

TOWNSHIP OF  
EDWARDSBURGH  
CARDINAL

# Strategic Plan

2024-2028

Presented by:



**EDWARDSBURGH CARDINAL**

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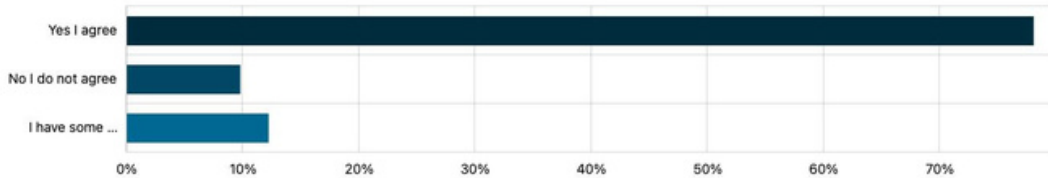


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# Executive Summary

The Township of Edwardsburgh Cardinal's Strategic Plan (2024 - 2028) is a collaborative endeavour that outlines our vision, mission, values, and key priorities to guide our community's growth and development. In creating this plan, we engaged residents, businesses, community partners, and Township Council and Staff to ensure it reflects our collective aspirations.

When asked about your agreement with the listed draft priorities, an impressive 90.25% responded positively, 79% stating "Yes I agree" and 11.25% stating "Yes, and I have some suggestions". Throughout our various engagement efforts, we received excellent feedback and suggestions that helped to guide this strategic plan.



The development of this plan has been a collaborative journey, involving public engagement to capture the essence of what matters most to our community. Through this process, we've redefined our mission, vision, and values and set forth ambitious objectives and key initiatives that chart the course for the Township of Edwardsburgh Cardinal's future.

The plan focuses on six key priority areas:

- Liveable Community
- Good Governance
- Financial Sustainability
- Infrastructure
- Growth & Economic Development
- Environment

Our shared objective is to cultivate a cohesive community, enhancing both wellness and cultural richness, by building on past successes and looking forward to a promising future.

This executive summary offers a glimpse into the core components and objectives of our municipal strategic plan. In the following pages, you will find a comprehensive exploration of our vision, mission, Values, and Key Priorities, laying the groundwork for a sustainable and welcoming township that honours its rich history, fosters a safe and healthy community, and looks forward to a bright and enjoyable future.

# Message from the Mayor



Tory Deschamps | Mayor

Stephen Dillabough | Deputy Mayor

Joseph Martelle | Councillor

Walter Smail | Councillor

Christopher Ward | Councillor

Dear Residents of Edwardsburgh Cardinal,

I am pleased to present our Strategic Plan, a comprehensive roadmap that will guide the Township and Council over the next decade. This plan is the result of extensive collaboration with our community, reflecting the voices and aspirations of residents who shared their visions for our future.

As your Mayor, I want to extend my heartfelt thanks for your active participation. Your dedication and enthusiasm for our Township's future are truly inspiring and have been instrumental in shaping this plan.

Our Strategic Plan charts a path towards a brighter future while steadfastly safeguarding the qualities that make our community exceptional. This is a dynamic document, designed to evolve with our needs and be regularly assessed to ensure that the objectives we've set are being met.

We are excited to embark on this journey with you, working collectively to achieve the goals and priorities outlined in this plan. Together, we can ensure that Edwardsburgh Cardinal remains a thriving, healthy, and vibrant community for generations to come.

Thank you for your continued support and commitment to our shared future.

Sincerely,  
Tory Deschamps  
Mayor of Edwardsburgh Cardinal

# Vision

Building today, on the success of yesterday, and excited for tomorrow.

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# Mission

To grow a safe, healthy community, while providing sustainable services for all to enjoy.



# Values

## 01 Accountability

Taking responsibility for the actions, decisions, and overall well-being of the community, fostering a culture of responsiveness, continuous improvement, and transparent governance.

## 03 Teamwork

Fostering a collaborative, cooperative, compassionate, and inclusive environment, teamwork emphasizes the strength derived from diverse perspectives working together towards common goals.

