



The Municipality of **DYSART ET AL's** Strategic Plan

Contents



3	Introduction
5	Message from the Mayor
6	Message from the CAO
7	Dysart et al: Today and in the Future
10	A Plan for Dysart et al
11	Vision and Mission
12	Values
13	Strategic Pillars
14	#1: Sustainable Growth & Environment
17	#2: Infrastructure Planning & Investment
20	#3: Economic Development & Prosperity
23	#4: Governance & Operational Excellence
27	#5: A Vibrant Community With Great Services
31	Putting the Plan into Action

Introduction

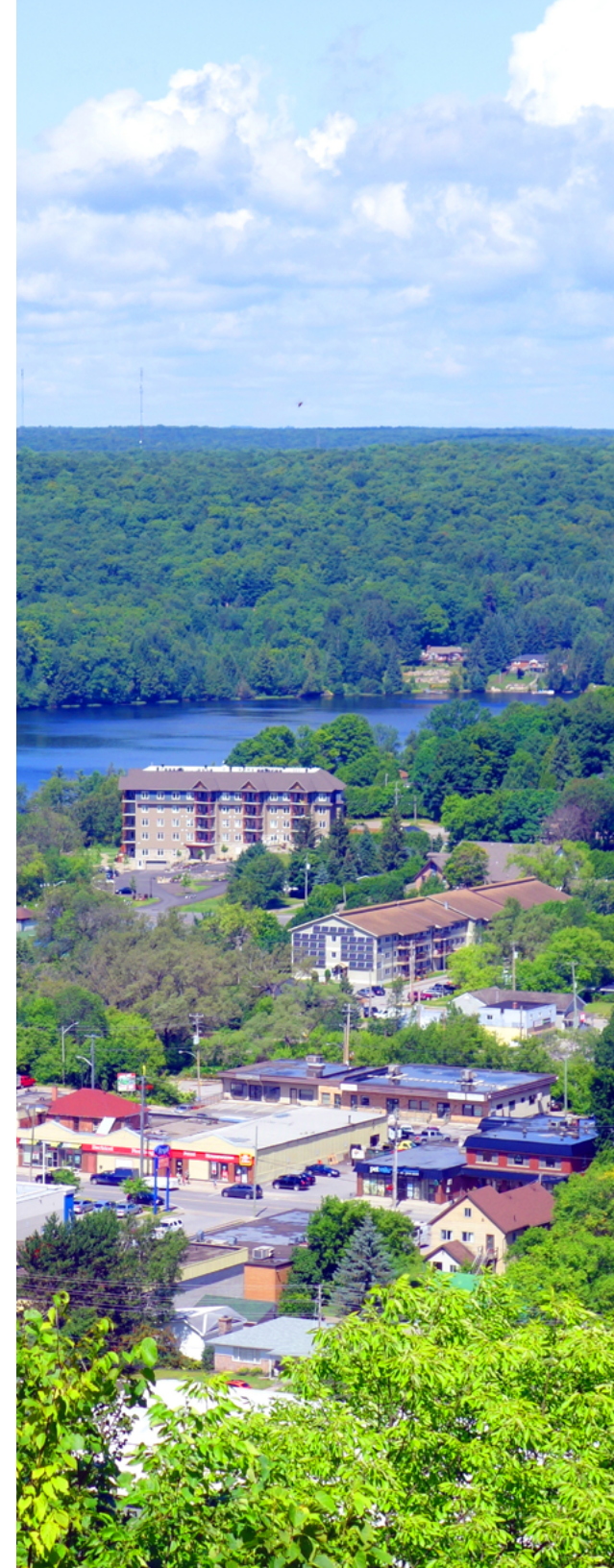
All municipalities must make choices regarding what services to provide, what to build and where to invest. A Strategic Plan is an essential tool that clearly articulates the vision and priorities of a municipality and acts as the guiding document for Council's decisions and staff's work plans.

Dysart et al's first-ever Strategic Plan is a forward-looking road map that will inform priority setting, budget processes and business planning.

A Living Document

A Strategic Plan often concerns itself with the big issues, questions and choices facing a community, including both how to take advantage of opportunities such as increased growth and economic development while also addressing key challenges such as climate change and attainable housing.

