



The TOWNSHIP of
NORTH DUMFRIES

CORPORATE STRATEGIC PLAN

2019 – 2022

April 27th, 2019



North Dumfries - Today, Tomorrow, Our Future Together ...

The Township of North Dumfries has developed this new Strategic Plan to identify and assess growth and development opportunities that ensure the future economic, financial, social and environmental sustainability and health of North Dumfries. This Strategic Plan emphasizes the leveraging of local assets which capitalize on the many strengths and opportunities in the area.

The Township's Corporate Strategic Plan is a long-term planning document that describes the vision for North Dumfries for a time period fifteen to twenty years in the future. In order to fulfill this vision, Township Council for the time period 2019 – 2022 has established a series of goals, related objectives and priorities that further describe the broader vision. The vision, goals, objectives and priorities provide long term direction to inform future decision making. The actions undertaken over the 2019 – 2022 time period represent the Township's current detailed plan working towards achieving the vision.

This Plan will be utilized to inform Department Business Plans, the annual Budget process and other municipal planning documents using established performance measures to ensure that resources are allocated appropriately and reported annually to identify progress, measure success and establish future goals.



Why develop a Corporate Strategic Plan ?

North Dumfries' Council has confirmed the need for a long-term vision for the entire community. There are many benefits to developing and adopting a Strategic Plan, including:

- ✓ **Understanding and responding** to community needs and expectations (social, economic and environmental);
- ✓ Developing a renewed sense of purpose / **future** direction;
- ✓ Establishing short, medium, long term goals, objectives and **priorities** that are integrated toward achieving the Township's vision;
- ✓ Identifying and **enhancing** the ability to manage change by embracing the principle that **change is continuous**;
- ✓ Mitigating potential risk through **integrated planning** and **thoughtful analysis**;
- ✓ **Improving** decision making and effective Corporate management;
- ✓ Enhancing **communication** between Council, Staff and members of the Public, and, Council and Staff;
- ✓ Strengthening and integrating the **coordination of activities** and **purpose** between Departments;
- ✓ Defining responsibilities, **accountability** and measuring success



Strategic Plan Framework ...

The structure of this Plan is as follows:

Vision Statement

- The vision is a general statement that presents a timeless inspirational view for the ideal future of the Township.

Mission Statement

- The core purpose and focus of the organization. Communicates the intended direction of the Township.

Guiding Principles

- The parameters that inform the way the Township conducts its business and operations.

Goals

- Goals are qualitative statements that highlight key issues raised during the Council led collaborative process which adds depth to the vision statement and charts the direction for the Plan.

Objectives

- Objectives are more specific statements of the general goals and describe how the goals will be achieved. Each goal may have multiple objectives. .

Priorities

- The priorities refer to specific actions that need to be undertaken during the 2019 – 2022 term of Council and will be reflected in annual Operating & Capital Budgets, and, Department Business Plans.

Implementation

- The implementation section includes the steps necessary to ensure that the proposed priorities are implemented by the Township and our partners, and, progress is measured and reported annually to Council.



Vision Statement

North Dumfries, a proud rural community that honours its culture and heritage, and, values its quality of life for its residents.



North Dumfries Township's vision for the future recognizes 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 by building upon the foundation of the community's strengths.

Located in the heart of southwestern Ontario, adjacent the large economic centres of the three cities of Waterloo region, North Dumfries' ideal location and proximity to the Highway 401 corridor makes it the ideal destination to work, live, play and invest. North Dumfries has a stable and thriving economy that includes a mix of small and large businesses, access to area goods and services, proximity to three award winning post secondary institutions, and, adjacency to diverse employment opportunities for residents.

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

Mission Statement

Serving our community to enhance the quality of life in North Dumfries.

Council will achieve the Mission Statement by:



Guiding Principles

Guiding Principles represent the framework to enact the vision. The Principles listed below articulate the standards by which the Township makes decisions and conducts its activities. The Corporate Strategic Plan is framed by the following Principles

- **Commitment to the Strategic Plan as a long-term planning document;**
- **Broad outreach and engagement with partners, businesses, community groups and residents to ensure an inclusive community;**
- **Recognition and encouragement of community contributions and volunteerism;**
- **Leverage partnerships;**
- **Dignity, integrity and respect in terms of our actions, deliverables and decisions;**
- **Leadership in Corporate management;**
- **Progressive Corporate excellence and continuous improvement;**
- **Commitment to on-going training and the investment in the professional development of Staff**



Pillars to Success – Key Strategies

Community Growth & Economic Prosperity

A vibrant community where residents feel a sense of pride, connected and active. A community that is defined by a belief in shared values and inclusivity. Respect for the community's heritage and rural traditions. A strong competitive economy that fosters entrepreneurship, stimulates opportunity, and, enhances the community's attractiveness for investment.

