

Seguin Township



STRATEGIC PLAN



2011

Seguin Township Strategic Plan

Executive Summary

January 1, 2011

Background

Seguin Township was formed in 1998 with the amalgamation of the following townships: Christie, Foley, Humphrey, and the Village of Rosseau and at that time the western part of the Township of Monteith was annexed to Seguin Township.

Seguin Township covers 700 sq. kilometers with a permanent population of 4,280. Since Seguin is located in the picturesque District of Parry Sound, the seasonal population can swell to over 15,000. Approximately two thirds of the households in the Township are regarded as seasonal properties, as time goes on more and more of the seasonal properties are being used or occupied year round. The Township office, located in Humphrey, is the operational centre for Seguin Township.

The Strategic Plan has been developed with input from the Public, Township staff and Council. Along with the Community Development Plans the Strategic Plan will help align new and existing administrative processes to increase operating efficiencies and organizational effectiveness leading to positive corporate-wide change, continuous improvement and operational excellence.

Vision

The Strategic Plan is designed to align with the Community Development Plans forming an overall blueprint for the advancement of Seguin Township. The content of the Community Development Plans are formulated under the umbrella of this Strategic Plan

This Plan is designed to continue to build the current organization into a dynamic team of professionals, clearly focused on the citizens of Seguin. The strategies are segmented into the 3 Strategic Directions:

1 Environment

- Establish policies which protect the 3E's of the Environment, the Natural Environment, the Visual Environment and the Social Environment

2 Economic Vitality

- Encourage and facilitate Regional employment growth of both the commercial/industrial and service sectors.

3 Efficient and Effective Service Delivery

- Deliver products and services in an efficient and cost effective manner meeting the needs of our citizens.
- Measure service delivery and commit to continuous improvement
- Administer the asset base of the Township which ranges from land, buildings, infrastructure and vehicles, in order to provide optimum cost efficiency and maintain the asset base in excellent condition.
- Provide reliable and timely short term and long term information on which to make decisions regarding financial accountability.
- Implement a team-building atmosphere that will enhance work processes and improve internal and external communications, leading to the efficient and cost-effective delivery of services. Engage residents as an important part of our team through committees and task forces.
- Establish short and long term Financial Standards and ratios and continually measure performance against these standards and ratios

The new Official Plan and new Zoning By-law for Seguin Township were approved by Council in 2006 with final Ontario Municipal Board approval on October 22, 2007. The Community Vision has been developed through the Official Plan process. A review of the Official Plan and Zoning By-law will occur in 2011.

The Strategic Plan is an ongoing process which will continue to evolve over the coming years.

STRATEGIC PLAN

The Township of Seguin has undertaken a Strategic Planning Process to better serve our Citizens. This plan sets out our Vision and Values. It focuses the Organization on the Strategic Directions and identifies our Key Goals and Objectives for 2011 and into the future. The Township has four (4) Community Development Plans which form an integral part of the 2011 Budget.

Together the Strategic Plan and the Community Development Plans will help align new and existing administrative processes to increase operating efficiencies and organizational effectiveness leading to a positive change. It will more clearly define and focus our energies on our objectives by leveraging the talents of Council, Staff and the Community.



The Community Development Plans have a direct link to the Strategic Directions and Objectives as set out in this Plan. The successes achieved through these Community Development Plans will also be linked to this Plan and the Strategic Directions.

Our Community Vision

The distinctive and unique identity of the Township of Seguin comes from the beauty and tranquility of its northern Ontario setting, its 186 lakes of all sizes and character, the vast forested areas, and its beautiful rivers and wetlands. It is a place where residents enjoy safe living, scenic beauty and an active community life. The community recognizes the unique physical attributes of Seguin Township and is passionate about preserving the Township's small rural and waterfront character. The preservation and enhancement of these features, while keeping pace with the diverse needs of the community, is a principle tenant of the Township's Vision.

The Township's vision is to achieve a community that is sound financially, supportive of appropriate employment opportunities, protective of the 3E's of the Environment(Natural, Visual and Social Environments) and preserves the unique natural heritage features of the area. The intent of the Vision is also to diversify and create a more vibrant local economy through collaborative partnerships with existing businesses and adjacent municipalities and through proactive efforts to attract new industries and services.

