

**SOUTH
GLENGARRY**



Ontario's Celtic Heartland

Township of South Glengarry Strategic Plan 2019-2022

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Introduction

On June 22 & 23, 2019 the Council and Management Team of the Township of South Glengarry held a planning workshop to develop a strategic plan for the Township.

OBJECTIVES

The objectives of the strategic planning workshop were to:

- Assess the Township's strategic environment
- Review the vision, mission and values statements to guide the Township's future actions and decisions
- Identify Council's top priority goals for 2019-2022
- Develop key strategic directions that will achieve those priority goals
- Discuss the next steps in the process of developing Council's strategic plan

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Strategic Environment

The following have been identified as the Township's strengths, opportunities, challenges and risks:

Strengths and Opportunities

- Preferred and strategic location for residency, business and visitation
- Attractive waterfront
- Unique history and culture
- Strong community spirit
- Agricultural base
- Transportation infrastructure
- Good financial position
- Strong leadership team
- Clearly identified brand
- Commercial development potential
- Partnership possibilities
- Financial tools

Challenges and Risks

- Ensuring healthy reserves
- Infrastructure deficit
- Limited regional economic base
- Dispersed population
- Unreliable government funding
- Servicing developable land
- Retaining and attracting youth
- Strengthening partner relations
- Increasing legislative demands (i.e. red tape)
- Dealing with private roads
- Managing expectations
- Providing services in French
- Small scale municipal organization

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Vision Statement

A vision statement provides direction to an organization. It creates a picture of the future and provides inspiration, answering the question, “Where do we aim to be?”

Our Vision

“A historically unique and proud community committed to an innovative future”

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Mission Statement

A mission statement describes the purpose and function of an organization. It answers the questions, “What do we do? What makes us different?”

Our Mission

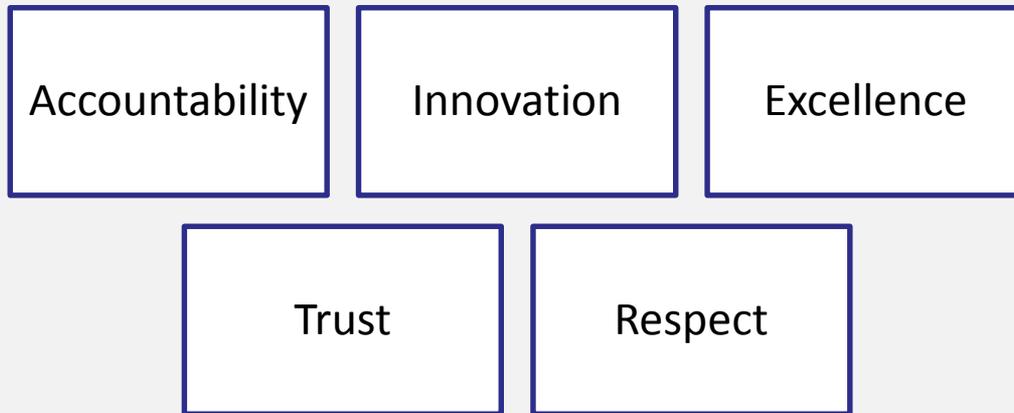
The Corporation of the Township of South Glengarry is committed to excellence in the efficient delivery of municipal services in a fiscally responsible manner that maximizes the quality of life of our unique community and residents.

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Our Values

Our core values underlie the thinking, decisions and actions of our Council and staff. These values reflect and shape the culture of our organization. The Township of South Glengarry's core values include:



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What these values look like in practice:

Accountability

- Complying with legislation
- Communicating openly
- Using facts in decision making
- Making information available
- Setting goals
- Delivering our commitments on time and on budget

Innovation

- Being proactive
- Encouraging creativity
- Seeking out feedback
- Pursuing opportunities to improve
- Leveraging technology
- Applying best practices

Excellence

- Setting and achieving high standards
- Recognizing accomplishments
- Promoting learning and development
- Delivering high quality services on a consistent basis
- Evaluating our performance

Trust

- Building trust by acting ethically and with integrity
- Being fair and consistent
- Following up on our commitments

Respect

- Being honest, empathetic, helpful and professional in our dealings with people

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Strategic Goals

The following are Council's five strategic goals to focus on and accomplish this term.

Goal 1

Enhance economic growth and prosperity

Goal 2

Invest in infrastructure and its sustainability

Goal 3

Strengthen the effectiveness and efficiency of our organization

Goal 4

Improve quality of life in our community

Goal 5

Improve internal and external communication

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Goal 1: Enhance economic growth and prosperity

Strategic Directions:

- 1.1 Establish a branding strategy
- 1.2 Facilitate industrial park-like development
- 1.3 Champion a regional approach to an economic development and tourism strategy
- 1.4 Pursue opportunities to develop a connected community to extend services to grow residential, agricultural and industrial development (ie. Internet, cell coverage, natural gas).
- 1.5 Initiate the development of a business plan for the Cornwall Regional Airport



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Goal 2: Invest in infrastructure and its sustainability

Strategic Directions:

- 2.1 Improve and implement asset management plans based on capital condition assessments
- 2.2 Pursue funding sources and partnerships to maintain our infrastructure
- 2.3 Develop an internal financing strategy to support infrastructure sustainability (development charges, reserves, debt financing)
- 2.4 Review and assess levels of service provided through municipal infrastructure (roads, fire, parks, facilities, etc.)



