



The Corporation of the Township of Seguin

Finance Committee Agenda

Tuesday, June 16th, 2026 at 4:00 p.m.

Township of Seguin Municipal Office and by Electronic Participation

- 1. Call to Order and Approval of the Agenda. ®**
- 2. Declaration of Possible Pecuniary Interest.**
- 3. Adoption of Minutes of the Regular Meeting of the Committee held May 12th, 2026. (see attached) ®**
- 4. Priority Initiatives for Multi-Year Budget. (see attached documents)**
- 5. Priority Initiatives for Reserve Policy. (see attached documents)**
- 6. 2027 Budget.**
- 7. Next Meeting Date.**
- 8. Adjournment. ®**



The Corporation of the Township of Seguin

Finance Committee

Minutes of a Meeting held May 12th, 2026

A meeting of the Township of Seguin Finance Committee was held May 12th, 2026 at the Township of Seguin Municipal Office Council Chambers and by electronic participation.

The following Members were present:

- Jim Beatty, Chair (Council Chambers)
- Dan Hildebrandt (Council Chambers)
- Walter McCormick (videoconference)
- Wolfgang Mersch (videoconference)
- Craig Reith (Council Chambers)

Staff present:

- Jason Inwood, Chief Administrative Officer (CAO)
- Andrea Spinney, Deputy Clerk

Resolution No. 2026-001

Moved by: Craig Reith

Seconded by: Dan Hildebrandt

“THAT we do now convene this Regular Meeting of the Township of Seguin Finance Committee at 4:02 pm.”.

CARRIED

Approval of Agenda.

After the meeting was called to order, the Chair requested approval of the Agenda. The Agenda was approved as circulated.

Disclosure of Pecuniary Interest.

The Chair requested the disclosure of any possible pecuniary interests. None were declared.

Resolution No. 2026-002

Moved by: Walter McCormick

Seconded by: Wolfgang Mersch

“**THAT** the Township of Seguin Finance Committee does hereby approve the Minutes of the Regular Meeting of November 10th, 2025 as circulated.”.

CARRIED

Jason Inwood, CAO, advised Committee Members that the current Chief Financial Officer (CFO) will be retiring at the end of 2026. The recruitment process for a new CFO is underway with an intended start date in early Fall 2026.

The Committee considered a draft Multi-Year Budget Policy prepared by staff for their review. The Committee advised they are agreeable to the policy and had the following comments regarding the policy:

- Strengthen the link between the multi-year budget policy and the Township's Strategic Plan to ensure the two align and the policy supports the goals and objectives that are set out in the Strategic Plan;
- Establish key priorities to achieve so that those priorities can guide the budget planning;
- Show how those priorities guide budget planning;
- Include clearer frameworks for reserves and debt in the policy;
- Review what appropriate percentage thresholds would be that would trigger the multi-year budget to be reopened;
- Ensure there is a performance measurement in place that assesses whether the priority goals are achieved over the four-year period.

Action:

- **Andrea Spinney to forward to Committee Members the current Strategic Plan and the staff report which provides an update on the operationalization of the Strategic Plan once it is prepared.**
- **Committee Members to review the draft Multi-Year Budget Policy in conjunction with the meeting discussion points, the Township's Strategic Plan and staff report with the update on the operationalization of the Strategic Plan.**
- **Committee Members to identify 5 priority points that they would like to see in the multi-year budget policy and to consider how those points align with and support the Strategic Plan initiatives.**

The Committee considered a draft Capital Levy Endowment Reserve Fund policy prepared by staff for their review. The Committee felt this policy could align well with an investment policy and agreed to review it further in conjunction with the draft investment policy.

Action:

- **Andrea Spinney to forward the Investment Policy that was drafted to Committee Members to review in conjunction with the Capital Levy Endowment Reserve Fund policy.**
- **Committee Members to identify 5 priority points that they would like to see in the reserve policy and to consider how those points align with and support the Strategic Plan initiatives.**

Resolution No. 2026-003

Moved by: Dan Hildebrandt

Seconded by: Craig Reith

“THAT the Township of Seguin Finance Committee does hereby adjourn at 5:15 pm to meet again on June 16, 2026 at 4 pm or at the call of the Chair.”.

CARRIED

Jim Beatty
Chair

Andrea Spinney
Deputy Clerk

MULTI YEAR BUDGET POLICY and RESERVE POLICY

Committee Chair – Jim Beatty

The Multi Year Budget Policy and Reserve Policy are administrative documents that will serve the township as guides for years to come. The finance committee has at our last meeting had an opportunity to review at a cursory level both policies.

The meeting on June 16th will centre on providing feedback to administration and council to consider as priorities. To assist with focusing on priorities, the Strategic Plan, the latest version of the Operational Plan, Draft Multi Year Budget Policy, Draft Reserve Policy and Draft Investment Policy are included in your package.

Assuming Council will be supportive of a Multi Year Budget Policy, what initiatives should finance committee recommend in order that the policy becomes a reality and furthermore what might priority recommendations be that would align with the strategic plan. Committee members will note that in the operational plan, each initiative is indicated with its alignment with the plan with notations F1, F2 or 1.1 etc. A key to the notational links to the strategic plan is provided.

Regarding the Reserve Policy, committee members are already aware that a small reserve is set aside each year in the budget process to address the infrastructure deficit. However, no policy has been established to align with this commitment. Again, realizing that the policy itself is an administrative responsibility, Committee members are being asked to prioritize initiatives that would link a dormant draft investment policy with the reserve policy as well as upgrading on a priority basis the policies themselves.

Seguin Township Multi-Year Budget Policy (4-Year Approval)

- Policy No.: FIN-XX
- Effective Date: [Council approval date]
- Next Review: At least once per Council term
- Approved by: Council

1. Purpose

- Establish a four-year, term-of-Council budget framework aligned to Council's Strategic Plan and Strong Mayor budget provisions, delivering cost certainty, transparency, and long-range financial sustainability while meeting statutory annual readoption requirements.

2. Legislative Authority

- Municipal Act, 2001: s.290 (budgets), s.291 (multi-year budgets and annual review/readoption), s.286 (Treasurer).
- Part VI.1 (Strong Mayor Powers) and related regulations (e.g., O. Reg. 530/22) governing Head of Council budget timelines/process.
- O. Reg. 284/09 (Budget Matters—Expenses).
- O. Reg. 588/17 (Asset Management Planning for Municipal Infrastructure).
- O. Reg. 403/02 (Annual Repayment Limit, ARL).

3. Scope

- Applies to all tax-supported operating and capital budgets for Seguin and local boards/commissions for which Seguin must levy or provide funds. Rate-supported budgets may adopt this framework by reference.

4. Definitions

- Multi-Year Budget (MYB): Council-approved operating and capital budgets for four consecutive fiscal years, subject to annual review and readoption per s.291.
- Annual Budget Update/Readoption: The yearly process to review assumptions, adjust within permitted scope, and readopt the budget for the next fiscal year.
- Housekeeping Adjustments: Administrative budget transfers without change to net tax levy or approved capital project scope.
- Re-opener Trigger: Exceptional circumstance allowing reopening of the MYB outside the annual update window; for Seguin, set at $\geq 1.0\%$ of net levy impact.

5. Policy Statement

Seguin will:

- Approve a four-year MYB aligned to Council’s Strategic Plan, Strategic Asset Management Policy/Plan, long-term capital forecast, and financial policies.
- Comply with balanced-budget requirements, annual readoption, and the Strong Mayor budget process/timelines.
- Operate within ARL and Seguin’s debt/reserve policies.
- Limit mid-cycle adjustments to defined annual update categories and extraordinary re-opener triggers.

6. Budget Period and Initial Cycle

- Standard Cycle: Four consecutive fiscal years aligned to a Council term.
- Initial Cycle: Adopt in 2027 for fiscal 2027–2030 to align with the next term of Council.
- Subsequent cycles will follow the same alignment unless Council directs otherwise.

7. Strong Mayor Budget Framework Integration

- Head of Council (Mayor) Responsibilities:
 - Proposes the annual budget under Part VI.1, inclusive of the MYB or the Annual Budget Update, consistent with this policy’s scope and parameters.
 - Observes statutory submission dates, public notice, and amendment/veto/override timelines.
- Council Responsibilities:
 - Considers and may amend the mayor’s proposed budget within statutory timelines; adopts the MYB and the Annual Budget Updates.
- CAO and CFO Treasurer:
 - Ensure the MYB materials prepared for the Mayor reflect this policy, incorporate statutory reports (e.g., O. Reg. 284/09), and meet all deadlines.

8. Roles and Responsibilities

- Council: Adopts MYB and annual updates; sets tax policies; adopts O. Reg. 284/09 report; approves re-openers.
- Mayor/Head of Council: Leads the statutory budget process under Part VI.1; tables the proposed MYB/updates.
- CAO: Ensures corporate alignment to Council priorities and oversees integrated business planning.
- Treasurer (s.286): Leads development, compliance checks (balance, ARL), reserve strategy, variance reporting, O. Reg. 284/09 report, and annual readoption process.
- Department Heads: Provide four-year service plans, budget submissions, performance measures, and in-year forecasts.
- Local Boards/External Levies: Submit budgets in required form by specified deadlines for integration.