Unsurprisingly, many of the issues that have the most meaningful impact on a community do not fall neatly into four-year terms of Council and require sustained planning, investment and commitment over time. Further, issues and priorities can change over time, as new realities and dynamics emerge. The experience of the COVID-19 pandemic is an instructive example of how change can occur seemingly overnight and cause a seismic shift in the status quo.





For this reason, Dysart et al's Strategic Plan is a living document that can be revisited and refreshed over time to stay relevant and aligned with the community's and the Municipality's priorities.

Linking the day-to-day activities of the municipal administration to the strategic priorities outlined in the plan will ensure that the Municipality remains on the right track. How the Strategic Plan is implemented will be determined by annual choices about operating plans and budgets. Further, building into the plan a system of performance measurement means that it can be an anchor for accountability and transparency to the residents we serve.

A Plan for the Community

At its core, the Strategic Plan deals with matters that are directly within the jurisdiction of the Municipality. But the interests and needs of the Dysart community stretch well beyond the borders determined by the *Municipal Act*.

Accordingly, included in the Strategic Plan are goals that reach beyond the implicit control of the Municipality, such as expansion and investments in broadband, access to health care services and economic development.

In these areas, the administration's role is to be the voice of the community. Where we cannot control or deliver an outcome on our own, Council and staff must advocate on the public's behalf to those who can, be it another order of government or community partner. The Strategic Plan provides the foundation from which we will undertake all of these efforts.

Message from the Mayor

The natural and cultural wonders of the Municipality of Dysart et al are what make this community an attractive place to live, do business and visit. With a vision focused on protecting and enhancing these features for future generations, our new Strategic Plan becomes the catalyst for helping us deliver on our community priorities.

The Strategic Plan will act as the overarching guiding document for the Municipality and Council as we plan for the years ahead. Dysart et al is evolving as a community, and we need to be proactive in navigating and managing this transformation.

It is important that we work together to define the future for our community, ensuring that growth is balanced with a focus on preserving Dysart's distinct natural landscape, heritage and civic character. Ultimately, this plan ensures that the needs of Dysart's residents, businesses and visitors will remain at the forefront of all of our decision-making as we move forward.

The strategic pillars within the plan provide the foundation from which we can realize this collective vision:

- Sustainable Growth & Environment
- Infrastructure Planning & Investment
- Economic Development & Prosperity
- Good Governance & Operational Excellence
- Vibrant Community with Great Services

I would like to thank my fellow members of Council and staff for their participation in the creation of this plan. Intended to bridge this term of Council with the next, this living document is our commitment to ensuring Dysart et al continues to be a vibrant, inclusive community in the heart of a pristine natural landscape and prosperous local economy.

It is our immense privilege to serve the community of Dysart et al, and we look forward to collaborating with you in the days ahead to achieve the goals in this plan.

Andrea Roberts, Mayor





Message from the CAO

Dysart's inaugural Strategic Plan is a forward-thinking roadmap designed to guide the organization as we plan, make decisions and invest in the future of our community.

The plan is rooted in everything that makes Dysart a unique and wonderful place to live, including our breathtaking natural environment, the vibrancy of our community and the breadth of economic opportunities available. At the same time, it identifies challenges and areas that the organization must prioritize in order to continue to offer excellent services and a high quality of life for all who reside or visit here.

Informed through engagement with Council and staff, our Strategic Plan provides a strong and aspirational vision to guide our path forward as well as a mission grounded in what the organization does each and every day to provide great services to our residents. The themes embodied in this plan express what we want to achieve and how we will work towards realizing those goals.

Some of the actions in the plan fall within the jurisdiction of the Municipality to control and deliver, while others instead require collaboration with the other orders of government or community partners. But everything in this strategic plan is vital to the future and sustainability of our community in Dysart et al.

On behalf of the organization, I want to thank everyone who participated in this process and shared their input.

As we begin to implement the strategic actions set out in the following pages, we will continue to foster meaningful engagement with our community and stakeholders. The Strategic Plan is not an end point, but a starting point, and we are excited and energized about the work ahead.

