



CANTON / TOWNSHIP  
ALFRED & PLANTAGENET

# STRATEGIC PLAN

2023-2026





Left to right: Councillor Ian Walker, Councillor Antoni Viau, Mayor Yves Lavolette, Councillor Benoit Lamarche, Councillor Jean-Pierre Cadieux

## Word from the Mayor

Dear fellow citizens,

I am proud to share with you today our 2023-2026 strategic plan. This document will serve as a roadmap to guide the Township's work in the years to come.

In adopting it, we commit ourselves to innovation: from governance, to administration, to the delivery of services. It is by exploring new ideas and being open-minded that we will develop a resilient, healthy and fulfilled community, aware of environmental issues and ready to seize opportunities for economic growth.

This document is not only the fruit of our internal reflections; it has benefited greatly from the invaluable contribution of many members of our community. I therefore invite you to become actively involved in implementing this plan, in order to shape a better future for us all.

Together, let's build the future of our Township.

Yours sincerely

Yves Lavolette  
Mayor of the Township of Alfred and Plantagenet



## Mission

“Contribute to the development of an active, inclusive and engaged community, and a healthy, safe and welcoming environment.”

## Vision

“A welcoming community, recognized for its natural and cultural attractions, proud of its achievements in favor of sustainable development and the personal fulfillment of its citizens.”

## Values

### *Respect*

“Respect is the highway through which all interactions must pass. It is an indisputable human right that guides interpersonal communication. We honour the value, diversity and contribution of individuals, and strive to create an environment free from harassment and discrimination.”

### *Transparency*

“Openness, accountability and honesty are the pillars of transparency. Through it, we hope to encourage citizens to engage in their civic duty and participate in the design and implementation of municipal policy.”

### *Service Excellence*

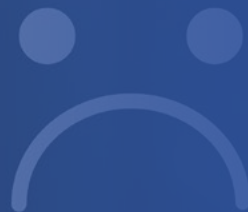
“This fundamental principle is the driving force behind public service. It embraces the excellence that underpins the creation and delivery of municipal policies, services, and programs. It is essential to ensuring positive relationships with you, our stakeholders.”

### *Integrity*

“Integrity is the cornerstone of good governance. It is the foundation on which trust is built. By adhering to the highest ethical standards, we aim to make inclusive and transparent decisions with community input.”

### *Innovation*

“Innovation refers to the creation and adoption of new ideas, technologies, methods, policies or practices aimed at improving public services, operational efficiency and responsiveness to the changing needs of the local community. Innovation in the municipal sector is developed through experimentation.”



