



Community Strategic Plan Technical Report

Township of South Stormont

April 2021
MDB Insight Inc.



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Cover photo source: Township of South Stormont



1. Methodology

The development of this strategic plan was supported by Council, senior staff, frontline staff, and community stakeholders. The methodology employed to build the plan is described below.

1.1 Phase One – Project Initiation

The project team met with the Township of South Stormont to validate project scope, reporting schedules, and project milestones. Obstacles or barriers to the implementation of any element of the project were identified, and mechanisms for monitoring project quality and providing regular updates were discussed. The resulting project documents were agreed upon.

A presentation to the Township of South Stormont Council included a brief introduction to community strategic planning and promoted the value and importance of all steps in the strategic planning process. The intent was to create a solid foundation from which people felt a sense of understanding and comfort in actively participating in opportunities to contribute.

To maximize the knowledge and understanding of the Township of South Stormont's current state and the influencing factors impacting municipalities, a comprehensive review was conducted of available background literature (including past studies and reports) with the twin goals of understanding what planning work was previously undertaken and to ensure that new efforts built upon and furthered those previous efforts. This environmental scan/ background reconnaissance helped identify industry and advocacy group publications, professional reports, labour market reports and may have included other select data sources as they relate to the scope of this project. Building on the findings from the environmental scan, a "Common Threads" analysis was created. This analysis pulled out the core themes and initiatives from the assessment and from each document reviewed to cross-reference the themes and common areas of focus and priority.

Using gathered literature and information provided by the Township in conjunction with data obtained from the Statistics Canada and Canadian Business Counts, etc., a current community profile was developed. This allowed for key patterns of change and trends to be identified in relation to variables such as demographics, including historic and forecast population change; household and personal income; labour force characteristics, including occupation and age of workforce; business climate indicators including place of work data; key industry characteristics including sector and subsector concentration; and key quality of place indicators.

1.2 Phase Two – Stakeholder Engagement

Individual interviews with members of Township Council and Senior Management were conducted to generate input on a variety of important topics, including trends, pressures, goals, and actions; current and future service levels requirements and desires; resource constraints that impact operations; human resources; business climate (as it relates to taxation, regulation and government administration and business support services); quality of life (in relation to housing, health, social services, recreation, environment, technology); and identification of gaps and opportunities with respect to development activities. Participants were asked to consider these in the context of the next 5-10 years. Insight



garnered from these interviews was cross-referenced with the key findings emerging from other elements of consultation.

A facilitated session was conducted with front-line staff, and a short online survey option was made available for those who could not attend. This engagement process was used to seek feedback about current pressure points, how the Township will operate differently in the future, changes in staff needs and expectations, changes in technology, changes in staff development and training, capacity to adapt to emerging technologies, and new teaching techniques, competitive strengths and weaknesses via-à-vis other municipalities, input into vision and mission, guiding principles, and insight into key goals and objectives necessary for future success. Input was collected and aggregated to respect the anonymity of comments shared.

A facilitated strategy session was held with members of Council and Management to share insight on municipal strategic planning and to provide opportunities for ideas to evolve, and a collective perspective to emerge. The session was facilitated by the Queen's Executive Decision Centre.

A survey was issued, focusing on Township of South Stormont's business community and broader population. The survey design produced results that were representative for the Township of South Stormont, based on rigorous quality control standards.

One-on-one stakeholder interviews were conducted via telephone outreach. The key informant interviews provided the following information about the informant's relationship with the Township, his/her knowledge of Township programs and services and Township of South Stormont's municipal landscape; trends and issues facing the key informant's organization/business; perception of significant challenges facing the Township of South Stormont in the future; perception of municipal services or programming including gaps; suggestions regarding programs or services the Township should consider developing/revitalizing; identification of Township of South Stormont's strengths and areas for improvement; input into Township of South Stormont's vision, mission, guiding principles; insight into key goals and objectives necessary for future success. These external stakeholders were offered the opportunity at the end of the strategic planning process to provide input on the final report.

A comprehensive review and analysis was completed of all stakeholder input received during the consultation phase; the needs assessment, environmental scan, and related research; and the analysis of Strengths, Opportunities, Aspirations, Risks, and Results (SOARR). A summary emerged that reflected themes, goals, objectives, and insights to inform the final strategy development.

1.3 Phase Three – Review and Analysis

The draft vision, mission, and guiding principles were shared and reviewed with the Strategic Planning Committee for feedback in advance of being shared and reviewed with Council. This ensured Council received versions that have been appropriately informed. Clear and strategic directions for the Township of South Stormont were articulated. Emphasis was placed on identifying alignment with the strategic priorities emerging from the Strategic Planning Sessions with Council and Management. Building on the strategic directions, goals, and objectives were created to help direct future planning. The goals reflected the vision and desired outcomes that emerged from the strategic planning process and reflected the various aspirations of the Township's stakeholders. Policy makers, senior management, operations teams, and citizens seek to evaluate the quality and effectiveness of government performance. Conversations were held with the Township to determine the depth of discussion related to performance measurement and metrics.



1.4 Phase Four– Reporting and Recommendations

A draft final report was presented to the Township. Internal feedback validated choices made so far in the process and helped guide the development of the final Community Strategic Plan. Council directed the draft strategy to be shared with external stakeholders for a final review. A copy was made available to the key informants interviewed at the beginning of the process. Positive feedback was received. A final version of the Community Strategic Plan incorporating all feedback was submitted to the Township.

2. Document Review

A detailed review of all relevant municipal reports and policy documents was conducted for the Township of South Stormont. The documents were analyzed comparatively to uncover areas of thematic overlap. The policies have been cataloged according to common themes to observe patterns – in essence, to find the common themes among them (Figure 1).

The following observations are important, as they highlight themes that are strongly represented in the current policy framework internally and where there is alignment with external policies in areas of importance. Further, it allows the identification of gaps that exist where key themes and areas of importance do not currently have prominence in the municipal policy framework. If these gaps represent key objectives or priorities that are identified through the research and community engagement process, they heighten awareness for further examination to ensure effective alignment with future priorities.

2.1 Common Themes Analysis

The key themes were identified among the policies and documents. They include:

- **Business Retention & Expansion** – Is strongly outlined in multiple municipal documents, namely the *2013 South Stormont Economic Development Strategic Plan* and the *2016 Economic Development Strategy and Action Plan Update* December 2016. This theme focuses on the municipality prioritizing services to retain and enhance existing businesses within the Township, with a specific focus on cultivating small business and entrepreneurship and growing the tourism sector.
- **Waterfront Development** – was an overarching theme identified. The *Waterfront Master Plan Draft Report 2020* describes a vision that “*South Stormont’s waterfront will allow access to the water’s edge and provide connectivity along its shoreline. It will foster social and culture activities and support environmental sustainability and economic development.*” Waterfront development is strongly tied to the *Parks and Recreation Masterplan*, with the municipality needing to invest funds to develop these assets. A major challenge with waterfront development is that the St. Lawrence Parks Commission currently owns the land rights. Overall, the goal of the Waterfront Plan is to achieve an ‘agreement in principle’ with the landowner - the St. Lawrence Parks Commission – that outlines the Township’s Plan for making significant improvements to waterfront areas and indirectly attract visitors, new residents, and new private-sector investment.
- **Business Planning and Support** – Providing current businesses with adequate financial support, particularly in the tourism and retail sector, was a large focus, especially during COVID-19. More focus on supports for entrepreneurship was deemed necessary. The Township’s *Community*



Improvement Plan & Brownfield Strategy 2013 details steps at helping businesses improve building façades and other beautifying initiatives, with reports indicating the program has been largely successful.

- **Business Readiness** – Is a strong theme within both the previous economic development strategy and the more recent economic development strategy update in 2016. This theme refers to the need for businesses to be ready for new opportunities, especially when the tourism market reopens post-pandemic. There is strong opportunity for the municipality to use the current lockdowns to be innovative and improve service delivery and business support services.
- **Leveraging location** – The Township should utilize its geographic proximity to major population hubs such as Montreal, Ottawa, and Toronto, and smaller urban centers like Kingston and Cornwall to develop its business, entrepreneurship, and tourism sectors. Promoting the region's high quality of life and environmental assets was highlighted as a priority by the CAO in the 2018 *Key Information Report*.
- **Improving Technology** – This theme relates to improving the ICT infrastructure across the Township so that the physical and technological infrastructure is in place to support current and future business and resident needs. Primarily, this refers to implementing more online service delivery options, particularly during COVID-19.
- **Partnership Development** – Leveraging local and provincial partners was a core theme identified with the Township. Specifically, improving relations with the St. Lawrence Parks Commission on rights to waterfront development was identified as a major opportunity.
- **Tourism Marketing & Promotion** – A key priority is to increase promotional activities of tourism products and general quality of life factors within the municipality. There is also a focus on ensuring a sustainable tourism strategy is followed (e.g., preventing overcrowding) and an emphasis on enhancing visitation during peak and shoulder seasons.
- **Tourism Product Development** – There is strong potential to continue building the Town's product offerings (e.g., outdoor experiences, winter destination, and cultural tourism) with a long-term view of developing the waterfront into a premier tourism attraction.
- **Lifestyle Promotion, Asset Management & Community Safety** - Differentiate the quality of life and lifestyle of the Township compared to other local communities (e.g., low cost of living, natural assets, cultural diversity, and strategic location). Furthermore, a theme was to ensure that important natural and infrastructure assets were proactively maintained. Sustained increases in the local population mean that increased resources towards service delivery should be explored.
- **Resident and Worker Attraction and Retention** – Skill shortages are a major problem across most of Eastern Ontario, with many businesses struggling to fill permanent positions due to a lack of quality talent. Several municipal documents indicate that a strong marketing plan that describes what makes South Stormont a special place to live and work is needed. However, no specific workforce development plan was identified and could be a potential opportunity.



Figure 1: Common Themes Analysis

Common Themes	Business Retention & Expansion	Waterfront Development	Business Planning and Support	Business Readiness	Leveraging location	Improving Technology	Partnership Development	Tourism Marketing & Promotion	Tourism Product Development	Lifestyle Promotion, Asset Management & Community Safety	Resident and Worker Attraction and Retention
Core Documents											
Township of South Stormont Economic Development Strategy and Action Plan Update December 2016	✓ ✓ ✓	✓	✓ ✓ ✓	✓ ✓	✓ ✓	✓	✓ ✓	✓	✓	✓ ✓	✓
CAO/Human Resources Key Information Report March 28, 2018	✓ ✓	n/a	✓ ✓	✓ ✓	✓ ✓	n/a	✓	✓ ✓	n/a	✓ ✓ ✓	✓ ✓ ✓
South Stormont Economic Development Strategic Plan 2013	✓ ✓ ✓	✓	✓ ✓ ✓	✓ ✓	✓ ✓ ✓	✓	✓ ✓	✓ ✓	✓ ✓	✓	✓
Township of South Stormont Parks & Recreation Master Plan December 2020	n/a	✓ ✓ ✓	✓ ✓ ✓	✓	✓ ✓ ✓	n/a	✓ ✓ ✓	n/a	✓ ✓ ✓	✓ ✓ ✓	✓
United Counties of Stormont, Dundas, and Glengarry Official Plan Consolidated July 18, 2018	✓ ✓ ✓	✓	✓ ✓ ✓	✓	✓	n/a	✓ ✓	✓	✓	✓ ✓ ✓	✓
The Township of South Stormont Comprehensive Zoning Bylaw November 2019	✓ ✓	✓	✓ ✓ ✓	n/a	✓	n/a	n/a	n/a	n/a	✓ ✓	n/a
Township of South Stormont Community Improvement Plan & Brownfield Strategy July 2013	✓ ✓ ✓	n/a	✓ ✓ ✓	✓	✓ ✓	n/a	n/a	n/a	n/a	✓ ✓	n/a
Township of South Stormont Waterfront Master Plan Draft Report 2020	✓ ✓ ✓	✓ ✓ ✓	✓ ✓	✓	✓ ✓ ✓	n/a	✓ ✓ ✓	✓	✓ ✓ ✓	✓ ✓ ✓	n/a
Township of South Stormont 2020 Budget	n/a	n/a	✓ ✓ ✓	✓	n/a	n/a	n/a	n/a	n/a	n/a	n/a



3. Community Profile

This community profile detailed analysis for South Stormont is presented in comparison to the Stormont, Dundas, and Glengarry United Counties (SDG) and the Province of Ontario.

Data Sources

The following data sources were used in developing this economic baseline analysis for South Stormont:

- Statistics Canada, Canadian Business Counts, December 2020
- Manifold Data Mining Inc., 2020
- Statistics Canada, Census Profile, 2011 & 2016
- Statistics Canada, National Household Survey, 2011



3.1 Demographic Profile

The demographic profile details the population and related trends, including the age of the population, dwelling trends, immigration, and ethnic diversity, income levels, and educational profile for South Stormont, SDG, and Province.

3.1.1 Population and Related Trends

Historically, South Stormont's population has grown by 10% over the 2001 to 2016 period. This increase was higher than Cornwall and the SDG Counties at 2% and 4%, respectively, yet lower than the Province at 18%. Looking forward, South Stormont's population is expected to rise faster, estimated to increase by 14% or 1,867 people from 2016 to 2030, totaling 14,977 people in 2030. Again, this projection is higher than the Cornwall (8%) and the SGD Counties (8%) but lower than the Province at 21%. It is important to note that all 2020 figures and onwards are projections provided by Manifold Data Mining Inc. As such, these projections should be viewed as a high-level estimate of future population growth only. Ongoing analysis and projections of population changes by the South Stormont is suggested.

Table 1: Historic, Current and Projected Population Change, South Stormont, Cornwall, SDG Counties & Ontario, 2001 to 2030

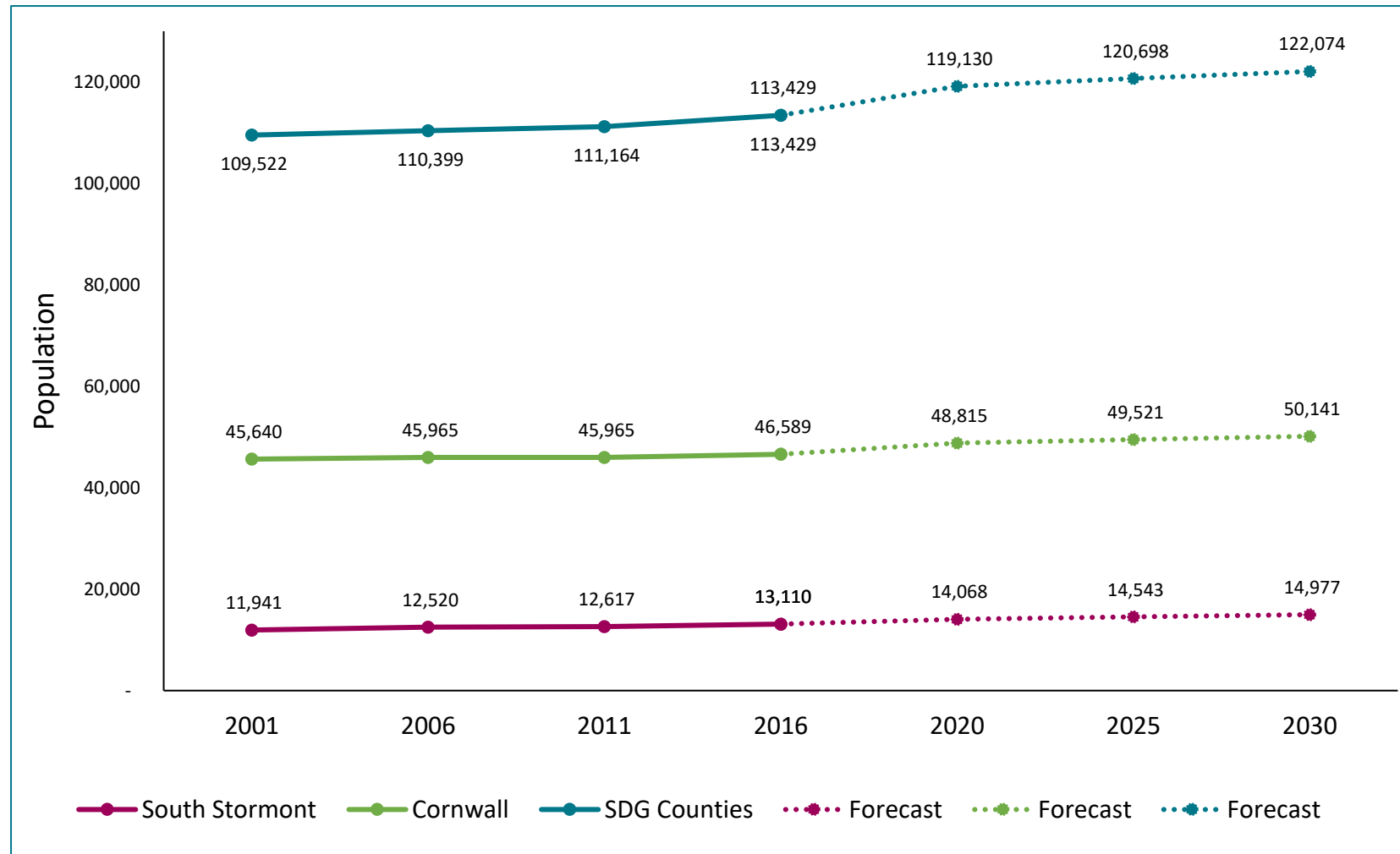
Year	South Stormont	Cornwall	SDG Counties	Ontario
2001	11,941	45,640	109,522	11,410,046
2006	12,520	45,965	110,399	12,160,282
2011	12,617	45,965	111,164	12,851,821
2016	13,110	46,589	113,429	13,448,494
2020	14,068	48,815	119,130	14,635,100
2025	14,543	49,521	120,698	15,490,100
2030	14,977	50,141	122,074	16,339,400
% of Population Change (2001-2006)	5%	1%	1%	7%
% of Population Change (2006-2011)	1%	0%	1%	6%
% of Population Change (2011-2016)	4%	1%	2%	5%
% of Population Change (2016-2020)	7%	5%	5%	9%
% of Population Change (2020-2025)	3%	1%	1%	6%
% of Population Change (2025-2030)	3%	1%	1%	5%
% of Population Change (2020-2030)	6%	3%	2%	12%
% of Population Change (2001 - 2030)	25%	10%	11%	43%
% of Population Change (2001 - 2016)	10%	2%	4%	18%
% of Population Change (2016 - 2030)	14%	8%	8%	21%

Source: Statistics Canada, 2001, 2006, 2011 & 2016 Census of Population. 2020 Manifold Data Mining Inc.



