

**TOWNSHIP OF KILLALOE,
HAGARTY, RICHARDS
2024-2028**

Strategic Plan

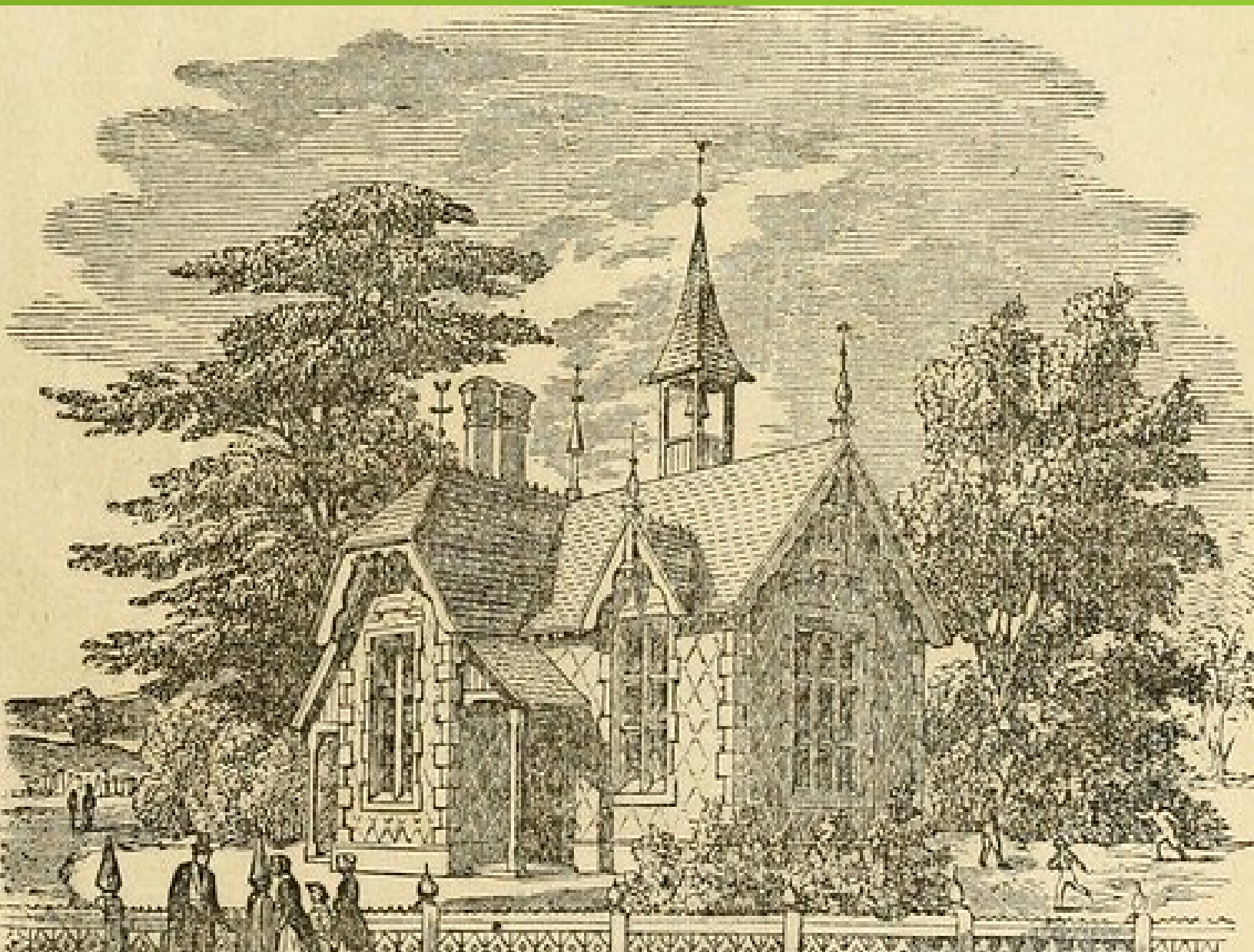


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From top left; Maureen Macmillan, Brain Pecoskie, Ted Browne, Carl Khuel, Harold Lavigne (Bottom Left), David Mayville (Mayor) Bill Smith



KILLALOE-HAGARTY-RICHARDS



Vision

Our Vision Statement reflects the ideal future we aspire to create: “The Township of Killaloe, Hagarty and Richards aspires to be a thriving community where heritage is cherished, environmental and natural resources are diligently preserved, entrepreneurial spirit is nurtured, and an exceptional quality of life is enjoyed by all residents.”

The Strategic Plan for the Township of Killaloe, Hagarty and Richards integrates key elements such as Vision, Mission, Goals, and Strategic Actions. These components collectively steer the Municipality’s political and administrative efforts, ensuring that the Council’s vision for the Township is effectively pursued and realized.



Mission

The Mission Statement outlines our approach to achieving this Vision, articulating our core purpose and commitments: “Our Mission is to deliver exemplary municipal services that foster a safe, vibrant, and sustainable community for both present and future generations. We are committed to protecting our diverse natural resources and embracing the dynamic spirit of our community, thereby enhancing the overall well-being and quality of life for every resident.”

