

Township of Tyendinaga

Strategic Planning



Council and Management Strategies | Priorities 2022
March 2022





Contents

1. Introduction	2
2. Council/Management Engagement	2
2.1 Council/Management Workshop	Error! Bookmark not defined.
2.2 SOARR.....	5
2.3 Priorities in the Next 12 Months	8
3. Next Steps	11



1. Introduction

The Township of Tyendinaga is preparing for a planned and sustainable future, driven in part by a future-focused strategic planning initiative. With consideration of 2022 being a municipal election year, the Municipality has taken steps to inform continued progression and strategic leadership.

To advise on the key priorities for the coming months, Council and Senior Management engaged in a half-day planning session to explore the Municipality through the lens of “where are we now?” and informing two additional key questions, “where do we want to go?” and “how do we get there?”.

This summary report provides an overview of the key discussion points, considerations, and cumulation of priority actions that will ensure the continuation of the Municipality’s pro-active response and leadership over the coming months.

The longer-term intent is to carry out a comprehensive strategic planning process that is inclusive, transparent, and grounded in extensive consultation with the community, staff, and Council. A comprehensive community and organizational strategic plan to guide the Township over the next five years and beyond will confirm the long-term vision and values, and set objectives and priorities for the short, medium, and longer-term. Consideration for this long-term strategy is under review.

2. Council/Management Engagement

A workshop session was held on January 26, 2022 to engage Council and Management in a discussion of priority areas of focus, consideration of community’s strengths, and identification of challenges and opportunities.

2.1.1 Where are we now? What comes to the forefront during community conversation? What are you hearing?

Council Responses

Strengths	Community Services	Needed infrastructure
<ul style="list-style-type: none"> ▪ Admiration for recreation facilities ▪ Admiration for the way the Township has grown in the past 10-12 years; more people moving in ▪ Positive response when there is work done on roads ▪ Younger people who have moved away come back to raise their families; family amenities are important 	<ul style="list-style-type: none"> ▪ Expansion of recreation offering and more services to seniors ▪ Continue to resurface gravel roads on time ▪ Senior housing for seniors who live on their own near the recreation centre; need to purchase land and planning for water and sewage ▪ Evaluate if the Library should relocate to the old recreation center; it needs to be larger and become more of a community hub ▪ Consider the option to alternate homes as they are a vital part of the 	<ul style="list-style-type: none"> ▪ Highway 49 bridge, priority to get this back to the province ▪ Faster and consistent internet ▪ Water Flow: Address the Salmon River Dam structure ▪ Attention to the Gravel pit ▪ Business attraction: Determine planning for industrial/commercial land and where to see this focused ▪ CN crossing should be downloaded to the province, but there is no negotiation power;



Strengths	Community Services	Needed infrastructure
<ul style="list-style-type: none"> Interface with a lot of families - splash pad and ice surface (not an arena) 	<p>Township; (potential feasibility study related to this)</p>	<p>There is no good quality of crossing, and it causes slow driving</p> <ul style="list-style-type: none"> Fire hall addition Purchase more land If a new recreation center were constructed (looking ten years ahead), the rec grounds would be home to fair.

Staff Responses

Community	Internal
<ul style="list-style-type: none"> Improve options for residents to pay for matters, including municipal fees; Can it be done online? Public information about planning and zoning, residents want to know the zoning of their land Need to review zoning so it is clear what is residential and zoned differently Review by-laws 	<ul style="list-style-type: none"> High pressure on staff to do more and bring standards up Review staffing levels (organization review for staff/operations) Consider a planning person (Clerk fills this function; planning is at the County level, Township position is needed) Review combined position – front counter support at various times of year – planning, treasurer, CAO support – admin assistant for multiple departmental support; Clerk, Treasurer, CAO – no admin role to assist staff

2.1.2 What are our successes this term?

Council Responses

Township perception	Infrastructure	Offered Services
<ul style="list-style-type: none"> Strong Township spirit, the community has pivoted well through the pandemic Township belonging as one most respected and sought-after municipalities over the last 5-6 years Nearly 20% growth Younger families are relocating back, and seniors want to remain in the community as long as they can Lots of opportunities to grow in the next 10+years to achieve its potential as a destination 	<ul style="list-style-type: none"> Transitioned dump to transfer station and tweaked recycling and other processes Roads Department is equipped and does excellent job of maintaining roads; gravel roads are being resurfaced/paved every two years Bridge replacement: the Municipality was creative to solve this and saved Township money Harmony Road resurfacing; completion of Roundabout helped with safety concerns New surface treatment process: creative thinking was demonstrated by roads staff, needs to be expanded in the coming years Expanded Fire Department with the addition of new truck and committed volunteers Growth of the Library Acquisition of generators for power failure backup 	<ul style="list-style-type: none"> The recreation service expanded programs and is heading towards 12 months offerings, the Rec Coordinator - creative thinking has been beneficial Electronic payment will increase resident satisfaction Having key people in place and having a good working relationship with council/staff- staff is streamlining and modernizing affairs



