

# 2017 CORPORATE BUSINESS PLAN



A COMMUNITY OF CHOICE | WOOLWICH TOWNSHIP

SUSTAINABLE GROWTH PRACTICES  
FORWARD LOOKING INVESTMENT IN INFRASTRUCTURE  
EFFECTIVE COMMUNICATION  
RESPONSIBLE FISCAL PLANNING  
SAFE, ACTIVE & ENVIRONMENTALLY FRIENDLY COMMUNITIES  
SOLID GOVERNANCE

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# MESSAGE

*from the Chief Administrative Officer*

Strategic Plan 2020 is a plan that is progressive, innovative and forward thinking in nature. The development of this plan went well beyond the traditional sessions between Council and Senior Management, and included valuable input from community focus group sessions and staff throughout the organization. This resulted in the production of a document that is professional in terms of its presentation and contents, and the contents themselves reflect appropriate high level areas of focus, goals and strategic directions. Staff is proud to refer to it as not just an organizational plan, but a plan that is community based as well.

In 2015, the current Council placed their own stamp on the Strategic Plan with the development and adoption of a new and improved Mission Statement.

*We believe Woolwich Township citizens deserve responsible community leadership, high quality services and programs, sound financial management and customer service assistance in a courteous, helpful manner. Elected officials, staff and volunteers aim to exceed resident expectations.*

There was continued support at that time for the Vision Statement. A vision reflects the aspirations of an organization or community 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. It describes what the Township is striving to become.

*Woolwich will be known as a Community of Choice in the Province of Ontario because of its:*

- *Sustainable Growth Practices;*
- *Forward-Looking Investment in Infrastructure Maintenance & Transportation Planning;*
- *Effective Communication Strategies;*
- *Responsible Fiscal Planning;*
- *Safe, Active, and Environmentally Friendly Communities; and*
- *Solid Governance, Progressive Administration, and Community Engagement Practices*

To ensure that there was an appropriate tracking mechanism in place concerning the progress being made regarding the implementation of Strategic Plan 2020, last year Senior Management implemented a new Business Plan format. This new format clearly articulates the success that is being made in terms of implementing the Strategic Plan, as well as the corporate planning and related actions that are being recommended to Council to further advance the implementation of the Plan. Reporting this information in a user friendly way is important so that not just Council, but the public as well, can clearly see the progress that is being made in terms of the implementation of both the Strategic Plan and the related Business Plan. Progress will be measured, tracked and presented by Senior Management as part of the submission of the Quarterly Reports to Council throughout each and every fiscal year.

We hope you enjoy reviewing the Corporate Business Plan for 2017, and we look forward to presenting and discussing its contents with Council.

David Brenneman  
December 7, 2016

# OVERVIEW & OUTLOOK

Looking forward, the Township will continue to see growth and development opportunities come our way. Based on the directions outlined in our Official Plan and related Settlement Plans, this new growth will be phased and staged, so that it is managed and sustainable. With this growth, one can expect that Woolwich will continue to see a mix of residential, retail and industrial development. With this new development, there will come an influx of new young families and businesses. As well, additional new infrastructure will be added to our inventory from the developments that emerge. The new young families and businesses, along with the existing residents and established businesses, will expect that we will maintain or in some cases enhance levels of service and new programs, and provide upgraded and new facilities. The new infrastructure, along with the existing, will need to be properly maintained. All of the above will require adequate staffing, equipment and financial resources to keep pace with the expectations that come with a growing community. Future success in service delivery will continue to be incredibly challenging because each year there is a gap that seems to widen with respect to service level expectations that the public has, and the reality concerning existing staffing and financial resource levels available. It continues to be challenging to try and do more with less. Woolwich is a growing municipality, and as such we will face the opportunities and challenges that come with growth. We need to be able to properly plan for and address them.

## CHALLENGES AHEAD

As well, the Township still faces the challenges associated with infrastructure renewal. The primary areas of focus will be: roads and bridges reconstruction and construction, water and sewer capital works, information

technology (IT) infrastructure, park and municipal facility maintenance. The completion, and ongoing monitoring, of the 5-year detailed capital budget is critical to allow for the implementation of an infrastructure renewal program which is based on a fiscally sustainable plan. As well, municipalities must continue to work in tandem with AMO to advocate at the Provincial and Federal levels for alternative sources of revenue. The traditional property tax and user fee model is not sustainable. The infrastructure levy, as modified by Council, has certainly helped the municipality start to address the infrastructure deficit, but the Township will also need to continue to advocate for and rely on sustainable infrastructure funding from the federal and provincial levels of government.

## HEALTHY COMMUNITY

Even with the above pressures, it will be very important for the municipality to stay focused on building a healthy community. We need to implement the strategic directions that will promote healthy living and active lifestyles, as well as actions that will ensure that we are creating a community that is safe, inclusive and accessible. As well, support for the sustainability of the natural environment needs to be a priority.

## BUSINESS PLAN DEVELOPMENT

To the best extent possible, the Business Plans accommodate the infrastructure renewal program and growth management focus, and they outline work programs that allow for sensible investment in Township services, programs and infrastructure which will help foster a healthy community. This is complemented by a commitment to developing the employees of the corporation, and ensuring basic labour resources are available, to meet the infrastructure renewal demands and future

growth pressures. None of the above is possible without continued investment in stable and prudent governance.

### *COMMITMENT TO THE STRATEGIC PLAN*

Commitment to customer service, particularly in terms of program delivery and go forward plans for managing the relationships with our community associations, will be critical as we try to maximize the use of the existing and new quality of life facilities that were built as part of the capital facilities program. We are looking to continue to improve on our methods of customer service and communication with the public to ensure that residents and businesses are properly serviced, informed and engaged. As well, dealing with the increasing public pressure to try and bring harmonization and

equalization between all the communities is a new challenge that we face.

To ensure all of the above, the Business Plan objectives of each department are closely aligned with the strategic plan.

The following Corporate Plan is inclusive of the guiding document, the Strategic Plan, which provides a framework for the goals of the Business Plans of each department, all of which are supported and complemented by the consolidated budget of the Township.

Respectfully submitted on behalf of the Senior Management Team,

David Brenneman,  
Chief Administrative Officer

# CORPORATE ACCOMPLISHMENTS in 2016

The initiatives pursued in 2016, which complemented ongoing operations and programs were both exciting and challenging. The various projects included all departments and services. Some of the more noteworthy Township projects completed, or ongoing, during the year included:

## *Focus Area:* Planning for Growth and Exploring Economic Development Opportunities

### *Goal:* Ensure Managed and Sustainable Community Growth & Development

- ✔ Continue to process and evaluate the Sandy Hills Road Gravel Pit application.
- ✔ Continue to process and evaluate the Thomasfield Homes proposed development in Breslau including making preparations for a Ontario Municipal Board Hearing.
- ✔ Process the Conestoga Meats expansion application.
- ✔ Process the 3 Riverside Drive multiple residential application.
- ✔ Process the Karen Martin application for a rezoning to permit an expansion to an existing nursing home.
- ✔ Working with a Regional Committee to explore and standardize “best practices” with regards to Municipal Alcohol Policy.
- ⊕ Continue with the scoped Official Plan Review which is primarily intended to address conformity with Provincial policy and the new Regional Official Plan.
- ✔ Complete the Breslau Secondary Plan to deal comprehensively with land use planning issues in Breslau.
- ⊕ Continue with the Stockyards Secondary Plan to deal comprehensively with land use planning issues in the Stockyards.
- ⊕ Continue with the administration of development within the Lunor subdivisions and the Southwood subdivision in Elmira, the Sunset Hills subdivision in Maryhill and the Valley View subdivision in St. Jacobs.
- ⊕ Review and respond to Provincial, Regional and other agency initiatives to ensure Township of Woolwich interests are protected.
- ⊕ Monitor the Middlebrook Road Gravel Pit to ensure this zoning and other requirements associated with this expanded gravel pit are being complied with.
- ⊕ Continue with the review of additional mineral aggregate policies including the minimum separation distance around settlements, economic impacts, assessment of contaminated or potentially contaminated sites, and clarification of visual impact policies.
- ✔ Continue to process and evaluate the Empire Homes proposed development in Breslau including making preparations for an Ontario Municipal Board Hearing.
- ⊕ Continue with the review of the Zoning By-law provisions for fences in Woolwich and deal with the issue of fences in the front yard of residential properties and with the issue of the height of fences.
- ⊕ Continue to review the design of the new Highway 7 as it affects Ebycrest Road and report to Council.

- 🔄 Continue to monitor and evaluate call volumes of the Fire Department to identify areas of concern.
- 🔄 Review and update Fire Department response times to meet the expectations of the community.
- 🔄 Utilize Fire Prevention as the least costly way to provide loss control.
- 🔄 Continue with the development of a new Cross Border Servicing Agreement with the City of Kitchener to provide additional servicing capacity in Breslau.
- 🔄 Continue to work with private-sector landowners to explore opportunities for developing employment land in partnership with the Township. Once the Official Plan boundary rationalization process has been completed, the hope is that partnership opportunities can be finalized.
- 🔄 Assist with the implementation of the Woolwich Heritage Committee's approved Work Plan.
- 🔄 Continue to deal with the appeal of the heritage designation of the former Chalmers Presbyterian Church in Winterbourne.
- 🔄 Continued advocacy concerning changes to the Aggregate Resource Act, through membership in TAPMO.

### Goal: Grow and Retain Local Industry and Business Opportunities

- ✅ Coordinate 3rd Annual Greater Kitchener-Waterloo Chamber of Commerce event for Woolwich Businesses in April 2016.
- ✅ Develop and manage 7th Annual Salute to Woolwich Business event. Held Sept 2017.
- ✅ Build relationships & connections, and address challenges & opportunities through the Business Visitation Program (BVP). Target: 24 visits per year. From June to Oct 31, 2016 have visited 16 businesses.
- 🔄 Agriculture Task Force: Develop Task Force consisting of key stakeholders in the agricultural sector to: examine current challenges & issues; review current municipal policies; review the 2015 Agriculture Research Study (Workforce Planning Board); review the Agricultural Growth Act; and, review financial incentive programs. The goal of the Task Force will be to determine how the Township can best provide support to the Agricultural, Agri-food, and Agri-tech sector. Second meeting has taken place and action items are being work on internally.
- ✅ Assess training needs of businesses and organizations; continue to collaborate with the WWCFDC and WRSBC to provide businesses with information regarding training & education, and facilitate training sessions in Woolwich. Held social media workshop in Oct, 2016 for local businesses, with 17 participants.
- ✅ Develop and manage stakeholder focus groups in Elmira, St. Jacobs, and Breslau to discuss issues and opportunities related to current public transit system. GRT Working Group established. Consultations held regarding Route 21 improvements and possible Breslau route. Public consultation meetings held Nov, 2016 and Dec 2016.
- 🔄 Complete a transition Plan for St. Jacobs Visitor Information Centre (VIC). Talks are in progress with St. Jacobs Country and WRTMC to explore opportunities.
- 🔄 Write annual Woolwich Township Economic Development Update report to provide a review and summary of the economic development work plan and associate impacts, statistics, and future goals & activities.
- 🔄 Continue to manage the Art Display Program at the Administration Office, which provides local artists with the opportunity to showcase their work for free in a public space. Working with resident groups and stakeholders in the community to organize an arts roundtable in 2017.

- ✔ Continue to connect employers with organizations that specialize in matching employers with job-seekers, including but not limited to: Conestoga College, Workforce Planning Board, Woolwich Community Services.
- ✔ Continue to research funding opportunities and lobby for funding agencies to host open houses/info sessions with businesses. Connected with several local businesses on provincial and federal grant programs. Working with WEDC and OMEI to coordinate site selection presentation for private land owners.
- 🔄 Continue to create and disseminate Woolwich Business Update Newsletters which summarize key successes, new businesses & organizations, upcoming events, employment opportunities, major projects, and other information (sent to distribution list via email every other month).
- 🔄 Discuss ideas with key stakeholders for how Regional Tourism Organization 4's St. Jacobs Project can best benefit tourism providers in St. Jacobs.
- 🔄 Work with Waterloo Central Railway team to facilitate a safe parking area in Elmira so that passengers can drive to the platform, park their cars, and board the train.
- ✔ Met with businesses to discuss challenges of attracting and retaining employees due to limited public transit to St. Jacobs and Elmira.
- 🔄 Develop relationship with REAP Waterloo. REAP is a research initiative within the University of Waterloo and brings academic and private-sector partners together to explore new technologies. REAP is located in St. Jacobs (Quarry building).