The Township is committed to serving its residents through a variety of municipal services. These include essential functions and community-focused initiatives designed to enhance daily life and ensure the smooth operation of local governance. Our services encompass:

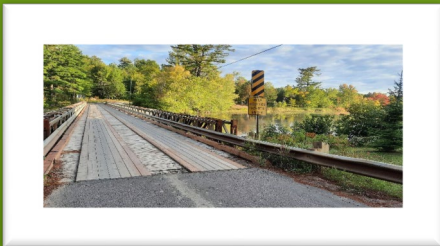
Planning & Development Services

- *Planning*
- *Building*
- *Property Standards*
- *Heritage Services*



Environmental Services

- Solid Waste Management
- Drinking Water Treatment & Distribution
- Wastewater Collection and Treatment



Recreation & Culture

- Outdoor Rinks
- Parks
- Trails
- Green Spaces
- Recreational/Cultural Activities
- Facilities
- Events

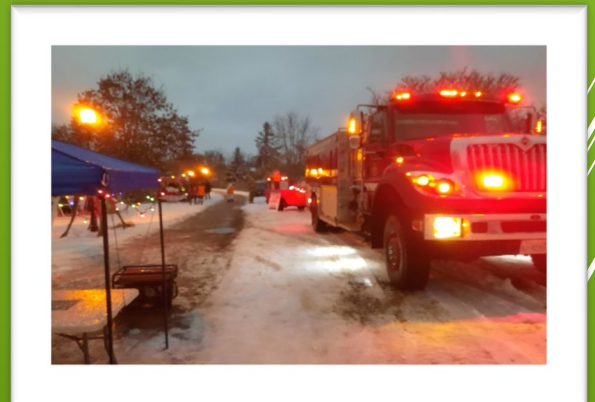
Transportation

- Roads



Protective Services

- Fire Protection & Prevention
- Police Services- OPP (Contract)
- By-Law Enforcement



General Government

- Council
- Administration
- Finance
- Human Resources

Profile

In alignment with the Ministry of Municipal Affairs and Housing Order under Section 25.2 of the Municipal Act, dated January 7, 1997 and effective July 1, 2000, The Corporation of the Village of Killaloe was amalgamated with The Corporation of the Township of Hagarty and Richards. This merger established The Corporation of the Township of Killaloe, Hagarty and Richards.

Geography and Environment

Nestled in the western part of Renfrew County in Eastern Ontario, the Township of Killaloe, Hagarty and Richards offers a unique blend of natural beauty and accessibility. Residents and visitors can reach the Township primarily via County Road 58 from Pembroke or by Highway 60, which connects from Renfrew and Eganville to the west and Barry's Bay and Algonquin Park to the east. Ottawa is approximately two hours east by car, while Toronto is about three and a half hours southwest.

Economic and Development Trends

Logging and tourism are the primary economic drivers in our Township. Timber is sourced from both private and crown lands, with local mills handling much of the processing. Our abundant lakes and forests provide a serene retreat for a variety of outdoor activities, including swimming, boating, camping, fishing, hiking, and hunting. Winter brings opportunities for snowmobiling and ice fishing. The Township is home to Bonnechere Provincial Park and is a short 45-minute drive from the renowned Algonquin Provincial Park, both of which attract thousands of visitors annually.

Municipal Government and Services

The Township is governed by an elected Council, consisting of a Mayor and six Councilors representing three wards. The Mayor is elected at large, while each ward elects two Councilors. Council members serve four-year terms and operate under the framework established by the Provincial Government's Municipal Act. The Council is tasked with making key decisions that shape community services and the overall governance of the Township.

Strategic Planning Overview

In the fall of 2010, the Council and senior management embarked on the development of a four-year Corporate Strategic Plan to establish a unified strategic direction for the Township and to enhance transparency and accountability in municipal governance.

- ▶ The initial phase of the strategic planning process was facilitated by the Ministry of Municipal Affairs and Housing. This phase involved a comprehensive dialogue between the Council and senior management, focusing on an analysis of the Township's current strengths, weaknesses, opportunities, and threats. Following this discussion, the management team participated in a working session to draft a preliminary framework for the Strategic Plan. This framework included key components such as a vision statement, mission statement, supporting goals, and high-level strategic actions outlining the methods for achieving these goals.
- ▶ The Strategic Plan Committee will assess which strategic actions from the draft framework are feasible within the four-year timeframe, taking into account the existing financial and resource constraints. Upon receiving Council approval, the Committee will develop detailed implementation plans for the selected strategic actions, specifying timeframes, cost estimates, and evaluation criteria.

ACTION PLAN

Strategic Actions are critical, high-priority activities aimed at achieving specific Goals. These include both one-time and ongoing initiatives that address the current Council's most pressing priorities. They will be reviewed annually to ensure they remain aligned with evolving needs and priorities.

Manage Growth with Environmentally Sound Policies

- Implement Risk Management Planning.
- Update the Comprehensive Zoning By-law (planned for 2022).
- Continue archiving old municipal documents.

