



2023-2026 STRATEGIC PLAN



A note from our Warden



I am pleased to present to you our vision for the United Counties of Stormont, Dundas and Glengarry - the 2023-2026 Strategic Plan.

This document places financial sustainability at the forefront of our priorities. As your Warden, I recognize the importance of responsible stewardship of our resources, and I am committed to ensuring that our communities thrive economically while preserving the beauty and heritage of our region.

In the upcoming years, every decision made by Counties Council will be viewed through the lens of financial sustainability. We understand that sound

financial practices are the bedrock of our ability to deliver essential services, support local initiatives, and invest in the future.

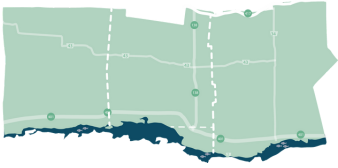
Our strategic plan also emphasizes the significance of strengthening regional partnerships and collaboration. By working together with neighboring municipalities and organizations, we can pool resources, reduce duplication, and enhance the effectiveness of the services we provide to our residents.

Advocacy and governance will be the foundation from which we represent the interests of our communities, and we will diligently work towards cementing branding protocols to showcase the unique identity of SDG Counties.

Furthermore, we are deeply committed to leaving a lasting environmental legacy. We will continue to prioritize sustainable practices that protect our natural resources and ensure a healthy environment for generations to come.

Together, we will build a prosperous future for our communities.

Warden Tony Fraser
SDG Counties



About SDG Counties

SDG Counties has a population of more than 65,000 and was formally established in 1850. We border the province of Quebec, the Akwesasne territory, the City of Cornwall, Prescott-Russell and Leeds-Grenville.

SDG Counties is an upper-tier government including six local municipalities - North Dundas, South Dundas, North Stormont, South Stormont, North Glengarry and South Glengarry.

We administer a variety of services on behalf of our residents:

- **Transportation** - Road and bridge infrastructure, vehicles and rolling stock. The SDG Counties' road network is the largest in Ontario.
- **Planning** - Administers and updates the County Official Plan in consultation with local municipalities
- **SDG Library** - 15 branches offer print, audiovisual, and digital resources for members, and access to information and opportunities for self-guided learning.
- **Provincial Offences Court** - The Provincial Offences Act (POA) court at our County Administration Building in Cornwall governs offences covered by the Highway Traffic Act, as well as liquor license violations, trespass to property, etc.
- **Economic Development** - SDG Counties is proud to be a member of the Quebec City-Windsor mega-region that is home to more than 20 million people and more than half a trillion dollars in annual economic output.
- **Tourism** - SDG Tourism and the 'Where Ontario Began' branding markets our region as a destination for visitors and a one-stop shop for stay-cationers.
- **Shared services** - SDG Counties and the City of Cornwall collaborate to provide land ambulance service, court services and social services, including housing.



MEET OUR COUNCIL

Township of North Dundas



**TONY
FRASER**
MAYOR



**THERESA
BERGERON**
DEPUTY MAYOR



Municipality of South Dundas



**JASON
BROAD**
MAYOR



SOUTH DUNDAS

**MARC
ST. PIERRE**
DEPUTY MAYOR



Township of North Stormont



**FRANK
LANDRY**
MAYOR



**STEVE
DENSHAM**
DEPUTY MAYOR



MEET OUR COUNCIL

Township of South Stormont



**BRYAN
MCGILLIS**
MAYOR



**ANDREW
GUINDON**
DEPUTY MAYOR



Township of North Glengarry



**JAMIE
MACDONALD**
MAYOR



**CARMA
WILLIAMS**
DEPUTY MAYOR



Township of South Glengarry



**LACHLAN
MCDONALD**
MAYOR



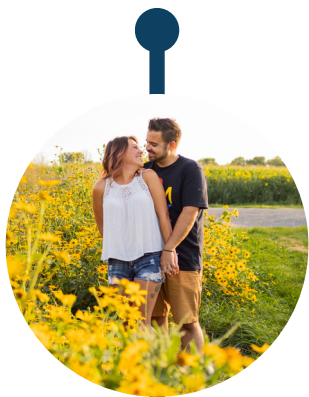
**MARTIN
LANG**
DEPUTY MAYOR





Guiding Principles

The United Counties of Stormont, Dundas and Glengarry is a region of innovators, who pride themselves on openness, hard work and success.



Vision

Bring together the people, places and heritage of our region to create a strong, progressive community.



Mission

Cement a strong road to growth through financially-sustainable service delivery that includes all local municipalities.



Values

- Public accountability
- Collaboration and partnerships
- Advocacy and education
- Honesty and integrity
- Innovation and excellence



Partnerships and Collaboration

Collaboration with our neighbours is a cornerstone of this plan. Through engagement with like-minded municipalities, senior levels of government and partners in our region, SDG Counties will foster an environment of cooperation.

