



Township of Amaranth – Strategic Plan

September 13th, 2023

Strategic Plan at a Glance

Vision: To grow a strong, vibrant rural and agricultural community.

Mission: Every day we make informed decisions to serve our residents and businesses and steward our community.

Increase our Ability to Manage Growth	Expand Our Capacity to Serve	Preserve our Rural Roots
1. Update planning policies and procedures to enable sustainable growth	1. Expand community events and recreation offerings	1. Protect our agricultural land and promote the farming economy
2. Maintain our existing infrastructure	2. Identify and prioritize areas for service improvement	2. Environmental stewardship
3. Invest in infrastructure needed to enable growth	3. Grow and diversify a sustainable economy in Amaranth	3. Prepare for impacts of Climate Change and reduce our emissions
4. Facilitate housing affordability and attainability		4. Promote cultural and natural heritage features

Foundational Pillar: Manage an Efficient and Effective Township

1. Effective customer service	2. Prudent long-term financial management	3. Continue to invest in and grow the Township's team	4. Promote diversity, equity and inclusion	5. Inter-governmental advocacy for Township needs
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Values

Accountability	Service Delivery Excellence
Integrity	Continuous Improvement
Transparency	Environmental Sustainability
Financial Responsibility	Inclusion

Vision, Mission, and Values

Vision: To grow a strong, vibrant rural and agricultural community.

Mission: Every day we make informed decisions to serve our residents and businesses and steward our community.

Values

- **Accountability:** We take ownership of our actions and decisions.
- **Integrity:** We hold ourselves to the highest of standards of honesty and ethical conduct.
- **Transparency:** We are dedicated to fostering trust and understanding in all our actions and decisions.
- **Financial Responsibility:** We ensure that taxpayer dollars are used efficiently to benefit the community, now and in the future.
- **Service Delivery Excellence:** We strive for excellence in all that we do for our residents and businesses.
- **Continuous Improvement:** We are continuously looking for opportunities to improve the way we serve our residents and businesses.
- **Environmental Sustainability:** We are committed to protecting and preserving our natural environment and agricultural land.
- **Inclusion:** We will act in manner that respects and values the diversity of all those we serve.

Foundational Pillar: Manage an Efficient and Effective Township

Goal(s)	Initiative(s)	Key Performance Indicators ¹
<p>1. Effective customer service</p>	<p>1.1 Implement a customer service satisfaction survey.</p> <p>1.2 Streamline the process for managing calls for service.</p> <p>1.3 Develop new service standard policies for customer facing services.</p>	<ul style="list-style-type: none"> • # of residents participating • # of actionable suggestions implemented • Overall resident satisfaction scores (Year over Year/YoY) • Service request performance relative to service policy • # of service requests resolved/unresolved
<p>2. Prudent long-term financial management</p>	<p>2.1 Develop a comprehensive budget plan that covers both operational and capital expenses with regular monitoring of actuals vs budget.</p> <p>2.2 Create a debt management strategy for responsible borrowing and debt management to fund large-scale projects.</p> <p>2.3 Develop a strategic financial plan that outlines the Township's long-term goals and projections.</p>	<ul style="list-style-type: none"> • % of adherence to the budget; variance between budgeted and actuals • Debt-to-income ratio • Trend over time of debt usage/reserve fund growth • # of long-term financial plan goals achieved • Accuracy of projections compared to actual outcomes
<p>3. Continue to invest in and grow the Township's team</p>	<p>3.1 Implement a comprehensive performance management system that includes regular</p>	<ul style="list-style-type: none"> • % of staff with established performance goals

¹ The Key Performance Indicators set out in this document are a starting point for enhanced corporate management. It is expected that they will be the basis for a measurement program which will monitor success in the implementation of this plan. It is also expected that the performance measurements will evolve over time.

Goal(s)	Initiative(s)	Key Performance Indicators ¹
	<p>feedback, goal-setting and performance reviews for staff.</p> <p>3.2 Update the Comprehensive HR Strategy that includes recruitment, retention and succession planning strategies to address any existing staffing needs and gaps.</p> <p>3.3 Explore professional development opportunities for staff such as provide pathways for career advancement and/or education.</p>	<ul style="list-style-type: none"> • Self-assessment of staff through performance management (YoY) • # of skills or certifications acquired by staff • % of employees participating in professional development
<p>4. Promote diversity, equity and inclusion (DEI)</p>	<p>4.1 Provide diversity, equity and inclusion training sessions/workshops to educate staff and residents (through the Equity, Diversity and Inclusion Committee).</p> <p>4.2 Review and update policies through a DEI lens to eliminate any barriers and ensure policies and practices are inclusive.</p>	<ul style="list-style-type: none"> • Participation rates (%) • Scores from pre/post training assessments measuring participants' understanding • # of policies reviewed • Decrease in % of incident reports of discrimination or inequitable treatment (YoY)
<p>5. Inter-governmental advocacy for Township needs</p>	<p>5.1 Conduct an assessment of Township needs requiring the assistance of other governments.</p> <p>5.2 Develop and implement an inter-governmental relations strategy.</p> <p>5.3 Participate in municipal associations at elected and staff level.</p>	<ul style="list-style-type: none"> • # of identified priority needs actioned out • # of support resolutions to the Province • Council and staff member attendance and participation at conferences

