



URBAN DINNER  
day August 15th 5:30 pm

# Corporate Strategic Plan

TOWN OF INGERSOLL

April 2022



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# EXECUTIVE SUMMARY



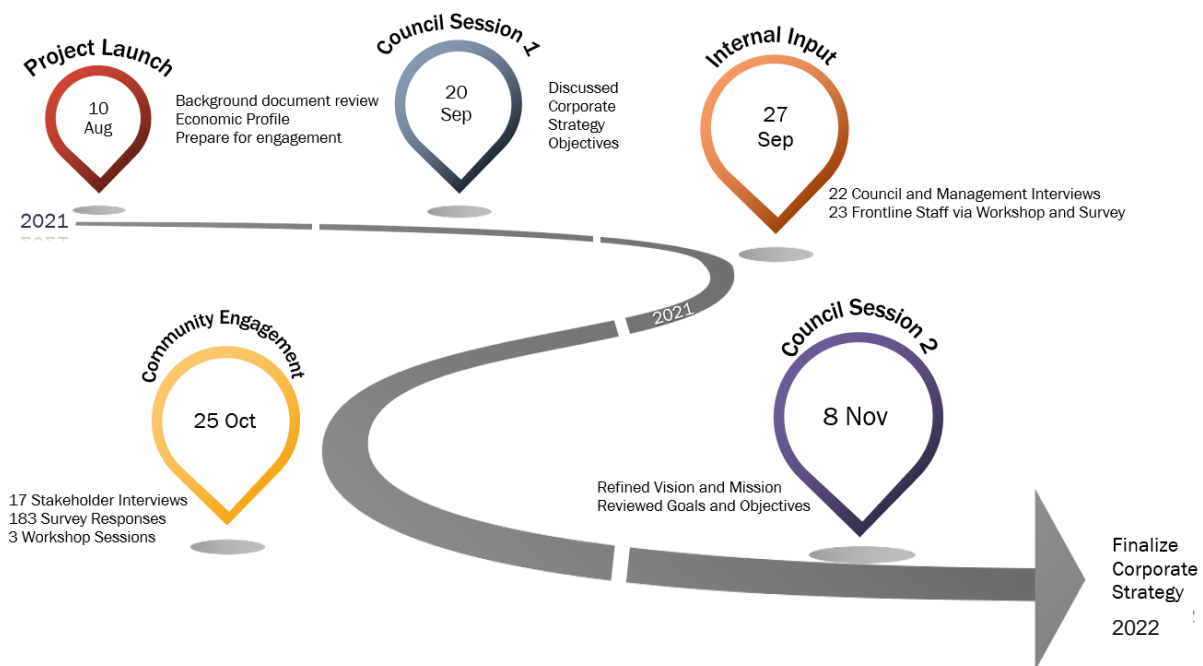
TOWN OF INGERSOLL CORPORATE STRATEGIC PLAN



Since Ingersoll was settled in the 1790s, the town has been home to ambitious people and innovative ideas. So, when the Town of Ingersoll chose to develop a corporate strategic plan, it was not difficult to gather opinions and suggestions from the community that created the mammoth 3,311-kilogram wheel of cheese. Over two centuries later, the community is preparing once again for population growth and economic change. Indeed, now is the best time for Ingersoll to put modern wheels under its mission and vision statements, its guiding principles, and strategic themes, goals, and objectives.

MDB Insight Inc. was retained to coordinate the corporate strategic planning exercise. Several background documents were reviewed and analyzed, and an economic profile of the community was prepared. Council was engaged on three occasions to provide direction for the strategy, and community consultation was broad and meaningful.

A survey of residents exposed a strong passion for Ingersoll, and a willingness to change. Individual interviews supplied specific ideas for the focus the Town should take looking ahead. Municipal managers and frontline staff offered helpful insights into the day-to-day operation of local government, and priorities that move the town towards its desired future.