Tamara Wilbee, Chief Administrative Officer

DYSART ET AL:

Today and in the Future

The strategic planning journey included a thorough review of the context for the plan, including the Municipality's current operating context and the opportunities and challenges that Dysart et al must plan for as it looks to the years ahead.

The development of the Strategic Plan was also informed by input from numerous stakeholders, including the Mayor, members of Council and municipal staff from all areas of the organization. This consultation process revealed the following themes, which are the basis of the strategic goals and actions within the plan.

Dysart et al is tightknit community in the heart of a natural wonderland.

The Municipality's lakefront and rural areas and small communities, including historic Haliburton Village, provide an attractive lifestyle for residents and ensure it is a prime destination for visitors.

Dysart's people are also integral to it's identity. There is a strong spirit of volunteerism and engagement in the community, with residents willing to help and support one another. Dysart et al also has the unique attribute of being home to the Fleming College Haliburton School of Art and Design and an exciting arts and cultural sector. All of these elements are what set Dysart apart and act as the building blocks of a bright future, ripe with opportunity.





The municipal administration is on the right track.

The Municipality has a strong staff team, committed to delivering great services for residents. It is also an administration that knows that the work is never done, constantly striving for innovation and continuous improvement to enhance the resident experience, deliver services more efficiently and effectively and demonstrate value for money.



Moving forward, the Strategic Plan will help ensure continued alignment between Council's priorities and the administration's day-to-day work. It will also provide the blueprint for longer-term planning as the Municipality contends with an uncertain operating future in an everchanging world of shifting policy and political landscapes.



The community is evolving, and the Municipality will need to proactively prepare for this change.

In recent years, the community has grown as more individuals and families seek to take advantage of the quality of life available in Dysart et al. Notably, the COVID-19 pandemic signaled an important shift as more formerly seasonal residents relocated to Dysart for the full 12 months of the year and as urban expats moved to the community in search of more space and greater opportunities to engage with the natural environment.

The rapid transition to remote working options during the height of the pandemic was a key driver of this growth. Although the future of work is still to be determined, there remains an opportunity for Dysart et al to seize in promoting a year-round economy that intertwines the natural beauty of the four seasons with new economic prospects, such as winter tourism, entrepreneurship and remote work. But there is significant work ahead to ensure that the Municipality and broader community are ready for and able to successfully leverage these opportunities.

Growth must be managed appropriately and effectively.

To ensure that Dysart et al grows in the way the community and the administration desire, a clear vision and plan for this growth is required, including how to appropriately balance growth with the need to preserve Dysart's unique natural landscape and "small town" character.

Further, the Municipality will need to make certain that it has the infrastructure in place to continue to meet current and future service delivery demands, ensuring a "complete community" for all ages and abilities. This means developing and implementing a plan to renew aging infrastructure and invest in new assets.

Partnerships and collaboration are critical to securing the community's vision.

Dysart et al cannot go it alone. Many of the issues and concerns that are top of mind for the community require working with partners in the County of Haliburton, the provincial and federal governments and local organizations and businesses to deliver the desired outcomes.

Climate change, the housing crisis, and lack of access to broadband infrastructure and healthcare services are neither unique to Dysart nor within its sole jurisdiction to address. As a result, the Municipality must take a leadership role in ensuring that the interests and needs of the community are represented in the broader public policy dialogue.



A Plan for Dysart et al



A clear vision, supported by actionable goals and performance measures.

Dysart et al's Strategic Plan includes:

- › A long-term community **vision** for Dysart et al
- › A **mission** that encapsulates the work the Municipality does each day to serve residents, businesses and visitors
- › The **values** that guide the Municipality and act as the foundation of everything we do
- › Five **strategic pillars** that will ensure we can realize our vision
- › **Goals for each strategic pillar and the actions** required to support the Municipality in achieving them
- › An **implementation plan**, including performance measures, that will enable us to monitor and evaluate progress against our goals



VISION

Dysart et al is a culturally rich, welcoming and diverse community that prioritizes our natural environment while promoting our local economy through sustainable growth.

MISSION

Our Mission is to serve and engage with residents, businesses and visitors by delivering excellent services and advancing innovative solutions that promote our community's priorities now and into the future.