Our Municipal Vision

The Township of Seguin is recognized as a dynamic and progressive Northern Municipality delivering efficient and cost effective services to our Citizens within the community's economic framework through a team of friendly, skilled and valued people.

Our Corporate Values

As a Corporation, our Municipality believes in the following values:

Teamwork – We will work cooperatively at all levels of the organization and community to accomplish the Township’s objectives and to provide our citizens with quality service.

Communication – We will share clear, timely and relevant information with one another and our citizens. We will actively seek out citizens’ input and make decisions in an open and transparent manner.

Citizen Focus – We will demonstrate dedication, care and concern for our citizens.

Innovation – We will continually seek innovative ways to improve our products/ services, efficiencies, technologies and skills within budget levels.

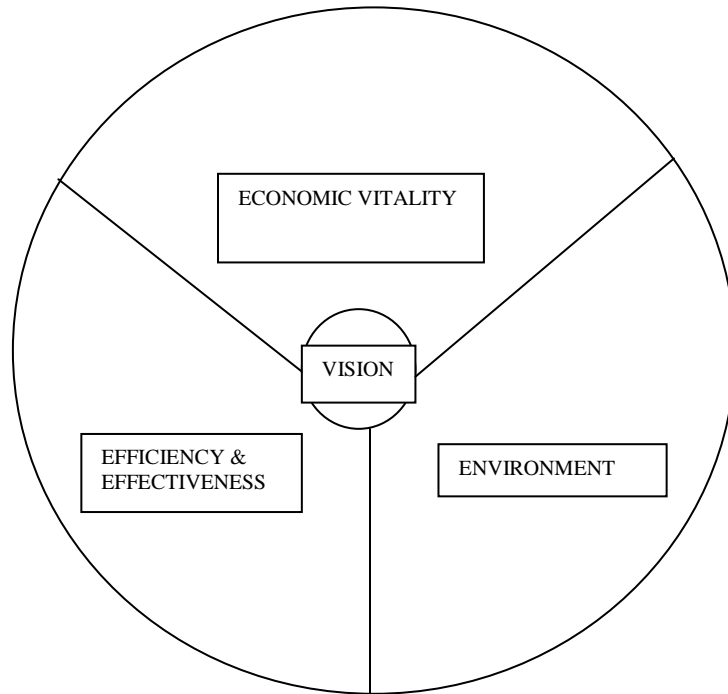
Participation – We will provide people with opportunities to become involved in making, influencing and contributing to decisions. We will place decision making authority and responsibility for meeting citizen requirements at the front lines throughout the organization.

Trust and Respect – We will treat people including all Staff as responsible individuals with trust, respect and dignity. We believe that people will take action to do the right things.

Service Delivery – We will strive to deliver services that are superior in terms of quality and cost efficiency when measured against the service delivery of other municipalities that are judged comparable to Seguin.

Transparency – We will conduct all affairs of the Township openly and with complete transparency, except where prohibited by law.

STRATEGIC DIRECTIONS



Focusing the Organization

The Township of Seguin has identified the 3 **Key** Strategic Directions which the community, volunteers and the organization will focus on in order to achieve our Vision. The Mayor, Members of Council and Staff will be responsible to monitor our results as we progress. Our team effort will contribute to the achievement of positive results and will actively move our Corporation forward along the Strategic Directions toward our

Vision.



STRATEGIC DIRECTION STATEMENTS & CORPORATE OBJECTIVES

OUR PLAN

1. Environment

Goals

Protecting and safeguarding the 3 E's of our environment (Natural, Visual and Social Environment) is fundamental to maintaining our quality of life and fundamental to maintaining our economic base for the present and the future through the adoption of an "Environment-First" principle.

Preserve the pristine beauty of Seguin for generations to come and at the same time enjoy everything that this part of the country has to offer.

The environment in Seguin Township will evolve to focus on the natural environment, the visual environment and the social environment.

2011 Objectives:

- Completion of Comprehensive Township wide Site Plan Control By-law together with site plan guidelines-September 2011
- Investigate legislation to determine if there are any Municipal strategies or tools to regulate boat usage and behaviours on lakes-February 2011
- Implement Year 4 of the Water Quality Program and continue the Septic Re-inspection Program – May 2011
- Implement a Communication Strategy for the Lake Stewardship Initiative-ongoing
- Implement an Environmental Award to residents-Summer 2011

2. Economic Vitality

Goal

Create wealth, jobs and opportunities for our citizens by promoting economic development and diversification in a competitive positive business environment.