The town’s Vision Statement presents an optimistic glimpse into the future, reflecting municipal and community aspirations:

*Ingersoll is a strong, diverse, green, and sustainable community that respects our people, honours our past and shapes our future.*

The Town of Ingersoll’s Mission Statement clarifies the municipality’s reason for being:

*We nurture a community that respects all and offers sustainable services and amenities that promote a quality of living that makes us proud to call Ingersoll home.*



Council approved a set of guiding principles that embody the values of the community and the municipality, serving as a lens through which to evaluate all decisions, and extending beyond the life of the strategic plan. Those guiding principles are:

- Open and Receptive
- Honest and Comprehensive
- Sustainable and Flexible

Based on the feedback from Council, staff, residents, and businesses, a set of strategic pillars emerged. These overall pillars, upon which the rest of the strategy is built, support the creation of a corporate ethos. The strategic pillars are:

1. Communications and Operations Excellence
2. Economic Development
3. Residential Growth and Community Prosperity
4. Collaborative Partnerships and Infrastructure

Goals and objectives were developed and expanded based on the strategic pillars, assembled in priority sequence, focusing on the Town's ability to influence change. The following pages of the Corporate Strategic Plan describe the goals and objectives in greater detail and offer tips on implementation and performance measurement.

To better understand the desired meaning of words in this Strategy, consult the Glossary at the back of the document.



# INGERSOLL

## Community Profile Snapshot



### Population

**13,607**

(2021)



↑+7.2% from 2016

### Age Groups

Under 14 **16.7%**

15 to 64 **66.2%**

65 + **17.1%**  
(2020)

### Labour Force

Participation Rate

**78%**

2020 (15+ years)  
(ON: 62%)

### Average Household Income



**\$95,269**

(2020)

+27% since 2015  
(ON: \$108,247)

5% of households earn less than \$20,000  
(ON: 8%)

### Unemployment

**11.1%**

(2020)

Ontario unemployment rates increased from 8.3% to 19.3% because of the pandemic. Ingersoll and Oxford County had lower unemployment rates of 11.1% and 9.9% respectively.

### Average Dwelling Value

**\$304,876**

(2020)

↑+24% from 2015

(ON: \$615,761 +22%)

### Housing Stock

**11.6%**

(2020)

of Housing Stock is Apartments  
(ON: 27.3%)

### Commuting Patterns

**74%**

(2020)

of workers commute to Ingersoll from other communities



# INGERSOLL, ON

## Economic Profile Snapshot



### Business Patterns

(Dec 2020)

**278**  
Businesses with  
employees in Ingersoll



**15.5%**  
are businesses in retail  
trade




**72%**  
of establishments  
(with employees)  
employ 1 to 9 people

### Labour Force by Industry

(2020)

#### Top employing industry sectors

 Manufacturing **25%** (1,923 people)

 Health care and social assistance **11%** (820 people)



**+188** jobs  
from 2016-20

The industry that added most jobs  
was manufacturing

### Survey Highlights

(2021 Resident and Business Survey)



**+71%**

Of Local Businesses  
Highly or Somewhat Agree they  
Have a Positive Relationship  
With the Town of Ingersoll for Business  
Needs

#### Data sources:

Manifold Data Mining 2020 | Statistics Canada, 2016 Census | Statistics Canada, 2011 National Household Survey | Canadian Business Patterns, December 2020



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# FOUNDATIONAL STATEMENTS



TOWN OF INGERSOLL CORPORATE STRATEGIC PLAN





## Vision Statement

The vision statement for an organization is an aspirational description of what the community would like to achieve or accomplish in the mid- to longer-term future. It provides a clear guide for choosing current and future courses of action.

The Town of Ingersoll's vision statement is:

**Ingersoll is a strong, diverse, green, and sustainable community that respects our people, honours our past and shapes our future.**

During the development of the vision, Council was careful to include words like *sustainable* (in this case meaning *able to be used without being completely depleted or destroyed*) which could be applied to the municipality's own financial or other assets. The word *green* was also added, in this case meaning *tending to preserve environmental quality*. The word *diverse* means *showing a great deal of variety*, whether in the backgrounds of the Town's residents, the desired types of housing stock, or other attributes.

## Mission Statement

The mission statement for an organization is its reason for being. It answers the following questions: What is the organization? Why does it exist? Who are the primary customers? What are the products and services?

The Town of Ingersoll's mission statement is:

**We nurture a community that respects all and offers sustainable services and amenities that promote a quality of living that makes us proud to call Ingersoll home.**

For the mission statement, the word *nurture* means *to further the development of*. The word *quality* means *a high level of value or excellence*, and the word *proud* means *having proper self-respect*.



## Guiding Principles

Guiding principles provide a broad philosophy that encompasses the values of the community and the municipal corporation. They extend beyond the life of the strategic plan and ground strategy design and delivery. These values also serve as a lens through which to evaluate all decisions. They support the development of a culture where everyone understands what is important.