## 05 Transparency

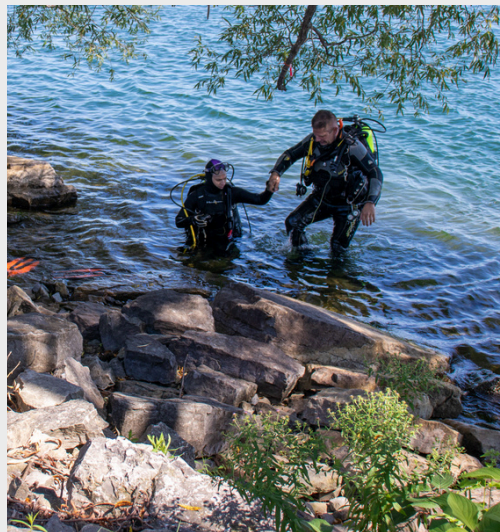
Committing to clear and accessible communication, ensuring that decision-making processes, actions, and information are readily available to the public, fostering a sense of openness and accountability that strengthens the bond between the community and its governing body.

## 02 Integrity

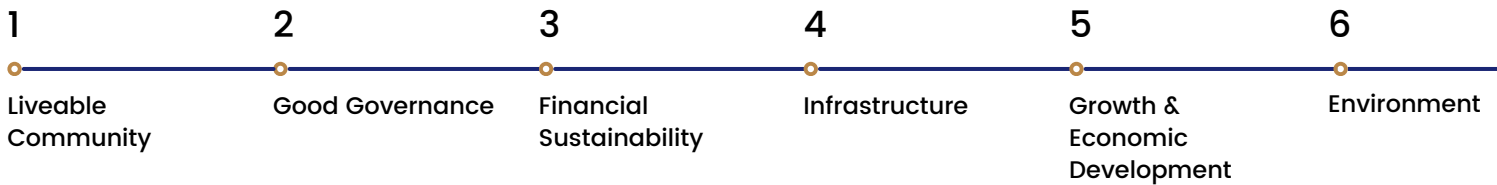
Anchored in honesty, integrity serves as the unwavering foundation of ethical conduct, guiding all community members toward principled decision-making and trustworthy behaviour.

## 04 Respect

Demonstrated through a collective pride in work, respect reflects a shared commitment to valuing and honouring each individual's contributions within the community.



# Strategic Priorities



Over the course of the 2024-2028 term, the municipality has outlined six strategic priorities that will be the focal points of its efforts. These priorities encompass a comprehensive approach to community development.

These strategic priorities collectively signify the municipality's commitment to a well-rounded approach to development, blending economic advancement, environmental responsibility, efficient governance, and a flourishing community to create a promising and sustainable future for all residents.

# Liveable Community



The Township is dedicated to creating a livable community that enhances the quality of life for all residents. Our strategic focus on this pillar aims to improve community and economic development, connect residents with essential services, increase affordable housing, expand community events and recreation, and address mental health and addiction challenges. By setting clear objectives and implementing targeted actions, we are committed to fostering a vibrant, inclusive, and supportive community. This section outlines the specific goals and initiatives the Township will prioritize, including strengthening local businesses, ensuring access to affordable housing, broadening recreational and cultural opportunities, and supporting robust systems for mental health and addiction. Through these comprehensive actions, we strive to build a community where every resident can thrive and feel connected.



# Liveable Community

## Objective

## Action

- |   |  |
|---|--|
| <p><b>1.1</b> Improve Community and Economic Development</p>    | <p>Seek out opportunities with neighbouring municipalities and organizations to enhance the community living experience</p>  |
| <p><b>1.2</b> Connect residents with available services</p>     | <p>Promote services, programming and events for seniors and other groups</p>   |
| <p><b>1.3</b> Increase affordable housing in community</p>      | <p>Review and update the community improvement plan(s) to include a definition of affordable housing and offer incentive programs to residents and developers to build housing units that are "affordable"</p> |
| <p><b>1.4</b> Expand community events &amp; recreation</p>      | <p>Foster and communicate with neighbouring municipalities to coordinate events and programming</p>  |
| <p><b>1.5</b> Reduce mental health and addiction challenges</p> | <p>Support residents and employees on accessing information on available mental health and addiction resources</p>   |

