



Strategic

2024-2028

# PLAN



## MANDATE AND MISSION

Provide for the well-being and quality of life of the community of Clarence-Rockland with high quality services delivered directly and through partnerships.

## VISION

Clarence-Rockland will continue to be a growing and prosperous community with an enduring small-town feel.

## ASPIRATION

Clarence-Rockland deliberately shapes its growth and proactively adapts to its changing environment to meet the evolving needs of its community.

## VALUES

Community centred

Innovation

Collaboration

Fiscal Responsibility

Environmental stewardship

## STRATEGIES

# 1

### BALANCED GROWTH

**Balance residential, commercial, and industrial growth with community values, expectations, and quality of life.**

- Leverage and integrate the City's authorities, plans and services to shape the growth of the municipality.
  - *Percentage of selected City plans and policies that have been updated to reflect the new Strategic Plan.*
  - *Percentage of City Departments that have an annual business plan in place that includes elements of the Strategic Plan.*
- Create opportunities for dialogue between the City, residents, and the private sector on major development initiatives.
  - *Percentage of new City developments/initiatives that have included stakeholder dialogues.*
- Support growth by evidence-based decision-making, regular progress monitoring and reporting.
  - *Progress reporting Key Performance Indicators (KPIs) to monitor and analyze key performance indicators.*

# 2

### HIGH QUALITY SERVICES

**Expand and improve the City's services and infrastructure to meet the evolving needs of Clarence-Rockland's residents, businesses, visitors, and community organizations.**

- Match investments in the City's services and infrastructure to its growth and the changing needs of its residents.
  - *Development and progress in the implementation of a Service Expansion and Improvement Plan.*
- Continuously improve the City's capacity to deliver services effectively, efficiently, and in a timely manner.
  - *Residents' satisfaction with City Services.*
  - *Service delivery Key Performance Indicators (KPIs).*
- Explore avenues of collaboration with other municipalities for mutual support and benefit.
  - *Number of ongoing collaborative initiatives with other municipalities.*
  - *Participation in committees and working groups in the United County of Prescott-Russell*

# 3

### COMMUNITY COHESION

**Strengthen community cohesion to ensure Clarence-Rockland remains a desirable place to live, do business, and visit.**

- Consistently engage the community to keep the pulse of its needs and aspirations.
  - *Residents' satisfaction with City's engagement and communications.*
- Promote active citizenship to strengthen attachment and contribution to the community.
  - *Residents' satisfaction with the quality of life offered by the City.*
- Foster the growth of community organizations that bring about positive impact in the community.
  - *Residents' sense of attachment to the community.*

