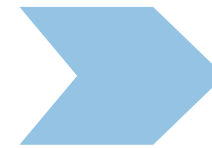


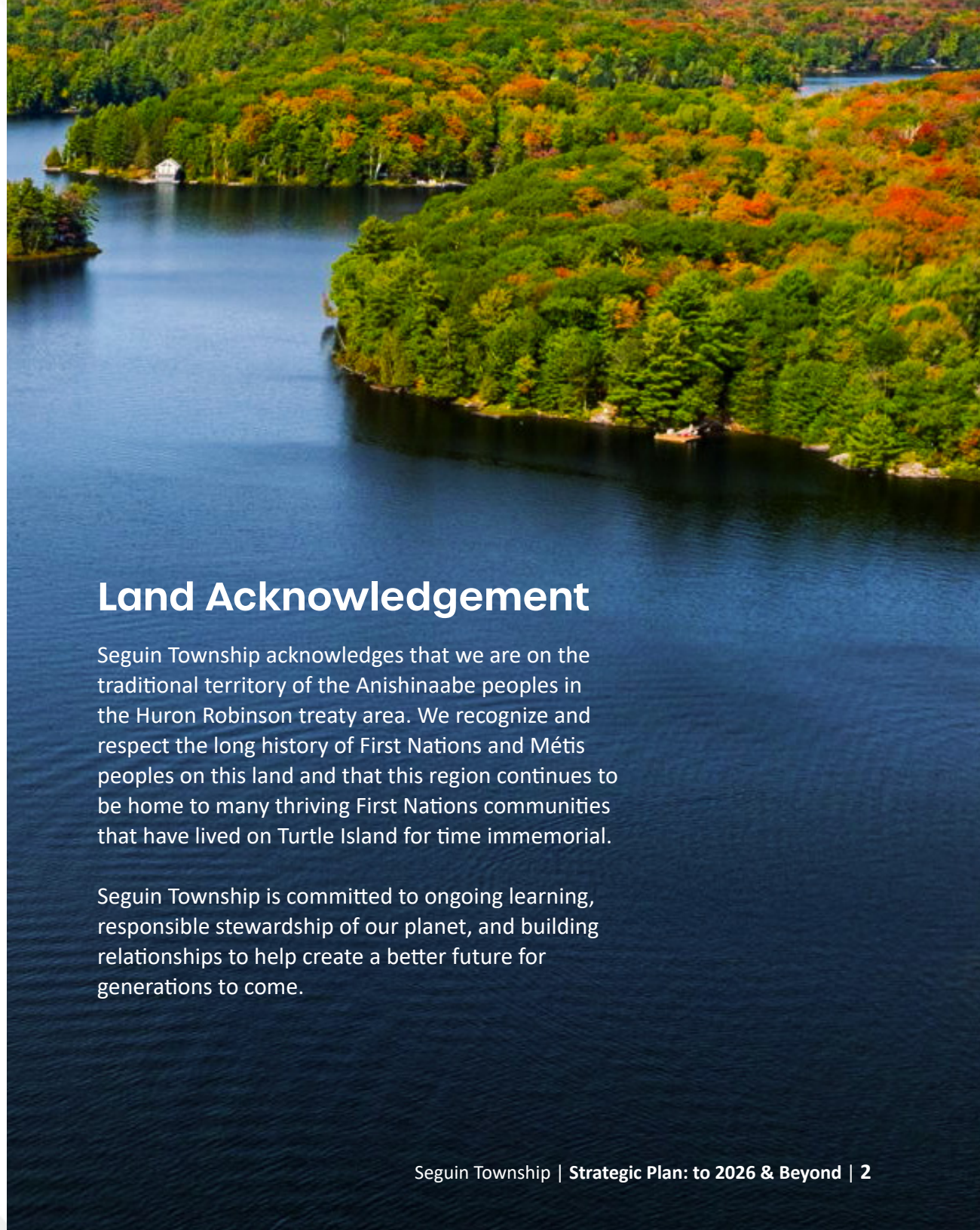
► **Seguin Township**

# Strategic Plan: to 2026 & Beyond



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## Land Acknowledgement

Seguin Township acknowledges that we are on the traditional territory of the Anishinaabe peoples in the Huron Robinson treaty area. We recognize and respect the long history of First Nations and Métis peoples on this land and that this region continues to be home to many thriving First Nations communities that have lived on Turtle Island for time immemorial.

