



**Strategic Plan 2022-2026**



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## Message from the Mayor and CAO

On behalf of the Council and staff of the Municipality of McDougall, we are pleased to present our new Strategic Plan. This document represents our compass to the future. As a roadmap for strategic change, this new Strategic Plan reflects Council's collective commitment to action. At the same time, this document will guide the actions of staff and the allocation of both human and fiscal resources to ensure that our objectives, individually as community leaders and as municipal staff will be aligned in keeping with the priorities contained herein. This Strategic Plan will guide the actions of Council over the balance of this term of Council. It will however, also offer a platform for future Councils to act on the priorities identified by our community.

The development of this document has been led by Council but at every stage in its development, it has been informed by our community members – the taxpayers we serve and our community partners. We have a great deal to be proud of and despite the different roles we play – as elected community leaders, as community partners, as taxpayers and community member and as staff – we share a common objective: to value what we have and to make it better.

We will work together to advance the strategic initiatives contained in this document and in so doing, we will enhance the spirit of our community and create an even better place to call home.

## Council's Vision

### What is Council's vision?

- ✓ A moderately growing, progressive and innovative community.
- ✓ An open, transparent and accountable Council.
- ✓ An effective, efficient and valuable Municipal administration.

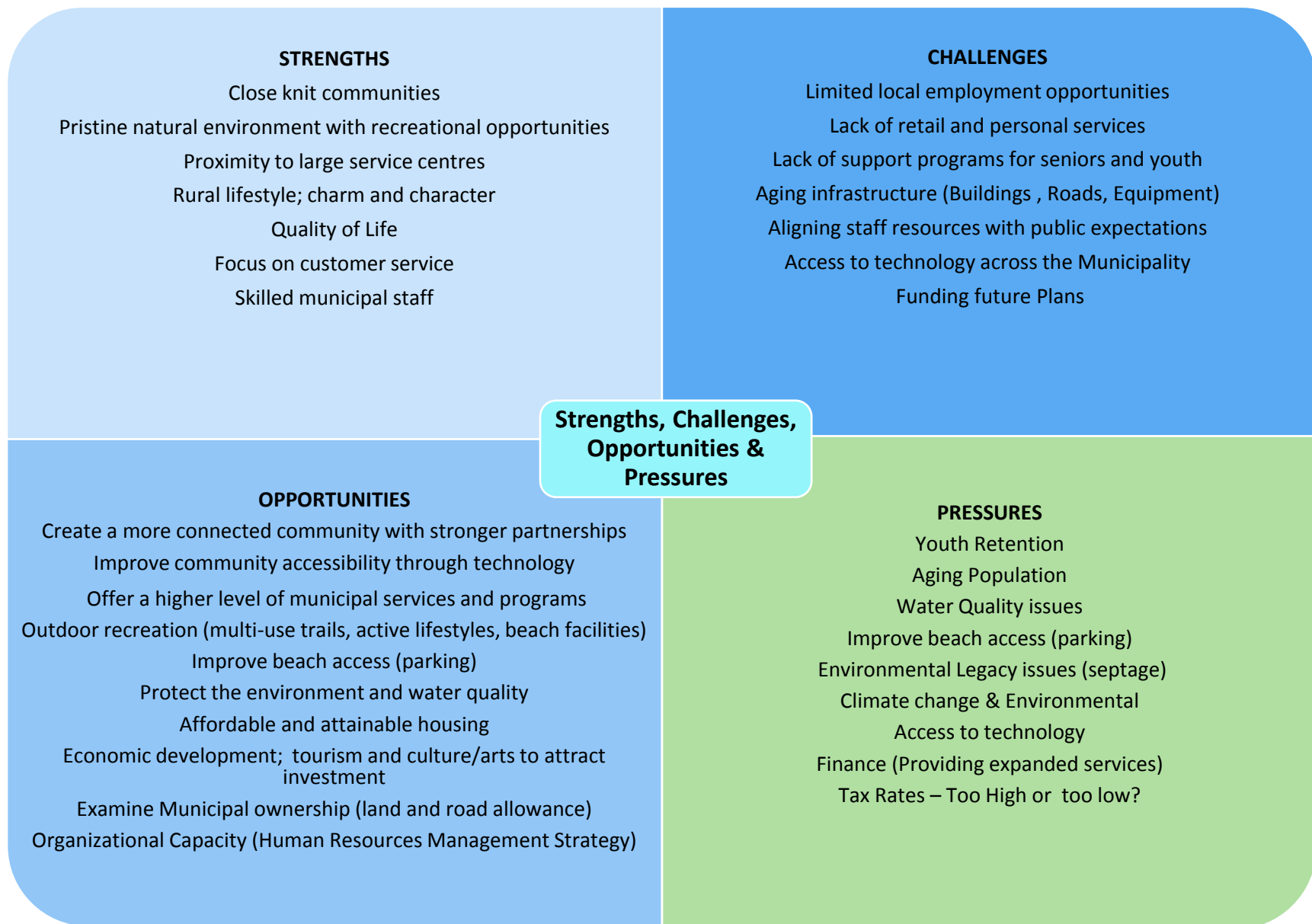
### How will the Municipality of McDougall realize this vision?

