

# COMMUNITY IMPROVEMENT PLAN

## 2024-2030

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OCTOBER 15, 2024

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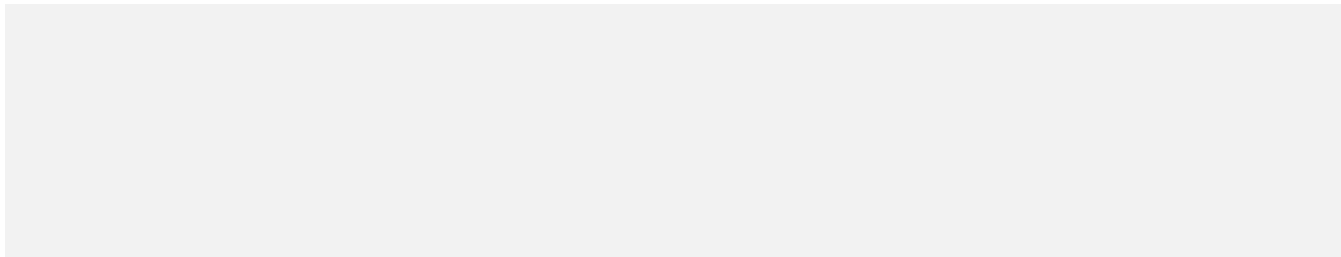
TOWNSHIP OF LIMERICK

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# SUMMARY

# 1.0



## WHY A COMMUNITY IMPROVEMENT PLAN

Community Improvement Plans are important documents that municipalities produce and are to provide strategic direction for the Township of Limerick. They help to define the future direction of the municipality and guide its process in getting there. Community Improvement Plans are about realizing the desired future of the organization and the community. This plan should identify what is important to Limerick Township community members and provide a basis for making decisions and choices about what to do, and what not to do.

This Community Improvement Plan has been developed to provide strategic direction for the Township of Limerick for the 2024-2030 period. The plan has been developed to be directionally aligned with the Strategic Plans and Community Improvement Plans of Hastings County and surrounding municipalities.

## WHERE IT CAME FROM

This is the first time that Limerick Township has conducted a Community Improvement Plan. Previously, there was a Strategic Plan that was conducted and spanned the period of 2018-2022. The former plan was focused more on the inner workings of the municipality, whereas this current Community Improvement Plan is focused on the priorities of the community itself. The timeframe for this plan was chosen to facilitate continuity between different Council Terms, so that when a new Council is elected, the same plans in existence are continued.



## HOW IT WAS BUILT

The Community Improvement Plan was built with public consultation and input. This included a questionnaire that was circulated to all residents via mail, the municipal website, and the municipal Facebook page. Along with the questionnaire, a request was circulated asking community members to participate on a Committee and Focus Groups to assist in facilitating this plan. Following this mailout, community responses were received by both Staff and Council members, and volunteers for the committee came forward to meet.

All volunteers for the Community Improvement Committee met with Deputy Mayor Jan MacKillican, Councillor Shawn Pack, and Clerk Victoria Tisdale via ZOOM in an initial “Meet and Greet” session. At this time, all members heard a presentation from Connor Dorey, the CAO at Hastings County. He presented the County of Hastings Strategic Plan, followed by a question-and-answer period with all members. Every response from the questionnaire was given to each member for homework, along with a variety of Township demographics. A full day meeting occurred on June 3, 2024. The committee met to develop the Community Improvement Plan. A series of exercises and discussions took place, and a draft plan was produced. The committee met a second time in person to dive into actionable items and appropriate time frames to achieve the desired goals on July 18, 2024.

The Community Improvement Plan reflects the aspirations and desires of the community, the political direction of Council, and the needs of the municipality.