VALUES

SERVICE EXCELLENCE

Deliver high
quality services for
residents and great
customer service

ENVIRONMENTAL STEWARDSHIP

Respect and
protect our natural
environment

FINANCIAL SUSTAINABILITY

Demonstrate fiscal
prudence and
value for money in
municipal spending
and investment

EFFECTIVE GOVERNANCE

Promote
transparency,
accountability,
openness and
integrity

STRONG COMMUNICATION & ENGAGEMENT

Encourage
collaboration within
the administration
and the community

EQUITY, DIVERSITY & INCLUSION

Build a welcoming,
diverse and
progressive
community

STRATEGIC PILLARS



**SUSTAINABLE
GROWTH &
ENVIRONMENT**



**INFRASTRUCTURE
PLANNING &
INVESTMENT**



**ECONOMIC
DEVELOPMENT &
PROSPERITY**



**GOVERNANCE &
OPERATIONAL
EXCELLENCE**



**A VIBRANT
COMMUNITY WITH
GREAT SERVICES**

Municipality of Dysart et al





STRATEGIC PILLAR #1

SUSTAINABLE GROWTH & ENVIRONMENT

For Dysart et al, sustainable growth means identifying the vision and plan to promote and manage growth in a way that protects, respects and celebrates our natural landscape. It means growing in a way that aligns with our community's values, heritage and rural identity. It also means tackling growth-related challenges, including climate change and housing supply and affordability.





STRATEGIC PILLAR #1

SUSTAINABLE GROWTH & ENVIRONMENT

1. Establish a growth vision and plan for Dysart et al

1. Define Dysart et al's "growth vision" in consultation with the community and stakeholders
2. Develop policies to direct and guide development in alignment with Dysart et al's vision for growth
3. Review the development approvals process to identify potential improvements and efficiencies and ensure compliance with applicable policies and legislation
4. Develop and/or update policies to ensure "growth pays for growth"

Performance Measures

- › Adopt Growth Plan
- › # of planning applications by type
- › % of planning applications meeting review timelines specified in the *Planning Act*

2. Protect and respect the natural environment

1. Continue to support County of Haliburton on the shoreline policy review
2. Continue to work with partner groups to promote public education on environmental protection and management
3. Promote and explore opportunities to process, reduce and divert waste
4. Ensure environmental protection policies remain up to date

Performance Measures

- › Waste diversion rate year-over-year
- › # of public education initiatives relating to environmental initiatives/protection



STRATEGIC PILLAR #1

SUSTAINABLE GROWTH & ENVIRONMENT

3. Mitigate climate change impacts

1. In collaboration with the County of Haliburton, develop and implement policies to support environmental sustainability and climate change mitigation
2. Encourage residential activities that mitigate climate change
3. Take actions to mitigate effects of climate change on Dysart et al's natural and infrastructure assets

Performance Measures

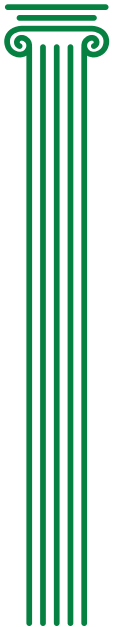
- › Fuel consumed/GHG produced by municipal vehicles
- › # of road closures and cost of road damage related to stormwater incidents YoY

4. Ensure that the housing mix supports housing demand

1. Continue to work with the County of Haliburton to implement and update the Haliburton Housing Strategy
2. Continue to support the development of a County-wide policy on affordable housing incentives
3. Update existing planning policies and explore new policies to permit a range and mix of housing types

Performance Measures

- › # of new housing units by type
- › # of new attainable and/or affordable housing units

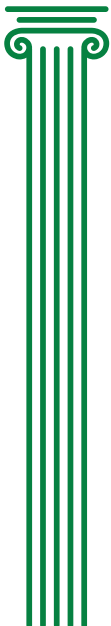


STRATEGIC PILLAR #2

INFRASTRUCTURE PLANNING & INVESTMENT

A focus on the future is about deciding where and how to plan and invest. As Dysart et al looks ahead, setting goals and allocating resources to meet the infrastructure needs of the community is critical. This effort involves both maintaining existing assets and facilities in a state of good repair and identifying and planning for future infrastructure investments that may be required as the community grows and changes.





