



# **NORTH HURON STRATEGIC PLAN**

## **2024-2027**



## **Land Acknowledgement Statement**

The Township of North Huron would like to begin by acknowledging that we are situated on Treaty 29 and Treaty 45<sup>1</sup>/<sub>2</sub> territory and the land on which we gather is the traditional territory of the Anishinabewaki, Odawa and Mississauga Peoples. For this, we are grateful to have the opportunity to work on this land.

# MESSAGE FROM THE REEVE

On behalf of the Township of North Huron Council and staff, I am pleased to share the 2024-2027 North Huron Strategic Plan. This Plan establishes short-term and long-term goals and defines what actions will be taken over the next four years to move our municipality forward. No one can predict the challenges ahead and this document will help us strive towards mutually agreed-upon goals, compare work against agreed-upon benchmarks over several years, and show accountability to our community members and stakeholders. The process of developing this Plan was transparent and thorough and I would like to thank the Council, staff, businesses, local industry, and residents of North Huron for their valuable input.



As we reflect on our last Strategic Plan (the 2020-2023 North Huron Strategic Plan), we have much to celebrate. New residential projects are underway, Township assets are being better utilized to meet the needs of our community, and special events are once again bringing people together to celebrate, meet new people, welcome new residents, and enjoy each other's company. The global pandemic has tested us all, not only affecting our well-being but also our ability to work, deliver programs, and simply be together.

Over the next four years, I want everyone to move forward positively and proudly as we achieve the goals and address the priorities established in this Strategic Plan. Some of our priorities include striving for balanced growth, recognizing and supporting our volunteers, retaining talented and qualified staff, investing in our assets, delivering exceptional programs and services, and reducing our footprint on the environment.

This Strategic Plan provides a roadmap for the Council and staff of the Township of North Huron that will be used as a valuable resource in the decision-making process.

Thank you again to everyone who played a role in ensuring North Huron continues to move in the right direction.

*Paul Heffer*

Paul Heffer, Reeve  
Township of North Huron



# CAO'S EXECUTIVE SUMMARY

It is our pleasure to present to you the 2024-2027 Strategic Plan for the Township of North Huron. This forward-looking document is designed to guide the organization as we plan, make decisions, and invest in the future of our community.

In collaboration with Capstone Project Solutions Inc., the Township initiated the strategic planning process and together, the 2024-2027 Strategic Plan was created.

This Plan is designed to align our everyday operations with Council's strategic priorities and recognizes the importance of identifying attainable goals. It establishes a clear path to achieve those goals through a vision and a mission. Valuable feedback from the community helped shape this Plan.

Over the next four years, staff will use this Plan to inform our annual budget and business planning processes to ensure resources are aligned with strategic priorities. This approach will also ensure North Huron is positioned in the direction of success while strengthening the community we call home.

I encourage all North Huron businesses, residents and visitors to follow our progress, and stay connected. The Township's future is bright and promising.

*Dwayne Evans*

Dwayne Evans, Chief Administrative Officer  
Township of North Huron





# CREATION OF THE PLAN

In 2019, North Huron Council and staff developed and adopted the 2020-2023 North Huron Strategic Plan with the assistance of a consultant. The four-year Strategic Plan expires at the end of 2023. In mid-2023, the Township engaged Capstone Project Solutions Inc. to assist in developing a new four-year Strategic Plan that builds upon the success of the previous plan and provides future direction and assists Council and staff with future decision-making.

This Plan is a structured roadmap that outlines North Huron’s vision, mission, values, principles, goals, and action items for achieving sustainable growth and competitive advantage.

Over a four-month period, North Huron Council and staff engaged in a collaborative effort to formulate this Plan, with valuable contributions from community members throughout the drafting and revising of the vision, mission, goals, and action items outlined in this document.

## Strategic Planning Approach:

Capstone Project Solutions Inc. held two focus group sessions consisting of the Township of North Huron Council and staff to gather insight and recommendations. To begin, the Chief Administrative Officer (CAO) provided an update on the existing 2020-2023 North Huron Strategic Plan and identified items that have been fulfilled. Unfulfilled action items or action items in progress have been included in the 2024-2027 North Huron Strategic Plan. Participants were then allocated into smaller groups to engage in brainstorming sessions. Each group provided potential inclusions for the vision, mission, values, principles, goals, and action items for the 2024-2027 North Huron Strategic Plan.