### **Goal:** Explore Employment Land Opportunities

- 🔄 Continue with analysis of options for designating additional employment land in Elmira to address what has become an acute shortage of such lands.
- 🔄 Address infrastructure needs in Elmira and St. Jacobs to facilitate opening employment / industrial land for new businesses.
- 🔄 Continue to work with Regional Office of Economic Development and Region of Waterloo International Airport YKF staff on attracting business to Airport employment lands and ensuring that there is a good connection with the Township so that processes are clearly understood.

### **Focus Area:** Healthy Community

#### **Goal:** Social Capital / Civic Engagement

- 🔄 Provide a calendar of activities and promotion for “June is Recreation Month” and “June is Seniors Month”. Planning has begun for these endeavours
- 🔄 Promote and encourage customer feedback opportunities and methods throughout Township facilities. “How Did We Do Today” Forms were made available at all service counters.
- 🔄 Continue to support and encourage the valuable volunteer efforts and contributions made to our community by the Woolwich Healthy Communities working groups: Woolwich Trails Group, TWEEC, Trees for Woolwich, Clean Waterways Group, WHC Coordinating Committee and the Woolwich On-road Cycling Group. A WHC volunteer appreciation dinner was held in October.
- 🔄 Assess opportunities for volunteers and develop guidelines for a “Volunteer Management Program”.
- 🔄 Continue to provide volunteer and mentor opportunities for Recreation, Fitness and Facilities students from partnering Colleges and Universities. Two student placements occurred at the Woolwich Memorial Centre in the past quarter.

- 🔄 Work in collaboration with Recreation Associations and Affiliated Woolwich organizations to identify training needs and gaps, and assist in the facilitation of a variety of workshops, resources and networking events to provide needed training and education.
- 🔄 Continue to support community association relations and assist with protecting and maintaining Township capital through good maintenance practices by the available resources.
- 🔄 Continue bi-annual meetings with the Waterloo Region School Board (JUMP) to share projects and ongoing issues including joint partnership opportunities.
- 🔄 Establish a new model of pre-budget consultation before the 2016 budget process. Received input from Council.
- 🔄 Established a Task Force to seek further input into the Breslau Memorial Park Project.
- 🔄 Established a Task Force to review efficiencies and revenue generating opportunities at the Woolwich Memorial Centre.
- 🔄 Met and updated “Affiliate Service Agreement” with the settlement Recreation Associations
- 🔄 Held a “Volunteer Appreciation and Recognition” event in September.
- 🔄 Continue to host the Annual Fall Program Information evening at the Woolwich Memorial Centre to showcase local affiliated sport and recreational opportunities.
- 🔄 Completed a lease renewal and Inclusive Use Agreement with Woolwich Minor Soccer.

### Goal: Promote Healthy Living & Active Lifestyles

- 🔄 Continue to support environmental enhancement and promote Woolwich Healthy Communities Month Activities and Events. April to mid May Events include; spring hikes, school hike day, community tree planting events, community clean-up day, Taste of Woolwich event, spring bike ride, seedlings in the classroom program and potting at the TWEEC tree nursery, yellow fish road program, clean water ways and Trails to promote a healthy and sustainable living.
- 🔄 Continue to solicit feedback to determine recreational and programming needs / wants of current and potential users of the Woolwich Memorial Centre and Breslau Community Centre.
- 🔄 Continue focusing on diversifying program offerings from traditional recreation to encompass arts, music and cultural opportunities for residents of Woolwich.
- 🔄 Continuation of expansion into Youth & Adult Leadership programs across the Township
- 🔄 Work in collaboration with Regional Partners on the Healthy Kids Community Challenge and the deliverables (\$1 million in funding over 4 years).
- 🔄 Ongoing annual implementation of the Lifesaving “Swim to Survive” program for Grade 3 students at the WMC in partnership with WRDSB, WRDCSB and various sponsors.
- 🔄 Continue to explore with other Township Departments the development of a coordinated annual social media and marketing plan for RFS programs and facilities.
- 🔄 Lead the biannual Community Guide project, working collaboratively with all Township departments to develop and produce a quality document.
- 🔄 Ongoing efforts to promote and upkeep the Woolwich Memorial Centre Facebook/Woolwich Coordinator page promoting programs, activities and tips for a healthy, active lifestyle
- 🔄 Continue to support trail and on-road cycling initiatives, such as organized hikes and bike rides, to provide and promote active transportation opportunities.
- 🔄 Staff continues to meet annually with Region of Waterloo Municipal Alcohol Policy working group to ensure clear, consistent alcohol policies in order to best manage Municipal risk and promote responsible alcohol consumption.

### Goal: Support Sustainability of the Natural Environment and Other Resources

- ✔ First Solar Paneled LED exterior parking lot standard being installed Maryhill Community Centre
- ✔ Implemented 5 Saving on Energy projects at municipal facilities - St. Jacobs Fire Hall Lighting, Conestogo Yards building lighting; Elmira Yards Building Lighting, Howard Yards Building Lighting, Floradale Fire Station, Conestogo Fire Hall Exterior Lighting
- ✔ Produce and maintain corporate park development that inventories properties of special interest to be maintained, identified and protected as passive and open lands.
- ✔ TWEEC 2016 Work Plan:
  - Hosted the 11th annual Woolwich Community Clean-up Day and Yellow Fish Road program.
  - Helped host the 9th Annual Woolwich Healthy Communities Month.
  - Tree planting at various locations throughout Woolwich including the continuation of an Ash Tree Removal and Replacement project.
  - Continuation of the tree nursery program.
  - Trees for Woolwich program: 17,565 planted as of October 26, 2016.
  - Invited businesses to participate in the TWEEC green business award program— CARES (Community Awards in Recognition of Environmental Stewardship).
- ⊕ Continue to support the activities of TWEEC to promote public awareness of, and education in, environmental enhancement, initiating environmental programs
- ⊕ Continue with implementing the Corporate Energy Conservation and Demand Management plan to reduce the corporate carbon footprint.
- ⊕ Continue to record and report corporate energy consumption as per the Green Act.
- ⊕ Explore the potential of a FIT pilot project including investigating the structural and building fabrication integrity of potential buildings to ensure a long term commitment.
- ⊕ Continue to investigate the financial and long term impact that widespread pest or pathogen, such as the Emerald Ash Borer or phragmites, have on the community and develop education and communication materials.
- ⊕ Continue good land stewardship practices that initiate Corporate/departmental goals, objectives, standards in preserving township lands and woodlots.
- ⊕ Continue working with Waterloo North Hydro on energy conservation projects and the pilot electrical engineering audit project at the Woolwich Memorial Centre.
- ⊕ Complete Water & Wastewater Rate Study.

## Goal: Provide for Inclusive and Accessible Communities

- ✔ Incorporate Accessibility for Ontarians with Disabilities Act (AODA) employment requirements in the Township's Human Resources procedures.
- ✔ Completed the Accessibility Entrance for the Seniors' Centre at the Woolwich Memorial Centre. Funding received from Enabling Accessibility Fund.
- ✔ Completed the Accessibility Lift installation at the Breslau Community Centre
- ⊕ Continued the implementation of the requirements as identified in the January 2007 Accessibility Audit and any other report, documentation that identifies any accessibility issues that require resolving.
- ⊕ Continue to foster partnerships with the Woolwich Seniors Association, Community Care Concepts and other regional organizations to develop program and opportunities for 55+ residents. Started program at the Bloomingdale Community Centre-Nov 2016.

- 🕒 Continue to explore opportunities to engage 55+ residents through the Woolwich Memorial Centre Fitness Centre to promote healthy, active lifestyles through a variety of new programs and workshops.
- 🕒 Implemented 2<sup>nd</sup> Annual “Seniors Fair” at the Breslau Community Centre in partnership with the Older Adults Association of Ontario, Community Care Concepts, Woolwich Seniors Centre and the Woolwich Community Health Centre.
- ✅ A major redesign of the Township website was completed, including significant effort to ensure compliance with legislated accessibility considerations.
- 🕒 Begin to incorporate accessibility information on signs for the new trails developments in Elmira.
- 🕒 Successful Canada 150 Grant applications to improve accessibility to the Woolwich Seniors Centre / Woolwich Memorial Centre to improve the accessibility and attractiveness of the Elmira Cenotaph.
- 🕒 Continue working with Municipal Steering Committee, consultants and members of the community to develop a move forward plan for making Woolwich an Age Friendly Community.
- 🕒 Received funding for a Seniors Community Grant working in partnership with the Woolwich Seniors Association, to be implemented in winter 2016.

### Goal: Develop Safe Communities

- ✅ Implement enhanced Fire Code enforcement strategies to mitigate legal and court challenges.
- ✅ Schedule an Open House for specified industries to educate on their responsibilities as a business owner to keep their employees and customers safe during emergencies. Focused switched to Vulnerable Occupancies Open Houses (2).
- ✅ Complete emergency management training and annual exercise to ensure compliance with Emergency Management Ontario (EMO).
- ✅ Conduct regular inspections and fire drills of all schools, day care centres, senior facilities.
- ✅ Provide annual report to Council regarding traffic calming and traffic issues.
- ✅ Report on results of Council’s Downtown Elmira traffic survey. Report went to Council in Third Quarter.
- 🕒 Schedule and implement the required annual fire drill for all 22 occupancies in the Township.
- 🕒 Began preparations for Breslau Community Centre to serve as a secondary Emergency Operation Centre.
- 🕒 Proceed with required inspections and identifying items for compliance in 2016 for the Vulnerable Occupancies Retrofit program.
- 🕒 Continue to advertise and provide public awareness of the Siren, Shelter-in-Place and the Community Alerting Network (CAN) program along with other provincial emergency preparedness programs.
- 🕒 Looking at adding a second siren in the Breslau area to provide better coverage. Required research completed.
- 🕒 Continue the mitigation planning for the newly completed Township Hazard Identification and Risk Assessment (HIRA).
- 🕒 Begin preparing for a possible municipality-wide Emergency Preparedness Open House in the Spring of 2017. Project team established that includes both internal and external stakeholders.
- 🕒 Consider next step in the Interoperability process.

### Focus Area: Infrastructure Maintenance and Transportation Planning

## Goal: Optimize the Use of Municipal Infrastructure

- ✔ Hill Street Bridge replacement construction
- ✔ Benjamin Road surface asphalt
- ✔ Crowsfoot Road resurfacing cost share with Guelph-Eramosa Township
- ✔ New Jerusalem Road hot mix resurfacing
- ✔ Sidewalk repairs in Breslau and Elmira
- ✔ Sidewalk expansion on First Street West
- ✔ St. Charles/Notre Dame/Isley concrete driveway rectification
- ✔ Surface Treatment Program
- ✔ Gravel Program
- ✔ Report regarding updates to the Traffic and Parking By-law
- ✔ Update the building stock in the Township to run the Ontario Fire Marshall Incident Risk Modelling Program
- ✔ Ordering of new pumper/ tanker vehicle for the Conestogo Fire Station.
- ✔ Delivery of new tanker for the St. Jacobs Fire Station.
- ✔ Purchasing backup generator for Floradale Fire Station.
- ✔ Purchase New Fire Response Verification program
- ✔ Implement New Fire Response Verification program (Who's Responding).
- ✔ Purchase foam to meet new environmental standard.
- ✔ Installation of public WiFi in Township facilities (Jim McLeod Arena and Multi-purpose Room/Lobby at Woolwich Memorial Centre; Basement Meeting Rooms and Empire Room at Breslau Community Centre; Conestogo and St. Jacobs Fire Halls).
- ✔ Asbestos Siding properly removed and new Vinyl siding installed Conestogo Salt Shed
- ✔ Roofing Replacement St Jacobs Fire Station, Tenant Building
- ✔ Roof top Unit Installation Bloomingdale Community Centre
- ✔ Accessibility lift installation Breslau Community Centre
- Continuation of River Run Pumping Station building and back-up generator construction
- Maintenance paving of Bonnie Crescent
- Bauman/College/Union reconstruction engineering
- Barnswallow Drive reconstruction engineering
- Bridge Street West Environmental Assessment
- Continuation of Applegrove Bridge rehabilitation engineering
- Reids Wood Drive Bridge engineering
- Continuation of Green Warbler Crescent reconstruction engineering
- Hawkesville/Northside/Sawmill engineering in conjunction with future Region of Waterloo reconstruction
- Homestead/Zingervilla construction
- King Street North watermain, sanitary sewer and sidewalk rehabilitation/replacement in conjunction with Region of Waterloo road reconstruction.
- Continuation of Maryhill Road storm sewer engineering.
- ✔ Continuation of sanitary lining program in Elmira and Breslau.
- Continuation of Snyder North/William reconstruction engineering.
- Continuation of Weigel Drain engineering study.
- William Street reconstruction engineering.

