together, the Strategic Directions provide a structure upon which are placed the collective aspirations of Council, management, staff, residents, and businesses.
- Strategic Directions help to harmonize the specific actions, deliverables, and performance metrics enacted through departmental or subject-specific plans.

The 2019 Strategic Plan Action Plan did not have Strategic Directions. It had Goals:

- *We are a prosperous community that continues to grow in a sustainable manner*
- *We are a vibrant community that values our uniqueness and creativity*
- *We are a spirited community that takes pride in calling Huron-Kinloss home and welcoming others*
- *We are an accessible community that offers opportunities for everyone*
- *We are an environmentally conscious community that are good stewards of our natural environment*

Proposed Strategic Directions



Embrace the thriving rural lifestyle

Encourage strong community engagement

Support volunteerism and ambassadors

Connect the leaders of today and tomorrow



Enhance municipal service delivery

Evaluate municipal capacity

Modernize delivery systems

Ensure efficient and transparent customer service



Prepare for inclusive growth

Ensure municipal systems support future growth

Make choices that preserve our identity and integrity

Attract, retain, and expand businesses, workforce, and residents



Ensure financial stability

Commit to financial health and sustainability

Manage our assets and maintain our infrastructure

Think creatively to secure resources for the future



Next Steps

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Thank you!

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