



SEGUIN TOWNSHIP STRATEGIC PLAN

2019-2022



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ACKNOWLEDGEMENTS & STRATEGIC SUMMARY

Seguin Township Council is committed to continuous improvement. This Strategic Plan defines Council's priorities for this term and identifies a set of collectively agreed upon initiatives that will form a platform for advancing progress in Seguin Township.

Three goals will provide a collective focus for Council's efforts:

1. An overarching imperative to be an environmental leader;
2. Community prosperity; and,
3. A commitment to the delivery of exceptional services and an exceptional community experience.

This document was developed by Council and informed by community and stakeholder input. It identifies twenty-four initiatives that will spark continuous improvement in Seguin Township.

This Strategic Plan affirms the importance of not only maintaining but improving environmental quality and recognizes the pivotal role that the environment plays in ensuring an enviable quality of life for all who live, work and visit Seguin Township. It recognizes the critical importance of increasing the supply and choice of housing and the need for Seguin to take action to diversify the economy, attract new residents and build opportunity.

At the core of this Strategic Plan is a commitment to service excellence. Ensuring that the planning and building processes are easy to understand and easy to navigate. This is critical for those who are already invested in Seguin, as well as for those who will come to call Seguin home. Relevant, responsive and reliable service delivery that is geared to not only meeting but exceeding client expectations will be a key focus moving forward.

MESSAGE FROM THE MAYOR

Seguin – The Natural Place to Be – Strategic Plan 2019 – 2022

With an over-arching responsibility to ensure that we leave Seguin and our planet in better shape than we found it, Seguin Council has developed its 2019 - 2022 Strategic Plan with an environmental imperative to preserve, protect and enhance our environment – the natural environment, the social and cultural environment and our economic environment.

Through extensive consultations and input, informed by our staff, our partners and our community this Strategic Plan is Council's collective roadmap that defines our priorities for the next four years. We shall strive to be an environmental leader in everything we do. This will be the foundation on which budgeting and staffing decisions will be made helping to ensure that our activities contribute in quantifiable ways to:

- Being an environmental leader,
- Providing an exceptional community experience, and
- Enabling community prosperity

As we deliver on these promises, the name and brand of Seguin will grow by building better respect, trust and inclusion with our community partners and ratepayers. This Council will be focused on innovative, creative and collaborative solutions. The importance of civic pride and pride of ownership will drive inclusiveness in order to broaden our sphere of influence and improve the overall quality of life in the Township of Seguin.

In order to provide An exceptional community experience and community prosperity, we will be focusing on:

- Redefining infrastructure imperatives to go beyond bridges and roads to include connectivity, community facilities (like a wellness centre), library services, daycare availability, programming for all age groups and resources for others to build on our community strengths.
- Simplify, expedite and improve the planning and permitting process to ensure that Seguin is a welcoming, affordable and facilitative township for personal and commercial investment.
- Build a whole team approach by continuing to focus on staff engagement and retention so that employee recruitment, retention, knowledge transfer and succession planning are cornerstones of how we do business.
- Develop a community engagement strategy to better encourage and engage all parts of our community. Leverage a marketing communication strategy to articulate priorities and seek ongoing dialogue with our partners and stakeholders.

As we move this exciting Strategic Plan into an operating plan and budget, we look forward to working with staff, our partners and our ratepayers to deliver on our promises to make Seguin the Best Natural Place to be.

OUR RESPONSIBILITY TO DELIVER

As municipal leaders and providers of public service, Seguin Township staff and Council have the ability to influence every resident at virtually every stage of their life cycle. Whether that influence includes important community programming for our young people and seniors, advocating for improvements to health care to meet the needs of our changing population, maintaining roads and bridges to ensure ease of access and travel, responding in a timely way to building permit and planning applications or supporting our many community partners who, in their own right, are delivering important services to our community members. The sphere of influence is wide and powerful. The way in which we deliver service and the kind of services we offer dictates our quality of life.

In Seguin, there is an unparalleled quality of life – one that is enviable, and one that we need to strive hard to maintain and enhance. We are doing things right and doing the right things to ensure that the service we offer is exceptional. We are taking steps to brand Seguin and to explore opportunities to enhance the way in which we communicate with those we serve. We are focused on innovation and we value creativity, inclusion and affordability. We recognize that our community is a reflection of our civic pride.

Responsible growth and an ongoing commitment to the carrying capacity of our environment will be even more important as we look to the future. Working more closely with our community members and partners will be vital as we craft a path forward.

