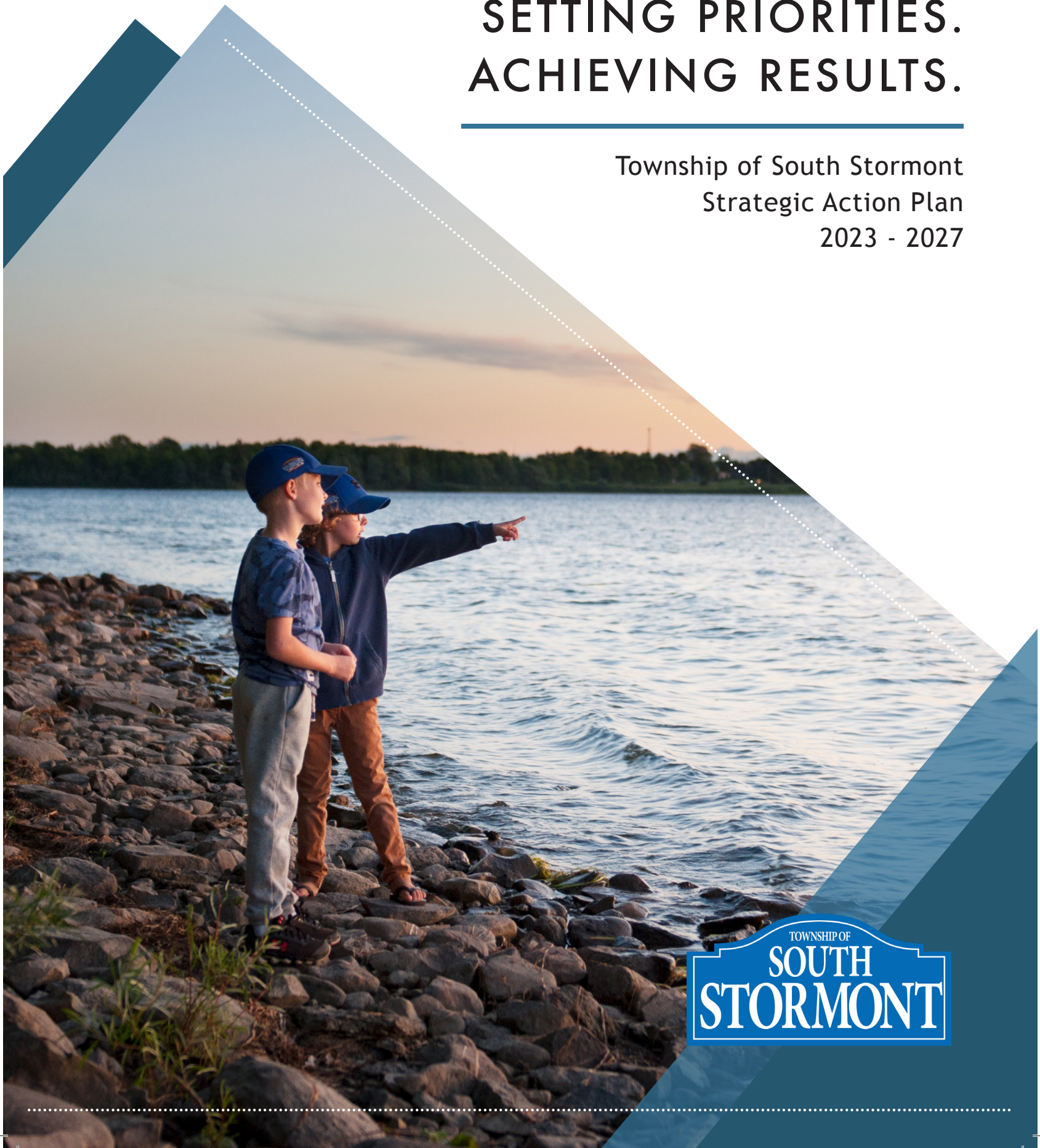


SETTING PRIORITIES. ACHIEVING RESULTS.

Township of South Stormont
Strategic Action Plan
2023 - 2027



**WORKING TOGETHER
TO GET RESULTS FOR YOU!**



A MESSAGE FROM YOUR MAYOR

I am proud to present our Strategic Action Plan. This is our roadmap to achieve positive results for our residents within this term of Council and beyond.