9. Annual Budget Update and Readoption (Years 2–4)

- Each year, the Treasurer prepares an Annual Budget Update package for the Mayor's consideration that:
 - Reviews base assumptions (inflation, assessment growth, wage settlements, OPP contract impacts, utilities/fuel, interest rates).
 - Confirms compliance (balanced budget; ARL; reserve targets; O. Reg. 284/09 report).
 - Recommends allowable changes (below) and readoption of the current year and any necessary out-year adjustments.
- Allowable Change Categories during Annual Update:
 1. New or amended legislation/regulations/court or tribunal decisions.
 2. New Council direction after MYB approval.
 3. Material macroeconomic changes affecting costs or revenues, including assessment growth variance.
 4. Material grant/funding changes, intergovernmental agreements, or external levy changes.
 5. Technical/housekeeping adjustments with no net-levy impact.
 6. Realignment to maintain asset management and level-of-service commitments.

10. Extraordinary Re-opener Triggers (outside Annual Update)

Council may reopen the MYB, on CAO and Treasurer recommendation, only if one or more occur:

- Provincial/federal actions or court/tribunal decisions changing Seguin's revenues/expenditures by $\geq 1.0\%$ of the affected year's net levy.
- Declared emergencies/natural disasters with net fiscal impact $\geq 1.0\%$ of net levy after reserves/insurance.
- Structural revenue loss (e.g., assessment/grant loss) $\geq 1.0\%$ of net levy.
- Compliance risks that cannot be addressed within existing appropriations (e.g., ARL headroom, statutory obligations).

All re-openers require a public staff report identifying impacts, options, and recommended adjustments.

11. Financial Planning Principles and Parameters

- Structural balance: Avoid using one-time revenues for ongoing costs; pair one-time uses to one-time needs.
- Reserves/reserve funds: Maintain stabilization reserves for volatility (weather, winter control, fuel, OPP, assessment appeals); adopt targets through Reserve Policy and report on variances annually.
- Debt: Use for long-life capital and the vehicle capital replacement program; remain within ARL; disclose ARL headroom at adoption and annually.

- Capital and Asset Management: Align the four-year capital program to the Strategic Asset Management Policy/Plan; demonstrate lifecycle funding, risk, and level-of-service impacts.
- User fees: Apply Council's Fees and Charges Policy; include indexing/full-cost-recovery analysis as appropriate.
- Budget basis: Where PSAB non-cash items are excluded per O. Reg. 284/09, present the required annual report before adoption, including impact on accumulated surplus and future cash requirements.

12. Public and Stakeholder Engagement

- At minimum for each MYB cycle and Annual Update:
 - Budget Directions report published in advance.
 - Public information and input opportunities (online materials; ability to submit comments/delegations).
 - Publication of the Mayor's proposed MYB/Annual Update and any staff supporting documents before consideration.

13. Business Planning and Performance

- Departments submit four-year service plans with:
 - Objectives tied to the Strategic Plan
 - Levels of service and key risks/mitigations
 - Performance measures and annual reporting
- Periodic and regular variance reporting to Council will track operating and capital results and forecast year-end position; results inform reserve strategies and the next Annual Update.

14. Delegated Administrative Authorities

- Treasurer may:
 - Execute housekeeping operating and capital transfers that do not change the net levy or approved capital scope/schedule.
 - Provide interim spending authority based on prior-year appropriations until the MYB/Annual Update is adopted.
- Any change to the net levy or approved project scope requires Council approval via the Annual Update or a re-opener report.

15. Local Boards and External Levies

- The Treasurer will prescribe submission dates and formats for boards/commissions/external levy bodies to integrate with Seguin's MYB/Annual Update timelines under the Strong Mayor framework.

16. Implementation Timeline for the Initial Cycle (2027–2030)

- Q1 2027: Council approves this Policy and companion updates (Reserve/Reserve Fund Policy, Debt Policy, Procurement alignment if required).
- Q2 2027: Budget Directions Report (assumptions, capital envelope, reserve targets, ARL outlook, OPP cost outlook, growth projections).
- Q3–Q4 2027: Public engagement; departments prepare four-year service plans and budget submissions.
- Late 2027: Mayor tables proposed 2027–2030 MYB within statutory timelines; notice and consideration per Part VI.1; Council decision.
- Annually (2027–2029): Mayor tables Annual Budget Update for the subsequent year; re-adoption completed within statutory timelines.
- 2030: Final year executed; incoming Council reconfirms approach for next cycle.

17. Reporting

- Pre-adoption: O. Reg. 284/09 report; ARL headroom; reserve forecast; asset management alignment statement.
- In-year: variance reports; capital work-in-progress status.
- Year-end: Operating surplus/deficit disposition report; reserve status; update to long-term capital plan and asset management funding gap.

18. Review

- This policy will be reviewed at least once per Council term or earlier if legislation changes.

Capital Levy Endowment Reserve Fund (CLERF)

1) Purpose

- Establish a dedicated, permanent funding mechanism to address the Township's infrastructure deficit identified in the Council-adopted Asset Management Plan (AMP).
- Build a capital endowment-style fund whose investment income will sustainably fund a portion of the capital program over time, while preserving the inflation-adjusted value of the corpus.

2) Scope and Definitions

- "CLERF" means the Capital Levy Endowment Reserve Fund established by this policy and the enabling by-law.
- "Levy Base" means the approved current-year municipal tax levy for general municipal purposes (tax-supported), before adding the CLERF contribution.
- "Sustainable Spending Rule (SSR)" means the mechanism that determines the annual maximum amount available to fund the capital program from CLERF.
- "Corpus" means the accumulated principal of CLERF.
- "Realized Investment Income" means interest and coupons, realized capital gains/losses, less investment fees allocated to CLERF.

3) Eligible Uses

- CLERF may fund renewal, rehabilitation, and replacement of tax-supported assets (e.g., roads, bridges, culverts, facilities, parks, fire apparatus, fleet) included in the AMP and capital budget.
- CLERF shall not fund rate-supported services (e.g., water/wastewater), growth-related costs eligible for recovery from Development Charges, or operating expenses.
- CLERF may co-fund projects with external grants or DCs where the CLERF share is limited to the non-growth (renewal/rehab) portion.

4) Contributions (Dedicated Capital Levy)

- Annual contribution equals 1.5% of the current year's approved budgeted municipal tax levy ("Levy Base").
- The CLERF contribution is included in the tax levy presentation but shall be budgeted as a transfer to a Discretionary Reserve Fund under s.417.
- For clarity, unless Council resolves otherwise, the Levy Base:
 - Excludes: payments-in-lieu of taxes (PILs), supplementary/omitted taxes, penalties/interest, local improvement charges, and special area rates.
 - Excludes the CLERF contribution itself (i.e., calculated on the levy before adding CLERF).
- Council may, by resolution, temporarily increase the contribution above 1.5% in any year; reductions require a replenishment plan (see Section 10).

5) Investment Framework

- CLERF funds shall be invested per Municipal Act s.418 and O. Reg. 438/97 (standard eligible list) and the Township's Investment Policy. Interest and investment earnings are credited directly to CLERF.
- If Council adopts Prudent Investor (s.418.1), CLERF will be managed under the approved Investment Board/Joint Investment Board governance. The Treasurer will return with recommended SSR parameters within 90 days of transition.

6) Sustainable Spending Rule (SSR)

- Objective: provide stable, predictable support to the capital program while preserving the purchasing power of the corpus over the long term.
- Annual Distributable Amount (ADA) for the budget year is the lesser of:
 1. Spending Rate \times the 5-year moving average of CLERF market value as at each prior December 31, and
 2. Realized Investment Income from the prior fiscal year plus any available balance in the CLERF Stabilization Sub-Account.
- Initial Spending Rate: 3.5% per year.
 - The Treasurer shall recommend, as part of each budget, whether to keep the rate within a 3.0%–4.0% corridor based on long-term capital market assumptions, inflation outlook, and investment constraints.
- Stabilization Sub-Account:
 - Up to 0.5% of corpus annually may be retained from realized income to a stabilization sub-account to smooth ADA across years.
 - Negative stabilization balances are not permitted.
- Inflation Protection:
 - The budgeted draw (ADA) will not exceed Realized Investment Income net of an inflation "lock-in" equal to CPI for Ontario \times CLERF market value, applied on a best-efforts basis. Where CPI would reduce ADA below 0, ADA is set to 0 and income is retained to protect corpus.

Note: In early years, realized income may be modest; ADA may be \$0. Council should expect CLERF's draw to ramp up as the corpus grows.

7) Draws and Appropriation

- Only the ADA may be recommended for use in the capital budget unless Council declares a CLERF Emergency (Section 10).
- Draws must be appropriated through the annual capital budget/by-law and linked to specific AMP-identified projects.
- Unused ADA lapses at year-end and remains in CLERF (or the stabilization sub-account if budgeted).

8) Prohibitions and Protection of Corpus

- No internal borrowing from CLERF, except cash-flow bridging within the same fiscal year with immediate repayment.

- No use of CLERF for operating or rate-supported expenditures.
- No pledging of CLERF assets as collateral.

9) Targets and Triggers

- Indicative Long-Term Target: corpus at least equal to three years of average AMP annual renewal need (rolling 10-year AMP), reviewed every four years.
- Information triggers (no automatic effect): if the 10-year AMP renewal need increases by >10% or CPI exceeds 4% for two consecutive years, the Treasurer will report on SSR adequacy and contribution sufficiency.

10) Variations, Suspension, and Replenishment

- Emergency Use of Principal: permitted only for declared local emergencies or critical capital failures affecting health/safety or core levels of service, and requires:
 - Vote of Council,
 - CAO/Treasurer certification of need,
 - A replenishment plan to restore the real value of corpus within five years.
- Temporary Suspension or Reduction of the 1.5% contribution requires a replenishment plan approved with the budget that restores foregone contributions within three years after the suspension ends.