It will take the efforts of all to address the challenges we face: To ensure that a broader range of housing choices are made available to allow us to retain and attract young people to Seguin and at the same time, allow our long-standing residents to age in place. It will require concerted effort to build a technological backbone with reliable and affordable broadband service. It will require an alignment of thinking and effort to do a better job of branding Seguin, sharing our many successes and communicating in an open, transparent, timely and responsible manner. It will take all of us to build community, to strengthen our connections to our neighbours and ensure that the services we offer and the culture we create support the unparalleled quality of life that we enjoy here in Seguin Township.

TERMINOLOGY

Vision - Our aspiration statement that defines where we are going. It is forward thinking.

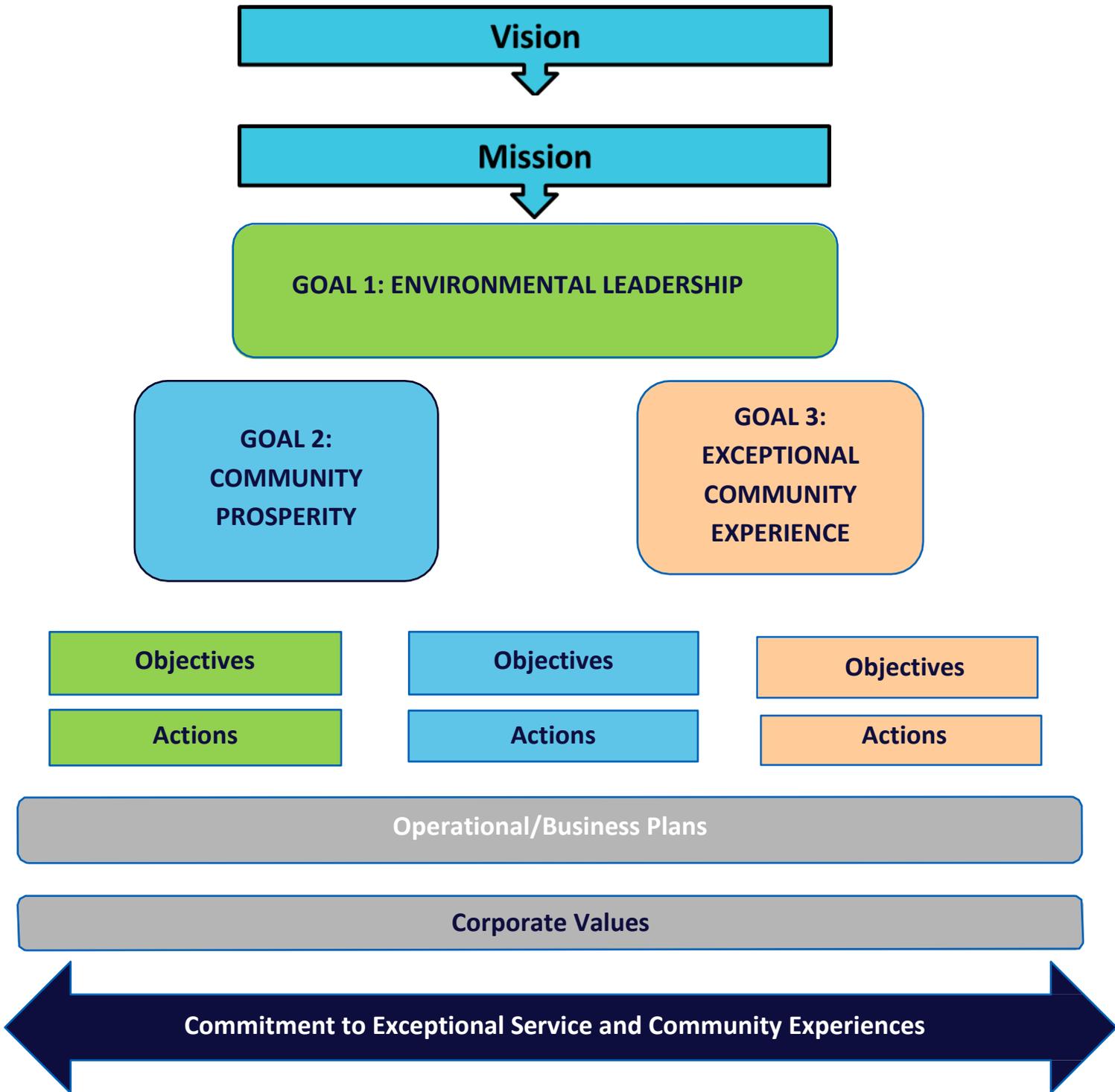
Mission - Defines what we do, for whom and why. It is factual and long lasting.