- 🕒 Woolwich/Dolman reconstruction and Hopewell Creek Bridge rehabilitation.
- 🕒 Report on effectiveness of potential sump pump program for reducing inflow and infiltration in St. Jacobs.
- 🕒 Report on method to improve the efficiency of water meter reading.
- 🕒 Annual Report regarding the Drinking Water Quality Management Standard (DWQMS).
- 🕒 Continue to work on a streetscape plan for downtown Elmira.
- 🕒 Address outstanding environmental concerns with former Bolender Landfill.
- 🕒 Continue with review of design and inspection of installation of municipal services in plans of subdivision (Sunset Hills, Southwood 3 and Valleyview) and site plans.
- 🕒 Report regarding sump pumps discharging onto roadways.
- 🕒 As required under Bill 168, continue to update properties that are risks to Township fire-fighters and the public, for example, buildings with solar panels, light weight construction, structural collapse threat, chemical storage and occupants that require assistance to evacuate.
- 🕒 Under National Fire Protection Association (NFPA) required to replace fire-fighting hose that is older than 25 years.
- 🕒 Expand Aizan System into neighbouring townships. Wilmot is operational. Staff will be meeting with North Dumfries concerning their implementation.
- 🕒 Continue deployment of virtual server upgrades and investigate more opportunities to move systems to Cloud infrastructure.
- 🕒 Investigate options for a new Township telephone system including better linkage between Township facilities. Updated the facility phone rate agreement with Bell to accomplish savings.
- 🕒 Deployment of new server infrastructure.
- 🕒 Pursue education and research on alternate voting methods to support the preparation and release of a Request for Proposals for Internet and Telephone Voting early in 2017.
- 🕒 Maintained the following municipal drains as required under the Drainage Act: Randall Drain, Drain 1, 7, 10, 11, 12, Israel Munk Drain, and miscellaneous drainage inquiries. Hawkesville Road Municipal Drain construction project was delayed by Region of Waterloo.
- 🕒 Update the Township's Asset Management Plan and enhance the Plan by incorporating recreation and facility infrastructure in compliance with new Federal Gas Tax regulations.
- 🕒 Report to Council regarding the Road Needs Study Update.
- 🕒 Continue to conduct assessments and promote long term planning to ensure the longevity of the municipal buildings infrastructure.
- 🕒 LED streetlighting retrofit.
- 🕒 Examined possible enhancements to Route 21, and explored options for a Breslau transit route.
- 🕒 Ongoing dialogue with MTO regarding the completion of Highway 7 and GO Transit site designated in Breslau.

## *Focus Area:* Fiscally Responsible and Sustainable Community

### *Goal:* Expand Financial Sustainability / Best Practices

- ✅ Prepare report on the update of the Fire Master Plan and include findings on equipment, fire station location and development, staffing requirements for next 10 years.
- ✅ Supported the establishment of the St. Jacobs Business Improvement Area (BIA) and continued support for the Elmira Business Improvement Area.

- 🔄 Update and amend the Township's Development Charge Background Study and By-law to incorporate growth related projects arising out of recommendations from the Breslau Secondary Plan as well as other growth related project updates.
- 🔄 Continue exploring different avenues to engage and promote ratepayer involvement in the Woolwich's budget process.
- 🔄 Continue to promote eBilling for Property Tax and Water.
- 🔄 Review and recommend, as required, changes to Woolwich's Purchasing By-law.
- 🔄 Implementation of Waterloo Region Economic Development Strategy (WREDS) and Waterloo Region Economic Development Corporation.

**Goal:** Expand the Budget Consultation Opportunities

- 🔄 Continue exploring different avenues to engage and promote ratepayer involvement in the Woolwich's budget process.

**Focus Area:** Communication with the Public and the Marketing of Municipal Services

**Goal:** Raise the Municipal Profile & Image

- ✅ Continued enhancement of the Township's social media and online presence through contests, service and program advocacy and strong, timely customer service responses.
- 🔄 Continued working towards consistency in municipally-controlled signage in accordance with the Municipal Signage Program.
- ✅ Develop a long term plan to improve municipal signage.

**Goal:** Improve Communication with the Public and Increase Public Awareness of Municipal Activities

- ✅ Communication campaign for recently updated by-laws including the Sign By-law and Procedural By-law and changes made to the Winter Overnight Parking Ban.
- 🔄 Continual enhancement of the overall marketing of recreational programs and facilities provided by the Municipality through the use of online surveys, community / user newsletters, and focus groups. Leverage partnership connections to enhance communication outlets (School boards, Minor Sport Organizations etc.).
- ✅ Use Social Media, web and door-to-door to advertise new regulations for smoke alarms and carbon monoxide detectors as part of Ontario Regulation 194-14 (Mandatory Carbon Monoxide Detectors). Regular communiqués are also posted concerning residents/businesses checking that their phone numbers are on the Aizan system.
- 🔄 Ongoing evaluation, assessment and substantiation of levels of services through measureable performance based on facts and documentation in order to manage expectations.
- 🔄 Continue to create and distribute the Woolwich Business Newsletter (distributed through email list and posted on the Township website). Distributed quarterly.
- 🔄 Establishing more consistent and interactive ways to promote local requirements, programs and services using social media, the email newsletter and the Woolwich Community Guide.

- 🔄 Using the Woolwich Financial Newsletter, the Community Guide and pre-budget consultation meetings to continue establishing the Township's current and future financial outlook with respect to available fiscal resources and financial obligations and pressures.

### **Goal:** Promote Unique Tourism Opportunities

- 🔄 Continue to collaborate and partner with St. Jacobs Country, Regional Tourism Organization 4 (RtO4), and Waterloo Region Tourism Marketing Corporation (WRTMC) on destination marketing and product development for Woolwich Township. Regular check-in meetings occur.
- 🔄 Project Team for Regional Tourism 4 Project in St. Jacobs (develop Waterloo Central Railway as a key tourism experience). Staff are assisting WCR with the establishment of their train station at the Farmers Market.

### **Focus Area:** Best Managed and Governed Municipality

#### **Goal:** Attract, Develop and Retain the Best and the Brightest

- ✅ Provide training to Administration Building employees on the Township's Emergency Procedures.
- ✅ Update Fire Department Regulating By-law to include medicals for fire-fighters over 45 years of age.
- ✅ Training for firefighters not certified under the NFPA Professional Standards Qualifications.
- ✅ Recertification of firefighters for water rescue and up-grade equipment to deal with types of water hazards in the Township.
- ✅ Implemented an Employee Accommodation Policy as required by Provincial accessibility legislation.
- ✅ Develop and initiate an Employee Engagement Program to provide employees with a feedback mechanism and thereby deliver actionable data to identify factors that create low engagement and retention challenges. Substantial completion of this initiative has occurred.
- 🔄 Update Township's Workplace Violence and Harassment policy to comply with recently introduced Bill 132, the Sexual Violence and Harassment Action Plan Act. Bill 132 received Royal Assent March 8 and will take effect September 8, 2016. A preliminary review of the Township's current policy was undertaken.
- ✅ Continue to work with local high schools, Colleges and Universities to provide experiential placement opportunities for students. Conestoga College and University of Waterloo students completed placement from January to April of 2016, summer students have been selected for placements in RFS. Recruitment is underway for co-op in Public Works division.
- 🔄 Provide internal training to make the most of experience during succession planning.
- 🔄 Investigate opportunities to promote retention of firefighters.
- 🔄 Assessment and resourcing of required training certifications (e.g. Basic Refrigeration, Playground Inspection, etc).
- 🔄 Continue to develop coordinated approach to training for all part-time RFS employees on an annual basis.
- ✅ Continue to provide Health & Safety related training to all staff to meet legislated requirements under the Occupational Health & Safety Act. WHMIS training module has been updated and circulated to staff. Required Level 1 & 2 certification has been completed by new member of Joint Health & Safety Committee. First Aid certification took place.

- ✔ Align collective bargaining agreement (CBA) with business goals, identify barriers and plan to negotiate changes in next Collective Bargaining Round.
- ✔ Develop and disseminate associated toolkits and materials to assist departments in fulfilling their orientation responsibilities and onboard new employees.

### Goal: Ensure Effective and Accountable Governance

- ✔ Reported to Council on a possible Ward Boundary Review.
- ✔ Facilitated the appointment of Agree Inc. as the Township's Municipal Ombuds Service in a joint effort with other area municipalities.
- Commenced education and research to prepare Council Code of Conduct and appoint Integrity Commissioner.
- Reported to Council on legislated changes to the Municipal Election Act.

### Goal: Provide Exceptional Customer Service & Commit to Maintaining High Standards for Municipal Service Delivery

- ✔ Supply Council with a 10 year forecast of service delivery.
- ✔ Develop response for rural off road access points (trails).
- ✔ Update the Fire Department Regulating By-law to reflect a change of response to in-water rescue from land based rescue.
- ✔ Re-certify Superior Tanker Shuttle Service adding Breslau and Elmira.
- ✔ Review the location of the Breslau, Maryhill and Elmira Stations.
- ✔ Work with the Fire Consultant to update the Council-approved 2009 Fire Master Plan.
- ✔ Updated the Township Traffic and Parking By-law, Firearms By-law, Snowmobile By-law.
- ✔ Purchased an improved enforcement complaints tracking system.
- ✔ Carbon Monoxide Regulation 1541 came into effect October 2014 and will require regular compliance inspections for residents under six units in April 2015 and residents over six units in October 2015.
- ✔ Implementation and communication of compliments and complaints process.
- Review job descriptions to better utilize full-time staff and establish succession planning.
- Establish building designs for the Breslau, Maryhill and Elmira Stations.
- Enhance Fire Code enforcement strategies.
- Ministry of Energy Green Energy Act 2009 as a result of this Act the Corporation is now required to submit on a yearly base the previous year's energy usage for its building inventory.
- Continuation with the Implementation of the Township Corporate energy plan which encompasses a 5 year energy reduction plan.
- Continue work with affiliated organizations, User groups and patrons, to implement and educate the public on the Township Respectful Behaviour Policy for Township facilities. .
- Continue with Department efforts to train all program, summer student and aquatic staff through "High Five "– Parks and Recreation Ontario Certified Recreation program quality assurance program.
- Continued efforts by the Department to provide seamless customer service with regards to scheduling and booking of Township facilities. Training of Recreation Association volunteers is currently ongoing to provide seamless scheduling experiences at all Township facilities.

- ③ Continued consultation with ActiveNet to more efficiently use the online Customer portal investigation of the possibility of facility availability and booking (ice, fields) online.
- ③ Develop next steps in the implementation of the Customer Service Standards. Workplace banners ordered re: customer service standards and respect in the workplace requirements.

