



**2021
STRATEGIC PLAN
UPDATE**

2021 Strategic Plan Update

FORWARD

Moving forward, the Township will work towards implementing the plan through strategies and activities identified by Council, township staff and Committees.

2021 Strategic Plan Update

Vision

Our Township is recognized as a welcoming and healthy community with a strong municipal government providing cost effective services and infrastructure. We will earn this reputation by:

- Attracting at least ten small businesses;
- Enabling new housing developments;
- Growing our recreational opportunities and trails;
- Securing high speed internet throughout the Township;
- Upgrading our roads;
- **Upgrading our fire services.**

*(A **vision statement** is the anchor point of any **strategic plan**. It outlines what an organization would like to ultimately achieve and gives purpose to the existence of the organization. A well written **vision statement** should be short, simple, specific to your business, leave nothing open to interpretation.)*



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Strengths

- Strong volunteer base
- Excellent geographical location with close proximity to international border and urban centres. Situated along the 400 series highway and St. Lawrence River.
- Dedicated and transparent staff and council with dedicated sense of local community.
- A number of local attractions and recreational opportunities, such as the 1000 Islands bike path, 7 campgrounds, Federal and Provincial parks, Skywood Eco Park.
- Financially sustainable:
 - Low debt
 - Competitive tax rate
 - Consistent tax base
- Broad range of services provided to residents:
 - Independent Public Works Department and Fire Department
 - Municipally owned waste disposal site
 - Community Centre and Library services



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Weaknesses

- Lack of financial resources and limited tax base.
- Lack of fixed infrastructure:
 - Natural gas
 - Water
 - Sewers
- Meeting provincial regulations/requirements as many policies and by-laws require updating
- Dependence on government funding
- Regional issues:
 - Low projected regional population growth
 - Challenging regional business economy
 - Lack of highspeed internet/consistent cell phone services



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Opportunities

- Cooperation/partnership with St. Lawrence Corridor Economic Development Commission
- New funding:
 - Main Street Revitalization Initiative
- New technology for small scale services
- Pursue growth and development through partnerships



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Threats

- Lack of infrastructure to attract business:
 - Natural gas
 - Water
 - Wastewater
- Higher level government decisions:
 - Amalgamation
 - United Counties of Leeds and Grenville planning
 - School boards
- Smaller families:
 - Threat to school
 - Recreation programming
- Financial constraints:
 - Provincial/federal funding opportunities
 - Difficulty accessing/qualifying for grants



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Strategies

1. Communications and Public Engagement
2. Economic Growth
3. Improve Services to Residents
4. Improve Governance
5. Build Reserves

Responsibilities

Council

Staff

Township Committees



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2018 – 2020 REVIEW

PRIORITY 1: COMMUNICATIONS & PUBLIC ENGAGEMENT					
Specific Objective: 1.1 Clearly communicate what our plans are to as many residents as possible 1.2 Engage residents so that we understand their needs and priorities					
Actions	Timeline	Responsibility	Outcomes	Evaluation	Next Steps
1a. Social media strategy 1b. Volunteer Recognition Event 1c. Digital Sign	2018-19	Council Staff Committees	Completed: ✓ Social Media Strategy ✓ Strategic Plan open house ✓ Digital Sign	<ul style="list-style-type: none"> • Facebook “likes”: 536 • Facebook “followers”: 663 • Monthly newsletter mailed to every residence in Twp. • Newsletter emailed to 951 addresses. • Volunteer recognition event was held in 2018. • Committee meetings include public presentations and workshops to help engage residents. • Committee structure by-law outlines a process for communication of agendas and minutes for public access. 	<ul style="list-style-type: none"> • Continue forward with strategy for annual volunteer recognition events. • Continue to explore opportunities to measure effectiveness of communication tools.
PRIORITY 2: ECONOMIC GROWTH					
Specific Objective: 2.1 Attract four new businesses by December 2019 2.2 Support our existing business community					
Actions	Timeline	Responsibility	Outcomes	Evaluation	Next Steps
2a. Update existing Economic Action Plan 2b. Engage with newly formed 1000 Islands	2018-19	Council Staff Committees	Completed: ✓ Ongoing engagement with Corridor	<ul style="list-style-type: none"> • 5 new businesses • Zoning amendment has been approved for cannabis retail outlet 	<ul style="list-style-type: none"> • Economic Action Plan update is being conducted by the CDC. • Currently discussing future

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<p>Corridor to promote businesses and growth in the area 2c. Explore properties to make shovel ready housing and commercial expansion</p>			<p>Commission</p>		<p>land uses for former CN property (Parkview Rd)</p> <ul style="list-style-type: none"> • Goal of attracting 10 businesses by 2023 • Working to develop more local township-based support from the corridor Commissioner • Continue forward with strategy for annual business recognition event. • Review policies to ensure they support economic growth.
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PRIORITY 3: IMPROVE SERVICES TO RESIDENTS