Seguin Township is committed to ongoing learning, responsible stewardship of our planet, and building relationships to help create a better future for generations to come.

# A Message from the Mayor

*On behalf of Township Council and staff, we're thrilled to share Seguin Township's Strategic Plan: to 2026 & Beyond.*



This strategic plan sets the course for our Township's long-term future. It includes the essential themes and commitments that have formed Seguin's identity for generations. It also addresses emerging challenges, and possibilities.

Seguin's greatest asset continues to be our natural environment. Residents from across all demographics told us that Seguin's lakes, forests, wetlands, and rugged landscapes are of the utmost importance: a habitat for local species, as well as places to learn, explore, and find solace. In response, Seguin's new strategic plan commits that as we work towards our broad priorities to Lead, Grow, and Connect, we must always build off our first organizational foundation – to put the environment first.

Through this plan, we have an opportunity to harness the creativity and innovation of our diverse community. We also look to realize our full potential as a bold, prosperous and healthy community in which to work, live and play.

A handwritten signature in dark ink, appearing to read "Ann MacDiarmid". The signature is fluid and cursive.

Ann MacDiarmid  
Mayor



# Engagement Tactics

“ It would be nice to have a place to hang out...  
a gathering place with things to do, not just sit around. ”

– Youth Engagement Session Participant

To develop this Strategic Plan, the Township engaged leaders and community members of all ages in various ways:

- In-person workshops with Humphrey School grade 7/8 students
- An online youth survey
- A general community survey
- In-person and online sessions with leaders from education, not-for-profit, healthcare, and small business
- Seguin Township Finance Committee consultation
- Feedback from the Seguin Township Business Committee
- Correspondence with Seguin Township Lake Associations
- In-person Special Meeting of Council
- Online session with Seguin Township’s senior leadership team
- Individual conversations with each member of Council
- Feedback received through [www.letsconnectseguin.ca](http://www.letsconnectseguin.ca)
- Youth art contest

By the numbers:



732

people visited  
our project  
webpage and  
got informed



88

people  
completed  
our surveys



188

community  
members met or  
corresponded with  
Township staff

We thank everyone for their participation and helping us shape this plan.



# Cornerstones of the Plan

## Vision

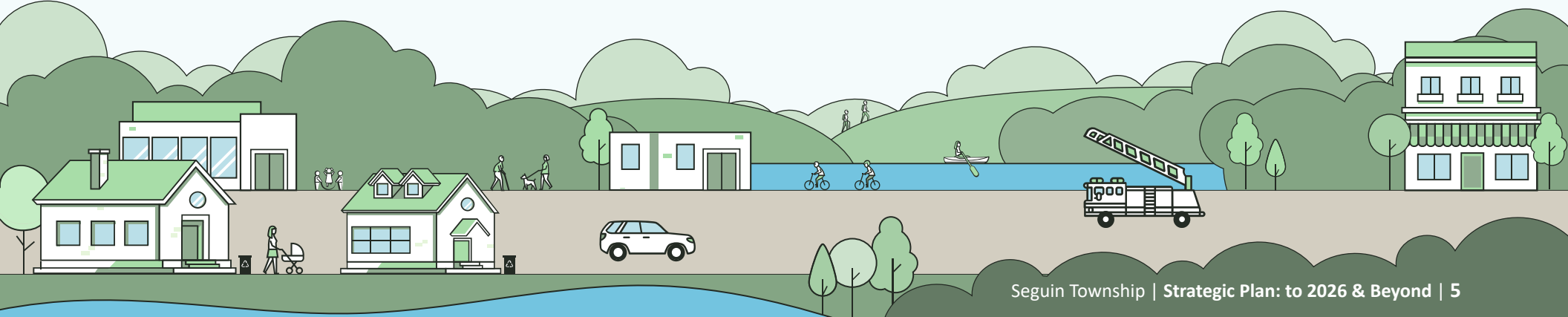
### What we strive to become

A bold, prosperous, and collaborative community with an unwavering commitment to prioritizing the environment while providing an exceptional quality of life for all who live here.