For those of us who call South Stormont home, we are reminded every day of our community's natural beauty and exceptional quality of life!

My Council colleagues and I take our leadership roles very seriously. We have worked hard with our professional staff team to create action-oriented goals to help us make our community an even better place to live, play, work, and raise a family. That is what this Strategic Action Plan is all about.

We also know that consistently delivering exceptional services to our community depends on spending our time, energy and money on the things that matter most to our residents. You told us that we need to improve the quality of our roads and take care of our municipal infrastructure. You want us to preserve and protect our natural environment and make our community even more welcoming to newcomers. You also want us to take actions to bring new local jobs and investment to South Stormont. We have listened to you.

On behalf of myself, Deputy Mayor and Members of Council, CAO Debi Lucas and the entire South Stormont Team, we are committed to working together as ONE TEAM to achieve positive results for our community.



Mayor Bryan McGillis





WHAT WE HEARD FROM YOU

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This project began with an invitation to our residents to tell us why South Stormont is a great place and what we can do to make it even better. Between May 22 - June 23, 2023, residents had the opportunity to provide their responses to an online questionnaire. We thank the 269 residents who provided valuable input that helped shape this Plan.

We asked you which local government services were most important to you and your household. You told us: >>>

1

POLICE, FIRE AND EMERGENCY SERVICES

Was the most popular selection, with an average score of 4.6/5.

.....

2

SAFE AND WELL- MAINTAINED ROADS

Average score of 4.5/5.

.....

3

GARBAGE AND RECYCLING

Average score of 4.3/5.

.....

4

MAINTAIN PUBLIC PROPERTY

Average score of 4.2/5.

.....

5

PARKS, PLAYGROUNDS. TRAILS, AND OPEN SPACES

Average score of 4/5.

BY THE NUMBERS

We asked you "Why is the Township of South Stormont a great place to live?" and you told us:

73% Waterfront, open spaces, parks, and trails

70% Small Town Feel / Rural Setting

54% Location / Close Proximity to Cities

44% Affordable Living

31% Moderate Tax Rate

27% Recreation Facilities

We asked our Township staff "How effectively does South Stormont manage its employees?"

95% QUITE GOOD OR BETTER

38% ——— EXCEPTIONAL

57% ——— QUITE GOOD

5% ——— FAIR

“ South Stormont residents told us that local jobs matter. ”

We asked you "How important are 'local jobs and economic investment' in our communities?" and you ranked it 3.5/5.



We asked you where you would like to see the Township of South Stormont invest when it comes to ensuring "safe and well-maintained roads?", and you told us: >>

SOUTH STORMONT RESIDENTS WANT US TO FIX OUR ROADS

61%

Maintain Spending and Maintain Level of Service

38%

Increase Spending and Improve Level of Service

1%

Reduce Spending and Reduce Level of Service

OUR STRATEGIC ACTION PLAN

MISSION

Township of South Stormont delivers sustainable, quality services to its residents and businesses while ensuring a vibrant and healthy community for future generations through dedicated leadership and strong infrastructure.

VISION

South Stormont is a progressive, family-friendly community, welcoming all to celebrate its natural beauty and exceptional quality of life.

GOALS



SAFE AND RELIABLE
INFRASTRUCTURE



WELCOMING AND
VIBRANT COMMUNITY



DIVERSE AND
PROSPEROUS ECONOMY



EXCEPTIONAL AND
ACCOUNTABLE GOVERNMENT



SAFE AND RELIABLE INFRASTRUCTURE

GOAL: Embrace healthy community growth by building, maintaining and continuously improving our municipally owned infrastructure assets.

STRATEGIC PRIORITIES AND ACTIONS

1.1 Taking an evidence-based approach to infrastructure renewal projects.

- a. Work with the County to establish South Stormont Growth Priorities that identify zones and timelines for settlement expansion. (Winter 2024)
- b. Complete an Asset Management Plan for non-core assets. (Spring 2024)
- c. Establish prioritized list of road reconstruction projects based on Asset Management Plan. (Summer 2025)
- d. Work with the County to identify options and costs for improvements to County roads 14 and 36. (Fall 2025)

