

# STRATEGIC PLAN

## 2023-2027

AS AMENDED IN FEBRUARY 2024



  
**PERTH**  
HERITAGE + HEART

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# Introduction

This strategic plan is a guiding document providing an overall direction for the Corporation of the Town of Perth, and highlights key priorities over the short- and long-term.

The Town of Perth is situated at the heart of Lanark County, and is comprised of a population of approximately 6,500. It serves as the regional hub for the neighbouring Townships with a population draw of 20,000-30,000 in the summer. Perth is situated halfway between Kingston and Ottawa, and draws tourists from many states and provinces.

## COUNCIL



*Pictured (left to right, front to back): Deputy Mayor Ed McPherson, Mayor Judy Brown, Councillor David Bird, Councillor Isabel Anne McRae, Councillor Barry Smith, Councillor Jim Boldt, Councillor Gary Waterfield*

## REVIEW

Progress on these strategic priorities will be reviewed twice a year by Council. This will help ensure the Corporation of the Town of Perth continues to filter its decision making through the Mission and Corporate Values & Guiding Principles.





## Mission

The Corporation of the Town of Perth is a dedicated team who serves its community and partners by delivering exceptional services and supports in a consistent and professional manner.

# Corporate Values & Guiding Principles

The Corporation of the Town of Perth is committed to carrying out its mission through:

## **ACCOUNTABILITY**

We are committed to establishing clear goals and targets, focusing on opportunities, remaining fiscally responsible, and always being dependable to our community.

## **COLLABORATION**

We are committed to working with citizens, staff, community partners, investors, and other governments for the best interests and outcomes for our community.

## **TRANSPARENCY**

We are committed to sharing business functions and operating decisions with our citizens, partners, and investors. We will seek opportunities to communicate matters related to our community.



# 1. Growth

Action	Year
<b>A. Plan for Growth and Development to 10,500</b> <ul style="list-style-type: none"><li>• Prepare infrastructure master plan for projected population, including identification of critical infrastructure and financing projections</li></ul>	2023-2025
<b>B. Development Charge Study</b> <ul style="list-style-type: none"><li>• Complete new development charge study</li></ul>	2023-2024



## 2. Quality of Life

Action	Year
<p><b>A. Regional Recreation Facility</b></p> <ul style="list-style-type: none"> <li>Complete location study with financial analysis for possible Regional Recreation Facility</li> <li>Continue working with neighbouring municipalities to develop long-term cost-sharing agreement for current facilities</li> <li>Develop design plans to facilitate grant applications and long-term planning</li> <li>Develop plans and lobbying effort for senior government funding, public-private partnerships and other external funding</li> </ul>	<p>2024</p> <p>2023</p> <p>2023-2025</p> <p>2025-2030</p>
<p><b>B. Climate Change</b></p> <ul style="list-style-type: none"> <li>Build in climate change adaptation when replacing infrastructure</li> <li>Apply a climate change lens to asset replacement decisions</li> <li>Work with RVCA to reforest Darou Farm property, while maintaining walking trails</li> <li>Develop plan for increasing tree cover on municipal property within the urban area</li> <li>Develop policy and update Yard Maintenance By-Law to facilitate naturalized lawns</li> </ul>	<p>Ongoing</p> <p>Ongoing</p> <p>2023-2025</p> <p>2024-2027</p> <p>2024</p>
<p><b>C. Grants to Others</b></p> <ul style="list-style-type: none"> <li>Promote quality of life in Town through annual review of grants to community organizations to be completed prior to the annual budget process through a Staff Committee review and recommendation of applications</li> </ul>	<p>Ongoing</p>

## 2. Quality of Life (continued)

Action	Year
<b>D. Active Transportation and Health</b>	
<ul style="list-style-type: none"> <li>• Develop active transportation plan</li> </ul>	2023-2024
<ul style="list-style-type: none"> <li>• Implement pedestrian and bike friendly components during infrastructure renewal</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>• Complete a transportation master plan, with focus on universal design mobility</li> </ul>	2024
<ul style="list-style-type: none"> <li>• Investigate support and cooperation with Lanark Transportation, or other service providers, for transportation services for seniors and others</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>• Consider support for Perth &amp; Smiths Falls District Hospital, and other local healthcare providers, as they work with the Province to increase healthcare options and services for Perth residents</li> </ul>	Ongoing

# 3. Services

Action	Year
<b>A. Asset Management</b> <ul style="list-style-type: none"> <li>Continue to update asset management plan annually to meet legislative requirements</li> </ul>	Ongoing
<b>B. Service Levels</b> <ul style="list-style-type: none"> <li>Maintain current service levels for winter maintenance, roads, and waste management, etc.</li> </ul>	Ongoing
<b>C. Affordable Housing</b> <ul style="list-style-type: none"> <li>Support the County and senior levels of government to promote and develop affordable housing options in Lanark County</li> <li>The Town will designate appropriate surplus lands which can be used to establish affordable housing within the limitations stipulated in the Municipal Act of Ontario</li> <li>Continue budget support for secondary unit grant program</li> </ul>	Ongoing  Ongoing  Ongoing
<b>D. Economic Development and Tourism</b> <ul style="list-style-type: none"> <li>Update and implement Economic Development Master Plan, including promotion of Perth as the ideal location for a post-COVID world (remote work, high tech, services)</li> <li>Update and implement Tourism Master Plan</li> </ul>	2022+  2022+





# 4. Good Government

Action	Year
<b>A. Human Resources</b> <ul style="list-style-type: none"> <li>Become an employer of choice by investing in staff, promoting work-life balance, and maintaining positive Council-staff relations</li> </ul>	Ongoing
<b>B. Budget</b> <ul style="list-style-type: none"> <li>Continually look for efficiencies to reduce budget pressures</li> <li>Target early budget approvals to facilitate efficiencies and savings in procurement</li> </ul>	Ongoing Ongoing
<b>C. Debt Funding</b> <ul style="list-style-type: none"> <li>Responsibly consider use of debt financing to limit impact to tax rates when financing large capital projects</li> </ul>	Ongoing
<b>D. Affordability</b> <ul style="list-style-type: none"> <li>Maintain a focus on affordability for residents and businesses in both short-term and long-term decision making</li> </ul>	Ongoing

