CORPORATION OF THE TOWNSHIP OF
KILLALOE-HAGARTY-RICHARDS

Naturally Spirited







Township of Killaloe, Hagarty and Richards

STRATEGIC PLAN

2021 - 2026

Township of Killaloe, Hagarty and Richards Strategic Plan

Community Profile

As prescribed by the Ministry of Municipal Affairs and Housing Order made under Section 25.2 of the Municipal Act, dated January 7, 1997 and being effective July 1, 2000, The Corporation of the Village of Killaloe amalgamated with The Corporation of the Township of Hagarty and Richards to become The Corporation of the Township of Killaloe, Hagarty and Richards.

Geography, Environment, Population

The Township of Killaloe, Hagarty and Richards is situated in the western part of Renfrew County in Eastern Ontario.

Highway access to the Township is mostly through County Road 58 from Pembroke, or from Highway 60 East (from Renfrew and Eganville) or West (from Barry's Bay and Algonquin Park).

Ottawa is about two hours east of the Township by car, and Toronto is about three and a half hours southwest of the Township.

Economic and Development Trends

At present, logging and tourism are our primary industries. Timber is harvested on private and crown land, and much of it is processed in local mills. Our lakes and forests provide a peaceful retreat for visitors who enjoy swimming and boating, camping, fishing, hiking, and hunting. In winter, snowmobiling and ice fishing are popular activities. Bonnechere Provincial Park, located in our Township, and Algonquin Provincial Park, located 45 minutes away, attract thousands of visitors each year.

Municipal Government and Services

The Township of Killaloe, Hagarty and Richards is governed by an elected Council consisting of a Mayor, and six councilors from three wards within the municipality, currently serving a four-year term. The Mayor is elected at large and two councilors are elected from each of the three Wards.

The actual governing of the Township follows the rules and regulations set out by the Provincial Government in the Municipal Act.

Council makes decisions affecting the community and the services provided by the Township.

The Township offers a variety of municipal services, including the following;

Township Services	
Planning and Development Services • Planning • Building • Property Standards • Heritage Services	Transportation • Roads
Environmental Services • Solid Waste Management • Drinking Water Treatment and Distribution • Wastewater Collection and Treatment	Protective Services • Fire Protection and Prevention • Police Services – OPP (Contract) • By-Law Enforcement
Recreation and Culture • Outdoor Rinks • Parks • Trails • Green Spaces • Recreational/Cultural Activities • Facilities • Events	General Government • Council • Administration • Finance • Human Resources

Strategic Planning

Strategic Planning

In the fall of 2010, Council and senior management began developing a 4-year corporate Strategic Plan in order to provide the Township with a common strategic direction, while also promoting the virtues of transparency and accountability in municipal governance.

The initial strategic planning session was facilitated by the Ministry of Municipal Affairs and Housing and focused on a discussion between Council and senior management about the Township's current strengths, weaknesses, opportunities and threats, as well as Council's management attended a working session to draft a preliminary framework for the strategic Plan, which included such components as a vision statement, a mission statement, supporting goals and high-level strategic actions that demonstrated how the goals would be achieved.

The Strategic Plan Committee will determine which of the strategic actions in the draft Strategic Plan framework could be accomplished in the chosen 4-year timeframe given the existing financial and other resource constraints. With Council's approval, the committee will provide the selected strategic actions with specific implementation plans, which consist of timeframes, information on costs and evaluation criteria.

The Strategic Plan will be reviewed annually to consider the changing priorities of Council. The Strategic actions will be monitored using a set of comprehensive evaluation criteria.

Strategic Plan Components and Implements

The components of the Township of Killaloe, Hagarty and Richards Strategic Plan include a number of integrated elements, such as the **Vision**, **Mission**, **Goals** and **Strategic Actions**. Together, these Strategic Plan components assist the political and administrative sides of the Municipality to realize Council's vision for the Township.

Vision

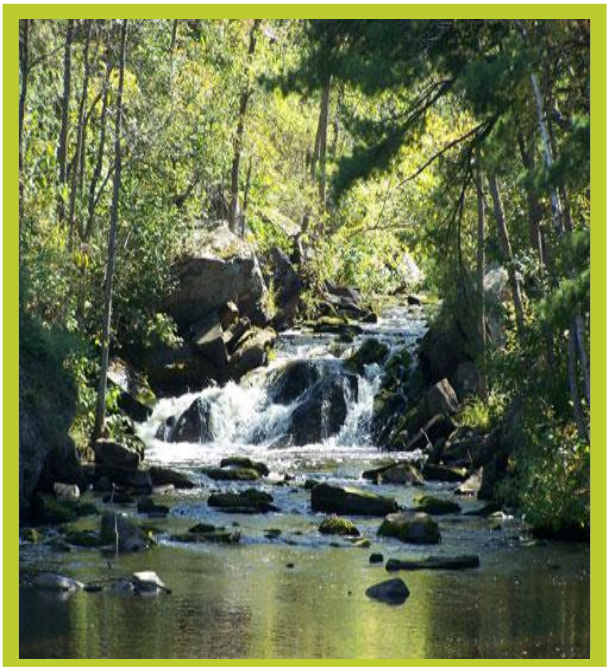
The Vision Statement describes what the Township is striving to become;

"The Township of Killaloe, Hagarty and Richards will be a community that values our heritage, preserves our environmental and natural resources, fosters entrepreneurial spirit and provides excellent quality of life."