Figure 2 below showcases population change for both South Stormont, Cornwall, and the SDG Counties over the 2001 to 2030 period. Projections are indicated by a dotted line. As highlighted above, South Stormont's population is predicted to increase over the 2016 to 2029 period but at a lower rate than the region.

Figure 2: Population Trends, South Stormont, Cornwall & SDG Counties, 2001 to 2029

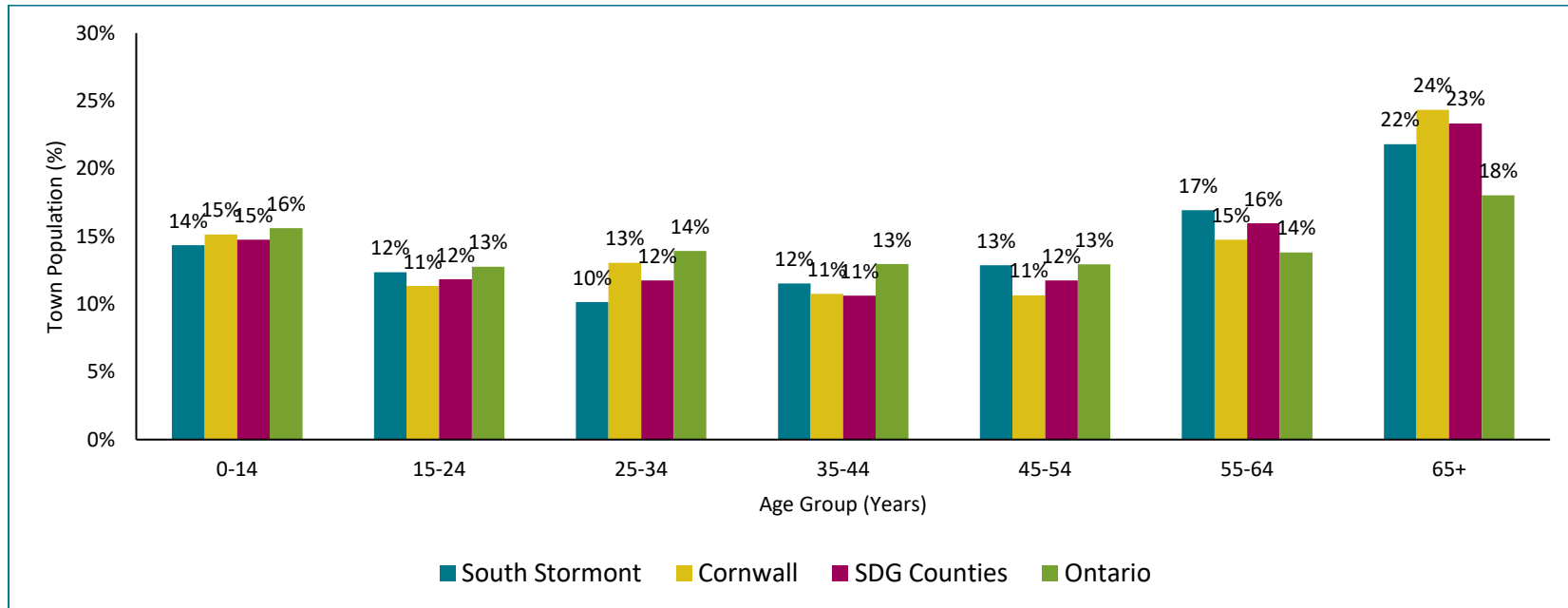


Source: Statistics Canada, 2001, 2006, 2011 & 2016 Census of Population. 2020 Manifold Data Mining Inc.



In addition to analyzing the population growth rate of South Stormont, it is important to examine the age of the population by broad age groups as of 2020 (Figure 3). This will provide insights into current and future talent needs, housing needs, and support programming. As shown below, South Stormont has an aging population, with 39% of the population aged 55 or above. This is on par with Cornwall and the SDG Counties yet higher than the Province (32%).

Figure 3: Age of the Population by Broad Age Groups (%), South Stormont, Cornwall, SDG Counties & Province, 2020

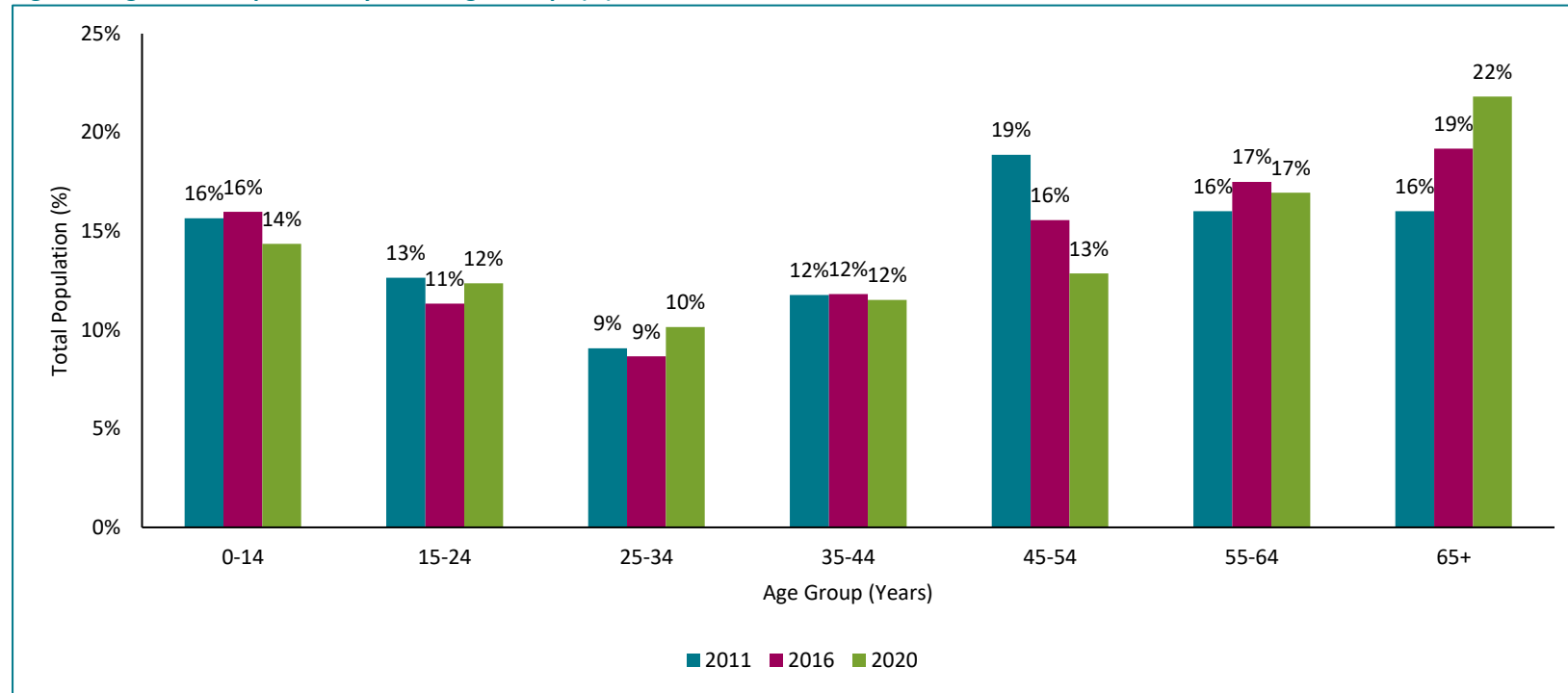


Source: 2020 Manifold Data Mining Inc.



Figure 4 shows the distribution of ages and how they have changed over from 2011 to 2020. Based on this data, it is apparent that South Stormont does have an aging population. For example, the proportion of people aged 55 and above has increased by 7% for South Stormont in this period, higher than both the SDG Counties at 5% and the Province at 5%.

Figure 4: Age of the Population by Broad Age Groups (%), South Stormont, 2011, 2016 & 2020



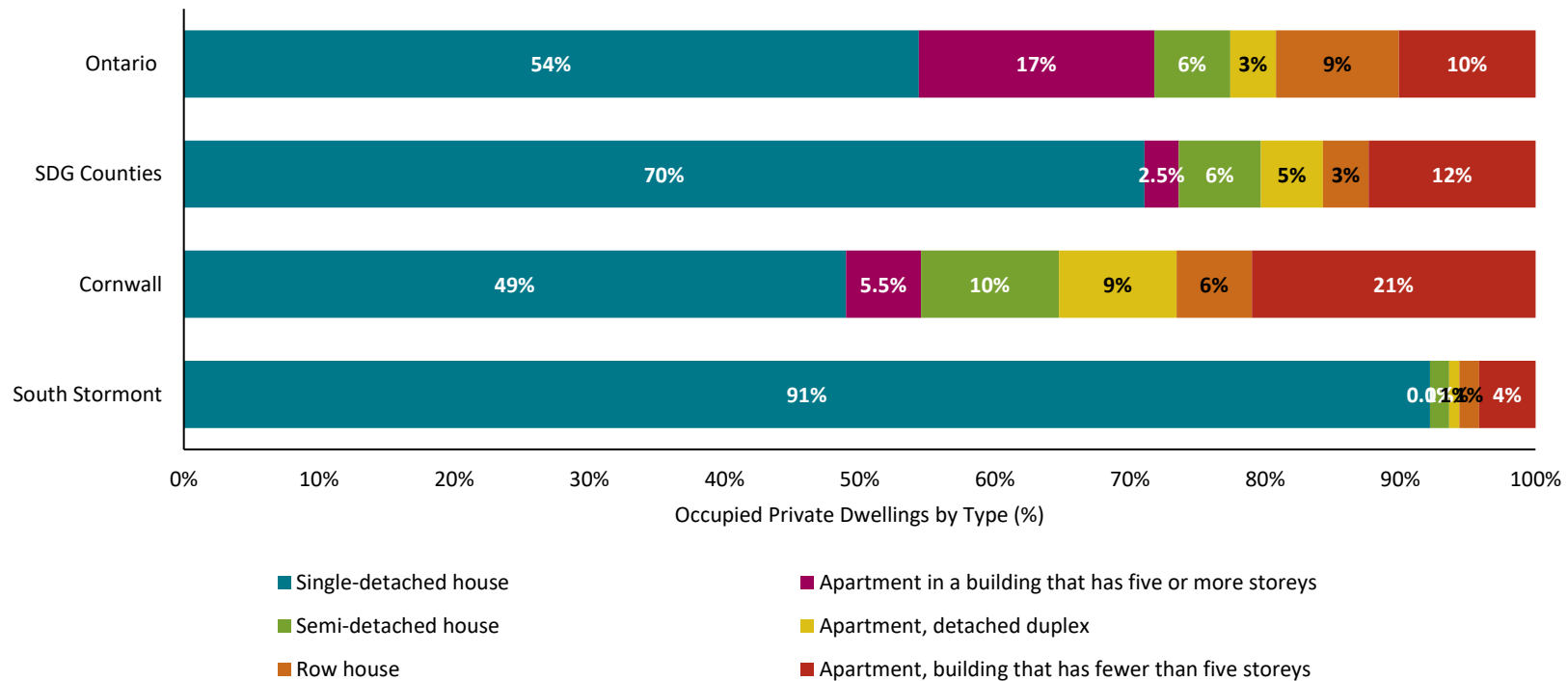
Source: Statistics Canada, 2011 Census of Population. Statistics Canada, 2016 Census of Population. 2020 Manifold Data Mining Inc.



3.1.2 Dwelling Trends

South Stormont is comprised of approximately 5,666 occupied private dwellings. As shown in Figure 5, South Stormont and the SDG Counties' existing housing stock is predominately comprised of single-detached dwelling (i.e., low-density units) at 91% and 70%, respectively, and are both higher than the provincial average at 54%. It is understood that a wide variety of housing types is needed to support a younger cohort, newcomers, single households, and seniors. This will, in turn, attract and encourage residents to live, work and or retire in South Stormont. It is understood that since 2016, South Stormont has experienced significant residential growth due to new developments and that these numbers may not be 100% reflected in the below data as it is based on projections from the 2016 census.

Figure 5: Occupied Private Dwellings by Type, South Stormont, Cornwall, SDG Counties and Ontario, 2020

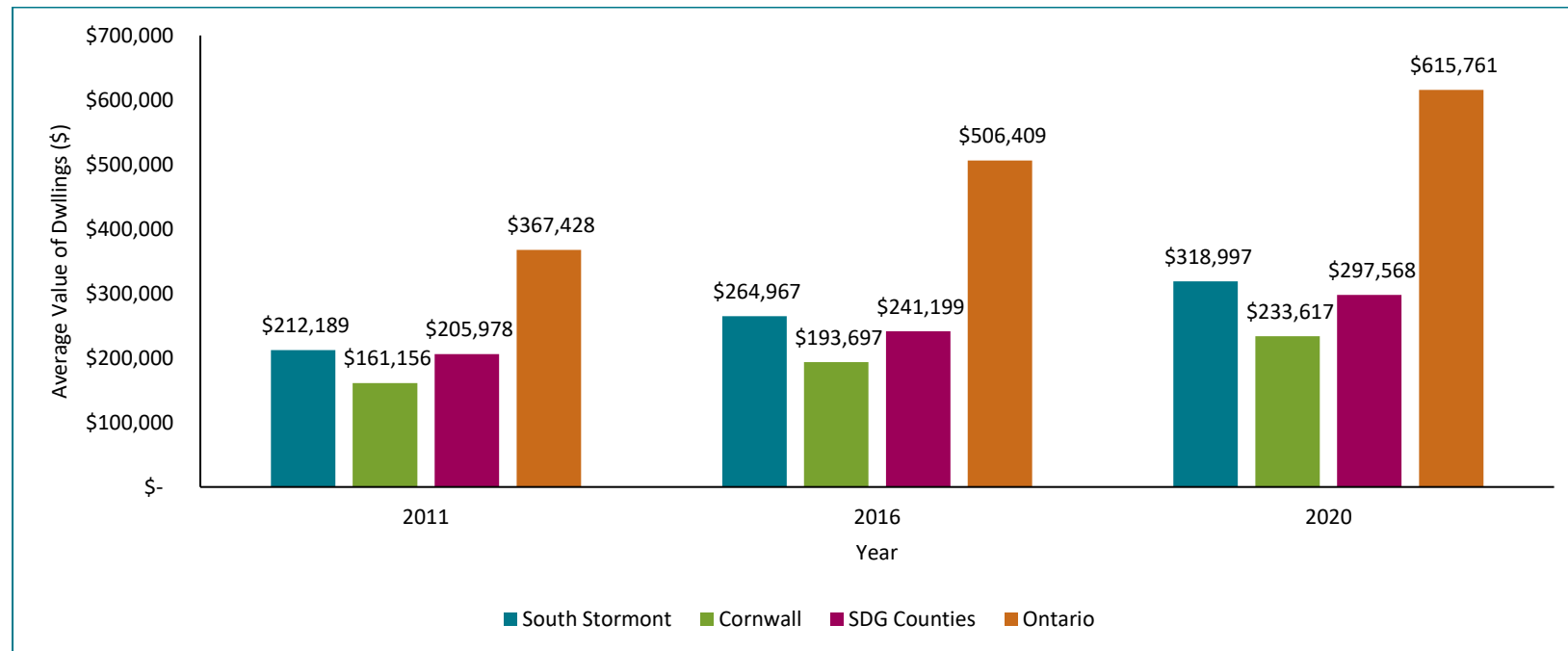


Source: 2020 Manifold Data Mining Inc.