## Mission

### What we do now and who we serve

We use a collaborative approach to deliver efficient, high-quality services informed by our corporate values and expertise to enhance day-to-day life for everyone in our community.



# Seguin Foundations

In 2023, Seguin Township led several community engagement exercises. The findings from these sessions informed the development of our five organizational foundations – the elements that will root and guide our decisions going forward. Each of the priorities and goals in this plan have been assessed against these foundations.



## Prioritize the environment

Protect, preserve, and invest in our natural environment.



## Practice fiscal responsibility

Trusted with the taxpayer dollar, make decisions and plan for a healthy financial future, investing responsibly and utilizing funding resources when possible.



## Invest in our team

Continue to recruit, develop, and retain a diverse and high-performing team, focusing on knowledge transfer and succession planning.



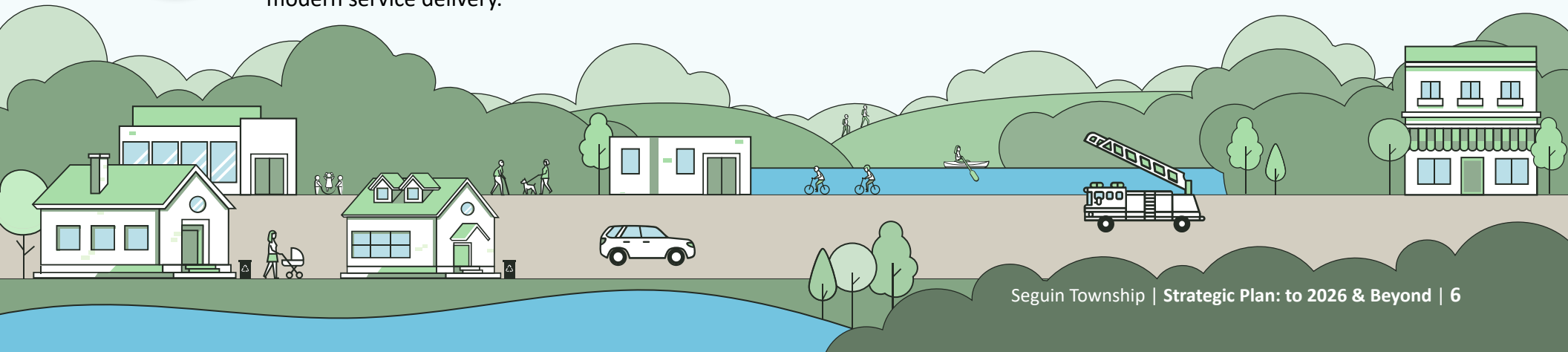
## Engage our community

Inspire residents to get involved in our community and bring people together through opportunities that build meaningful connections.



## Provide service excellence

Consistently aim to enhance the quality and efficiency of Township services, balancing person-to-person contact with modern service delivery.



# Values

Guide how Seguin Township approaches daily operations, short-and long-term decision making.

## Trust

We are committed to building and maintaining community trust in all that we do – delivering services, maintaining Township assets, protecting the natural environment, and supporting a high quality-of-life.

## Balance

We are committed to maintaining financial transparency and investing responsibly.