### Honest and Comprehensive

- Conduct ourselves with integrity
- Informed decisions and actions are grounded in best available information

### Sustainable and Flexible

- Fiscally prudent
- Evolving / continuous improvement

### Open and Receptive

- Transparent in our decisions
- Inclusive and respectful
- Listen and communicate appropriately



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# STRATEGIC PILLARS



TOWN OF INGERSOLL CORPORATE STRATEGIC PLAN



A set of Strategic Pillars was developed to help direct future decision making, based on the desired outcomes envisioned during the strategic planning process. Together, the pillars provide a structure upon which are placed the collective aspirations of Council, management, staff, residents, and businesses. As a guiding document, the Corporate Strategy provides a road map to harmonize the specific actions, deliverables, and performance metrics enacted through departmental or subject-specific plans. Working together brings a desired future state for the Town of Ingersoll that reflects:

## 1. Communications and Operations Excellence

The Town of Ingersoll achieves corporate excellence when Council, management, and staff demonstrate leadership, compassion, and professionalism on an ongoing basis.

The Town is an outstanding communicator internally and externally. The Town employs smart, dedicated people who use innovative practices to enhance operational efficiencies, and who feel supported and encouraged by management and Council. Governance and operational mandates are carefully balanced to provide the corporate capacity to deliver services, programs, initiatives, and projects. Financial considerations are sustainable and prudent. Any customer or client of the Town can expect to receive superb customer service.

## 2. Economic Development

The Town of Ingersoll is recognized as the best place to invest, due to a positive business climate created by business retention and economic diversification efforts.

The Town's vitality and resilience is bolstered by downtown revitalization, recreational opportunities, and diverse options for housing

## 3. Residential Growth and Community Prosperity

The Town of Ingersoll nurtures community prosperity by manifesting a sense of belonging and safety among those who live, work, and visit here.

The feeling of inclusion and acceptance is fostered by cultivating connections between society and landscape, celebrating quality of life, and rewarding community pride. The Town demonstrates its commitment to community wellbeing through thoughtful, proactive planning that considers the needs of today and the future.

## 4. Collaborative Partnerships and Infrastructure

The Town of Ingersoll cooperates meaningfully with others through collaborative partnerships at the local, regional, provincial, and national level.

By sharing resources and ideas, Council participates fully in regional advocacy efforts, demonstrating leadership and improved relationships with neighbouring communities, Oxford County, and senior levels of government. By working together with others, the Town is prepared to handle the demands of the future, to manage growth responsibly, to maintain effective infrastructure and services, and to regenerate the natural environment. Collective efforts attract new residents to the Town and empower youth to plan a future here.



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# STRATEGIC GOALS



TOWN OF INGERSOLL CORPORATE STRATEGIC PLAN



## Pillar 1 Communications and Operations Excellence



**GOAL:** The Town of Ingersoll invests in people, processes, and programs to deliver innovative efficiencies and respectful customer service.

### Priority 1.1: Leadership

#### Objectives:

- a. Communicate effectively within our organization to reinforce strategic directions and to build positive relationships.
- b. Encourage inter-departmental cooperation to ensure our residents, businesses, staff, and Council remain central to all we do.
- c. Foster fresh thinking to improve outcomes, organizational efficiencies, and services, moving beyond conventional approaches.
- d. Ensure our financial system incorporates long-term forecasting but allows for flexibility when challenges or opportunities present themselves.

### Priority 1.2: Staff Retention and Attraction

#### Objectives:

- a. Recognize the value of our staff through competitive salaries and benefits, and the acknowledgement of individual successes.
- b. Ensure our workplace follows best practices in health and safety, mental health, and work-life balance.
- c. Strengthen our culture of inclusiveness by focusing on integrity, equality, and diversity.
- d. Develop the potential of our staff through advanced training and professional development and promote appropriately from within.
- e. Invest in resources, technology, software, and systems to enhance our capacity to deliver services and improve efficiencies.

### Priority 1.3: Customer Service Quality

#### Objectives:

- a. Improve public awareness of our services through relevant messages directed to a broader reach of our community.
- b. Strive to elevate our level of customer service excellence through improved response models, technology, and standards.
- c. Search out new solutions by ensuring our services and their delivery are aligned to the community's needs.



