



2023 – 2026 STRATEGIC PLAN

— Township of South Frontenac —



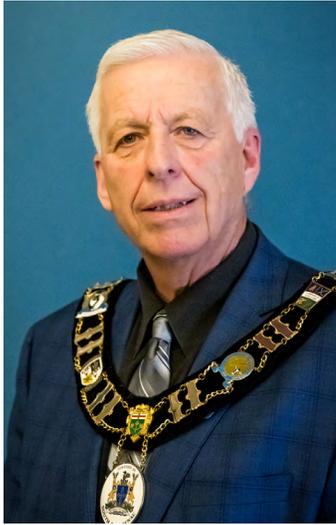


LAND ACKNOWLEDGEMENT

We recognize that the lands known to us as the Township of South Frontenac are entirely within the traditional unceded territory of the Algonquin, Anishinaabe, and the Haudenosaunee peoples.

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**RON
VANDEWAL**
MAYOR

A MESSAGE FROM THE MAYOR

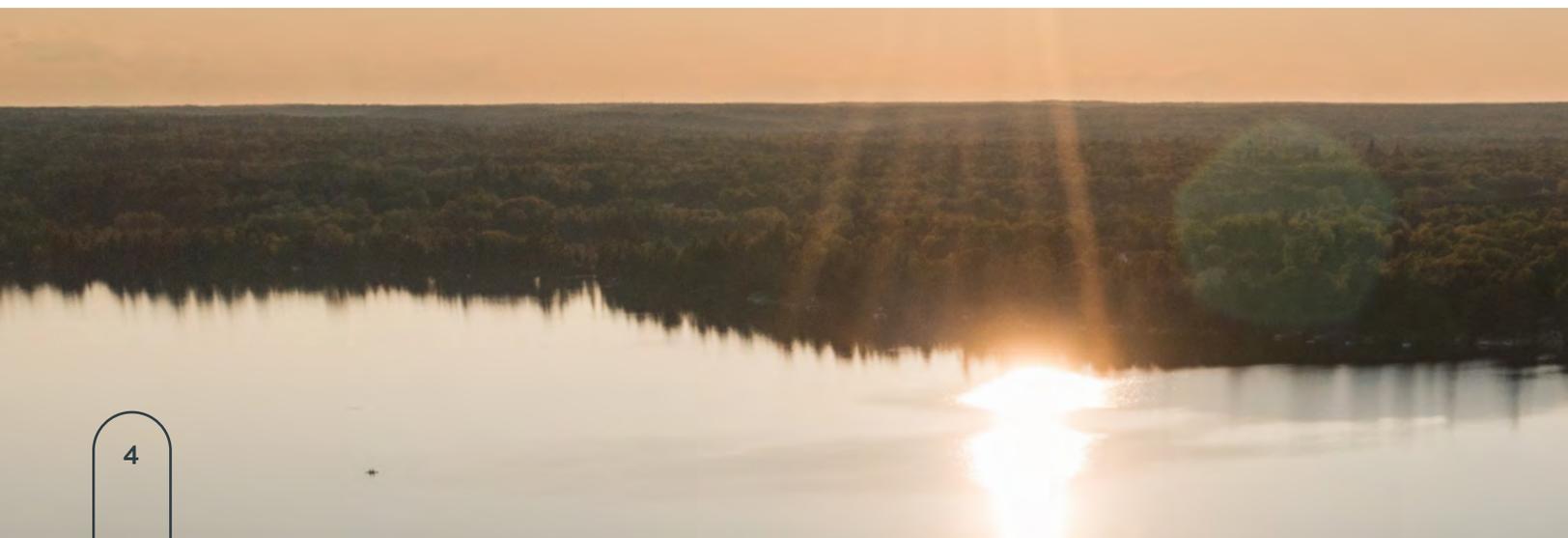
On behalf of Council, I'm very pleased to share our updated Strategic Plan for South Frontenac Township.

This plan builds on the great work and vision of previous Councils, to be a growing, vibrant rural community and a leader that other municipalities look up to.

Our mission is to provide efficient and responsive public services, foster sustainable growth, and enhance the quality of life for all residents, but it is our values that will be our trusted guide and govern our decisions as we grow.

Our population is anticipated to grow by 25% over the next 20 years. With growth comes increased demand for services, infrastructure, and resources. We've been taking a proactive approach to manage this growth effectively. The framework outlined in our new strategic plan will help us anticipate and plan for this growth to ensure we can provide the services and infrastructure to meet the unique needs of our community.