- Improving current municipal services and exceeding customer service standards for residents, ratepayers and investors.
- Building a sustainable legacy for our municipality.
- Providing municipal staff with clear direction and support.

## McDougall – Our Strengths, Challenges & Opportunities

The municipality of McDougall has many strengths, not the least of which is our proximity to Georgian Bay, our cultural diversity, our rural community charm, our strong connection to the natural environment and the strength of our tourism sectors. We have committed staff who are dedicated to making a difference and we have a Council that is united in its desire to do what is right for the Municipality by building the foundation for a great future.

At the same time, we face a number of challenges. We need to find ways to ensure that our communities – the Municipality as a whole – remains viable and sustainable for the long term. We need to continue to invest in and manage our municipal assets and fund service improvements so that the level of service we offer is exemplary. We need to strengthen and enhance our economic development efforts in all areas working with our neighboring municipal partners. We need to enhance our engagement activities to promote open and inclusive decision making and engage more with our clients and community members. We need to build and strengthen our partnerships and identify new investors. We need to protect our environment and continue to improve our quality of life. Finally, we need to continue to support services for our seniors and identify opportunities for our youth.



## Our Mission & Vision Statement

### Our Mission

To Provide a welcoming, safe community by ensuring quality service in a responsible and sustainable manner.

### Our Vision

The breathtaking, natural beauty of the Municipality of McDougall is home to a thriving community with unique cultural identities. Growth area's support our diversified economies, driven by our residents' passion for the place they call home.

With our strong economy, we can live, work and raise families here. We are a destination for visitors, attracted to our vibrant parks, beaches, and hiking trails. As leaders in sustainability, we passionately protect our natural environment.



## Corporate Values

**Operational Performance Excellence.** We are committed to providing services that are affordable to our ratepayers while protecting future generations from the burden of debts and deficits. We are committed to delivering efficient and extraordinary municipal services including the ability to manage and mitigate both man-made and natural emergencies.

**Building Strong & Vibrant Communities.** We are committed to supporting our diverse communities and to making decisions that are in the best interests of all Municipal residents. As our Municipality grows, we will work hard to provide a safe and accessible community with recreational opportunities for all.

**Growing Our Local Economy.** We are committed to healthy economic growth and to supporting our strong local economy.

**Respect for our Rural Environment.** We will ensure that growth across the Municipality is sustainable and in keeping with existing rural character and charm. We will address legacy issues that threaten our environmental health.

**Responsible and Responsive Government.** We are committed to finding collaborative and creative solutions. We will operate in an open, honest and transparent manner to offer equitable services to all of our clients. We will work hard to engage our community members and strengthen our partnerships with others.