# Good Governance



The Township is dedicated to upholding the principles of good governance to ensure transparency, accountability, and excellence in service delivery. Our strategic focus on this pillar aims to develop a comprehensive succession plan, foster the growth and development of our people, enhance communication with the community, and ensure that services are both effective and efficient. Additionally, we seek to form partnerships that will increase the efficiencies of our service delivery. By setting clear objectives and implementing targeted actions, we are committed to building a responsive and capable administration. This section outlines the specific goals and initiatives the Township will prioritize, including cultivating leadership within our organization, improving community engagement, optimizing service delivery processes, and collaborating with partners to enhance operational efficiencies. Through these comprehensive actions, we strive to ensure that our governance remains robust, transparent, and dedicated to serving the needs of our community effectively.

# Good Governance

## Objective

## Action

- |  |  |
|--|--|
| <p><b>2.1</b> Develop a Succession Plan and develop our people</p>           | <ul style="list-style-type: none"><li>■ Ensure that the organization is sustainable by providing training and development of leaders within the organization</li><li>■ Develop a recruitment strategy to attract new talent to the organization</li><li>■ Create a formalized onboarding process</li></ul> |
| <p><b>2.2</b> Improve communication with the community</p>                   | <ul style="list-style-type: none"><li>■ Implement new tools and modernized communication and marketing to expand communication that can reach more residents</li></ul>   |
| <p><b>2.3</b> Ensure that services delivered are effective and efficient</p> | <ul style="list-style-type: none"><li>■ Continue to track, review and assess key benchmarks related to service delivery</li></ul>  |
| <p><b>2.4</b> Partner to increase efficiencies of service delivery</p>       | <ul style="list-style-type: none"><li>■ Engage with other levels of government to increase efficiencies</li></ul>  |

# Financial Sustainability



The Township is dedicated to achieving financial sustainability to secure a prosperous future for our community. Our strategic focus on this pillar aims to build a sustainable community, ensure the long-term viability of the Port, and seize grant funding opportunities. By setting clear objectives and implementing targeted actions, we are committed to maintaining a strong financial foundation that supports our growth and development. This section outlines the specific goals and initiatives the Township will prioritize, including fostering economic resilience, ensuring the Port remains a vital economic asset, and proactively pursuing grants and funding opportunities. Through these comprehensive actions, we strive to create a financially stable and vibrant community for current and future generations.

# Financial Sustainability

## Objective

## Action

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|---|---|
| <b>3.1</b> Build a sustainable community              | ■ Implement multi-year budget software to ensure sustainability of the municipality                     |
| <b>3.2</b> Ensure the long term viability of the Port | ■ Undertake a long-range plan and financial forecast for the Port facility                              |
| <b>3.3</b> Seize grant funding opportunities          | ■ Establish internal resources or outsourcing to ensure grant applications are submitted and successful |

# Infrastructure



The Township is committed to developing and maintaining robust infrastructure to support a high quality of life for our residents. Our strategic focus on this pillar aims to ensure that facilities are accessible, revitalize the waterfront shoreline, and maximize the usage and long-term viability of the Spencerville Arena and Community Center. Additionally, we are focused on maintaining and improving our critical infrastructure, including the County Road 2 water and sewer replacement Phase #2, the stormwater pipe under the filled portion of the canal, and the sustainability of our water and stormwater systems. By setting clear objectives and implementing targeted actions, we are dedicated to providing reliable and sustainable infrastructure. This section outlines the specific goals and initiatives the Township will prioritize, including enhancing accessibility, rejuvenating key community spaces, and ensuring the durability and efficiency of our water and stormwater infrastructure. Through these comprehensive actions, we strive to build and maintain infrastructure that supports a thriving, resilient, and well-connected community.