Ultimately, information gathered from the focus group sessions was incorporated into the draft Strategic Plan. Following the drafting of the initial document, the Township received feedback from community members via an online survey and through public comments provided at a Strategic Plan Open House event held September 27, 2023 at the Belgrave Community Centre.

The feedback received was reviewed and addressed as a part of the final Strategic Plan document. The document was received by Council on October 20, 2023.

The successful integration of the 2024-2027 North Huron Strategic Plan into the Township's existing processes and policies hinges on transparent communication, prioritization of community concerns, and collaborative efforts among Council and staff. By following these recommendations, the Township of North Huron can demonstrate its commitment to the community, address budgetary concerns, and ensure that the Strategic Plan becomes a catalyst for positive change within the Township.





# NAVIGATION OF THE PLAN

This Strategic Plan is composed of the following components that together create the framework:

**Vision** - An aspirational statement that provides a high-level outline of the Township's direction. It defines where we would like to see ourselves in the future.

**Mission** - Defines what we do, for whom and why. It is our purpose statement.

**Values/Principles** - Operating principles and values that guide our conduct and actions as we implement our Strategic Plan.

**Goals** - An aspirational statement specific to the six themes of the Strategic Plan, as follows:

- **Economy** - encompasses business, housing, industry, tourism, agriculture, employment, growth and jobs.
- **Community** - encompasses arts, culture, heritage and education.
- **Governance and Modernization** - encompasses community engagement, communications, governance, accessibility, modernization, fiscal responsibility, accountability and internal development.
- **Infrastructure** - encompasses roads, buildings and all other capital assets.
- **Services** - encompasses service areas including day care, fire, health and social services and recreation.
- **Environment** - encompasses air and water quality, land, waste and energy.

**Action Items** - These are the specific steps that will occur to reach the stated goals. Each goal has a clear set of action items.



## **VISION**

The Township of North Huron strives to be a prosperous and engaged community that welcomes visitors, families, residents and businesses through strong agriculture, development, culture and tourism.

## **MISSION**

The Township of North Huron endeavours to offer an affordable and sustainable high-quality of life by delivering excellent and efficient services to our residents, businesses and visitors.



# OUR VALUES



Service Excellence



Teamwork



Respect



Accountability and  
Transparency



Integrity



Engagement

# OUR PRINCIPLES

Through integrity and responsible leadership, North Huron implements and maintains policies, practices and regulations that are:

- Focused on exceptional and efficient service;
- Designed to be inclusive and accessible;
- Informed through meaningful and transparent community engagement;
- Focused on growth, development and modernization while being fiscally responsible; and
- Aligned with our neighbours, fostering fair and balanced partnerships.



# GOAL #1 ECONOMY

*Our goal is to build a stronger economy through residential growth; retail, commercial and industrial development; tourism, and thriving agriculture.*





## Goal #1 - Economy

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#	Action	Lead Department	Timeline	Metrics
1.1	Maintain the inventory of properties in the municipality (and promote them as appropriate), focusing on municipally owned lands that could be developed.	<ul style="list-style-type: none"> <li>Office of CAO (Economic Development)</li> </ul>	2024-2027	Is the inventory of properties being maintained and promoted? (yes/no)
1.2	Identify opportunities to collaborate with Huron County to promote business/development opportunities and tourism in North Huron.	<ul style="list-style-type: none"> <li>Office of CAO (Economic Development)</li> </ul>	2024-2027	Have collaborative opportunities been identified? (yes/no)
1.3	Review the North Huron Community Improvement Plan for relevancy and value.	<ul style="list-style-type: none"> <li>Office of CAO (Economic Development)</li> </ul>	2024	Has the Community Improvement Plan been reviewed? (yes/no)
1.4	Develop a system to provide visitor information to the community.	<ul style="list-style-type: none"> <li>Office of CAO (Community Engagement)</li> </ul>	2025-2026	Has a system been developed? (yes/no)
1.5	Implement an annual maintenance fee for building permits.	<ul style="list-style-type: none"> <li>Public Works &amp; Facilities Department</li> </ul>	2025	Has an annual maintenance fee been implemented? (yes/no)