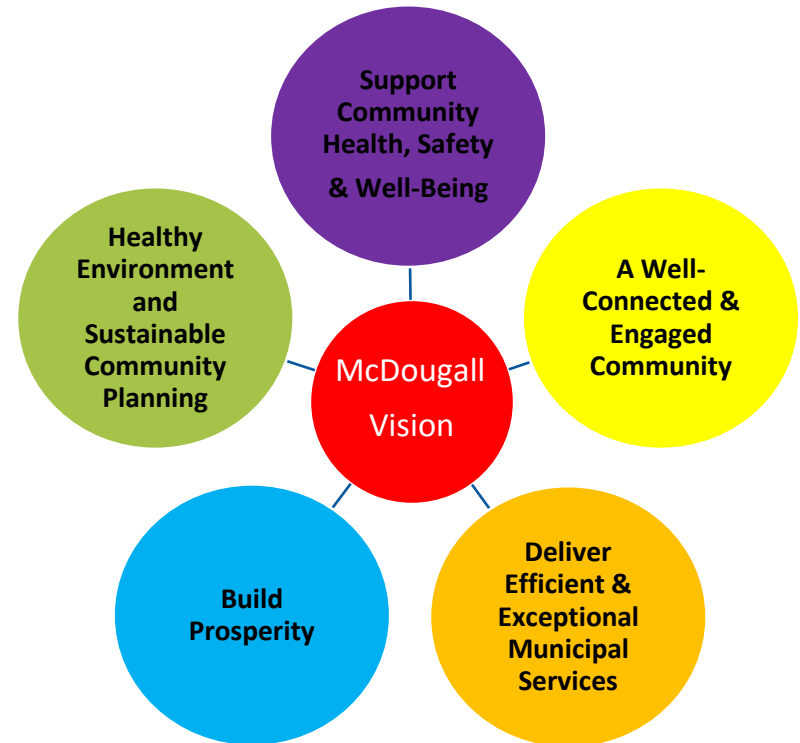
**Technology.** We are committed to improving technology for our clients through collaboration with our municipal partners and exploring opportunities for expanded service.



## Our Strategic Goal Areas

Building on the importance of creating a sustainable, 'Quality of Life' community, we will focus over the next four years and beyond on achieving the following strategic goals:

- **Deliver Efficient & Exceptional Municipal Services:** Manage our municipal assets to offer better (more efficient, more effective) services to our clients. Demonstrate good governance and value for the tax dollar.
- **Build Prosperity** through economic growth and development. Attracting new business and expanding existing businesses.
- **Healthy Environment & Sustainable Community Planning.** As the Municipality grows we will protect our environment which is the foundation for healthy communities and a healthy population.
- **Support Community Health, Safety & Well-Being.** Promote wellness and active lifestyles. Improve access to healthcare services and improve connectivity across the municipality. Build well-planned Communities that are healthy, diverse and safe.
- **Community Engagement.** Promote a better connected and more engaged community. Keep our citizens engaged by promoting open, inclusive decision making and governance.



## Our Strategic Priorities

The goals, objectives and implementation priorities as set out herein, are the result of community, staff and Council collaboration and professional judgement based on best practices. The following pages provide a menu of tasks to be accomplished by Council and staff. While we recognize that these new initiatives will require the allocation of fiscal and human resources, we have focused our efforts on identifying a mix of priorities that we believe will further the growth of the community.

Deliver Efficient & Exceptional Municipal Services	Build Prosperity	Healthy Environment & Sustainable Community Planning	Support Community Health, Safety & Well Being	A Well-Connected & Engaged Community
<p>Improve efficiency and effectiveness</p> <p>Open, accountable and responsible government</p> <p>Build organizational resilience</p>	<p>Grow the economy</p> <p>Strengthen local businesses</p> <p>Advocate for advancements in technology</p>	<p>A healthier environment</p> <p>A resilient environment</p> <p>Improve the quality of municipal infrastructure and invest in municipal facilities</p> <p>Commit to sustainable community planning throughout the Municipality</p>	<p>Support community/ population health and wellness</p> <p>Develop recreational opportunities across the Municipality</p> <p>Enhance community services for community members (seniors, youth)</p> <p>Strengthen cultural and heritage assets</p> <p>Deliver effective and efficient safety and security services (Police, Fire and EMS) and appropriate public education programming.</p>	<p>A more engaged community</p> <p>A more cohesive community</p> <p>An open communication system</p>

## Our Strategic Priorities & Actions

Our Strategic Plan is a collective road map intended to provide guidance for our community to flourish. The hallmark of a good community are the people that make the Municipality special. A good Community Strategic Plan understands the importance of building a collective community vision and working together to realize a better, healthier and more sustainable future.

