

# **Strategic Vision Statement 2020-2030**

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*MUNICIPALITY OF MORIN-HEIGHTS*



**MORIN-HEIGHTS**  
1855



## Summary

This flagship document is the result of work initiated by the municipal administration and the members of the municipal council which began in 2017. Consultations were held in various formats, including the contributions of two external consultants who were able to provide a critical view with regards to the state of the Municipality's administrative organization.

The creative process for this plan was extended in the light of a change within the general management in July 2018. It therefore became perfectly normal to allow for this new management to contribute to the direction taken by the municipal administration for the next 5 to 10 years.

The first version of this document was adopted by Council in June 2018.

The new management intended on reviewing it while taking into account the representations of the department managers during the months following its entering into position. Many of the elements included in the first version have remained herein, but several improvements have been made in order to better discern the fundamental elements which could be better highlighted such as the vision, the mission, as well as the municipal administration's values.

This plan also aims at generating the involvement of the entire municipal team in order to meet the numerous challenges that the Municipality will face over the next few years.

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# Basis

## Vision

Morin-Heights is a bilingual municipality with a strong sense of belonging, which lives in harmony with nature, with its history, its culture and family values.

Its administration is recognized for its dynamism, its vitality, its creativity and leadership, but especially for its sustainable development.

## Mission

Enhance the quality of life of Morinheighters by offering a dynamic and appealing living environment for everyone with a harmonious and sustainable development.

Provide its citizens with a proximity governance.

Ensure the professional execution of the municipal council's orientations.

## Values

The Municipality's values have grown over the years throughout its 165 years of existence. We are committed to respecting and ensuring that our values are well-understood. They must motivate and reflect every action taken by each municipal employee. Each new employee must be made aware of its values in order to personally commit to their meanings.

These values are:

- **Friendliness** – The services offered, the greeting, the contact, the relationship with the citizen, the information and operation process aimed at preserving proximity with the population.
- **Pride** – The Irish roots of Morin-Heights can be found in the heart of the municipal employees' actions, gestures and attitude.
- **Vitality** – The administration moves and is agile in order to be able to meet the municipal council's changing needs and orientations.
- **Empathy** – The municipal team is sensitive to the populations' realities and applies the municipal regulations in accordance.
- **The sense of belonging** – The members of the municipal team are committed and devoted because they have a strong sense of belonging to the Municipality.

## Analysis

*Many analysis elements can be found in the reports prepared in 2017 and 2018 by Mrs. Kim Thomas and Mr. Marcel Ménard. It includes vital elements allowing to better recognize the stakes and challenges as well as the strength and weaknesses within the municipal administration.*

## Stakes and actions

The 2018-2023 action plan adopted in 2018 includes all of the stakes and challenges retained by the municipal council with the cooperation of the Municipality's management team. Other action plans will follow in order to continuously update the stakes and challenges allowing for the preservation of the Municipality's agility and capability of adapting.

## Success factors

Of our vision:

**« Morin-Heights is a bilingual municipality with a strong sense of belonging, which lives in harmony with nature, with its history, its culture and family values. »**

The success factors are as follows:

- Have an established, well-known and shared strategic vision statement;
- Have succeeded in providing quality services in French and in English;
- Have initiated actions for the protection of the cultural heritage;
- Have adapted our community life actions by focussing on the town's festive character;
- Have created and consolidated the new Ruisseau Jackson natural reserve.

**« Its administration is recognized for its dynamism, its vitality, its creativity and leadership, but especially for its sustainable development. »**

The success factors will be as follows:

- Have a well-known, established and shared strategic vision statement;
- Have provided new communication tools to the population;
- Have completed two innovative service pilot projects to the public;
- Have adapted our community life actions by focussing on the town's festive character;
- Have created and consolidated the new Ruisseau Jackson natural reserve.

And, finally, the activities listed in the action plans will allow for the verification of having reached concrete results.

With regards to previously listed elements and in order to have them implemented, we will concentrate on:

1. **Establishing innovative culture into our actions** – Always in connection with the vision, the mission and values, adopt a policy and encourage and support creativity to improve the quality of our services.
2. **Develop the outdoor network's potential** – Colossal efforts have been made for the protection of close to 14% of municipal territory while respecting sustainable development principles. The outdoors is part of the Morinheighters' DNA.
3. **The revitalisation of the village core** – It pertains to a project with cross-cutting implications which perfectly fits the municipal administration's vision, mission and values.

## Added value for the citizen

Various consultations, as mentioned in the statement's summary, were made between 2017 and June 2018, which lead to the preparation of a strategic vision.

Globally, these consultations have revealed the following:

- The population would like to preserve the benefits of a proximity government such as their municipality.
- The growth in population being what it is, the critical threshold of 5 000 residents will be reached by 2023. Then, an important challenge will arise since the pressure to maintain the same quality of services will be omnipresent and the volume of requests will be on the rise.
- Proximity may also be achieved through fast virtual services which will allow the municipal administration to concentrate on personalized services for major dossiers.
- What's in it for me? The importance of seeing what's in it for the citizen with each decision, each gesture, each action.

The municipal administration is well positioned to meet the population's expectations. A five-year financial timeframe will allow to better plan the long-term financial implications for the municipal administration's actions to meet the strategic vision objectives.

Four basic elements must be present in our actions:

***For whom*** – *who motivates our actions?*

***Why*** – *the problematic*

***The solution*** – *what we propose to do regarding various variables (legal, financial, political)*

***The result*** – *what the citizen will retain*

## Strategic priorities

Many elements are described in the previous chapters. Transversely, seven strategic priorities stand out and must support all of the action plans necessary to meet the objectives of the strategic plan:

### 1. Promote the citizens' participation

We must acquire all the necessary tools to allow for this participation according to the population's reality of life.

### 2. Ensure quality customer service and its sustainability

This must be a priority since the increasing growth of Morin-Heights, over the last 20 years, will put pressure to ensure adequacy between the requirements for quality and relatively limited resources.

### 3. Supervise the development parameters

Practices and policies are in place. To reach another vital step in connection with the municipal administration's mission regarding the sustainable development principles, this component must become a strategic priority and elicit results by 2023.

### 4. Publicize and share the Municipality's brand image

The brand image exists and has been established since the 1970's. The Municipality must now capitalize on it as it is distinguished by it.

### 5. Ensure a responsible budgetary management

To do so, the modernization of tools will be beneficial. It should be completed by the development of non-binding long-term financial planning which would provide financial structure for managers.

### 6. Improve the departments' performance

Various initiatives are underway. Action plans will complete them and the personnel's support throughout an innovation policy will add to the impetus of this priority.

### 7. Promote and highlight commitment

The employees are clearly devoted. The priority from not until 2023, is to have it highlighted.