



Our Strategic Planning Process

1

Community Satisfaction Survey (Winter 2023)

to identify key community priorities via an online survey and phone poll

2

Council Workshop (April 2023)

to understand (a) community priorities and (b) what Council would like to achieve

3

Staff Consultation (April/May 2023)

to gather staff's perspective on (a) key community issues, (b) service delivery and continuous improvement, and (c) corporate values

4

Steering Committee & Project Team Workshops (May/June 2023)

to make sense of all the findings and feedback to date



Our Strategic Planning Process (continued)

5

First Draft of Strategic Planning Framework (June 2023)

including priorities, objectives, and success statements

6

Stakeholder Consultation (July 2023)

to gather feedback and input on the draft strategic plan framework

7

Final Draft of Strategic Plan (Fall 2023)

for Council's consideration and approval



Results of the Community Satisfaction Survey (Winter 2023)

Community members identified the following priorities:

- Recreation facilities, activities, and events
- Road maintenance and repair
- Community safety (policy, by-law)
- Communications between residents and the Township
- Growth management
- Affordable housing



Results of Council Workshop (April 2023)

Council identified the following considerations:

- Planning and Growth
 - plan for growth, succession, and finance
 - increased affordable housing
 - increased local business development
- Communication and Engagement
 - improved communication with residents
 - greater use of partnerships
 - increased sense of community, belonging, and participation
- Community Service
 - increased recreational opportunities
 - increased use/preservation of green space
 - maintaining service excellence



Results of Staff Consultation (April/May 2023)

Staff identified the following considerations:

- Increasing staffing capacity
 - (i.e. addressing vacancies, staff engagement, training, and satisfaction)
- Managing growth
 - (i.e. pace, urban plan, infrastructure, and business support)
- Investing in recreation
 - (i.e. programs, staff, facilities, and access to greenspace)
- Increasing affordable housing
- Identifying and upholding TWN's values
- Community service
 - (i.e. communication, bylaw)



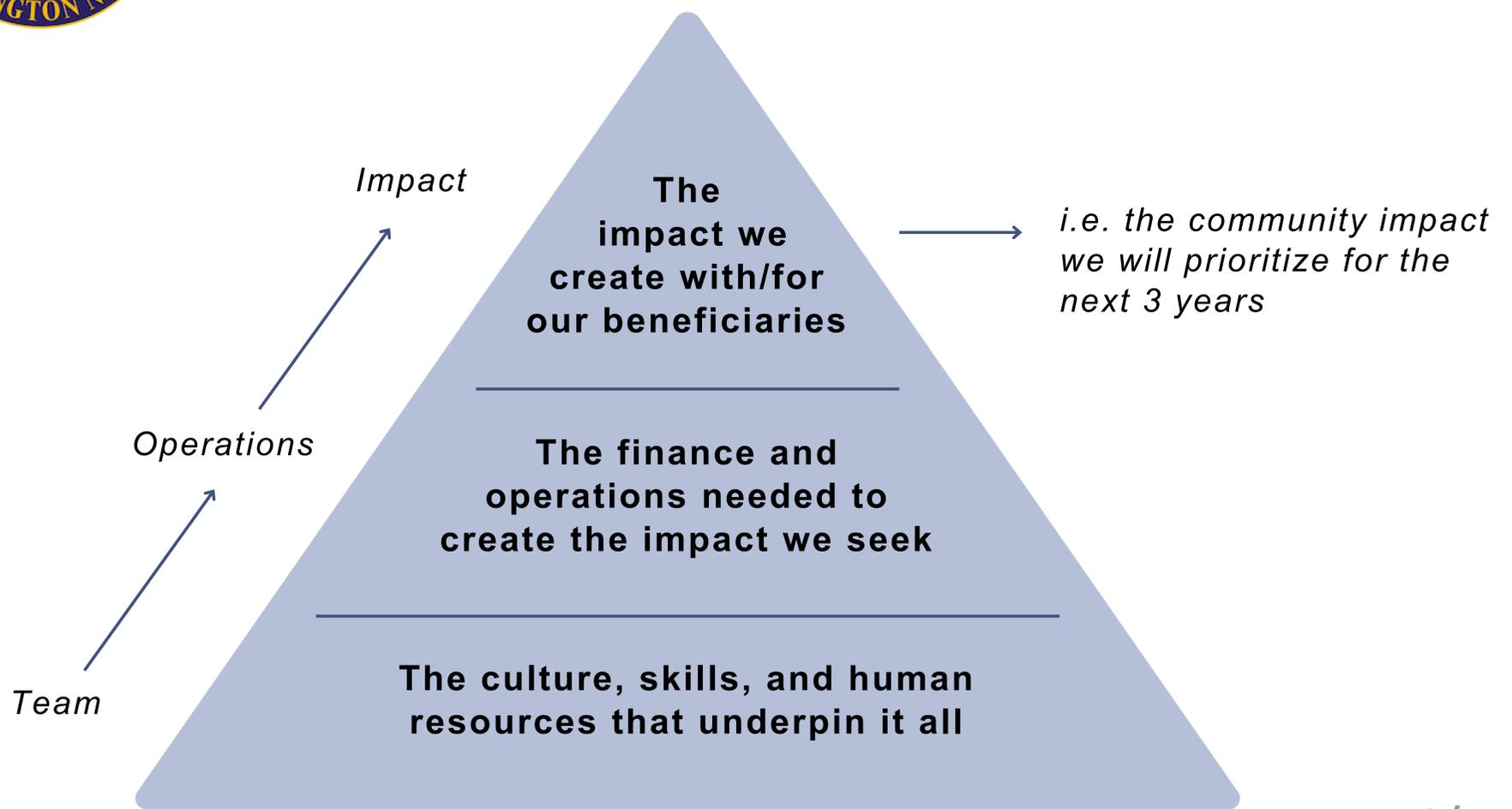
Emerging Issues (June 2023)