1.2 Expanding water and wastewater systems to accommodate growth.

- a. Work with the development community to advocate for upper levels of government funding for water/wastewater system expansion. (Spring 2024)
- b. Determine potential options and a phased approach with costs for alternative short-term water/wastewater solutions, including discussions with the City of Cornwall about connecting to their water/wastewater systems. (Spring 2024)
- c. Initiate public education campaign to stress the importance of water conservation. (Fall 2023)

1.3 Optimizing the delivery of essential services by maintaining and upgrading our facilities and equipment.

- a. Complete an Accessibility Plan that establishes risk-based accessibility priorities and an implementation sequence/timeline within budget and staffing constraints. (Fall 2026)
- b. Complete condition assessment for all Township-owned buildings, including cost estimates and priorities. (Spring 2024)
- c. Engage an architect/engineering firm to work with Township staff to produce concept plans with cost estimates to modify Township Hall for use by Township staff; expand Council chamber; and upgrade the arena to include a community hall. (Fall 2025)
- d. Finalize location and engage an architect/engineering firm to work with Township staff to produce a concept plan and cost estimate for a new fire hall. (Spring 2024)
- e. Prepare final design drawings for new fire hall (Winter 2025); tender for construction (Winter 2025 - Spring 2026); and build new fire hall. (Fall 2026)
- f. Work with the County to explore transitioning to regional waste collection. Identify local property and/or resources that South Stormont could offer to support this transition. (Spring 2025)



WELCOMING AND VIBRANT COMMUNITY

GOAL: Provide an enviable quality of life for everyone who calls South Stormont “home”.

STRATEGIC PRIORITIES AND ACTIONS

2.1 Expanding opportunities for healthy living, recreation, and culture.

- a. Continue negotiations to acquire waterfront property. (Fall 2024)
- b. Select a location and design a future dog park. (Fall 2023)
- c. Select a location and design a future kayak launch. (Fall 2023)
- d. Research and introduce a draft Public Art Policy. (Spring 2024)
- e. Identify financial and staffing resources required to implement the recommendations of the Parks & Recreation and Waterfront Development master plans and integrate these requirements into long-term financial plan and annual budget process. (Winter 2023)
- f. Establish a go-forward plan for Lost Villages with estimated costs, funding partners and timelines. (Spring 2025)
- g. Initiate discussions with the County and member municipalities about transitioning to a County-led animal control program. (Winter 2023)
- h. Continue urban planning efforts including secondary plans for Long Sault and Ingleside. (Fall 2026)

2.2 Providing a greater mix of housing options for residents of all ages and income levels.

- a. Revise zoning bylaws to establish zones where higher density housing is encouraged. (Winter 2024)
- b. Review/assess Township-owned property to determine feasible locations for more affordable housing options. Advocate to the County, Provincial, and Federal Government to financially contribute to this housing project. (Summer/Fall 2023)

2.3 Collaborating with community organizations/groups and other government partners.

- a. Partner with local groups/organizations to facilitate an annual community volunteer fair and volunteer recognition event encouraging more people to become volunteers. (Fall 2024)
- b. Establish a Council representative on the Agriculture Board and host/promote a community-wide annual Agricultural Open House. (Fall 2024)
- c. Liaise with County and police to develop an integrated process for addressing ongoing resident road safety issues and concerns. (Fall 2023)
- d. Pursue options with school boards for added community use of schools. (Fall 2024)

2.4 Caring for our natural environment.

- a. Establish an Environmental Action Committee with membership that includes residents, a staff member and a Councillor with a mandate of providing recommendations to Council to consider practical actions to enhance the Township’s natural environmental. (Fall 2024)
- b. Create a tree management program that includes Township-wide tree canopy targets. (Fall 2024)
- c. Establish a policy requiring developers to include dedicated parkland in all new neighbourhoods. (Spring 2024)

2.5 Embracing community diversity, equity, and inclusion.

- a. Establish a community diversity, equity, and inclusion strategy. (Fall 2026)



DIVERSE AND PROSPEROUS ECONOMY

GOAL: Leverage our competitive advantages to retain and attract economic investment and local employment opportunities.