Staff Responses

Township perception	Infrastructure	Internal
<ul style="list-style-type: none"> Stronger relationships with neighbors and Indigenous community Advances in culture Land acknowledgment contributes to the strength of relationships 	<ul style="list-style-type: none"> Facilities are being updated; this is being reviewed annually Three generators 	<ul style="list-style-type: none"> Success of the grants and funding has supported the Municipality in transitioning and modernization Updating of Accessibility Plan Creating a strategic plan will help to move the Township forward Supportive Council: the great relationship between management/ council with strong leadership and constructive input Revision of By-laws to move forward Support for staff to get training This session is a significant step in the term of Council

2.1.3 Imagine it is 2034; Our Township has been very successful; What have we achieved? What outcomes?

We know we have continued to be successful when...

Municipality	Community	Infrastructure
<ul style="list-style-type: none"> Growth Expansion Municipality strength Fiscally responsible Environmentally responsible, as much as possible Approachable people: customer service focused and responsive Address limitations with regards to space; 3 exits from the 401 Expanded admin office Automate processes in the office Reduce the amount of salt used To have a new or expanded location Offer Town hall meetings, build from past successes Mentorship atmosphere, mentor staff, and Council to continue current efforts Council setting of performance measures, through annual strategic planning and visioning; meeting these through the direction of the Council for implementation 	<ul style="list-style-type: none"> Physically active community (including mental health) Friendly community: people have good things to say about what we do and how we do it Programs are year-round: inclusive and accessible to all Welcoming Dynamic Environmentally and socially inclusive Natural beauty Outdoor recreation Strong community built through celebrating all we offer and all who call this home - our community is a movement Established opportunities for people to get to know people We have residents approach us – they feel comfortable communicating and sharing their perspective When we change the population # on the 401 sign! We learn to pivot and adapt as required – keeping community participation and engagement a priority 	<ul style="list-style-type: none"> High-speed Internet Expanded fire hall Roads – full expansion as needed Rec facility/library developed Purchased land – senior housing; rec facility Economic bridge replacement plans Continue energy-saving programs (solar panels) We see continued, balanced growth (people are worried about lost farmlands, water); growth has to be defined with future considerations around impact (this needs to support Official Plan and Growth Strategy) (Hastings County Official Plan)



Municipality	Community	Infrastructure
<ul style="list-style-type: none"> We focus on continuous improvement to always improve, be more efficient and effective – expand on our success We have built more partnerships with external organizations, service clubs, and municipalities We identify what needs to be addressed, and we are making significant progress on addressing them 	<ul style="list-style-type: none"> Resident satisfaction with Municipality's performance 	

2.2 SOARR

Through the engagement session Council and Staff identified Strengths, Opportunities, Aspirations, Risks, and Results. Below is a summary of the input received.

2.2.1 Strengths: What does the Township of Tyendinaga do well? What key achievements are we most proud of? And What positive aspects have individuals and enterprises commented on?

Responses	Offered Services
<ul style="list-style-type: none"> Skilled staff Investing in staff – key to growth Knowledge sharing through cross-training and conference participation Flexible staff: throughout the pandemic, customer service has not suffered as a result of shifting protocols Committed and dedicated staff - work as team; high participation in working towards the same goal and support each other 	<ul style="list-style-type: none"> Quality Services: strong internal and external ability to deliver services with a focus on priorities Joint service delivery: high-quality building services and by-law services, we share resources with other municipalities, such as the fire department Library staff communicate with other libraries in the area to explore best and promising practices, particularly to adjust during COVID

2.2.2 Obstacles: What changes in demand do we expect to see in the future? What external forces or trends may positively affect development? What are the key areas of untapped potential?