As shown in Figure 6, South Stormont in 2020 had a higher average housing value of \$318,997 compared to Cornwall (\$233,617) and the SDG Counties (\$297,568). However, both South Stormont and the SDG Counties were substantially below the average recorded by the Province at \$615,761. Further, the average housing value in South Stormont increased by 50% across the 2011 to 2020 period and by 44% for the SDG Counties., which is lower than the Provincial rate at 68%. Compared to the Province, both South Stormont and the SDG Counties are highly affordable. The right mix between the affordability of dwellings and appeal is an important factor in the attraction of graduates, young families, and professionals, and growing business and investment.

Figure 6: Average Value of Dwellings (\$), South Stormont, Cornwall, SDG Counties & Ontario, 2011, 2016 & 2020



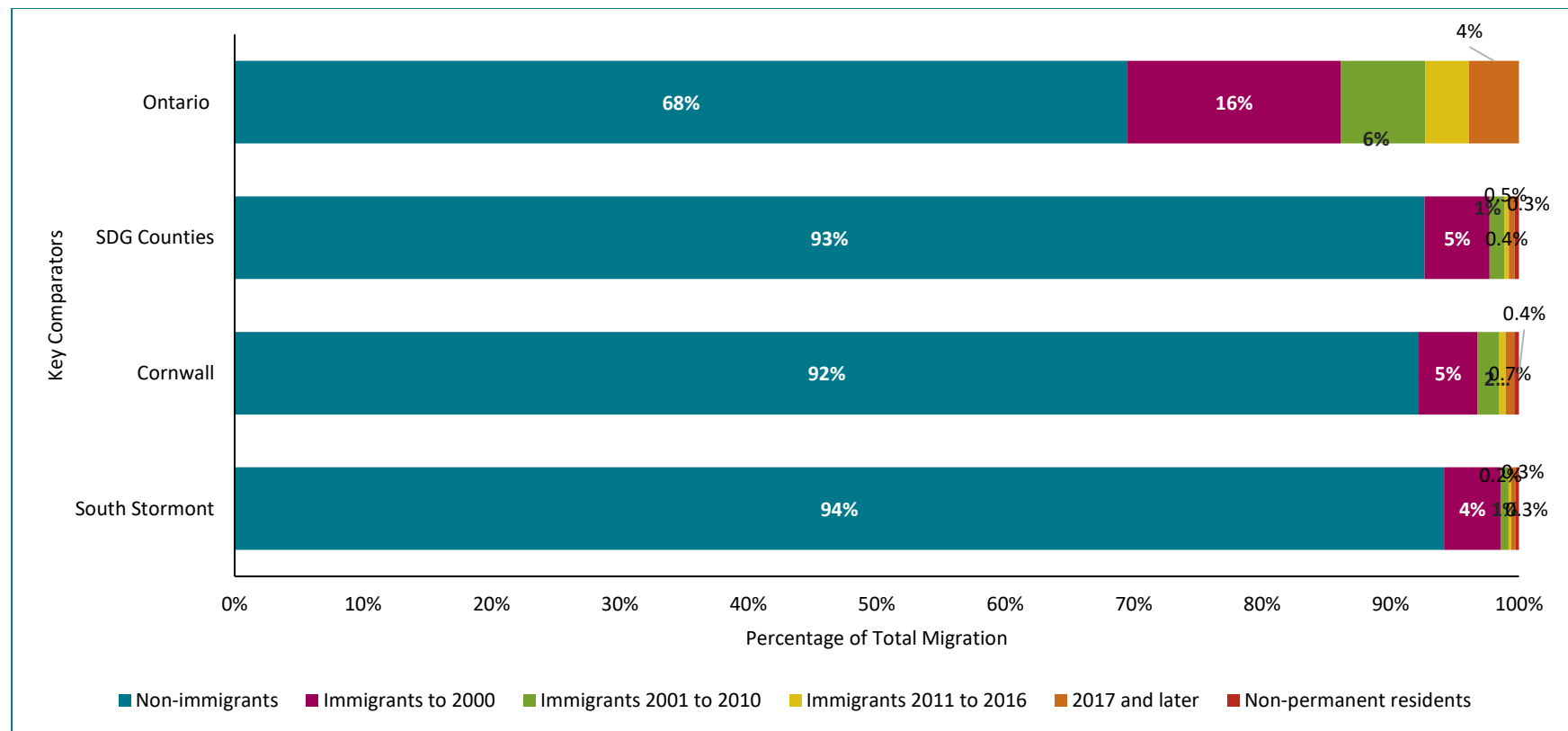
Statistics Canada, 2016 Census of Population. Statistics Canada; 2011 Census of Population. 2020 Manifold Data Mining Inc.



3.1.3 Immigration and Ethnic Diversity

In 2020, South Stormont had higher proportions of non-immigrants at 94% of the total population compared to the Provincial rate of 68% (Figure 7). This is a similar regional trend when compared to Cornwall and the SDG Counties data. Lower immigrant attraction rates are possibly due to the nature of immigrants preferring larger metropolitan areas to settle. The comparatively low proportion of immigration attraction could pose a long-term challenge to South Stormont and the surrounding region when attracting both skilled and unskilled labour.

Figure 7: Migration Levels, South Stormont, Cornwall, SDG Counties and the Province, 2020

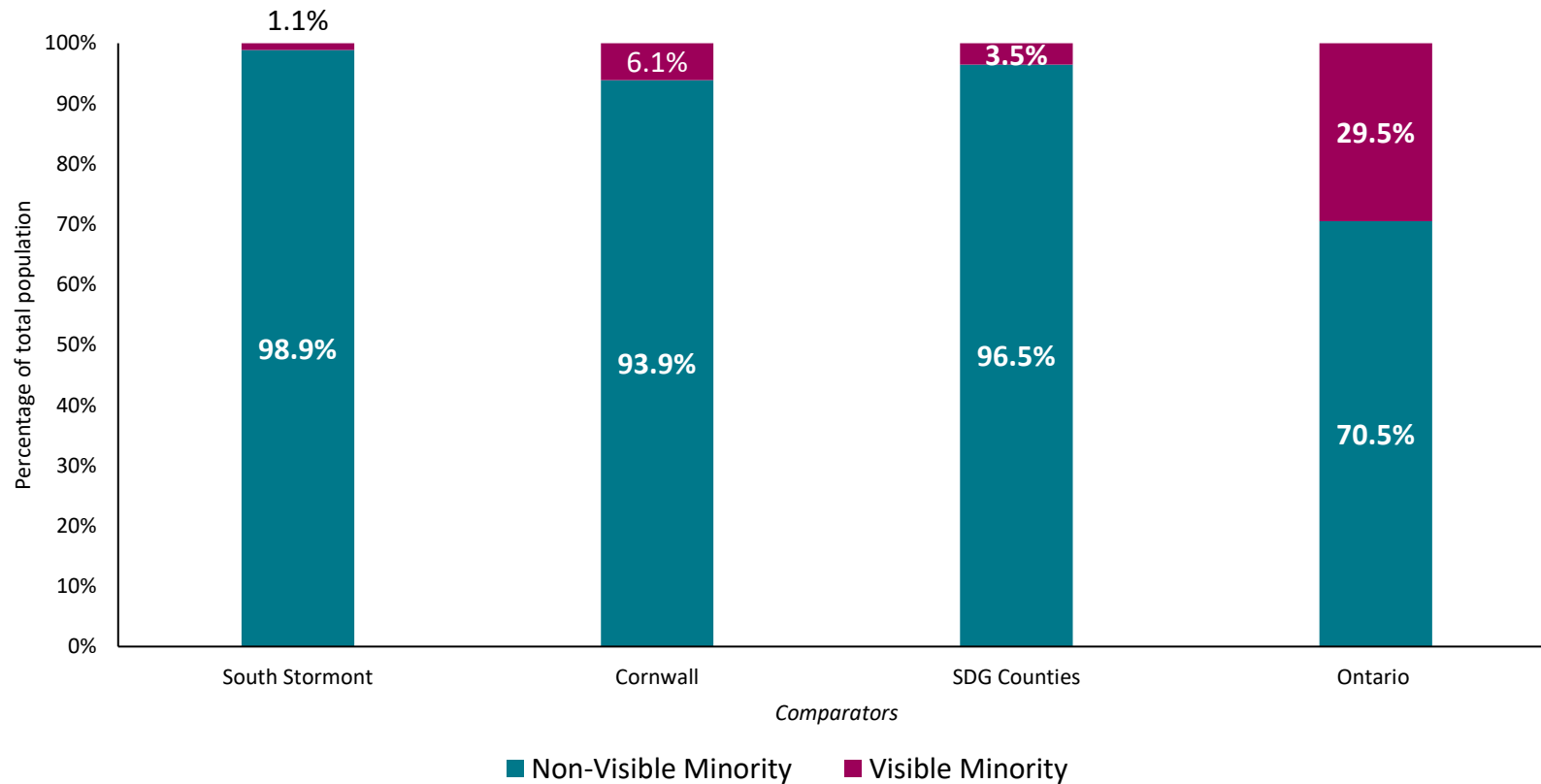


2020 Manifold Data Mining Inc.



Considering the ethnic diversity of South Stormont (Figure 8), it was estimated that the population is comprised of a small visible minority¹ of only 1.1%, with the remaining 98.9% of the population predominantly of European descent. This is lower than Cornwall (6.1%), the United Counties at 3.5%, and the Province at 29.5%, indicating that South Stormont does not have a large visible minority. The largest visible minority present within South Stormont was Korean, which accounted for 43 people or 0.3% of South Stormont's total population.

Figure 8: Visible Minority, South Stormont, and Comparators, 2020



2020 Manifold Data Mining Inc.

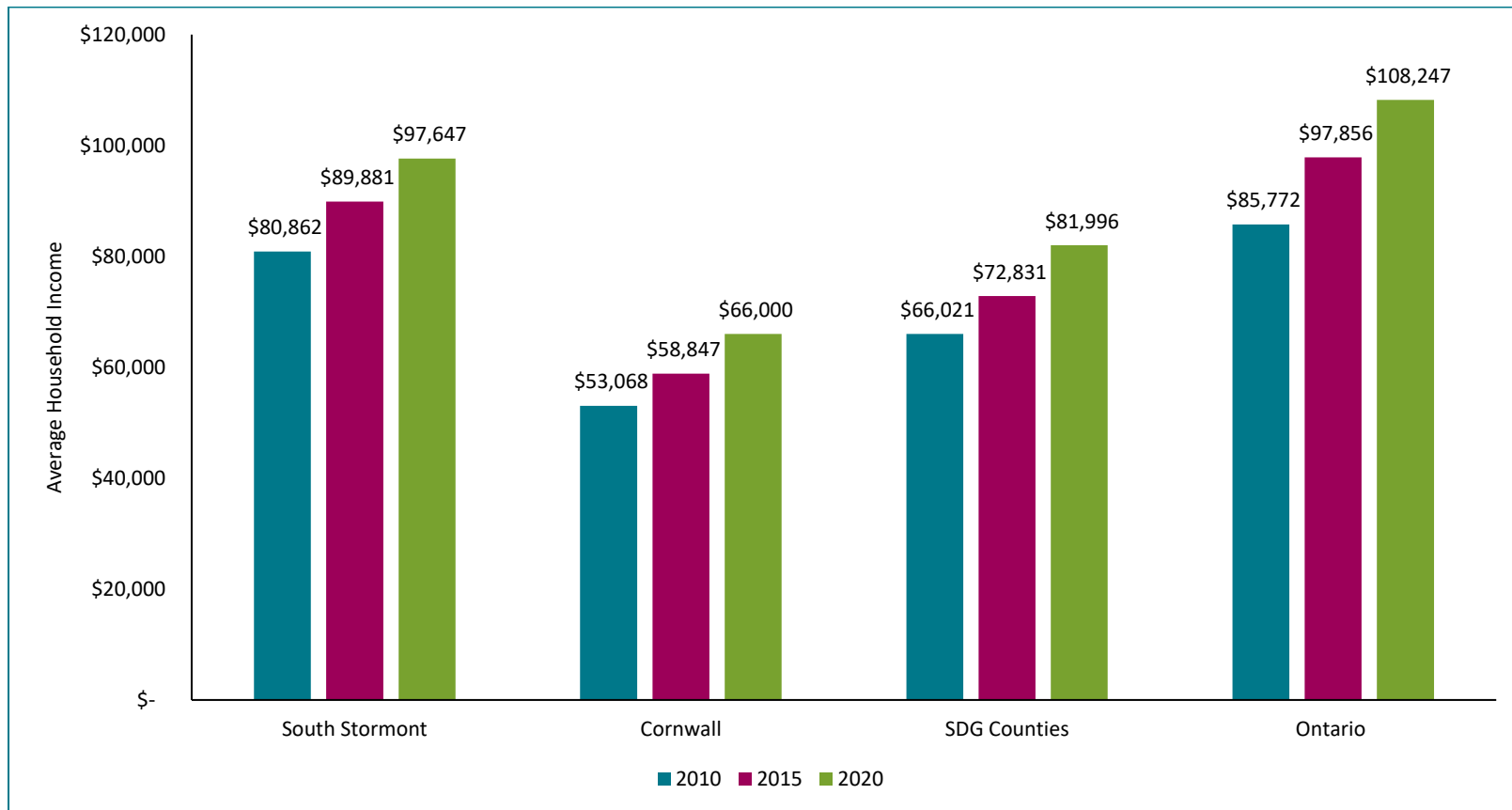
¹ The visible minority refers to whether a person belongs to a visible minority group as defined by the Employment Equity Act. Visible minorities are defined as "persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour."



3.1.4 Income Levels

In 2020, South Stormont showed an average household income of \$97,647 compared to \$66,000 for Cornwall and the SDG Counties of \$81,996 (Figure 9). South Stormont, Cornwall, and the SDG Counties have a lower average household income in 2020 than the Province, at \$108,247. All three population groups experienced significant average household income increase over the 2010 to 2020 period, with South Stormont and the SDG Counties increasing by 21% and 24%, respectively, slightly below that of the Province at 26%.

Figure 9: Average Household Income (\$), South Stormont, Cornwall, SDG Counties & Province, 2010, 2015, 2020

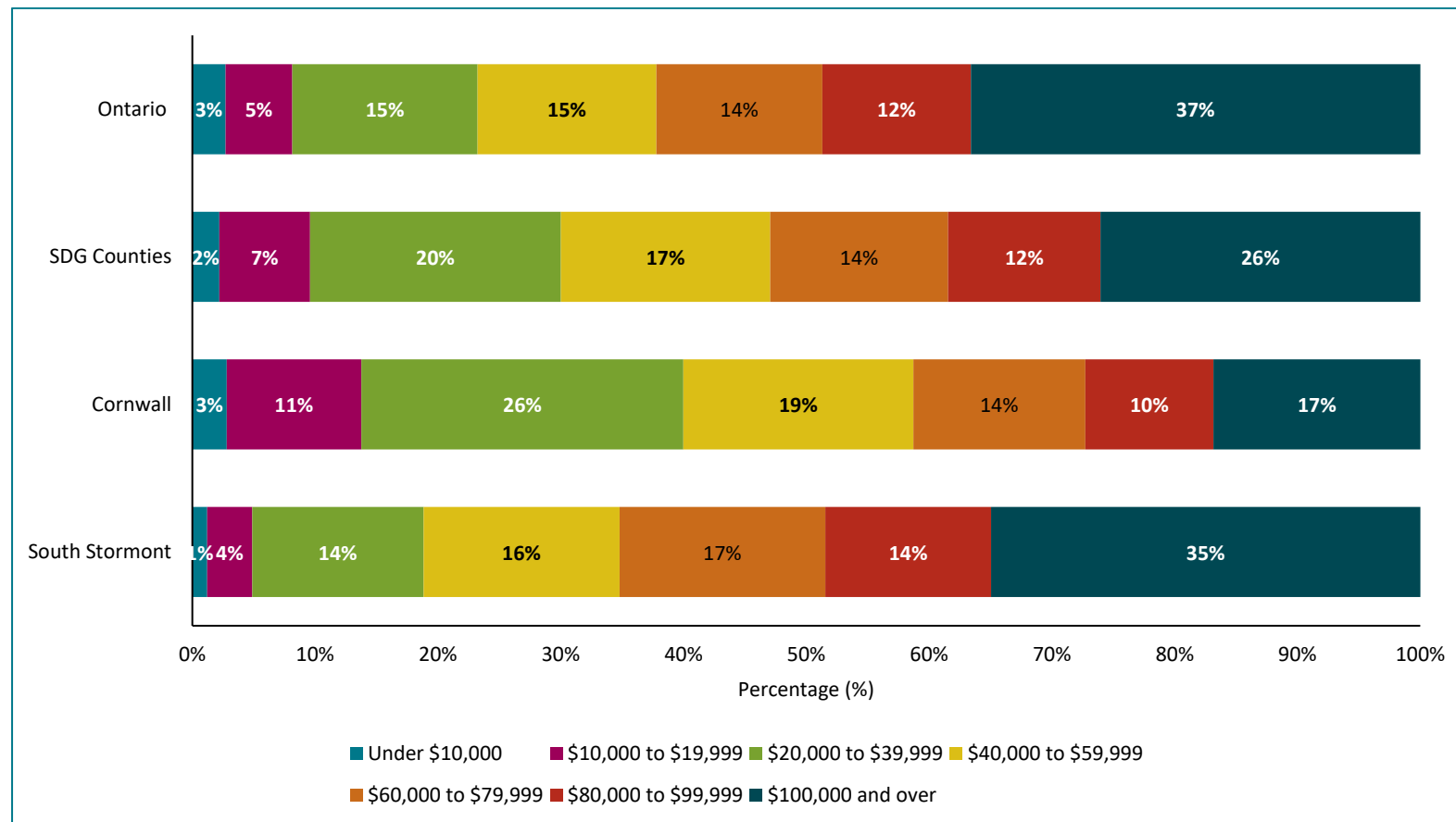


Source: Statistics Canada, 2011 National Household Survey. Statistics Canada, 2016 Census of Population 2020 Manifold Data Mining Inc.