11) Accounting and Internal Reporting

- CLERF is established as a Discretionary Reserve Fund by by-law under s.417 with a separate bank/G/L and interest allocation.
- For internal financial reporting:
 - CLERF is excluded from “reserve fund balance” totals used for reserve adequacy ratios.
 - CLERF is shown on a separate schedule with: opening corpus, contributions, realized income, stabilization activity, ADA, market value, and ending corpus.
 - Parallel indicators are reported:
 - Sustainable Draw Capacity (SSR) vs. AMP annual renewal need
 - Corpus as a % of three-year average AMP renewal need
 - 5-year rolling real (CPI-adjusted) corpus preservation status
- Annual external financial statements will continue to report CLERF under PSAS as a reserve fund balance.

12) Governance and Roles

- Council: sets policy and by-law, approves the tax levy contribution and annual ADA in the capital budget.
- CAO: ensures alignment with the Strategic Plan and AMP; authorizes reports to Council.
- Treasurer: calculates the 1.5% contribution, manages investments per policy, calculates ADA, maintains accounting records, prepares quarterly and annual CLERF reports, and recommends SSR or parameter changes.

- Audit Committee (or Council): receives CLERF reports; oversees compliance.
- Investment Board/JIB (if adopted): manages investments under Prudent Investor and provides performance reporting needed for SSR.

13) Review Cycle

- This policy is reviewed annually during the budget and comprehensively every four years (coincident with the term of Council or AMP updates).

14) Effective Date

- This policy takes effect upon passage of the enabling by-law. Section 6 SSR applies beginning with the first full fiscal year after adoption.
-

DRAFT

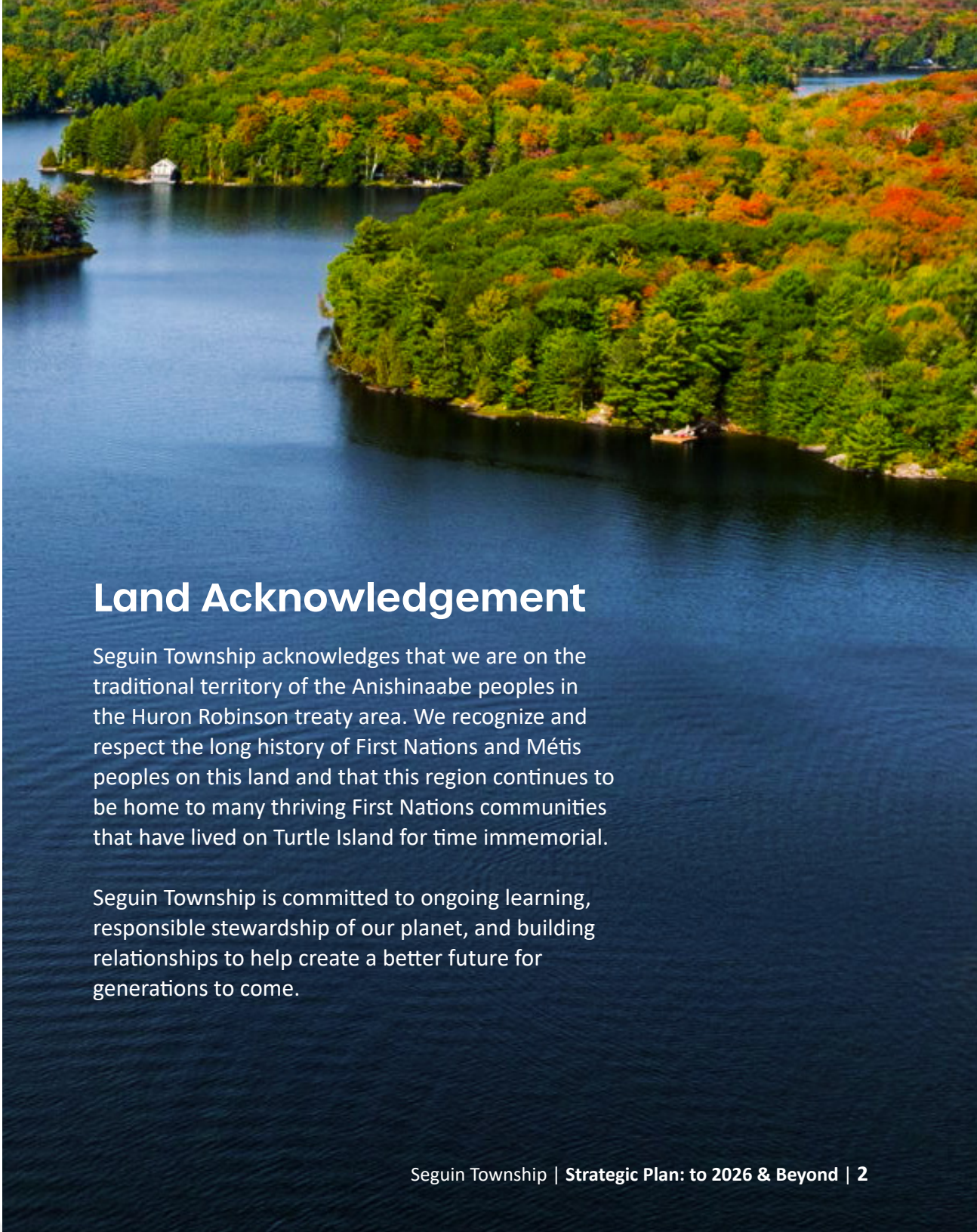
► **Seguin Township**

**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.



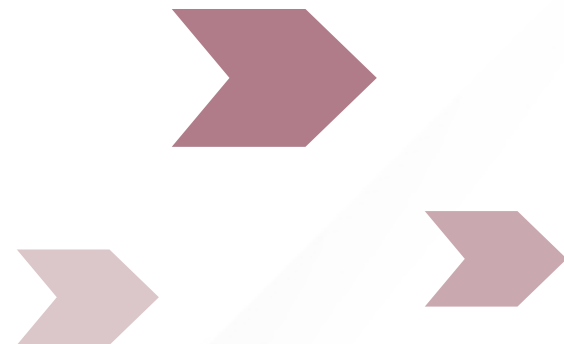
This strategic plan sets the course for our Township's long-term future. It includes the essential themes and commitments that have formed Seguin's identity for generations. It also addresses emerging challenges, and possibilities.

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, which appears 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
- 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

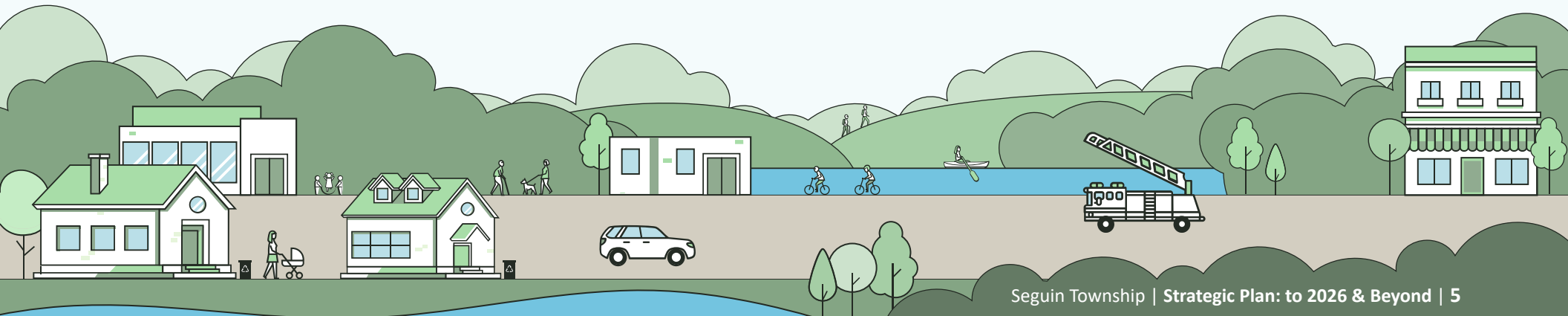
What we strive to become

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.



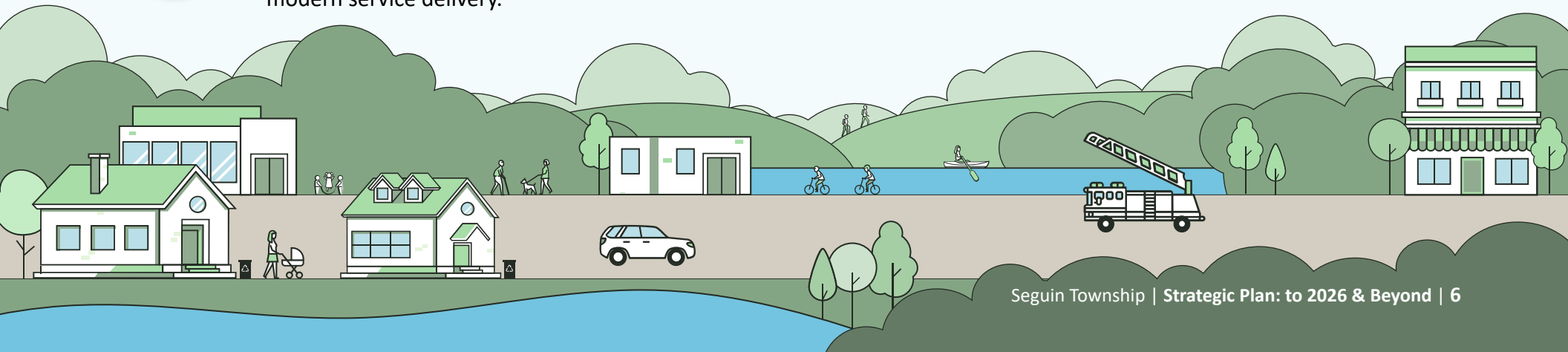
Engage our community

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.