Internal Efficiencies	Infrastructure	Planning
<ul style="list-style-type: none"> Coordination – the closer relationship between the recreational programs and the library staff to reach a larger audience through cross-promotion Communication - Promote conversation with Hastings County planning 	<ul style="list-style-type: none"> Consider moving municipal office temporarily in the short term to accommodate members of the public attending meetings (Council Chambers is prohibitive to having more than four people attend); it is currently not possible to accommodate additional staff Communication - improve efficiencies and opportunities to communicate 	<ul style="list-style-type: none"> Define a Plan from the municipal office to identify priorities and access to funding for Recreation Centre and Library Commercial/industrial growth: Identify properties that can accommodate these and design a plan to drive the process and provide clarity to developers;



Internal Efficiencies	Infrastructure	Planning
<ul style="list-style-type: none"> ▪ Cogeco/ Xplornet, Hydro to support industrial/commercial zoning; there is currently no clarity on zoning and the infrastructure in place. This supports taxation growth, beyond residential. Hastings County is working on this strategy and bringing high-speed internet as part of the Eastern Ontario Regional Network (EORN); by 2025, all residents are scheduled to have high-speed internet, this was funded through all levels of government ▪ Automated processes and procedures related to operations, staffing, streamlining 	<p>internally and with the public through newsletters and a more interactive and functional website. Use GIS mapping to communicate zoning, planning, applicable by-laws. (There is an opportunity to enhance the website by directing people to the Hastings County website as Tyendinaga falls within their GIS mapping).</p> <ul style="list-style-type: none"> ▪ More space for the fire department; the present municipal office could become part of the fire hall and build a new municipal office by the rec center ▪ Mohawks of the Bay of Quinte (MBQ) – to bring water to the northern part of their boundaries. Township would need to agree to have access to the water that comes with the golf course as this is on Township property. It needs to look at regulatory requirements, watershed agreements, staffing requirements, and the infrastructure required. There are risks associated with this opportunity. 	<p>This could require amendments to the official plan; there needs to be a conversation locally and later incorporate County and provincial considerations</p> <ul style="list-style-type: none"> ▪ By-laws and boundaries to guide and influence decisions on what gets approved for development ▪ Collection of development charges given the current growth

2.2.3 Risks: What challenges do we need to be aware of? What policy shifts could impact our aspirations? And What contingencies should be in place to address threats or consequences?

Internal Efficiencies	Infrastructure	Planning
<ul style="list-style-type: none"> ▪ Service delivery - Township may not be able to maintain low fees and offer services to the community; CAO is exploring user fees by-laws 	<ul style="list-style-type: none"> ▪ Financial – how to attain reserves ▪ Water supply: Township is limited to the current access; this is a challenge with growth, severances will impact this negatively. Need action plan to define a water system should be installed independently or in partnership with other municipalities. There are supply issues with the Recreational Centre, municipal building, and Library ▪ IT Infrastructure 	<ul style="list-style-type: none"> ▪ Review outdated by-laws - these need to be updated ▪ Insurance liability – need to increase the program and give access to buildings; this is associated with proper growth policies are necessary to mitigate this



2.2.5 Results: What are the key goals we would like to achieve these results? What meaningful measures will indicate that we are on track toward achieving our goals? And What resources are needed to implement our most vital projects and initiatives?

Internal	Infrastructure	Planning
<ul style="list-style-type: none"> ▪ Financial Resources - be cautious; property assessments are lagging, and there may be unexpected increases ▪ Consider development fees as a future funding source ▪ Plan for the future – Ensure Reserve Funds are used wisely and budgeted annually ▪ Staff: attract the right talent ▪ The attraction of new Council members: Need to engage residents with new skills to run for Council; Increased Council pay could support attracting people to participate. ▪ Partnerships: develop partnerships with people, service clubs, community organizations to engage the community and stay current in community needs and desires 	<ul style="list-style-type: none"> ▪ Land: identify the growth zone; the Township will be competing for prime land. ▪ IT: foundation for enhanced operational effectiveness, business continuity, internal and external communications, service delivery, and security 	<ul style="list-style-type: none"> ▪ Review outdated by-laws: need to be updated. ▪ Insurance liability: need to increase the program and give access to buildings; this is associated with growth; good policies are needed to mitigate this.



2.3 Priorities in the Next 12 Months

The group was asked to identify factors that could be achieved or make significant progress during the next 12 months, share their perspectives on existing projects and what is needed to implement, and advance priorities. The following priority list is not presented in any sequential order of importance. Each is to be considered by Management to determine those that best align with Municipal needs, capacity, and significance. Those not identified to be initiated or implemented in the next 12 months may be considered for implementation on an ongoing basis or as part of the broader strategic plan.