## Pillar 2

## Economic Development



**GOAL:** By retaining and expanding our existing businesses, and attracting new and varied investment and visitor spending, the Town of Ingersoll will diversify its economy and revitalize its commercial centre.

### Priority 2.1: Business Diversification

#### Objectives:

- a. Diversify the economy of our town by encouraging a positive business climate that retains and expands businesses.
- b. Support sustainable employment growth using fee exemptions, financial incentives, and expedited approval processes for priority projects.

### Priority 2.2: Downtown Revitalization

#### Objectives:

- a. Support revitalization of downtown Ingersoll and all neighbourhoods, enhancing our Town as a comfortable community to live, work and visit.
- b. Partner with businesses in our downtown to encourage investment and redevelopment of heritage architecture, and more commercial and hospitality enterprises.
- c. Raise awareness among visitors of our Town's beauty and hospitality to increase revenues for tourism businesses.



## Pillar 3

# Residential Growth and Community Prosperity



**GOAL:** To stimulate prosperity in the community, the Town of Ingersoll provides a superb life experience for residents and best-in-class operating conditions for businesses.

### Priority 3.1: Diverse and Affordable Housing Mix

#### Objective:

- a. Create a plan for the development of a diverse and affordable housing mix in our town, through policy change, incentives, and partnerships with the construction sector.

### Priority 3.2: Inclusion and Wellbeing

#### Objectives:

- a. Enhance the feeling among residents of safety, security, belonging and inclusiveness.
- b. Invest in recreational amenities and active transportation to respond to resident needs.





## Pillar 4

# Collaborative Partnerships and Infrastructure



**GOAL:** The Town of Ingersoll leverages all personal and professional relationships in mutually beneficial ways to reduce the impacts of challenges, and to share the costs and improve the benefits of opportunities.

### Priority 4.1: Municipal and Community Cooperation

#### Objectives:

- a. Shares resources and solutions through the development of collaborative partnerships with neighbouring communities.
- b. Participate actively in regional advocacy efforts to attract new investment and awareness, maximizing our mutual networks, our shared ambition, and our influence with provincial and federal governments.
- c. Develop a culture that allows our young people to reach their potential and contribute to their wellbeing.
- d. Find new ways to actively involve volunteers in Town operations and activities.
- e. Focus on addressing the challenges of homelessness.

### Priority 4.2: Infrastructure Improvement

#### Objectives:

- a. Continue to invest in our Asset Management Plan and monitor financial needs.
- b. Protect and manage our valuable natural assets for our residents, visitors, and future generations.
- c. Enhance biodiversity and public access along our riverfront and in our parks and green spaces.



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# ACTION PLAN

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Successful implementation of a Corporate Strategy requires tenacity, bravery, and candour. There must be firm commitment and mindfulness on the part of both Council and staff to understand the course that has been set, and willingness to make the sacrifices and leaps of faith to achieve meaningful outcomes.

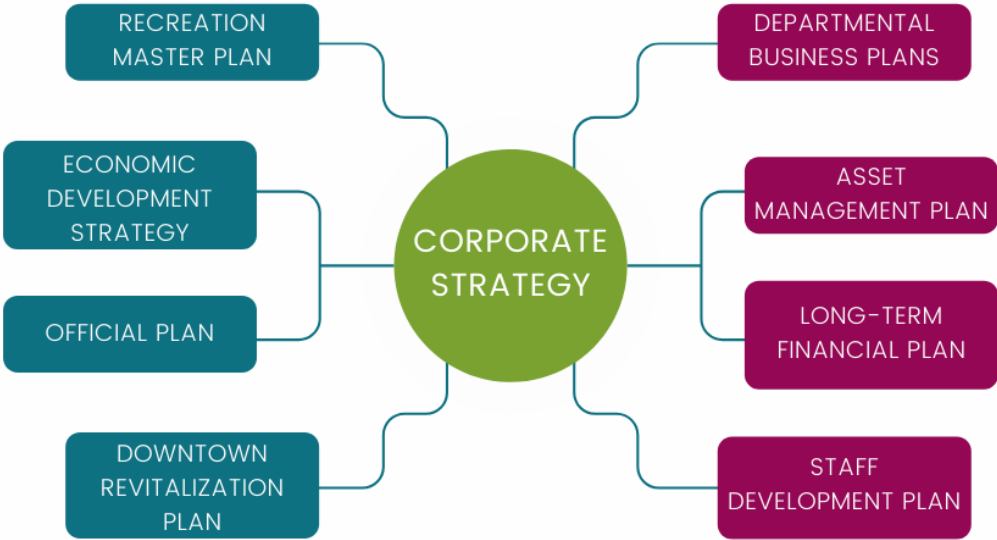
The Strategic Pillars and Goals identified in the Corporate Strategic Plan are high-level guidelines that help Council and staff identify actions, create new services, and enhance programs that are under the Town’s mandate.