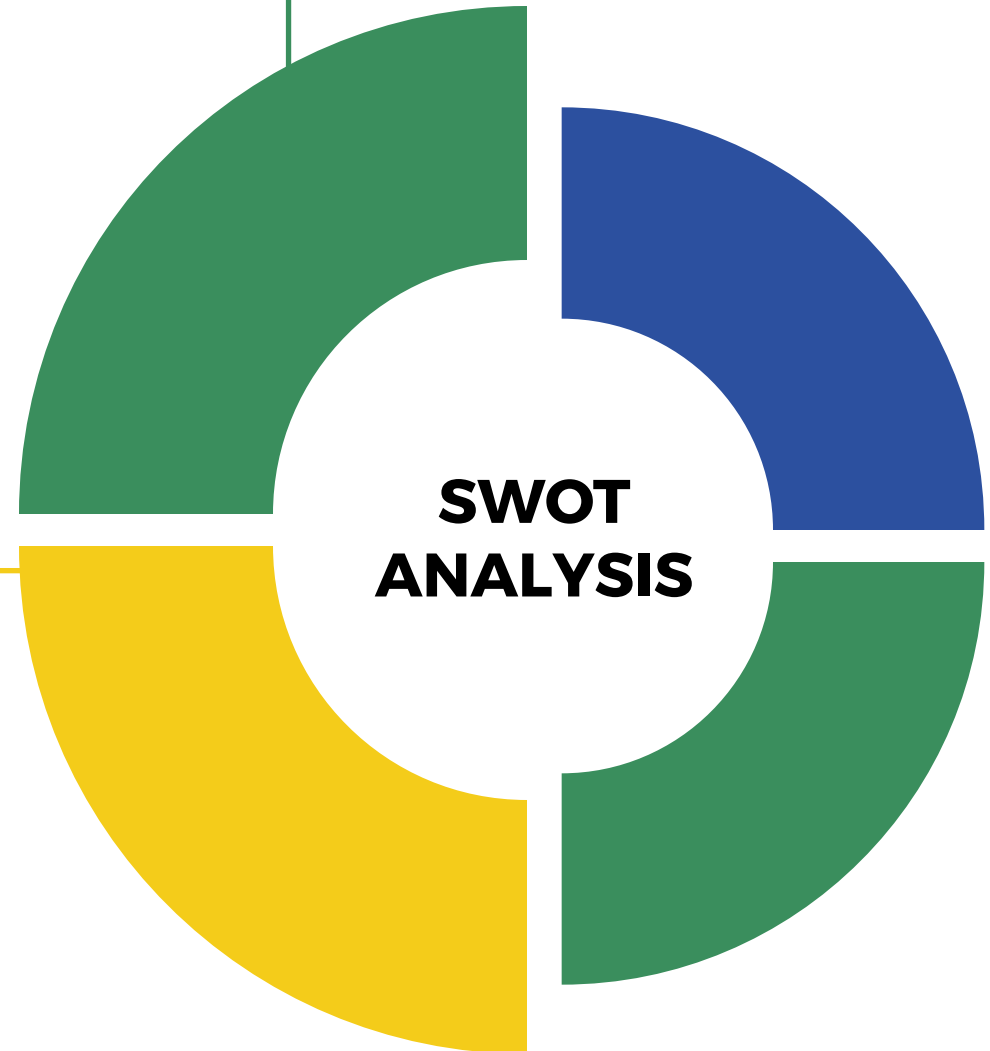
# SWOT ANALYSIS

## Strengths:

1. Good top-down leadership / extensive corporate memory.
2. Privileged geographic location in the Ottawa-Montréal corridor.
3. The beauty of our natural resources, including rivers, parks, and forests.
4. Rural quality of life.
5. High levels of volunteer involvement in the community.
6. Strong agricultural industry.
7. Progressive modernization of the municipality through technological tools.
8. Recruitment of younger staff members / creating and hiring for specialized positions.
9. Small administration, small bureaucracy.

## Opportunities:

1. Urban expansion / significant residential development in Wendover.
2. Favourable conditions for the development of an industrial / commercial park.
3. Francophone / bilingual character of the region.
4. Several sites available and suitable for development.
5. Underdeveloped tourism.
6. Untapped potential of heavy road traffic in the Ottawa-Montréal corridor.
7. Adequate high-speed Internet for telecommuting and business.
8. Inter-municipal collaboration / opportunities to consolidate services.
9. Maximization of government subsidy opportunities.





A circular diagram with a white center containing the text 'SWOT ANALYSIS'. The circle is divided into four quadrants by a vertical and a horizontal line. The top-left quadrant is green, the top-right is blue, the bottom-left is yellow, and the bottom-right is green. Lines extend from the blue and bottom-right green quadrants to the 'Weaknesses' and 'Threats' lists respectively.

## SWOT ANALYSIS

### Weaknesses:

1. Age and vulnerability of our critical infrastructure.
2. Density (large territory, low population).
3. Underdeveloped commercial and industrial sectors / low non-residential tax base.
4. Costly duplication of certain services (water and sewage).
5. Lack of shared identity / parochialism.
6. Staff retention challenges / absence of succession plans.
7. Limited human and financial resources.
8. Lack of critical services in certain areas of the Township (high-speed Internet, natural gas, public transit).

### Threats:

1. Critical infrastructure unable to accommodate growth opportunities.
2. Economic and social impacts of climate change.
3. Strong competition in the municipal sector to fill specialized positions.
4. Rapid population growth / high service expectations / pressure on existing infrastructure.
5. Declining operating budget (inflation and cost of living higher than the tax rate).
6. Rural exodus of young people to urban centres.
7. Widespread acceptance of the status quo / reluctance to change.
8. Proximity to major urban centres.



# STRATEGIC AXES

The strategic axes reflect the municipality's overall priorities. They make it possible to identify strategies that direct the Township's efforts towards priority actions, which together constitute the municipality's roadmap for the coming years.

In the appendix, you will find the priority actions that flow from the axes identified below.