Promote and Manage Economic Development

- Develop a cultural/community development plan.
- Enhance and promote cultural events.
- Advance active transportation initiatives.
- Expand and improve the lending library.
- Redevelop all green spaces.
- Maintain and expand existing township programs.
- Conduct a Business Recruitment Study.

Provide a Well-Managed and Effective Municipal Government

- Conduct a Service Delivery Review.
- Develop Succession Planning strategies.

Enhance Communication between the Township and its Stakeholders

- Improve community engagement efforts.

Address the Township's Municipal Infrastructure Needs

- Construct an adequate municipal works facility (including garage and sand shed).
- Upgrade heating systems in Municipal buildings.
- Renovate the Round Lake and Killaloe Rink facilities.
- Improve the front entrance of the Township office.
- Explore options for better internet connectivity.

Enhance the Quality of Life in our Municipality

- Develop a strategic plan for Recreation and Culture through public consultation.
- Improve public active living facilities.
- Expand and enhance the lending library.
- Broaden existing programming offerings.
- Develop inclusive programming to improve accessibility.



MONITORING THE PLAN

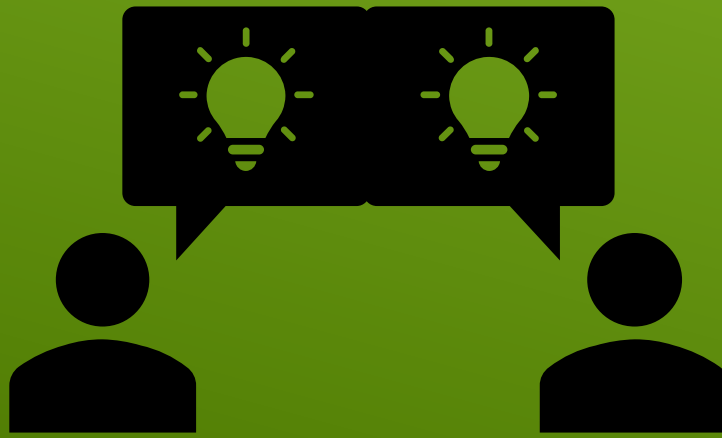
In order to monitor the Strategic Plan, evaluation criteria and monitoring mechanisms have been established as an integral part of the plan itself. They are directly related to each strategic action and will assist Council and Staff in assessing the success of implementing the Plan.

► Annual budget reports, as well as other reports to Council, will include brief statements from staff explaining how a proposed project(s) will either promote, support, or reflect the Vision, Mission, Goals and Strategic Actions in the Strategic Plan.

► Appendix I – Corporate Work Plan On-going 2021-2026 – is a graphical representation to the timeframes for each strategic action which are on-going.

► Appendix II – Corporate Work Plan Completed 2018-2021 – is a graphical representation to the strategic actions which have been completed.

► Appendix III – Corporate Work Plan Completed 2022 – 2026 – is a graphical representation to the strategic actions which are to be completed.



FUTURE GOALS

The strategic goals delineate the outcomes that the Township aims to achieve across its principal areas of focus and responsibility. These goals are of equal importance and are pursued simultaneously to ensure a balanced and integrated approach to municipal governance.

- **1. Promote and Manage Economic Development**

Objective: Foster a robust and diversified local economy through proactive initiatives and strategic partnerships.

Approach: Implement policies and programs that attract investment, support local businesses, and stimulate job creation. Emphasize innovation and sustainability in economic development efforts.

- **2. Manage Growth with Environmentally Sound Policies**

Objective: Ensure that growth and development are managed in a manner that respects and enhances the natural environment.

Approach: Adopt and enforce policies that promote sustainable land use, reduce environmental impact, and preserve natural resources. Encourage green building practices and responsible urban planning.

- **3. Strengthen the Township's Financial Position**

Objective: Enhance the fiscal health and stability of the Township through effective financial management and strategic planning.

Approach: Develop and implement financial strategies that optimize revenue, control expenditures, and build long-term financial resilience. Conduct regular financial reviews and adjust plans as necessary to maintain fiscal discipline.

- **4. Provide a Well-Managed and Effective Municipal Government**
Objective: Deliver high-quality municipal services and ensure efficient administration of government functions.

Approach: Focus on improving internal processes, adopting best practices in governance, and leveraging technology to enhance service delivery. Foster a culture of accountability, transparency, and continuous improvement.

- **5. Address the Township's Municipal Infrastructure Needs**

Objective: Ensure that the Township's infrastructure supports current and future needs effectively and sustainably.

Approach: Prioritize infrastructure projects based on need and impact, and allocate resources to maintain and upgrade essential systems, including transportation, utilities, and public facilities

- **6. Enhance Communication between the Township and Stakeholder**

Objective: Improve engagement and communication with residents, businesses, and other stakeholders to foster a collaborative and informed community

Approach: Implement strategies for regular, transparent communication and feedback mechanisms. Utilize various channels to keep stakeholders informed and involved in decision-making processes.



KILLALOE, HAGARTY AND RICHARDS

Naturally Spirited