#	Action	Lead Department	Timeline	Metrics
1.6	Develop a marketing strategy for North Huron.	<ul style="list-style-type: none"> <li>Office of CAO (Economic Development)</li> </ul>	2025	Has a strategy been developed? (yes/no)
1.7	Develop a plan to support balanced growth and development.	<ul style="list-style-type: none"> <li>Office of CAO (Economic Development)</li> </ul>	2025-2026	Has a plan been developed? (yes/no)
1.8	Coordinate local economic development initiatives with County priorities to prevent duplication of efforts.	<ul style="list-style-type: none"> <li>Office of CAO (Economic Development)</li> </ul>	2024-2027	Has North Huron been collaborating with the County? (yes/no)
1.9	Provide information to potential investors, businesses, industries and residents about opportunities in North Huron.	<ul style="list-style-type: none"> <li>Office of CAO (Economic Development)</li> </ul>	2024-2027	Has information been provided to potential investors, businesses, industries and residents? (yes/no)







# GOAL #2

# COMMUNITY

*Our goal is to be a vibrant and welcoming community that is proud of its roots, fosters volunteerism, has a strong arts and cultural presence, and supports community initiatives and special events.*



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#	Action	Lead Department	Timeline	Metrics
2.1	Develop and implement a program to recognize volunteers for their contributions to the community.	<ul style="list-style-type: none"> <li>Office of CAO (Community Engagement)</li> </ul>	2024-2025	Has a program been developed and implemented? (yes/no)
2.2	Develop a strategy to make North Huron a Youth Friendly Community.	<ul style="list-style-type: none"> <li>Office of CAO (Community Engagement)</li> </ul>	2026-2027	Has a strategy been created? (yes/no)
2.3	Develop and implement a plan with associated costs to achieve AODA compliance.	<ul style="list-style-type: none"> <li>Clerk's Department</li> </ul>	2024-2027	Has a plan been developed and implemented? (yes/no)
2.4	Implement the Community Safety and Well-Being Plan.	<ul style="list-style-type: none"> <li>Clerk's Department</li> </ul>	2025-2026	Has the plan been implemented? (yes/no)
2.5	Improve community spirit and image.	<ul style="list-style-type: none"> <li>Council</li> </ul>	2024-2027	Has community spirit and image been improved? (yes/no)





# GOAL #3

# GOVERNANCE &

# MODERNIZATION

*Our goal is to be a fiscally sustainable, transparent, and forward-thinking municipality that works with its residents and stakeholders through communications and community engagement.*





### Goal #3 - Governance & Modernization

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#	Action	Lead Department	Timeline	Metrics
3.1	Support advocacy efforts which raise awareness regarding rural community needs.	<ul style="list-style-type: none"> <li>Council</li> </ul>	2024-2027	Have advocacy efforts been supported? (yes/no)
3.2	Develop a Community Engagement and Communications Strategy for the Township.	<ul style="list-style-type: none"> <li>Office of CAO (Community Engagement)</li> </ul>	2024	Has a strategy been developed? (yes/no)
3.3	Develop a plan with associated costs to update the Township's digital processes.	<ul style="list-style-type: none"> <li>Clerk's Department</li> </ul>	2025-2026	Has a plan been developed? (yes/no)
3.4	Develop an attraction/retention strategy/professional development program for staff.	<ul style="list-style-type: none"> <li>Office of CAO (Human Resources)</li> </ul>	2024	Has a program been developed? (yes/no)
3.5	Explore removing area rating.	<ul style="list-style-type: none"> <li>Finance Department</li> </ul>	2024	Has removal of area rating been explored? (yes/no)

#	Action	Lead Department	Timeline	Metrics
3.6	Develop a multi-year budget	<ul style="list-style-type: none"> <li>Finance Department</li> </ul>	2025	Has a multi-year budget been developed? (yes/no)
3.7	Create cross-departmental/divisional teams to accomplish the actions in this plan and other municipal work.	<ul style="list-style-type: none"> <li>Office of CAO</li> </ul>	2024-2025	Has cross-departmental teams been created? (yes/no)
3.8	Review and identify cost recovery opportunities	<ul style="list-style-type: none"> <li>Finance Department</li> </ul>	2025-2026	Have cost recovery opportunities been identified? (yes/no)





# GOAL #4

# INFRASTRUCTURE

*Our goal is to be a municipality with well-maintained and thoughtfully planned infrastructure.*