## Collaboration

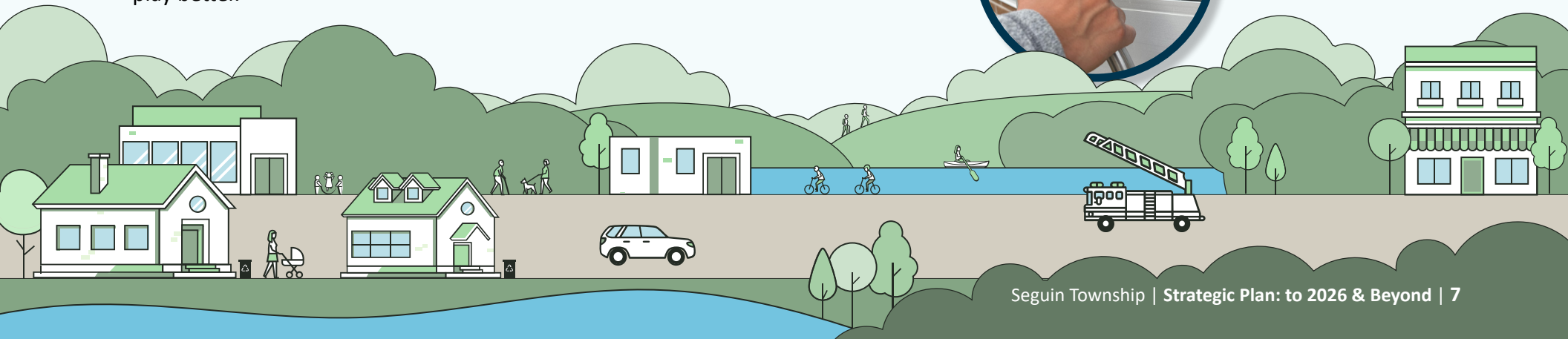
We recognize that our organization, businesses, and region thrive when people from diverse backgrounds, with broad experiences, come together to create solutions that help everyone live, work, and play better.

## Innovation

We are committed to forward-thinking processes, services, and solutions that bridge human talent and cutting-edge technology to achieve excellence today and into the future.

## Inclusion

We encourage and value all voices in our community, from diverse backgrounds and identities, whether they have been here for days or decades, live here seasonally or all year.





“ We need to pool our resources to address lack of employees and housing shortages. ”

– Engagement Website Feedback

# Strategic Priorities: Lead, Grow, Connect

These broad priorities will apply to all Seguin Township services and departments.



# Lead

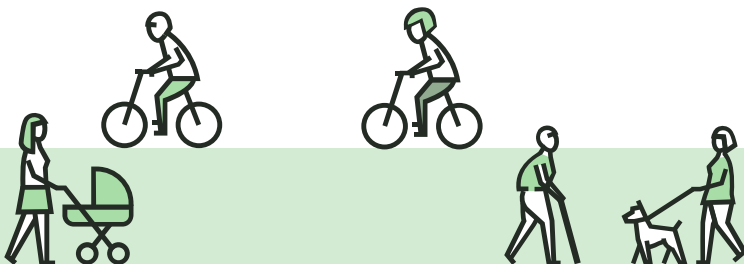
## ➤ Goals

- Advocate for infrastructure and services that support a healthy, active, and engaged community.
- Work with community organizations that address inequities to understand and address the needs of underrepresented individuals and groups.
- Advocate to other levels of government to raise awareness of issues that matter to Seguin residents.
- Support the wellbeing of Seguin residents of all ages.



“ I wish it was easier to get to my friends. ”