## WHAT IT CONTAINS

The Community Improvement Plan is intended to be an accessible and understandable picture of the community priorities of the Township of Limerick. On the coming pages, you will find the following sections:

- **Municipal Overview:** An overview of the municipality, its structure and the services it provides, along with how those services align with other levels of government serving the community.
- **Strategic Priorities:** The enduring priorities of the municipality, including the vision, mission, community values and corporate values that define the Township of Limerick.
- **Community Improvement Plan:** A discussion of the overall goals – and the corresponding priorities and actions – that are of particular focus in the coming years. For each goal, a summary of relevant feedback from those residents who participated in the engagement process is included, as well as other relevant data.
- **Outcomes:** A summary of what will have changed for residents, businesses, the community as a whole and the corporation as a result of this Community Improvement Plan.
- **Getting It All Done:** An overview of how the work of the Community Improvement Plan will be done, and how progress will be assessed and reported.





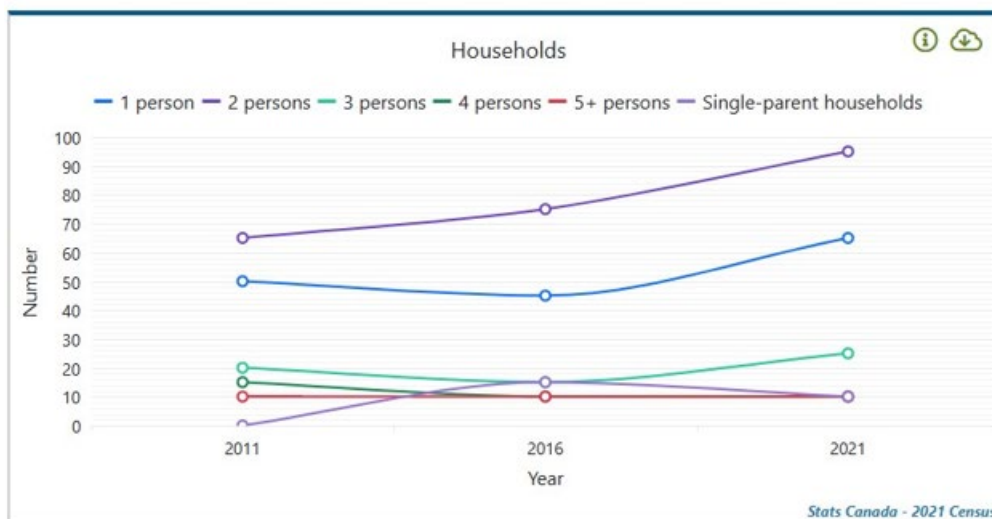
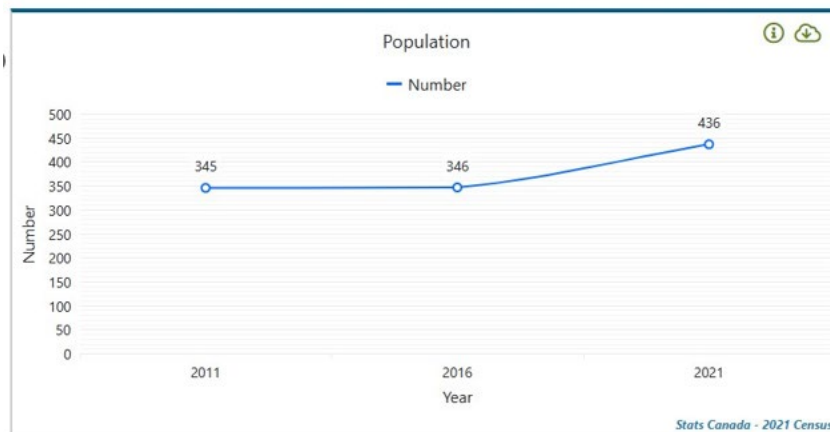
# MUNICIPAL OVERVIEW

## 2.0



## 1.1 WHAT IT CONTAINS ABOUT

The Township of Limerick is a lower-tier municipality within Hastings County. It is located 80km north of Belleville between Madoc and Bancroft and is served by Highway 62 and Highway 620. Limerick is bordered by the Town of Bancroft, Township of Wollaston, and the Township of Tudor and Cashel. The township is heavily forested and is home to many different lakes of all sizes, including Limerick Lake, St Ola Lake, Steenburg Lake, and Robinson Lake. The population of Limerick is approximately 400 permanent residents, and another 1000 seasonal residents.