Pillar: Increase our Ability to Manage Growth

Goal(s)	Initiative(s)	Key Performance Indicators
<p>1. Update planning policies and procedures to enable sustainable growth</p>	<p>1.1 Complete a New Official Plan.</p> <p>1.2 Review and update zoning bylaws.</p>	<ul style="list-style-type: none"> • Completion of each study outlined under the initiatives • Develop specific KPIs arising from each new plan
<p>2. Maintain our existing infrastructure</p>	<p>2.1 Develop a comprehensive maintenance schedule for Township infrastructure.</p> <p>2.2 Develop a long-term plan to manage the download of County roads, bridges and structures.</p>	<ul style="list-style-type: none"> • Time taken to address reported infrastructure issues • Overall improvement in the condition of Township infrastructure
<p>3. Invest in infrastructure needed to enable growth</p>	<p>3.1 Utilize agreements and leverage relationships within Dufferin County to prepare for growth.</p> <p>3.2 Identify gaps in existing infrastructure needed to support future growth.</p> <p>3.3 Explore funding sources and financing mechanisms to support infrastructure development.</p>	<ul style="list-style-type: none"> • # of infrastructure components assessed / % of assessed infrastructure meeting standards • Amount of funding secured for infrastructure projects • Success rate (%) in securing grants and loans
<p>4. Facilitate housing affordability and attainability</p>	<p>4.1 Review zoning regulations to incentivize the development of affordable housing.</p> <p>4.2 Consider policy incentives that could encourage affordable housing units.</p>	<ul style="list-style-type: none"> • % of new housing options incorporating affordable units

Pillar: Expand Our Capacity to Serve

Goal(s)	Initiative(s)	Key Performance Indicator(s)
<p>1. Expand community events and recreational offerings</p>	<p>1.1 Consult and engage with the public and partners on potential events.</p> <p>1.2 Develop and implement a Recreational Activities and Events Plan to expand events and recreational offerings.</p>	<ul style="list-style-type: none"> • % of residents participating • # of collaborative partnerships formed • # of new events and recreational offerings created
<p>2. Identify and prioritize areas for service improvement</p>	<p>2.1 Conduct a Community Needs Assessment through a comprehensive survey and analysis of the community’s needs and preferences to identify the service gaps.</p> <p>2.2 Evaluate the effectiveness of current service agreements, including value for money, service levels and usage.</p> <ul style="list-style-type: none"> - Prioritize agreements for review based on significance. <p>2.3 Evaluate the effectiveness of road boundary agreements.</p>	<ul style="list-style-type: none"> • # of surveys completed • % of resident participation • # of initiatives developed following the assessment • # of agreements reviewed • # of reporting mechanism used
<p>3. Grow and diversify a sustainable economy in Amaranth</p>	<p>3.1 Identify opportunities to promote Amaranth as a location for employment and business.</p> <ul style="list-style-type: none"> - Optimize the effectiveness of our relationship with County Economic Development Department. 	<ul style="list-style-type: none"> • # of infrastructure projects completed • YoY change in inventory of commercial and industrial sites • # of commercial and industrial sites leased/sold • # of environmental impact assessments conducted for new

Goal(s)	Initiative(s)	Key Performance Indicator(s)
	<ul style="list-style-type: none"> - Create an inventory of commercial and industrial sites. - Develop a strategy to optimize the employment and property tax potential of the sites. - Create an environmental lens to mitigate the impact of potential uses on neighbouring agricultural lands to ensure long-term environmental sustainability of economic activity in Amaranth. - Invest in transportation infrastructure (Ex. Roads, bridges etc.) to improve travel within the Township and to attract businesses and residents. 	<p>commercial and industrial developments</p>

Pillar: Preserving our Rural Community

Goal(s)	Initiative(s)	Key Performance Indicator(s)
<p>1. Protect our agricultural land and promote the farming economy</p>	<p>1.1 Complete a LEAR Study to better protect agricultural land.</p> <p>1.2 Facilitate opportunities to educate residents about the importance of agriculture to Amaranth’s identity,</p>	<ul style="list-style-type: none"> • Increase in the number of businesses added to the farmer’s directory • # of opportunities created for agricultural education • % participation in farm tours and other agricultural initiatives and programs

Goal(s)	Initiative(s)	Key Performance Indicator(s)
	economy, and environment. <ul style="list-style-type: none"> - Promote farm tours. - Develop a local farmer’s directory. 	
2. Environmental stewardship	2.1 Support the work of the Ontario Federation of Agriculture and other local agricultural organizations to promote sustainable and environmental farming practices.	<ul style="list-style-type: none"> • # of events and opportunities promoted through social media and newsletter
3. Prepare for impacts of climate change and reduce our emissions	3.1 Integrate sustainable asset management and business practices throughout the administration and its operations to ensure long-term viability. <ul style="list-style-type: none"> - Reduce the carbon footprint of Township operations by implementing measures to reduce energy consumption. 3.2 Collaborate with neighbouring municipalities, businesses, and community groups to share knowledge, resources, and best practices in addressing climate change. 3.3 Promote and explore incentives for green building practices for local development (Ex.	<ul style="list-style-type: none"> • Reduction in energy consumption of municipal facilities (YoY) • # of collaborative projects/initiatives

Goal(s)	Initiative(s)	Key Performance Indicator(s)
	Net zero practices, sustainable materials etc.).	
<p>4. Promote cultural and natural heritage features</p>	<p>4.1 Implement tree canopy and windrows bylaw.</p> <p>4.2 Explore opportunities to promote tree-planting.</p> <p>4.3 Investigate the use of a pollinator highway.</p> <p>4.4 Explore opportunities for naturalization of lands.</p>	<ul style="list-style-type: none"> • Increase in pollinator space (YoY) • # of trees planted • Increase in naturalization of targeted lands (YoY)