



Township of Selwyn

# 2024 Strategic Plan



## Corporate Strategic Plan - Background

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A strategic plan is a long-range priority setting document, typically spanning a five-to- ten year horizon. The Plan reflects community priorities and guides decision making as the community evolves and the Township works toward meeting its established vision and purpose.

In 2024, the Township embarked upon a review of its Strategic Plan, which was last updated in 2018. Monteith Brown Planning Consultants were engaged to support the consultation component of the project, which included community surveys, two public open houses, staff feedback forms, community roundtables and partner interviews, advisory Committee and Board meetings and a Council and senior staff workshop. The What We Heard - Consultation Summary Report details the feedback received through this work.

The results of the consultation demonstrated that Council, staff and the community feel that the Township is “on the right track”. The Vision, Purpose, Values and Goals continue to resonate with people and reflect the community’s priorities and desired future state. Some minor amendments to the Vision and Purpose ensure that these statements are concise and representative of the Township’s role and approach. The initiatives have been refreshed to reflect ongoing work and to add newly identified projects. Some initiatives are achievable in the short-term while others take a more long-term view. Taken as a whole, this Strategic Plan will serve as a key reference point for future planning and decision-making and will effectively guide the Township’s work in the coming years.





## **Vision**

A pro-active and sustainable community.

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## **Purpose**

Leader in advancing effective and efficient municipal services.

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## **Values**

- Integrity
  - Trust and Respect
  - Environmental Responsibility
  - Professionalism and Accountability
  - Inclusivity
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## **Goals**

- Foster an active, engaged and connected community
- Achieve excellence in governance and service delivery
- Support a sustainable and investment-ready community
- Cultivate partnerships and promote collaboration

# Sustainability Initiatives

- Consider transitioning The Link from the pilot stage to an ongoing municipal transportation service having regard for the recommendations of the 2024 Service Delivery Review
- Pursue the uploading of garbage collection services to the County of Peterborough as part of a co-collection system with organics - work with the County of Peterborough to consider the implementation of reduced collection frequency and household garbage limits subsequent to the implementation of the organics collection program
- Implement Climate Lens Tool for project planning, purchasing and reporting processes
- Consider submitting an application for Federation of Canadian Municipalities (FCM) funding for the implementation of Residential Energy Efficiency Retrofit Program
- Complete planning for future utilization of the Smith Landfill Site and commence any required approval processes within 10 years prior to anticipated end of site life (currently estimated 2036)
- Explore opportunities for a Re-use centre located at the Smith Landfill
- Offer residential tree planting programs using available grant programs
- Re-plant trees on Township lands that have been lost from Emerald Ash Borer (EAB) infestation and storms using available grant programs
- Look for opportunities to add more water filling stations at key parks/facilities
- Expand sidewalks in Ennismore and Bridgenorth to align with the Township Community Improvement Plan (CIP)





## Water & Wastewater Initiatives

- Update the Lakefield Sewer Use Bylaw
- Update the Lakefield water & sewer rate by-laws
- Implement a cross connection/back flow prevention policy and program for serviced systems (Lakefield and Woodland Acres)
- Complete a Master Infrastructure Plan for water, wastewater and stormwater systems





## Operational Initiatives - Human Resource Planning

- Succession Management - support the transfer of operational/historical knowledge for potential retirements with required resourcing transition plans
- Review and implementation of required organizational structure changes and programs to ensure the Township is an employer-of-choice and can sustain sufficient capacity to meet service demands
- Ensure proper staff resourcing to support back end online customer service enhancements for services such as Virtual Town Hall and CloudPermit and other software systems
- Support training/certification requirements for personnel to address pressures for increased specialization and technical skills (e.g. Fire personnel, Information Technology (IT), building officials, finance, sustainability)
- Given the impact of the new Ontario Fire Marshall certification requirements on Volunteer Firefighters, consider levels of service as it relates to technical rescue (e.g. ice water rescue, high angle, confined space...)



## Operational Initiatives - Administrative

- Develop long-term strategies for budgeting and capital planning e.g. 3-5 year high level operations budgeting, investigating dedicated capital levies and identify sources of revenue in addition to typical annual levy increases
- Plan for increased costs for equipment, specialized Personal Protective Equipment (PPE), facility needs (e.g. Arenas, water and sewer systems), updating equipment and capital schedules, operationalizing the Facility Condition Assessment Report
- Official Plan and Zoning By-law updates – include policies that support environmental, agricultural stewardship, housing diversity and economic investment
- Update Procurement By-law – including updated purchasing thresholds to ensure support of effective and efficient operational practices (best value for dollar, timely completion)
- Finalize review of Municipal lands that may be suitable for disposal and proceed with disposition processes as directed by Council
- Develop a fleet/equipment management strategy to ensure right-sizing of fleet and equipment, maximize utilization (including Departmental sharing opportunities) and useful life, consider green fleet strategies (fit-for purpose vehicles, low emissions vehicles and equipment) (aligns with Climate Change Action Plan (CCAP) Strategy 6)





## Operational Initiatives - Administrative (con't)

- Develop an Administrative Monetary Penalty (AMP) System for the enforcement of offences related to Municipal Bylaws (including parking) and orders authorized under the Building Code Act; considering partnership with other local municipalities for administration requirements of the program
- Designate up to 2 properties/year from 2025 - 2026 on the Township's Municipal Heritage Register to preserve historically significant properties prior to the Ontario Heritage Act legislated changes that will come into effect as of January 1, 2027
- Continue to 'action' Township Plans, e.g. Recreation Services Plan, Library Services Plan, Road Needs Study initiatives, Peterborough Active Transportation Master Plan, Climate Change Action Plan, Facility Needs Assessment Report, etc.
- Prepare for later phases of the Lakefield South Secondary Planning Area development area by supporting infrastructure needs (twinning of the Lakefield wastewater force main etc...) to support future residential development





## Partnership Initiatives

- Partner with the County of Peterborough and other local municipalities in the preparation of an updated Sustainability Plan
- Support the Library Board's Strategic Plan to assist them to achieve their goals and maintain productive relationship with staff, Council and the Library Board
- Investigate options to partner with the County of Peterborough on a renewed relationship on Geographic Information System (GIS) usage and related information sharing to drive efficiencies and reduce Township costs
- Seek out opportunities to maximize relationship with new County economic development and tourism department and synergies associated with their Selwyn base of operations with focus on retention and expansion of Small and Medium-Sized Enterprise (SME), tourism services, and agriculture
- Actively engage with Fleming College and Trent University seeking out mutually beneficial research and other projects on an ongoing basis
- Actively engage with the Township's Accessibility Advisory Committee to ensure compliance with the Accessibility for Ontarians with Disabilities Act (AODA) related to major projects, services and policy updates
- Consider evolving volunteer participation and its impact on how the Township utilizes volunteers to support service delivery (Library, Volunteer firefighters, special events, trails) – consider practices to enhance retention and attraction





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