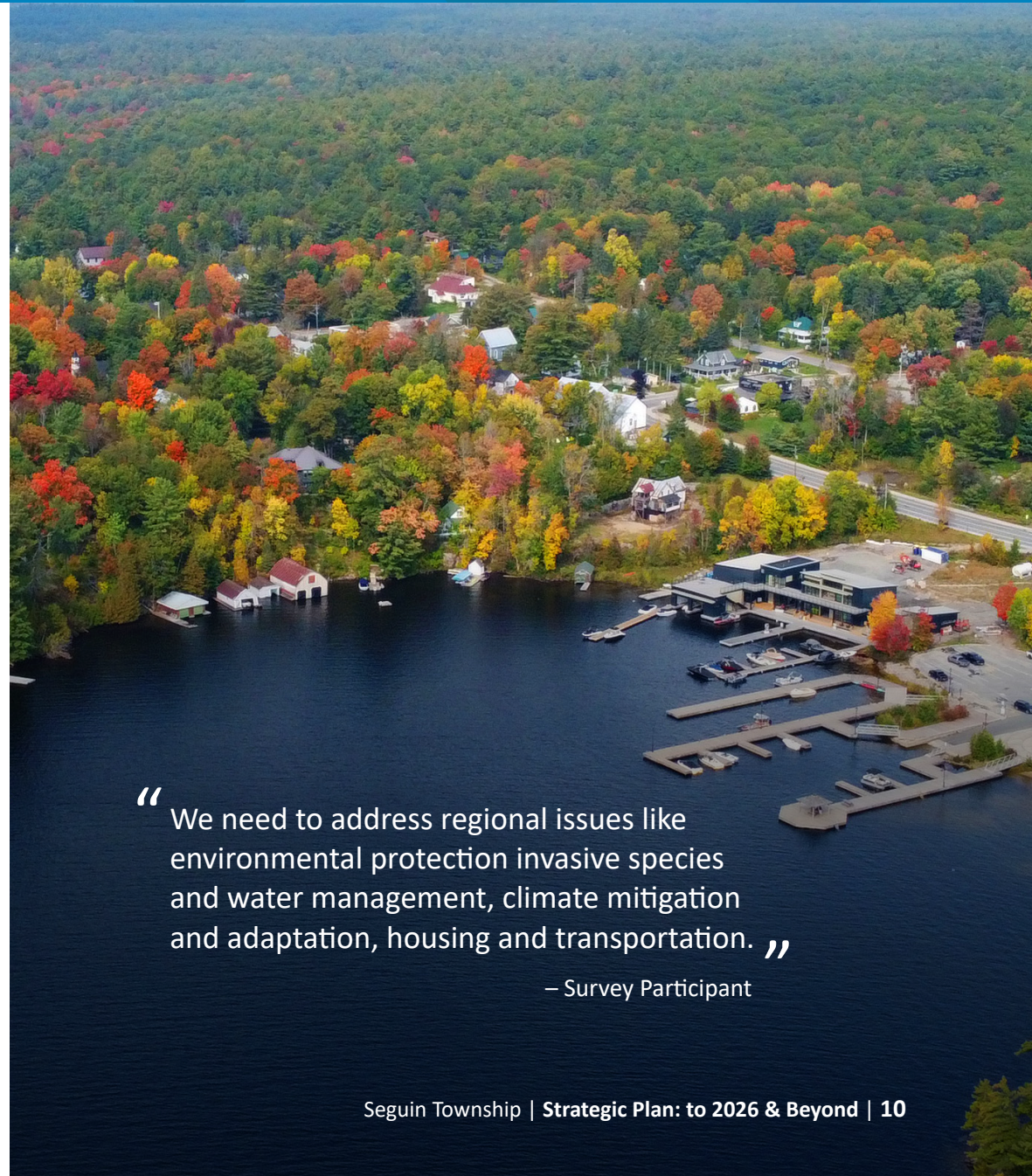
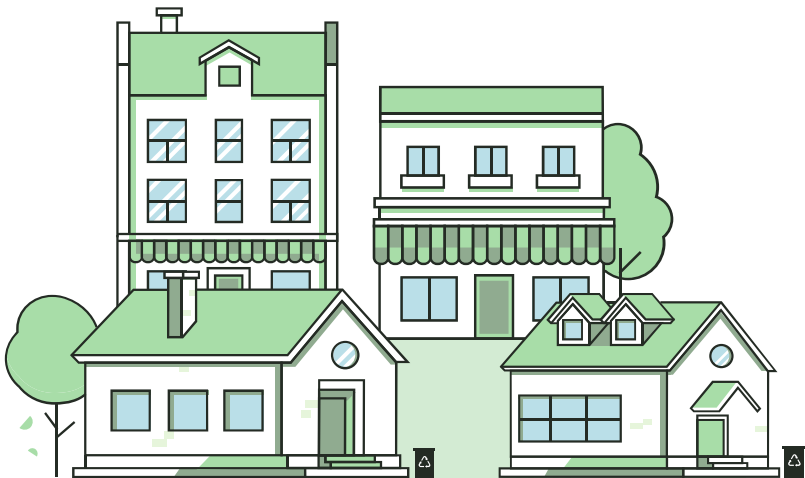
– Youth Engagement Session Participant