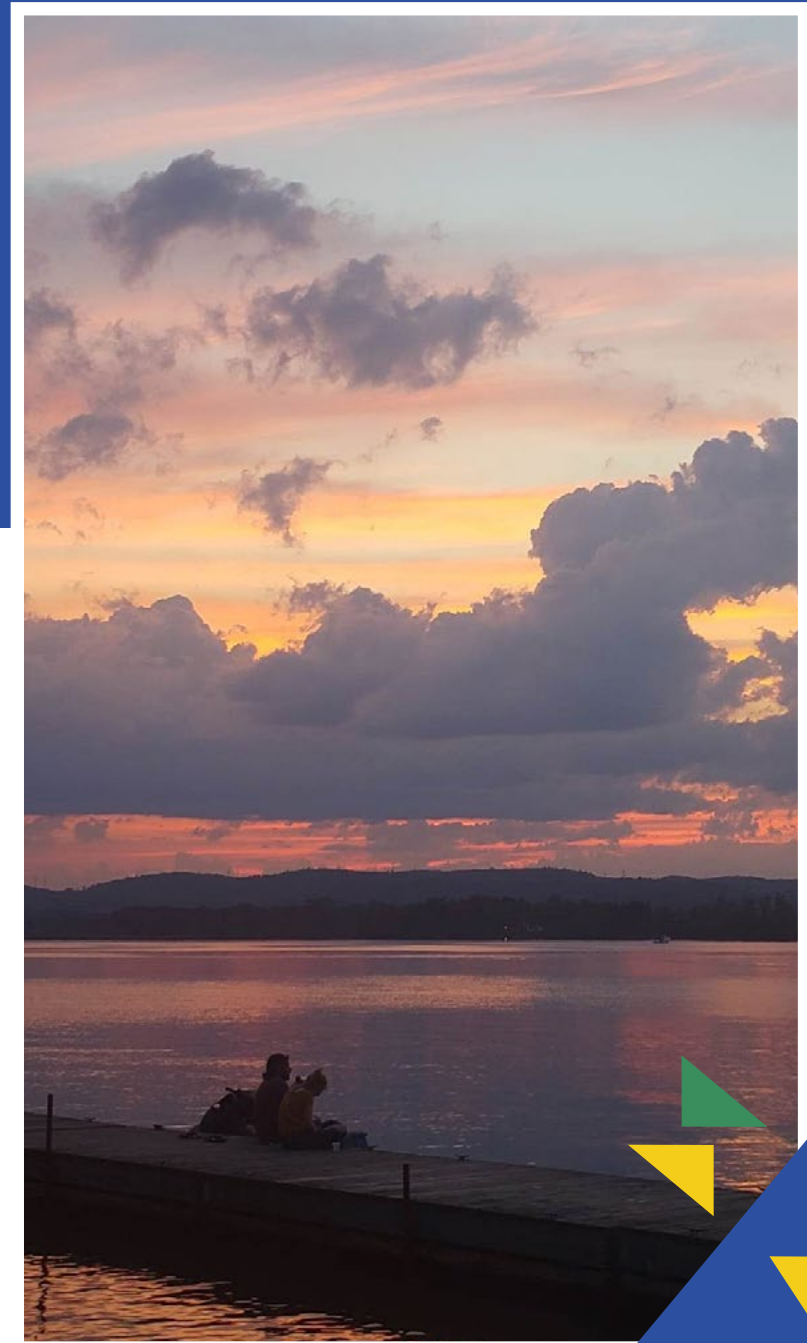
## **Axis 1 : An Appealing and Welcoming Community**

### *Our Objective:*

The Township will promote the development of resilient, healthy and thriving communities.

### *To achieve this, we will :*

- Invest in our critical infrastructure.
- Improve green and outdoor spaces.
- Enhance recreational, artistic, cultural, and heritage services.







## **Axis 2 : A clear, Well-defined Environmental Approach**

### *Our Objective:*

The Township will assume an environmental leadership position.

### *To achieve this, we will :*

- Promote the protection and conservation of our natural heritage.
- Encourage sustainable development.
- Embed eco-responsible practices in our organizational culture.

## Axis 3 : Purposeful and Diversified Economic Growth

### *Our Objective:*

The Township will favourably position itself to stimulate local economic growth.

### *To achieve this, we will :*

- Invest now for the future.
- Diversify and optimize our sources of revenue.
- Identify and focus on economic tourism opportunities.





## **Axis 4 : Responsible Governance**

### *Our Objective:*

The Township will develop tools for sound management of municipal operations.

### *To achieve this, we will :*

- Prioritize implementation of asset management plan.
- Emphasize transparency, integrity, and accountability.
- Foster closer ties with citizens.



