

Township of
NORTH GLENGARRY

**CORPORATE STRATEGIC PLAN
2019-2023**

OCTOBER 2019

**NORTH
GLENGARRY**

Ontario's Celtic Heartland

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Executive Summary

With its unique and vibrant community, the Township of North Glengarry possesses an enviable quality of life, which is reflected in its rural and small-town character. The Township is committed to preserving its agricultural and natural resources, its historical and cultural heritage, and its quality municipal services. The Council of the Township of North Glengarry is united in their desire to do what is right for the Township by building a foundation for a great future and working with committed staff who are dedicated to making a difference.

The Township faces several challenges, but also has many exciting opportunities. We need to ensure the Township remains viable and sustainable in the future. This requires continued investment in our municipal assets and infrastructure, to ensure that we continue to offer exemplary services to the residents of North Glengarry.

The purpose of developing a Corporate Strategic Plan is to establish where a community, as a whole, wants to be in the future and what actions will be taken to get there. The strategic priorities included in this plan are in addition to the ongoing critical work that is carried out by the Township Staff in each of its departments.

We asked five questions of our residents and stakeholders to gather information on: Strengths, Challenges, Values, Vision and Priorities. We gathered this information from multiple sources: online and hard copy surveys, one-on-one interviews, focus groups, and strategic planning sessions. We received 464 survey responses, completed 10 one-on-one interviews, conducted 4 focus groups with a variety of groups from the community, and held a Council and Staff Strategic Visioning Session.

From our Community Consultations and Strategic Planning Session, the result was that North Glengarry is a great place to live! The strengths and values that were identified were: the people, our location, community assets, the natural environment, our culture and rich history. This Strategic Plan is focused on those values and sets achievable goals grouped into three main strategic focus areas: Infrastructure; Assets; and, Services.

The strategic goals and objectives and related action plan are detailed in this Corporate Strategic Plan. The actions were formulated as a result of council priorities and community feedback. Staff are committed to achieving these goals through the action plan and departmental workplans.



Message from the Mayor and Chief Administrative Officer

On behalf of the Council and Staff of the Township of North Glengarry, we are pleased to present our 2019 Corporate Strategic Plan.

This document will serve as a compass to the future and reflects Council's commitment to action. This Strategic Plan will act as a guide for the decisions made by Council and for the allocation of both human and fiscal resources to ensure the objectives contained in this planned are achieved through the actions of Staff.

The Corporate Strategic Plan focuses on three main areas: Infrastructure, Assets and Services. Within each of these focus areas, there are a series of achievable goals and objectives. Throughout the implementation of the plan, the Senior Management Team and their staff will work to ensure that departmental policies, procedures and plans align with the goals and objectives contained in this document.

We wish to thank Council, the community, and staff for their input into this strategic plan. The consultation process has given us a clear direction and provided insight into the Township's opportunities and challenges, which formulated the goals and objectives.