Further analysis of income groups shows that (Figure 10) 35% of South Stormont's households are high-income earners earning over \$100,000, 2% lower than the Province. The high-income earner segment is also the largest household income bracket for South Stormont. On the flip side, 19% of South Stormont households earn \$39,999 or less compared to 40% for Cornwall, 30% for the SDG Counties, and 23% for the Province.

Figure 10: Household Income by Broad Income Groups (\$), South Stormont, Cornwall, SDG Counties & Province, 2020



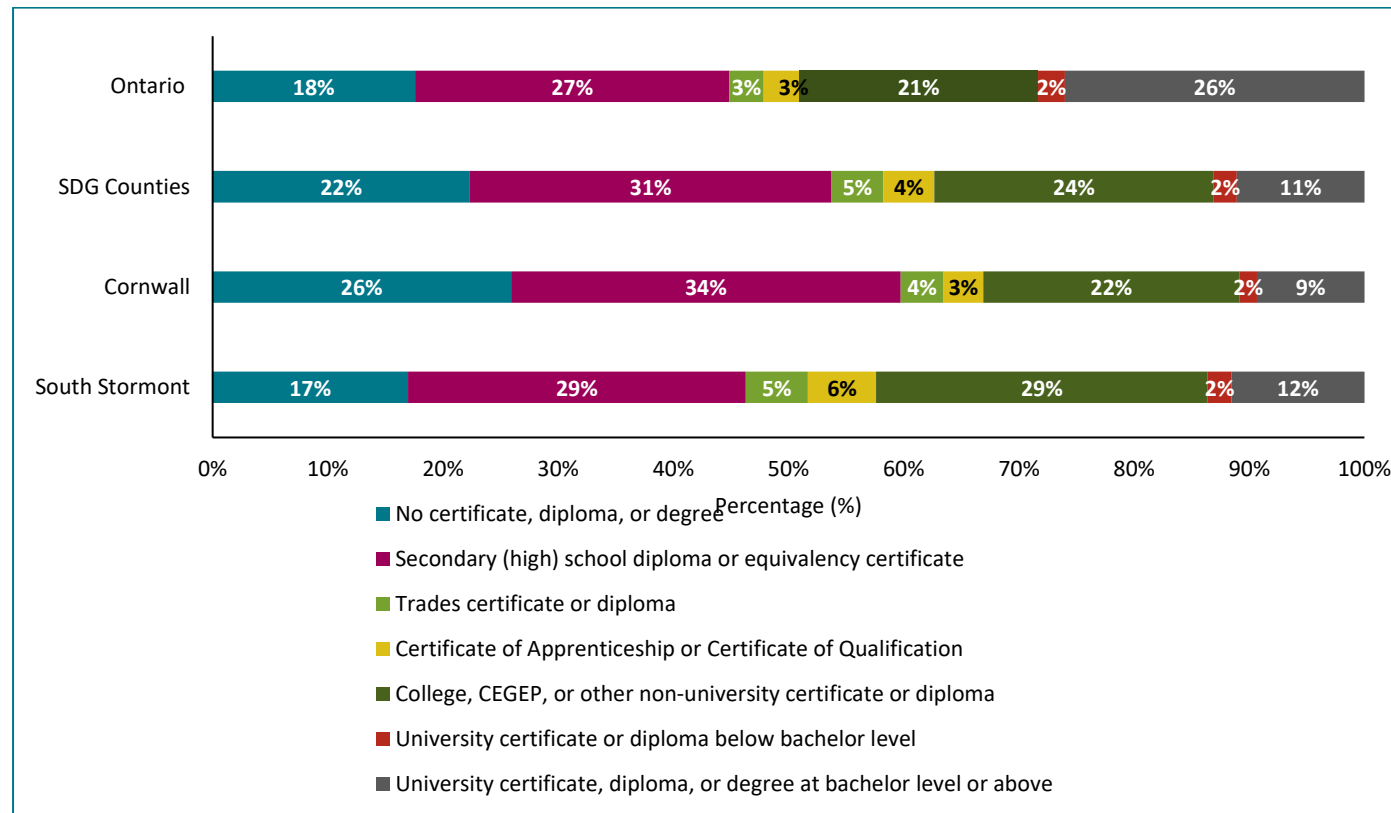
Source: 2020 Manifold Data Mining Inc.



3.1.5 Educational Profile

In 2020, 17% of South Stormont's population aged 15 years and over had no certificate, diploma, or degree compared to 26% for Cornwall, 22% for the SDG Counties, and 18% for the Province (Figure 11). 29% of South Stormont's population had a secondary (high) school diploma or equivalency certificate compared. At 29%, South Stormont had a higher proportion of people with a college, CEGEP, or non-university diplomas compared to all other comparators. Only 12% of people in South Stormont have a university certificate, diploma, or degree at a bachelor level or above, compared to 26% in the Province.

Figure 11: Educational Attainment of Population Aged 15+ Years, South Stormont, SDG Counties and Province, 2020



Source: 2020 Manifold Data Mining Inc.



Table 2 shows the major fields of study for South Stormont's population aged 15 years and older with a postsecondary certificate, diploma, or degree. Similar to provincial trends, the majority of South Stormont's population have an education related to architecture, engineering, and related technologies (14%), followed by business management (10%) and health and related fields (9%). 46% of South Stormont's population reported no post-secondary certificate, diploma, or degree.

Table 2: Major Field of Study of Population Aged 15+ Years, South Stormont & SDG Counties & Province, 2020

Total population aged 15 years and over with post-secondary qualifications by major field of study	South Stormont	% of Total	Cornwall	% of Total	SDG Counties	% of Total	Ontario	% of Total
	12,047	100%	41,430	100%	101,564	100%	12,350,100	100%
No post-secondary certificate, diploma, or degree	5,495	46%	24,479	59%	53,849	53%	5,493,220	44%
Education	482	4%	1,277	3%	3,535	3%	400,431	3%
Visual & performing arts & communications technologies	172	1%	381	1%	1,343	1%	287,330	2%
Humanities	210	2%	799	2%	1,982	2%	410,955	3%
Social and behavioural sciences and law	568	5%	1,790	4%	4,568	4%	902,128	7%
Business, management, and public administration	1,196	10%	3,348	8%	8,492	8%	1,425,010	12%
Physical and life sciences and technologies	139	1.2%	389	1%	1,258	1%	298,926	2%
Mathematics, computer, and information sciences	169	1%	417	1%	1,365	1%	339,050	3%
Architecture, engineering, and related technologies	1,711	14%	3,215	8%	10,415	10%	1,301,790	11%
Agriculture, natural resources, and conservation	194	2%	237	1%	1,994	2%	139,353	1%
Health and related fields	1,100	9%	3,513	8%	8,540	8%	961,796	8%
Personal, protective and transportation services	611	5%	1,585	4%	4,223	4%	387,742	3%
Other fields of study	-	0%	-	0%	-	0%	2,425	0%

Source: 2020 Manifold Data Mining, Inc.



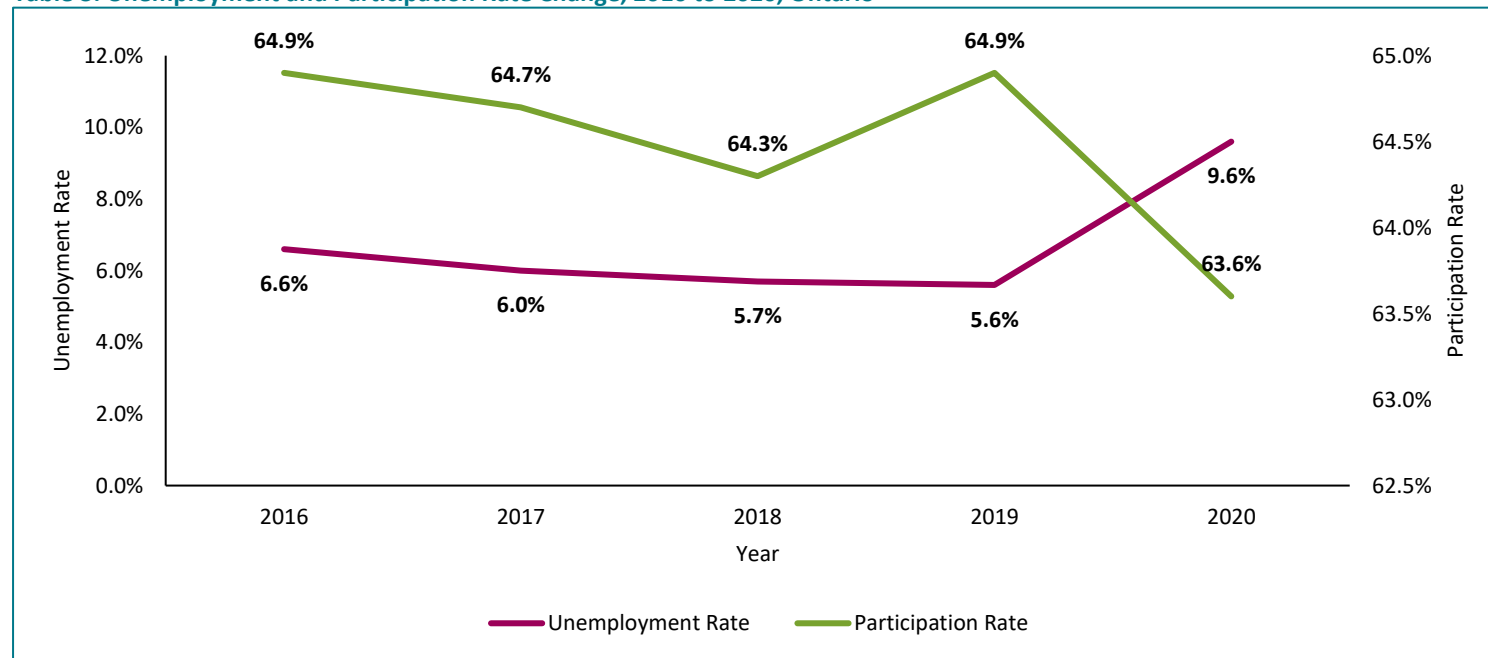
3.2 Labour Force Profile

The labour force profile details the employment and unemployment trends, the labour force by industry and occupation, labour force concentration, and commuting patterns for South Stormont, the SDG Counties, and Province.

3.2.1 Labour Force Status

Table 3 shows the change in unemployment and participation rates for Ontario from 2016 to 2020. Ontario was used as a marker due to the impact of COVID-19 and the difficulty in accessing accurate data at the local community level. As can be seen from the graph, COVID-19 has a major impact on the provincial unemployment rate, going from 5.6% in 2019 to 9.6% for 2020. Similarly, the participation rate went down from 64.9% in 2019 to 63.6% in 2020.

Table 3: Unemployment and Participation Rate Change, 2016 to 2020, Ontario



Source: Statistics Canada 2020, Table: 14-10-0020-01 (formerly CANSIM 282-0004)



3.2.2 Labour Force by Industry

Table 4 shows the percentage of the labour force by industry in South Stormont, Cornwall, the SDG Counties, and Ontario for 2020. The analysis for the Town shows that there are 7,626 people employed and that employment is centered in the following industry sectors:

- Retail trade – 967 people (13% of the total labour force)
- Health care and social assistance – 1,015 people (13% of the total labour force).
- Manufacturing – 848 people (11% of the total labour force)

Table 4: Total labour force population aged 15+ years - North American Industry Classification System (NAICS) 2012

Total labour force population aged 15+ years - North American Industry Classification System (NAICS) 2012	South Stormont	% of total	Cornwall	% of total	SDG Counties	% of total	Ontario	% of total
All industries	7,626	100%	21,104	100%	58,603	100%	7,676,670	100%
11 Agriculture, forestry, fishing, and hunting	203	3%	139	1%	2,781	5%	119,492	2%
21 Mining, quarrying, and oil and gas extraction	41	1%	22	0%	155	0.3%	40,381	1%
22 Utilities	131	2%	115	1%	683	1%	69,413	0.9%
23 Construction	750	10%	1,395	7%	4,981	8%	504,846	7%
31-33 Manufacturing	848	11%	2,071	10%	5,674	10%	748,098	10%
41 Wholesale trade	242	3%	685	3%	2,136	4%	314,393	4%
44-45 Retail trade	967	13%	3,397	16%	7,637	13%	859,617	11%
48-49 Transportation and warehousing	436	6%	1,553	7%	3,690	6%	351,685	5%
51 Information and cultural industries	57	1%	310	1%	759	1%	185,017	2%
52 Finance and insurance	151	2%	599	3%	1,535	3%	456,356	6%
53 Real estate and rental and leasing	78	1%	387	2%	1,079	2%	185,300	2%
54 Professional, scientific, and technical services	287	4%	844	4%	2,444	4%	655,822	9%
55 Management of companies and enterprises	-	0.0%	28	0%	55	0.1%	17,527	0.2%
56 Admin & support, waste management, remediation	262	3%	1,167	6%	2,607	4%	355,919	5%
61 Educational services	630	8%	1,329	6%	3,809	6%	609,797	8%
62 Health care and social assistance	1,015	13%	3,144	15%	7,845	13%	831,093	11%
71 Arts, entertainment, and recreation	106	1%	332	2%	1,039	2%	156,890	2%
72 Accommodation and food services	405	5%	1,491	7%	3,078	5%	427,519	6%
81 Other services (except public administration)	389	5%	880	4%	2,572	4%	315,647	4%
91 Public administration	628	8%	1,217	6%	4,042	7%	471,862	6%

Source: 2020 Manifold Data Mining Inc. Note: Green represents top three industries and red bottom three industries as a % of the total.



Labour force in South Stormont has been increasing over the years (Table 5); the municipality witnessed an 11.1% (an increase of 761 people) from 2016 to 2020. The educational services sector shows the highest net growth in the labour force; a net increase of 90 people (17%), followed by manufacturing at 88 people (12%). For the SDG Counties, labour force saw a net increase of 4,578 people or 8.5%.

Table 5: Labour Force by Industry (%), South Stormont and SDG Counties, 2016 & 2020

Labour force population aged 15+ years by industry (NAICS)	South Stormont				SDG Counties			
	Year		Labour Force Change		Year		Labour Force Change	
			2016-2018				2016-2018	
	2016	2020	Net Change	% Change	2016	2020	Net Change	% Change
All industries	6,865	7,626	761	11.1%	54,025	58,603	4,578	8.5%
Agriculture; forestry; fishing and hunting	175	203	28	16%	2,610	2,781	171	7%
Mining; quarrying; and oil and gas extraction	25	41	16	64.0%	85	155	70	82%
Utilities	65	131	66	102%	455	683	228	50%
Construction	705	750	45	6%	4,815	4,981	166	3%
Manufacturing	760	848	88	12%	5,295	5,674	379	7%
Wholesale trade	185	242	57	31%	1,900	2,136	236	12%
Retail trade	890	967	77	9%	7,115	7,637	522	7%
Transportation and warehousing	415	436	21	5%	3,645	3,690	45	1%
Information and cultural industries	55	57	2	4%	615	759	144	23%
Finance and insurance	120	151	31	26%	1,190	1,535	345	29%
Real estate and rental and leasing	75	78	3	4%	745	1,079	334	45%
Professional; scientific and technical services	245	287	42	17%	1,995	2,444	449	23%
Management of companies and enterprises	0	0	0	#DIV/0!	35	55	20	57%
Admin & support, waste mgmt. & remediation services	235	262	27	11%	2,510	2,607	97	4%
Educational services	540	630	90	17%	3,395	3,809	414	12%
Health care and social assistance	930	1,015	85	9%	7,185	7,845	660	9%
Arts; entertainment and recreation	105	106	1	1%	940	1,039	99	11%
Accommodation and food services	435	405	-30	-7%	3,425	3,078	-347	-10%
Other services (except public administration)	355	389	34	10%	2,385	2,572	187	8%
Public administration	555	628	73	13%	3,680	4,042	362	10%

Source: Statistics Canada, 2016 Census of Population 2020 Manifold Data Mining Inc. Note: Green indicates top 3 sectors that experienced the greatest % change over the time period, with red indicating the top 3 declines.