STRATEGIC PILLAR #2

INFRASTRUCTURE PLANNING & INVESTMENT

1. Implement and fund the Asset Management Plan

1. Maintain compliance with provincial requirements for asset management planning
2. Develop a long-term financial plan and policies to support forecasting and funding for capital projects

Performance Measures

- › Value of assets
- › Gap between State-of-Good Repair and reserves

2. Invest in infrastructure renewal and expansion

1. Develop a plan for municipal facilities and assets, including renewal, expansion and maintenance
2. Plan for existing Waste Disposal Sites to operate as full transfer stations
3. Continue with the creation of the septage facility
4. Undertake a feasibility study on the potential expansion of the Township's wastewater and sewer system
5. Explore the feasibility of investing in and building a municipal water system

Performance Measures

- › % major capital projects advanced vs. projected
- › Completed feasibility studies (wastewater and sewer expansion; municipal water)



STRATEGIC PILLAR #2

3. Ensure service standard policies align with emerging community needs

1. Review winter control services as Dysart et al transitions to a year-round community
2. Consider and evaluate options to improve traffic flow in Haliburton Village
3. Identify and update other service standards as required

Performance Measures

- › Establish schedule for overall update of service standards
- › Track annual adherence to schedule





STRATEGIC PILLAR #3

ECONOMIC DEVELOPMENT & PROSPERITY

Dysart et al is a draw for businesses and tourism in large part because of its stunning natural environment and unique arts and culture niche. To continue to grow the local economy, we must leverage the Municipality's assets and what it does best while also making sure our people and businesses have what they need to succeed and contribute to a robust and resilient economy.





STRATEGIC PILLAR #3

ECONOMIC DEVELOPMENT & PROSPERITY

1. Advance an “Open for Business” approach to economic development and tourism

1. Review and update policies and regulations to support all-season tourism and visitor attraction
2. Work with the County of Haliburton on the development of a county-wide wayfinding strategy
3. Develop a strategy for commercial and industrial parks to support business attraction and expansion
4. Liaise with and leverage the services of the County of Haliburton’s Economic Development Office

Performance Measures

- › # of visitors annually
- › \$ spent by visitors annually
- › # of new businesses annually

2. Promote and renew the downtown core

1. Develop a Downtown Secondary Plan to define a vision and supporting policies for Haliburton Village, including heritage protection
2. Explore opportunities to support the vibrancy of the downtown core

Performance Measures

- › Adopt Downtown Secondary Plan



STRATEGIC PILLAR #3

ECONOMIC DEVELOPMENT & PROSPERITY

3. Expand access to broadband services

1. Continue to support ongoing initiatives and update municipal policies to promote broadband expansion
2. Advocate for funding of broadband expansion
3. Encourage expansion of high-speed internet in Dysart et al through engagement with local providers and/or private sector partnerships

Performance Measures

- › # of funding applications submitted
- › # of partnerships in place for broadband expansion

4. Continue to support the arts and culture sector

1. Preserve and promote cultural and built heritage in the community
2. Support the work of the Dysart et al Cultural Resources Committee
3. Ensure that Dysart et al is a welcoming community for artists of all ages and backgrounds