# CHIEF ADMINISTRATIVE OFFICE

## EXECUTIVE SUMMARY

The purpose of a business plan is to summarize the activities of an organization or department, and to demonstrate how those activities contribute to the overall strategic direction and vision. It is a framework for decisions, and promotes and respects the values of the organization in service standards and delivery.

This plan, like other departmental plans includes measures for effectiveness for specific services, and assumes responsibility for integrating performance measures corporately, and directing the organization's pursuit of efficiency, effectiveness and optimal performance.

The Chief Administrator's Office commitment and obligation to provide leadership and efficient general management of the corporation through corporate alignment and policy implementation is guided by the direction of Council. Those directions are implemented in a timely and efficient manner through appropriate means and controls. The Office initiates, and facilitates opportunities and activities within the limitations of federal and provincial legislation, professional standards, and municipal bylaws towards corporate efficiency, effectiveness and economy. Affecting, guiding and influencing the direction and services within the CAO's Office are major policy documents such as the Municipal Act, Employment Standards Act, Labour Relations Act, Emergency Management and Civil Protection Act, and the Township Strategic Plan.

The CAO provides leadership, direction, effective management and control, and alignment of the Corporation. Quality customer service is a key value, and is fully entrenched in all departmental business plans. The initiatives

of the CAO's Office and Corporation are piloted by this business plan, and the pursuit of the corporate vision of leadership in municipal service delivery is reflected throughout.

**LEADERSHIP AND GENERAL MANAGEMENT** – overall corporate leadership and direction, senior team coordination and guidance.

**HUMAN RESOURCES** – policy alignment, development and administration, labour relations, health and safety, compensation and benefits administration, hiring and recruitment, training and development.

**ECONOMIC DEVELOPMENT AND TOURISM** – business liaison, business retention and expansion, corporate promotion and partnerships, visitor services coordination.

**STRATEGIC AND BUSINESS PLANNING** – corporate development and alignment, guidance, research and analysis, evaluation, communication.

**EMERGENCY MANAGEMENT AND PLANNING** – emergency plan development, maintenance and training.

**COMMUNICATIONS** –corporate communications, media releases, and social media.

David Brenneman  
Chief Administrative Officer  
December 13, 2016

# COUNCIL & INFORMATION SERVICES

## EXECUTIVE SUMMARY

This section of the Business Plan summarizes the activities of the Council and Information Services Department. It demonstrates how these activities contribute to the overall direction set by Council. This Business Plan identifies achievable objectives for the department, and provides direction and support for core service delivery.

The Council and Information Services Department has three divisions: Legislative and Council Services, Enforcement Services, and Information Technology Services. The department serves Council, staff, residents, visitors, businesses and external agencies. The services provided by this department include, but are not limited to, Council and committee support, monitoring of Provincial legislation, co-ordination of records management efforts, by-law enforcement, animal control, lottery and other licensing, municipal drains, the Crossing Guard program, emergency planning, establishment of accessibility initiatives, municipal elections, community grants, civil marriage ceremonies, co-ordination of the municipality's extensive IT needs and maintenance of the corporate website.

The Council and Information Services Department prides itself on efforts to promote excellence in customer service. The department operates under numerous articles of legislation including: Municipal Act, Accessibility for Ontarians with Disabilities Act, Drainage Act, Gaming Control Act, Vital Statistics Act, Municipal Elections Act, the Municipal Freedom of Information and Protection of Privacy Act, the Dog Owner's Liability Act, the Provincial Offences Act, and Marriage Act.

The department assists with the development of by-laws and key policies to promote consistency and effectiveness of core functions. It maintains and updates documents such as the Township's Procedural Bylaw and the IT Strategy. Staff committees supported by this department include a Sign Committee and an IT Committee to promote co-ordination of effort across all departments of the Township.

The objectives outlined in this document create an achievable Work Plan for the planning period with direct influence on the annual budget.

Val Hummel  
Director of Council and Information Services / Clerk  
December 14, 2016

# ENGINEERING & PLANNING SERVICES

## EXECUTIVE SUMMARY

The Engineering and Planning Services Department consists of three sections, Engineering, Planning and Building, each of which is responsible for providing services to the public in accordance with the Township's Strategic Plan.

The Engineering Section, for instance, maintains roads, sidewalks, and stormwater, water, and sewer infrastructure, which most immediately contributes to the strategic issue of ensuring healthy and safe communities in the Township and, in the longer term, contributes to the strategic issue of maintenance of the Township's infrastructure.

The Planning Section develops policies in the Township's Official Plan and Zoning By-law which among other things, guides growth and thereby contributes to the strategic issue of providing for well-managed, balanced and sustainable growth.

The Building Section reviews building permit applications to ensure building construction complies with the Building Code Act and other applicable legislation and thereby, contributes to the strategic issue of, again, ensuring healthy and safe communities.

The services of the EPS Department are influenced by other major policy documents such as Operational Plans prepared in accordance with the Drinking Water Quality Management Standard, periodic infrastructure studies, including the biennial Bridge Study and the 2015 Roads Needs Study, the Provincial Policy Statement, the Provincial Places To Grow Growth Plan, the Region of Waterloo Official Plan, the Township Official Plan, the Township Zoning By-law, and the Ontario Building Code.

The EPS Department strives to provide its services in as effective and as efficient a manner as possible and also strives to ensure good customer service.

It should be noted that, in the case of EPS, the matters described by the Corporate Business Plan tend to be project oriented and don't describe many of the day to day activities and responsibilities of EPS staff. For instance, while applications for major official plan amendments and zoning by-law amendments that have been received are included in the Corporate Business Plan, more minor applications, including applications for site plan approval, minor variances and consents to sever lands are not included. Similarly, we may receive new major applications during the course of the year which will not be included in the Corporate Business Plan but which we will still have to process and evaluate. In a similar vein, although the annual water system reports do form part of the Corporate Business Plan, these reports do not describe all the day to day activities that are part of maintaining the Township's water distribution systems.

Dan Kennaley, M.Sc. MCIP, RPP  
Director of Engineering and Planning Services  
December 8, 2016

# FINANCE

## EXECUTIVE SUMMARY

This business plan is a tool that is intended to serve both the internal management needs of the Finance Department and the informational needs of external parties. Specifically, it provides the following:

1. Summary of the activities and resource needs of the Finance Department;
2. Outline of the actions planned to address elements of the Corporate Strategic Plan as they relate to Finance Department matters; and
3. Performance measures with targets to serve as benchmarks for reviewing results.

This plan is a guiding document. It establishes the Department's business objectives and serves as a tool for monitoring and controlling operations. Furthermore, it will commit the Department to a direction, in support of the Strategic Plan, over the planning period.

The Finance Department consists of three main program areas – Management and Budget, Accounting, and Revenue – and is responsible for the delivery and provision of various services to internal and external parties. These parties include citizens, Township Council, other Departments and staff of the organization. The services provided to these parties include, but are not limited to, billing and collecting, budget development, payroll, financial analysis, reporting and risk management. The Finance Department recognizes that quality levels of service are of primary importance and must be provided in all of the programs of the Department.

The Finance Department ensures compliance with Provincial legislation, professional standards, and Municipal By-laws. Guiding and

influencing Finance direction and services are major policy documents such as the Municipal Act, Assessment Act, Development Charges Act, CICA/PSAB Handbook, Purchasing By-Law, Township Strategic Plan and Township Budget.

Over this planning period, this business plan will serve to guide the activities and initiatives of the Finance Department, ensuring that clear linkages exist to both the Corporate Strategic Plan and the annual Township Budget. This plan also includes some key measures of performance for the Department.

Richard Petherick, CPA, CMA  
Director of Finance & Treasurer  
December 10, 2016

## EXECUTIVE SUMMARY

The Township Fire Chief is responsible for the leadership, general management and administration and overall efficient operation of the Fire Department. This is pursued and achieved through demonstrated direction and guidance of 6 stations; Conestogo, Elmira, Floradale, Maryhill and Breslau Sub-Station, and St. Jacobs. The Department is guided by the direction of the Chief Administrative Officer.

Within the Fire Department there are 160 volunteer firefighters, a full time Fire Chief, Deputy Fire Chief, Fire Prevention Officer and one Executive Assistant providing administrative support.

In addition to fire services, the Fire Chief and Deputy Chief in conjunction with the Chief Administrative Officer are also responsible for the planning, coordination and management of Emergency Management; mitigation/prevention, preparedness, response and recovery.

Provincial legislation also affects and influences the direction and services of the department through amendments to the Municipal Act, Ontario Building Code, and the Ontario Fire Code (Fire Protection and Prevention Act, 2007).

Most notably Ontario Regulation 150/13 mandates retrofit upgrades for the Township's 22 vulnerable occupancies which include care and treatment facilities and licensed retirement homes. Annual fire inspections and fire drills, emergency/fire plans are also covered under the regulation.

Other Regulations implemented by the Ontario Fire Marshal that will increase the department work load are:

- Mandatory assessment of complaints and request for approvals.
- The Hawkins Gignac Act (provincial requirements for the installation and maintenance of CO alarms in existing dwellings).
- Ontario Regulation 265/15 (announced in December 2015) introduced 120 Technical changes to the Fire Code that come into force on January 1<sup>st</sup> 2016.

In 2013, the Office of the Fire Marshal and Emergency Management announced it was adopting the National Fire Protection Association Professional Standards Qualifications, a transition from the Provincial Standard. The OFMEM had given a window of opportunity to grandfather into the new standard that ended in December; the Fire Department now has 100 firefighters trained to this standard. Our training in 2016 will continue to follow the NFPA standards.

In 2015 the Fire Department inspected 130 properties and supplied 53 public education programs to schools, industry and seniors' centres. There were 404 incidents attended by the Fire Department. Some of the major types or responses were fire, medical, motor vehicle accidents, and false alarms.

Other provincial organizations and agencies affecting the services of the department include:

- Office of the Fire Marshal (OFMEM)
- National Fire Protection Agency (NFPA)
- Ontario Ministry of Labor (Section 21)
- Fire Underwriters of Canada

Regional organizations and or joint committees affiliated with fire services also play a prominent role in the operation of the fire department, the most vital being Kitchener Dispatch.

Rick Pedersen, Township Fire Chief  
December 8, 2016

# RECREATION & FACILITIES SERVICES

## EXECUTIVE SUMMARY

The Recreation & Facilities Services Department oversees a number of program areas including municipal facilities, programs and cemetery administration. Program areas also encompass arenas, a pool, community centres, parks, trails, community and summer programs, libraries, community development and the maintenance and activation of various township facilities. Additionally, the department is responsible for the delivery and provision of recreation program and facility management services to internal and external customers. Customers include other departments, taxpayers, community volunteers, facility users, both resident and non-resident and program registrants. The services provided to these customers include recreation program design and delivery, facility development, management and maintenance, community development and liaison, cemeteries administration and operation, facility and program promotion, and marketing.

The business plan will assist the Department to develop and implement an achievable, efficient work plan with outcomes that align with both the strategic plan and an accountable departmental budget.

Through community consultation, staff identify needs for leisure services and evaluate the effectiveness and efficiency of existing programs and services, on a regular basis. Initiating improvements to service delivery, with an ongoing commitment to exceptional customer service, and adherence to provincial legislation and Municipal bylaws, remains a Department focus.

Our focus during 2017 will be to continue to initiate, maintain and support strategic alliances

and partnerships within the community, for the development of an enhanced resource base and co-operative service provision. Emphasis will continue on communication with the public, to assist in creating and maintaining positive relationships.

The Department will continue to monitor and ensure that department resources are expended in the most effective and efficient means, to meet resident needs. There are currently (2) citizen's task force in place. The Recreation Citizen's Task Force will review operations, primarily at the Woolwich Memorial Centre, to identify potential efficiencies and new revenue generating opportunities. The Breslau Ad-hoc Advisory Committee will present a community driven concept plan to enhance Breslau's Memorial Park in phases, over a number of years.