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Goal 3: Strengthen the effectiveness and efficiency of our organization

Strategic Directions:

- 3.1 Initiate an organizational review
- 3.2 Evaluate the configuration of our office space
- 3.3 Strengthen cross-training among staff positions



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Goal 4: Improve quality of life in our community

Strategic Directions:

- 4.1 Update the Master Recreation Plan
- 4.2 Promote the Active Living Charter
- 4.3 Enhance environmental advocacy and waste diversion strategies
- 4.4 Develop and implement a series of beautification plans for the hamlets/villages
- 4.5 Identify and support the closure of commercial and retail gaps in the community



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Goal 5: Improve internal and external communications

Strategic Directions:

5.1 Develop a strategy for internal and external communication

5.2 Diversify communications methods

5.3 Explore opportunities to enhance and improve the delivery of customer service

5.4 Develop meaningful partnerships with community stakeholders (schools, municipalities, provincial ministries, etc.)



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Implementation

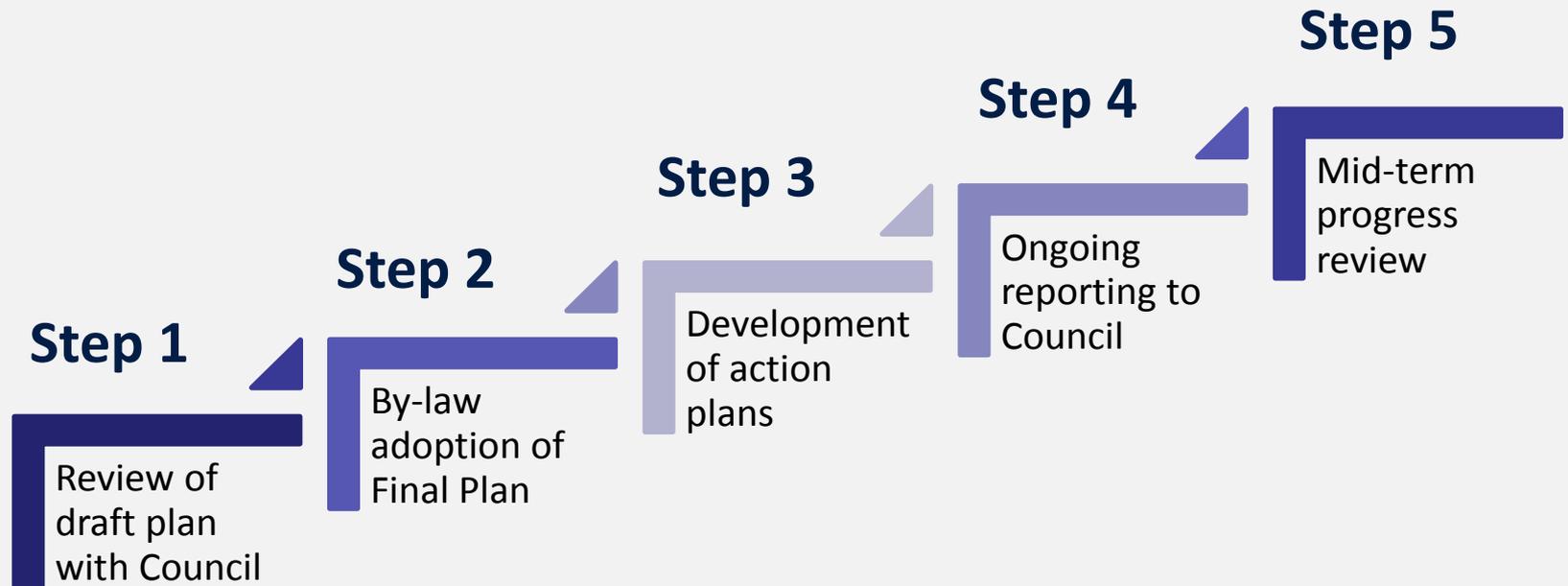
How will the plan be measured?

- Departmental action plans will be developed in order to implement the strategic directions identified in the plan.
- The plans will identify responsibilities and timeframes for actions.
- Staff performance goals will align with the goals of the strategic plan.
- The budget will align with and support the strategic plan's goals and objectives.
- Progress of the plan will be measured by the Chief Administrative Officer and will be reported to Council quarterly.
- Reporting will include the status of the directions and associated actions and whether they are on time and on budget.

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Next Steps



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