

A scenic landscape featuring a cobblestone path leading through a lush green field. In the foreground, there are vibrant green grasses and a cluster of bright yellow sunflowers. The path is bordered by a wooden fence and leads towards a dense line of trees with autumn foliage in shades of orange, yellow, and green. The sky is a mix of blue and white, with soft, wispy clouds and a warm, golden light suggesting a sunset or sunrise. The overall atmosphere is peaceful and natural.

Elizabethtown-Kitley Strategic Plan 2023 - 2026

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Territorial Acknowledgment

We are reminded that Elizabethtown-Kitley is situated on land that is steeped in rich indigenous history.

As a Township we have a responsibility for the stewardship of the land on which we live and work.

We acknowledge the Algonquin First People on whose traditional territory we are situated.

We do so respecting both the land and the Indigenous People who continue to walk with us through this world.

Message from the Mayor



It is with great pleasure that I present the 2023-2026 Township of Elizabethtown-Kitley Strategic Plan.

The Strategic Plan provides a road map for our future, and it will inform our decision-making to ensure that the Township fulfills its vision “to grow a progressive community for today and tomorrow.” To that end, the Plan contains strategic priorities, goals, and initiatives that will help us to achieve our vision over the Council term and beyond.

The goals we’ve established aim to improve our governance and organizational management, be future focused on our financial plan and infrastructure and improve our processes and human resources to ensure community vitality, and economic resilience.

The Strategic Plan sets out the strategic priorities and initiatives that will be achieved year by year and the Township will report regularly to citizens on our progress. The Strategic Plan is meant to inspire all of us to consider how we can work together to achieve a prosperous and sustainable community.

For Council and Township staff, the Corporate Strategic Plan will be an important tool for setting priorities, making decisions, and managing operations for this term of Council and beyond. As we collectively move forward with implementation of the plan, Township departments will develop and implement work plans to achieve our goals. We all have tremendous pride in our community, and we look forward to implementing the Strategic plan with and for you, the residents and businesses of Elizabethtown-Kitley.

Our Strategy at a Glance

Our Mission

To provide excellent services fostering a safe, inclusive, and resilient community through responsible government.

Our Vision

To grow a progressive community for today and tomorrow.

Our Values

Accountability

Demonstrating value for tax dollars and visible progress on municipal initiatives.

Leadership

Focusing on leading the community in a positive, forward-thinking direction and being a leader in the municipal sector.

Socially Responsible

Work to ensure that the Township is accountable and takes actions that benefit society and the community.

Customer Focused Service

Providing exceptional customer experiences and effective municipal services.

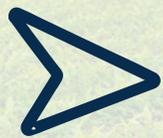
Respect

Valuing the role that each resident, staff member, business and organization plays in making Elizabethtown-Kitley a great community.

Strategic Priorities

The Strategic Plan is the Township's highest level policy document, created to shape and direct strategic decision making for Elizabethtown-Kitley.

The following strategic priorities guide the implementation of the Township's Strategic Plan. We believe these focus areas are critical to our success. Under each priority, we have identified key initiatives that are targeted for implementation over the course of 2023-2026. Every action that the Township is committed to is organized under one of the pillars for change.



Priority One

Governance & Organizational Management



Priority Two

Financial



Priority Three

Process Improvements



Priority Four

Human Resources

Governance & Organizational Management



The Township of Elizabethtown-Kitley will strive for excellence and accountability in government, providing effective and efficient services, information, and opportunities to shape municipal initiatives. Our strategic priorities focus on providing excellence in Customer Service and Communications.

Customer Service Initiatives

1. Increase trust and transparency. Improve approachability, and provide responsive follow-ups.
2. Foster a culture of continuous improvement.
3. Provide a “live” phone response.
4. Establish a policy on customer response service levels.
5. Modernize IT systems and services corporate wide, including implementation of a CRM (Customer Relation Management) solution.