# Action Plan for the Implementation of the 2023-2026 Strategic Plan

<b>Strategic Axis 1: An Appealing and Welcoming Community</b> <b>Objective: The Township will promote the development of resilient, healthy, and thriving communities.</b>		
Strategies	Priority Actions	Responsible Person
Invest in our critical infrastructure	i - Continue work to upgrade the Plantagenet Wastewater Treatment Lagoon	Director of Construction, Planning, Engineering, and Environment
	ii - Build a new fire station for the Alfred sector	Chief Administrative Officer
	iii - Coordinate the implementation of high-speed Internet across our territory	Chief Administrative Officer
	iv - Convert a municipal building into an Emergency Response Centre	Chief Administrative Officer / Community Emergency Management Coordinator (CEMC)
Improve green and outdoor spaces	i - Continue restoration and development of the Larocque Woods	Director of Parks and Recreation
	ii - Continue restoration and development of Chesser Park	Director of Parks and Recreation
	iii - Finalize a complete overhaul of the Alfred Skate Park	Director of Parks and Recreation
	iv - Seek and seize opportunities to expand Treadwell and Wendover marinas.	Chief Administrative Officer
Enhance recreational, artistic, cultural and heritage services	i - Implement the recommendations of the 2020 Culture and Recreation Master Plan	Director of Parks and Recreation
	ii - Build a permanent outdoor stage at the Lefavre Riverside Park	Director of Parks and Recreation
	iii - Explore the feasibility of a multi-purpose communitycentre (sports and cultural dome)	Chief Administrative Officer
	iv - Annually publish the Recreation and culture Guide (in digital format)	Communications Officer
	v - Develop a grant and contribution program for community organizations	Community and Cultural Activities Coordinator / Economic Development Officer
<b>Strategic Axis 2: A Clear, Well-defined Environmental Approach</b> <b>Objective: The Township will assume an environmental leadership position.</b>		
Promote the protection and conservation of our natural heritage	ii - Adopt a By-Law for the conservation and protection of forest cover	Chief Administrative Officer
	ii - Participate in Forests Ontario's 50 Million Tree Planting Program	Director of Construction, Planning, Engineering, and Environment
Encourage sustainable development	i - Study the feasibility of implementing a residential composting program	Director of Construction, Planning, Engineering, and Environment
	ii - Build at least one charging station for electric vehicles	Chief Administrative Officer
	iii - Incorporate green practices into the next Zoning By-law	Zoning Administrator
	iv - Build a permanent depot site for the collection of hazardous household products	Director of Construction, Planning, Engineering, and Environment
Embed eco-responsible practices in our organizational culture	i - Carry out an energy audit of the Township's large-scale buildings	Chief Building Official
	ii- Consider the purchase of electric or hybrid vehicles when replacing the municipal fleet	All Department Heads

**Strategic Axis 3: Purposeful and Diversified Economic Growth****Objective: The Township will favourably position itself to stimulate local economic growth.**

<b>Strategies</b>	<b>Priority Actions</b>	<b>Responsible Person</b>
Invest now for the future	i - Develop an industrial park in Wendover	Chief Administrative Officer / Economic Development Officer
	ii - Initiate a needs assessment for an upgrade to the Alfred Wastewater Treatment Lagoon	Director of Construction, Planning, Engineering, and Environmentt
	iii - Complete ongoing strategic studies (master plan) to confirm the state of our critical infrastructures	Director of Construction, Planning, Engineering, and Environment
Diversify and optimize our sources of revenue	i - Adopt a By-law on Administrative Monetary Penalties	Clerk
	ii - Identify and sell surplus municipal assets to meet operational needs	Treasurer
	iii - Proceed with the sale of properties to recover tax arrears	Treasurer
Identify and focus on economic tourism opportunities	i - Develop partnerships with tourism organizations (e.g. Prescott-Russell Recreational Trail)	Economic Development and Tourism Officer
	i - Develop a strategy to brighten and revitalize our village centres	Economic Development and Tourism Officer
	iii - Identify potential sites for murals and urban art (e.g. Popsilos circuit)	Economic Development and Tourism Officer

