

CORPORATE STRATEGIC PLAN

2015 – 2018

Adopted – November 2nd, 2015





The TOWNSHIP of
NORTH DUMFRIES

Message from the Mayor and Township Council

On behalf of Council, I am pleased to introduce the 2015 – 2018 Corporate Strategic Plan for The Corporation of the Township of North Dumfries.

This document represents the first Strategic Plan for the Township. The completion of this Plan is a milestone for the Municipality as we plan for the future with confidence and optimism.

Strategic Planning is a process of determining one's Vision and Goals and then developing a plan of action as to how to realize those Goals. The 2015 – 2018 Strategic Plan builds upon the strengths and opportunities that have been presented to our community and establishes a blueprint that will frame our actions going forward. These actions are designed to strengthen North Dumfries' economic and social future.

It is Council's expectations that by establishing a Strategic Plan and clearly articulating the desired Goals and Objectives of the Corporation, enhancements and efficiencies will be realized through improved co-ordination between Township Departments by promoting integration through the advancement of a shared vision and organizational culture.

Township Council remains committed to working closely with our volunteers, residents and businesses, community groups and organizations in the collective and co-operative effort to make North Dumfries one of the most desirable locations in Southwestern Ontario to live, work, play and invest.

Respectfully submitted,

Susan Foxton,
Mayor



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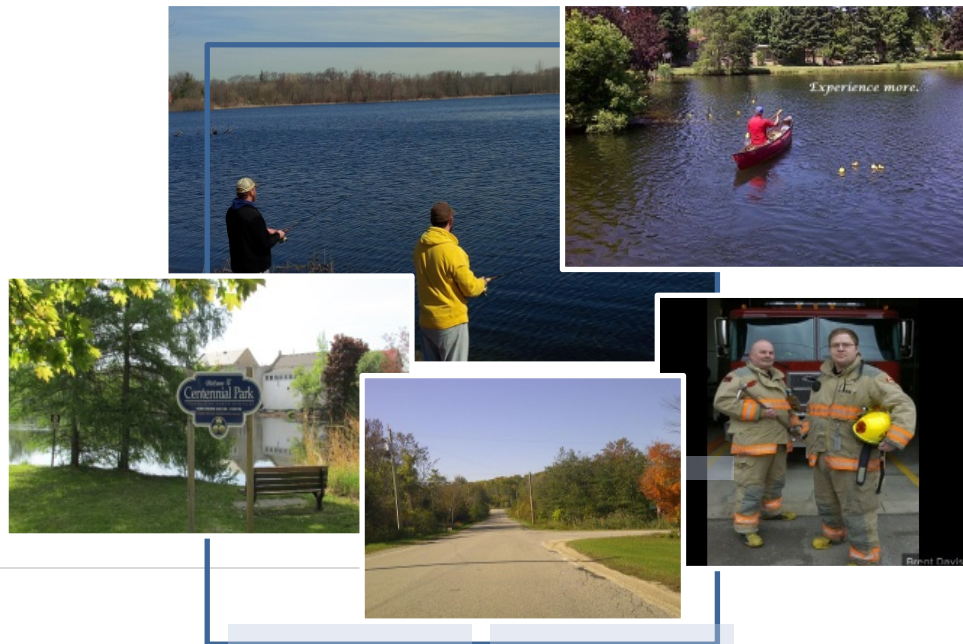
SETTING THE STAGE

Growing Community ... Change is on the horizon in North Dumfries as factors internal and external to the Municipality will be influencing the Township over the next 10 to 15 year period. Growth and Community are two key words which indicate many different aspects of the Municipality's future will be very evident and influence the creation of the Township's first Corporate Strategic Plan. The context of a Growing Community and its relevance to the Township can be identified as follows:

- 1) The phrase “growing community” recognizes the agricultural sector of our Township as a community where we “grow” produce and supply food;
- 2) The word “growing” identifies that our settlement areas and our overall Township will see a growth in population by 6,000 new residents and 2,300 new employment positions by the Year 2029;
- 3) Heritage ... North Dumfries has grown from a number of small rural communities settled along historic waterways and stage coach lines;
- 4) The word “growing” is proactive and realizes that as a Municipality we are striving to create a sense of community throughout our Township with partnerships, outreach and engagement, inclusion and diversity;
- 5) North Dumfries’ small tight knit Staff and Government are a “community”;
- 6) Service and program enhancement as “growth” will be required by Staff and the Township so that we can be efficient and resourceful in responding to the pressures associated with residential and non-residential development;
- 7) As a large aggregate producing area the Township will be responsible for helping other communities to grow throughout our Province

Understanding the Township, and, looking forward to establish a framework or lens in which to guide and shape the decision making process to ensure that Council's and the Community's plans can be realized is a key objective in the creation of this Corporate Strategic Plan. This document, to some extent, is a rubric through which Council and Staff can focus the creation of Goals, Objectives and Plans. Key to the process will be a series of questions that need to be answered:

- 1) Does this event / project work to grow the community ?
- 2) How do we express and advance the needs of our community ?
- 3) Is there a Heritage value in the emerging built form of the community ?
- 4) Can we grow in population while still maintaining that small town sense of community ?
- 5) How do we leverage and promote our rural environment ?
- 6) How do we capitalize upon our prime location in Southwestern Ontario and the Highway 401 corridor ?