The Project Team combined all of the input gathered between Winter and May 2023 into a list of emerging issues:

- External community engagement and communication (e.g. sense of community, partnerships, social media, info and platforms, and engagement)
- Community Services (e.g. delivery models, service improvement, bylaw, community engagement, maintaining core services and levels of service, maintaining customer service levels)
- Staffing (e.g. internal communications, values, engagement, burnout, structure, recognition, culture and morale, training, workspace, capacity, succession, and transfer of knowledge)
- Recreation (e.g. increasing facilities, increasing programming, green spaces, funding)
- Growth Planning (e.g. retail, affordable housing, business development, revenue, infrastructure, partnerships, growth aligned to infrastructure and equipment, facilities)



The Strategic Planning Framework



NOTE: this board will be printed in landscape (36" width x 24" height)



Shortlisted Strategic Priorities

The list of emerging issues was further refined into a shortlist of Strategic Priorities:

Impact

A growing, safe, inclusive, and sustainable community

Operations

Advance methods and platforms for engaging and bringing the community together

Deliver quality community services and superior customer service, attuned to community need

Shape and support growth for the benefit of existing and future residents

Team

Increase staff engagement, retention, and capacity



The Impact We Seek to Create

Strategic
Priority

**A growing,
safe, inclusive,
and sustainable
community**

Success
Statement

N/A

Objectives

N/A



The Finance & Operations We Need In Place *(1 of 3)*

Strategic
Priority

**Advance
methods and
platforms for
engaging and
bringing the
community
together**

Success
Statement

**TWN has
increased
community
engagement
and cohesion
(e.g. through
volunteerism,
social media,
and partner-
ships)**

Objectives

**Streamline
communi-
cation
platforms
and use
technology
efficiently**

**Develop and
engage in
purposeful
community
partnerships**

**Celerate the
community
(e.g. share
success
stories)**



The Finance & Operations We Need In Place *(2a of 3)*

Strategic
Priority

Deliver quality community services and superior customer service, attuned to community need

Success
Statement

TWN has maintained, enhanced, and improved services in balance with community needs and wants

Objectives

Sustain, expand, and balance resources to keep up with growth and infrastructure needs

Define service levels and align their delivery to best match population growth and wants



The Finance & Operations We Need In Place *(2b of 3)*

Strategic
Priority

**Deliver
quality
community
services and
superior
customer
service,
attuned to
community
need**

Success
Statement

**TWN has
maintained,
enhanced,
and improved
services in
balance with
community
needs and
wants**

Objectives

**Continuously
improve
service to
strive for the
greatest
effectiveness
and efficiency**

**Create and
grow partner-
ships**



The Finance & Operations We Need In Place *(3 of 3)*

Strategic
Priority

Shape and support growth for the benefit of existing and future residents

Success
Statement

TWN has maintained and supported growth for a sustainable and inclusive community

Objectives

Update the Growth Management Strategy

Update and develop master plans and studies

Improve TWN's ability to adapt to change

Maximize a variety of housing types for all



The Team & People That Will Underpin It All

Strategic
Priority

Increase staff
engagement,
retention,
and capacity

Success
Statement

TWN is an
employer of
choice, with
highly
engaged and
capable staff

Objectives

Ensure staff
resources are
directed
toward
community
priorities

Improve team
building and
staff culture

Ensure
competitive
compensation

Identify and
uphold our
organizational
values