## OUR STRUCTURE

The municipality is governed by a Mayor, Deputy Mayor, and three Councillors. Council for the 2022-2026 term are as follows:

- Mayor Kimberly Carson
- Deputy Mayor Jan MacKillican
- Councillor Glenn Locke
- Councillor Grace Hamm
- Councillor Shawn Pack



Municipal Staff are responsible for running the corporation and delivering the services of the municipality in support of the Direction of Council. The Municipality consists of the following departments:

- Clerk's Department (Administration and Finance)
- Building Services
- Public Works
- Fire Department
- Waste Disposal Site
- Cemetery
- Recreation and Community Centre
- Emergency Management



## OUR SERVICES

### SERVICES WE DELIVER

Services delivered by the Township of Limerick for the benefit of our residents and visitors are outlined below:

#### Community

- Cemetery
- Parks and Natural Areas
- Community Centre

#### Economic Development

- Development Approvals
- Land Use Planning

#### Public Works

- Roads
- Bridges
- Stormwater Management
- Trails
- Parks

#### Public Safety

- Animal Control
- Nuisance Beaver Control
- Bylaw Enforcement
- Emergency Management
- Fire Prevention
- Fire Suppression
- Permitting

#### Internal

- Communications
- Corporate Leadership
- Council Support
- Finances
- Human Resources
- Facilities

### SERVICES FROM HASTINGS COUNTY

Services delivered by Hastings County for the benefit of all municipalities and residents within the County are outlined in the following chart:

#### PUBLIC SAFETY

- 911 Call Taking
- Emergency Management
- Paramedic Services
- Provincial Offences Administration

#### Culture

- Archives
- Museums

#### Transportation

- Roads and Bridges



### **Corporate**

- Accessibility
- Communications
- Corporate Leadership
- Council Support
- Facilities
- Fleet
- Finance
- GIS
- Human Resources
- IT Infrastructure
- IT Support
- Purchasing

### **Economic Development**

- Development Approval
- Economic Development
- Land Use Planning
- Tourism Information
- Tourism Support

### **Environmental Protection**

- Forestry

### **Public Health**

- Health Unit
- Long Term Care Homes

## **SERVICES FROM OTHER LEVELS OF GOVERNMENT**

Services that are provided at the Provincial and Federal level include:

### **Federal**

- Census
- Citizenship
- Copyright
- Criminal Law
- Defense
- External & International Relations
- Employment Insurance
- Money & Banking Regulations
- Postal Service
- Transportation

### **Provincial**

- Environmental
- Education
- Health
- Justice
- Natural Resources
- Property & Civil Rights
- Community & Social Services
- Transportation



# OUR COMMUNITY PRIORITIES

## 3.0



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## VISION

Advancing a culture that supports the development of a sustainable community aligned with the stewardship of our natural environment.

## MISSION

Our Mission is to guide growth to the community as it comes to Limerick Township. We strive to protect and enhance the natural environment and culture of Limerick Township by promoting stewardship of the land. We want to do this while funding the municipality in a manner that maximizes services and minimizes the costs for those services.

## COMMUNITY VALUES

Community values highlighted during the Community Improvement Planning engagement process are:

**Wildly Authentic Community** – We are a “one-of-a-kind”, wildly authentic community that enjoys the natural, outdoor life

**Proud** – We are proud of our community, and its strong sense of familiarity, belonging, and a feeling of home

**Inclusive** – We aim to be inclusive of everyone who visits or resides in our community

**Supportive** – Community services is a fundamental value, and we value and appreciate the strong volunteer base that contributes to the life and safety of our community

**Diverse** – We enjoy a broad and diverse culture, and are welcoming and respectful of the diverse groups that make up our community

**Rural** - We are a rural community where the outdoor life is ingrained into the fabric of who we are. We are a quiet, peaceful community where residents can enjoy uncrowded spaces and serene landscapes.