Each Department must align its Business Plan to address the Strategic Pillars and Goals. Existing services should be reviewed to determine their priority within the context of the new organization-wide direction. New tasks and initiatives will come forward, and they too must be ranked in terms of urgency, importance, and relevance, as they relate to the Strategic Pillars, Goals and Objectives of the Corporate Strategy.

It can be very difficult for institutions to move away from predictable, established patterns of behaviour, especially when policies, procedures, and legislation are involved.

The Town of Ingersoll Corporate Strategy is one component in the integrated implementation of the municipality’s overall corporate organizational system.

Other plans and strategies also align with the Corporate Plan, including subject-specific documents such as the Official Plan and the Recreation Master Plan, but also other internal plans, such as the Asset Management Plan and the Staff Development Plan.





## Top Priority Actions

Potential priority areas were identified during community engagement, interviews, and discussions with Council and staff. By analyzing the Town of Ingersoll’s strengths, opportunities, aspirations, risks, and desired results (available in the Technical Report), a list of top-priority actions has been started as a primer for Town of Ingersoll staff to develop their business plans over the next one to five years. Actions may be completed in the Short Term (1 year), others in the Medium Term (2 to 3 years), and over the Long Term (4 to 5 years), subject to resources and change in Council priorities. Costs for potential actions will depend upon the scope of each task and terms of reference approved by Council.

Potential Actions	Council Priority	Strategic Pillar / Strategic Priority	Objective	Timing	Proposed Key Performance Indicators
1. Launch a Town email newsletter for residents	Improve internal and external communication	Pillar 1: Communications and Operations Excellence  ▪ Priority 1.3: Customer Service Quality	Objective 1.3a: Improve public awareness of our services through relevant messages directed to a broader reach of our community.	Short Term	▪ Resident Satisfaction Rates (Poll)  ▪ Resident Awareness Survey (using email newsletter address list)
2. Create a Volunteer Policy		Pillar 4: Collaborative Partnerships and Infrastructure  ▪ Priority 4.1: Municipal and Community Cooperation	Objective 4.1d: Find new ways to actively involve volunteers in Town operations and activities.	Short Term	▪ Number of volunteers engaged in Town’s programming
3. Implement 360-degree Employee Feedback process  4. Celebrate innovative staff suggestions		Pillar 1: Communications and Operations Excellence  ▪ Priority 1.1: Leadership	Objective 1.1a: Communicate effectively within our organization to reinforce strategic directions and to build positive relationships.	Short Term	▪ Employee Satisfaction Rate (internal survey)  ▪ Employee Retention Rate
5. Hire a planning consultant to create the Secondary Plan  6. Designate and zone new residential lands	Complete the Secondary Plan	Pillar 3: Residential Growth and Community  ▪ Priority 3.1: Diverse and Affordable Housing Mix	Objective 3.1a: Create a plan for the development of a diverse and affordable housing mix in our town, through policy change, incentives, and partnerships with the construction sector.	Short Term	▪ Volume of Residential Subdivision Applications  ▪ Number of Multi-residential Housing Starts
7. Confirm plan to ensure Town is eligible for funding from senior levels of government  8. Negotiate usage agreement for residents of adjacent municipalities  9. Secure funding	Develop the MURC (Multi Use Recreation Centre)	Pillar 4: Collaborative Partnerships and Infrastructure  ▪ Priority 4.1: Municipal and Community Cooperation	Objective 4.1b: Participate actively in regional advocacy efforts to attract new investment and awareness, maximizing our mutual networks, our shared ambition, and our influence with provincial and federal governments.	Short to Long Term	▪ Square Metres of Recreation Facilities per capita  ▪ Debt as Percentage of Revenue



