



## The Township of North Frontenac Strategic Plan

2019-2022

### 1. Introduction

The Township of North Frontenac is home to approximately 1,800 permanent and 7,000 seasonal residents. The low-density population makes for the preservation of 1,164 square km of unique landscape located entirely on the Canadian Shield.

Nestled in the heart of Eastern Ontario's Highlands Country, we have various year-round outdoor activities and a relaxed living style. All while you take in the natural beauty of North Frontenac's scenic landscape and lakes. For these reasons it is one of the best destinations for outdoor activities and relaxing living in southeastern Ontario.

Our peace and tranquility is only a few hours from Toronto, Ottawa or the United States. North Frontenac is in the heart of Eastern Ontario's cottage country and within the Ontario Highlands. Cottages, lodges and campsites dot the shores of the Township's many clean lakes. Our expansive, natural, and undisturbed wilderness boasts infinite opportunities for outdoor recreation. Located entirely on the Canadian Shield, the landscape can be rough, but at the same time provide for scenic backdrops and vistas. The natural beauty, wildlife, outdoor activities and the tranquility of North Frontenac are what most residents and visitors love about the area.

In the summer, many people spend their time on the large network of trails, hiking, hunting, and off-roading with ATVs. But equally as entertaining, and possibly even more popular, is enjoying time in and around the water, partaking in activities like swimming, boating, fishing, water-skiing, tubing, canoeing and kayaking. North Frontenac Park Lands are a collection of 184 backcountry campsites, most accessible by water only, nestled along the shores of 12 lakes atop the Ontario Highlands and the Mississippi Valley watershed. The waterways provide recreational experiences, such as the solitude of a canoe trip down a remote lake and rivers to the adrenalin of shooting rapids in a kayak.

The winter season is also enjoyed by residents, and significant snow falls blanket the landscape, replacing the scenery of North Frontenac with an alternatively beautiful appearance. Residents commonly enjoy snowmobiling, cross country skiing and snowshoeing on the large network of trails. In the winter season you can continue to fish through the ice for trout or walleye. In all, the great variety of natural settings that exist in North Frontenac, with a seemingly endless array of scenery to take in, are equally beautiful and stunningly unique during all the four seasons.

Our community is experiencing growth in the arts and crafts and other small businesses. We have a very strong community focus and have an abundance of activities for social events and community get togethers.

North Frontenac has the darkest skies in Eastern and Southern Ontario, and we are easily reached by millions of potential visitors from Southern Ontario, Eastern Quebec and Northern

New York. Our designated Dark Sky Preserve (DSP), by the Royal Astronomical Society of Canada, is the first Municipal DSP in Canada. In addition to providing education and information, we have public star gazing education nights with the assistance of expert astronomers and Astro-photographers.

## **2. Purpose**

The purpose of implementing a Strategic Plan for the Township is to identify our key goals and annual objectives to ensure a focus on a high-quality short-term service delivery and long-term sustainability for the future. The development of a Strategic Plan is necessary to ensure the alignment of the Work Plans of the Township's staff and Council's focus. This ensures our focus for service delivery, revenue generation, budget management and assessing performance is primarily focused on our strategic goals and objectives. By doing so, it ensures all activities of Council and Staff are aligned, effective and provides high value for our community.

## **3. Strategic Plan Process**

The strategic planning process is one that allows us to review our Strengths, Weaknesses, Opportunities and Threats, commonly referred to as SWOT. Council and Management review the SWOT and our strategic direction on an annual basis. A survey was sent to all our residents and that response combined with staff and Council input has made up this Strategic Plan. Our Mission, Vision and Goals remain as is, as they continue to reflect our focus going forward.

## **4. Mission**

The Township of North Frontenac's mission is the effective, efficient and sustainable delivery of services to its citizens.

## **5. Vision**

The Township of North Frontenac will preserve our unique and pristine natural environment to promote a strong, resilient rural community.

## **Values**

To maintain and achieve our vision we value:

- Honesty – truthfulness, sincerity and frankness.
- Strong Ethics – openness and transparency
- Positive Attitude – being pleasant, rational.
- Respect – equality, open mindedness, courtesy.
- Teamwork – operations, volunteers, businesses.

## **6. Goals and Strategic Objectives**

To achieve our Mission and our Vision we have defined the following goals and associated 2022 strategic objectives for The Township of North Frontenac.

## **7. Goals and Strategic Objectives**

### **Economic/Community Development**

- Identify and implement Community Development initiatives (*Economic Development Task Force Chair*)

- North Frontenac Businesses Collaboration (*Mayor*)
  - Annual summer event – Farmers/Craft Market
  - Visitor Activity Packages
  - Identify an Annual Winter Event to start in 2023
  - Reach out to local aboriginal groups for inclusion in this objective

#### **Support opportunities for seniors to stay in their homes**

- Potential partnership with Central Frontenac as part of their senior housing project (*Mayor, Deputy Mayor and Councillor Hermer*)
- Identify and communicate services available to seniors (*Councillor Inglis*)
- Enhanced paramedicine (*Mayor and Deputy Mayor*)

#### **Enhance and Sustain Capital Assets/Infrastructure**

- Maintain Assets and Asset Management Plan to ensure long term sustainability (*Treasurer*)
- Maintain Reserves/Reserve Funds (*Treasurer*)

#### **Attract a Diverse Council**

- Continue to lobby for new Council diverse candidates for 2022 elections (*Mayor*)
- Investigate options for medical benefits for future Council members (*Treasurer*)

#### **Modernization**

- Modernize North Frontenac (*CAO*)
  - Virtual Meetings and recording Capability (*Treasurer*)

### **8. Reporting**

Each objective owner works with others to achieve the objectives. This will include identifying expertise required from members of Council, staff, the public and from our other stakeholders as required. These objectives will be reported to Council annually at a minimum. Once objectives have been achieved, they could identify further objectives to ensure we stay focused and continually enhance our community.

### **9. Communication**

It is critical that our Strategic Plan and its progress is communicated to our residents, Frontenac County and its Townships, and other key stakeholders. We will provide this Strategic Plan to our community to ensure they understand our focus related to achieving our long-term objectives and enhancing our community. Secondly, we need to make sure key stakeholders understand our Plan in order to potentially identify areas of collaboration and to share resources where possible. Finally, having our Plan communicated at the municipal, provincial and federal level could help us identify areas where assistance from them, to achieve our objectives, may be available. In accordance with our 2016 Communications Plan adopted by Council, as amended, Communication will be achieved through our website, email, in person, social media and media as applicable. Communication will be ongoing to ensure all involved are aware of our current state as we progress towards the achievement of our Strategic Plan.