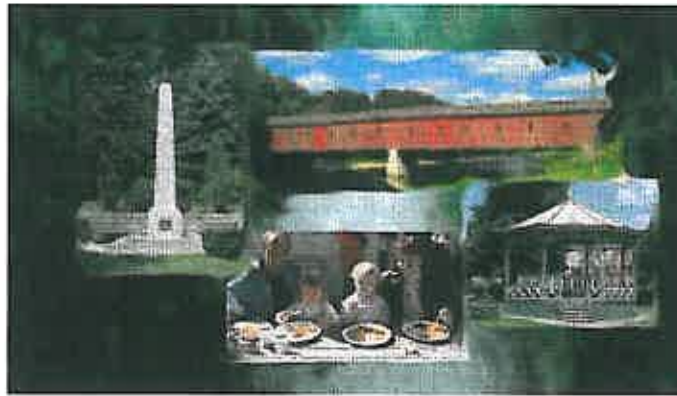


Township of Woolwich



Strategic Plan

"Woolwich – A Community of Communities - Shaping Our Future Together"

Township of Woolwich Strategic Plan

Originally launched in 2002, the Township Strategic Plan communicates the priorities and objectives of the municipality, as well as the vision and mission of the Township Council.

Focused through six key strategic areas, the future of the Township as a progressive and forward thinking community and corporation is defined, pursued and managed using the strategic plan as the guiding document.

The strategic plan for the Township is built on a firm commitment to vision, community values, and a capacity and determination for municipal action. The pursuit and achievement of the vision is accomplished through Council with the support of dedicated professional Township Staff and the Woolwich community.

Through annual business plans that include best practices and meaningful performance measures, the goals of the multi-year strategic plan are aligned with various corporate goals and objectives. This allows for the confident pursuit of a healthy quality of life, and the continued delivery of quality services.

The advancement of the strategic plan is monitored at regular intervals by the Township Council with the senior management team being responsible for results and reporting of progress. The expectation is that it will take a five-year time frame to fully meet the objectives set out in the strategic plan, however annual reviews of the plan and a review of the strategic direction coinciding with new Council terms, help to ensure both a commitment to the vision, that a clear statement of direction persists within a steadily evolving strategic plan, and that new and innovative ideas can be explored.

For additional information please contact the Chief Administrative Officer at 669-6002

VISION STATEMENT

A vision reflects the aspirations of the organization and its activities providing a panoramic view of “where we are going”. It points an organization in a particular direction and charts a strategic path for everyone to follow.

“Woolwich is focused on preserving the best qualities of rural and urban life, by maintaining its independence, exploring partnerships that make fiscal sense, and enhancing the quality of life for its residents through sustainable development and the continuous improvement of municipal service delivery.”

Proudly remembering our past; confidently embracing our future

MISSION STATEMENT

While a vision paints a picture of a final destination, the destination pre-supposes a starting point. Every strategic vision begins with a clearly crafted mission statement articulating “who we are”, “what we do” and “where we are now”. The following mission statement is the stepping off point for the long-term vision - where we want to go.

“Woolwich is a community of communities whose team of professional staff, volunteers, and elected officials work together to provide responsible community leadership through sound financial management, the design and delivery of the highest quality services possible and the promotion of a healthy and sustainable quality of life.”

Working together for a better community

STRATEGIC ISSUES and GOALS

GROWTH MANAGEMENT - ensure Township policies and plans provide for well-managed, balanced and sustainable growth

Goals:

- Complete a review of the effectiveness of the Official Plan policies that set out growth limits for specific communities as part of the 5-Year Review of the Official Plan.
- Continue to provide employment land opportunities that will allow the municipality to maintain a healthy balance between residential and industrial/commercial growth and assessment.
- Complete and implement an interim economic development and tourism action plan, to be followed by the completion of a long-range economic development and tourism strategy.
- Continue with trails development as part of the local community planning process and involve community organizations in focus group sessions to ensure that sustainable community development and environmental stewardship remain priorities.
- Continue the commitment to municipal initiatives that ensure the long-term viability of the Agriculture sector.
- Ensure development charge rates provide sufficient funding for growth related infrastructure needs and continue with the "growth will pay for itself" philosophy.
- Work with the senior levels of government to ensure that more affordable housing is developed in the municipality.
- Give consideration to the impact that the aging population will have on municipal policies, programs and operations.