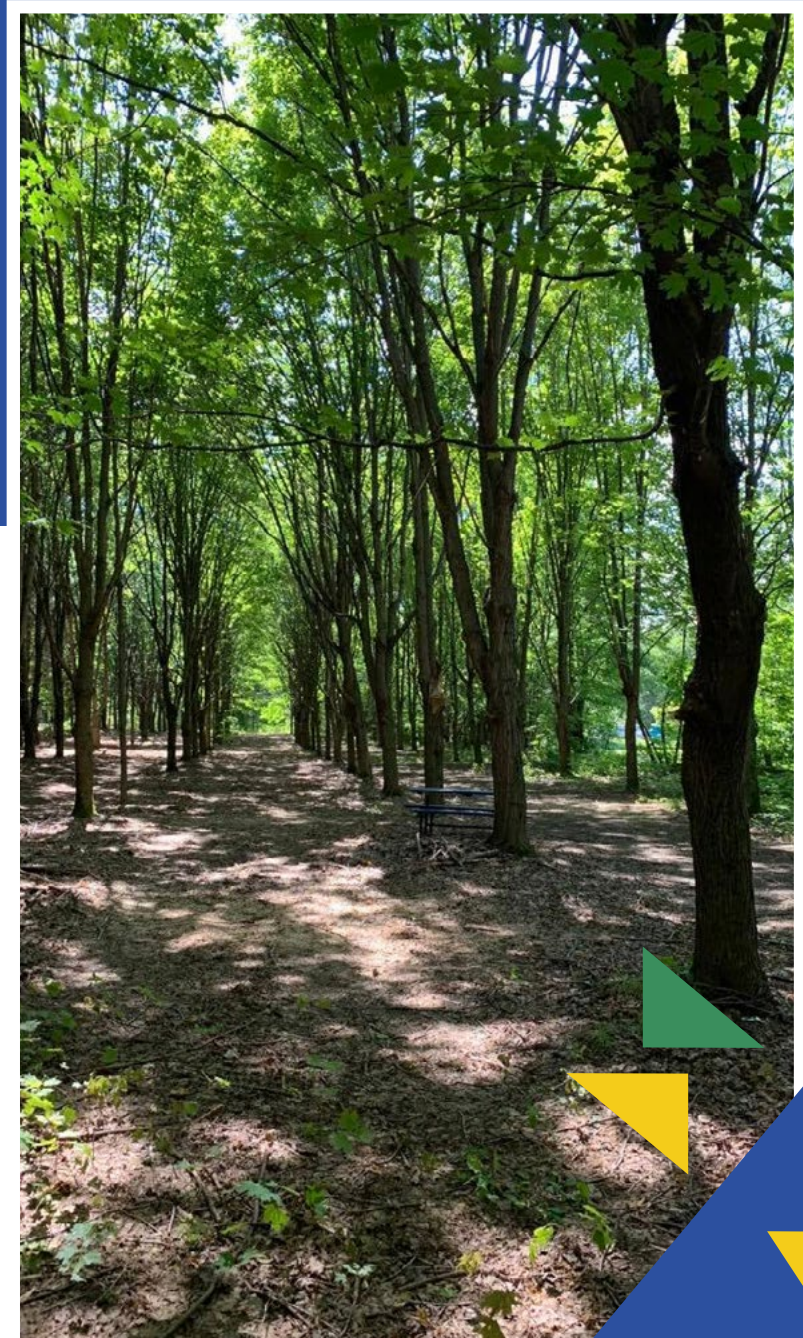
**Strategic Axis 4: Responsible Governance****Objective: The Township will develop tools for sound management of municipal operations.**

Prioritize implementation of asset management plan	i - Hire an Asset Management Plan Coordinator	Chief Administrative Officer
	ii - Produce an approved Asset Management Plan for all municipal infrastructure by July 1, 2024, indicating current levels of service and the costs required to maintain these levels of service.	Treasurer / Deputy Treasurer and Asset Management Plan Coordinator
	iii - Revise and update the municipal Asset Management Plan and strategy	Treasurer / Deputy Treasurer and Asset Management Plan Coordinator
	iv - Develop and implement a ten-year plan for the repair and maintenance of the road network	Public Works Superintendent
Emphasize transparency, integrity and accountability	i - Review and improve the public complaints and compliments process	Clerk
	ii - Adopt a standardized customer service policy	Chief Administrative Officer
	iii - Develop a process for reviewing organizational practices	Chief Administrative Officer
Foster closer ties with citizens	i - Offer residents a citizen portal	Communications Officer
	ii - Offer an online payment service for all municipal services	Treasurer
	iii - Translate municipal by-laws into both languages	Clerk

## Performance Metrics

The Township of Alfred and Plantagenet is committed to providing regular updates via reports from management, as well as comprehensive bi-annual updates to Town Council at public meetings.

Internally, progress on the strategic plan will be an integral part of bi-monthly department head meetings.







## Conclusion

The Township of Alfred and Plantagenet's 2023-2026 Strategic Plan is not merely a document but a commitment to our shared future. It is a dynamic, evolving roadmap that will guide us through the challenges and opportunities that lie ahead.

With the dedication and collaboration of our community, we can build a municipality that is resilient, inclusive, and poised for a prosperous future. This plan is our compass, and together, we will navigate the path towards a better tomorrow.