# Grow

## ➤ Goals

- Advocate for more attainable housing options.
- Create opportunities for businesses to establish and thrive in Seguin Township for the long term.
- Create opportunities to be an attractive tourism destination.
- Expand infrastructure and services to meet emerging needs.



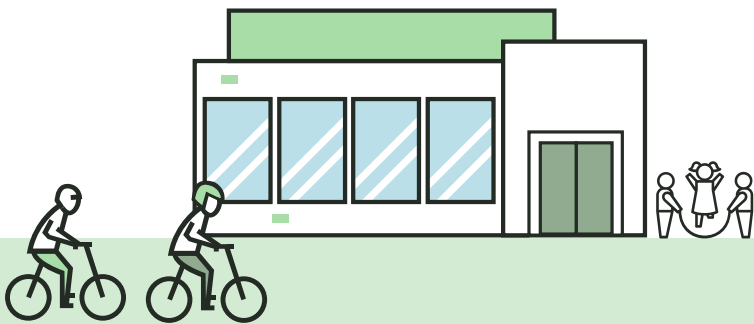
“ We need to address regional issues like environmental protection invasive species and water management, climate mitigation and adaptation, housing and transportation. ”

– Survey Participant

# Connect

## ➤ Goals

- Remove transportation barriers faced by residents.
- Strengthen our identity to ensure we accurately represent and engage everyone in our community.
- Explore opportunities to work with the library as a community partner and community builder.
- Advance reconciliation with Indigenous communities.
- Identify opportunities to provide additional support services to newcomers.



“The people of Seguin care for one another.”

– Community Survey Participant

# Guiding Documents

*The following Township official documents, research and strategies have been used to inform this plan.*



# Lead

## Seguin Township Leadership Statement

Written by the senior leadership team and is based on input from staff who shared their feedback on creating positive workplace culture.

## Council Leadership Statement

Written collaboratively by the 2023 Council outlining how they will support the leadership team and the entire organization in achieving their goals for excellence.

## Multi-Year Accessibility Plan/AODA

Describes steps Seguin is taking to prevent and remove barriers to accessibility; it will be updated in 2025.

## IT Strategy

Outlines how technology should be used to meet business goals.

## Corporate and Community Climate Action Plans

Provide roadmaps that guide Seguin Township and its residents towards achieving emission-reduction goals while making our community more resilient to climate change.

## Conservation and Demand Management Plan

Describes previous, current, and proposed measures for conserving and otherwise reducing the amount of energy consumed through the Township’s operations and for managing its demand for energy, including a forecast of the expected results of current and proposed measures.



# Grow

## Official Plan

Describes how Seguin Township will grow over the long-term, prepared with input from the community to ensure that future planning and development will meet Seguin Township's needs, including protecting the environment and maintaining community character.

## Asset Management Plan

Informs how Seguin manages Township-owned infrastructure and other assets to an agreed standard of service.

## Zoning Bylaw

Divides the municipality into different land use zones and specifies the permitted uses, protects environmental features and the required standards in each zone.

## Active Transportation and Trails Master Plan

Guides how we plan, design, fund, build and maintain Seguin's trails system.