The Department continues to concentrate on maintenance and operation, while creating a greater emphasis and focus on ACTIVATION, promotion and marketing, of our amazing quality of life facilities and community leisure programs. In 2016, a number of projects were completed including the Elmira Cenotaph redesign, an accessible lift was installed at the Breslau Community Centre, an accessible entrance to the Senior's Centre, a new roof at the St. Jacob's Firehall and work has commenced on the construction of a new community facility in Heidelberg. Stage 1 of the Woolwich Memorial Centre Energy audit in partnership with Waterloo North Hydro was completed in addition to the 5 energy saving projects were completed throughout the Township. RFS staff are looking forward to working with the community in 2017.

Ann McArthur  
Director of Recreation and Facilities Services  
December 1, 2016

# PLANNING FOR GROWTH & EXPLORING ECONOMIC DEVELOPMENT OPPORTUNITIES

*Growth and Economic Development in Woolwich will provide value-added benefit to the community, it will be managed and sustainable and will include appropriate staging and phasing plans to ensure that required service and program levels are feasible and affordable.*

## ■ GOAL: Ensure Managed and Sustainable Community Growth & Development

■ **DIRECTION:** *Balance the small town feel, maintenance of rural values and lifestyle with provision of urban amenities and infrastructure.*

ACTION	DEPT
<ul style="list-style-type: none"> <li>Continue with the scoped Official Plan Review which is primarily intended to address conformity with Provincial policy and the new Regional Official Plan.</li> </ul>	EPS
<ul style="list-style-type: none"> <li>Continue to deal with boundary rationalization for Elmira/St. Jacobs (employment lands), Breslau and the smaller rural settlements.</li> </ul>	EPS
<ul style="list-style-type: none"> <li>Deal with any appeals of the Breslau Settlement Plan.</li> </ul>	EPS
<ul style="list-style-type: none"> <li>Continue with the Stockyards Secondary Plan to deal comprehensively with land use planning issues in the Stockyards.</li> </ul>	EPS
<ul style="list-style-type: none"> <li>Continue with the administration of development within the Lunor subdivisions and the Southwood subdivision in Elmira, the Sunset Hills subdivision in Maryhill, the Valley View subdivision in St. Jacobs and the Thomasfield (Hopewell Crossing) and Empire Homes subdivisions in Breslau.</li> </ul>	EPS
<ul style="list-style-type: none"> <li>Review and respond to Provincial, Regional and other agency initiatives to ensure Township of Woolwich interests are protected (e.g. participate in the update to the Regional Transportation Master Plan, participate in the review of the Region's Waste Water Treatment Master Plan, participate in the Master Servicing Study for a portion of the "East Side Lands" in North Cambridge and south Breslau, etc.), participate in the review of the Airport Master Plan and participate in the review of the East Side Pumping Station Environmental Assessment.</li> </ul>	EPS
<ul style="list-style-type: none"> <li>Monitor the Martin Gravel Pit application (Sandy Hills Road) to ensure that zoning and other requirements associated with this expanded gravel pit are being complied with.</li> </ul>	EPS
<ul style="list-style-type: none"> <li>Monitor the Middlebrook Road Gravel Pit to ensure that zoning and other requirements associated with this expanded gravel pit are being complied with.</li> </ul>	EPS
<ul style="list-style-type: none"> <li>Process and evaluate the rezoning application by Preston Sand and Gravel to remove the holding symbol in order to permit below water table mineral aggregate extraction at the Jigs Hollow gravel pit site and comment on the associated application to the Ministry of Natural Resources and Forests for a major site plan amendment.</li> </ul>	EPS

<ul style="list-style-type: none"> <li>Continue with the review of additional mineral aggregate policies including the minimum separation distance around settlements, economic impacts, assessment of contaminated or potentially contaminated sites and clarification of visual impact policies.</li> </ul>	EPS
<ul style="list-style-type: none"> <li>Continue with the review of the zoning by-law provisions for fences in Woolwich and deal with the issue of fences in the front yard of residential properties and with the issue of the height of fences.</li> </ul>	EPS
<ul style="list-style-type: none"> <li>Review site planning guidelines for landscaping of large parking areas.</li> </ul>	EPS
<ul style="list-style-type: none"> <li>Continue to review the design of the new Highway 7 as it affects Ebycrest Road and report to Council.</li> </ul>	EPS
<ul style="list-style-type: none"> <li>Process and evaluate the proposal by Skyline Reit for an official plan amendment and rezoning to expand the range of commercial uses permitted in the Service Commercial designated and zoned lands at the south end Elmira on Arthur Street (the Foodland Plaza).</li> </ul>	EPS
<ul style="list-style-type: none"> <li>Process and evaluate the anticipated proposal by Living Waters for an official plan amendment and rezoning to expand the range of commercial uses permitted in the Service Commercial designated and zoned lands for the former Premier Equipment lands on Church Street West.</li> </ul>	EPS
<ul style="list-style-type: none"> <li>Process and evaluate the anticipated proposal by Birdland Developments Limited for an official plan amendment, rezoning and plan of subdivision for the next stage of their residential development in the southwest quadrant of Elmira.</li> </ul>	EPS
<ul style="list-style-type: none"> <li>Process and evaluate the anticipated proposal by Breslau Properties for an official plan amendment, rezoning and plan of subdivision for residential development at the east end of Breslau.</li> </ul>	EPS
<ul style="list-style-type: none"> <li>Continue to monitor and evaluate call volumes of the Fire department to identify areas of concern and review efficiency of Fire department response sequences pursuant to the Fire Master Plan.</li> </ul>	FIRE
<ul style="list-style-type: none"> <li>Review and up-date fire department response times to meet the expectations of the community.</li> </ul>	FIRE
<ul style="list-style-type: none"> <li>Utilize Fire Prevention as the least costly way to provide loss control, and initiate self inspection Program for Apartment Buildings and Mobile Food Vehicles.</li> </ul>	FIRE

■ ***DIRECTION: Be 'ahead of the curve' in planning for future growth and ensure infrastructure capacity is available before development proceeds.***

ACTION	DEPT
<ul style="list-style-type: none"> <li>Continue with the development of a new Cross Border Servicing Agreement with Kitchener and two new Cross Border Servicing Agreements with Waterloo.</li> </ul>	EPS
<ul style="list-style-type: none"> <li>Continue to work with private-sector landowners to explore opportunities for developing employment land in partnership with the Township.</li> </ul>	EPS/CAO

■ ***DIRECTION: Look at improving Ontario Municipal Board processes by advocating for reforms and implementing a local representation policy that considers available resources.***

ACTION	DEPT
<ul style="list-style-type: none"> <li>Council will provide feedback to the Province regarding OMB reform.</li> </ul>	EPS

- **DIRECTION: Explore regional partnerships/collaborations that make fiscal sense, but resist annexation and merger talks.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>• Continue working with a Regional Committee to explore and standardize “best practices” with regards to Municipal Alcohol Policy.</li> </ul>	RFS
<ul style="list-style-type: none"> <li>• Work in partnership with the Region of Waterloo Library to plan and implement community programs at the Breslau Community Centre.</li> </ul>	RFS

- **DIRECTION: Achieve Cultural heritage protection in balance with growth and development.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>• Assist with the implementation of the Woolwich Heritage Committee's approved workplan which includes:               <ul style="list-style-type: none"> <li>○ Provide plaques to recognize designated buildings;</li> <li>○ Undertake an inventory of historic properties</li> <li>○ Advise Council with regard to the need to designate or list historic properties;</li> <li>○ Create a photograph display of historic properties</li> <li>○ Write articles for local newspapers about cultural heritage</li> <li>○ Hold a heritage event to recognize excellence in Woolwich's heritage community;</li> <li>○ Participate in Heritage Day/Doors Open; and</li> <li>○ Comment on relevant planning act applications.</li> </ul> </li> </ul>	EPS
<ul style="list-style-type: none"> <li>• Continue to deal with the appeal of the heritage designation of the former Chalmers Presbyterian Church in Winterbourne.</li> </ul>	EPS

■ **GOAL: Grow and Retain Local Industry and Business Opportunities**

- **DIRECTION: Focus on business attraction, retention and expansion in manufacturing, agricultural, retail, and tourism industries.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>• Build relationships &amp; connections, and address challenges &amp; opportunities through the Business Visitation Program (BVP). Target: 24 visits per year. Over and above the formal program, continue the regular core area visits with local businesses through walking tours and drop-ins with businesses.</li> </ul>	CAO
<ul style="list-style-type: none"> <li>• Continue the work of the Agriculture Task Force: Develop Task Force consisting of key stakeholders in the agricultural sector to: examine current challenges &amp; issues; review current municipal policies; review the 2015 Agriculture Research Study (Workforce Planning Board); review the <u>Agricultural Growth Act</u>; and, review financial incentive programs. The goal of the Task Force will be to determine how the Township can best provide support to the Agricultural, Agri-food, and Agri-tech sector.</li> </ul>	CAO
<ul style="list-style-type: none"> <li>• Assess training needs of businesses and organizations; continue to collaborate with the WWCFC and WRSBC to provide s businesses with information regarding training &amp; education, and facilitate training sessions in Woolwich.</li> </ul>	CAO

<ul style="list-style-type: none"> <li>Complete a transition Plan for St. Jacobs Visitor Information Centre (VIC)</li> </ul>	CAO
<ul style="list-style-type: none"> <li>Develop and manage stakeholder focus groups in Breslau to discuss issues and opportunities related to public transit .</li> </ul>	CAO
<ul style="list-style-type: none"> <li>Coordinate annual Greater Kitchener-Waterloo Chamber of Commerce event for Woolwich Businesses.</li> </ul>	CAO
<ul style="list-style-type: none"> <li>Develop and manage Business Excellence event.</li> </ul>	CAO
<ul style="list-style-type: none"> <li>Develop and manage Woolwich Business Development events to be held quarterly in partnership with local businesses and organizations.</li> </ul>	CAO
<ul style="list-style-type: none"> <li>Write annual Woolwich Township Economic Development Update report to provide a review and summary of the economic development workplan and associate impacts, statistics, and future goals &amp; activities.</li> </ul>	CAO
<ul style="list-style-type: none"> <li>Continue to manage the Art Display Program, which provides local artists with the opportunity to showcase their work for free in a public space.</li> </ul>	CAO
<ul style="list-style-type: none"> <li>Continue to connect employers with organizations that specialize in matching employers with job-seekers, including but not limited to: Conestoga College, Workforce Planning Board, Woolwich Community Services.</li> </ul>	CAO
<ul style="list-style-type: none"> <li>Continue to research funding opportunities and lobby for funding agencies to host open houses/info sessions with businesses.</li> </ul>	CAO
<ul style="list-style-type: none"> <li>Launch Wonders of Woolwich local business profiles on Township Website</li> </ul>	CAO
<ul style="list-style-type: none"> <li>Develop and manage Agriculture Innovation Showcase in partnership with surrounding rural Townships in Waterloo Region</li> </ul>	CAO
<ul style="list-style-type: none"> <li>Begin planning Ignite Woolwich Business Plan competition to be held in 2018</li> </ul>	CAO
<ul style="list-style-type: none"> <li>Develop and Manage Real Estate Forum in partnership with Engineering and Planning Services</li> </ul>	CAO

■ **DIRECTION: Employ a balanced economic development approach which promotes opportunities municipality-wide.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>Continue to create and disseminate Woolwich Business Update Newsletters which summarize key successes, new businesses &amp; organizations, upcoming events, employment opportunities, major projects, and other information (sent to distribution list via email every other month).</li> </ul>	CAO

■ **DIRECTION: Ensure flexibility with regard to signage for businesses, while not detracting from quality of life.**

ACTION	DEPT
<ul style="list-style-type: none"> <li></li> </ul>	

■ **DIRECTION: Research opportunities to attract a post secondary satellite campus to Woolwich.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>Should the former Riverside Public School site in Elmira be declared surplus, explore alternative uses including research campus.</li> </ul>	CAO

■ **GOAL: Explore Employment Land Opportunities**

■ **DIRECTION: Develop a balanced approach to residential/employment land opportunities so Woolwich doesn't become a 'bedroom community'.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>Continue with analysis of options for designating additional employment land in Elmira to address what has become an acute shortage of such lands.</li> </ul>	EPS