Values - Operating principles that guide our decision-making while developing and implementing the Strategic Plan.

Strategic Goals - Descriptive and outcome-based statements that collectively move us to towards our long-term vision.

Implementation - Recommended strategic actions or initiatives in an operational plan that are directly aligned to the achievement of our goals. These will be identified in Departmental Operating Business Plans.

STRATEGIC PLANNING FRAMEWORK



VISION, MISSION & VALUES

Vision

Seguin: The Best Natural Place To Be

Mission

“To provide our community with an exceptional experience.”

Corporate Values...We Believe In

Accountability: We are committed and accountable to our community.

Excellence: We continually strive to provide exceptional service and to improve the quality of everything we do.

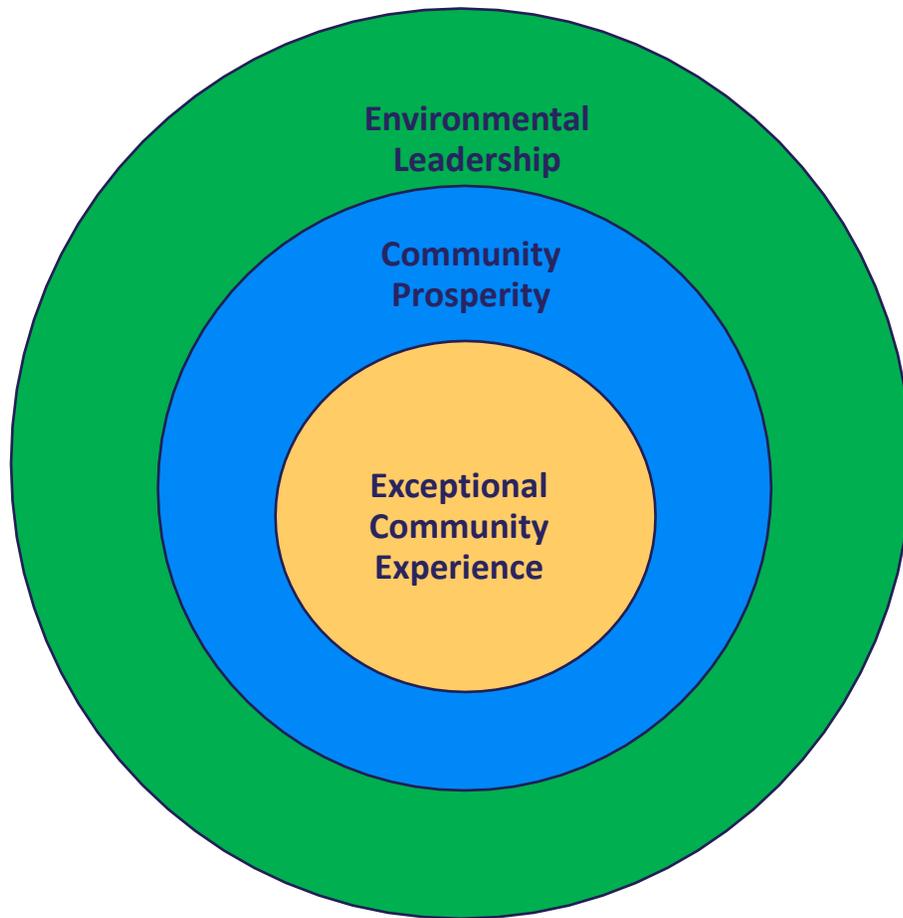
Integrity & Fairness: We operate with integrity and fairness in all we do.

Respect & Inclusion: We respect every voice.

Trust: We inform and engage our community openly and honestly.

Stewardship: We care for the present and are committed to the future.