Vision

North Dumfries, one of southwestern Ontario's most desirable rural communities honours its culture and heritage; where citizens and leaders strive to improve the quality of life for all residents in a sustainable and secure environment.

North Dumfries Township's vision of the future is vibrant and bold. As a rural community rich with heritage and comprised of a series of settlement areas entwined by significant natural features and active agricultural enterprises, Council understands the importance of establishing our future building upon our strengths.

North Dumfries strives to be a diverse community. We work together through the passion and interest of our volunteers, service groups, partners and dedicated Staff. Located in the heart of Southwestern Ontario, North Dumfries' ideal location and proximity to large economic centres along Highway 401 within Waterloo Region makes it the destination to work, live, play and invest.

The Township's natural beauty, extensive environmental features, quaint settlement areas, rolling countryside and sense of community is what attracts residents to North Dumfries, but it is the quality of life and diversity of opportunity that is the reason they choose to stay and become active members of our Municipality.

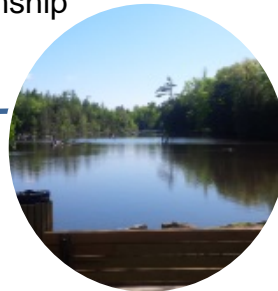


Mission Statement

Preserving and enhancing quality of life in North Dumfries through the exceptional delivery of Municipal services.

Council will accomplish this by:

- ✓ Fostering positive relationships;
- ✓ Committing to good governance through transparency, accountability, and, meaningful community engagement;
- ✓ Establishing partnerships with volunteers, service groups, non-governmental organizations, and, other public agencies;
- ✓ Making decisions to meet the needs of the present without compromising the long term opportunities and vision;
- ✓ Promoting North Dumfries' strengths and capturing sustainable opportunities;
- ✓ Ensuring Municipal service delivery supports the changing needs of North Dumfries;
- ✓ Recognizing and embracing the diversity of the Township



Values & Principles

Values and Principles guide Council, Staff and the community as we advance toward our Goals. Values and Principles should be reflected in all of our actions and decision-making. It is Values and Principles that define the culture of our Organization.

✓ *Leadership, Teamwork & Professionalism*

- Working together we achieve the highest standard of performance. Implementing these objectives ensures that we operate in a progressive, efficient and informed manner

✓ *Integrity & Respectful*

- We will continue to be professional and be transparent in our work. We will value and seek to understand all positions. We strive to be open minded and fair to all.

✓ *Accountability & Responsibility*

- We stand behind our recommendations and decisions, and, deliver on our promises

✓ *Innovative, Motivated & Passionate*

- We believe strongly in our community and its future. We will assess new approaches and methods to improve the quality of life and opportunities for the Township

✓ *Enhanced Communication & Connectivity*

- We understand the diverse interests and needs of our Township, both in an urban and rural setting. We will expand our methods of communication to establish meaningful and early dialogue with residents and businesses from across our Municipality



Strategic Directions

Council has established two major Strategic Themes that are of concern and need to be addressed to enhance or improve opportunities within the Township. These two areas of focus are each divided into Goals and Objectives. The strategic directions are all considered equally important. These two major areas of focus are linked by fiscal and social responsibilities.

VIBRANT TOWNSHIP	
GOALS	OBJECTIVES
1. Economic Readiness	<ul style="list-style-type: none"> a. Focus on business attraction, retention & expansion in advanced manufacturing, agricultural, retail and tourism industries b. Establish a Business Directory of retail & commercial businesses as one consolidated source of information for residents and visitors c. Develop a Portfolio for distribution through the Waterloo Region Economic Development Corporation (WREDC) and the Township Website to identify and promote manufacturing and major office opportunities at the Ayr Industrial Park and the Cedar Creek / Highway 401 Business Park d. Leverage the potential afforded through the Township's partnership in WREDC and the Waterloo Regional Tourism Marketing Corporation (WRTMC) e. Explore the opportunities to attract and expand business development in Downtown Ayr, and, the Township's Business Parks through the creation of Community Improvement Plans f. Expand opportunities for existing logistics and aggregate companies by attracting value added and complementary businesses