## Waste Strategy

Informs how Seguin reduces the amount of solid waste sent to the landfill through actions to: reduce the waste we produce, reuse items as much as possible, recycle waste items so their materials can be recovered and reused, and compost organic waste.

## Roads Needs Study

Serves as a road map for short-range, medium-range and long-range infrastructure investments. Reevaluated every five years.

## Procurement By-law

Establishes policies and procedures for the procurement of goods and services.

## Emergency Management Plan

Describes the framework of how the Township of Seguin will respond to, recover from, and mitigate the impact of an emergency. It describes the legal authorities, conceptual plan of operations, functional responsibilities of the EOC Management Team, and notification procedures.



## Connect

### Memorandum of Understanding with Wasauksing First Nation

States that the parties will “work together in the spirit of cooperation, respect, and mutual benefit” and coordinate efforts to address several priorities, including infrastructure and resource needs, services to support healthy communities, the local economy and quality-of-life in the region.

### Seguin Township Public Library Strategic Plan

Focuses on the overarching goals of Partnerships and Collaboration, Library Value and Programs and Marketing. While the Library has its own objectives, this plan supports Township goals and allows both organizations to collaborate and share in success.

### Parry Sound Area Municipal Airport and Business Park Strategic Plan

Provides a corporate flight path to guide the Airport Commission toward its vision of ensuring that the Parry Sound Area Municipal Airport and Business Park are the engines that drive prosperity and growth.

“ I’m proud to live in Seguin because of its progressive approach to climate, reconciliation and community. ”

– Community Survey Participant



## Guiding Documents – Upcoming

*In addition to the guiding documents listed on pages 13-16, the Township has other important work underway that will inform our decisions going forward and support the priorities and goals in this plan.*

### Lead

#### Branding and Marketing Plan

Seguin brand and will provide a roadmap to inform how Seguin Township’s identity is communicated to all stakeholders to reflect our community and support our strategic goals.

### Grow

#### Parks, Recreation and Culture Master Plan

A plan to reflect the needs of future generations. It will play a vital role in developing and enhancing recreation and culture programs and how parks and trails develop over the short-, medium-, and long-term.

#### Fire Services Master Plan

The Fire Services Master Plan is a long-range strategic planning framework to guide the priorities and objectives of the Seguin Fire Department.

### Connect

#### Community Engagement Strategy

A methodology to enhance our communications, with the goal to increase overall program participation, enhance community connections and increase civic engagement from individuals and groups that reflect our population, with an emphasis on those who are often underrepresented. Corresponding plans:

#### Youth Engagement Plan

Will encourage Seguin youth to share their insights on decisions that affect them, their peers, and their communities, helping to ensure that local youth are given opportunities to thrive and that their voices are included to help shape the future.

#### Seniors Engagement Plan

Will help to connect Seguin’s seniors with essential services, one another, and leaders in the community to help support their health and wellbeing.