## CORPORATE VALUES

Corporate values highlighted during the Community Improvement Planning process are:

**Service-Oriented** – Our staff are dedicated and proud to support the community and strive to deliver excellent customer service

**Caring** – We are a small municipality where people serve people, and residents receive individual attention to their needs.

**Fiscally Responsible** - We are fiscally responsible and prudent with our resources, and work to manage the cost of our services as much as possible.

**Collaborative** - We work well together, support each other and are open to working with other municipalities to meet the needs of our communities.

**Enthusiastic** – We value our colleagues, genuinely care about them and go out of our way to help when help is needed.





# OUR COMMUNITY IMPROVEMENT PLAN

## 4.0



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## OVERALL STRATEGIC PRIORITY

The overall strategic priorities identified for the Community Improvement Plan for the Township of Limerick are:

- **Guide Growth**
- **Protect and Enhance our Environment and Culture**
- **Maximize Service and Minimize Cost**

These goals are further explored in the following sections.

### Guide Growth

- Central Hub for Communications & Education – ONE PLACE FOR ALL NECESSARY INFORMATION
  - Upcoming Events from Lake Associations, Community Centre, Surrounding Municipalities
  - Historical information on different lakes and historical sites
  - Central listing for local businesses and services offered
- Streamline Planning processes, permitting, grants
- Develop Partnerships by actively seeking development partners
  - Housing Complexes, schools, assisted living complexes, rural transit systems

**Suggestion:** Address Human Resource considerations for a Community Development Coordinator, or Community Communications Coordinator to focus on events and opportunities in Limerick and surrounding municipalities and associations. Investigate potential for this role to be shared with surrounding municipalities.



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## Protect and Enhance our Environment and Culture

- Comprehensive Education with a focus on all ages from children to adults
- Accessing partners in FOCA/EORN/FORH/EOTA/Indigenous Partners/Parks and Rec
- Signage and Placards for information and historical purposes
  - Purchase bench placards, Information Boards, Historical Boards
- Lake/Trail/Land Stewardship
  - Have someone staffed to organize a comprehensive plan. This can be achieved by reaching out to all the identified partners and ensuring that a central calendar of events is available. Examples of Stewardship Partners could include:
    - Herbal Medicine Practitioners
    - Indigenous Partners
    - Land'Escapes
    - Foraging Experts

## Maximize Service and Minimize Cost

- Provide Services In a fiscally sustainable manner
  - Tax increase limits (grow the tax base in order to limit tax increases)
  - Investment in capital infrastructure
  - Reinvestment of Recycling funds
  - Partnership and fundraising opportunities
  - Maintaining Service Leves vs. Cutting Costs
    - Fundraising – Local Events (farmers market, cottage rentals, Limerick Specific annual event)
    - Advertise it, promote it, and they will come





# GETTING IT DONE

## 5.0



## **GETTING IT DONE**

The Community Improvement Plan sets the direction for the municipality. The plan should be reviewed annually to ensure that the focus areas and strategic directions are still current. The Council can amend the plan at any time. Unlike corporate business plans, the Community Improvement Plan is designed to guide the municipality on its desired direction.

## **HOW THIS RELATES TO OTHER PLANS**

In addition to the Community Improvement Plan, there are other plans within a municipality. There are Asset Management Plans, Official Plans (upper tier), Community Safety and Well Being Plans, etc.

Each of these documents looks at some aspects of the municipality and define priorities and direction for its area of focus. An Asset Management Plan, for example, defines the infrastructure assets in the municipality, their condition and the maintenance, rehabilitation and replacement plans for each asset. This is a schedule of the optimal process for maintaining each asset.

While plans may lay out an optimal schedule, that doesn't mean the municipality needs to proceed based on that schedule. Investments can be accelerated, and they can also be deferred. But, there is a risk in doing either and that risk needs to be understood. There can also be good reasons to make those choices. However, every plan is an input to the municipality and its strategic priorities. The Community Improvement Plan defines the committed priorities of the organization, and guides the actual choices made of what will be done and when.

