



2024 – 2028

Corporate Strategic Plan

Township of Algonquin Highlands



Message from the Mayor & Council

I am thrilled to present the Algonquin Highlands Corporate Strategic Plan. The creation of this document was an in-depth, collaborative effort between Algonquin Highlands Council and Senior Staff. I wish to extend my sincerest thanks to my Council colleagues and our dedicated Staff members for their involvement in this exciting and important process.

The Township of Algonquin Highlands is growing and changing, and the world of municipal government is more complex than ever before, presenting myriad and unprecedented challenges that require thoughtful and well-planned solutions that will work towards improving the life of our residents. Applying to all aspects of Township operations, this plan provides a clear blueprint that will guide Council and Staff for the next four years. It not only identifies the Township's top strategic priorities, but also the steps our leadership team will take to achieve them. We're confident the results will be beneficial for the entire community.

I hope residents will take the time to thoroughly review the plan and join us as we put it into action.

Sincerely,
Mayor Liz Danielsen

Liz Danielsen

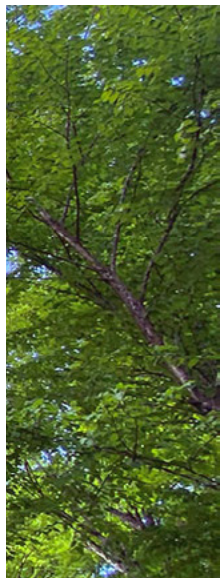
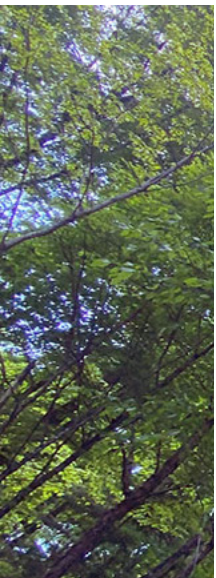


Overview of Algonquin Highlands

Imbued with shimmering lakes, towering coniferous forests and rocky outcroppings, the Township of Algonquin Highlands is a natural playground ideal for adventure. For millennia, the lands that are part of the present-day municipality were used by First Nations as hunting, fishing and trapping grounds. Hunter-gatherer societies, they moved around the area seasonally, living lightly on the land, hence leaving relatively little archaeological evidence of their presence. The Township of Algonquin Highlands is located on Treaty 20 Michi Saagiig territory, and in the traditional territory of the Michi Saagiig and Chippewa Nations, collectively known as the Williams Treaties First Nations.

An amalgamated municipality consisting of the former townships of Stanhope, Sherborne, McClintock, Livingstone, Lawrence and Nightingale, Algonquin Highlands is steeped in a rugged history of 19th-century logging. Throughout the early and mid-20th century, the lure of its many pristine lakes and associated recreational opportunities facilitated a tourism and cottaging boom that gave way the large seasonal population the Township enjoys today. With approximately 2,600 year-round residents, the population surges to some 12,000 during the summer months.

Modern-day Algonquin Highlands is a growing and changing community that more and more people are choosing to call home on a year-round basis, whether they be long-time seasonal residents making a transition to a rural lifestyle, or new additions to the community. Dotted with quaint hamlets, the Township is a haven for artisans and brimming with entrepreneurial spirit. It's home to many independent businesses, eateries, adventure tourism operators, accommodators, and unique boutiques and shops. In this exciting time of evolution, taking stock of its past and looking toward its future, the Township's leadership team remains committed to smart and sustainable growth.



Our Vision

Algonquin Highlands is a vibrant community connected to place, committed to sustainability, and invested in tomorrow. A place to visit; a place to call home.

Our Mission

Algonquin Highlands is committed to providing exceptional service through strong leadership; fostering a thriving community where all generations can live, work and play.

Strategic Priorities

- Growth and Development
- Environmental Stewardship
- Infrastructure Needs
- Service Excellence
- Community Engagement
- Community Wellbeing



Growth and Development

Growth and Development is essential for the Township of Algonquin Highlands to foster sustainable economic expansion and community advancement. By strategically promoting growth, we will enhance infrastructure, attract investment, and create opportunities that contribute to the overall prosperity and well-being of our residents.

Strategic Goals

Strategic Actions

Proactive investment in our community to support sustainable growth.

Provision of attainable housing.

- ▶ Establish community partnerships in support of attainable housing.
- ▶ Increase public awareness of opportunities for land use optimization for growth and development to include housing and business.
- ▶ Institute policies that promote development in support of the community.
- ▶ Investigate and pursue acquisition of Crown land to meet housing needs.

Fiscally sustainable airport development.

- ▶ Refresh the airport development plan.
- ▶ Ensure that there are viable business cases for the development of the airport and the development of the airport lands.
- ▶ Roll out the implementation of the airport development plan when deemed appropriate.
- ▶ Be receptive to other development opportunities for the airport and airport property.

Support for business development.

- ▶ Work proactively with the County and other area stakeholders to promote economic development.



Environmental Stewardship

Environmental Stewardship emphasizes our dedication to preserving and enhancing the natural beauty of our community. Through sustainable practices, conservation efforts, and community engagement, we will safeguard our environment, ensuring its resilience for current and future generations while fostering a harmonious coexistence between the community and the surrounding ecosystems.