GOALS	OBJECTIVES
2. Enhanced Leisure & Recreational Opportunities	<ul style="list-style-type: none"> a. Promote and implement On & Off Road Trail opportunities for cycling and walking b. Develop a Volunteer Engagement Strategy c. Develop a Leisure Master Plan d. Develop a Fall / Winter and Spring / Summer Directory which consolidates and promotes leisure, recreation and cultural services and programming in the Township offered through the Municipality, the private sector, volunteer groups, and, non-governmental organizations e. Transition from recreational capital facilities development to Township wide community program development through partnerships with non-governmental organizations, the private sector, and, volunteer and service groups
3. High Speed Broadband Connectivity	<ul style="list-style-type: none"> a. Become an advocate and champion; foster and develop partnerships b. Prepare and develop a plan for the implementation of high speed broadband connectivity across the Township recognizing its benefits for business development, culture & entertainment, communication, and, educational pursuits
4. Wide Range of Housing Opportunities	<ul style="list-style-type: none"> a. Establish development policies in the Official Plan that promote a mix of housing styles and densities that embrace the principles of inclusiveness and integration b. Explore opportunities for second suite units c. Identify opportunities for the appropriate scale and setting for infill and intensification housing development within Ayr

GOALS	OBJECTIVES
5. Heritage Preservation	<ul style="list-style-type: none"> a. Establish the appropriate venue for rotating displays of local artifacts, displays and educational outreach in consultation with the Heritage Advisory Committee and the North Dumfries Historical Preservation Society b. Establish walking and cycling tours that entwine the history and heritage built form / cultural landscape of the Township c. Strengthen development policies in the Official Plan and other planning tools to protect & promote the heritage built form / cultural landscape of the Township of North Dumfries d. Explore the feasibility of establishing a heritage district for Downtown Ayr
6. Proactive & Sustainable Development Policies	<ul style="list-style-type: none"> a. Create an Urban Design Guidelines manual to inform the creation of new subdivisions, infill and intensification housing, redevelopment within Downtown Ayr, and, the emerging built form within subdivisions b. Develop a 'Plan of Action' for the renewal of Downtown Ayr, in consultation with the Public, Downtown landowners and Downtown business owners c. Establish an integrated On & Off Road Trail network through urban Ayr when reviewing development applications d. Review current development policies to ensure "best practices" have been employed to protect and enhance key natural heritage features e. Review current development policies to ensure "best practices" have been employed to establish new and expanding aggregate operations, inclusive of policies for timely and progressive rehabilitation of pits, and, the criterion before new pits are approved



GOALS	OBJECTIVES
6. Proactive & Sustainable Development Policies (continued)	<ul style="list-style-type: none"> f. Become an advocate and champion of aggregate practices, including monitoring of pit licenses, through participation in discussions with the aggregate industry, community groups, advisory panels, and, the Ministry of Natural Resources & Forestry g. Promote local stewardship initiatives h. Identify gaps and deficits of under serviced areas within the Township and act as a facilitator or advocate to improve awareness & opportunities for external service providers
7. Inclusive and Accessible Township	<ul style="list-style-type: none"> a. Preserve and protect the unique nature of the 'community of communities' that exists in the Municipality, but address the challenge geography and distance creates and come up with solutions that focus on 'the ties that bind the entire community fabric' b. Develop policies, services and programs that take into account the impact of an aging population c. Implement legislated requirements, with the goal of improving and expanding opportunities for persons with disabilities, and identify, remove and prevent barriers so as to ensure their full participation in the life of the community d. Work with volunteers, service groups and non-governmental organizations to ensure that people in our Township are welcome and remain part of the community



GOVERNANCE	
GOALS	OBJECTIVES
1. Accountability & Transparency	<ul style="list-style-type: none"> a. Develop a framework for management excellence, accompanied by an annual assessment of management practices and performance b. Inform residents and businesses, through an annual report card, on Municipal activities – how taxes are spent, new initiatives, successes and upcoming priorities c. Develop and publish service standards and performance targets / initiate improvement plans for Township Departments d. Post the full contents of Township Agendas, Minutes and Corporate Studies on the Website for access and viewing by the Public e. Revise the Procedural By-law to incorporate more opportunities for citizens to participate actively in Reports and Agenda matters before Council
2. Financial Strategy	<ul style="list-style-type: none"> a. Expand the Asset Management Plan with robust analysis of financial options, life cycle reviews, and, a recommended funding blueprint to keep existing infrastructure & facilities in a state of good repair b. Prepare on an on-going basis Roads Needs Studies, Bridge & Culvert Structural Assessments, and, Facilities Life Cycle Analysis to inform the Township's Asset Management Plan c. Leverage technology to code and rank Township assets to inform annual Capital Budgets and Ten Year Capital Forecasts