3.2.3 Commuting Patterns

990 residents work in the Town. Most of these residents perform jobs in South Stormont's manufacturing sector (230 people), followed by the retail trade sector (130 people). Approximately 4305 South Stormont residents work outside of the Town (See Figure below, Column A). Residents travel to communities outside the Town to work primarily in the health care and social assistance sector (745 people), retail trade sector (395 people), and manufacturing sector (465 people). South Stormont attracts approximately 1415 people from outside communities (Figure below, Column B). Manufacturing (420 people), construction (125 people), and health care and social assistance (135 people) are the top three sectors that attract the greatest number of people. Considering the net flow of labour, South Stormont is a net exporter of workers. The Town has a net export of 2,890 workers. The industries that import the most workers from other communities include retail trade (-620 people), health care and social assistance (-600 people), and public administration (-340 people).

Figure 12: Net Export (-)/Net Import (+) of Labour by Industry, South Stormont, 2016

Industry	Resident working IN South Stormont	South Stormont resident 'working outside' South Stormont (A)	Non-residents 'working in' South Stormont (B)	B-A = Net Import (+)/Net Export (-)
Total - Industry - North American Industry Classification System (NAICS) 2012	990	4,305	1,415	-2,890
11 Agriculture, forestry, fishing, and hunting	15	40	15	-25
21 Mining, quarrying, and oil and gas extraction	0	10	0	-10
22 Utilities	0	50	10	-40
23 Construction	110	160	125	-35
31-33 Manufacturing	230	465	420	-45
41 Wholesale trade	15	85	80	-5
44-45 Retail trade	130	695	75	-620
48-49 Transportation and warehousing	25	255	90	-165
51 Information and cultural industries	0	25	0	-25
52 Finance and insurance	10	100	10	-90
53 Real estate and rental and leasing	10	40	20	-20
54 Professional, scientific and technical services	20	130	45	-85
55 Management of companies and enterprises	0	0	0	-
56 Administrative and support, waste management, and remediation services	30	110	30	-80
61 Educational services	85	425	125	-300
62 Health care and social assistance	85	735	135	-600
71 Arts, entertainment and recreation	20	75	20	-55
72 Accommodation and food services	85	310	95	-215
81 Other services (except public administration)	40	185	20	-165
91 Public administration	75	425	85	-340

Source: Statistics Canada, 2016 Census of Population.



The majority of South Stormont residents commute to work in Cornwall (65% of the commuting workforce), followed by Ottawa (8% of the commuting workforce) and the South Dundas (4% of the commuting workforce).

Figure 13: Top 5 Places of Work for Residents of South Stormont, 2016

Communities	Number of Residents	% of the total
Commuting Workforce	4,305	100%
Cornwall	2,790	65%
Ottawa	360	8%
South Dundas	315	7%
North Stormont	170	4%
South Glengarry	140	3%

Source: Statistics Canada, 2016 Census of Population.

A large portion of the non-residents who work in South Stormont is from Cornwall (45% of total), South Glengarry (12%), and The Nation (10%).

Figure 14: Place of Residence for Workers who Commute to South Stormont to Work, 2016

Communities	Number of Residents	% of the total
Commuting Workforce	1,415	100%
Cornwall	630	45%
South Glengarry	170	12%
The Nation	145	10%
South Dundas	125	9%
North Stormont	125	9%

Source: Statistics Canada, 2016 Census of Population.



3.3 Business Environment and Structure



A business characteristics assessment was completed to understand the number and type of businesses in South Stormont and the key comparators using the Canadian Business Counts. Specifically, businesses in the region were profiled by total employee number, size of business establishments by employees, and businesses by industry.

Key Business Characteristics

As of December 2020, approximately 900 businesses by industry were registered in South Stormont. These include businesses classified by industry (827) and those unclassified (73 businesses).



Table 6 shows the total businesses in South Stormont alongside a breakdown of businesses without employees and with employees. Of the 827 businesses classified by industry, the greatest number of businesses are found in the construction sector (138 businesses or 17% of total), real estate and rental and leasing (134 businesses or 16% of total), and agriculture, forestry, fishing and hunting (87 businesses or 11% of total). Approximately 564 businesses (68%) in South Stormont are sole proprietors (without employees). Of the other 263 businesses with employees, 201 employ less than ten people (76%), meaning there is a concentration of small businesses within South Stormont.



Table 6: South Stormont Business Counts

Industry	Total	% of Total	Without employees	Total, with employees	1-4	5-9	10-19	20-49	50-99	100-199	200-499	500 +
Total	900	n/a	624	276	166	48	29	25	4	2	2	0
Unclassified	73	n/a	60	13	12	1	0	0	0	0	0	0
Sub-total, classified	827	100%	564	263	154	47	29	25	4	2	2	0
Agriculture, forestry, fishing and hunting	87	11%	71	16	15	0	0	1	0	0	0	0
Mining and oil and gas extraction	1	0%	0	1	0	1	0	0	0	0	0	0
Utilities	1	0%	1	0	0	0	0	0	0	0	0	0
Construction	138	17%	73	65	35	18	7	3	1	0	1	0
Manufacturing	25	3%	9	16	3	4	3	4	1	0	1	0
Wholesale trade	21	3%	12	9	7	0	0	2	0	0	0	0
Retail trade	53	6%	20	33	14	6	8	5	0	0	0	0
Transportation and warehousing	40	5%	24	16	8	2	2	3	1	0	0	0
Information and cultural industries	2	0%	2	0	0	0	0	0	0	0	0	0
Finance and insurance	41	5%	33	8	8	0	0	0	0	0	0	0
Real estate and rental and leasing	134	16%	124	10	8	1	1	0	0	0	0	0
Professional, scientific & technical services	86	10%	64	22	19	2	1	0	0	0	0	0
Management of companies and enterprises	2	0%	2	0	0	0	0	0	0	0	0	0
Admin & support, waste mgt & remediation	42	5%	30	12	7	2	2	1	0	0	0	0
Educational services	4	0%	4	0	0	0	0	0	0	0	0	0
Health care and social assistance	39	5%	28	11	7	0	1	1	1	1	0	0
Arts, entertainment and recreation	13	2%	12	1	0	0	0	1	0	0	0	0
Accommodation and food services	25	3%	9	16	5	7	1	3	0	0	0	0
Other services (except public administration)	72	9%	46	26	18	4	3	1	0	0	0	0
Public administration	1	0%	0	1	0	0	0	0	0	1	0	0

Source: Canadian Business Counts, December 2020



Business Concentration

Notes on Data

Statistics Canada's Canadian Business Counts Data provides a record of business establishments by industry and size. This data is collected from the Canada Revenue Agency (CRA). The business data collected for the South Stormont include all local businesses that meet at least one of the three following criteria:

- Have an employee workforce for which they submit payroll remittances to CRA; or
- Have a minimum of \$30,000 in annual sales revenue; or
- Are incorporated under a federal or provincial act and have filed a federal corporate income tax form within the past three years.

Summary

A business characteristics assessment was completed to study the number and type of businesses in South Stormont. Specifically, these businesses were profiled by total employee numbers, size of business establishments by employees, and businesses by industry. As can be seen in the figure below, construction was identified as a sector of comparative strength with a Location Quotient (LQ) of 1.71 (138 businesses or 17% of total). Agriculture, forestry, fishing, and hunting were also comparatively strong when compared with the province, with an LQ of 3.19.

Notable sectors which ranked as being on par with the province included manufacturing (LQ of 1.21), retail trade (LQ of 1.00), Real estate and rental and leasing (LQ of 0.77), and professional, scientific, and technical services (LQ of 0.75). These sectors could represent opportunities areas for development.

Sectors of comparative weakness included transportation and warehousing (LQ of 0.66), information and cultural industries (LQ of 0.16), educational services (LQ of 0.40), and health care and social assistance (LQ of 0.66). These sectors have comparatively fewer businesses than the provincial average and could be strengthened via investment incentives or population growth.



Figure 15: Business Characteristics Assessment South Stormont

Sector	Location Quotient	Industry Concentration	% of total businesses	No. of businesses
Agriculture, forestry, fishing, and hunting	3.19	Strong	11%	87
Mining, quarrying, and oil and gas extraction	1.01	On Par	0.1%	1
Utilities	0.59	Weak	0.1%	1
Construction	1.71	Strong	17%	138
Manufacturing	1.21	On Par	3%	25
Wholesale trade	0.93	On Par	3%	21
Retail trade	1.00	On Par	6%	53
Transportation and warehousing	0.66	Weak	5%	40
Information and cultural industries	0.16	Weak	0.2%	2
Finance and insurance	0.79	On Par	5%	41
Real estate and rental and leasing	0.77	On Par	16%	134
Professional, scientific and technical services	0.75	On Par	10%	86
Management of companies and enterprises	0.23	Weak	0.2%	2
Admin & support, waste management & remediation services	1.26	Strong	5%	42
Educational services	0.40	Weak	0.5%	4
Health care and social assistance	0.66	Weak	5%	39
Arts, entertainment and recreation	0.91	On Par	2%	13
Accommodation and food services	0.98	On Par	3%	25
Other services (except public administration)	1.33	Strong	9%	72
Public administration	1.25	Strong	0.1%	1

Source: Canadian Business Counts, December 2020



4. SOARR Assessment

Strengths

- Location near cities
- Hwy 401 / rail
- Waterfront
 - Need to leverage SLPC relationship to push this development. It is in the works currently but can't let it stall.
- Rural lifestyle
- Low tax rates
- Influx of new residents & new money

Opportunities

- Investment & business growth
- More local jobs
- Residential growth
- Regular regulation and zoning updates that adapt to growing population base.
- Land development
 - There was an RFP released 8-10 years ago to develop lands along highway two into a shopping centre / other shops, but it was stopped by the municipality. This project or something similar needs to be introduced.
- Agri-tourism development

Aspirations

- Waterfront amenities
- Increased population
 - It must be sustainable and controlled. Bring the benefits of people without overcrowding or reducing quality of municipal services.
- More doctors
- Youth retention
- Hub for agri-tourism
- Small town feel, big-city resources



Risks

- Limited development capacity
- Not adapting regulations and zoning laws to meet local demand needs.
- Missing out on all the benefits of population growth (e.g., residents are going out of the community to shop and eat).
- Lack of Township resources
- Sacrifice quality of life

Results

- Increased assessment
- Revitalized and developed waterfront.
- Land development
- Strong municipal services that have not degraded in quality.
- Shopping centre locally.
- Satisfied residents
- Projects on time/budget
- More tourism



5. Consultation Summary

The engagement phase of the project included 12 Council and Management Interviews, 33 participants in the Frontline Staff Workshop and Survey, 15 Key Informant Interviews, and 308 participants in the Resident and Business Survey (274 residents and 34 businesses). See summary of themes in Table 7.

5.1 Summary of Engagement Themes

Table 7: Summary of Engagement Themes

Theme	Council & Managers	Frontline Staff	Businesses	Residents	Key Informants
Access to Cultural Activities (theatre, music, arts)				X	
Access to Doctors, Medical, Mental Health Services		X		X	
Added Recreation Opportunities	X	X		X	X
Assistance from Provincial and Federal Government	X				
Availability of Adequate Housing	X			X	X
Availability of Amenities (restaurants, retails)	X			X	X
Availability of Skilled Labour			X		
Availability of Unskilled Labour			X		
Community Unity Concerns (Division, Polarization)	X	X			
Corporate Capacity (human resources, technology)	X	X			X
Customer Service (high expectations, ability to deliver)		X			X
Environmental Conservation	X			X	X
Funding Business & Property Improvement			X		X
Growth Concerns		X			X
Improved Broadband Internet		X	X	X	X
Improved Development / Building Permit Process			X		X
Improvements to Water / Wastewater Infrastructure	X				X
Intermunicipal Cooperation and Collaboration	X				X
Job Opportunities				X	X
Local Identity and Culture	X				X
Public Engagement and Municipal Transparency	X	X	X	X	X
Public Transit				X	X
Review Taxes, Assessment, Charges	X				
Supports for Business (economic development)	X		X		X
Waterfront Access / Development	X	X		X	X



5.2 Council / Senior Management Interviews

All members of Council and Senior Management participated in the personal telephone interviews conducted between January 22 and February 1, 2021. The first set of questions were asked of all participants, followed by a set of questions only for Council and a set only for Senior Management.

5.2.1 What inspires you about South Stormont?

- **Beauty** – right on St Lawrence, lots of waterfront, parkway, lots of islands
 - Possibilities, opportunities, natural environment - take it for granted.
 - Unique history – new communities built when old villages were flooded to create the St Lawrence Seaway
- **Friendly, safe place**
 - Good place to raise a family, friendly citizens, small-town mentality, everyone helps
 - People like to reside here – quality of life, great volunteers, affordable
- **Growth Potential**
 - 1 hour from Montreal, Ottawa, Lake Placid, Kingston
 - Industry knocking on door, residential development increasing
 - We think big, Employees delivery quality services and do best possible job

5.2.2 What critical issues are top of mind when you think about South Stormont? What keeps you up at night?

- **Unsustainable low tax rates**
 - Low taxes critically underfund what needs to be done – things need to be done right, not half-assed
 - Influx of residents from Ottawa, Toronto, Montreal – expectations of municipal services – accustomed to more.
- **Organizational Catch-Up**
 - Financial administration/management perspective
 - Asset management plan must meet legislative standards to ensure we are eligible for funding
 - Succession planning needs of the organization – over 33% of the workforce that is capable of retiring, 4 of 7 senior management over 55
 - Province downloading and red tape– they seem to have doubled it
- **Crumbling or Lack of Infrastructure**
 - Increasing proposals and demands from developers coming into the municipality
 - Residential growth, Ingleside wastewater at capacity, fire hall replacement



- Much of the infrastructure is aging and was built during the widening of the St. Lawrence seaway
- Rural broadband is needed, especially in northern part of community: affects residents, businesses, youth (distance learning), farmers
- Need more waterfront development
- **Polarization of Society**
 - Clash between wanting to keep a small-town feel and moving toward the requirements of a big town
 - Constituents want more services but don't want you to raise taxes
 - Also, explaining to newcomers why they received a Drainage Act bill is difficult.
 - Customer service standards - Younger population change
- **Shortage of other amenities**
 - Short of doctors – critical downside to our community
 - Schools closures, transportation is very far – kids can't participate in extracurricular activities

5.2.3 What key services or activities are needed to respond to these issues? What services are needed to respond to future growth?

- **Resources to implement plans**
 - More staff are needed – projects get behind, grants need to be applied for
 - “We start off with the greatest of plans at budget time, but we don't have the people to do the work – it doesn't reflect well on us.”
 - Some senior staff are approaching end of career; need the talent to replace them
 - Systems and software needed to set us up for better decisions, less reactionary
 - Financial systems associated with the Township need to be addressed
 - 10-year capital forecast needs to be developed
 - More reserves should be put aside to plan for/fund expected future projects
 - Days of stamping mail as received, and giving yourself 3 days to respond are gone
- **Be Proactive**
 - Need a longer-term plan to grow and build, opportunity to think outside the box
 - Need Development Charges to address growth we're seeing
 - Council has completed service delivery review, aware of changes recommended
 - Firehall plan could be more efficient by strategically placing new firehalls
- **Upgrade infrastructure**
 - Implement Asset Management Plan



- Ingleside is being addressed through plans and detailed design work
- Also need to upgrade sewage plant in Long Sault
- More activity down at waterfront –band shell, dog park, beautify
- **Keep community engaged**
 - Enhance online ability to offer customer service – the way of the future – offer in a better format; encourage two-way communication
 - Teamwork – having a staff and Council that works together – betterment of community

5.2.4 Thinking ahead 10 years, what three words describe what South Stormont looks like to you?

- **Thriving**
 - Prosperous / Self sustaining / Opportunity / Growth / Strong / Vibrant
- **Welcoming**
 - Scenic/Beautiful / Accepting / Safe / Maintain Rural Image: warm and fuzzy, do a better job in things like diversity, accessibility – and that’s not necessary the municipalities’ responsibility
- **Prepared**
 - Innovative / Progressive / Efficient / Well-integrated / Capable/ Adaptable: financial systems and capabilities are well integrated, meet the needs and demands, attractive to business, digital tools, plug-in posts for your car, go environmental, programs for supporting developments in tree planting, etc., IT and environment; have the staff, training, and expertise to deal with the growing and changing community

5.2.5 How must quality of life be considered during the strategic planning process?

- **Resident / Talent Attraction:** Quality of Life is #1, very important, needs to be considered significantly for:
 - Attraction/retention of youth/young professionals
 - Attraction/retention of doctors
 - New reality of remote work, important factor in where individuals/families locate
- **Waterfront plan very important**
 - Can drive tourism
 - Excellent location for recreation/cultural festivities
 - Provides diversity/environment – community gardens, trails – they don’t have to be costly
- **Parks & Rec master plan important**
 - Leisure centres and amenities for families



- Need to do more than take soccer registrations and run Zumba lessons; move beyond expensive sports like hockey

- **Local Culture**

- Cultural programs – don't lose the history of the area – a group has been promoting the "Lost Villages" history for years, we're losing that – these people are old
- Community safety is important as well
- Current residents support shopping local – support businesses

5.2.6 Considering the community's anticipated economic growth, what is needed to ensure a positive business climate for South Stormont?