2011 Objectives:

- Continue to participate and support REDAC including participating on Various sub-committees-on-going
- Continue to work at branding Seguin Township – on-going
- Upgrade branded signage throughout the Township-on-going
- Redesign the Seguin website including implementation and integration of a social networking tool-Summer 2011
- Continue to work with the Seniors Adult Lifestyle committee (SALC) to complete their project-on-going
- Develop and implement an overall Corporate Communications Strategy for the Township of Seguin –on-going

3. Efficient and Effective Service Delivery

Goals

Deliver products and services for all the citizens in the community to ensure Seguin is a livable, highly desirable, safe, well-maintained and accessible community in which to live.

Plan, manage and renew assets to meet the needs of the community in a safe, environmentally responsive and cost effective manner.

Ensure financial health, stability and accountability. We will develop financial systems and processes that provide solid information on which to make good decisions both in the short-term and long-term.

Build teams of friendly, skilled and valued professional employees/volunteers dedicated to continually improving processes and themselves to deliver efficient and cost effective services to our citizens and customers.

The organization will develop a customer service culture in order to deliver citizens' needs.

2011 Objectives:

- Review of Stone Quarry & Sand and Gravel Pit By-law and related provisions of Zoning By-law 2006-125 for conformity with the Aggregates Resources Act 2010 – June 2011
- Develop GIS tools that are geared to Planning, Building and Public Works-on-going

- Establish links from Land Manager and ASYST to GIS that will work more efficiently
- Develop and Implement Professional Firefighter Recruitment Program-June 2011
- Customer Service Delivery - ongoing
- Start 5 year Official Plan review-start January 2011-complete December 2011
- Complete consolidation of the Seguin Official Plan and Zoning By-law 2006-125 incorporating various amendments thereto – February 2011
- Emergency Plan review to re-examine duties and responsibilities
- OPA for Rural Severances – June 2011
- Develop a plan to comply with the anticipated new Standards under the Accessibility for Ontarians with Disabilities Act – Winter 2011
- Continue to improve maintenance of all Township facilities-on-going
- Development of a Facilities Mater Plan-completion Fall 2011, including Preventative Maintenance Plan, Building Assessment Strategy, Inventory Plan and Organizational Plan.
- Research potential CMMS (Computerized Maintenance Management System) technology system for Facilities Department-Fall 2011
- Continue to provide successful programs throughout the Township, i.e. Swim Program, Ball Hockey, Day Camps – on-going
- Continue to promote Staff training in Information Technology (I.T.), utilization of systems to create efficiencies and improve Customer Service-on-going
- Develop and improve Community Development Plans, Capital and Operating Budgets-May 2011
Keep the organization focused on providing and measuring a high level of Customer Service – on-going
- Improve and enhance Measurements, Key Performance Indicators and continuous improvements to Departmental Operations-on-going
- Implement a new logistics plan to transport our Household Waste- May 2011
- Implement bulk waste days in Humphrey, Foley and Rosseau-Summer 2011
- Develop a Hazardous Waste Facility at Christie Landfill-June 2011

Have Fun!



Some Seguin Township Facts: 2010

		TOWNSHIP FACILITIES		Other Private/Public Facilities	
Area	700 sq. kms	Township Libraries	4	Post Offices	1
Permanent Population	4,280	Township Fire Stations	4	Golf Courses	2
		Fire/Ambulance Base	1	Marinas	13
Seasonal Population	15,000	Community Centres	4	Provincial Parks	2
No. of Lakes	186	Arena	1	Schools	1 Public
				2 Private	
No. of Households	4,745	Airport	1	Churches	7
No. of Commercial Properties	124	Public Beaches	7	Private Fairground	1
		Boat Launches	19	Private Community Centres	2
No. of Industrial Properties	36	Parks	8		
Municipal Maintained Roads	290 kms	Museum	1		
Private Maintained Roads	174 kms	Sports Fields/Fairgrounds	7		
Bridges/Structures	24	Municipal Office	1		
No. of Tonnes of Waste in 2009	2375	Cemeteries	5		
No. of Tonnes of Recycling in 2009	553	Nursing Station	1		
Emergency Calls in 2009	290	Landfill Site	1		
Assessment	\$2.3 billion	Waste/Recycling Transfer Stations	7		