Performance Measures

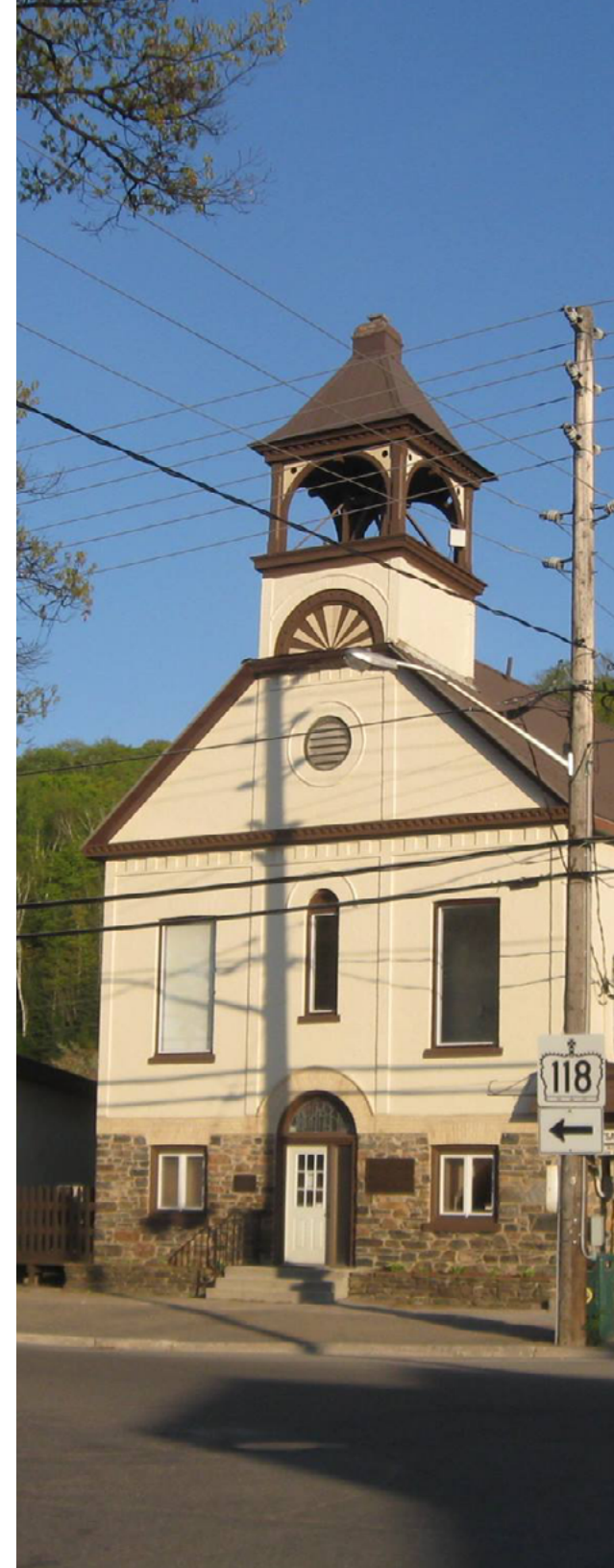
- › Adopt updated Cultural Plan for 2023-2028 by 2023



STRATEGIC PILLAR #4

GOVERNANCE & OPERATIONAL EXCELLENCE

We believe in continuous improvement, in constantly finding ways to deliver resident-centric services more efficiently and effectively. Good governance and service delivery means continuing to be fiscally responsible, committing to long term planning and modernizing services and internal processes, all the while continuing to provide high quality services and an excellent citizen experience.





STRATEGIC PILLAR #4

GOVERNANCE & OPERATIONAL EXCELLENCE

1. Enhance the customer service experience

1. Develop Customer Service and Communications Strategy to support enhanced customer service and responsiveness
2. Enhance public education on new technologies available to support engagement and service delivery

Performance Measures

- › # of customer complaints/inquiries by type
- › Average response times to resident complaints/inquiries
- › # of staff training initiatives

2. Commit to good governance and fiscal responsibility

1. Implement Council training and education
2. Ensure regular review and implementation of financial policies

Performance Measures

- › Quarterly reporting on the Municipality's financial health
- › Adherence to MMAH financial indicators
- › Variance rate: budget to actual (%)



STRATEGIC PILLAR #4

GOVERNANCE & OPERATIONAL EXCELLENCE

3. Continue to modernize municipal processes and services

1. Continue to work with the IT Service Delivery Group to advance IT and digital enablement initiatives
2. Evaluate internal administration processes to support continued modernization of operations
3. Develop a digital records management strategy
4. Conduct a Municipal Waste Management Service Delivery study with other lower-tier municipalities to explore waste management efficiencies through collaborative operational/management models
5. Continue to work with the County of Haliburton on collaborative opportunities that further support municipal modernization

Performance Measures

- › Adopt a digital records management strategy
- › % of records digitized
- › % of services delivered digitally
- › # of internal processes and procedures reviewed/updated