- **Staff needed to do the work**

- Need staff in place to get the work done; too much money in surpluses because projects are not completed

- **Continually maintain and upgrade our infrastructure**

- Treatment plants are now 15-25 years old – require significant investments
- Underground infrastructure was built at the same time (when Seaway opened) – expected 75-year life – they are 60 years old – there will be some substantive investments
- Ingleside needs capacity – high on our list; should look at a single treatment plant to service the municipality
- Broadband Internet - Biggest challenge is broadband internet coverage
- Forward-looking plan for fire-department is needed to ensure they are anticipating needs of the growing community

- **Support business**

- Prioritize Ec Dev as a staff position; right now, it is mixed with communications - there are a % of business community have no contact with municipality whatsoever. Not sure if there is much of a business relationship to the North.
- Advertise the developable land more aggressively
- Our Building Dept is much better, and they are so great to deal with
- Chamber of commerce needs to get more organized and effective, should be advocating for business
- Maintain flexible policies - Have policies and procedures in place, don't over-regulate, take questions seriously, give a reasonable response in reasonable amount of time - Can we do a better job internally, yes?

- **Review taxes, assessment, charges**



- Taxes shouldn't be an issue – have one of the lowest tax rates - Some argue for maintaining the competitive tax rates; others believe they should leverage some additional taxes to fund upcoming projects while heavily communicating the use of these funds
- Impact of assessment changes, MPAC arbitrarily raises assessment
- Institute development charges to fund infrastructure/services while keeping taxes low
- **Maintain the rural charm of the area while developing and growing**
 - If we get good uptake on our land – that may lead to shortage of housing and people to fill the jobs; concern of rising in housing prices

5.2.7 Considering the three levels of government, what initiatives are having the most positive impact on South Stormont?

- **Regionally: What is having the most impact? What should have the most impact?**
 - **Need more innovation at County level** - Looking at staff assistance – part-time, Counties get one part-time, share staff - Support staff: HR has presented a challenge for all of us – Counties could be a leader
 - i. Shared tourism initiatives
 - ii. There's talk about regional cooperation on fire services, but everyone has different equipment
 - iii. Low availability of broadband
 - iv. Cooperative purchasing/bulk buying for better price
 - **Some collaborations exist** – waste management, possible shared services task force (floated it at a Dec meeting and got nowhere) – spirit of collaboration is not necessarily very healthy. Are the Counties a support for municipalities? Not really. Not a huge desire for collaboration.
 - i. Counties – great working relationship - Counties are doing a good job of making it easier for developers: entrance permits, ditching
 - ii. Some of the Departmental groups meet on a regular basis across Townships. Well received.
 - iii. SDG / Eastern ON – potential there for shared services. We have minimal shared services now.
 - iv. Plowing roads – work on each other's roads
 - v. Policing and paramedics – wonderful
 - vi. Planning – County has a consultant, TSS has a Director and a Planner
 - vii. County deals with OP and severances
 - viii. Need to try to be consistent with our environmental practices, green space (significant forestry loss in last generation)



- ix. IT – County has tried IT support, TSS has stepped away except GIS and Roads, rest is in-house -found ourselves in a he-said, she-said scenario - Part of shared benefit program with County – would make sense to stay there
- **Provincially: What is having the most impact? What should have the most impact?**
 - **Financial assistance needed**
 - i. Infrastructure funding and grants
 - ii. Meetings with Ministers at ROMA – lobbying – some of them are good. There’s a willingness on the part of Provincial Ministers to listen – not always anything comes out of it
 - iii. Trying to get 138 Hwy improvements
 - **Downloading not welcome**
 - i. Paperwork and processes, environmental regs, more so now than ever
 - ii. Reporting and enforcement burdens for pandemic are not reasonable.
 - iii. Fire training has been downgraded from the province to the regions, placing more burden on municipalities for training
 - **Red tape reduction**
 - iv. Not working – just received 4 documents, all related to template data collection systems for Emergency Management Systems related to Covid
 - v. Constant needs related to grant reporting, FIRs are a nightmare – include a couple of extra scheduled for grants – too much – auditors have already reviewed it – spend hours doing grant
 - vi. Proposed changes to Conservation Authorities – backing off, set up a task force
- **Federally: What is having the most impact? What should have the most impact?**
 - **Infrastructure Funding** - for Ingleside Wastewater Treatment plant, it is very important.
 - **Employment grants** - convoluted and weird, things change part way through the program - Immensely grateful for money they give us – but not very suited for needs in eastern Ontario, effort on that part would be good
 - Otherwise, not a lot of interaction with Feds

5.2.8 What are the Township’s most significant opportunities?

- **Proposal coming forward for 700 acres north of Long Sault**
 - Logistics and distribution is a good opportunity for the area, with access to roads and lots of developable lands
 - Land available / Access to transportation: 401, rail
- **Expanding our industrial area - Newcomers businesses or residential**
 - Development of small business – real opportunity in light of development that is coming -- housing, tradespeople for maintenance – the spinoff will be as good



- Just lost a local highschool here – with new development, perhaps residential will boom enough to revisit schools
- **Railway is a big draw – hoping we can put a station in one of the communities**
- **Waterfront development plan – partnership with the St Lawrence Parks Commission**
 - Could attract a lot of new residents and tourists - good direction for recreation, boating, canoeing, parklands
 - Parks and Rec Master Plan
- Need more inspired volunteers – but not more volunteer committees
- Better communication by staff to Council

5.2.9 What specific outcomes are you seeking from the Community Strategic Plan? How do you think this exercise will prepare the Township for growth?

- **Vision** - Assist Council in seeing a bigger picture, look beyond pavement and sidewalks - Makes us decide how we want our community to be
 - Something creative for this community – we are based in history - Don't go too outside the box, but want something that shakes us up
 - Want something aspirational – something to build towards; need that Vision piece – what do we look like, what do we aspire to be - Point us in the direction of the tools we need to do that
 - What are the fundamentals needs to get us there - Then we can pick and choose – help prioritize - Clear picture of how to get there
 - For the community – more technology – accessible opportunities, forward-thinking
 - Looking for good guidelines and goals for growth
- **Not Operational** - Don't want to be operational - Previous Strategy – whole list of tasks
 - Must not repeat the last strategy, which said, “we're going to be innovative, but we're not going to change.”
- **Budgeting and Accountability**
 - Set out accountability metrics
 - Strat plan will be helpful in guiding the upcoming 5-year budget
 - Sufficient community engagement/involvement in the process
 - Help us deal with good succession planning
- Make everybody happy with the way things are going

5.2.10 What, if any, resource constraints do you feel are needed to support the Township's ability or capacity to implement the strategy?



- **Human resources** - more staff are needed – can afford to hire 4 without increasing taxes; justification required for Council decision
 - Develop young people as a source of human resources – we need that young energy
 - Generational changes – some Council and staff are not ready to accept change
- **Financial constraints and tools** - software needed to intertwine departments, be complementary to one another
 - Funding opportunities need to be leveraged as much as possible
- **Peoples' expectations and responses** - when services are cut, got inundated on social media about people's rights being taken away. "Trumpism": Whatever happened to citizenship?

5.2.11 **Council only:** What are the common messages you hear from constituents?

- No complaints
- Lots of people moving back to the area – so much growth
 - Some new residents are not as friendly as existing residents would like them to be – locals need to make the first move
- Locals tend not to want their taxes to increase - Some things are not an option: garbage, EMS, policing, and the price is going up every year
- Aging infrastructure (particularly roads, playgrounds, etc.)

5.2.12 **Council only:** As a member of Council, how do you want to inform and guide the strategic plan?

- Open communication is very important, be transparent
- Hopeful the findings of this report would be presented in an interim form, so council can comment and ensure the recommendations will be useful
- Want to make sure the strategic plan is useable and functional
- Present a clear plan, how to implement and how to monitor along the way/hold ourselves accountable
- Need to keep an eye on costs of things before they end up in the strategy

5.2.13 **Council only:** How involved should Council be in the operational aspects of the municipality?

- It is not appropriate for Council to micromanage staff, the CAO is in charge of employees, Council need to rely on staff expertise
- Council is well-rounded; we have a great staff and support system. Council shouldn't be in their face. We ask for info, but we should let them do their job.



- Some councillors would like more notice/time to research projects that are presented and to be kept in the loop earlier in processes
- We need to know how much money we have before we spend it
- We need to inform the public in a way that suits their needs and way of life.

5.2.14 Management only: How would you like to see your department involved in developing and implementing the Township's strategic plan?

- Staff can help Council come up with key phrases, messaging, ensuring their vision is clear, making sure we have equipped Council with the tools they need to explain to the public what the vision is; help them collectively come up with their vision
- Senior Managers should need to explain how their recommendations relate to the Strategic Plan - give some consideration as to how we're all working toward their common vision
- Finance will be an important part of any strategic plan; they will provide information for any government to help with decisions
- Will also need to be very hands-on, lots of new things coming in, so we need to design the team to be adaptable, have a good knowledge base and expertise
- Need to have very good training and education for the teams
- For planning and building, we're facilitating a lot of the growth
- If there's a certain policy or project we don't have, we'll support the development of those plans and implementation
- We're here to serve the public – the people – carry out the plans of Council
- Would nice to see a goal, rather than running around putting out fires
- Needs to be a living document – staff are excited to be a part of planning for this growth
- Updated policies and procedures: property standards bylaw (15 years old) are up to date and current, disclosure of information, staff training
- Staff need to ensure annual report on monitoring – monitoring every 6 months

5.2.15 Management only: As a Director, how would you and your department support the Township's strategic plan?

- Staff has to remember what the challenges are from the Council members' side – they have to defend that to the constituents
- Council needs to collectively agree; we are only going to speak positively on long terms of goals, speak with enthusiasm to the public, reiterate that
- We need them to continue to be a team and continue to convey that positive message to the public - Our current Council is very good. I have lived through others. Right now, they collaborative relatively well.



- Finance department would support the strategic plan, but they don't have as many interactions with the public as other department
 - Hope to provide more suitable finances to other departments so they can have info they need
 - Provide financial analysis which can help council and other departments make their decisions
- We'll take the recommendations and develop implementation plans and develop guidance for implementation, look at how to time the roll-out of these projects and initiatives

5.2.16 **Management only: How can Council better support the efforts of staff in serving the constituents of South Stormont?**

- Council has to realize that they need to develop policy, then let staff do it
 - They can't spend time micromanaging
 - Some want to come out as the small-town heroes by allowing for exceptions – that is not good policy
- They need to communicate and to work to understand the departments and vice versa, each understanding what the other needs to provide their best service
- They can continue to be informed, two-way street, they need to be informed by staff, and staff need to be privy to what the council plan is
- Direct a questions Council gets from residents to staff, rather than Council trying to get the answers
 - Too many people dealing with a question related to a pot hole - sometimes Council gets them into situations where more info is needed, wasting a lot of time and effort
- It would be helpful for Council to take the opportunities provided to learn more
- People who have been around a long time think they don't need to learn
- Some staff feel trusted by Council – an interesting dynamic. New Councillors trust staff. For longer serving members of Council – there is a sense that staff isn't trusted.

5.3 Front Line Staff workshop and survey

The Front-Line Staff Workshop was held on February 3, 2021, with 13 participants online. The online survey received 20 responses between Feb 3 and 23, 2021.

5.3.1 **What are people saying about how things are going in our community?**

- **Growth concerns** – Some people are happy with growth, looking forward to updates to Township facilities and job prospects. Other people think that the community is growing at an alarming rate. High-rise buildings are a concern among some elderly population base. People moved here as a small village and didn't want it to change. Community changing, don't live in Cornwall because it is too big; when Sunset Cove was built, it was seen as problematic, same with new sub-divisions. People value the quiet.
- **Waterfront access** – Another common complaint is access to the waterfront. The community wants access to the waterfront. Residents and the SLPC butt heads very often. Don't like being charged to



go to the beach. COVID-19 and the influx of Quebec visitors were very problematic in the township over the past 8 months. No where to sit; pull up on your boat; Brockville, PSR has better amenities. This is a common theme among residents.

- **Need amenities and services** – No grocery stores or delivery services. All or most services like Family services, financial, housing, legal, or disability services must be directed to Cornwall. More space for commercial businesses is required.
- **Internet Connectivity** - Internet services are not sufficient. Residents new to the area are very surprised with how poor internet services are in South Stormont. With working from home now being a necessity for many, South Stormont villages and rural residents need better internet.
- **Parks & Rec – old infrastructure / new infrastructure** – People are satisfied with the programs that are offered, although we could use more, such as additional indoor facilities. Residents would like to see a dog park. Issues with some parks, cutting of trees, access to these outdoor amenities. Residents are expecting more. Parks are highly used and are highly visible and so want more progress on upgrades. Parks need upgrading (updated play structures, more trees, etc.) and better connectivity within the community (bike/walking paths).
- **Community divided** – New residents vs. old residents – new residents, are very positive about the Township. There is a big split of new residents moving to rural areas, but also lots in the new subdivisions. People are concerned about ‘out of towners’ buying property for rentals. People don’t like it when they just buy land for a rental. There are concerns the Township neglects rural residents and focuses on Long Sault and Ingleside.
- **Expectation of service** – We do not have the staff to support the growth in South Stormont. New residents expect a lot more from a rural community than has historically been given. (e.g., enforcement, drainage, fencing). People think the rules are universal standards and not aware it changes in the community. Think the rules don’t apply to them. New residents often think that because it is rural, there are no rules.
- **Masterplan completed** – Neighborhood parks need more work. But these are addressed in the masterplan. The consultation process showed residents want more facilities. Existing residents are happy with facility levels, but new residents expect more. Township needs to adapt.
- **Municipal identity** - South Stormont seems to lack a cohesive identity, feels very fractured. Every town’s community (Ingleside, Long Sault, St Andrews, Newington) seems to be doing their own thing instead of working together. Some residents are jealous of or place blame on residents from other South Stormont villages. Children and students don't know that they live in South Stormont.

5.3.2 If you could put your list of requirements and opportunities before Council, what would be your top three (3) priorities?

Priority 1

- **More Staffing:** Staff is doing multiple jobs and need more support. The growing community means that expectation is high and going higher -- either need to address this expectation level or provide more staff support. Really important, commit to staffing levels to support growth.



- **By-law Enforcement:** One by-law officer per 8,000 residents is the standard. There is an attitude that you can get away with nearly anything. Need to clamp down on the violators. Leads to other areas like fire protection/building codes etc. Reactive at the moment not proactive.
- **Need to prioritize:** We can't do everything, limited resources. Staffing levels are still low. If we upgrade certain things, need to consider how to maintain them.

Priority 2

- **Waterfront development:** Excited about this development, and it is a high priority. The speed of this project won't be quick, so need to manage expectations of timeline. The plans look fantastic and help the community appreciate what we have. E.g., South Glengarry – has restaurants along the waterfront – Township is stuck in the middle. Don't have a golf course, curling rink, etc. These are missing aspects of the community.
- **Infrastructure and development:** Wastewater treatment facilities, streamline permit process, upgrade technology in arena, parks development, medical services. Maintain the rural/small town "charm" of Long Sault and Ingleside by limiting apartment/multi-residential dwelling development and destruction of green space.
- **Community Enhancements:** Connectivity within and around the villages, infrastructure, maintain the rural/small town "charm" of Long Sault and Ingleside by limiting apartment/multi-residential dwelling development and destruction of green space, affordable housing, new Zamboni.
 - **Fire department** – lots of aging infrastructure. Staff and training requirements are increasing.
 - **Doctor recruitment** – no doctors in the area, and the population is increasing. A family physician survey was just conducted on the needs of the community; what results are showing is that there is a portion of residents with no family doctor. Lots of new residents who lack services as well.