Specific Objective: 3.1 Staff training and development to increase our internal capacity

Actions	Timeline	Responsibility	Outcomes	Evaluation	Next Steps
<p>3a. Review training requirements/needs for each department</p>	<p>2018-2019</p>	<p>Council Department Heads</p>	<p>Completed: ✓ Review of annual training requirements</p>	<ul style="list-style-type: none"> • Both administration & public works staff have completed a number of correspondence courses, seminars, webinars, meetings that are directly related to their job. • Annual training review is completed by department heads. 	<ul style="list-style-type: none"> • Continue with annual training courses, seminars, webinars, etc. • Training is reviewed through annual performance appraisals • Fire Department to continue with Fire Master Plan.

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PRIORITY 4: IMPROVE GOVERNANCE					
Specific Objective: 4.1 Ensure our policies are current, relevant and user-friendly					
Actions	Timeline	Responsibility	Outcomes	Evaluation	Next Steps
4a. Ensure by-laws and policies are up to date by keeping on top of current legislation 4b. Comparing with other similar municipalities, where applicable	2020	Department Heads Council	Completed: ✓ Policy and Procedures manual has been reviewed and updates to policies is currently being undertaken. ✓ Association meetings are attended. Fed. and prov. updates are being reviewed, as received.	<ul style="list-style-type: none"> A number of policies and by-laws have been updated and created within the past year (e.g. update to Council Code of Conduct, Flag Protocol, Unopened Road Allowances) Follow up on initial review of policies and procedures. 	<ul style="list-style-type: none"> Liaise with neighbouring municipal clerks & CAOs, when necessary for policy and by-law research.
PRIORITY 5: BUILD RESERVES					
Specific Objective: 5.1 Contingencies created for future needs in key areas					
Actions	Timeline	Responsibility	Outcomes	Evaluation	Next Steps
5.a Full update of Asset Management Plan in 2020	2020	Department Heads	Completed: ✓ Strategic Asset Management Policy adopted in 2019	<ul style="list-style-type: none"> Training course was taken by Treasurer and PW Superintendent in 2021. 	<ul style="list-style-type: none"> Asset management planning regulation amended to extend timeline for completion of plan. The new timelines are as follows: <u>July 1/22</u>: plans to include

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					core municipal infrastructure assets <u>July 1/24</u> : plans to include all other assets <u>July 1/25</u> : plans to include service levels and their appropriateness; a lifecycle management and financial strategy; funding sources and needs; and other assumptions
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SCORECARD		
Action	Outcomes	Next Steps
Attract 10 new businesses by 2023	<p>New Businesses:</p> <ul style="list-style-type: none"> ✓ BUSL Cidery ✓ Orchel Bakery and Lavender Boutique ✓ Mallorytown Pharmacy ✓ Blackwood Guitar Company ✓ BRU Micro Brewery <p>Zoning By-law Amendment has been approved for cannabis retail outlet.</p>	<ul style="list-style-type: none"> • Ongoing engagement with St. Lawrence Economic Development Corridor Commission
All staff to have training plans in place	<p>Staff complete a minimum of 1 course per year.</p> <p>Public Works staff complete annual 'Road School' at a minimum per year.</p>	
Township grow by a minimum of 50 new homes and rental units	<p>Building permit stats:</p> <ul style="list-style-type: none"> ✓ 2018 – 2020: 17 SFD permits issued ✓ 2021: 1 SFD permit issued to date <p>Severance applications:</p> <ul style="list-style-type: none"> ✓ 2018 – 2020: 22 applications received ✓ 2021: 4 applications received to date 	
Increased number of recreation opportunities for our residents	<p>Recreation Park upgrades 2018/2019:</p> <ul style="list-style-type: none"> ✓ New rink with boards ✓ Canteen addition to pavilion <p>2020 Grant:</p> <ul style="list-style-type: none"> ✓ Pickle ball court rehabilitation project began <p>Partnership with FAB:</p> <ul style="list-style-type: none"> ✓ Story Walks ✓ Workshops <p>Partnership with TLTI & Gananoque:</p> <ul style="list-style-type: none"> ✓ Adventure Awaits ✓ Resource guide for seniors ✓ Planning of recreation activities <p>2021 Grant/Partnership with Legion:</p> <ul style="list-style-type: none"> ✓ Repairs to horseshoe pits at recreation park ✓ Senior support and recreation opportunities 	<ul style="list-style-type: none"> • Research grant opportunities to complete pickle ball court • Healthy Communities Grant: application submitted for new trail system at Recreation Park

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Balanced budget each year	2020 budget surplus	
100% of residents have high speed internet available by 2023.	Established broadband committee Letter of support to Lansdowne Telephone	<ul style="list-style-type: none">• Continue to advocate with Federal and Provincial government to declare highspeed internet an essential service. and Provinces