“

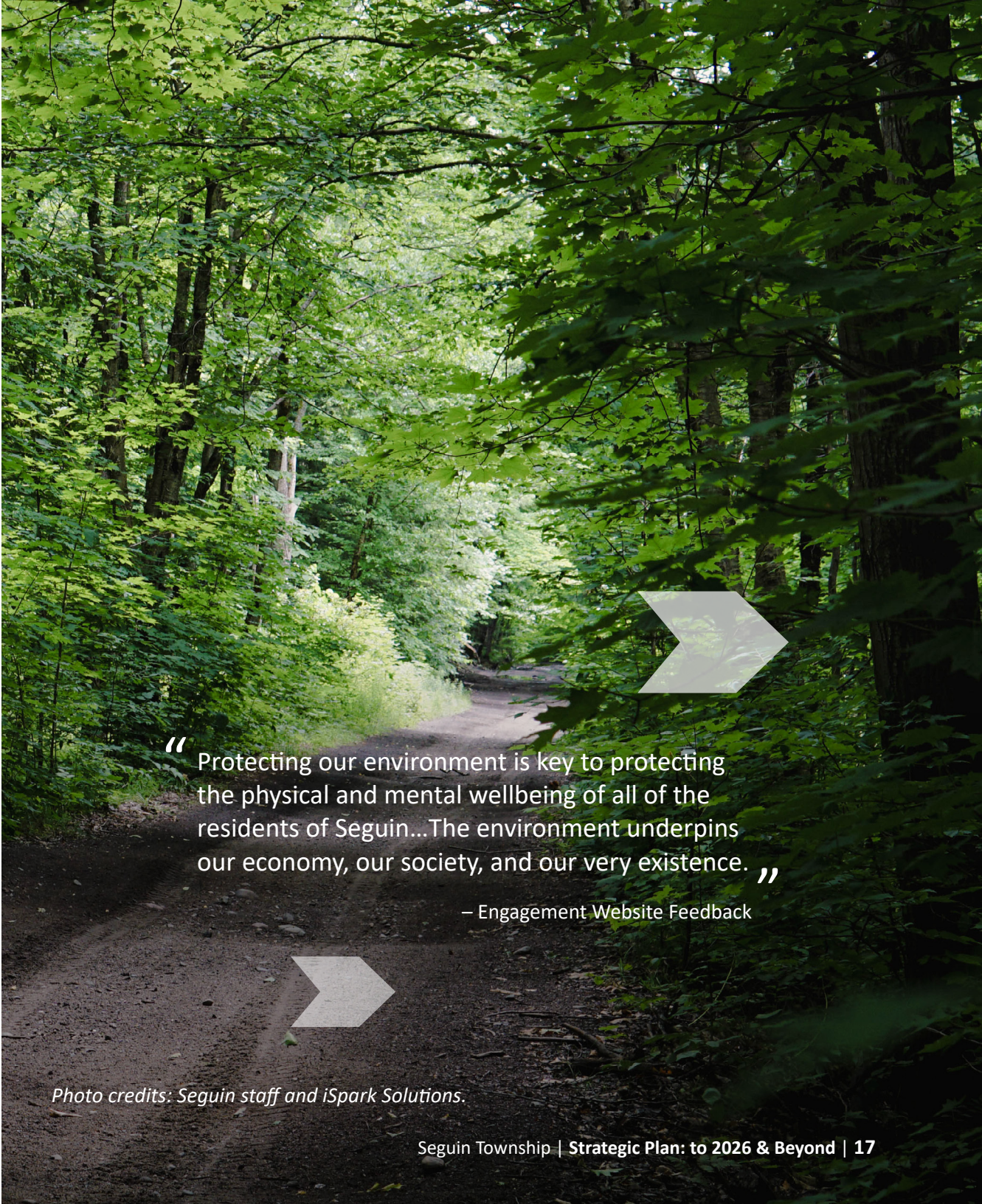
We need to better define our identity and who we are. ”

– Senior Leadership Session

## Commitment to Accountability

Seguin Township's strategic plan informs how we make decisions, allocate resources, and build a better future. The various components of this plan – our vision, mission, foundations, goals and values – will be embedded into the Township's daily work and long-term projects. The Township is committed to monitoring and communicating progress using several tools, including:

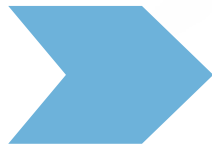
- Internal operational plans
- Regular progress reports to Council
- Annual budget
- Council Reports



“ Protecting our environment is key to protecting the physical and mental wellbeing of all of the residents of Seguin...The environment underpins our economy, our society, and our very existence. ”

– Engagement Website Feedback

*Photo credits: Seguin staff and iSpark Solutions.*



**Seguin**  
Township

**Township of Seguin**  
5 Humphrey Drive | Seguin, ON P2A 2W8 | T. 705-732-4300  
[letsconnectseguin.ca](http://letsconnectseguin.ca) | [seguin.ca](http://seguin.ca)