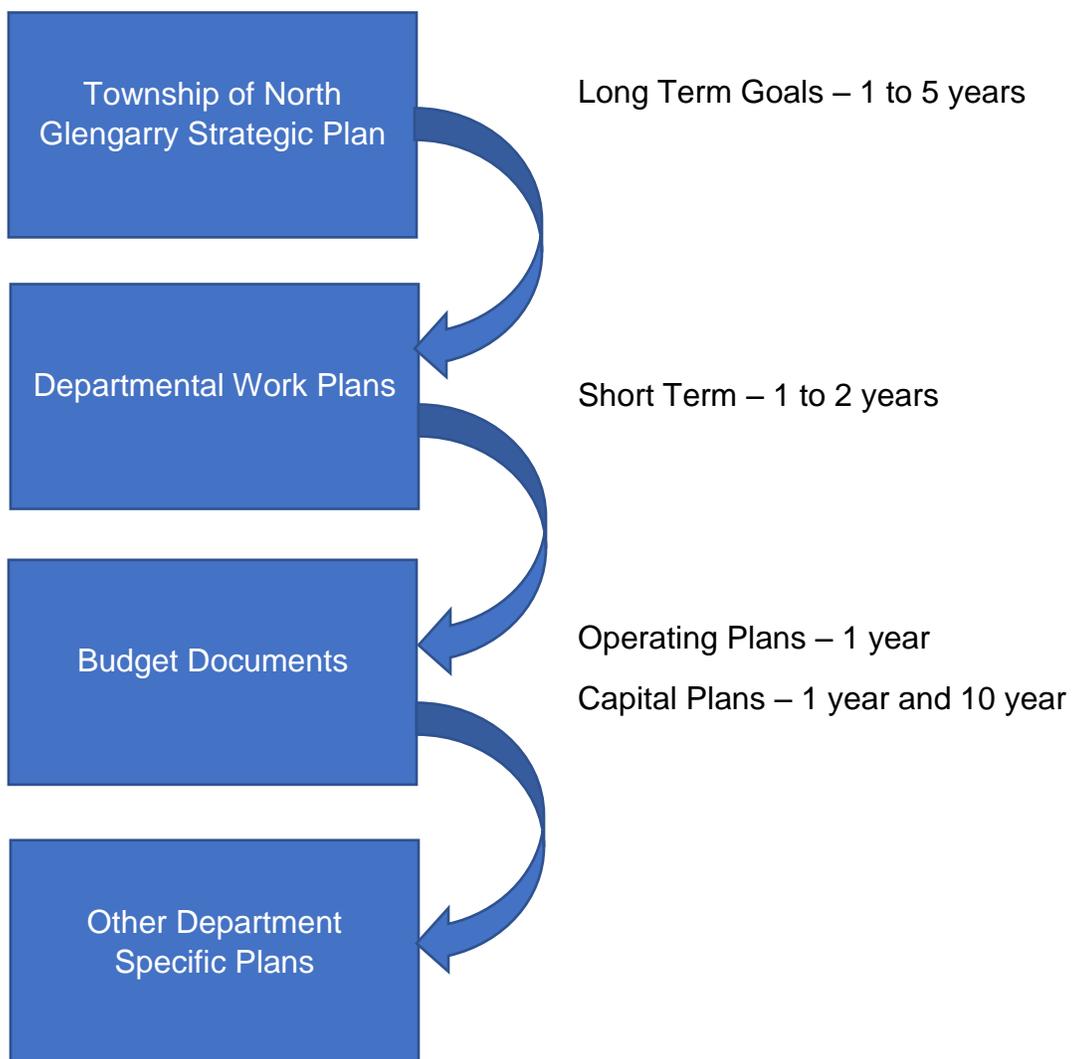


Plan Implementation

A Strategic Plan is an important document for any municipality, but it is only the first step. The real measure of success lies in the implementation and adherence to the initiatives and priorities that are contained in this document. The Strategic Plan will be a living document which will be reviewed annually, at minimum.

Dedication to this Corporate Strategic Plan is important, and both Staff and Council are committed to the implementation of this Plan. The Plan will be integrated into the departmental workplans, budgeting process, and performance management.

Progress reports on the Strategic Plan will be presented to Council on a quarterly basis. In these reports, Staff will update Council on progress and identify any changes to the scope or the timelines for achievement of the plan.



Strategic Goals and Objectives

Strategic Focus: Infrastructure

To enhance the critical infrastructure in the Township's settlement areas.

Improve the quality of Township's road network.

Divert heavy truck traffic from County and Township roads.

Strategic Focus: Assets

Optimize the service and costs of the waste management practices in the Township.

Maximize taxation revenue and good land usage practices for municipally owned land.

Ensure Township facilities are used in an efficient manner.

To promote and encourage environmental stewardship in the Township.

Strategic Focus: Services

Ensure the Township is ready for business development and residential growth

Timely and relevant communications in the appropriate medium in a predictable and understandable way.

Establish a strong corporate culture of customer service.

To be corporately responsible by ensuring the Township has the proper policies.



Strategic Focus: Infrastructure

Strategic Objective: To enhance the critical infrastructure in the Township's settlement areas.

Actions	Department(s)	Timeline
Provide safe potable water to the residents of Maxville.	Public Works	End of 2020
Upgrade the waste water treatment system in the Town of Alexandria to improve the process of removing toxins and meeting the Ministry of the Environment specifications and regulations.	Public Works	Contingent on Funding

Strategic Objective: Improve the quality of Township's road network.

Actions	Department(s)	Timeline
Provide a cost benefit analysis of road types for each Township road.	Public Works	End of 2020

Strategic Objective: Divert heavy truck traffic from County and Township roads

Actions	Department(s)	Timeline
Develop a plan in collaboration with the County to redesign specific roads for diverting heavy truck traffic.	Public Works	Ongoing

Strategic Focus: Assets

Strategic Objective: Optimize the service and costs of the waste management practices in the Township.

Actions	Department(s)	Timeline
Conduct a cost benefit analysis for the RARE plant.	Public Works	Spring 2020
Review the curbside collection program for the feasibility and costs savings by collecting the garbage internally or contracting the services to a private company.	Public Works	End of 2020

Strategic Objective: Maximize taxation revenue and good land usage practices for municipally owned land.

Actions	Department(s)	Timeline
Create a list of all municipally owned land and properties. Evaluate each of the properties for municipal use vs land sale or development. Present the report and recommendations to Council for approval.	Clerk's Department/ Planning Department	Spring 2020

Strategic Objective: Ensure Township facilities are used an efficient manner.

Actions	Department(s)	Timeline
Maximize the use of recreation facilities by identifying opportunities and gaps in current usage of facility times.	Community Services	End of 2020

Strategic Objective: To promote and encourage environmental stewardship in the Township.

Actions	Department(s)	Timeline
Create a Tree Canopy by-law and permitting system.	Planning	Spring 2020
Investigate ways to increase the waste diversion rate.	Public Works	End of 2020

Strategic Focus: Services

Strategic Objective: Ensure the Township is ready for business development and residential growth.

Actions	Department(s)	Timeline
Develop a plan to attract residential development across all demographics in Maxville and Alexandria following the completion of the infrastructure projects.	Economic Development/ Planning/ Building	Spring 2020
Continue to be an active partner in the Eastern Ontario Regional Network advocating for improved broadband and cell gap coverage.	Economic Development/ CAO	Ongoing
Showcase the Township's readiness for industrial and commercial business through a marketing plan.	Economic Development	Spring 2020

Strategic Objective: Timely and relevant communications in the appropriate medium in a predictable and understandable way.

Actions	Department(s)	Timeline
Develop a communications plan to improve communications with residents and stakeholders.	Economic Development/ CAO	End of 2019

Strategic Objective: Establish a strong corporate culture of customer service.

Actions	Department(s)	Timeline
Provide training to all departments on excellence in customer service.	All Departments	Ongoing

Strategic Objective: To be corporately responsible by ensuring the Township has the proper polices.

Actions	Department(s)	Timeline
Complete a development charges feasibility study.	Building/ Planning	Spring 2020
Review current by-laws for enforcement.	Building/ By-law	End of 2020