Priority 3

- **Resident Communication / Engagement:** Increased engagement with the public, increased organized social events for community members. Continue with social media. Connectivity within and around the villages.
 - **Personal service is lacking:** COVID has moved things online, which is understandable due to the health risk, but it means that personal interaction is less prioritized. Without COVID, this has been a trend. Council should ensure there is some level of in-person contact / not just all automated.

5.3.3 What are the programs and services that we deliver best?

- **Improved transparency & communication outreach** – Improved information delivery/engagement with the public. New public engagement software introduced; customer services can be accessed online. Lots of room for continued improvements. E.g., Recorded/live streamed council sessions are popular. Community correspondence and Social Media have been great, making it easier for the residents and others looking for information on our community. Residents need the opportunity to easily express their opinions. Residents can not pay taxes online. Lots of other departments have these online options. Transparency has improved Accommodating the public and meeting the



demand, although understaffed, staff works hard to maintain positive relationships with its residents.

- **Online services:** Increased efficiency, requesting garbage tags, pin information, etc. Residents don't need to come into the office at all. New website and online forum system have helped efficiency and accessibility. Website is excellent.
- **Public Works / Waste Management:** Extremely accommodating Public Works department. Increased sidewalk plowing. Workers are highly visible, lots of resident interaction, and their fingers are on the pulse. Waste management and garbage collection receive high marks. Front line staff is critical. Don't get enough recognition.
- **Recreation Programs:** Good selection and well-delivered recreation programs. People love the ice at the Arena and find it is always clean. The ice and the arena have been getting constant compliments. Pre-COVID, there was feedback for more programming, but the current programs are well received. Has been solid during the pandemic too. Residents from Cornwall come to South Stormont because the programs are so good. Pandemic means they have used students to do virtual programming. Deliver lots of kits.
- **Fire protection / public education:** Great job connecting with residents & schools. Lots of outreach and education (e.g., Home safe Home, June for Seniors, lots of booths). Prevention is key.
- **Building:** Challenged during COVID-19 (\$18.5\$M, pre-COVID and this doubled during 2020). Every 60-100 new houses place more stress on ALL municipal services.

5.3.4 How might we improve our service delivery? How might we be innovative?

- **Staffing:** This is tied to service delivery. Consider joint ventures with other partners (PPP or other municipalities) or reduce services delivered. At the moment, only doing what has to be done; staff can't look into new options. Takes time to develop new services. Planning needs more staff to be able to keep up with the growing demands. Building needs more staff for the same reasons. All departments are at capacity when it comes to being able to deliver what is and will be needed to be able to support the growth of our community. Funding is needed for all of this. Where will the money come from to be able to grow? Economic Development (assisting existing businesses and encouraging new business investments) and Planning team does an amazing job but is severely understaffed even just in comparison to other local municipalities, let alone provincially.
- **Public engagement:** Improved public information dissemination. Ensuring the public is aware of Township business can greatly reduce staff time responding to general questions and reduce misinformation amongst the community. New engagement program is not implemented yet; will be in the next few weeks. It will improve the back and forth with the public. High hopes. Will feel like they have a stake in the game. Public is aware of what projects are happening. Council hears one complaint from someone who calls them and blows it out of proportion.
- **Online services:** Continue to improve online services. Allow residents to book facilities online. Hadn't had the time to implement this yet. Payments by credit card: Residents who come into the office can pay for services online. Currently not available. It is basic across the board but was cut several years ago. Over the phone, payment is currently not accepted. This is a major inconvenience



(no bank in Long Sault). Internal communications, current COMMS officer not aware of what is happening in other departments until it is too late. Takes time to prep these media releases.

- **Asset management** - Maintaining/upgrading infrastructure. Over the years, a park clubhouse, pool, and now heritage centre have/will be demolished seemingly due to lack of funds, staff, and basic upkeep. Fire halls are in disarray and in need of upgrade.
- **Software:** Almost every department has multiple different software and process they follow. Which is not efficient. In addition, the software we have used has been changed many times in the past few years, which creates more and more challenges as the software we get is always lacking in some areas. We need to get software that is complete (not being developed) and will allow us to use it for the next ten years+. Arena lacks technology; only has room allocation technology.
- Improved aesthetics and "placemaking" projects (benches, community squares, public spaces)
- Attention to modest-income housing opportunities (many developments are occurring for affluent residents. We must be sure not to neglect those on modest incomes to be welcomed to the community).

5.3.5 How might staff be best supported to carry out their jobs?

- **Increased staffing levels** -- to reduce being spread too thin and not being able to adequately complete tasks. More staff to deliver services. More funding = more staff and productivity. Many projects or tasks are put on hold due to many different factors, which leads to delay, redundancies and leaves staff without the means to do their jobs efficiently.
- **Technology** -- and newer equipment to improve productivity. Give us back our phones and printers; time wasted going to the big printer.
- **Better communication between departments** -- less duplication of work. Improved internal communications to allow staff to make informed decisions, as well as feel empowered as an integral part of the team rather than a "cog."
- Increased professional development, training.

5.3.6 Complete the following phrase: My community is...

- Connected and kind
- A welcoming rural place to live that is close to larger urban areas,
- A relaxed community
- Fast-growing and diverse
- Growing and adapting to economic change.
- Thriving
- Lacking in waterfront development
- Quaint and quiet, which gives it its charm. Access to the St. Lawrence River would be great.
- A beautiful mix of rural and urban lifestyles with close proximity to city centers and essential needs. Our residents are kind and helpful to their neighbours, but sometimes apprehensive to change. The



opportunities to responsibly grow while maintaining the charm and attractive qualities exist in our community hubs and waterfront areas.

- A place where young adults come to raise their families. It offers potential for all business sizes. Home to the Long Sault Parkway and waterfront, although limited access. Where growth is on the rise, but some residents are opposed to it.
- Growing fast lacking in medical services Limited grocery stores or shopping Beautiful area to live but not able to always enjoy it due to COVID19, people from outside the area taking over the parks. Friendly people.
- Good ... We have the major services which are needed to prosper as a community, such as trails, sports facility, water and sewer services, community hall, restaurants, and many more. We just need to continue to grow and expand the service we provide as we grow.

5.3.7 Complete the following phrase: My community will be ...

- Accessible
- A place to raise a family
- A great tourist destination.
- A major logistics hub and a desirable location for young families to live.
- On the forefront of growth in eastern Ontario
- More people living in South Stormont will require more infrastructure.
- Continuing to expand the ways for the community to interact via sports, schools, and other events and activities we can offer.
- United. A place where people can raise their children. An innovative community. A progressive and forward-thinking community.
- A desirable area for both visitors and residents with ample amenities and attractions along the waterfront. The community will be welcoming to all new residents, including singles, young families, and seniors.
- A welcoming rural place to live, work and grow. A smaller town feel (less densely populated and larger rural lots) with more career opportunities and less reliance on needing to go to other communities for everyday necessities.
- A place that can accommodate the growth that it is experiencing because required staffing levels will be met, and the expectations of the residents can be met or exceeded. This will allow for more accessibility to residents (online services), a large variety of recreation amenities, and a waterfront that the township has access to.
- Growing at a capacity that will be hard to manage and maintain. There is not enough staff to sustain the growth, and my hope is that this will be considered. I hope for a community that offers all the necessities and amenities but at the same time being able to enjoy it all and not growing to lure non-residents to the area but for those who live here.
- Amalgamated with other Townships in 1 to 2 years



5.3.8 Other feedback

- **Increased activities:** Lots of great ideas but can't do everything. Need to support current businesses and commercial development via economic development but can't at the moment.
- **Limited commercial space in downtown cores:** Not much land available to support this growth. Planning issue?
- **700 acres north of Ingleside:** are set for development. Need support services for this growth. Workforce needs support. Local businesses struggle to get skilled & unskilled talent. Issue across the board in Eastern Ontario. The new developments are great, but they will create jobs which will be hard to fill.
- Allow staff to have more input in decision-making to allow any concerns to be addressed.
- There are concerns that the Township only works for the villages of Long Sault and Ingleside.
- We hear a lot from more rural residents that they pay taxes and only get garbage and recycling collection and plow roads.
- Our website is excellent.
- The Twp of South Stormont is disappearing, and we are just like Toronto. Local values no longer count.
- Glad to be participating in this information collection. Allows front-line staff to feel heard and that our input is sought and will be considered.

5.4 Key Informant Interviews

5.4.1 What do you see as the top three strengths of South Stormont?

- Heritage
- Location / Environment
- Growth Potential
- Agriculture
- Safe, friendly community
- Rural lifestyle

5.4.2 Top three challenges?

- Infrastructure is holding back a lot of things.
- Limited waterfront access, low water levels
- Access to high-speed internet
- Availability of vacant land
- Employment opportunities are not great - workforce leaving the community.
- Attracting residents and retaining youth



- Need to do a better job promoting for businesses to locate in the area.
- Lack of diverse housing mix
- Public transportation
- Access to natural gas
- Don't get too caught up in history
- Engaging community: aligning the political goals with growth goals of the community
- Make grant programs more targeted, less vague
- Not enough attention paid to farms and villages
- Be prepared for the next generation
- Need to speed up the building permit process
- Losing nature to development – “we feel we are being strangled due to influx of people.”

5.4.3 What are the greatest opportunities for South Stormont in the next five years?

- Waterfront development - Partnership with SLPC to develop key waterfront sites, keep waterfront in public hands
- Tourism growth “In farms and villages – tours, farm-to-table dinners sell out quickly, people from Ottawa and Kingston” – “Agri-tourism will be a big benefit for the area.”
- Business retention & growth
- Attracting residents / young people - facilities for seniors and families in villages
- Welcoming newcomers
- Opportunities to deliver private-public partnerships to fund new amenities, such as pool
- Opportunity to protect environment, parkland

5.4.4 What might stand in the way of advancing these opportunities?

- Historic animosity
- Water & sewer capacity
- Access to waterfront
- Relationship with St Lawrence Parks Commission - maintain a positive partnership along the waterfront – conversation will end quickly if we get off the path forward
- Lack of investors and government support.
- Internet is a problem.
- Most young people are planning on leaving.
- Daycare situation is a challenge.



- Huge loss if environment degraded: “Council not being receptive to conserving the environment.”

5.4.5 What do you value most in your relationship with the Township as an organization?

- Accessible, willingness to listen and help – “value how accessible it is. The planner to the CAO it is very quick and efficient.”
- Coordinated efforts
- Excellent staff team - Strong directors and managers, solution-oriented group.
- Pro-growth Council
- Communication / relationships

5.4.6 Are there ways you wish to further develop that relationship?

- Relationship is great already – “Township is amazing. Right down to the guy cutting the grass to the mayor.”
- It’s been very cooperative, but how do you maintain those relationships
- “Need to get better at communicating and getting public feedback. It is heading in the right direction.”
- Enhance the website – automate online payments: “Having to go in with a cheque is so 1975. Let’s get on this.”
- Be sensitive and aware of the history of people being displaced. Those legacies carry forward, but new goals need to be pursued.
- Counties could be more involved in waterfront master planning
- Engaging stakeholders is a continuing effort. Not easy, but you need a cross-functional team that yields the best results. South Stormont is on that path forward.
- Identify exactly the kind of businesses the Township wants to attract. Use not a shotgun, but a rifle.
- Desire for more transparency by Council: “Made a big thing about a Waterfront Committee, supposed to have meetings, but they were closed, and I don’t know what happened.”

5.4.7 What types of physical or soft (social capacity, services...) infrastructure do you see as being essential to future prosperity in South Stormont?

- Technology upgrades / online automation
- Water/sewer Infrastructure
- Development of high-speed internet: “It is a huge issue. The number one opportunity. It must be there. It is like water or electricity.”
- Recreation/community amenities – “paths connecting towns and waterfront”
- Preserve environment, culture, identity



- More housing/transportation
- Development supports, business grants
- Partnerships, collaboration regionally
- Growth management – “Needs to happen nicely, want quality businesses to area, not just for the money.”

5.4.8 Looking forward, when you think about South Stormont 10 years from now, what does it look like? How has the Township changed for the better?

- Very prosperous.
- Infrastructure in place
- Affordable quality of life – “A lovely place to raise your children”
- World-class waterfront – “The faster we can implement the waterfront development plan, the better.”
- Keep community charm – “Growing but keeping the charm of the area by keeping agri-tourism.”
- “Our best bet is tourism. It will allow our people to live, maintain our environment. Opportunities for bike paths, winter sports.”
- Logistics hub / other business
- Accelerated high-value house construction increasing tax base
- More schools and doctors

5.5 Community Survey Results

There were 308 responses to the online survey. 100% of participants in the survey reported that their primary residence was located in South Stormont.

5.5.1 What 3 words best describe South Stormont? (n=308)

- Friendly - 138 responses
- Quiet - 75
- Safe - 60
- Clean - 39
- Community - 38
- Peaceful - 33
- Beautiful – 30
- See also Figure 16 Word Cloud

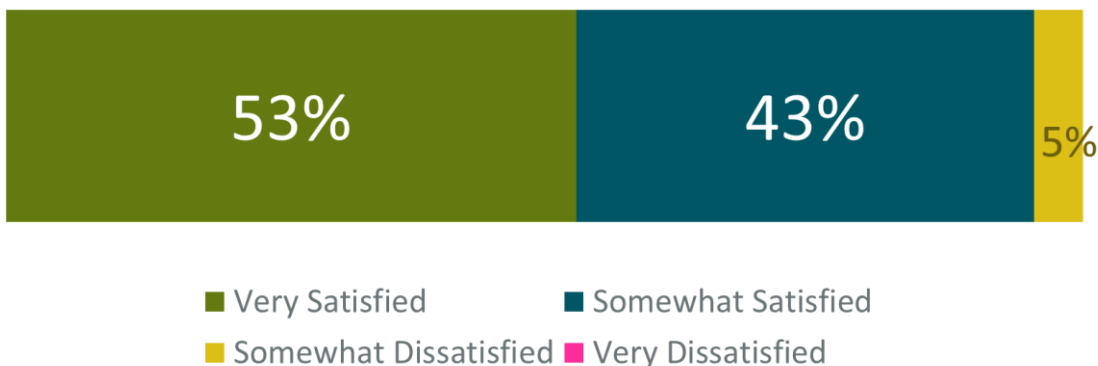
Figure 16: Word Cloud based on survey responses



5.5.2 Overall, how would you rate the quality of life in South Stormont?
(n=308)

A very high satisfaction rate was reported for Quality of Life. 96% were Very Satisfied or Somewhat Satisfied. See Figure 17.

Figure 17: Quality of Life Satisfaction Rate



5.5.3 How satisfied are you with following factors related to South Stormont?

For several factors, respondents reported over 80% being Very Satisfied or Somewhat Satisfied:

- Community safety



- Accessibility of Councillors
- Accessibility of staff
- Ability to communicate through municipal website
- Snow removal, road maintenance
- Access to parks and greenspace

Low satisfaction scores were assigned to public transit, access to culture activities, access to high-speed internet, access to educational institutions, access to local medical and mental health services, and access to waterfront.