Areas of focus

Collaboration with local municipalities

- Local municipalities in SDG Counties are our chief partner on all matters. SDG Counties commits to further augmenting these relationships through regular communication and outreach.

Infrastructure

- Collaboration on the regional waste management strategy will continue in partnership with local municipalities.

Housing

- Work collaboratively with the City of Cornwall to ensure safe, affordable housing opportunities are available to residents in need.
- Focus on the efforts of the Eastern Ontario Wardens Caucus to implement the 7-in-7 Housing Plan.

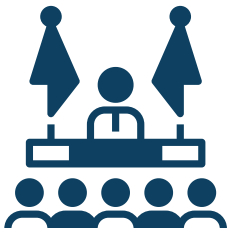
Health

- Continued collaboration with the Great River Ontario Health Team and other regional health providers.
- Develop an SDG Physician Recruitment Program.

Staffing

- Create a regional staff retention/succession apparatus that includes equal parts training, succession planning and well-being.
- Provide human resources support to local municipalities.





Advocacy and Governance

SDG Counties will provide excellence in governance and advocacy in mobilizing partners and stakeholders in our region as we work together to deliver the services our residents need and expect.

Areas of focus

Advocacy

- Engage a consultant to assist SDG Counties and local municipalities in developing advocacy strategies on important priorities in preparation for delegations with provincial and federal ministers.
- Work in collaboration with the City of Cornwall and Akwesasne on discussions with our local MP and MPP on regional items that are important for our residents and businesses.

Education

- SDG Counties is committed to working with the province, local school boards, parents and other stakeholders to maintain the sustainability and vibrancy of our rural schools.
- Support the SDG Rural Education Committee to advocate for policies that support rural education with various levels of government and school boards.

Governance review

- Bring forward a report to Council with a review of the current one-year term for Warden.



Strategic priority



Branding

Brand consistency is about being recognizable, establishing trust, and communicating effectively. SDG Counties is a leader in this regard.

Areas of focus

'SDG Counties'

- The United Counties of Stormont, Dundas and Glengarry remains the official name of our upper-tier municipality. However, '**SDG Counties**' will be used exclusively in official communications, public documents and internal correspondence as a concise abbreviation of the longform of our name.

Explaining our role

- Regular updates on services SDG Counties provides to the public cements an understanding of our important role in the community.
- The use of SDG Counties' social media channels, our website and media engagement will feature heavily in this effort.

Diversity and inclusivity

- Strengthen diversity in our community and promote cross-cultural learning that is inclusive of all ages, appearance, ethnicity, and gender identity.
- Regular engagement with accessibility advocates across our region to ensure SDG Counties communications efforts reach a broad spectrum of residents, regardless of their needs.





Strategic priority

Green Living

Maximizing our regional natural assets, from SDG Counties forests to waterfront vistas and agricultural heartlands is a hallmark of this plan. SDG Counties will balance our aims to augment development while preserving environmental assets.



Areas of focus

Natural assets

- By maximizing our natural assets, including SDG Counties forests, agri-tourism opportunities and waterfront amenities, we will market our region as a leader in environmental sustainability.



Environmental policy

- Take steps to reduce our carbon footprint through environmentally-conscious construction methods and fleet management practices
- We will subscribe to the principles of long-term sustainability, mitigating the impact of climate change, and environmental stewardship in our operations and lines of business.



Forestry management

- The SDG Counties Forest is a certified forest under the Eastern Ontario Model Forest.
- Revenue generated from the forest will contribute directly to the Forest Reserve Fund, allowing for procurement of more forested lands within SDG Counties.





Measuring and Reporting

SDG Counties will provide regular updates to Council and residents on the delivery of priorities outlined in this Strategic Plan.

Areas of focus

Council reports

- Where appropriate, Council reports will include comments outlining the relevance to Council's strategic priorities.

Budget presentations

- SDG Counties departments will provide updates to Council, as part of the annual budget process - this will include a summary of key accomplishments that were achieved during the current year, as well as goals and objectives for the year ahead.
- SDG Counties will strive to produce multi-year budgetary outlooks of both capital and operational costs, with an aim to forecasting expenditures on a go-forward basis.

Annual reporting

- SDG Counties will commit to providing an annual report that will be made available to the public that will reflect key accomplishments and progress made on Council's priorities.

Further engagement

- This Strategic Plan will be made available on the SDG Counties website (sdgcounties.ca) and will include updates and relevant communication material.
- SDG Counties staff will appear as a delegation at local municipal council meetings to explain this plan in detail.





sdgcounties.ca

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