



# STRATEGIC PLAN







## OUR VISION

A progressive, complete and sustainable community, respecting our history and enhancing our natural environment.



## OUR MISSION

Provide service excellence in collaboration with our community.



## OUR VALUES

- **INTEGRITY** – being honest, professional, open, and transparent.
- **ACCOUNTABLE** – being responsible for wise decision-making.
- **ENGAGING** – being connected and in tune with the aspirations of the community; working together to create a better Township for everyone.
- **RESPONSIVE** – actively listening, being respectful of community inputs, and reacting in a timely manner.
- **SOLUTION-ORIENTED** – actively responding and adapting to challenges to arrive at solutions that work for Scugog.

*"We are happy to present the updated Scugog Strategic Plan, a guiding document that outlines our planned projects, initiatives and advocacy work. Progress of the plan will be reported annually through the 2019-2022 term of council and priorities for the Strategic Plan will be reviewed every four years to coincide with each term of Council. Thank you to the public and stakeholders for your input into the Strategic Plan Update."*

**MAYOR BOBBIE DREW**



STRATEGIC DIRECTION #1

## ROADS & MUNICIPAL INFRASTRUCTURE

LEVERAGE AND IMPROVE TRANSPORTATION, INFRASTRUCTURE AND FACILITIES



- Complete Township Transportation Master Plan and State of Infrastructure Review to develop an action plan for maintenance and improvements of roads
- Carry-out traffic analysis in selected areas as well as a safety review of Island Road by Durham Region
- Complete preliminary design and consultation to decommission the existing ice pad and construct new arena in Blackstock
- Commence the preliminary design for an indoor municipal pool
- Design and construct a second access to Scugog Island Road
- Continue the road preventative maintenance program for crack sealing, slurry seals, etc
- Prepare servicing and road network options for Port Perry employment lands
- Continue sidewalk replacement and infill program
- Review the decommissioning of underutilized community halls as identified in the Parks, Recreation and Culture Master Plan
- Complete an Active Transportation Plan
- Develop and implement a long-range fleet and equipment replacement schedule
- Design and construct an off-leash dog park
- Replace municipal bridges that are beyond rehabilitation
- Through EA process, work with Durham Region regarding the upgrade and potential relocation of the sewer pumping station presently located on the waterfront





**STRATEGIC DIRECTION #2**

## FINANCIAL SUSTAINABILITY

IMPROVE FINANCIAL SUSTAINABILITY THROUGH INNOVATIVE FUNDING AND DELIVERY OF SERVICES

- Grow the road and infrastructure reserve by continuing a dedicated levy
- Commence financial planning for new major facilities (i.e. arena and future pool)
- Establish and grow a dedicated levy for maintenance of existing buildings, facilities, vehicles and equipment
- Advocate for funding related to compensation for growth restrictions imposed by the Greenbelt & Oak Ridges Moraine
- Advocate for financial assistance from MSIFN, One Toronto Gaming and all levels of government for the design and construction of the secondary access for Scugog Island
- Continue to pursue funding and grant opportunities
- Resolve Fire Protection and Road Maintenance Agreement with MSIFN
- Update Asset Management Plan
- Update finance policy for tax collection and establish an Investment policy
- Update Development Charge Background Study



**STRATEGIC DIRECTION #3**

## ECONOMIC DEVELOPMENT & TOURISM

CREATE, GROW AND ATTRACT EMPLOYMENT OPPORTUNITIES

- Finalize Secondary Plan Review and Community Improvement Plan for the Port Perry Employment Area
- Pursue a sustainable use for the Old Mill
- Explore an Open Streets pilot project on Queen St. from Water St. to Perry St.
- Pursue the Agriculture Centre of Excellence in collaboration with Durham Region including satellite agri technology innovation hub
- Implement the Scugog Community Tourism Strategy and Action Plan
- Attract a hotel to Port Perry
- Commence a Community Improvement Plan for Downtown Port Perry
- Prepare a policy to regulate legal cannabis growing facilities
- Advocate for sanitary sewer pumping station and new elevated water storage tank for Port Perry Employment Lands
- Fully participate in the municipal comprehensive review of the Durham Regional Official Plan



**STRATEGIC DIRECTION #4**

## MUNICIPAL SERVICES

PROVIDE SERVICES THAT ARE EFFICIENT AND EFFECTIVE

- Continue to update and modernize service delivery through corporate IT Strategy, an integrated library system, future Maker Space project and interactive Zoning Guide
- Advance the Uxbridge Scugog Animal Shelter Project
- Continue the Core Services and Efficiency Review including policy and procedure updates
- Prepare for the future through a long-term staffing strategy and enact a succession plan
- Improve Fire Protection and Prevention for the communities through risk assessment and annual reporting
- Improve accessibility in Municipal Services
- Advocate to advance timing of new municipal wells and treatment facility for drinking water with Durham Region







STRATEGIC DIRECTION #5

**NATURAL ENVIRONMENT**  
PROTECT AND ENHANCE OUR NATURAL ENVIRONMENT



- Advance the Lake Scugog Enhancement Project and pursue financial assistance
- Continue to strengthen our policies and by-laws to protect our natural environment
- Resolve lawsuits and environmental concerns related to the Greenbank Airport site
- Work with community partners and agencies on community stewardship education initiatives
- Finalize Source Water Protection Policies and Regulations
- Continue implementing the tree planting program and strive to protect tree canopy
- Promote sustainable, low impact and green development



STRATEGIC DIRECTION #6

**COMMUNITY ENGAGEMENT**  
ENCOURAGE THE INVOLVEMENT OF ALL SCUGOG RESIDENTS IN SUSTAINING AND ENHANCING THE QUALITY OF LIFE IN OUR COMMUNITY



- Enhance youth and senior engagement and programming
- Enhance communications and customer service
- Continue to encourage volunteerism and committee activities
- Enhance Township relationship with MSIFN for education and staff training
- Establish an annual meeting with the arts and culture community
- Host Agricultural Roundtable Sessions
- Seek strategic partnerships to serve residents
- Continue to deliver fire safety education and engagement



STRATEGIC DIRECTION #7

**COMPLETE COMMUNITY**  
ENHANCE OUR COMMUNITIES TO BE INCLUSIVE, HEALTHY, SAFE AND CONNECTED



- Provide a variety of housing opportunities to meet the needs of present and future residents
- Enhance connectivity of the community via broadband, transit initiatives and connected trails system
- Complete a comprehensive Waterfront Action Plan
- Encourage local entrepreneurship and community services in the hamlets
- Advocate for the provision of a pedestrian / cycling lane on Highway 7A as part of provincial construction projects
- Encourage residential intensification and infill development that is compatible with the surrounding community
- Establish a Registration Program for Residential Secondary Suites
- Provide a conducive environment to attract a variety of business investment
- Support the Affordable and Seniors Housing Task force recommendations



Visit: [scugog.ca/strategicplan](http://scugog.ca/strategicplan) for the full list of projects and initiatives



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