“ 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

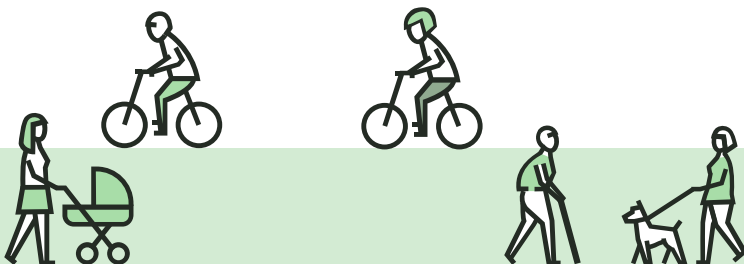
➤ Goals

- 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. ”

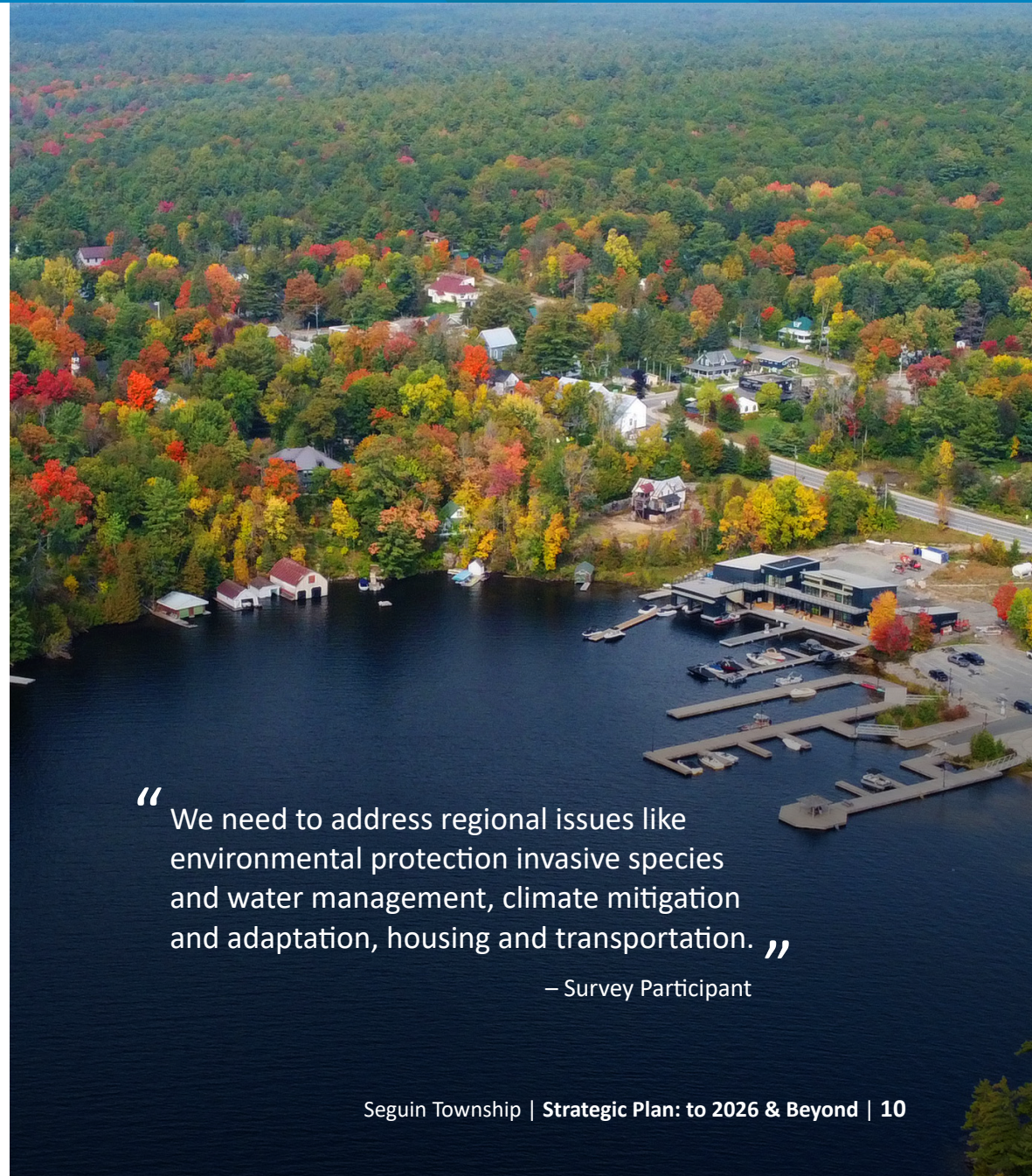
– Youth Engagement Session Participant



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.



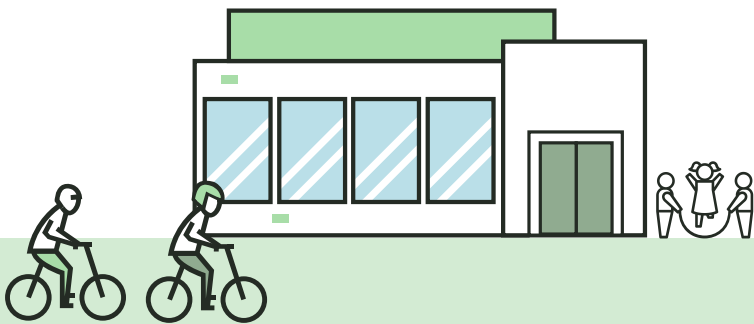
“ We need to address regional issues like environmental protection invasive species and water management, climate mitigation and adaptation, housing and transportation. ”

– 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.

“

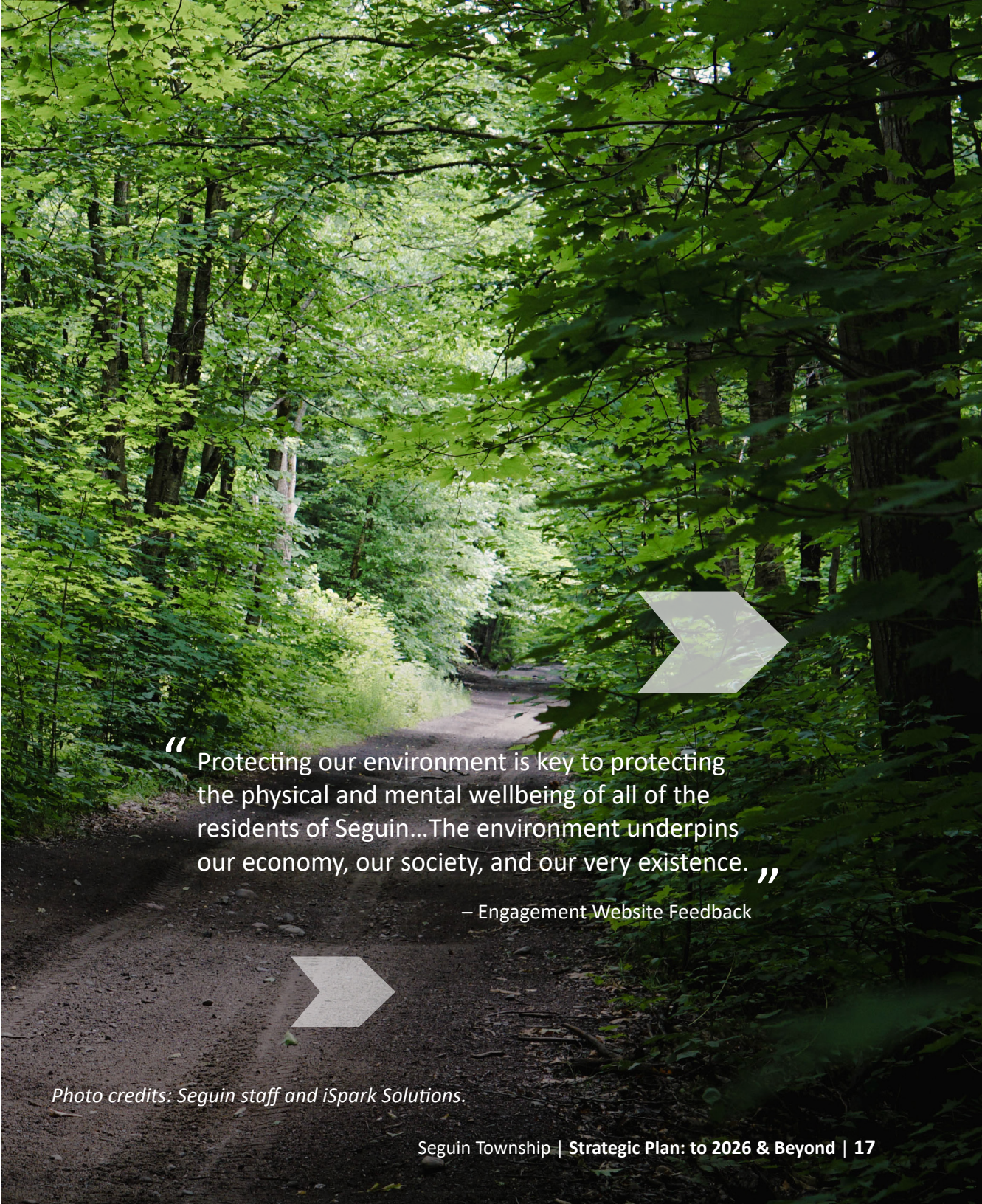
We need to better define our identity and who we are. ”