Goal 1 Economic Readiness

Objectives

- a. Create, implement and regularly update an Economic Development Strategy
- b. Explore opportunities through the Township's partnership in the Waterloo Economic Development Corporation to elevate business support services such as a concierge service for non-residential development approvals
- c. Work with community partners to promote local employment practices / opportunities for local businesses and residents
- d. Identify and enact progressive policies and standards that support / grow the opportunity for small home-based businesses and live / work opportunities
- e. Update policies and standards that focus on business attraction, retention and expansion for advanced manufacturing, logistics, agri-business ventures and the agricultural sector



- f. Assess the need for additional employment lands designed to provide a suitable inventory of vacant land to accommodate a mixture of business activities and appropriately respond to the economic demands of the area
- g. Work with regional, provincial and national partners to promote North Dumfries as a preferred location for business investment

Goal 2 Downtown Ayr

Objectives

- a. Advance forward with the implementation of the workplan as set out in the Downtown Ayr: Strategic Plan of Action for Revitalization
- b. Prepare a master plan for the Ayr Ice House Precinct to ensure a coordinated vision for the Municipal land holdings adjacent the Nith River that promotes public space and accessibility
- c. Construct the urban square adjacent the Cenotaph at the intersection of Northumberland and Stanley Streets

Goal 3 Tourism

Objectives

- a. Create, implement and regularly update a Tourism Strategy
- b. Leverage and promote the four season recreational opportunities of the GRCA Forest Blocks and area trail network
- c. Leverage and promote the opportunities to be realized through Cycling Tourism



- d. Update and enhance a walking tour through Downtown Ayr and the adjacent residential neighbourhoods in a form that can be posted on the Township website and an app for mobile devices
 - e. Leverage and grow the Township's capacity in the Waterloo Region Tourism & Marketing Corporation
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Goal 4 Develop Complete Neighbourhoods

Objectives

- a. Collaborate with residents and the development community to ensure future growth includes a mixture of housing opportunities to meet the requirements of a diverse population
- b. Work with residents and the development community to achieve intensification targets to 2031 in the Township's Official Plan that respects the character of long established neighbourhoods
- c. Identify and implement an integrated on and off-road trail network that promotes cycling and walking in neighbourhoods and connections to other key areas of the community



- d. Establish a hierarchy of parks and open space to meet the future needs and requirements of a growing community. Parks and open space should be viewed in the context of both recreational opportunities, and, a meeting place designed to accommodate people of all ages and abilities
 - e. Update the Township's Built Heritage Inventory designed to create a more robust and focussed document that identifies and protects for the longer term buildings of significant heritage value and/or cultural / architectural interest
 - f. Incorporate traffic calming measures into the emerging residential neighbourhoods, and assess where practical, the opportunity to establish new traffic calming measures within established neighbourhoods
 - g. Actively participate in the Region of Waterloo's Municipal Comprehensive Review exercise to ensure that the Township's residential and non-residential growth requirements through to Year 2041 are articulated and protected
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Goal 5 Alternative Transit

Objectives

- a. To work in collaboration with the Region of Waterloo to establish an alternative transit delivery model as a pilot project that facilitates the ability of residents to migrate between their residence to areas of shopping, professional services, education, and, employment. This program would be designed and tailored to service both the urban and rural areas of the community
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Goal 6 Enhanced Broadband Connectivity

Objective

- a. Work in collaboration with the Southwestern Integrated Fibre Technology (SWIFT) Network and other partners to advance forward with the implementation of enhanced broadband connectivity for residents and businesses across the community
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Goal 7 Natural Gas Service Extension

Objective

- a. Work in collaboration with the franchised service provider to facilitate the extension of natural gas service to rural areas within the community
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Pillars to Success – Key Strategies Recreation & Leisure

To support a healthy and active community. Our community places great value on a holistic lifestyle and is respectful of the varying needs of our residents.