5.5.4 How satisfied are you with factors of doing business in the area?

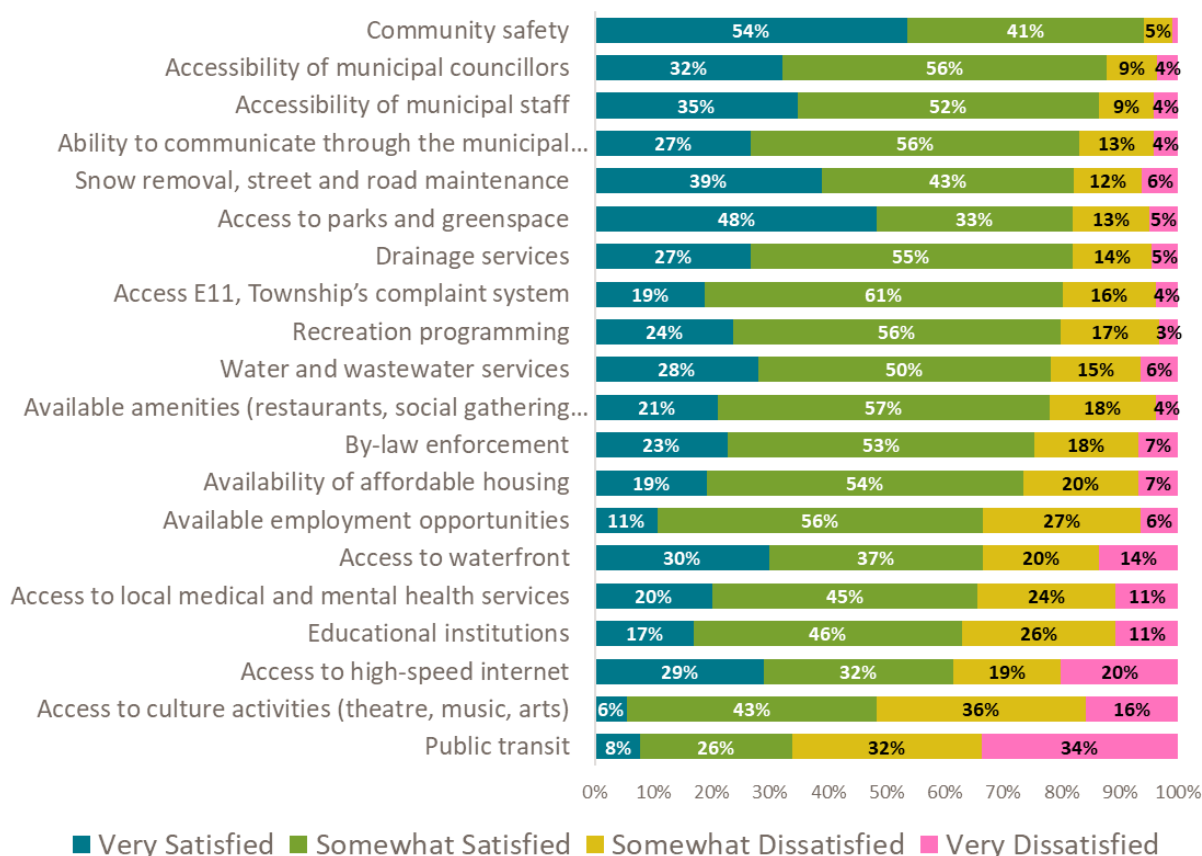
For several factors, businesses owners who responded reported 70% of more being Very Satisfied or Somewhat Satisfied:

- Provincial roads /highways
- Water availability
- Local roads/ streets
- Municipal property taxes

Low satisfaction scores from businesses were assigned to availability of unskilled labour, availability of property for purchase, availability of skilled labour, and internet service.



Figure 18: Service Satisfaction Levels



5.5.5 Summary of Survey Results

Community Priorities for Areas of Improvement – Residents

- Access to high-speed internet
- Access to local medical and mental health services
- Access to culture activities (theatre, music, arts)
- Available employment opportunities
- Public transit

Business Priorities for Areas of Improvement

- Availability of unskilled labour
- Availability of skilled labour
- Internet service/broadband
- Development/building permit process – less red tape



- Availability of funding for business and property improvement (e.g., improvements to existing Community Improvement Plan)

Long-Term Community Priorities

Residents rated priorities looking forward over the next 5-10 years. The top five priorities were:

- Waterfront access
- Improved access to doctors and medical care
- Improved communications systems such as increased broadband
- Public transit to nearby urban centres
- More job opportunities (business growth)

5.6 Council Facilitated Sessions

Council met with MDB Insight and Queen's Executive Decision Centre to explore a mission statement, vision statement, guiding principles, priority themes, and directions. Council's input was summarized as follows.

5.6.1 Mission – Favoured Elements

- Proactive municipality
- Care about residents, quality of life
- Leads way, progressive, vibrant
- Strong services, infrastructure, leadership
- Eye to sustainability, affordability

5.6.2 Vision Statement – Favoured Elements

- Compelling waterfront community
- Excellent / more recreational programs
- Strong commercial, industrial growth
- Jobs
- Infrastructure needs met
- Population Growth
- Progressive and proactive municipal government
- Financial sustainability
- Ample recreational, cultural options
- High-quality customer service

5.6.3 Guiding Principles – Favoured Elements



- Professional, honest, courteous, transparent
- Listen with empathy, make decisions in ways that respect all
- Responsible for our actions to each other and the public
- Decisions are made in prudent, smart, and responsible ways
- Growth is environmentally sensitive, fiscally sustainable
- Open, clear, engaging, proactive communications internally and externally
- Accessible, inclusive, and welcoming to diverse populations

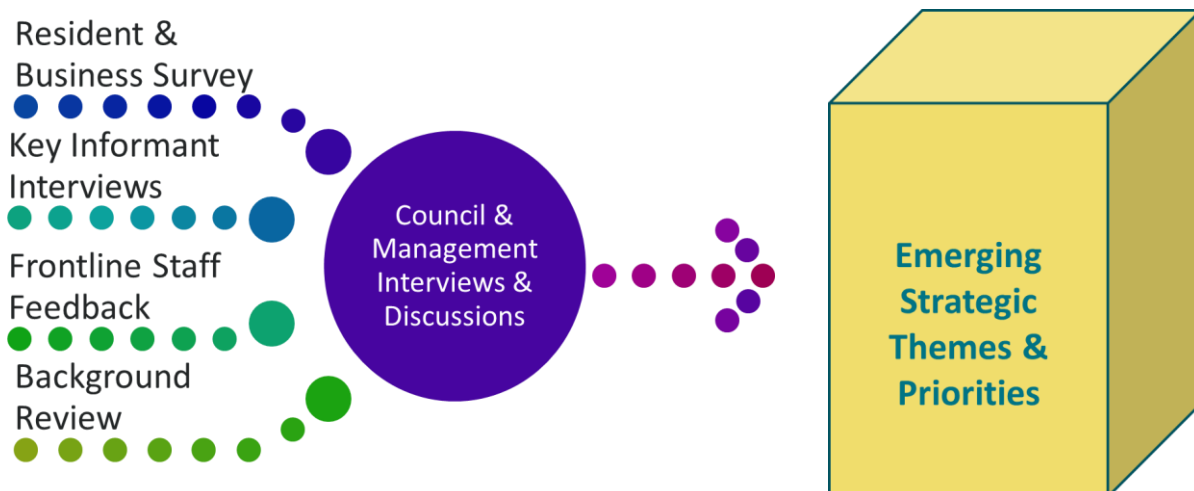
5.6.4 Priorities – Favoured Directions

- Wastewater Treatment Plant
- Asset Management Plan
- Waterfront Lands
- Industrial Parks
- Investment in Human Resources
- Housing Mix

5.6.5 Emerging Themes & Priorities

Based on input from residents and businesses, key informants, frontline staff, management, and the background document review and SOARR analysis, the emerging themes and priorities were channeled through Council for consideration and discussion.

Figure 19: Process to flow from Engagement to Strategic Themes





Emerging themes and priorities identified were:

Strong Community

- Health and Social Services; Recreation, Heritage and Culture; Housing

Sustainable Infrastructure

- Water / Wastewater Treatment; Internet Connectivity; Transportation

Pride of Place

- Waterfront Lands; Towns, Villages, and Farms; Natural Areas

Economic Growth

- Industrial Parks; Investment Attraction; Small Business Retention

Corporate Capacity

- Human Resources; Tools and Technology; Customer Service and Engagement

5.6.6 Clarifying and Validating the Draft Strategy

Council met with MDB Insight on two additional occasions, clarifying and validating the Mission, Vision, Guiding Principles, Strategic Themes, Goals, and Objectives.

5.7 External Stakeholder Feedback

Council approved the draft Strategy document on March 24, 2021. External stakeholders were sent a copy of the draft and asked for their feedback prior to the document being accepted as final. The following feedback was received:

- “The attached is a good guide that lays out the strategic development guidelines for future development. The mission and the vision are clear, as outlined in the attached draft. I like the idea that there will be continued communication between the different stakeholders. As the years go by, the needs can change with different businesses and new people moving to South Stormont. As you are aware, we live in a fast-moving high-tech world that changes almost daily, and we will need to keep up with the times. It will be interesting to see both the short-term plan and the long-term plan.”
- “Thanks again for the opportunity to act as a community voice. I was only able to take a very quick glance at the draft and don’t note any glaring omissions or elements of concern or confusion.”



6. Examples of Best Practices

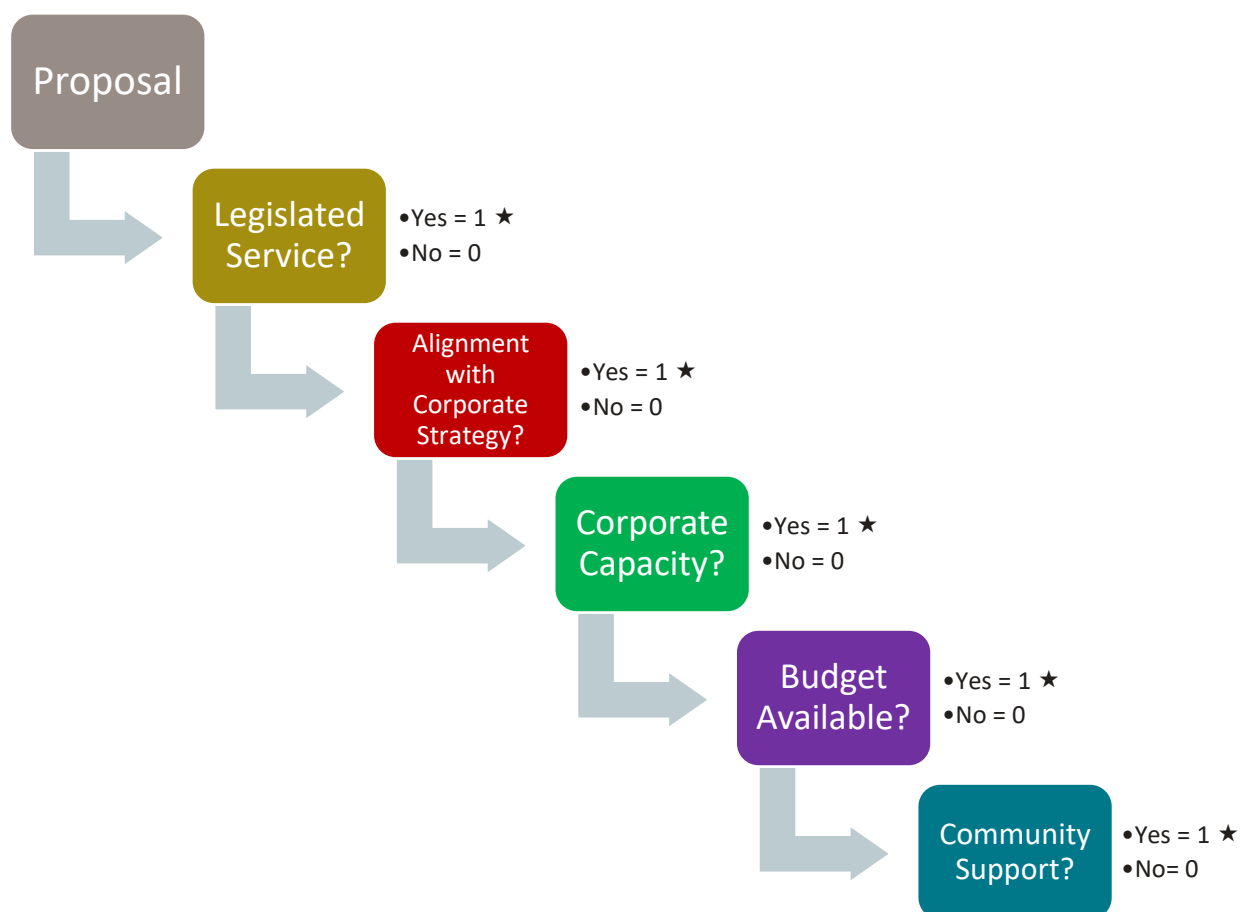
6.1 Decision Tree

Municipal Councils and their administrators make many decisions, large and small, on an ongoing basis. By including the Township’s Strategic Plan in its decision-making protocols, South Stormont can ensure that its judgments are based on goals, objectives, and community priorities.

Using a decision tree such as Figure below, increased rank is assigned as a proposal meets the criteria outlined. For example, answering “yes” to whether a proposal responds to a legislated service (as opposed to discretionary) would award the proposal one “star” out of a possible five stars. Proposals with a higher number of stars would receive a higher rank.

The Township could choose to weigh the rankings with the Alignment of Corporate Strategy section. For example, proposals with detrimental impacts on corporate capacity would be ranked lower.

Figure 20: Decision Tree Concept





The following questions may be asked to ensure a decision aligns with the Corporate Strategy:

Corporate Capacity

- Is the staff complement sufficient to resource the expanded work plan, proposal, or new project?
- Do staff have the tools and technology for the expanded work plan, proposal, or new project?

Sustainable Infrastructure

- Will the proposal help the Township service the needs of new businesses in a sustainable way?
- How does the proposal improve internet broadband connectivity?

Economic Growth

- Will the proposal help the Township to be more responsive and flexible to developers?
- Will the proposal help existing businesses in the Township stay operational or expand?

Pride of Place

- How does the proposal promote linkages among communities within the Township?

Strong Community

- Will the proposal support physical, economic, or social connections among communities?
- Will the proposal support a sense of belonging to South Stormont and welcome new residents?
- Will the proposal help create a diverse mix of financially attainable, quality housing stock?
- Will the proposal support the development of local recreation, heritage, or culture facilities?

6.2 Performance Measurement

Performance measurement provides a consistent framework to evaluate the strategic plan implementation process. Individual metrics help to answer questions about progress, such as:

- Did we accomplish what we set out to do?
- Did our efforts have the desired effect?
- Are we closer to achieving our strategic goals because of these efforts?

Performance measurement supports efficient planning and resource allocation, focusing energy and attention. It also helps to support the Township's commitment to accountability and transparency.

Specific metrics should be developed and measured by Township Management as part of individual Department Business Plans, updated annually for the Strategic Plan review process and/or the budget review process.

The most effective performance measures are designed to measure impact versus outputs. A metric that evaluates the difference that a specific action has made is ultimately a more effective indicator of progress toward a strategic goal. While the accounting of specific activities that were undertaken can be informative, it is much more useful to report on the impact or outcomes of those activities. The Township should strive to measure actions and impact that are within its ability to influence.

Whenever possible, the Township should align its performance measurement with regional, provincial,



and national goals. This provides important context for residents in helping them to understand how South Stormont is performing relative to other communities. It also supports the Township's ability to participate in programs offered by senior levels of government, such as grant funding or other collaborative initiatives, by clearly demonstrating how the Township's efforts align with broader objectives.

With respect to public reporting, the Township should focus on one or two key metrics for each strategic objective. Each of these metrics should be easily quantifiable and demonstrate impact and progress. As the plan is being implemented, it will be important to identify the performance metrics that will be deployed or how success will be defined and evaluated.

A "report card" shared during the annual review of the Community Strategy could be the principal means of reporting to the community on the Strategic Plan performance measures. A reporting protocol that feeds directly into the Departmental Business Plans is suggested to ensure there is a consistent measurement between the day-to-day actions and tactics and the strategic planning framework. Using the Decision Tree, Department Business Plans would inform the budget process, and so on.

6.2.1 Basic Metrics

A basic performance metric could be a statement grounded in an internal, informal assessment of a project's progress.

As part of the monitoring report, goals and objectives could be tracked with the use of colour codes: Green may indicate the objective is complete or nearing completion. Blue may indicate an ongoing/long-haul effort. Yellow could mean there are obstacles or resource issues. Red could mean a stalled or abandoned objective. Comments by staff in an accompanying report could help to explain the status of an objective. See Figure 17 for an example.

Figure 21: Example of Strategy Monitoring Report

1	1.1	Unify County vision, identity	Council approved new Corporate Strategic Plan. Official Plan Review will articulate land use vision.	NC
✓	1.3.1	Develop Youth Committee	Norfolk Rotaract leadership acting as quasi-committee	Multiple
✓	1.3.2	Develop Youth Brand	"ReThink Norfolk" developed by youth	Multiple
✓	1.3.3/5.4.3	Develop youth entrepreneurship	ReThink Norfolk youth entrepreneurship symposium organized April 2016 and May 2017; Student Start Up (SSUP) program launched in 2016, has sponsors, will continue in 2017	Multiple
4	1.3.4	Youth Retention and Attraction Strategy	Strategy development not resourced. Volunteer Internship Program rejected.	Multiple
3	1.4	Create youth educational awareness program	Through ReThink and SSUP programs, linkages have been enhanced between organizations	Multiple
1	1.5	Support more post-secondary facilities	Fanshawe College developing various local campus initiatives	Multiple
3	New-2	Newcomer / Immigrant Strategy	Workforce Planning Board of Grand Erie working on Immigration initiatives	Multiple

☒ Complete
 1 Underway
2 Challenged
3 Exploring Options
4 Not Proceeding



6.2.2 Complex Metrics

Municipalities can use more sophisticated tools for corporate performance measurement. These tools come in various forms and will require much more staff time to coordinate a reporting structure. Financial Information Reporting (FIR) data filed with the Province of Ontario by every municipality may provide a framework for performance metrics. The WCCD Global Cities Registry also provides the highest standard of community performance monitoring in the form of ISO certification.