WELLINGTON NORTH
SEMPER PORRO

2019 - 2022

Corporate Strategic Plan

COUNCIL'S PRIORITIES AND INITIATIVES

ELECTED COUNCIL
2018 - 2022

MAYOR
Andy Lennox

WARD 1 COUNCILLOR
Dan Yake

WARD 2 COUNCILLOR
Sherry Burke

WARD 3 COUNCILLOR
Lisa Hern

WARD 4 COUNCILLOR
Steve McCabe

A MESSAGE FROM
YOUR MAYOR
AND COUNCIL

On behalf of Council and staff at the Township of Wellington North, I am pleased to present the 2019-2022 Corporate Strategic Plan. Our strategic plan is an essential roadmap for the Township that is designed to guide decision making, align organizational efforts and prioritize actions and resources specific to the plan's implementation.

The development of this document is a direct result of the feedback received from residents and local businesses, municipal staff and members of Council. It articulates community expectations and presents the desired future vision of Wellington North in which we continue to drive the community towards prosperity, sustainable development and competitive positioning.

This is an exciting time for our community. Although the Strategic Plan has been developed on paper it's important to note that the process is only beginning. We recognize that some of the priorities and initiatives identified are wide in scope and susceptible to external forces that can impact how we move forward. Meeting the future while strengthening our Township is never a finished process and with that, the process to create a strategic plan of change exceeds one term of Council.

We're counting on your continued participation to help our Township achieve our collective vision and are grateful for the time you invested throughout this process. We are honoured to work with you to implement the building blocks that will chart the Township's transformation in the decades to come.

Andy Lennox, Mayor
Township of Wellington North

VISION

The Township of Wellington North will continually strive to provide the best service(s) possible, within the available resource base, with a focus on proactively identifying and meeting key community needs, investing in our team, and communicating broadly with property owners, residents, employees and visitors.

MISSION

The Township of Wellington North is a team of dedicated volunteers, elected officials and professional staff who are committed to providing high quality service(s) and information to property owners, residents and visitors in order to generate high levels of community pride and happiness.

MOTTO

"Semper Porro"
Forever Forward

Consultation Timeline

2018 December — Briefing, Design and Preparation

2018 December — Senior Management Workshop
December 12, 2018

2019 January — Front Line Employee Staff Sessions
January 30, 2019

2019 January — Business Input Session
January 30, 2019

2019 March — Community Input - Online Survey
March 2019

2019 April — Council / Management Workshop
April 1, 2019

2019 April - May — Development of Draft Strategic Priorities
April 22 - May 20, 2019

2019 May — Draft Strategic Priorities to Council for Final Approval
May 27, 2019

Strategic Areas of Focus

Modernization and Efficiency

Partnerships

Municipal Infrastructure

Alignment and Integration

Modernization and Efficiency

1.0   Modernize Municipal infrastructure through:

    1.1   the development of a Community Energy Plan that delivers a roadmap to leverage opportunities to conserve energy, reduce carbon footprint and direct our community to a sustainable supply of energy

    1.2   to champion the expansion of affordable high-speed broadband to rural and remote areas for residents to effectively experience various economic, educational and social advantages

2.0   Review and implement evolving technological architecture, systems and tools to modernize the delivery of services and create internal efficiencies

    2.1   Internal: enhanced IT infrastructure, digital record keeping, password management, team collaborative tools for staff to work and communicate from anywhere e.g. cloud-based technology, SharePoint, OneDrive, internal conferencing/communication technology

    2.2   External: streamline customer payment/booking processes e.g. online payment system, online booking (rec)

3.0   Ensure technological systems and tools are frequently reviewed to keep pace with community needs.

4.0   Refresh external communication strategies that seeks a more effective way to a) connect the public and businesses with relevant resources, and b) for the public to receive information, updates, policies etc. in a timely manner by:

4.1 enhancing and strengthening online presence through the continued use and expansion of various platforms

4.2 leveraging technology to increase transparency, accessibility and resident access and participation

4.3 the creation of a user-friendly, interactive website

4.4 centralizing online information, online resources and websites to streamline user experience and enable efficient access to materials

4.5 developing an online repository to direct and support newcomer residents

5.0 Cultivate staff development and training that will:

5.1 build an agile organization capable of rapidly responding to evolving landscape, multidirectional communication and complex collaboration with residents, partners, colleagues and stakeholders

5.2 increase the capacity of staff to contend with accelerating digitization, increased volume of work and fast changing priorities

5.3 increase efficiencies in processes and the capacity to adopt new technologies and methods

5.4 encourage the redeployment of existing staff resources to support areas of growth wherever possible

5.5 capture an accurate picture of unnecessary duplication and outdated processes, practices and misdirected efforts. Develop and implement action plans to redirect and streamline practices

Partnerships

6.0 **Be an advocate for residents on the following topics:**

    6.1 diversity in housing options, which includes partnerships for attainable housing/transitional housing

    6.2 continued recruitment of qualified Heath Care professionals

    6.3 County-wide transportation system

7.0 **Increased collaboration and partnerships with other organizations and municipalities to share resources, cost sharing and potential cost recovery fees wherever possible.**

8.0 **Coordinate and champion a central volunteer centre and increase the promotion of the Arts, Culture and Heritage within the community.**

Municipal Infrastructure

9.0 Ensure the maintenance, refurbishment and new construction of municipal infrastructure, including:

    9.1 continued focus on the delivery of the Arthur Wastewater Plant expansion

    9.2 roads, bridges, sanitary, water, stormwater management with consideration of new water storage and treatment to ensure safe drinking water and adequate flow

    9.3 the extension of streets to address traffic congestion and safety (e.g. Industrial Drive, Mount Forest Drive and Wells Street)

    9.4 recreation facilities upgrades and refurbishment of parks, trails and mapping, bike paths, signage and naming rights

    9.5 continued progress with ad-hoc Committees of Council related to Mount Forest aquatics and Arthur BMX/skateboard parks

10.0 Develop a sewage allocation policy to provide direction and guidance for the Township's allocation of wastewater services that will steer forecasted growth and best meet the needs of the Township.

Alignment and Integration

11.0 Align and comprehensively integrate multiple documents, master plans and reviews for operational consideration. More specifically, work plans will be created in relation to the following targets:

Community Growth Plan

11.1 Downtown Revitalization: incentives for new businesses, new resident and workforce attraction, reduce the number of vacant commercial buildings, review related policies to align with enhanced business development objectives

11.2 Growth: decision making based on premise of "orderly, appropriate and compact development" with consideration for:

a) the alignment of related infrastructure plans (e.g. zoning by-laws, Arthur and Mount Forest Servicing plans) to work in concert with Township direction and growth needs (housing types, business attraction etc.)

b) emphasis on planning social, cultural and economic growth

c) review traffic flow and pedestrian safety as part of new development applications

Recreation Master Plan

11.3 Continue to work with the official Recreation Master Plan, with a focus on:

a) increased programming at existing facilities

b) expansion of programming for youth and seniors where appropriate

c) the development, where possible, of an interconnected trail system

Asset Management Plan

11.4 Manage risk and maximize benefits through the refresh of an asset management plan

11.5 Develop a comprehensive plan to scale organization with growth (office space, resources, tools, additional staffing etc.)

Organizational "Infrastructure"

11.6 Develop and integrate a change management plan to manage the people side of change in order to achieve required business outcomes

11.7 Review, align and integrate organizational behaviours, systems and practices to ensure consistent messages and desired destination (e.g. compensation, culture, employee development system, policies, conduct, collaboration etc.)

11.8 Cultivate current and future leaders