I want to thank everyone who provided input into this plan. I believe it reflects the hopes, aspirations and goals of our community and I'm excited to see what's in store as we continue to grow and thrive in South Frontenac.





**LOUISE
FRAGNITO**
CHIEF
ADMINISTRATIVE
OFFICER

A MESSAGE FROM THE CAO

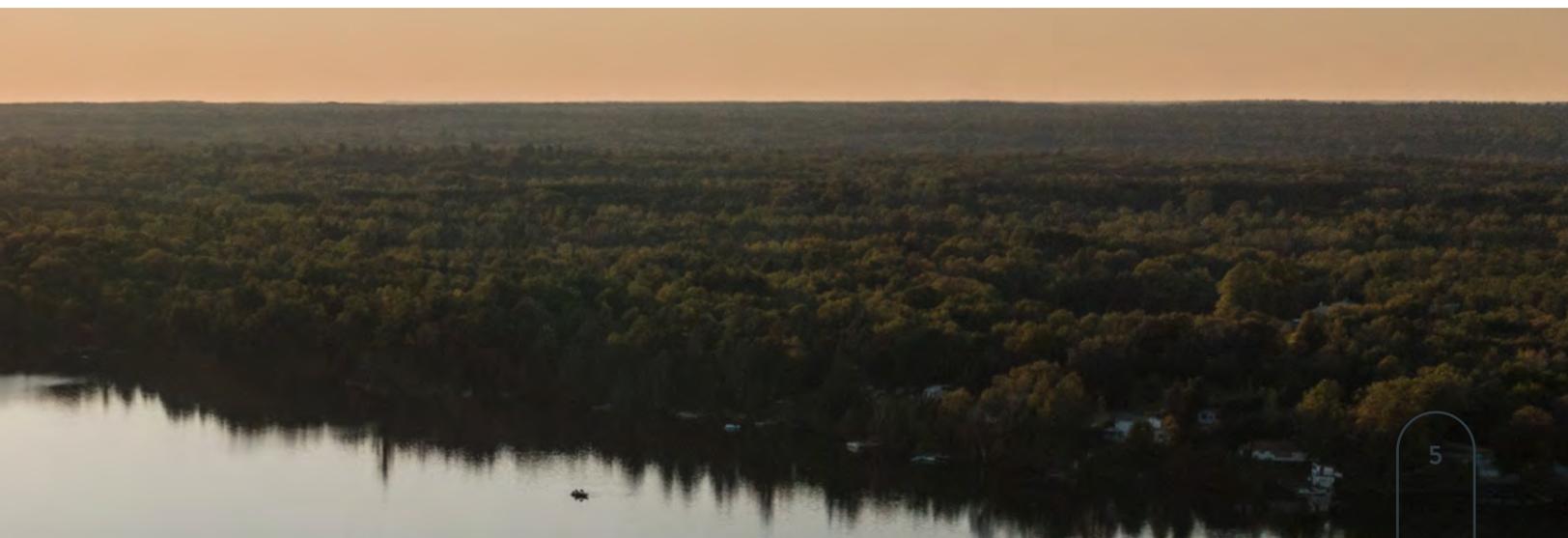
This strategic plan reflects and builds on what we do every day at South Frontenac: engage with residents, provide important services and excellent customer service, and manage trusted assets in a financially, environmentally, and socioeconomically sustainable manner.

Municipal service excellence is one of the strategic pillars of the plan. We will continue to provide excellent customer service, be transparent in our operations and find ways to improve the efficiency, effectiveness, and accessibility of our services and operations.

We've also identified people and partnerships as a strategic pillar in the plan. That is because we know it is the strength and passion of the people who make up this great community who will help us forge the path forward.

The success of this plan will be measured by how well it is executed and the positive and tangible actions and outcomes. I'm confident this plan provides clear direction and actions to achieve our vision of being a welcoming and thriving rural community.

I would like to thank Council for their continued direction and support and our amazing staff who strive every single day to do what's right for the residents of South Frontenac. We know it is our people who will bring this plan and vision to life.