Goal 1 Trail Development

Objectives

- a. Update the 2014 Trails Master Plan with the objective of identifying core trail systems (on and off-road) to be developed by the Municipality on a priority rating basis
- b. Confirm and identify trail networks (on and off-road) developed and maintained by area partners, and, to promote these trail facilities
- c. Map the trail network (on and off-road) throughout the Township in a form that can be displayed on the Township's website and an app for mobile devices
- d. Assess opportunities to develop partnerships or leases to access lands to facilitate priority trail connections



Goal 2 Recreation Program Delivery

Objectives

- a. Facilitate a Township wide community recreation program through partnerships with non-governmental organizations, the private sector, volunteers and service groups. Under this model the Township is not the direct delivery agent. The Township identifies community needs and then works with potential service providers to facilitate programming opportunities
 - b. Where appropriate, the Township will consider entering into programming partnerships to deliver components of residents recreational / leisure needs
 - c. Create a Leisure Strategy designed to inform the needs and requirements for recreation and leisure programming, future recreational facilities, and, enhancements to existing facilities and outdoor space
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Goal 3 Library Services

Objective

- a. Explore opportunities that facilitate and enhance the interaction / integration of services / programs offered through the Ayr Library Branch and the broader profile of leisure demands of residents
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Goal 4 Higher Order Recreational Activities – Partnerships

Objective

- a. Explore the opportunity to develop partnerships with adjacent Municipalities with respect to Township resident's access to higher order recreational facilities such as an indoor pool
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Goal 5 Ayr Bicentennial Event – 2024

Objective

- a. Planning and preparation for events to recognize the 200th anniversary of Ayr which will occur in 2024.
 - b. Develop and recommend to Council legacy project(s) to recognize and memorialize the bicentennial anniversary of Ayr.
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Pillars to Success – Key Strategies Environment & Sustainability

The Township is bisected by both the Grand River and the Nith River. Extensive forested areas, wetlands and other key natural heritage features dominant the Municipality's landscape and provides a wonderful natural habitat for wildlife and diversity in the form of flora and fauna. The Township also recognizes that Climate Change is real and that adaptive measures must be implemented locally to respond to this reality.

Goal 1 Climate Change

Objectives

- a. Develop, implement and regularly update a Conservation & Environment Strategy. This document should identify measures to be employed by the Municipality to provide responsive and progressive deliverables responding to climate change and how the Township as a Corporate Leader will implement programs, public education & outreach, and, direct delivery change in terms of business activities associated with Township facilities, fleet, etc.
- b. In cooperation with partners, identify opportunities for area wide public education and outreach to improve community awareness on climate change and the principle of “think globally act locally”
- c. Assess the linear infrastructure network and determine what changes may be required to accommodate / mitigate against risk arising from the influences of Climate Change
- d. In cooperation with partners identify revised engineering standards to inform the future infrastructure network to mitigate against risk arising from the influences of Climate Change



Goal 2 Responsible Aggregate Land Use Activity

Objectives

- a. In coordination with the Ministry of Natural Resources & Forestry, explore the feasibility for the implementation of a pilot project for the Township to deliver local enforcement over “nuisance” related complaints / concerns associated with aggregate operations
 - b. Be an advocate on the cumulative impact of aggregate operations on the natural environment (including the ground water regime), area road network, and, adjacent sensitive land uses dealing with matters such as noise, dust, etc.
 - c. Be an advocate on the issue of progressive comprehensive rehabilitation of aggregate operations that ensures the timely restoration of lands to a desired end state
 - d. Be an advocate on the responsible importation of inert fill material into aggregate operations undergoing site rehabilitation
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Goal 3 Site Alteration By-law

Objective

- a. Develop a revised Site Alteration By-law for the Township in consultation with the community
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Goal 4 Establishing a Program for Legacy Projects

Objective

- a. Explore the feasibility of partnering with a Community Foundation or similar organization to establish a program to receive financial donations, bequeaths, etc., that are designed to raise funds to support the acquisition of Legacy scale projects. These Legacy projects could include matters such as: acquisition and/or restoration of heritage properties, acquisition of threatened environmentally sensitive lands or features or other similar initiatives. These Legacy projects define our community and would be acquired / enhanced for the longer term to maintain the Township's heritage, culture or key community assets.
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Pillars to Success – Key Strategies

Governance & Financial Strategy

Infrastructure represents the foundation of any community. It includes items such as roads and bridges, water & wastewater systems, facilities, parks and open space which keep the community functional and people moving. Ensuring that the necessary structures, facilities, services and systems are well established and maintained all contribute to increased capacity, growth and investment. The success of the Municipality depends on public trust and confidence. The relationship with the public is achieved through open, transparent and fair decision making, responsible financial management, responsive customer service delivery, and, effective communication and outreach.

