



## Staff Report

**Report Title: Strategic Plan Action Plan July 2022 Update**

**Prepared By: Michelle Goetz, Manager of Strategic Initiatives**

**Department: CAO**

**Date: Jul. 4, 2022**

**Report Number: CAO-2022-07-17**

**File Number:**

**C08 STR 13**

### **Attachments:**

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### **Recommendation:**

THAT the Township of Huron-Kinloss Committee of the Whole hereby receives for information report number CAO-2022-07-17, prepared by Michelle Goetz, Manager of Strategic Initiatives.

### **Background:**

In 2019 Staff and Council reviewed the action plan in the Strategic and Sustainability Plan: Our Future Huron-Kinloss and determined key priorities for staff to focus on from 2019-2023. Our Future Huron-Kinloss is set to expire in 2023. This report provides an update on the priorities identified by staff and Council.

### **Discussion:**

The Strategic Plan Action Plan focused on the 5 goal areas in the original strategic and sustainability plan: to be a prosperous, vibrant, spirited, accessible and environmentally conscious community. Staff and Council determined key projects to complete by 2023 to ensure we met the goals of the plan.

### **Prosperous**

We are a prosperous community that continues to grow in a sustainable manner.

- By retaining and expanding our existing businesses and attracting new ones
- By diversifying our economy
- By growing a diversity of tourism opportunities
- By strengthening our agricultural and agri-business sector
- By investing in infrastructure

<b>Key Initiatives</b>	<b>Status</b>
Learn more about the DGR	<p><b>Ongoing</b></p> <p>Huron-Kinloss is no longer in the site selection process; however, South Bruce is still a potential site. Staff and Council are continuing to monitor the project and encourage residents to learn more about it.</p>
Economic Development Strategy	<p><b>Complete</b></p> <p>The Economic Development Action Plan was adopted by Council in January 2020. The plan outlines action items to be implemented by 2023. The Economic Development Team continues to implement the plan.</p>
Business Incubator	<p><b>Complete</b></p> <p>The Hub in Huron-Kinloss, our business incubator and support centre, opened its doors in October 2019 with assistance from the Rural Economic Development Funding Program through the Province of Ontario. The Hub successfully pivoted to online support, training and networking opportunities throughout the pandemic and pivoted again, back to in person opportunities in Spring of 2022.</p>
Natural Gas	<p><b>Complete</b></p> <p>The Township successfully enabled natural gas to be constructed in Huron-Kinloss. Construction is ongoing.</p>
Ripley Industrial Park	<p><b>Development Process Complete, Construction Ongoing</b></p> <p>Our application to the Ontario Certified Site program was approved, we hope to be fully certified by the Fall of 2022. Construction of the road will be complete this summer and construction of services is ongoing.</p>
Subdivision Development	<p><b>Ongoing</b></p> <p>The building department provided an update of building permits issued for each subdivision currently under construction:</p> <ul style="list-style-type: none"> <li>• Crimson Oaks: 23</li> <li>• Sunset: 11</li> <li>• McTavish: 9</li> </ul>

<b>Key Initiatives</b>	<b>Status</b>
	<ul style="list-style-type: none"> <li>• Finlay Street: 13</li> </ul> <p>We are also working with two Developer's interested in constructing subdivisions in Lucknow.</p>
Bridge Strategy	<p><b>Complete</b></p> <p>The 2021 Bridge Report was adopted by Council in May 2022.</p>
Lucknow Water Tower	<p><b>Application Complete, Construction Ongoing</b></p> <p>The Township successfully received grant funding to construct a new water tower in Lucknow. The project will be tendered out in July 2022 with construction expected to begin in Spring 2023.</p>
Safe/Well Maintained Roads	<p><b>Ongoing</b></p> <p>Asphalt road condition assessment was complete in 2020. A needs assessment for roads being considered for paving is underway.</p>

## **Spirited**

We are a spirited community that takes pride in calling Huron-Kinloss home and welcoming others.

- By supporting a diversity of lifestyles
- By maintaining a sense of connection and cohesion with each other
- By engaging in our community
- By retaining our youth

<b>Key Initiatives</b>	<b>Status</b>
Resident Attraction	<p><b>Complete</b></p> <p>Marketing asset development complete. Advertising ongoing.</p>
Increase Family Friendly Activities	Deferred to Parks and Recreation Master Plan
Point Clark Dog Park	<b>Complete</b>
Communication with Services Clubs	<p><b>Ongoing</b></p> <p>Master list of community organizations being created.</p>

## Vibrant

We are a vibrant community that values our uniqueness and creativity.

- By creating places where people want to be
- By celebrating what makes us unique
- By preserving and protecting our history and heritage
- By supporting and growing the arts and creativity

<b>Key Initiatives</b>	<b>Status</b>
Whitechurch Hall Plan	<b>Complete</b> The Hall was demolished and a garden and plaque erected.
Ripley Plaza	<b>Deferred</b>
Senior Programming	Deferred to Parks and Recreation Master Plan
Jr. Fire Program	<b>Deferred</b>

## Environmentally Conscious

We are an environmentally conscious community that are good stewards of our natural environment.

- By protecting our natural assets
- By using our resources wisely
- By being aware and taking responsibility

<b>Key Initiatives</b>	<b>Status</b>
Car Charging Stations	<b>Deferred</b>
Recycling at the Landfill	<b>Ongoing</b> Expanded polystyrene collection was initiated in April 2021 and agricultural plastic collection began in September 2021.
Ash Tree Replanting	<b>Ongoing</b> Removal of ash trees throughout the Township is ongoing. A re-planting plan is being created. Staff are actively working with community organization to re-plant trees throughout the Township.
Energy Plan	<b>Complete</b>

## Accessible

We are an accessible community that offers support to everyone by:

- By ensuring people have a place to live
- By having amenities and services nearby
- By being age friendly
- By enhancing our mobility
- By being accessible for those with disabilities
- By being open and transparent

<b>Key Initiative</b>	<b>Status</b>
Skilled Trades Training	<b>Complete</b> Women in Carpentry 1.0 and 2.0 will see up to 40 women trained and employed as pre-apprenticeship carpenters. Recruitment and ongoing relationship building with all skilled trades will continue to be a priority.
Parking on Boiler Beach	<b>Ongoing</b> A traffic study regarding the possibility of converting Boiler Beach Rd. to a one-way road is underway. The next step will be determining if an EA is necessary to proceed with the project.
Pave Concessions	<b>Ongoing</b> The remaining 5km gravel portion of Kairshea ave. was paved in 2021. South Kinloss Ave. from Torrence St. to Whitechurch St. is scheduled for 2024.
Communication Plan	<b>Complete</b> Implementation ongoing
Doctor Recruitment	<b>Deferred</b>

While these projects have been identified as key priorities, staff in all departments achieved many other successes and completed multiple projects since 2019 that also align with our goals of achieving a prosperous, spirited, vibrant, accessible and environmentally conscious community.

### **Financial Impacts:**

None at this time.

### **Strategic Alignment / Link:**

The information provided in this report is consistent with and in keeping with the

Municipality's Vision & Mission. The recommendations contribute to the goals in achieving a prosperous, spirited, vibrant, environmentally conscious and accessible community.

**Respectfully Submitted By:**

Michelle Goetz, Manager of Strategic Initiatives

**Approved By:**

Mary Rose Walden, Chief Administrative Officer