ABOUT SOUTH FRONTENAC

South Frontenac Township is located in Eastern Ontario, 20 minutes north of Highway 401 and downtown Kingston, Ontario. South Frontenac is known for its lakes and naturalized spaces, including its provincial park, conservation area and parks, regional trails network and inviting hamlets. With a rich agricultural heritage and a promising future, the Township is committed to serving its diverse and growing community of over 20,000 residents through a wide range of services and programs.

ESTABLISHING A CLEAR DIRECTION

This plan will help guide decision-making, set priorities, and focus the Township's efforts on areas of strategic change that will make our vision for South Frontenac a reality.

Our new strategic plan incorporates Council, staff and the community's ideas and vision for the future of South Frontenac and sets the stage for collaborative action.

By working together, we can ensure our community continues to thrive economically, socially, and environmentally.



WHAT WE HEARD

- 520 Community Survey Responses
- 2 Council and Senior Leadership Team Workshops
- 10 one-on-one interviews with Council and Senior Leadership Team

STAKEHOLDER FEEDBACK EMERGED AROUND FIVE KEY THEMES:

Responsible Growth

Ensuring growth is undertaken in a way that preserves the Township's rich natural features and agriculture, while also considering the needs of future generations.

Business Transformation

Continuously driving business transformation and modernization efforts to enhance efficiency and effectiveness in delivering municipal services to the community.

Climate Change

Proactively adopting sustainable practices and measures to mitigate and adapt to the impacts of climate change.

Age-Friendly Community

Creating a welcoming and vibrant community that caters to the needs of residents of all ages, promoting inclusivity and quality of life for everyone.

Talent Development and Engagement

Recognizing the importance of staff engagement, succession planning, and attracting top talent to ensure the Township's ability to provide excellent municipal services to its residents.



STRATEGIC PLAN ON A PAGE

VISION

South Frontenac is a welcoming and thriving rural community.

MISSION

To provide efficient and responsive public services, foster sustainable growth, and enhance the quality of life for all residents.

VALUES

- Financial Sustainability
- Environmental Stewardship
- Collaboration
- Engagement
- Community

STRATEGIC PILLARS AND DIRECTIONS



Sustainable Long-Term Prosperity

We will work with local, regional, provincial, and federal stakeholders to achieve the community's long-term environmental, economic, and social priorities.



Municipal Service Excellence

We will be transparent in our operations and look to continuously improve the efficiency, effectiveness, and accessibility of our services and operations.



People and Partnerships

We encourage, support, recognize, and celebrate the passion of the people who serve our community and partner with key stakeholders.

STRATEGIC LEVERS

- Performance Measurement and Standards
- Environmental Awareness
- Accountable Governance
- Advocacy and Community Engagement
- Strategic Alliances and Partnerships
- Staff Development

 **VISION**

South Frontenac is a welcoming and thriving rural community.

 **MISSION**

To provide efficient and responsive public services, foster sustainable growth, and enhance the quality of life for all residents.



 **VALUES**

Serve as the guiding principles for everything we do. They act as a lens both reflecting our beliefs, but also guiding us in our decisions.

Financial Sustainability

We assess and provide affordable and reliable services that are aligned to our community's needs.

Environmental Stewardship

We protect and promote our natural environment.

Collaboration

We foster strong relationships and partnerships to provide the resources our community needs to thrive.

Engagement

We listen, communicate and are responsive to the needs of our community.

Community

We support each other to build on a community we are proud of.



Sir Salter

SOUTH

STRATEGIC PILLARS

Our Strategic Pillars are our areas of focus, and the associated directions provide guidance on how the Township plans to action these pillars.

STRATEGIC PILLAR	OBJECTIVE
 SUSTAINABLE LONG-TERM PROSPERITY	We will work with local, regional, provincial, and federal stakeholders to achieve the community's long-term environmental, economic, and social priorities.
 MUNICIPAL SERVICE EXCELLENCE	We will be transparent in our operations and look to continuously improve the efficiency, effectiveness, and accessibility of our services and operations.
 PEOPLE AND PARTNERSHIPS	We encourage, support, recognize, and celebrate the passion of the people who serve our community and partner with key stakeholders.



PILLAR 1

SUSTAINABLE LONG-TERM PROSPERITY



OBJECTIVE:

To work with local, regional, provincial, and federal stakeholders to achieve the community's long-term environmental, economic, and social priorities.

DIRECTIONS & PROGRESS MEASURES

1 | FINANCIAL SUSTAINABILITY

Our aim is to continue to maintain a focus on prudent financial management through long-term financial planning. This includes integrating other critical plans such as our Asset Management Plan, Recreation, Parks, and Leisure Master Plan, and Transportation Master Plan.