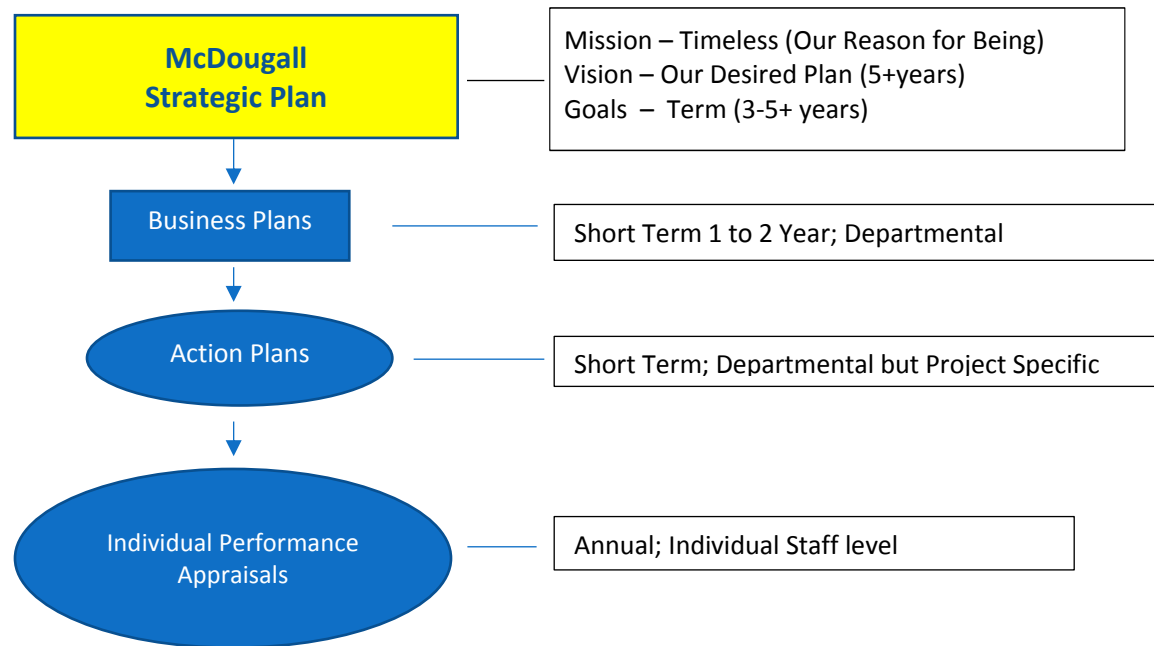
Our purpose in developing a Community Strategic Plan is to establish where our community as a whole, wants to be in the future and what actions we will take to get there. It has been developed to articulate our shared priorities so that we can make decisions today that will allow us to shape a prosperous future.

The strategic priorities that are included in this Plan reflect initiatives that are over and above the flow of important, ongoing work that is carried out by the Municipality in each of its departments. These priorities are reflective of the actions that staff, Council and community members believe must be a collective focus. These are the key actions that will allow the Municipality to continue to transform and evolve. We will align our resources – human and fiscal – to address these key areas and, in so doing, we will address existing but also emerging challenges. We will use this document to champion change and to move our community forward collectively. Moreover, we will view this as a living document and we will review and report annually on our accomplishments to ensure that progress is realized.

The following “Recommended Actions” represent a comprehensive five year action plan as approved by Council. These “Recommended Actions” will be reviewed during the Municipalities annual budget process and strategic plan review over the next five years. For specific information and progress on each “Recommended Action”, please refer to the **Municipalities Statement of Priorities and Direction**

# Implementation

A Strategic Plan is an important document for any municipality but the development of the document is only the first step. The real measure of success lies in the implementation and adherence to the initiatives and priorities that are contained in this document. Both Council and Municipal Staff are of the view that this Strategic Plan will exist as a living document. We will review the Strategic Plan annually and continue to advance the priorities contained in this document. At the same time, we will work with our community partners to realize the priorities that have been identified as top of mind by the constituents we serve. At the Municipality, we recognize that the most critical ingredient of success is commitment and we are committed to realizing this document. We will integrate this Plan with our business planning, our performance management and our budgeting process. The following schematic shows the relationship between the Strategic Plan and our business planning process.



We will ensure that this document is aligned with staff and fiscal management reporting to ensure that we make and report on our progress annually. In addition, we will require all staff reports that proceed to Council to identify how they uphold the vision and the goals identified in this document. In this way, we will ensure that we monitor our progress on an ongoing basis and that we demonstrate and document how our efforts are continuing to realize our long term vision.