STRATEGIC PILLAR #4

GOVERNANCE & OPERATIONAL EXCELLENCE

4. Continue continuous improvement

1. Prioritize improvement opportunities from Dysart et al and County of Haliburton Service Delivery Reviews
2. Develop an enterprise-wide performance measurement framework to support regular tracking and reporting on performance
3. Develop a human resources strategy to strengthen talent attraction and retention and support succession planning
4. Enhance talent and skills development of staff to support strengthened municipal service provision

Performance Measures

- › Develop an enterprise-wide performance measurement framework
- › % of staff retention / turnover



STRATEGIC PILLAR #5

A VIBRANT COMMUNITY WITH GREAT SERVICES

Dysart et al's vision is grounded in the celebration of a community that is diverse, inclusive and full of life. We put our residents first and are committed to engaging and collaborating with our community members to make sure their voices and their needs are reflected in all we do. But to truly cultivate a "community for everyone" and ensure Dysart residents have access to the appropriate services when they need them, the Municipality must also work with and advocate to their partners at the other levels of government.





STRATEGIC PILLAR #5

A VIBRANT COMMUNITY WITH GREAT SERVICES

1. Strengthen community engagement and communications

1. Continue to support a culture of volunteerism and partnership among community organizations and stakeholders
2. Enhance internal and external communications
3. Ensure opportunities to access and engage with local government are inclusive and accessible
4. Engage in resident and community education on the role of municipal government and how services are provided

Performance Measures

- › % of resident satisfaction (through resident satisfaction survey)
- › # of website visits
- › Webpages with highest levels of visitor traffic

2. Advocate for community priorities with the County of Haliburton and provincial and federal governments

1. Define current and projected needs in the community for health and social services, and identify key gaps
2. Communicate health and social-service related needs based on identified gaps
3. Continue to collaborate with the County of Haliburton and local municipalities on advocacy efforts

Performance Measures

- › # of delegations at Association meetings (e.g., AMO)
- › # of advocacy meetings with provincial and federal representatives



STRATEGIC PILLAR #5

A VIBRANT COMMUNITY WITH GREAT SERVICES

3. Support an age-friendly, safe and active community

1. Develop a Parks and Recreation Master Plan to inform infrastructure and programming priorities
2. Implement the Active Transportation Plan and work with community partners to promote and improve active transportation and mobility options in the community
3. Collaborate with government and community partners to ensure the provision of services for all age groups
4. Identify and address the emerging “four season” needs of the community
5. Support implementation of the County of Haliburton’s Community Safety and Well-Being (CSWB) Plan

Performance Measures

- › Complete survey on community’s current and future needs
- › # of CSWB recommendations implemented in collaboration with County

Putting the Plan into Action

Dysart et al's Strategic Plan is the foundation for developing further plans, for informing the organization's daily operations and for communicating the vision of what our community can and will be.

By providing an overarching framework for achieving our vision, this plan will:

- › Support and guide Council decision-making;
- › Underpin and integrate budget and business planning processes;
- › Inform advocacy with other levels of government and support community partnerships;
- › Offer clear communication and engagement opportunities with members of the community; and,
- › Provide a framework through which Council and staff can track, measure and evaluate progress on the defined strategic pillars and goals.

To remain accountable to the plan, and by extension the community, the Municipality's staff and leadership will undertake the following activities:

- › Monitor progress and report on key actions and results related to the Strategic Plan on a regular basis;
- › Communicate progress and successful outcomes against the Strategic Plan priorities within the organization and to the public; and
- › Consider the plan as a "living document", requiring periodic review and updating of key goals and actions to reflect evolving circumstances, opportunities and challenges both internal and external to the organization.



A scenic view of a lake at sunset. The sky is filled with colorful clouds in shades of orange, yellow, and blue. The water is calm, reflecting the colors of the sky. In the foreground, the bow of a wooden canoe is visible, pointing towards the horizon. The canoe has a woven seat and a small sign on its bow.

The Municipality of **DYSART ET AL's** Strategic Plan



The Municipality of

DYSART ET AL

In the Heart of the Haliburton Highlands