– 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:

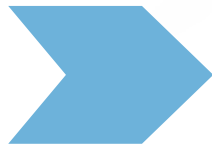
- Internal operational plans
- Regular progress reports to Council
- Annual budget
- Council Reports



“ 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
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letsconnectseguin.ca | seguin.ca



Identifier Key for Strategic Plan and Operational Plan

Identifier	Category	Title	Description
F1	Foundation	Prioritize the Environment	Protect, preserve, and invest in our natural environment.
F2	Foundation	Invest in our Team	Continue to recruit, develop, and retain a diverse and high-performing team, focusing on knowledge transfer and succession planning.
F3	Foundation	Provide service excellence	Consistently aim to enhance the quality and efficiency of Township services, balancing person-to-person contact with modern service delivery.
F4	Foundation	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.
F5	Foundation	Engage our community	Inspire residents to get involved in our community by sharing meaningful content guided by an effective communications strategy. Bring people together through opportunities that build meaningful connections.
1.1	Lead	Advocate for infrastructure and services that support a healthy, active, and engaged community.	
1.2	Lead	Work with community organizations that address inequities to understand and address the needs of underrepresented individuals and groups.	
1.3	Lead	Advocate to other levels of government to raise awareness of issues that matter to Seguin residents.	

1.4	Lead	Support the wellbeing of Seguin residents of all ages.
2.1	Grow	Advocate for more attainable housing options.
2.2	Grow	Create opportunities for businesses to establish and thrive in Seguin Township for the long term.
2.3	Grow	Create opportunities to be an attractive tourism destination.
2.4	Grow	Expand infrastructure and services to meet emerging needs.
3.1	Connect	Remove transportation barriers faced by residents.
3.2	Connect	Strengthen our identity to ensure we accurately represent and engage everyone in our community.
3.3	Connect	Explore opportunities to work with the library as a community partner and community builder.
3.4	Connect	Advance reconciliation with Indigenous communities.
3.5	Connect	Identify opportunities to provide additional support services to newcomers.

Prepared for: Mayor and Members of Council

Subject: Update – Strategic and Operational Plan

From: Forrest Pengra, Director of Strategic Initiatives

Agenda Date: June 1st, 2026

Report No: SI-2026-003

Executive Summary:

This background report and attached spreadsheet provides an update on the operationalization of the Strategic Plan since October 2025.

Prepared for: Mayor and Members of Council

Subject: Update – Strategic and Operational Plan

From: Forrest Pengra, Director of Strategic Initiatives

Agenda Date: June 1st, 2026

Report No: SI-2026-003

Recommendation:

Accept the report for informational purposes only

Background & Analysis:

Council was last updated on the Operational Plan on October 6th, 2025. As promised, staff are presenting an update for Council to see the progress made from Q4 – 2025 through much of Q2 - 2026. The items listed are specific to the actions identified through the Strategic Planning process as well as work identified as strategic priorities for the Township in 2026.

As Council sets priorities for 2026 and beyond, it is important to note that while all Operational Plan items relate to the Strategic Plan, not all Strategic Plan elements have corresponding work associated in the Operational Plan. While not absolutely required on a yearly basis, consideration must be given to the Strategic Plan in totality, to ensure all elements advance over time.

Through the remainder of 2026, staff will begin investigating and designing an interactive tracking dashboard for the Township's Strategic and Operational Plans. The likely platform will be Microsoft Power BI, and will be similar to the dashboard created for the Waste Management Review. Presently, there are limited metrics related to the Strategic and Operational plan other than completion progress, horizon, and in some instances costing. Additional information is being considered for inclusion as performance metrics to further measure progress.

Financial Impact:

Budgetary impacts are based on individual actions listed in the Operational Plan and Council's decision to advance objectives on an annual basis. There are no direct financial impacts associated with this report or the actions listed therein.

Options/Alternatives:

Not applicable

Strategic Plan Alignment:

The Operational Plan is in alignment with Council's Strategic Plan. The attached spreadsheet demonstrates this in the column titled "Identifier Link". Many of the listed objectives relate to multiple aspects of the Strategic Plan and are separated by a comma. Please refer to the legend below when reviewing the attached report.

Conclusion:

The spreadsheet provides an update on how staff are advancing the Strategic Plan through actions listed in the Operational Plan. Staff recommend Council review the actions in the spreadsheet for an update on the numerous objectives that are currently underway in Seguin.

Prepared by:



Forrest Pengra,
Director of Strategic Initiatives

Reviewed by:



Jason Inwood,
Chief Administrative Officer

Attachments:

- *Attachment #1 - Performance Management Update 20260601.pdf*

SP ID	Title	Progress	Duration	Department	Lead	Notes
F1, F3, F4	Implement the recommendations of the waste management strategy.	In progress	20 Years (5 year milestones)	CAO, Public Works, Strategic Initiatives, Communications	Tom MacLeod	Waste strategy implementation underway including an operational review and waste audit. May 2026 - Selected Consultant for Waste Site Enhancement planning/designing Also beginning to explore technologies around waste to energy.
F1	Update policies that relate to water quality	Blocked	2 Years	Planning, Strategic Initiatives	Taylor Elgie	This has not yet started. As it relates to Official Plan Policies, it would be recommended to occur through an Official Plan Amendment where the entire policy set is updated. This will require lake association engagement/consultation, and a biologist hired to ensure the OP's policies reflect the latest science. Guidance can be found at the District of Muskoka. This should follow once the new OP is approved and in effect, as it'll be a huge project. Per Council direction in DPS-PL-2023-116, if there are to be changes to the Township's approach to the environmental or recreational carrying capacity models, it be done as a specific amendment to the OP utilizing the most recent science and good planning. It is a topic of significant importance and necessitates a specific scope and resources to be evaluated properly. Will revisit with 2027 budget/initiatives. Current policies can suffice.
F1, F3	Develop a Business Continuity Plan to prevent and recover from natural disasters.	In progress	2 Years	Fire Services, All	Sean Carroll	SLT Training on Continuity of Business Operations was conducted on November 28, 2024 by Emergency Management Ontario as part of the Seguin Emergency Management program. July 2025, Amendments to current WPS EPM being completed to include an updated Seguin specific appendix and Severe Weather Response Plan Appendix. Will be brought forward to council to approve a new Emergency Plan By-law. October 2025-Waiting on final IT BCP to gather required information to complete Emergency Program BCP April 2026: Templates created to work through identifying Critical Business infrastructure and equipment within each department. Meetings are in the process of being scheduled with Department heads to complete these templates. Once done, plans will be created to address business continuity needs of critical components.
F2	Develop an internal communications plan/strategy to foster positive workplace culture using the values identified by staff	In progress	1 Year	Communications, All	Valerie Iancovich	Internal communication – Inside Seguin is a digital communications platform that uses a software called Sparrow Connected that launched in spring 2024. This tool works through Teams, Sharepoint and on mobile devices to share information about events, news, policies etc. with staff. Efforts to encourage staff to adopt the tool, in particular outside workers, is ongoing. The next phase is to install digital screens in common staff areas that will broadcast messages that mirror content on Inside Seguin.
F2	Position the Township as a leader in equity and diversity - creating a welcoming community for all	In progress	1 Year	All	Christine Dixon	Working to develop and adopted an Equity, Diversity and Inclusion plan to assist us in creating a more inclusive, connected, and welcoming community.

SP ID	Title	Progress	Duration	Department	Lead	Notes
F3	Develop a Business Continuity Plan to prevent and recover from cyber security risks.	Completed	2 Years	Strategic Initiatives	Forrest Pengra	<p>20231205 - 2021 IT Strategy moved to Perry Group encasedIT platform.</p> <p>20240418 - Staff have begun populating and updating the IT Strategy in the the Perry Group encasedIT platform.</p> <p>20240917 - Staff are now working with Fire Services on a plan for a comprehensive response and plan.</p> <p>20250123 - Staff are the BCP; it is estimated the work required will span Q1 and Q2 2025.</p> <p>20250207 - Kick off meeting with PG and JI, SC, FP, LY</p> <p>20250225 - BCP kick off with SMT</p> <p>20250509 - Departmental BCP responses due to PG.</p> <p>20250707 - All responses received. PG loading into portal. Waiting for onboarding.</p> <p>20250909 - Staff reviewing BIA ratings and scoring.</p> <p>20251104 - Final review of information; still need to build playbooks.</p> <p>20251201 - Perry Group to present BCP in Closed Session</p> <p>20251217 - Planning complete; final onboarding and training to begin the week of 20260105 - Project will be marked as complete only once ALL SMT have been onboarded.</p> <p>20260217 - Working on development of departmental content. PG to provide training invitation to SMT.</p> <p>20260326 - Initial project effectively complete.</p> <p>20260501 - Runbooks will be developed over the coming 6-24mths.</p>
F4	Explore opportunities for alternative revenue generation.	In progress	1+ Years	Treasury, All	Michele Fraser	<p>Significant increase in arena advertising (wall boards and rink boards). Canteen/snack bar contract with Memories of Muskoka. New marketing in design to help encourage the public to use the service.</p> <p>Continuing with Development Charge implementation, so that 'growth pays for growth' in the future. Township wide DCs came into effect on January 1, 2025; area specific DCs for the MZO area are the next step.</p> <p>Considering opportunities to generate revenue through waste to energy.</p>