Communications Initiatives

1. Improve newsletters, social media presence and overall corporate communications.
2. Implement new technology to improve virtual/online quality of meetings.
3. Create a more streamlined, accessible and user-centered website to deliver best-in-class digital services.
4. Explore opportunities for rebranding.

Financial Plan

The Township of Elizabethtown-Kitley will support sustainable growth and actively work to attract and retain a diverse range of businesses, creating employment opportunities for residents and a balanced tax base.

We will strive to be fiscally sustainable through prudent and future focused financial management.

Economic Development Initiatives

1. Pursue all grant opportunities and provincial funding for projects.
2. Review and challenge the status quo of current land assets and oversee corporate property decisions to maximize value, particularly Rows Corners Fairgrounds & North Augusta Road properties.
3. Prioritize growth, streamline development processes (one-window approach) and support developers in initiating new projects.

Infrastructure & Financial Initiatives

1. Strengthen financial policies and practices to support a sustainable, long-term financial position, including updates to the long-term financial plan(s), and review of Capital Reserves.
2. Continually update the Asset Management Plan to achieve the greatest benefit to our community.
3. Develop Reserve/Investment and Prioritization of Debt Policies.
4. Explore options for an accessible Township Office & Public Works Garage.
5. Implement the multi-year budget planning process.

Process Improvements

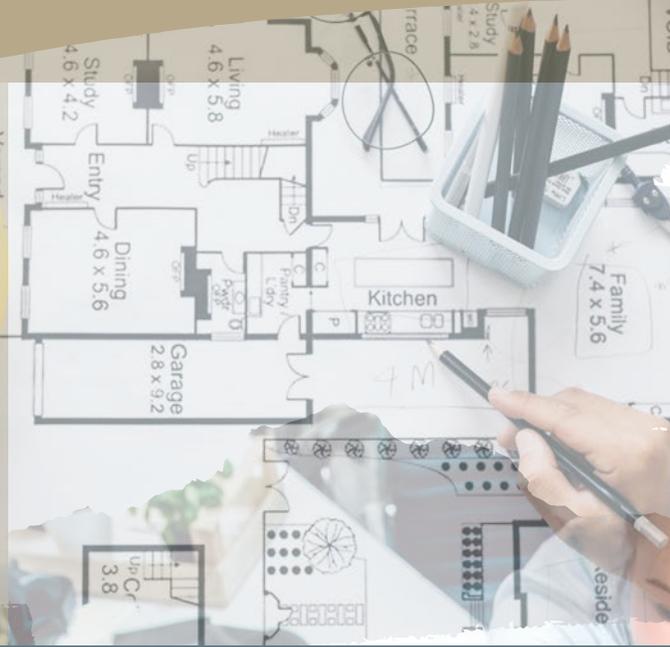
We will focus on process improvements to increase Township effectiveness and efficiency. The organization will work to review services to develop sustainable and customer friendly services.

Process & Service Initiatives

1. Develop a new Fire Master, Prevention & Establishing & Regulating Plan, engaging key stakeholders and Fire Department members.
2. Make key services available through accessible virtual platforms, including the provision of online payments in real time.
3. Implement waste management system improvements, with a focus on sustainability, waste reduction, organic waste and recycling/re-use options.
4. Ensure the Road Needs Study aligns with the Asset Management Plan.
5. Review and enhance by-law enforcement services.



Human Resources



Ensuring the organization has adequate resources and trained professional staff will be key to ensuring that we can deliver the services that residents expect. A focus on human resources and their development will ensure they function as a high-performance team and deliver exceptional services to our community.

Human Resource Initiatives

1. Develop a human resources strategy to ensure we have the right people with the right skills, in the right positions.
2. Develop an Employee Attraction & Retention Plan, including a focus on volunteer firefighter recruitment.
3. Consider options for outsourcing oversight of HR operations.
4. Continually review market compensation to ensure we remain a competitive employer (including fire department volunteers).



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