STRATEGIC PRIORITIES AND ACTIONS

3.1 Creating the right conditions to attract investment and create local jobs.

- a. Create an Economic Development Action Plan to confirm the Township's competitive advantages; profile current industries/businesses; identify employment land opportunities; establish target industries/businesses; explore tourism potential; identify branding/marketing requirements; assess internal staff skills/capacity. (Summer 2024)
- b. Initiate marketing plan to attract new business based on recommendations from the Economic Development Action Plan. (Winter 2024)

3.2 Strengthening relationships with our local businesses.

- a. Strengthen relationship with the Chamber of Commerce by jointly hosting a Business Town Hall / Business Awards event. (Summer 2024)
- b. Enhance current Community Improvement Plan (CIP) incentives in partnership with the County to increase level of support to local businesses from both Township and County programs. (Summer 2024)

3.3 Optimizing land to promote economic investment and employment opportunities.

- a. Leverage the Township-owned property review (item 2.2b) to establish an inventory of potential employment land. Establish a go-forward plan to make this land shovel-ready for new industry/businesses. (Spring 2025)
- b. Establish a go-forward plan to service, market and sell municipally owned employment lands. (Spring 2025)
- c. Provide listing of available employment land on the municipal website. (Spring 2025)

3.4 Promoting tourism as an economic driver.

- a. Establish an authentic and professional brand and associated marketing material to promote tourism based on the recommendations from the Economic Development Action Plan. (Winter 2024)
- b. Partner with the County and other regional associations to create and promote unique visitor experiences. (Spring 2025)
- c. Engage an external resource to work with Township staff to initiate a wayfinding/signage project to showcase the new South Stormont brand and contribute to an enhanced visitor experience. (Summer 2026)



EXCEPTIONAL & ACCOUNTABLE GOVERNMENT

GOAL: Deliver services effectively and efficiently while providing a first-class working environment for our employees.

STRATEGIC PRIORITIES AND ACTIONS

4.1 Continuously improve business processes and practices ensuring open government and financial accountability.

- a. Establish a long-term financial plan that includes a comprehensive reserve policy. (Spring 2024)
- b. Review procurement policies to identify opportunities to reduce timelines and costs and achieve the best results, including considering a vendor of record approach for some project types. (Spring 2025)
- c. Enhance Councillor orientation and training program. (Fall 2026)
- d. Liaise with the County to identify opportunities for collaboration and shared services/resources. (Fall 2025)
- e. Engage a subject matter expert to work with staff to complete an Information Technology Plan enabling the municipality to optimize technology to improve efficiency, effectiveness and/or customer service. (Fall 2025)
- f. Complete a comprehensive policy review to identify change priorities and completion timelines; implement policy changes based on these priorities and timelines. (Winter 2026)
- g. Complete a Government Relations Strategy in consultation with local MP and MPP clarifying the Township's advocacy priorities and key messages. These will include water/wastewater infrastructure funding, transit, housing insecurity/affordability, healthcare, rural education, and road safety (e.g. roundabouts). Engage an external government relations resource if required. (Spring 2024)

4.2 Improving communication and customer service.

- a. Host a semi-annual Town Hall community information session with Council and senior staff. (Spring 2024)
- b. Create a dedicated position responsible for communication and customer service. (Fall 2024)
- c. Introduce Post-Council Update for a broad audience. (Fall 2024)
- d. Initiate a rebranding project to create a new brand/image and better promote Township activities and facilities. (Winter 2024)

4.3 Diversifying our revenue sources to reduce reliance on residential taxpayers.

- a. Increase/maintain municipal fees and charges to achieve cost-recovery and avoid unnecessary increases in taxes. (Spring 2024)
- b. Leverage the Township-owned property review (item 2.2b) to identify surplus properties that can be appraised and sold to generate revenue for the Township. (Spring 2025)
- c. Update development charges to ensure that growth continues to pay for growth. (Summer 2024)

4.4 Recognizing excellence among our employees and promoting workplace diversity, equity, and inclusion.

- a. Complete a Human Resources Plan to enhance staff recruitment and retention while providing opportunities for professional development and career development. (Spring 2025)
- b. Introduce an annual staff recognition event to be hosted by the Mayor and Council. (Spring 2024)
- c. Continue to host informal staff appreciation events throughout the year and provide staff with branded clothing and accessories from time to time. (Summer 2025)
- d. Facilitate a Council and staff education session on workplace diversity, equity, and inclusion. (Spring 2024)

WORKING TOGETHER TO GET RESULTS FOR YOU!

2022 - 2026 TOWNSHIP OF SOUTH STORMONT COUNCIL



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****Please note: The timelines of strategic priorities and actions may be adjusted to address changes in funding and/or needs of the community.**

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