SP ID	Title	Progress	Duration	Department	Lead	Notes
F4, 1.1	Complete a Natural Asset Management Inventory.	In progress	2 Years	Strategic Initiatives	Forrest Pengra	<p>20231205 - Discussions underway with the GBB and area municipalities to begin NCI work in 2024. No budget ask for 2024 but may be required in 2025 - TBD. The intent is to expand the area of effectiveness when compared to the MWC.</p> <p>Meeting with the GBB project team in fall of 2024 to review expected outputs and determine scoping.</p> <p>20241021 - the regional meeting with municipal counterparts and University of Waterloo and McMaster University was a resounding success. The scope was well defined. The outputs are expected to take 2+ years. Seguin will continue to work with the project partners and contribute where and when necessary to advance the inventory. Following completion, staff will engage with partners to ensure the data is useful for the development and incorporation of the NAMI data into a future NAMP.</p> <p>20250203 - The Natural Asset Management Planning (NAMP) project, led by the Georgian Bay Mndoo Gamii Biosphere (GBB) in collaboration with municipalities, First Nations, researchers, and conservation organizations, has made significant progress over the past year. Through engagement, technical scoping, and partnerships with the University of Waterloo and McMaster University, foundational landcover mapping and modeling work is well underway. Key milestones include the Project Kick-Off Workshop in February 2024 and the Partner Outputs Scoping Workshop in October 2024, where priorities, data gaps, and mapping challenges were collaboratively addressed. Technical achievements include a Data Gap Analysis, the development of a pilot Natural Asset Inventory (NAI) model for a test site north of Parry Sound, and the collection of ground-truthed data from partners to train the model. Moving forward, efforts will focus on the following:</p> <ul style="list-style-type: none"> Expanding the model across the project area; Encompassing all municipal boundaries and EcoDistrict 5E-7; Further modeling to address data gaps along the Georgian Bay shoreline and islands; Scoping outputs for flood and fire risks; and, Integrating the NAMP tools into land use planning and policy to ensure long-term adoption. <p>Regular meetings and ongoing partner engagement have been critical to maintaining progress and alignment with regional priorities.</p> <p>20260423 - Project has been renamed BMaP (Biodiversity Mapping Project). Spatial modeling, tool creation and field verification well under way. Sample and proof of concept data suggests models are very accurate. All are being refined to further increase accuracy and usefulness. Output products are being refined. Beginning in 2027, knowledge and mobilization will begin. Output scopes are being refined.</p>
F4, 1.1	Incorporate the Municipal Natural Assets into the Asset Management Plan.	Blocked	3 Years	Treasury, Strategic Initiatives	Forrest Pengra	20231205 - The action is dependent upon the completion of a NAMI/NCI
F5, 1.4, 3.5	Develop a Youth Engagement Strategy	Completed	1-2 Years	Community Services, Communications, Seguin Public Library	Valerie Iancovich	The Youth Engagement Plan was finalized and endorsed by Council on December 1, 2025.

SP ID	Title	Progress	Duration	Department	Lead	Notes
F5, 1.4, 3.5	Develop a Senior Engagement Strategy	Completed	1-2 Years	Community Services, Communications, Seguin Public Library	Valerie Iancovich	The Seniors Engagement Plan was finalized and adopted by Council on December 1, 2025.
F5, 1.2, 3.3, 3.5	Collaborate with partners to implement camp programs and child care within the municipality	In progress	1-2 Years	Community Services, Seguin Public Library	Dominique O'Brien	2026 - increase in on-ice camps both spring and summer due to the year-round ice pilot program. Continued partnership with local Humphrey School, Parry Sound High School and Rosseau Lake College to encourage use of ice for various school programs. Humphrey Museum new partnership with library to run additional weekly kids programs throughout July and August. Continue to partner with Whispering River to support summer youth camp.
1.4, 3.3, 3.5	Increase collaboration with clubs, committees, other organizations	In progress	1-2 Years	Community Services, Communications, Seguin Public Library	Dominique O'Brien	Revise and refine how the Township supports the Seguin Recreation and Culture Committee's events and programs. Strong partnership with GBB in order to provide more events and programs. (Earth Day, Phragmites Cut, Biosphere walks, and info sessions) Work closely with Humphrey School to develop and grow skating program, Mayfest, xcountry ski program, biking program. Collaboration and communication with library on events and programs. Continue to partner with Whispering River: New summer series "Chamber Music/Author book readings" in support of RMH project. Continued communication with local hockey clubs, skating clubs, and summer hockey camp directors and NHL to provide the necessary support for their programming. Support CSS with popular Lunch & Learn programs for seniors.
1.1, 1.4	Complete a Parks, Recreation and Culture Master Plan (include beautification strategy)	In progress	1 Year	Public Works, Planning, Community Services	Dominique O'Brien	Master Plan final draft in progress. Additional session for public comments upcoming. Draft will be on the June 15 Council agenda.
1.1, 1.4, 3.1	Continue to implement recommendations from the Active Transportation & Trails Master Plan	In progress	5+ Years	Community Services, Public Works, Bylaw Services	Dominique O'Brien	Trail maintenance and upgrades continue on the Park to Park (Seguin) Trail, Rose Point Trail and Humphrey Nature Trails. New trail heads signs installed. Enhancements to the Humphrey Nature Trails will continue in 2026, including the installation of the new Hungry Caterpillar Storybook Trail along the Rabbit Run Trail in late spring. As the first initiative of its kind in the Township, the Storybook Trail will combine literacy & outdoor activity by guiding children through the trail with interactive story panels placed at intervals along the route.
1.3, 1.4, 2.1	Attainable housing - Explore partnership opportunities with DSSAB or private/public partnerships.	In progress	2+ Years	All	Jason Inwood	These opportunities have been discussed with partners at DSSAB and are a key consideration in the development and future building plans for the MZO area of the municipality.
2.2, 2.3	Support economic development in Seguin	In progress	1-2 Years	All	Jason Inwood	Business committee support continues to assist in economic development across the municipality, further support from the Airport / business park with assistance from provincial and federal agencies to attract and retain existing business in the park.

SP ID	Title	Progress	Duration	Department	Lead	Notes
2.2, 2.3	Support the airport's business plans for expansion and development	In progress	2+ Years	All, Airport and Business Park	Jason Inwood	<p>202312 - Feasibility study completed to determine most appropriate path forward to resolve energy supply constraint. Outcomes determined by funding available.</p> <p>20240110 - EOI submitted to NRCan for Energy Innovation Program Smart Grid Demonstration. Ask is \$6m for a \$15m project. Expression of interest was unsuccessful.</p> <p>20240418 - Staff are exploring other funding opportunities through the Clean Growth Hub</p> <p>20240708 - Staff are working with PSAMA staff to engage with NOHFC and FedNor agencies to get access to funding to facilitate the Phase I - 44kV feeder to address the immediate supply constraint. Staff were waiting from Ron Begin to return to work from a leave but have already met with Dustin Turner. There seems to be interest. Ron Begin has returned. Interest is there but upgrade must coincide with job creation. Airport staff working with interested businesses to fill job creation gap.</p> <p>*Note - In the absence of funding, The Commission, by way of Seguin Township and the Town of Parry Sound, may need to consider self-funding the transformer portion of the project to avoid further delay. The costs are estimated at \$3.5-5m.</p>
2.3	Complete a Township-wide Waterfront Strategy	In progress	3 Years	Planning, Community Services	Dominique O'Brien	<p>Waterfront Strategy will be incorporated into the Parks and Recreation Master Plan.</p> <p>Final draft to Council in June</p>
2.1	Review and update the Township Official Plan	In progress	1-3 Years	Planning	Taylor Elgie	<p>Staff hope to have an information report requesting funds be diverted to hire a consultant to see the final stages of the project though. Staff have reached out and advised the consultant our goal is to have this request to Council in September or October 2024.</p> <p>Fall 2024 Update - MHBC has been retained to see this project through. They estimate an adoption date in 2025.</p> <p>MHBC has verbally advised that a first draft is prepared, and will be ready to share a copy with staff in the first quarter of 2025.</p> <p>Status report is planned for March 3, 2025 Council Meeting.</p> <p>August 2025 - Open House/PM occurred in July 2025</p> <p>May 2026 - The statutory Open House is done, and the statutory Public Meeting will be May 19. Depending on the amount of change, it could be ready for adoption by Council in July of 2026, to be sent to the Province for consideration.</p>
3.2	Develop a marketing and branding strategy.	In progress	1 Year	Communications	Valerie Iancovich	<p>The Seguin Township brand was refreshed by internal staff and corresponding assets, including a logo and templates have been created. Digital assets have been updated. Physical assets are being updated as they reach end of life.</p>
3.4	Act on the Truth and Reconciliation Commission's CTA Recommendations	In progress	10 Years	All	Jason Inwood	<p>Several measures have been undertaken to begin Seguin's journey in working toward reconciliation. The first was the establishment of a memorandum of understanding with Wasauksing First Nation to "work together in the spirit of co-operation, respect and mutual benefit". To start, the agreement means the Township and Wasauksing First Nation will work together to coordinate efforts in key areas like infrastructure and resource needs, services to support healthy communities, local economy and regional quality of life.</p> <p>Additionally, Council and staff have engaged in Cultural Competency training to gain a better understanding of indigenous history and the devastating impact colonization has had, and continues to have, on the First Nation peoples. Seguin is committed to ongoing training, skill development and relationship building.</p> <p>These two actions are the building blocks upon which other actions from the Truth and Reconciliation Commissions - Calls to Action will be based.</p>