Potential Actions	Council Priority	Strategic Pillar / Strategic Priority	Objective	Timing	Proposed Key Performance Indicators
10. Review Community Improvement Plan (CIP) policy and budget 11. Engage development stakeholders and evaluate feedback 12. Identify areas of improvement that encourage more commercial development	Increase our commercial base	Pillar 2: Economic Development <ul style="list-style-type: none"> <li>Priority 2.1: Business Diversification</li> </ul>	Objective 2.1b: Support sustainable employment growth using fee exemptions, financial incentives, and expedited approval processes for priority projects.	Medium Term	<ul style="list-style-type: none"> <li>Number of businesses added to the economy</li> <li>Private-sector investment (\$) generated by CIP incentives</li> </ul>
13. Engage trail stakeholders 14. Develop more trails 15. Plant more trees	Implement the Recreation Master Plan	Pillar 3: Residential Growth and Community Prosperity <ul style="list-style-type: none"> <li>Priority 3.2: Inclusion and Wellbeing</li> </ul>	Objective 3.2b: Invest in recreational amenities and active transportation to respond to resident needs.	Medium Term	<ul style="list-style-type: none"> <li>Length (m) of trails added to the system</li> <li>Number of trees planted</li> </ul>
16. Engage the Hospital and other stakeholders 17. Create a plan for municipal support for the hospital and other medical services	Support the long-term viability of Alexandria Hospital	Pillar 4: Collaborative Partnerships and Infrastructure <ul style="list-style-type: none"> <li>Priority 4.1: Municipal and Community Cooperation</li> </ul>	Objective 4.1b: Participate actively in regional advocacy efforts to attract new investment and awareness, maximizing our mutual networks, our shared ambition, and our influence with provincial and federal governments.	Medium to Long Term	<ul style="list-style-type: none"> <li>Development of a plan</li> </ul>
18. Engage Oxford County and housing stakeholders 19. Develop a housing strategy including streamlining planning processes, adapting Community Improvement Plan incentives, and other initiatives	Improve the diversity and affordability of housing in Ingersoll	Pillar 3: Residential Growth and Community Priority 3.1: Diverse and Affordable Housing Mix  Pillar 4: Collaborative Partnerships and Infrastructure Priority 4.1: Municipal and Community Cooperation	Objective 3.1a: Create a plan for the development of a diverse and affordable housing mix in our town, through policy change, incentives, and partnerships with the construction sector.  Objective 4.1e: Focus on addressing the challenges of homelessness.	Long Term	<ul style="list-style-type: none"> <li>Development of a strategy</li> <li>Increase in number and diversity of housing units</li> </ul>



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# PERFORMANCE MEASUREMENT





The Town of Ingersoll should monitor progress on the Corporate Strategy annually, preferably in advance of the budget review process. Of prime importance will be the identification of metrics that offer evidence-based assessments of the Strategy's performance. A consistent framework of performance metrics will help to evaluate the following:

- Did we achieve what we set out to do?
- Did our efforts have the desired impact?
- Are we closer to achieving our strategic goals because of these efforts?

Performance measurement is a diagnostic tool that focuses on energy, attention, and effort, helping to support the Town's commitment to its guiding principles. Like any tool, the spectrum of sophistication is broad, for a variety of reasons. A "report card" shared with Council during the annual Strategy Review would be the principle means of monitoring progress. A system that feeds directly into the Departmental Business Plans is suggested, to ensure there is consistent measurement between the day-to-day actions and tactics, and the strategic planning framework. Proposed KPIs are suggested in the Action Plan.



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## GLOSSARY

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A common understanding of definitions<sup>1</sup> of words provides clarity when communicating and implementing the Corporate Strategy.

- Affordable - *having a cost that is not too high or not too expensive for people of limited means*
- Comprehensive - *having or exhibiting wide mental grasp*
- Diverse - *showing a great deal of variety<sup>2</sup>*
- Excellence – *the quality of being very good of its kind: eminently good*
- Flexible - *characterized by a ready capability to adapt to new, different, or changing requirements*
- Green - *tending to preserve environmental quality*
- Honest - *good and truthful, not meant to deceive someone*
- Inclusive - *open to everyone: not limited to certain people*
- Nurture - *to further the development of*
- Open - *ready accessibility and usually generous attitude; willing to hear and consider*
- Proud - *having proper self-respect*
- Quality - *a high level of value or excellence*
- Receptive - *open and responsive to ideas, impressions, or suggestions*
- Strong - *having great resources; well established*
- Sustainable - *able to be used without being completely depleted or destroyed.*

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<sup>1</sup> Sourced from Merriam-Webster Dictionary

<sup>2</sup> Sourced from Oxford University Press