■ **DIRECTION: Where it makes fiscal sense consider partnerships relating to employment lands.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>Address infrastructure needs in Elmira and St. Jacobs to facilitate opening employment / industrial land for new businesses.</li> </ul>	CAO / EPS

■ **DIRECTION: Together with the Region, pursue development of employment lands by the Regional Airport that is compatible and complimentary.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>Continue to work with Regional Office of Economic Development and Region of Waterloo International Airport YKF staff on attracting business to Airport employment lands and ensuring that there is a good connection with the Township so that processes are clearly understood.</li> </ul>	CAO

# HEALTHY COMMUNITIES

*Work hard to preserve, protect and grow the lifestyle elements and amenities that make Woolwich a desirable community to live, work and play: its small town feel, civic engagement, safe communities, active lifestyle, and environmental stewardship.*

## ● **GOAL: Social Capital / Civic Engagement**

■ **DIRECTION: Provide regular forums and different methods that will encourage public consultation and feedback.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>Promote and encourage customer feedback opportunities and methods throughout Township services.</li> </ul>	ALL
<ul style="list-style-type: none"> <li>Continue to meet with affiliated organizations to provide feedback and input with ongoing initiatives such as the Respectful Behaviour Policy.</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Engage residents of Woolwich through ongoing celebrations of Canada 150</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Continue to provide volunteer and mentor opportunities for Recreation, Fitness and Facilities students from partnering colleges and universities.</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Ongoing bi-annual meetings with the Waterloo Region School Board (JUMP) to share projects and ongoing issues including joint partnership opportunities. 2017, Riverside School soccer pitch</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Continue to host Annual Fall Program Information evening at the Woolwich Memorial Centre to showcase local affiliated sport and recreational opportunities.</li> </ul>	RFS

■ **DIRECTION: Continue to support and promote volunteerism, and the traditional barn-builder community spirit.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>Continue to support and encourage the valuable volunteer efforts and contributions made to our community by the Woolwich Healthy Communities working groups: Woolwich Trails Group, TWEEC, Trees for Woolwich, Clean Waterways Group, WHC Coordinating Committee and the Woolwich On-road Cycling Group.</li> </ul>	RFS

■ **DIRECTION: Maintain and enhance the volunteer system of service delivery, where efficient and effective to do so.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>Assess opportunities for volunteers and develop guidelines for a "Volunteer Management Program".</li> </ul>	RFS

<ul style="list-style-type: none"> <li>Continue to provide volunteer and mentor opportunities for Recreation, Fitness and Facilities students from partnering Colleges and Universities.</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Continue to support Recreation Associations to provide ongoing programs and events in their settlements and enhance their volunteer base and increase memberships.</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Develop Volunteer Database as a tool for tracking volunteer years of service, and to use as a communication piece.</li> </ul>	RFS

■ **DIRECTION: Evaluate and implement training and development opportunities that will help to ensure volunteers are well equipped to make the best use of resources.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>Work in collaboration with Recreation Associations and Affiliated Woolwich organizations to identify training needs and gaps, and assist in the facilitation of a variety of workshops, resources and networking events to provide needed training and education.</li> </ul>	RFS

■ **DIRECTION: Support local, provincial and national social capital and civic engagement initiatives.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>Work with the Region and various partners to develop the Elmira Family Centre</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Complete Quest 2 Program Evaluations (PRO) to enhance recreational programs.</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Continue to support community association relations and assist with protecting and maintaining Township capital through good maintenance practices by the available resources.</li> </ul>	RFS

## **GOAL: Promote Healthy Living & Active Lifestyles**

■ **DIRECTION: Transition from recreational capital facilities development to Township-wide community program development increasing investment in active programming in the interest of promoting healthy living and active lifestyles.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>Continue to support and promote Woolwich Healthy Communities Month Activities and Events.</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Support environmental enhancement initiatives developed by organizations such as TWEEC, Trees for Woolwich, Clean Waterways and Trails to promote a healthy and sustainable living and working environment.</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Ongoing needs assessments and user feedback to determine the recreational and programming needs / wants of current and potential users of the Woolwich Memorial Centre and Breslau Community Centre.</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Continue focusing on diversifying program offerings from traditional recreation to encompass arts, music and cultural opportunities for residents of Woolwich.</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Continue to build and enhance community partnerships (Ontario Early Years</li> </ul>	RFS

Centre, Community Care Concepts, Woolwich Community Health Centre, Woolwich Seniors Association.	
<ul style="list-style-type: none"> <li>Continuation of expansion into Youth &amp; Adult Leadership programs across the Township</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Ongoing annual implementation of the Lifesaving Society “Swim to Survive” program for Grade 3 students at the WMC in partnership with WRDSB, WRDCSB and various sponsors.</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Work in collaboration with Regional Partners on the Healthy Kids Community Challenge initiatives – (\$1 million in funding over 4 years) – Installation of Hydration Stations</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Lead the bi-annual Community Guide project, working collaboratively with all township departments to develop and produce a quality document.</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Provide a calendar of activities and promotion for “June is Recreation Month” and “June is Seniors Month.”</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Continue the WMC Facebook page promoting programs, activities and tips for a healthy, active lifestyle</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Continue with the Region of Waterloo Municipal Alcohol Policy working group to ensure clear, consistent alcohol policies in order to best manage municipal risk and promote responsible alcohol consumption.</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Work with the Region to offer weekly library services &amp; programming in Breslau.</li> </ul>	RFS

■ **DIRECTION: Complete long-term plans for recreation and parkland development.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>Complete a Recreation Master Plan</li> </ul>	RFS

■ **DIRECTION: Improve marketing and promotion efforts for the Township's recreational facilities and programs to increase participation and related revenues.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>Continue to explore with other Township Departments the development of a coordinated annual social media and marketing plan for RFS programs and facilities.</li> </ul>	RFS

■ **DIRECTION: Explore opportunities to promote the Township's extensive trails network, historic features, unique communities, and local arts and culture.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>Continue to support trail and on-road cycling initiatives, such as organized hikes, the Healthy Hike Initiative and bike rides, to provide and promote active transportation opportunities.</li> </ul>	RFS

■ **DIRECTION: Explore methods of positively influencing the determinants of health.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>Ongoing participation in the region-wide Community Wellness Initiative.</li> </ul>	RFS

**● GOAL: Support Sustainability of the Natural Environment and Other Resources**

■ **DIRECTION: Promote and support environmental stewardship efforts.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>• Continue to support the activities of TWEEC to promote public awareness of, and education in, environmental enhancement, initiating environmental programs, provide comments to Council on environmental issues, and propose and implement work plans based on priorities identified by the Committee. The Department recognizes the value in preserving and maintaining the many Township green spaces, woodlots and naturalization area and will make a conscious effort to protect such areas.</li> </ul> <p>TWEEC 2017 Work Plan:</p> <ul style="list-style-type: none"> <li>• Host the 12<sup>th</sup> annual Woolwich Community Clean-up Day</li> <li>• Host the 12<sup>th</sup> annual Yellow Fish Road program in Woolwich</li> <li>• Help host the 10<sup>th</sup> annual Woolwich Healthy Communities Month</li> <li>• Tree planting at various locations throughout Woolwich including the continuation of an Ash Tree Removal and Replacement project and buckthorn removal project.</li> <li>• Continue the storm water program in the classroom and interpretative walk.</li> <li>• Continuation of the tree nursery program to help support tree planting initiatives by providing tree stock for planting and to involve and educate youth about the importance of trees through the Seedlings in the Classroom program and the student interpretative walk and potting day.</li> <li>• Education regarding invasive plant species. Continuation of phragmites pilot project.</li> <li>• Trees for Woolwich program: volunteers 17,565 trees were planted by 2016.</li> <li>• Promote household hazardous waste drop off at the Regional landfill sites.</li> <li>• Continue to invite businesses to participate in the TWEEC green business award program-CARES (Community Awards in Recognition of Environmental Stewardship).</li> </ul>	RFS
<ul style="list-style-type: none"> <li>• Continuation of promoting educational information for community members of the West Nile and Noxious weeds.</li> </ul>	RFS
<ul style="list-style-type: none"> <li>• Continue with implementing the Corporate Energy Conservation and Demand Management plan to reduce the corporate carbon footprint.</li> <li>• Stage 1-WMC Energy Audit (Co-Gen) was completed</li> <li>• Stage 2-Continuation/Implementation</li> </ul>	RFS
<ul style="list-style-type: none"> <li>• Continue to record and report corporate energy consumption as per the Green Act.</li> </ul>	RFS
<ul style="list-style-type: none"> <li>• Continuation with Energy Savings projects, light retro fits, LED exterior lamp retro fits, in parks and facilities</li> </ul>	RFS
<ul style="list-style-type: none"> <li>• Installing two additional driveway LED lamp standards at Maryhill Community Centre</li> </ul>	RFS
<ul style="list-style-type: none"> <li>• Install forced air curtain at main entrance of the Woolwich Memorial Centre in the</li> </ul>	RFS

efforts to reduce heat loss and AC heat gain, improving building energy saving.	
<ul style="list-style-type: none"> <li>Study, and report to Council regarding creek bank erosion methods at Bolender Park</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Explore the potential of a FIT pilot project including investigating the structural and building fabrication integrity of potential buildings to ensure a long term commitment.</li> </ul>	RFS

- **DIRECTION: Preserve and protect passive open green spaces and develop a tree management plan.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>Create a Corporate Urban Forestry Plan to encompass Township owned woodlots, parks and streets. Apply for funding for a student arborist.</li> </ul>	RFS/EPS
<ul style="list-style-type: none"> <li>Continue to investigate the financial and long term impact that widespread pest or pathogen, such as the Emerald Ash Borer or phragmites, have on the community and develop education and communication materials.</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Provide an overview of Corporate park development that inventories properties of special interest to be maintained, identified and protected as passive and open lands.</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Continue good land stewardship practices that initiate Corporate/departmental goals, objectives, standards in preserving township lands and woodlots.</li> </ul>	RFS

- **DIRECTION: Evaluate the potential impacts and benefits of new green energy technology that provides value-added benefits to the local economy while not detracting from quality of life.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>Continue working with Waterloo North Hydro on energy conservation projects and the pilot electrical engineering audit project at the Woolwich Memorial Centre.</li> </ul>	RFS

- **DIRECTION: Township Council will engage both Chemtura and the Ministry of the Environment and Climate Change regarding clean-up of the Elmira Aquifer.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>Ongoing advocacy by RAC and TAG at the Provincial and Federal levels</li> </ul>	CAO/CIS

● ***GOAL: Provide for Inclusive and Accessible Communities***

- **DIRECTION: Preserve and protect the unique nature of the 'community of communities' but address the challenge geography and distance creates and come up with solutions that focus on 'the ties that bind the community fabric'.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>Commence the implementation of the requirements as identified in the January 2007 Accessibility Audit and any other report, documentation that identifies any Accessibility issues that require resolving.</li> </ul>	RFS

<ul style="list-style-type: none"> <li>Complete Seniors' Accessibility project by providing a new exterior entrance enclosure.</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Accessibility sidewalk to be completed around the exterior of the Bloomingdale Community Centre.</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Township facilities accessibility improvement continued.</li> </ul>	RFS

- **DIRECTION: Consider municipal policies, services and programs that take into account the impact of an aging population.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>Working together with partner agencies implement the Woolwich Age Friendly Action Plan designed to ensure accessible, inclusive, age-friendly, social and physical environments, services and programs for Woolwich's older adult population</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Continue to foster partnerships with the Woolwich Seniors Association, Community Care Concepts and other regional organizations to develop program and opportunities for 55+ residents.</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Continue to explore opportunities to engage 55+ residents throughout the township (WMC Fitness Centre, Breslau Community Centre, Bloomingdale Community Centre to promote healthy, active lifestyles through a variety of new programs and workshops.</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Deliver the 3<sup>rd</sup> "Seniors Fair" at the Breslau Community Centre in partnership with the Older Adults Association of Ontario and Community Care Concepts, Woolwich Seniors Association and Woolwich Community Health Centre.</li> </ul>	RFS