SP ID	Title	Progress	Duration	Department	Lead	Notes
F1, F3, F4	Waste Management Review	Completed	1 Year	Public Works, Strategic Initiatives	Forrest Pengra	<p>A product of the Waste Strategy, the Management Review aims to delve further into business processes to find opportunities to improve and increase efficiency. The study will examine existing waste volumes and patterns, population demographics, and all waste infrastructure.</p> <p>20250106 - data gathering underway 20250113 - modeling of waste data started 20250123 - draft report started 20250422 - waste management review survey launch; to finish 20250601 20250707 - waste management review survey presented to Council on 20250707 20250728 - Revised plan; draft report presented to Council on 20250805. 20250903 - the draft report was successfully presented to Council on 20250805. 20250814 - public info session was successfully delivered to >50 public participants. 20251201 - TM to bring report back to Council, including Geospatial Assessment. Recommendation to deliver an interactive training session for Council in Q1-2026. 20260115 - Presentation and education session provided to Council. Council chose Scenario 1, whereby no transfer stations are closed, but efficiency measures are put in place for compaction, site security and staffing. 20260217 - Recommendation to come to Council in March inc. implementation plan. 20260326 - Final recommendations delivered. Direction received from Council to advance engineering and design for all sites. As such, this signals the conclusion of the WMR. Additional reviews will be completed as add-ons or subsequent projects. 2026/May - Selected consultant to begin design work</p>
F1, F4	Facility Retrofits - 2025	Completed	1 Year	Strategic Initiatives	Preston Nielsen	<p>Per the 2024 facility energy audits, numerous efficiency opportunities were identified. These opportunities will reduce operating costs, energy use and corresponding emissions.</p> <p>2025 projects include: Parking behavior change - Seguin PW facilities – COMPLETE (January 2025) Sweeps/Weatherstripping Replacements - Christie Firehall – COMPLETE (April 2025) Sweeps/Weatherstripping Replacements- Rosseau Firehall - COMPLETE (April 2025) Sweeps/Weatherstripping Replacements - Humphrey Firehall - COMPLETE (April 2025) Sweeps/Weatherstripping Replacements - Humphrey Public Works - COMPLETE (new garage doors were installed) Smart Thermostats (Un-Fundable) – To be installed Fall 2025 (all 3 firehalls and Humphrey Public works) – COMPLETE, Humphrey (Dec 16), Christie, Foley and Rosseau (Apr - May) HVAC replacement - Humphrey Public Works Garage – Planned for late October/early November 2025 – COMPLETE December 16th 2025 Doors to the arena ice pad replaced- COMPLETE (June 2025) Sweeps/Weatherstripping Replacements - Christie Public Works – NOT COMPLETE Sweeps/Weatherstripping Replacements - Foley Public Works – NOT COMPLETE Attic Insulation Upgrades - Humphrey Public Works – Moved to 2027 Wall Insulation Upgrades- Humphrey Public Works Garage – Moved to 2026 Wall Insulation Upgrades- Christie Firehall - Moved to 2027</p>

SP ID	Title	Progress	Duration	Department	Lead	Notes
F3	New Zoning By-law or Community Planning Permit System	Blocked	2 Years	Planning	Taylor Elgie	Requires budget approval. If this receives budget approval, it will follow the Official Plan's adoption. We have three years following the approval of a new Official Plan to update (or be progressing) on a new Zoning By-law. Fall 2025 Update - not proposed as a 2026 budget item and will be pushed to 2027 at the earliest May 2026 - Staff will work on RFP in anticipation of 2027 launch/direction. This is a post-election exercise, post Official Plan Review adoption project.
F2	Succession Planning	In progress	2 Years	CAO, Human Resources, All	Jason Inwood	Develop a succession plan to ensure a smooth transition in key positions. Draft plan to be presented to Council on October 6, 2025 Plan reviewed and accepted by Council in Q4 2025, plan to be monitored and maintained by HR / CAO moving forward. Complete.
1.3, 2.1, 2.4	Minister Zoning Order (MZO) Master Plan Completion	In progress	2 Years	CAO, Treasury, Planning	Jason Inwood, Taylor Elgie	Minor project delays over the summer of 2025 to incorporate new provincial forecasting models. Expected completion of the MP expected late spring 2026. Working with ToPS and Provincial government to complete options, expected to be completed fall 2026
F4	Pursuit of Infrastructure Funding	Not started	Ongoing	Treasury, Public Works, CAO, Community Services	Jason Inwood, Michele Fraser, Dominique O'Brien	Emphasize the need for Provincial investment for MZO proposals, transportation infrastructure, and the Humphrey Community Centre 9.25.25 - Joins grant submission with WFN submitted late summer 2025 5.25.26 - Gran submissions made for RMH and Humphrey Arena
F5, 1.1, 1.4	West Parry Sound Recreation & Culture Centre	In progress	2 Years	CAO	Jason Inwood	Continue to lead construction activities on behalf of WPS municipalities Anticipated completion of construction for late May 2026 May 25, 2026 - Nearing Completion, expected substantial completion and opening Aug 2026.
F3	Enhance Communications with Council Members	Completed	Ongoing	All	Jason Inwood	
F3, F4, 2.4	Digital Radio System Upgrade (Fire)	In progress	1 Year	Fire Services	Sean Carroll	Upgrading current system including four towers and associated infrastructure to move to digital radio format for fire services. 20250722 - introduction to NetSpectrum to work within existing tower lease agreements - FP. Tower assessments completed in April 2026 as per tower use agreements with Rogers and Vista Radio. Remainder of digital equipment to be installed in May 2026 with radio hardware reprogramming to follow. May 12, 2026, VISTA Radio has accepted the assessment that was completed and approved installation of new hardware on the CKLP tower site. Finalizing approval with Rogers Communications for the Edington Tower site, waiting on Rogers engineers to review our third party tower assessment.

SP ID	Title	Progress	Duration	Department	Lead	Notes
1.4, F1	Dark Skies By-law	In progress	1 Year	Bylaw Services	Sean Carroll	Fall 2025 - request to lawyer sent out to give staff guidance on a decent template. Draft presented to Council on April 20. Edits made around "Bubblers and indoor lighting. Preparing document for public consultation prior to bringing back to Council for approval. By-law posted for public consultation, closes May 12, 2026. Review of public comments underway. Final draft of Dark Sky by-law will be completed and anticipated to be brought to council at June 1 Council meeting for approval.
2.2, 2.3, 2.4	Short Term Rentals	In progress	1+ Year	Bylaw Services, Treasury, Communications, Building, Planning	Taylor Elgie	Fall 2025 - initial report to identify key areas of concern/interest May 2026 - working on background documents
1.4	Rock Crushing By-law	Completed	1 Year	Planning	Taylor Elgie	Fall 2025 - draft posted - let's connect page established - circulated 100 plus Lake Associations, builders and such - is getting more complex with comments - Sept 2025 - update report to Council in Oct 2025 to confirm direction - on track - March 2026 - Approved per PL-2026-026 and By-law 2016-017
1.1, 1.4, 2.3, 2.4	Playground and Parks Repairs & Upgrades	In progress	1 year	Community Services	Dominique O'Brien	Repairs to Rosseau playground complete. Installation of gazebo at Foley Matheson Beach complete. Installation of playground equipment at Horseshoe LK Ball Diamond and Centennial beach complete. Final Parks, Recreation and Culture Master Plan to be approved in June. The Master Plan will map the future repairs and upgrades to playgrounds which will include resurfacing for accessibility.
F3	Multi-Year Accessibility Plan & AODA Compliance Report	Completed	1 year	Community Services	Dominique O'Brien	Update multiyear accessibility plan and submit AODA compliance report. Complete
F3, F4	Business Process Review - Community Services - Phase I	In progress	6 months	Strategic Initiatives, Community Services	Forrest Pengra	This is a study to review all services rendered by Community Services and consider areas of the business that could be streamlined for efficient or effective delivery of service both internally and externally. The report structure will contain an overarching summary of services with appendices for areas to be specifically focused on through a multi-phase review.
F3	Data Management Project	In progress	1 Year	Strategic Initiatives, Clerk's Office, All	Forrest Pengra	This is a organizational wide project aimed at review and restructuring all corporate digital assets into a unified file structure. The work will aggregate data that is presently spread across corporate networks into a single, centralized system.