GOALS





Environmental Leadership

GOAL 1: ENVIRONMENTAL LEADERSHIP IN EVERYTHING WE DO

Objectives:

- **Build a safer, healthier and more resilient environment. This includes social and cultural environments.**
- **Maintain and improve environmental quality**
- **Lead by example as environmental leaders and environmental stewards**

Primary Areas of Focus:

- Climate change
- Waste diversion
- Water quality
- Environmental stewardship
- Reduction of Green House Gases (GHG)
- By-law enforcement

Council Priorities:

1. Build resilience by mitigating and addressing the impacts of climate change.
2. Study and implement waste diversion methods.
3. Continue to advance strategies to improve community aesthetics and livability.
4. Monitor environmental quality and lake carrying capacity and report regularly on outcomes and findings.
5. Continue to connect community members to the natural and cultural environment through programming and stewardship initiatives.
6. Keep the Official Plan and by-laws up to date to promote consistency, transparency and predictability. Implement the Official Plan consistently.



Community Prosperity

GOAL 2: COMMUNITY PROSPERITY

Objectives:

- Continue to be fiscally responsible
- Improve community connectivity
- Invest in township infrastructure & assets
- Increase the supply of attainable housing and the range of housing choices
- Support regional economic growth, job creation & opportunity
- Grow the local economy - build economic opportunity in Seguin Township
- Promote year round livability in Seguin

Primary Areas of Focus:

- Continued financial stability and predictability
- Socio-economic health of the business community
- Leverage tourism as a key economic engine
- More affordable housing and more housing choices
- Asset management (infrastructure, fleet, facility)
- Roads maintenance

Council Priorities:

7. Continue to be Fiscally Responsible. Continue to recognize that there is 'One Taxpayer, One Wallet' and remain committed to providing reliable, responsible, high quality and valuable service to our constituents and partners.
8. Build a technological backbone by developing a Broadband Strategy to support affordable and reliable internet services across Seguin Township.
9. Review and revisit the 10-Year Capital Roads Plan. This includes hard topping of arterial roads in the township and investigation of seasonal road improvements.
10. Commit to improvements that are needed at Rosseau Hall and the Arena.
11. Make a Council decision on the wellness centre (pool/recreational centre).
12. Build on existing township assets to differentiate Seguin.
13. Explore opportunities to increase the supply of housing and the range of housing choices in Seguin Township.
14. Identify and address the barriers to heritage conservation, building retrofits, and upgrading.
15. Support regional economic development efforts and tourism
16. Support the establishment of a Seguin Business Association to identify strategies to support the business community including business attraction and retention.



Exceptional Community Experience

GOAL 3: EXCEPTIONAL COMMUNITY EXPERIENCE

Objectives:

- Improve and simplify the planning and permitting process in Seguin Township.
- Build a 'whole team' approach & be known as a 'Can Do' organization
- Communicate more often & more effectively, using technology to advantage
- Create a more engaged, informed and aware community through better communications, stronger partnerships and more collaboration
- Responsible advocacy
- Build the Seguin brand

Primary Areas of Focus:

- Communications (Internal and External)
- Community and citizen engagement
- Collaboration and teamwork
- Responsible advocacy
- Marketing & outreach

Council Priorities:

17. Ensure the planning and permitting process is easy to understand and easy to navigate by promoting service excellence and develop materials to assist community members in better understanding the approvals process. Can we create a "one stop shop" including septic permitting?
18. Identify opportunities to build the relationship and improve communications between Township departments, members of Council, Council and staff and between the Township and those it serves.
19. Continue to implement the Human Resource Strategy focusing on employee recruitment, retention, knowledge transfer and succession planning. Recognize that succession is key to long-term 'success.'

20. Make it easy to do business in Seguin Township and be known as a 'Can Do' organization, dedicated to service excellence, results and finding solutions. Examine township service levels and processes to promote a "customer first" philosophy. Develop more consistent and reliable measurement tools.
21. Assess current by-law and economic development staffing levels and take steps to ensure that there is capacity to deliver exceptional public service.
22. Develop a Community Engagement Strategy to better engage constituents. Communicate openly and on an ongoing basis with community members and partners.
23. Update the Marketing and Branding Strategy to promote Seguin Township to new residents, business partners, community service providers and visitors.
24. Lobby the Province on behalf of community members for improvements to health care and essential services. This includes widespread affordable Internet connectivity and natural gas.

EVALUATION & IMPLEMENTATION

Implementation of the Strategic Plan will be carried out through relevant departmental oversight, identifying the strategic objectives achieved by each project, plan, initiative or action submitted for Council approval. This process begins with the September budget meeting on September 3, 2019.

The Township's Senior Management Team, under the direction of the CAO, will provide Council with a semi annual report detailing the progress made in implementing the Plan using the Council priorities listed in this Plan.