Strategic Goals

Strategic Actions

Environmental stewardship in all decisions.

- ▶ Meet or exceed the Corporate goals for Algonquin Highlands in the Climate Change Action Plan.
- ▶ Include environmental considerations in Township reports.

Demonstrated leadership in minimizing the Township and community environmental footprint.

- ▶ Provide public education to promote environmental stewardship goals.
- ▶ Communicate Township achievements in reducing our environmental footprint.

Reduced landfill waste.

- ▶ Explore and optimize waste management practices, including organic waste.
- ▶ Increase recycling and repurposing.

Strengthened promotion and support of the protection of lake health.

- ▶ Strengthen enforcement of bylaws that champion environmental stewardship



Infrastructure Needs

Infrastructure forms the backbone of a functioning and thriving community. Efficient infrastructure is essential for our growth, prosperity, and overall resilience in the face of evolving needs and challenges.

Strategic Goals

Assurance that Algonquin Highland's current and future assets are managed to be sustainable to meet our long-term needs.

Strategic Actions

- ▶ Develop and implement a Parking Master Plan.
- ▶ Expand the number of EV charging stations.
- ▶ Determine priorities for the enhancement, replacement and expansion of municipal facilities as budgets permit.
- ▶ Investigate and pursue acquisition of Crown land to meet infrastructure needs.
- ▶ Investigate potential opportunities for a new firehall.
- ▶ Develop a policy for the maintenance of unassumed roads.



Service Excellence

Service excellence is not just about delivering satisfactory service. Service excellence means letting our residents know that they are valued and understood. It also means ensuring our staff know that they are important and need to be engaged. Our objective is to go beyond our residents' basic needs and to exceed their expectations on a regular basis.

Strategic Goals

Strategic Actions

Exceptional service delivery.

- ▶ Optimize service delivery at every opportunity and work collaboratively with neighboring municipalities and agencies.
- ▶ Review and update service agreements with agencies and other municipalities.
- ▶ Embrace new technologies that will improve customer service and increase efficiency and accessibility.

Recognition as a dynamic employer that attracts, supports and retains talented and dedicated staff.

- ▶ Enhance recruitment and retention strategies for all permanent, seasonal and casual employees.



Community Engagement

We are dedicated to fostering meaningful connections and collaboration with residents, businesses, and other stakeholders. By actively involving the community in decision-making processes, we will promote inclusivity, gather diverse perspectives, and strengthen the bonds that contribute to a vibrant and cohesive township.

Strategic Goals

Strategic Actions

Expanded and enhanced communication and engagement practices.

- ▶ Review and update the Communications Strategy including community engagement.
- ▶ Provide opportunities for residents to have personal contact with members of Council.
- ▶ Increase use of new technologies and on-line platforms to facilitate two-way communication with residents and to promote community engagement.
- ▶ Collaborate, when feasible, with community groups.

Development of a Branding Strategy

- ▶ Establish a committee to provide recommendations on branding issues.

Increased numbers of volunteers in our community.

- ▶ Define the roles and responsibilities of volunteer positions.

Increased recognition for volunteers.

- ▶ Develop and maintain a program to recruit and recognize volunteers.



Community Wellbeing

We are committed to fostering a supportive and thriving community. Through targeted programs, services, and collaborative initiatives, we will strive to address diverse needs, promote social cohesion, and ensure that every individual within our community has the opportunity to lead a fulfilling and healthy life.

Strategic Goals

Strategic Actions

A vibrant and healthy community with abundant opportunities for recreation, events, arts and culture.

- ▶ Develop and implement a Parks and Recreation Master Plan.
- ▶ Review the recommendations of the Cultural Plan Working Group and identify priorities for implementation.

Short Term Rental regulation.

- ▶ Implement, enforce and monitor a Short-Term Rental bylaw and a Municipal Accommodation Tax to benefit the community.



How We Will Use This Corporate Strategic Plan

Implementation

This corporate strategic plan is a living document. The plan will provide a framework for decision-making. It will be integrated into all township activities through the development of annual departmental work plans, that will identify strategic initiatives aligned with the corporate strategic plan.

Operational Plan

The Township of Algonquin Highlands senior management team will develop annually a corporate operational plan (from which the departmental work plans will flow). This plan will be brought to council for approval and will form the basis for annual progress reports to the community.

The vision, mission and strategic priorities identified in this corporate strategic plan will be integrated into the township's organizational structure and policy framework. To that end, other township plans will need to demonstrate alignment with this corporate strategic plan. Further, all reports to council will demonstrate alignment with the corporate strategic plan and refer to the specific strategic goals achieved.

How Do All the Township's Plans Work Together?

Strategic Direction

Where do we get our direction?

Multiple stakeholders provide input.

- ▶ Community
- ▶ Council
- ▶ Corporate

Action Plans

What actions need to be taken in the next few years?

- ▶ Annual Operational Plans
- ▶ Annual Departmental Work Plans

Strategic Delivery

How can we deliver the direction over the long term?

Through various incremental plans and strategies, including:

- ▶ Official Plan
- ▶ Parks Master Plan
- ▶ Climate Change Action Plan

Funding & Resources

How do we fund and execute our plans?

Money and people are required to implement our plan.

Most funding comes from municipal property taxes, supplemented with revenues from grants and other sources.







Township of Algonquin Highlands

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