SP ID	Title	Progress	Duration	Department	Lead	Notes
F1, F4	Facility Retrofits - 2026	In progress	1 Year	Strategic Initiatives	Forrest Pengra	<p>Christie Firehall - Wall Insulation 9/25/2026; Install new garage doors 9/25/2026; Garage door automation 7/31/2026; Lighting automation/LED's 10/30/2026; Heat pump installation 6/26/2026;</p> <p>Foley Firehall - Garage door automation 10/30/2026; Automated Lighting 10/30/2026; Heat pump installation 6/26/2026;</p> <p>Humphrey Firehall - HVAC upgrade (heat pump for office) 11/27/2026; Garage door automation 10/30/2026; Attic insulation 9/25/2026; Lighting Automation 10/30/2026;</p> <p>Rosseau Firehall - Lighting automation 3/13/2026;</p> <p>Humphrey Public Works Garage - Wall Insulation 9/25/2026; Attic insulation 9/25/2026; Thermostat automation 1/23/2026; Second heat pump installation from 2025 11/18/2025;</p> <p>Foley Public Works Garage - HVAC upgrade 11/27/2026; Thermostat automation 11/27/2026; Install new garage doors 10/30/2026; Garage door automation 10/30/2026; Wall insulation 9/25/2026; Lighting automation 11/27/2026; Sweeps/weatherstripping 10/30/2026;</p> <p>Christie Public Works Garage - Thermostat automation 11/27/2026; Install new garage doors 10/30/2026; Lighting Automation 10/30/2026; HVAC upgrade 11/27/2026; Garage Door automation 10/30/2026;</p> <p>Seguin Municipal Office - Wall insulation 9/25/2026; Attic insulation 9/25/2026; Roof top ventilator automation upgrade 6/26/2026;</p>
F3, F4	AMPS Implementation	In progress	1 Year	Bylaw Services	Sean Carroll	<p>Council endorsement allowing staff to move forward with implementing an AMPS program was received on February 2, 2026.</p> <p>First draft of AMPS Implementation By-law complete and working on supporting documents. Plan to have AMPS Implementation report brought to council for approval June 15.</p>
F1, F3	Master Fire Plan	In progress	1 Year	Fire Services	Sean Carroll	RFP being developed and scheduled to be posted the week of May 18, 2026.
F2	Staff Communication Tools	In progress	1 Year	Strategic Initiatives, Community Services, Communications	Valerie Iancovich	<p>In recent years, numerous methods have been employed to improve staff communication. Below is a list of these efforts to date and the status:</p> <ul style="list-style-type: none"> - Inside Seguin - staff intranet / notification portal - COMPLETE - Microsoft Teams - internal communication portal - COMPLETE - Digital signage - digital signage for 5 locations for staff viewing - UNDERWAY - Greater rollout of devices - for engagement, modernization (work order, timesheets) - UNDERWAY - All staff development days - ONGOING
F1, 1.1	Environment and Climate Committee	Not started	1 Year	Strategic Initiatives	Forrest Pengra	<p>The purpose of this committee is communicate the current and ongoing status of the Township's Climate Action Plans as well as the environmental portfolio of work. The formation of this committee will include visioning, scoping, terms of reference, consideration of membership, and the final creation of the committee.</p> <p>This work is anticipated to begin Q4 - 2026</p>
F3, F4	Information Technology Shared Services Alignment	In progress	2 Years	Strategic Initiatives, CAO	Forrest Pengra	The purpose of this activity is to bolster and formalize information technology work in collaboration with our neighbours. The initial efforts will be focused on formalizing a relationship with the Township of the Archipelago as significant history exists for the provision of technology services. While early days, the efforts may involved sharing of resources, systems, or even hardware.

SP ID	Title	Progress	Duration	Department	Lead	Notes
F3, 1.1, 1.3, 2.4, 3.5	Septic Permitting Implementation	Completed	1 Year	Building	Curtis Livingstone	Authority has been delegated to Seguin Township as of May 1, 2026 to administer part 8 of the Building Code Act. the building team has acquired and reissued all open permits from NBMCA and has begun issuing 2026 permits and conducting the required field works.
F3	New Site Plan Bylaw	In progress	1 Year	Planning	Taylor Elgie	ETA - July 2026 May 2026 - This is a technical update required as a result of Planning Act changes. The day-to-day impact should remain the same. It will match the Township by-law to Planning Act changes.
F3, F5, 1.2, 1.3, 2.4, 3.2, 3.5	Community Profile Update	In progress	1 Year	Planning, Communications	Taylor Elgie	Staff will update the Township's Community Profile, a fact sheet that summarizes some of the important details about Seguin from an economic development perspective. ETA - Sept 2026
F3, F5, 1.1, 1.4, 2.4, 3.3	Rosseau Memorial Hall Project	In progress	2 Years	Community Services	Dominique O'Brien	Final architectural plans/design complete. Building permit application submitted. Construction documents/tendering in progress Funding applications submitted. Naming rights package, private donations, fundraising events ongoing.
F3, F5, 1.1, 1.4, 2.4	Humphrey Community Centre Renovations	Not started	3 Years	Community Services	Dominique O'Brien	Humphrey Arena expansion - BBA awarded design project to provide architectural drawings and Cost D estimate) Site visit complete and awaiting 1st draft of drawings from architects
F3, F5, 1.1, 1.4, 2.3, 2.4	Park to Park (P2P)/Seguin Trail Provincial Advocacy	Not started	2 Years	CAO	Jason Inwood	
F2	Corporate Culture Continued Growth	Not started	3 Years	All		
F3	Shore Road Allowance Closure Fees	In progress	1 year	Planning	Taylor Elgie	2024 - 2025 - Phase 1 was completed in budget process with new fees and inflation being included in historic, locked fees. This increases revenue. May 2026 - Fees of comparable municipalities have been reviewed. Proposed to come to Council with a recommendation as a post-election issue.
1.1, 1.4	Trail Management Plan	Not started	2 years	Community Services	Dominique O'Brien	Develop one trails management plan to include Rose Point Trail, Seguin Trail, and Humphrey Nature trails.

SEGUIN INVESTMENT POLICY

Final Draft presented to Staff

June 2023

Rationale: Municipalities are facing mounting challenges to fund and maintain their extensive infrastructure and required maintenance by way of tax dollars alone. Indeed, the Municipal Service Review conducted by KPMG recently for the Township of Seguin, identified the following; “Given the predominance of mandatory and essential services, which reflects in part the limited range of services actually provided by the Township, the Township’s ability to realize significant reductions in operating costs and/or the municipal levy is limited. While the opportunity remains in certain instances to change how the Township delivers these services, there is little to no discretion with respect to service level reductions as a strategy for cost savings”.

The Municipality thus must consider an increase in non-taxation revenue. There are a variety of possible opportunities to consider within the areas of building inspection services, planning services and waste management.

The Finance Committee was tasked with looking at alternative revenue sources within the financial overview sector that had to have the following mandatory components;

1. Increased Revenue with minimal risk or manageable risk to capital.
2. Must be palatable or perceived to be palatable with taxpayers.
3. Must be manageable within existing township resources.
4. Must be consistent with the Strategic Plan Goals.
5. Must be relatively easy to implement.
6. Must demonstrate capability of immediate or near term returns.
7. **And most importantly**, must meet guidelines of the Municipal Act.

This brief rationale will justify consideration of a revised investment policy that would include a professionally managed portfolio of investments to obtain a greater return on investments than is currently being achieved.

Key planks of the Township of Seguin’s Strategic Plan include sound financial management and fiscal responsibility. Council and Township staff are

endeavouring to follow this mantra each and every day. However, the Township has reserves and that could be wisely invested to provide significantly greater returns than are currently being achieved. These returns will in turn help the Township to achieve objectives of their financial plan. An investment policy established by Council would set guidelines and direction by outlining goals for return on investments, risk tolerance and liquidity needs while at the same time assisting the Township of Seguin to achieve capital and service level requirements.

Over half of Ontario's municipalities are currently investing. This revenue tool is not just for large municipalities but smaller municipalities as well and it is also suited for municipalities with small, medium or large amounts to invest. The Municipal Act ensures that each municipality must meet certain standards to invest money and regulates the type of securities available. Municipalities decide the mix of investments that best suit their needs and the funds are not locked in.

An organization called ONE Investment is authorized to offer investment vehicles to municipalities by the Municipal Act. ONE Investment is a not-for-profit organization dedicated to serving the Ontario municipal sector. It was established in 1993 by an arm of AMO (Association of Municipalities of Ontario) and currently serves 184 Ontario municipalities (41% of all Ontario municipalities). Oversight is provided by municipalities and investment industry experts.

The Township of Seguin has a significant portion of funds held in reserve (currently 3-5 million). A conservative increase from current return levels on an annualized basis could increase funding significantly depending on investable amounts and returns achieved.

Rolling Returns (including Dividends) of equity based Portfolio based on S&P/TSX Composite History from Jan 1956-2022.

5 yrs 6.3%

6 yrs 6.9%

7 yrs 6.6%

8 yrs 6.9%

This can be accomplished without substantially increasing the risk of loss of capital over the long term.

A revised investment policy should allow the Township to enhance a long term return but with some risk. In addition to liquidity, the policy would also consider asset allocation such as an appropriate mix of fixed income and equities both Canadian and Global.

The current investment policy of the Township of Seguin dates back to 2015 and would need to be revised. The most significant change outside of necessary updates regarding compliance with the Municipal Act, would be the authorized investments and the authorization of a third party (ONE Investment) to act as guardian.

Steps in the Process of Change:

1. Consult with staff.
2. Consider feedback and revise.
3. Approach Council with opportunity.

Important considerations;

Appetite for an investment portfolio mix of fixed income, equities and cash which over the long term can offer superior returns to the Township's investable dollars but not without some risk.

Explore ONE Investment as the vehicle, must be comfortable with them and their stewardship and their historical return. Are they good money managers based on actual performance and performance versus benchmarks. On a risk adjusted basis are you comfortable with risk/reward return?

Second: Based on cash flow, including general operating and capital expenditures, the Township of Seguin could invest XXXX dollars from reserves.

A few Answers to Common Questions:

1. Money does not have to invested all at once. Start with small amount and grow over time. Manage by instalments (dollar cost averaging).
2. Seguin's investment dollars are professionally managed. ONE Investment helps the Township build a portfolio for Seguin.

3. Select your mix of investments, bonds, equities, cash and change over time. Money is diversified.
4. Select Canadian investments or mix of Global.
5. It is possible to cap the Township of Seguin's investment dollars. Start small.
6. Withdrawals allowed at any time. Allows for liquidity and regularity of income for cash needs.
7. Keep a portion of reserves and invest with current financial institution.