INFRASTRUCTURE RENEWAL - ensure commitment to investment in all municipal infrastructure

Goals:

- Evaluate whether the proportional levy investment in roads capital is sufficient, develop a 5-year detailed capital budget and program, and maintain the commitment to the development of a 10-year capital program.
- Develop and maintain benchmarks/standards for the municipal road system.
- Investigate and outline the resources required to properly maintain the municipality's infrastructure, facilities and fleet/equipment.

- *Evaluate impacts of inflow/Infiltration improvements and develop a corresponding plan for sustainable growth and development.*
- *Ensure water rates, sewer rates and service charges provide full cost recovery for operations and system replacement over the life cycle.*
- *Evaluate on an annual basis, through the budget process, the best use of funds from assessment growth.*
- *Advocate for higher infrastructure funding levels from the provincial and federal levels of government.*
- *Advocate at the regional level for the evaluation of public transit options to and from Township urban areas.*

HEALTHY COMMUNITIES - *provide for a healthy and safe lifestyle and environment*

Goals:

- *Work closely with community environmental organizations and continue the commitment to environmental protection and enhancement initiatives.*
- *Consider energy management and conservation as part of the day-to-day operations*
- *Continue the commitment to the development of community facilities and programs that are designed to enhance the quality of life and improve the overall health and wellness of the residents.*
- *Continue the commitment towards improving opportunities for persons with disabilities and to provide for their involvement in the identification, removal and prevention of barriers to their full participation in the life of the community, and evaluate the impact of accessibility planning and implementation relative to the staffing and financial resources required.*

HUMAN RESOURCES - *retain, maintain and develop the corporate team*

Goals:

- *Continue to attract, develop and retain high quality employees through effective recruitment efforts, retention mechanisms, and quality training programs.*
- *Continue Council/staff events and initiatives that foster the positive and professional working relationship and help to maintain positive staff morale.*
- *Evaluate the need for a dedicated Human Resources professional, and in the interim ensure sufficient resources are available for the overall co-ordination of training and development and health and safety initiatives.*

- *Develop and implement a succession plan.*
- *Review the organizational structure, the services provided by each department, and future corporate priorities; and develop a revised structure and staffing projections to be implemented through a multi-year budget process and the development of the annual corporate business plan.*
- *Develop and implement a Volunteer plan and recognition program in conjunction with community groups.*

CUSTOMER SERVICE - *prioritize and deliver efficient, effective and equitable services*

Goals:

- *Explore and implement customer service improvements, as well as new communication methods, designed to improve the level of service and flow of information to the public, within the organization, between levels of government and with outside agencies.*
- *Evaluate the number and kind of recreation program opportunities that are needed in the municipality, look at who best can provide the programs, and improve the overall marketing of recreational facilities and programs currently provided by the municipality.*
- *Proceed to implement additional web site enhancements, including the evaluation of web 2.0 technology, that continue to improve the public's online experience.*
- *Use Local Government Week to educate the public about process and encourage citizen engagement.*

BEST MANAGED - *manage the corporation prudently and wisely*

Goals:

- *Continue to implement municipal best practices and relevant performance benchmarks.*
- *Continue to be a fiscally responsible organization that implements sound financial management practices and explores grant opportunities.*
- *Allocate specific funding for staff training and development to improve project management, priority setting and time management skills.*
- *Consider public-private partnerships for service delivery that make fiscal sense.*
- *Continue to develop partnerships with community groups, and find ways to provide greater support to the community and recreation associations.*
- *Complete the Fire Master Plan to ensure that the delivery of fire service complements Township growth and the municipality continues to comply with its legislative requirements.*

- *Commit to the continued improvement and strengthening of the Township's emergency response capabilities.*
- *complete the implementation of the Tangible Capital Asset Accounting program and related changes, an Assest Management program, and implement a program to dispose of surplus lands and infrastructure.*
- *Develop and implement a detailed IT Plan that addresses future software and hardware needs including related costs for budgeting, and as part of the process explore possible partnership opportunities.*
- *Advocate for provincial funding to be provided with the release of new provincial initiatives that the municipality is required to implement and enforce.*
- *Participate, collaborate and partner, when and where resources permit, on initiatives across the region to ensure that Woolwich is represented at the table, and the profile of the municipality is raised within the region.*