- **DIRECTION: Implement legislated requirements, with the goal of improving and expanding opportunities for persons with disabilities, and identify, remove and prevent barriers to their full participation in the life of the community.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>Monitoring use of the redesigned corporate website and ensuring that legislated accessibility requirements continue to be met. Training all website writers on how to create accessible documents for the website.</li> </ul>	CIS
<ul style="list-style-type: none"> <li>Ensure all new staff receive awareness training required by the Accessibility for Ontarians with Disabilities Act.</li> </ul>	CIS

● **GOAL: Develop Safe Communities**

- **DIRECTION: Incorporate policies and practices that will help communities remain safe places to live, like Crime Prevention through Environmental Design (CPTED) in community development.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>Implement RFP for Emergency Restoration Services for Fire, Building, Facilities and By-Law.</li> </ul>	ALL
<ul style="list-style-type: none"> <li>Implement enhanced Fire Code enforcement strategies to mitigate legal and court challenges.</li> </ul>	FIRE

<ul style="list-style-type: none"> <li>Developing new inspection and maintenance protocols for parks, trails and facilities in keeping with protecting public safety and interests.</li> </ul>	RFS
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- DIRECTION: Provide a progressive and leading-edge emergency preparedness programs and develop long-term expansion plans for the Siren/Shelter-in-Place/Community Alerting Network program.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>Continue preparation of Breslau Community Centre to serve as back-up Emergency Operations Centre.</li> </ul>	CIS/RFS
<ul style="list-style-type: none"> <li>Proceed with required inspections and identifying items for compliance for the Vulnerable Occupancies Retrofit program.</li> </ul>	FIRE
<ul style="list-style-type: none"> <li>Schedule and implement the required annual fire drill for all 22 occupancies in the Township.</li> </ul>	FIRE
<ul style="list-style-type: none"> <li>CAO and Deputy Fire Chief to participate on Regional Steering Committee and Working Group examining the implementation of a region-wide Community Alerting Network (CAN) program .</li> </ul>	CAO
<ul style="list-style-type: none"> <li>Schedule an Open House for retail business owners to educate on their responsibilities as a business owner to keep their employees and customers safe during emergencies.</li> </ul>	CAO
<ul style="list-style-type: none"> <li>Provide Township support and co-ordination concerning the implementation of the upgrade to the Region-wide Voice Radio System.</li> </ul>	CAO
<ul style="list-style-type: none"> <li>Complete emergency management training course on Incident Management System (IMS) participant check lists. Support will be provided by the Office of the Fire Marshall and Emergency Management Ontario (EMO).</li> </ul>	CAO
<ul style="list-style-type: none"> <li>Host a municipal-wide Emergency Preparedness Open House in the spring of 2017 with local school boards participation. .</li> </ul>	CAO
<ul style="list-style-type: none"> <li>Transition the Woolwich Emergency Plan to the Incident Management System (IMS) model and make appropriate changes to current policies and procedures. .</li> </ul>	CAO

- DIRECTION: Evaluate appropriate public safety options and measures in school zones.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>Continue to use public events to promote fire safety in the School system</li> </ul>	FIRE
<ul style="list-style-type: none"> <li>Conduct regular inspections and fire drills at all schools, day care centres, senior facilities.</li> </ul>	FIRE

- DIRECTION: Make addressing traffic law and safety considerations a timely priority.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>Purchase and implementation of new speed signs</li> </ul>	EPS

- DIRECTION: Evaluate how to deal with increasing public concerns regarding traffic volume and speed.**

ACTION	DEPT
• Provide annual report to Council regarding traffic calming and traffic issues.	EPS

# INFRASTRUCTURE MAINTENANCE & TRANSPORTATION PLANNING

*Investment in Woolwich's infrastructure will be properly planned in accordance with needs studies and responsible long-term financial forecasting, with the understanding that the financial support of senior levels of government is a critical component.*

## ● **GOAL: Optimize the Use of Municipal Infrastructure**

- **DIRECTION: Manage and maintain all municipal infrastructure with an emphasis on continuous improvement and greater efficiencies.**

ACTION	DEPT
• Bauman/College/Union reconstruction engineering	EPS
• Barnswallow Drive reconstruction engineering	EPS
• Bridge Street West Environmental Assessment	EPS
• Continuation of Applegrove Bridge rehabilitation engineering	EPS
• Continuation of investigation of alternatives for Glasgow Street South bridge traffic	EPS
• Middlebrook/Weisenburg Bridge Environmental Assessments	EPS
• Peel Street Bridge engineering	EPS
• Reids Wood Drive Bridge engineering	EPS
• Sandy Hills Drive bridge engineering	EPS
• Vance Road bridge engineering	EPS
• Green Warbler Crescent construction	EPS
• Hawkesville/Northside/Sawmill engineering in conjunction with future Region of Waterloo reconstruction	EPS
• Hot mix resurfacing of Crowsfoot Road	EPS
• Kressler Road engineering	EPS
• Continuation of King Street North watermain, sanitary sewer and sidewalk rehabilitation/replacement in conjunction with Region of Waterloo road reconstruction	EPS
• Maintenance paving of Canary Court and Thrush Court	EPS
• Maintenance paving of Bonnie Crescent and Grosbeak Road	EPS
• Continuation of Maryhill Road storm sewer engineering	EPS
• Old Scout Place reconstruction	EPS

• Sawmill Road sidewalk construction in Conestogo	EPS
• Continuation of sanitary lining program in Elmira and Breslau	EPS
• Snyder Avenue North/William Street reconstruction	EPS
• Snyder Flats Road geotechnical investigations	EPS
• Continuation of Weigel Drain engineering study	EPS
• William Street engineering	EPS
• Woolwich Street North engineering	EPS
• Woolwich/Dolman surface asphalt	EPS
• Complete annual Surface Treatment Program, Gravel Resurfacing Program, and sidewalk repairs and expansions.	EPS
• Continue with the Environmental Assessment for a new connector road in Breslau.	EPS
• Report on effectiveness of potential sump pump program for reducing inflow and infiltration in St. Jacobs	EPS
• Report on method to improve the efficiency of water meter reading	EPS
• Annual Report regarding the Drinking Water Quality Management Standard (DWQMS)	EPS
• Continue to work on a streetscape plan for downtown Elmira	EPS
• Address outstanding environmental concerns with former Bolender Landfill	EPS
• Continue with review of design and inspection of installation of municipal services in plans of subdivision (Lunor, Sunset Hills, Southwood 3, Valleyview, Thomasfield, Empire Homes) and site plans	EPS
• Report regarding sump pumps discharging onto roadways	EPS
• Update the building stock in the Township to run the Ontario Fire Marshall Incident Risk Modelling Program	FIRE
• As required under Bill 168, continue to update properties that are risks to Township fire-fighters and the public, for example, buildings with solar panels, light weight construction, structural collapse threat, chemical storage and occupants that require assistance to evacuate.	FIRE
• Design of new pumper/ tanker vehicle for the Conestogo Fire Station.	FIRE
• Prepare strategy to upgrade radios (Region-wide).	FIRE
• Increase the number of users of the Fire Response Verification program (Who's Responding).	FIRE CIS
• Purchase remaining tablets to enhance the availability of response information in the field (e.g. rural water supplies, hydrant and pre-plan data).	FIRE
• Annual testing of Auto extrication equipment and continuing with existing requirements.	FIRE
• Reviewing strategies, coverage areas and operational policies for a proposed Automatic Aid Agreement with Waterloo to better serve our community and our neighbours.	FIRE
• Mutual Aid Agreement to better serve our community and our neighbors.	FIRE
• Phase 2 of 4 for WiFi installation project (Woolwich Memorial Centre – 2, Breslau Community Centre Gym – 2, St. Jacobs Firehall – 2, Public Works Building – 2).	CIS

<ul style="list-style-type: none"> <li>Continue deployment of virtual server upgrades and investigate more opportunities to move systems to Cloud infrastructure.</li> </ul>	CIS
<ul style="list-style-type: none"> <li>Purchase new Township telephone system including better linkage between Township facilities and improved options for support of emergency operations.</li> </ul>	CIS
<ul style="list-style-type: none"> <li>Issue Request for Proposals for Internet and Telephone Voting. Must have by-law in place by May 1, 2017.</li> </ul>	CIS
<ul style="list-style-type: none"> <li>Monitor developments of the SWIFT Initiative to build broadband across southwestern Ontario.</li> </ul>	CAO/ CIS
<ul style="list-style-type: none"> <li>Hawkesville Road Municipal Drain construction project. Municipal Drain 1 Bank Stabilization Project in Elmira. Further public consultation and possible reconstruction of Municipal Drain 10 in St. Jacobs.</li> </ul>	CIS
<ul style="list-style-type: none"> <li>Installation of first Columbarium at Elmira Union Cemetery</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Continuation of Township wide playground equipment renewal</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Construction of a new Heidelberg Park Pavilion</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Construction of new splash pad in Elmira</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Assist with the development of the Breslau Memorial Park as well as the potential Splash Pad</li> </ul>	RFS
<ul style="list-style-type: none"> <li>WMC – remove and replace the refrigeration plants plate and frame condensers cassette.</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Install emergency backup generator for the Breslau Community Centre</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Riverside (Lunor) Soccer pitch c/w irrigation – joint use agreement with school bd</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Finalizing Regional and Township service agreement for the libraries and implement required maintenance and landlord responsibilities.</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Improve health and safety in fire halls – CO removal systems and standby power supplies.</li> </ul>	FIRE

- **DIRECTION: Adopt a fiscally responsible long-term Capital Plan that deals with the growing infrastructure deficit, while advocating for increased funding from senior levels of government.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>Update the Township's Asset Management Plan and enhance the Plan by incorporating recreation and facility infrastructure in compliance with new Federal Gas Tax regulations, the Development Charges Act and with potential provincial legislation.</li> </ul>	FIN

- **DIRECTION: Ensure a municipal wide infrastructure maintenance program that is needs-based.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>Report to Council regarding the 2015 Ontario Structure Inspection Manual (OSIM) Bridge and Load Limit Study.</li> </ul>	EPS
<ul style="list-style-type: none"> <li>Report to Council regarding the Road Needs Study Update.</li> </ul>	EPS
<ul style="list-style-type: none"> <li>Continue to conduct assessments and promote long term planning to ensure the</li> </ul>	RFS

longevity of the municipal buildings infrastructure.	
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- **DIRECTION: Ensure the longevity and energy efficiency of street light and pedestrian safety lighting in the development of long-term infrastructure plans and replacement programs.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>• Continue with LED streetlighting retrofit.</li> </ul>	EPS

# FISCALLY RESPONSIBLE & SUSTAINABLE COMMUNITY

*Continue to move forward as a fiscally responsible and sustainable community that continuously looks at ways to improve the municipality's financial position and explores budget efficiencies.*

## ● **Expand Financial Sustainability / Best Practices**

- **DIRECTION: Explore options for the provision of sustainable funding for all municipal infrastructure.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>• Review current Municipal Service Agreements and investigate possible new ones.</li> </ul>	FIRE
<ul style="list-style-type: none"> <li>• Review Fees and Charges By-law.</li> </ul>	FIRE
<ul style="list-style-type: none"> <li>• Better utilization of Region-wide purchasing process to achieve better pricing and multi-year contracts (e.g. personal protective equipment and vehicles).</li> </ul>	FIRE

- **DIRECTION: Ensure high financial performance standards are in place for planning and implementation of capital infrastructure and development projects.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>• Update and amend the Township's Development Charge Background Study and By-law to incorporate growth related projects arising out of recommendations from the Breslau Secondary Plan as well as other growth related project updates.</li> </ul>	FIN/EPS