2 | RESILIENCE AND ADAPTATION

Our commitment is to foster community resilience to climate change through the safeguarding of our natural assets and mitigating the impacts of climate change.

3 | LEADERSHIP FOR RESULTS

We will encourage and support the Township's Council and senior staff in performing leadership and advocacy roles at the various levels of government.

4 | WELL-BEING FOR ALL

Our aim is to support well-being across all age groups by providing welcoming spaces and services that encourage community connection and caring.



PILLAR 2

MUNICIPAL SERVICE EXCELLENCE



OBJECTIVE:

The Township will be transparent in our operations and look to continuously improve the efficiency, effectiveness, and accessibility of our services and operations.

DIRECTIONS & PROGRESS MEASURES

1 | EVIDENCE-BASED

Our commitment is to use data-driven insights for informed planning and decision-making. Where available, tools such as performance indicators and analytics will be used within proposals, reports and day-to-day decision making.

2 | CUSTOMER FOCUS

Our goal is to enhance customer service and community outreach, making it more accessible through clear communications, self-service, and staff support and resources.

3| LONG-TERM PLANNING

The Township is dedicated to developing and implementing long-term financial and master plans to ensure the sustainability and suitability of our programs and services.

4| OPERATIONAL EFFICIENCY

We will optimize processes, service levels, resources, and systems to modernize service delivery, streamline operations, maximize cost-effectiveness, and support and empower management to innovate municipal service delivery.



PILLAR 3

PEOPLE AND PARTNERSHIPS



OBJECTIVE:

The Township will encourage, support, recognize and celebrate the passion of the people who serve our community and partner with key stakeholders.

DIRECTIONS & PROGRESS MEASURES

1 | EMPLOYER OF CHOICE

We will lead by example with a focus on creating a supportive and inclusive work culture, attracting and retaining talented employees, and promoting professional growth and development opportunities.

2 | PARTNERSHIP DEVELOPMENT

Forge collaborative relationships with external organizations, stakeholders, and neighbouring communities to leverage resources, share expertise, and achieve common goals for the betterment of the community.

3 | SUSTAINING COMMUNITY PASSION

At the heart of our Township is a vibrant community spirit. We strive to kindle this spirit by nurturing civic engagement and volunteerism, promoting a sense of pride, and encouraging active participation in local initiatives and Township decision-making processes.



STRATEGIC LEVERS



Strategic levers are the essential organizational competencies, capabilities, and assets that we will use to achieve the priorities laid out in this plan.

 **Performance Measurement and Standards**

By consistently tracking and evaluating the progress and outcomes of municipal programs and initiatives, we identify areas for enhancement, ensuring the municipality’s operations remain both effective and efficient.

 **Advocacy and Community Engagement**

Council and Staff will be proactive in advocating for the Townships’ interests, raising awareness about key issues, and building strong relationships with stakeholders, including residents, businesses, and other levels of government.

 **Environmental Awareness**

Our commitment to a sustainable future is showcased through dedicated education, policy development, and stakeholder engagement focused on environmental protection.

 **Strategic Alliances and Partnerships**

We will forge and nurture strategic collaborations and partnerships with other organizations, government agencies, and community stakeholders. These partnerships amplify our resources, expertise and collective capacity to achieve aligned goals.

 **Accountable Governance**

Emphasizing transparency, accountability, and ethical decision-making, the Township upholds governance practices that inherently prioritize the well-being and interests of our residents and stakeholders.

 **Staff Development**

The backbone of our Township, our staff, are continually engaged and supported through training and professional development programs. We ensure our staff thrive by fostering a supportive work culture and continual growth and improvement.

A scenic view of a lake at sunset. The sun is low on the horizon, creating a bright reflection on the water. A boat is visible in the distance, leaving a white wake. The shoreline is lined with trees, and the sky is a mix of orange and blue. A large, semi-transparent blue circle is overlaid on the left side of the image, containing the text.

MEASUREMENT AND REPORTING

We are committed to tracking and reporting on the progress of our strategic plan. To ensure transparency and accountability, we will:

- Present reports to South Frontenac's Council twice a year.
- Develop Action Plans that align with specific measures, targets, and the annual budget.

We will consistently assess and adjust our performance, ensuring it aligns with our shared priorities.





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