## **HOW WE WILL PARTNER**

Any Community Improvement Plan results in a great deal of work to be done. It is work that the municipality cannot do alone. Successful



realization of the planned results will involve the efforts and contributions of many people and many other organizations.

To achieve our strategic goals, the municipality will partner with a number of organizations including:

- **The County** – We will explore collaborative opportunities that can help to streamline services and improve service delivery to our residents.
- **Other Municipalities** – We are committed to partnering with other municipalities that can help us to better ensure effective and affordable service delivery. This includes looking at opportunities to share services with surrounding municipalities such as Tudor and Cashel Township, Wollaston Township, Town of Bancroft and more.
- **Volunteer and Service Groups** – Some of the work can be done by the municipality, but there are opportunities for the community as a whole, though volunteer efforts to contribute to the realization of the goals contained here.
- **Indigenous Partners** - We will work closely with our Indigenous partners to promote stewardship of the land and find collaborative funding opportunities.





## HOW WE WILL KEEP TRACK

Plans are important. Results from those plans are even more important. We will continue to monitor the results of this plan – and report those results to Council and to the community on a regular basis. This will include quarterly reports to Council and annual review of the Community Improvement Plan. Tracking and reporting will involve two important perspectives:

- **Attainment of the plan.** This answers the question, are we doing the things we said we would do? We will monitor and ensure that each of the actions that were identified in the plan have been undertaken, and that they have delivered on their intended results.
- **Attainment of results.** This answers the question, is what we are doing making a difference? The purpose of the strategic plan is to make meaningful change for the community. Part of our evaluation will be ensuring that the changes we desired are actually occurring.

## REPORTING DEFINITIONS

**SHORT TERM** – 1-2 Year time frame – These will be reported quarterly to Council with the quarterly financial statements.

**MEDIUM TERM** – 2-4 Year time frame – These will be reported on a Bi-Annual Basis (twice per year) to Council with financial statements.

**LONG TERM** – 4-6 Year time frame – These will be discussed annual at the public Budget Discussion meeting, unless more discussion is necessary





## LIMERICK TOWNSHIP COMMUNITY IMPROVEMENT PLAN STRATEGIES

**VISION:** Advancing a culture that supports the development of a sustainable community aligned with the stewardship of our natural environment

GUIDE GROW TH	PROTECT AND ENHANCE OUR ENVIRONMENT AND CULTURE	MAXIMIZE SERVICE AND MINIMIZE COSTS
<p><b>Short Term</b> - Create a Central Communications Hub for events or activities in local and surrounding areas</p> <p><b>Medium Term</b> - Develop Service Partnerships with local associations, businesses, and non-profits</p> <p><b>Long Term</b> - Streamline the Municipal Planning Process to facilitate development and growth within the municipality</p>	<p><b>Short Term</b> - Access Partners for Parks and Recreation</p> <p><b>Short Term</b> - Signage and Placards for information purposes on historical landmarks and beaches</p> <p><b>Medium Term</b> - Education with a focus on all age groups</p> <p><b>Long Term</b> - Lake/Trail/Land Stewardship, forming partnerships with Indigenous Experts</p>	<p><b>Medium Term</b> - Limit Annual Tax Increases through increasing the tax base</p> <p><b>Long Term</b> - Investment in Capital Infrastructure - Asset Management and Reserves</p> <p><b>Long Term</b> - Partnership and Fundraising Opportunities to reduce the impact on the tax base</p> <p><b>Long Term</b> - Maintain Service Levels</p>

**VALUES:** Wildly Authentic, Proud, Supportive, Diverse, Inclusive, Rural, Service-Oriented, Fiscally Responsible, Collaborative

**REPORTING DEFINITIONS:**

Short Term = 1-2 Years - Quarterly with Financial Reports  
 Medium Term = 2-4 Years - Bi-Annual Reporting with Financial Reports  
 Long Term = 4-6 Years - Annual at Budget Discussions unless more is necessary