# Infrastructure

## Objective

## Action

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|--|--|
| <p><b>4.1</b> Ensure that facilities are accessible</p>  | <p>Undertake an accessibility assessment and plan</p>  |
| <p><b>4.2</b> Revitalize the waterfront shoreline</p>  | <p>Initiate a baseline condition assessment and develop a revitalization plan</p>  |
| <p><b>4.3</b> Ensure the long term viability and maximize usage of the Spencerville Arena and Community Center</p>                 | <p>Develop a plan to increase usage of the Spencerville Arena and Community Center</p>   |
| <p><b>4.4</b> Maintain good infrastructure focused on County Road 2 water and sewer replacement Phase #2</p>                       | <p>Complete design and engineering for the project to ensure that the water and sewer replacement project is “shovel ready” for a grant funding submission</p> |
| <p><b>4.5</b> Ensure infrastructure is in good condition, including the store water pipe under the filled portion of the canal</p> | <p>Undertake a condition assessment of the pipe under filled portion of the canal</p>  |
| <p><b>4.6</b> Sustainability of water and stormwater infrastructure</p>  | <p>Execute a water and stormwater management plan for Johnstown &amp; Spencerville</p>   |

# Infrastructure

## Objective

## Action

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|---|--|
| <b>4.7</b> Maintain road infrastructure                         | Review and upgrade the levels of gravel on road surfaces                 |
| <b>4.8</b> Ensure adequate drainage for township infrastructure | Initiate a drainage assessment for township infrastructure               |
| <b>4.9</b> Maintain bridge infrastructure                       | Complete a bridge condition assessment for township infrastructure       |
| <b>4.10</b> Maintain municipal fire infrastructure              | Complete fire master plan and /or assessment of fire station/sub station |



# Growth & Economic Development



The Township is dedicated to fostering growth and economic development to ensure a vibrant and prosperous community. Our strategic focus on this pillar aims to ensure housing availability, expand the industrial park, capitalize on tourism opportunities, and support the agricultural industry. By setting clear objectives and implementing targeted actions, we are committed to driving economic progress and improving the quality of life for our residents. This section outlines the specific goals and initiatives the Township will prioritize, including increasing housing options to accommodate growth, developing our industrial park to attract businesses, promoting tourism to showcase our community's unique assets, and strengthening support for our vital agricultural sector. Through these comprehensive actions, we strive to create a dynamic, diverse, and sustainable economy that benefits all residents and businesses in Edwardsburgh Cardinal.

# Growth & Economic Development

## Objective

## Action

**5.1** Ensure housing availability

Develop a housing strategy

**5.2** Industrial park expansion

Obtain new land and expand services and infrastructure

**5.3** Capitalize on tourism opportunities

Advancement of certain key priorities and actions included in the County tourism strategy, including waterfront trail, event, pavilions, docks, public boat launches

**5.4** Support agricultural industry

Develop an economic development plan including agricultural and farming industries

# Environment



The Township is dedicated to fostering a sustainable future through proactive environmental stewardship. Our strategic focus on the environment aims to protect and enhance our natural resources, promote ecological health, and support resilient and sustainable community practices. By setting ambitious yet achievable objectives and implementing targeted actions, we are committed to addressing critical environmental challenges. This section outlines the specific goals and initiatives the Township will prioritize, including protecting and managing tree assets and conservation, promoting waste management education and reduction, and advancing a sustainable community through electric charging stations and natural gas services. Through these comprehensive actions, we strive to ensure a cleaner, greener, and more sustainable environment for current and future generations.

# Environment

## Objective

## Action

- |  |   |
|--|---|
| <p><b>6.1</b> Protect and manage tree assets and conservation</p>                | <p>Work with SNC and indigenous population to develop a tree management plan</p>  |
| <p><b>6.2</b> Promote waste management education and waste reduction</p>         | <p>Develop an education plan on best practices for recycling and composting</p>   |
| <p><b>6.3</b> Promote a sustainable community via electric charging stations</p> | <p>Support plans and projects to install charging stations in the municipality</p>  |
| <p><b>6.4</b> Promote a sustainable community via natural gas service</p>        | <p>Work with service provides and upper level government to expand natural gas service to our community</p>                                       |
| <p><b>6.5</b> Promote waste reduction and cost recovery</p>                      | <p>Plan for and build a new transfer station at Scott Road</p>  |
| <p><b>6.6</b> Support a sustainable power system</p>                             | <p>Work with various service providers to explore options on securing sustainable and reliable system power for the community into the future</p> |
| <p><b>6.7</b> Lead in fleet sustainability</p>                                   | <p>Purchase EV or hybrid vehicles for the municipal fleet</p>   |



# Questions? Contact us.



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