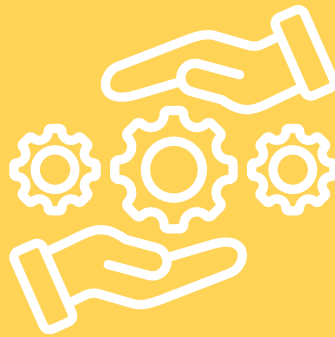


## Goal #4 - Infrastructure

*Our goal is to be a municipality with well-maintained and thoughtfully planned infrastructure.*

#	Action	Lead Department	Timeline	Metrics
4.1	Continue with updating and maintaining the Asset Management Plan with regular reporting to Council.	<ul style="list-style-type: none"> <li>Finance Department</li> </ul>	2024-2027	Has the Asset Management Plan been updated? (yes/no)
4.2	Identify and determine next steps related to municipal infrastructure/assets.	<ul style="list-style-type: none"> <li>Public Works &amp; Facilities Department</li> </ul>	2025-2026	Have next steps been developed for municipal infrastructure/assets? (yes/no)
4.3	Conduct a rural water supply study for fire fighting	<ul style="list-style-type: none"> <li>Fire Department</li> </ul>	2025	Has a study been conducted? (yes/no)





# GOAL #5 SERVICES

*Our goal is to offer high-quality and well-balanced services that create a sense of belonging, support community and well-being, promote safety, and encourage healthy and active lifestyles.*



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#	Action	Lead Department	Timeline	Metrics
5.1	Continue to be involved in physician recruitment efforts.	<ul style="list-style-type: none"> <li>Council</li> </ul>	2024-2027	Involvement in recruitment efforts. (yes/no)
5.2	Continue to deliver public education, fire prevention and fire service programs.	<ul style="list-style-type: none"> <li>Fire Department</li> </ul>	2024-2027	Have Fire Department education programs and services continued? (yes/no)
5.3	Review service agreements with neighbouring municipalities on an annual basis and recommend amendments as appropriate.	<ul style="list-style-type: none"> <li>Clerk's Department</li> </ul>	2024-2027	Have service agreements been reviewed? (yes/no)
5.4	Explore the feasibility of expanding daycare services.	<ul style="list-style-type: none"> <li>Recreation &amp; Community Services Department</li> </ul>	2026-2027	Has the feasibility been explored? (yes/no)
5.5	Explore the feasibility of relocating the Blyth Library as a cost savings measure	<ul style="list-style-type: none"> <li>Recreation &amp; Community Services Department</li> </ul>	2025-2026	Has the feasibility been explored? (yes/no)



#	Action	Lead Department	Timeline	Metrics
5.6	Develop a plan with associated costs to implement the Recreation Master Plan.	<ul style="list-style-type: none"> <li>Recreation &amp; Community Services Department</li> </ul>	2025-2026	Has a plan been developed to implement the Recreation Master Plan? (yes/no)
5.7	Continue implementing the Customer Service Policy and measure customer satisfaction.	<ul style="list-style-type: none"> <li>Finance Department</li> </ul>	2024-2027	Has the Customer Service Policy been implemented? (yes/no)





## GOAL #6

# ENVIRONMENT

*Our goal is to protect our natural environment, reduce greenhouse gas emissions and support a healthy ecosystem.*



## Goal #6 - Environment

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#	Action	Lead Department	Timeline	Metrics
6.1	Review the Township's involvement in the Tree Planting Program with a focus on cost recovery.	<ul style="list-style-type: none"> <li>Public Works &amp; Facilities Department</li> </ul>	2025	Has the tree planting program been reviewed?
6.2	Explore educational opportunities for waste reduction and diversion in North Huron.	<ul style="list-style-type: none"> <li>Public Works &amp; Facilities Department</li> </ul>	2024-2027	Have educational opportunities been explored? (yes/no)
6.3	Explore adding more electric vehicle charging stations in the Township on a cost recovery basis.	<ul style="list-style-type: none"> <li>Public Works &amp; Facilities Department</li> </ul>	2025-2026	Have electric vehicle charging stations been explored? (yes/no)
6.4	Implement energy conservation efforts to reduce the carbon footprint in Township facilities and fleet.	<ul style="list-style-type: none"> <li>Public Works &amp; Facilities Department</li> </ul>	2026-2027	Has there been a reduction in carbon footprint at Township facilities? (yes/no)







Consulting provided by Capstone Project Solutions Inc.  
Document jointly prepared by Capstone Project Solutions Inc. &  
Township of North Huron.