Goal 1 Fiscal Responsibility

Objectives

- a. Establish an Asset Management Policy
- b. Update and maintain the Township's Asset Management Plan and associated funding strategy with a minimum ten-year forecast. The objective is to ensure that the Township's linear infrastructure network, facilities, parks and open space are maintained in a state of good repair
- c. Establish a Debt Management Policy
- d. Establish a Fleet Management Policy
- e. Identify the implications of growth (residential and non-residential) and through the Development Charges Background Report and associated By-law ensure the appropriate financial recovery mechanism to deliver the infrastructure and facilities necessary to accommodate growth



- f. Ensure balanced consideration of social, economic and environmental factors when making fiscally responsible practices / policies associated with new programs and services, and/or, enhancements to existing service levels
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Goal 2 Community Engagement & Communication

Objectives

- a. Undertake a review of electoral reform focussing on the size and composition of Council and the election of members of Council (ward vs elected at large)
 - b. Acknowledging the rural / urban interface of the Township, undertake the development of a comprehensive Public Communication Strategy with multiple outreach channels
 - c. Build relationships with key stakeholders and community collaborators
 - d. Reinvigorate volunteerism within the community by building their capacity through facilitation and training
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Goal 3 Strong Corporate Culture

Objectives



- a. Develop and implement a comprehensive Succession & Retention Strategy focussed on attracting and retaining high value talent to support Municipal operations
 - b. As a Corporate culture recognize that continuous improvement and the need to embrace change are guiding principles
 - c. Leverage changes in technology to improve operational efficiency
 - d. Invest on an annual basis to ensure appropriate Council and Staff training, including the professional and leadership development of Staff
 - e. Identify and promote opportunities for partnerships, joint initiatives and similar programs to deliver programs and services with area municipalities, both within and adjacent to Waterloo region
 - f. Develop a Branding Strategy for the Township
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Goal 4 Township Civic Centre

Objective

- a. Develop for the consideration of Council options (interim and long term) for the establishment of a new Municipal Office for the Corporation
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Projects established by Council as Priorities: 2019 – 2022



The development and implementation of the 2019 – 2022 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 weaknesses and threats. The Corporate Strategic Plan will also assist in improving co-ordination and integration between Departments by promoting a shared vision and organizational culture.

While it is recognized that Council has established Goals and Objectives that are captured within four Key Strategy Areas, Council has also identified eight (8) projects that are deemed to be Priorities to be completed during this term of Office (2019 – 2022). These Priorities include:

- ❖ ***Asset Management Plan & Funding Strategy*** – a robust document built upon technical information related to the status of the Township's linear infrastructure network, buildings and fleet, and, developing a sound financial strategy to fund the future life cycle replacements of these assets thereby keeping them in a state of good repair
- ❖ ***Employment Lands Strategy*** – expand the inventory and ready supply of a mixture of employment land use activities that responds to and aligns with the locational attributes and demands of the area.
- ❖ ***Advocacy*** – strong and consistent advocacy with our partners designed to leverage opportunities to enhance programs and services for matters such as high-speed broadband connectivity, natural gas service extension in the rural areas, and, proactive aggregate land use activity.
- ❖ ***Conservation & Environment Strategy*** – adapting to Climate Change and outlining the changes to be undertaken by the Municipality as a Corporate Leader in terms of business and operational practices
- ❖ ***Training & Professional Development of Staff / Council*** – the investment on an annual basis so as to strengthen the Township and provide the tools / capacity to respond to continuous improvement and change



- ❖ ***Intensification Land Use Strategy*** – focussing on land use policies and strategies that are designed to respect the character of long established neighbourhoods while simultaneously fulfilling the Township’s obligations to achieve the 2031 intensification targets
- ❖ ***Leisure Services Strategy*** – the assessment of existing facilities, parks and open space, and, the forward-looking review and analysis of emerging needs, programs and facilities that will respond to the changing requirements and needs of Township residents from the perspective of recreation and leisure services
- ❖ ***Ayr Ice House Precinct*** – identifying the opportunities and phasing strategy to be pursued in this precinct of Downtown Ayr that will promote public access to the Municipal landholdings and creating a destination for community focussed activities





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**The Corporation of the Township of North Dumfries
North Dumfries Community Complex
2958 Greenfield Road
P.O. Box 1060
Ayr, Ontario NOB 1EO**

Telephone (519) 632-8800
Fax (519) 632-8700
Email mail@northdumfries.ca
Website www.northdumfries.ca

