

TOWNSHIP OF SOUTH STORMONT Strategic Plan 2015-2020



Come See For Yourself!



Letter from the Mayor

After weeks of preparation and an on-line survey to garner community input, on August 27, 2015, staff and Council commenced a Strategic Planning Day. The professional facilitators Mr. Greg Libitz and Ms. Donna Silver-Smith led participants (5 council members and 15 staff members) through a 2-hour training session on strategic planning that included making decisions incorporating best practice examples, learning about mission, vision and the creation of values to achieve goals, and a focus on a desired future of shared goals.



Within our municipal boundaries, the Township of South Stormont is growing. Statistics Canada reported a positive growth rate. We confirm that the number of new residential units in South Stormont for 2014, and year-to-date for 2015 are 61 and 46 respectively. South Stormont also continues to maintain one of the lowest tax rates in our region. This is all positive.

The recent addition of a Planner / Economic Development Officer on staff in South Stormont will provide Council with opportunities and collaboration in the area of development. The sharing of joint services with SD&G Counties and the building of relationships with agencies such as Cornwall and the Counties Tourism and the business community, the work of the Eastern Ontario Warden's Caucus are examples of partnerships that benefit our region.

The challenges facing all levels of government are enormous and require due diligence on a daily basis. We all need to work together for the common good of the taxpayer.

With the completion of a South Stormont Corporate Strategic Plan this year, I believe that Council and staff can focus on solid, well prepared financial plans that provide the leadership and representation the taxpayers of South Stormont expect. We commit to our VISION and MISSION by monitoring the goals and objectives as provided for in the approved Strategic Plan.

Warmest regards,
Mayor Jim Bancroft



Community Profile

The Township of South Stormont, with a population of 12,617, is located in eastern Ontario and is one of six lower tier municipalities within the United Counties of Stormont, Dundas and Glengarry (SD&G). The south end of the Township extends along the north shore of the St. Lawrence River and borders the City of Cornwall to the east and the Township of South Dundas to the west.

History and Services

South Stormont was created on January 1, 1998 from two former municipalities namely the Townships of Cornwall and Osnabruck. The mandate of the Township as a local government body is direct responsibility, and providing the day-to-day services including protection to persons and property, roads, bridges, water/wastewater services, waste management, planning and economic development, recreation and culture. The township offers rural, residential and retirement living with access to many recreational activities. The region is rich in history and bears traces of Aboriginal people, explorers from the era of New France and battlefields from the war of 1812.

Annual Gross Expenditures

The annual budgets for 2014 and 2015 average \$15.1 M dollars. Based on an average residential assessment of \$199,000, the 2015 taxes paid in South Stormont was \$2,430. Of the total property taxes collected, the township retains thirty-five percent (35%) for municipal purposes. The 2015 budget expenditure percentages by department are: Transportation 24%, Water and Wastewater Services 24%, Parks and Recreation 7%, Development 17%, Protection to Persons and Property (includes Fire and Building) 10%, Waste Management 7% and General at 11%.



Background

Corporate Strategic Plan 2015-2020

The South Stormont Corporate Strategic Plan was developed by the Township of South Stormont in partnership with the Centre for Corporate Learning & Performance Improvement at St. Lawrence College. The plan confirms the organization's mission, sets the vision for the future and identifies values to guide behaviour in pursuit of the vision.

Council approved the award of RFP No. 08-2015 on May 27, 2015 for the Township of South Stormont's Corporate Strategic Plan to St. Lawrence College Corporate Learning & Performance Improvement.



Mission

South Stormont, offering quality services and facilities in a progressive rural setting.



Vision

Growth and innovation through responsible, caring leadership.



Values

In pursuit of our mission and vision, we believe in:

Communication	Community	Caring
Transparency	Innovation	Approachability
Integrity	Customer Service	Availability
Accountability	Growth	Understanding
Teamwork	Creativity	Respect
Professionalism	Continuous Improvement	Trust
Positive Attitude	Safety	Fairness

The following pages provide details of the four pillars, each supported by a number of strategic priorities, as established:



Goal 1

Maintain and Develop Infrastructure

- Develop roads master plan
- Review and expand asset management plan
- Enhance and manage IT (emergency event consideration)
- Develop, execute and maintain 5-year capital plan
- Implement fire master plan
- Complete EMS building
- Update vehicle replacement plan
- Update waste management plan
- Complete Ingleside sewer capacity study
- Support source water protection plan
- Update engineering plans and municipal drains
- Update recreation master plan
- Create cemetery action plan
- Create heritage building policies and action plan
- Evaluate current street light layout
- Expand South Stormont Seniors' Support Centre



Goal 2

Promote Efficient Services

- Advance customer service initiatives (HR, IT)
- Complete phase two of records management program
- Investigate joint partnership and service opportunities (ex. SD&G animal control)
- Develop HR strategy (succession planning, staff T & D)
- Develop procedure for business licenses
- Develop service delivery efficiencies and standards
- Implement ETF for Accounts Payable



Goal 3

Increase Community Engagement

- Develop marketing and communications plan
- Develop partnership strategy (service clubs, senior groups, volunteers, LVHS)



Goal 4

Foster Growth and Economic Development

- Educate and assist small businesses (grants and other assistance, CIP, accessibility)
- Review and update business retention strategy
- Review and update economic development strategic plan (new businesses)
- Promote/develop surplus properties and industrial parks
- Complete official plan review
- Review opportunities for acquisition of waterfront property
- Encourage provincial government to release surplus properties for development
- Complete recruitment strategy for medical professionals
- Implement strategy for higher density housing



Implementing the Strategic Priorities

Preparation of Action Plans

Department managers and applicable staff members will prepare the strategic actions to achieve each priority and develop more detailed implementation activities to support the goals / pillars. These activities will include specific tasks to be completed, responsibilities, timeframes and budget implications. This information will also assist with the development of the annual employee Performance Management Program (PMP), i.e. performance measures.

Business Planning and Budgeting

The detailed action plans will be reviewed and priorities established. This information will be used to develop the annual budget (business plan) for the Township of South Stormont. It will be important to review the action plans and the monitoring of the annual budget regularly. Prior to any adjustments, a change in priorities or new initiatives must be considered in the overall context of the Strategic Plan and must be supported by the Chief Administrative Officer and approved by Council.

Annual Review and Monitoring

On an annual basis, Council will review its progress through a report from the Chief Administrative Officer. The review may include an external facilitator to keep the momentum going and to assist in staying focused on Council's approved priorities and will provide an evaluation of the performance of the organization in achieving the actions contained in the Strategic Plan. The report should also highlight new challenges and issues which the township needs to address through new or updated goals or strategic actions. This step is essential in ensuring that the Strategic Plan remains a relevant document that will continue to guide the work of the Corporation.



Summary

Going forward, full details including the survey results are available on the township's website.

Council and the Senior Management Team (SMT) will focus on the approved strategic priorities to develop action plans to support corporate goals. Appropriate timelines for the implementation and the monitoring of each priority while using resources efficiently and effectively will progress as the action plans are incorporated on an annual basis, into the South Stormont's budget.

Council received the Key Information Report – Strategic Plan at its regular meeting of October 28, 2015.