GOALS	OBJECTIVES
2. Financial Strategy (continued)	<ul style="list-style-type: none"> d. Ensure high financial performance standards are in place for planning and implementation of capital infrastructure projects e. Continue, on an annual basis, to explore Budget efficiencies, alternative service delivery models, and, revenue generation options
3. Enhanced Communication	<ul style="list-style-type: none"> a. Develop an interactive Website, and, continue to grow the Township's utilization of social media b. Create a Corporate Communications Strategy (with internal & external elements) which establishes the required resources, and processes to govern effective, consistent and meaningful communication throughout the Township and across all levels of the organization c. Conduct Corporate wide communication and customer service excellence programs to ensure consistency in message and delivery, and, understanding of roles and responsibilities d. Refine various methods of external outreach, including e-newsletters, interactive website formats, social media, target mailings and town hall meetings in order to ensure communications are accessible and inclusive
4. Leveraging & Seeking Out Partnerships	<ul style="list-style-type: none"> a. Engage with senior levels of Government to identify partnerships that will result in financial support and funding opportunities for local infrastructure projects that are linked back to the priorities identified in the Township's Asset Management Plan or Council approved Plans b. Initiate discussions with other "like minded" Municipalities and other agencies to identify new or creative approaches for the provision of services and/or programs designed with the objective to create efficiencies or enhanced services at a lower operating expense



GOALS	OBJECTIVES
4. Leveraging & Seeking Out Partnerships (continued)	<ul style="list-style-type: none"> c. Negotiate opportunities for partnership and collaboration with local developers interested in residential and employment development with the objective of exploring cost sharing or reducing operating / capital expenses d. Engage volunteers, service groups, and non-governmental agencies to assess opportunities to address gaps in the community and/or enhance programming opportunities for the benefit of our residents e. Grow the capacity of our volunteers and service groups through facilitation and training f. Develop a local network of volunteers to assist in community building, leisure programming and other similar initiatives
5. Establishing a Strong Corporate Culture	<ul style="list-style-type: none"> a. Conduct an Organizational Assessment that informs the current state, future needs and capacity requirements across all Departments b. Develop and implement a comprehensive Succession & Retention Strategy focussed on attracting and retaining high value talent to support municipal operations c. Research best practices to inform the development of institutional learning systems to support building capacity and Corporate memory d. Ensure sufficient funding is provided for Council / Staff training and development opportunities e. Develop a strategy to properly recognize Staff and Volunteers for their outstanding contribution and dedication to the Municipality



Projects Established by Council as Priorities

The development and implementation of the 2015 – 2018 Corporate Strategic Plan will in time accrue significant benefits for the Township of North Dumfries. Council recognizes that this document identifies key steps that build upon the strengths and opportunities of the Township, and, is designed to minimize the influence of our weaknesses and threats. The Corporate Strategic Plan will also assist in improving co-ordination between Departments by promoting integration through the advancement of a shared vision and organizational culture.

While it is recognized that Council has established Goals and Objectives that are captured within two Strategic Focus Areas, Council has also identified eight (8) projects that have been identified as Corporate Priorities. The Priorities are:

- ✓ Downtown Ayr - promote opportunities to encourage renewal & investment aligned with the pending reconstruction of Northumberland Street / Stanley Street / Swan Street
- ✓ Downtown Ayr – creation of a heritage conservation district
- ✓ High Speed Broadband Connectivity – it is recognized that quality communication technology is equally important to rural and urban areas across the Township, and, is a vital component to the quality of life of our residents and the future success of our businesses
- ✓ Urban Design Guidelines for Urban Ayr – establishing a vision for the emerging fabric of residential neighbourhoods and the need to ensure integration and co-ordination of the development of Ayr
- ✓ Creation of Trails – opportunities for tourism, healthy lifestyle and awareness of our community are all possible through the establishment of On and Off Road Trails supporting cycling and walking pursuits
- ✓ Aggregate Rehabilitation Program - it is recognized that progressive, timely and appropriate rehabilitation of aggregate operations is necessary. The Township will be an advocate and champion at the Provincial level to bring about improvements in this sector
- ✓ Volunteer Engagement Strategy – it is recognized that the quality of life in the Township is intimately linked with the capacity and breadth of our volunteers. The Township will work diligently to enhance volunteer opportunities
- ✓ Asset Management Plan – a robust document built upon technical information related to the status of our infrastructure and buildings, a sound financial strategy, and, an informed Capital Budget and 10 Year Capital Forecast based upon the priorities and ranking established through the establishment of the Plan



The TOWNSHIP of
NORTH DUMFRIES

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