Mission

The Mission Statement describes how the Vision will be realized;

"The Township of Killaloe, Hagarty and Richards Mission Statement is to deliver quality Municipal services that will provide a safe, liveable and sustainable community for our present and future citizens, while protecting the varied natural resources and the spirit of its people."



Goals

The Goals describe the results that the Township wants to achieve in its key areas of interest and responsibility. The Goals are of equal importance and are being pursued concurrently.

The Township's Goals are to:

- Promote and Manage Economic Development
- Manage Growth with Environmentally Sound Policies
- Strengthen the Township's Financial Position
- Provide a Well – Managed and Effective Municipal Government
- Address the Township's Municipal Infrastructure Needs
- Enhance Communication between the Township and its Stakeholders

Strategic Actions

Strategic Actions are high priority focused activities that describe how specific Goals will be achieved. The Strategic Actions are both one-time and ongoing initiatives that represent the highest priority issues of the current Council. They will take place over a time and will be reviewed annually by Council to consider changing priorities.

The following tables list the Goals and their supporting Strategic Actions;

Promote and Manage Economic Development
• Investigate developing of a cultural/community development plan. • Continue with enhancing and promoting cultural events • Active Transportation • Lending Library • Redeveloping all green spaces • Maintaining and expanding existing township programing • Business Recruitment Study

Manage Growth with Environmentally Sound Policies
• Risk Management Planning • Comprehensive Zoning By-law – planning in the year 2022 • Archive old municipal documents – on going process

Strengthen the Township's Operational Position
• Marketing the Township • Energy Audit for Buildings – completed and under review by Asset/Building Manager

Provide a Well – Managed and Effective Municipal Government
• Service Delivery Review • Succession Planning

Address the Township's Municipal Infrastructure Needs
• Build adequate municipal works facility (i.e. garage, sand shed) • Upgrade heating in Municipal building • Upgrade the Round Lake and Killaloe Rink facilities • Upgrade the Township office front entrance • Explore better internet connectivity

Enhance Communication between the Township and its Stakeholders
• Enhancing community engagement

Enhance the Quality of Life in our Municipality by Providing and Maintaining Quality Parks, Trails, Green Spaces, and Facilities, and by Offering Enriching Recreational Activities for People of All Ages and Abilities
• Develop through public consultation a strategic plan for the development and maintenance of Recreation and Culture within the Municipality • Improving public active living facilities • Expanding lending library • Expanding existing programing • Developing programing to include accessibility

Monitoring the Strategic 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.

Appendix I

Corporate Work Plan On-going 2021 – 2026

Goals and Strategic Actions	2021	2022	2023	2024	2025	2026
Promote and Manage Economic Development						
Developing a cultural plan	✓	✓	✓	✓	✓	✓
Continue culture events	✓	✓	✓	✓	✓	✓
Lending Library	✓	✓	✓	✓	✓	✓
Redeveloping all green spaces	✓	✓	✓	✓	✓	✓
Maintaining & expanding existing program	✓	✓	✓	✓	✓	✓
Killaloe Pathways expansion	✓	✓	✓	✓	✓	✓
Establishment of BIA	✓	✓				
Redevelopment of Hoch Farm	✓	✓				
Manage Growth and Protect the Environment						
Risk Management Planning						
Comprehensive Zoning By-law	✓	✓	✓	✓		✓
Archive old municipal documents	✓	✓	✓	✓	✓	✓
Strengthen The Township's Operational Position						
Marketing the Township	✓	✓	✓	✓	✓	✓
Energy Audit for Buildings	✓	✓	✓	✓	✓	✓
Provide a Well-Managed and Effective Municipal Government						
Service Delivery Review	✓					
Succession Planning	✓	✓	✓	✓	✓	✓
Updating Asset Management Plan	✓	✓	✓	✓	✓	✓
Address the Townships Municipal Infrastructure Needs						
Build adequate municipal works facility (garage, sand shed)	✓	✓	✓	✓		
Upgrade Round Lake & Killaloe rinks	✓					✓
Update Communication system	✓	✓				
Update SCBA – Fire Department	✓	✓		✓		
Expansion of Red Rock Waste Site	✓	✓	✓	✓	✓	✓
Municipal Office Renovation	✓	✓				✓
Village streets – Tramore Rd	✓	✓				
Upgrade heating system Municipal Office	✓	✓	✓			✓
Enhance Communication between the Township and its Stakeholders						
Enhancing community engagement						
Staff Accommodation						
Business Recruitment Study						
Enhance Quality of Life						
New Signage – Wayfindings,	✓	✓				✓
Charging Station – Tourist Booth	✓	✓				
Active Transportation	✓	✓				
Explore Internet Connectivity	✓	✓	✓	✓	✓	✓