- **DIRECTION: Continue, on an annual basis, to explore budget efficiencies, alternative service delivery and revenue generation options.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>• Development of League Style programming to maximize off season use of arena pads.</li> </ul>	RFS
<ul style="list-style-type: none"> <li>• Develop a Request for Proposal for the production, distribution and advertising sales for the Woolwich Community Guide for 2018</li> </ul>	RFS
<ul style="list-style-type: none"> <li>• Development of an integrated rate card for the Woolwich Township advertising opportunities included but not limited to the Woolwich Community Guide, facility advertising and sponsorship opportunities.</li> </ul>	RFS

- **DIRECTION: Explore collaboration and partnership opportunities that make fiscal sense and ensure best value for taxpayers.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>Pursue further training opportunities with St. Jacobs and Elmira Business Improvement Areas (BIAs)</li> </ul>	CIS

**● GOAL: *Expand the Budget Consultation Opportunities***

- **DIRECTION: Provide a variety of opportunities for community engagement regarding the annual budget process.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>Continue exploring different avenues to engage and promote ratepayer involvement in the Woolwich's budget process.</li> </ul>	FIN

# COMMUNICATION WITH THE PUBLIC & THE MARKETING OF MUNICIPAL SERVICES

*Regular and timely communication with the public concerning services, programs and events, via a diverse cross section of means, will become a hallmark of Woolwich. Township Staff will strive to promote Woolwich as a 'must-visit and return' destination for tourists, and we will work with local organizations to promote and improve their festivals and events. Greater knowledge of municipal decision-making, services, programs and events, and increased participation, will be achieved through the development and implementation of improved communication and marketing techniques.*

## ● **GOAL: Raise the Municipal Profile & Image**

- **DIRECTION: Develop a long-term plan to improve municipal signage.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>● Continue working towards consistency in municipally-controlled signage in accordance with the Municipal Signage Program.</li> </ul>	CIS

## ● **GOAL: Improve Communication with the Public and Increase Public Awareness of Municipal Activities**

- **DIRECTION: Communicate with residents about local programs and related service delivery expectations.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>● Continual enhancement of the overall marketing of recreational programs and facilities provided by the Municipality through the use of online surveys, community / user newsletters, and focus groups. Leverage partnership connections to enhance communication outlets (School boards, Minor Sport Organizations etc.).</li> </ul>	RFS
<ul style="list-style-type: none"> <li>● Use Social Media and Township website to advertise new fire safety regulations, fire related community events and alerts.</li> </ul>	FIRE/CAO

- **DIRECTION: Communicate with residents about issues that directly impact their quality of life (e.g. ATVs, dirt bike noise, airport noise).**

ACTION	DEPT
<ul style="list-style-type: none"> <li>● Communication campaign for changes to the Winter Overnight Parking Ban using</li> </ul>	CIS

portable signage, social media and Community Page.	
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- **DIRECTION: Manage the expectations of residents, living in a community of communities, on the importance of needs based service and program delivery.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>• Ongoing evaluation, assessment and substantiation of levels of services through measurable performance based on facts and documentation in order to manage expectations.</li> </ul>	RFS
<ul style="list-style-type: none"> <li>• Review and revision of the Recreation Facilities Services Facility Allocation Policy, utilizing an inclusive community and user group approach.</li> </ul>	RFS

- **DIRECTION: Identify the technological improvements that will be required to connect the Township and its ratepayers.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>• Region/Area Municipalities ongoing efforts regarding the proposed Southwest Integrated Fibre Technology (SWIFT) network.</li> </ul>	CIS

- **DIRECTION: Focus on updating and refreshing the Township website.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>• Monitor feedback on newly redesigned website and continue to look for opportunities to improve and expand public reliance on it as a primary communication tool.</li> </ul>	CIS

## ● **GOAL: Promote Unique Tourism Opportunities**

- **DIRECTION: Lead with our iconic strengths when it comes to promoting Woolwich to tourists.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>• Continue to collaborate and partner with St. Jacobs Country, Regional Tourism Organization 4 (RtO4), and Waterloo Region Tourism Marketing Corporation (WRTMC) on destination marketing and product development for Woolwich Township.</li> </ul>	CAO

- **DIRECTION: Explore opportunities to bring the tourism sector together and develop municipality-wide tourism experiences and packages.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>• Project Team for Regional Tourism 4 Project in St. Jacobs (develop Waterloo Central Railway as a key tourism experience).</li> </ul>	CAO

# BEST MANAGED & GOVERNED MUNICIPALITY

*Woolwich will be recognized as an employer of choice, for its effective and accountable governance, for the provision of exceptional customer service, and high standards of municipal service delivery.*

## ● **GOAL: Attract, Develop and Retain the Best and the Brightest**

- **DIRECTION: Continue to attract, develop and retain high quality employees through effective recruitment and retention efforts and quality training programs.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>• Complete corporate-wide training on Mental Health in the workplace.</li> </ul>	CAO
<ul style="list-style-type: none"> <li>• Complete implementation of the new 'Beyond Engagement' employee engagement program. .</li> </ul>	CAO
<ul style="list-style-type: none"> <li>• Conduct a Workplace Violence and Harassment risk assessment to meet legislative requirements under Bill 168</li> </ul>	CAO
<ul style="list-style-type: none"> <li>• Provide training to Admin Building employees on the Township's Emergency Procedures</li> </ul>	CAO
<ul style="list-style-type: none"> <li>• Update Township's Workplace Violence and Harassment policy to comply with recently introduced Bill 132, the Sexual Violence and Harassment Action Plan Act.</li> </ul>	CAO

- **DIRECTION: Balance education and experience when recruiting new staff, and ensure good corporate and community fit.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>• Continue to work with local high schools, Colleges and Universities to provide experiential placement opportunities for students</li> </ul>	ALL

- **DIRECTION: Continue to make succession planning and management a priority.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>• Provide training to better utilize volunteer firefighter staff in Public Education, Fire Prevention and Fire Department Training Officers.</li> </ul>	FIRE
<ul style="list-style-type: none"> <li>• Manage department record retention and review policy.</li> </ul>	FIRE
<ul style="list-style-type: none"> <li>• Investigate opportunities to promote retention of firefighters.</li> </ul>	FIRE

- **DIRECTION: Evaluate and implement training and development opportunities that will help to ensure staff are well equipped to make the best use of resources.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>Assessment and resourcing of required training certifications (e.g. Basic Refrigeration, Playground Inspection, etc).</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Continue to develop coordinated approach to training for all part-time RFS employees on an annual basis.</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Implement changes to WHMIS and conduct corporate-wide training.</li> </ul>	CAO
<ul style="list-style-type: none"> <li>Develop a training program for employees on email management and retention.</li> </ul>	CIS
<ul style="list-style-type: none"> <li>Continual Training for all firefighters under the NFPA Professional Standards Qualifications.</li> </ul>	FIRE
<ul style="list-style-type: none"> <li>Recertification of firefighters for water rescue and up-grade equipment to deal with types of water hazards in the Township (annually).</li> </ul>	FIRE
<ul style="list-style-type: none"> <li>Provide Pumper Operation course for firefighters</li> </ul>	FIRE
<ul style="list-style-type: none"> <li>Provide senior officer training</li> </ul>	FIRE

**● GOAL: Ensure Effective and Accountable Governance**

■ DIRECTION: Continue past efforts of stable and prudent governance.

ACTION	DEPT
<ul style="list-style-type: none"> <li>Report to Council on results of Request for Proposal issued for voting equipment</li> </ul>	CIS
<ul style="list-style-type: none"> <li>Update Council on investigations completed by the joint Municipal Ombudsman on behalf of the Township.</li> </ul>	CIS
<ul style="list-style-type: none"> <li>Report to Council with proposed Council Code of Conduct. Facilitate the appointment of a Municipal Integrity Commissioner.</li> </ul>	CIS
<ul style="list-style-type: none"> <li>Report to Council on changes to the Municipal Act and Municipal Elections Act and other legislation as required.</li> </ul>	CIS

**● GOAL: Provide Exceptional Customer Service & Commit to Maintaining High Standards for Municipal Service Delivery**

■ DIRECTION: Maintain a high standard of municipal service delivery.

ACTION	DEPT
<ul style="list-style-type: none"> <li>Review job descriptions to better utilize full-time staff and implement a success plan.</li> </ul>	FIRE
<ul style="list-style-type: none"> <li>Establish building design and start construction for Breslau Station.</li> </ul>	FIRE
<ul style="list-style-type: none"> <li>Establish a committee to investigate funding, location and the needs for a new Maryhill substation according to 2016 Fire Master Plan update.</li> </ul>	FIRE
<ul style="list-style-type: none"> <li>Continue to update as part of our Pre-planning, response access for rural off road access points (trails)</li> </ul>	FIRE
<ul style="list-style-type: none"> <li>Establish a better inventory and asset management plan.</li> </ul>	FIRE
<ul style="list-style-type: none"> <li>Continue with fire safety inspections of rural properties.</li> </ul>	FIRE

<ul style="list-style-type: none"> <li>• Launch Self-Inspection Programs for Mobile Food Vehicle and Apartment Buildings.</li> </ul>	FIRE
<ul style="list-style-type: none"> <li>• Support operational efficiencies in the Enforcement Services Division with training and support on improved software for tracking of complaints and with streamlined internal operational policies that improve response times.</li> </ul>	CIS

- **DIRECTION: Review of the distribution of services and responsibilities between the Region and area municipalities.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>• Request by Council to Region regarding Delegation of Planning Authority.</li> </ul>	CAO

- **DIRECTION: Work in partnerships with the Region to preserve, protect and expand the Township Library system.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>• Township to work with Region staff regarding establishing pop up library and related programming in Breslau.</li> </ul>	CAO

- **DIRECTION: When the Provincial and Federal Governments approve legislation and regulatory changes that have a direct impact on municipal service and program delivery, immediately report to Council on the staffing and financial resource implications.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>• Ministry of Energy Green Energy Act 2009 as a result of this Act the Corporation is now required to submit on a yearly base the previous year's energy usage for its building inventory.</li> </ul>	RFS
<ul style="list-style-type: none"> <li>• Continuation with the Implementation of the Township Corporate energy plan which encompasses a 5 year energy reduction plan.</li> </ul>	RFS
<ul style="list-style-type: none"> <li>• Establish a staff committee for the design of an elevated fire fighting apparatus in Breslau.</li> </ul>	FIRE
<ul style="list-style-type: none"> <li>• Continue to establish better rural water supplies: <ul style="list-style-type: none"> <li>- Upgrade current fire water reservoirs to meet fire department needs, and utilize the by-law for NFPA 22 and NFPA 1142 as standards for Fire Water Reservoirs.</li> </ul> </li> </ul>	FIRE/EPS

- **DIRECTION: Emphasize exceptional customer service so that such service is recognized as a particular strength of the municipality.**

ACTION	DEPT
<ul style="list-style-type: none"> <li>• Continue work with affiliated organizations, User groups and patrons, to implement and educate the public on the Township Respectful Behaviour Policy for Township facilities. Working with various users to develop positive messaging to educate, implement and advertise.</li> </ul>	RFS
<ul style="list-style-type: none"> <li>• Continue with Department efforts to train all program, summer student and aquatic staff through "High Five" – Parks and Recreation Ontario Certified Recreation program quality assurance program.</li> </ul>	RFS
<ul style="list-style-type: none"> <li>• Continued efforts by the Department to provide seamless customer service with</li> </ul>	RFS

regards to scheduling and booking of Township facilities through the development of partnerships and protocols to ensure consistency.	
<ul style="list-style-type: none"> <li>Review and revision of the Recreation Facilities Services Facility Allocation Policy, utilizing an inclusive community and user group approach.</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Continued consultation with ActiveNet to more efficiently use the online Customer portal investigation of the possibility of facility availability and booking (ice, fields) online.</li> </ul>	RFS
<ul style="list-style-type: none"> <li>Consult with staff on a review off the Customer Service Standards and Principles.</li> </ul>	CAO
<ul style="list-style-type: none"> <li>Support the “Counter Connections” staff working group which meets quarterly to discuss opportunities to improve consistency between service counters and ideas for improving service to residents.</li> </ul>	CIS
<ul style="list-style-type: none"> <li>Continue to investigate services that are offered at the Woolwich Memorial Centre.</li> </ul>	ALL