Priority	Goal	Initiatives
1. User fees reviewed (ball diamonds, South Hastings)	Conduct user fees and revenue analysis for comprehensive General Fees & Charges By-law	<ul style="list-style-type: none"> • Implement General Fees & Charges By-law • Review fees to reflect administrative input costs and consider fees charges by other Municipalities
2. Establish Development Charges	Implement Development Charges for the Township to recover the capital costs associated with residential and non-residential growth within the Township and maximize sources of non-tax revenue	<ul style="list-style-type: none"> • Initiate Development Charges Study RFP • Proceed with Public Consultation process • Study completed for approval end of 2022 or early 2023
3. IT infrastructure updates – payments, interactive mapping, security, website update; Online registrations/services	Maximize efficiency in delivering services, ensure optimal use of municipal resources	<ul style="list-style-type: none"> • Review Contracted IT Network and Support Services with the Township • Enhance support for IT and Hardware



		<ul style="list-style-type: none"> Review opportunities to expand online services including options for services portal
4. Consider additional needs administratively	Ensure effective delivery of services with increasing staff capacity	<ul style="list-style-type: none"> Hire administrative staff to provide front line customer service and assist CAO, Clerks, & Finance
5. Completion of the Rec master plan; Firm up our plans – Recreation Hall expansion continue to move forward.	Township of Tyendinaga Recreation, Parks, and Trail Master Plan that will provide a full scope of municipal parks, recreation, trails, and provide a ten- year vision for the future growth and development of these services and facilities.	<ul style="list-style-type: none"> Initiate Recreation, Park, and Trails Master Plan to provide a strategy and plan for the delivery of parks, recreation, and trails that aligns with the communities’ priorities Identify asset update and replacement priority timeline and schedule, including cost implications Adopt Plan
6. Inventory of available land – for our new builds/facilities	Ensure an adequate supply of land available for future township use	<ul style="list-style-type: none"> Create an inventory of Township owned properties Critically examine current lands that result in conversations of opportunities for the expansion of township facilities
7. Advance our accessibility plan – implementation	Meet legislative requirements; ensure all facilities can be enjoyed by residents regardless of abilities	<ul style="list-style-type: none"> Ensure all washrooms are accessible Entrances have automatic door opener and smooth door transitions



<p>8. Roads – identify what needs to be resurfaced next</p>	<p>Roads Resurfacing Program</p>	<ul style="list-style-type: none"> • Initiate a Road Resurfacing Program based on the Roads Needs Study • Draft report for Council’s information to open early discussion regarding the capital output for budget deliberations.
<p>9. Complete 5-10 years strategic plan</p>	<p>Township of Tyendinaga 2023-2028 Strategic Plan to set a vision for the community, define the community's goals and aspirations and offer an updated, results-oriented plan for Tyendinaga staff to implement over 5 years.</p>	<ul style="list-style-type: none"> • Initiate RFP process and begin public consultation process • Focus group and Council review to be completed in 2023
<p>10. Waste transfer station – what needs to happen next – document plan</p>	<p>Initiate Waste Transfer Station workplan.</p>	<ul style="list-style-type: none"> • Review current Site Plan and review opportunities i.e. recycling, weigh scale, hydro • Monitor grant opportunities and funding support for facility upgrades
<p>11. Continue review of by-laws and prioritize which ones need to be revised</p>	<p>By-laws and policies are relevant, efficient, and meet the needs of the township and community.</p>	<ul style="list-style-type: none"> • Update all legislated by-laws • Review by-laws required for the 2022 elections • Initiate By-law review strategy and framework to prioritize actions related to by-laws that focus on legislated requirements, revenue generation, debt servicing, enforcement, and public safety



12. Encouraging participation for elector candidates	Candidate Nominations for 2022 Elections receive strong support from the community.	<ul style="list-style-type: none">• Promote and hold Candidate Information session• Conduct Council Remuneration Review• Establish support and resources to candidates throughout nomination period
--	---	---

3. Next Steps

To move forward, Management will examine the above-noted priorities and determine their feasibility, relevance, and alliance to existing budgets and human resource capacity. These are key considerations as ensuring staff availability is an important consideration.

Following this review, the CAO and Management team will facilitate further engagement with Council to ensure alignment with Council objectives.

