



# **TOWN OF WHITCHURCH-STOUFFVILLE**

## ***2011-14 Corporate Strategic Plan***

Approved November 15, 2011



# Agenda

- 1. Strategic Plan Importance and Framework**
- 2. Community Survey Findings**
- 3. Vision, Mission, Values and Slogan**
- 4. Strategic Plan Priorities and Goals**
- 5. Strategy Execution and Next Steps**





# Strategic Plan Importance

1. Charts a future course of action to ensure municipality's effectiveness in the long run – "A Blue-Print for Success"
2. Provides decision-making framework, guiding Council and staff in priority setting, work plans and budgets
3. Facilitates prioritizing limited resources and capital expenditures in environment of competing interests
4. Provides opportunity for dialogue, communicating priorities and managing expectations
5. Builds organizational capacity, collective vision and helps deliver high quality public services
6. Enhances employee performance and strategic alignment with municipal goals
7. Reporting plan progress facilitates accountability & transparency





# Strategic Plan Framework



Adapted from T. Plant, *Strategic Planning for Municipalities*



# Community Survey Findings

## ➤ **Town Quality of Life**

- 96% satisfied or very satisfied with quality of life

## ➤ **Unique Town character**

- Friendly / Welcoming / Country / Small town feel
- Peaceful / Safe / Great / History

## ➤ **Distinguishing features**

- Small town feeling / Welcoming / Caring
- Heritage / Natural environment / Location and proximity to amenities

## ➤ **Issues the Town should address**

- Balanced growth / Improve road system
- Economic prosperity: more stores, local economy, jobs, downtown revitalization

## ➤ **Potential areas for improvement**

- Road & sidewalk, water/sewer maintenance, traffic control, safety measures
- Public consultation and communications
- Neighbourhood planning, environmental protection
- Child/Youth recreation programs





# 2011-14 Vision, Mission, Values and Slogan

## Vision

Ontario's most welcoming and vibrant small town

## Mission

Achieving service excellence for our great community

## Values

**ACHIEVERS:** Town council, staff and volunteers demonstrate:

- **Accountability.** *We are accountable and transparent in our actions.*
- **Commitment.** *We embrace our public service role.*
- **Honesty.** *We serve with honesty and good character.*
- **Inclusiveness.** *We are a caring, inclusive community, and promote volunteerism.*
- **Excellence.** *We are committed to excellence, in partnership with our community.*
- **Vision.** *We are progressive and innovative in meeting community needs.*
- **Efficiency.** *We ensure the best value for money.*
- **Respect.** *We respect each other.*
- **Safety.** *We promote safe and healthy communities.*



## Slogan

Country Close to the City



# 2011-14 Corporate Strategic Plan Priorities and Goals

## **1.0 Community Prosperity and Sustainability**

*Theme: Balanced growth, environmental protection, economic development, tourism, community character and identity*

- 1.1 Preserve and enhance community rural/urban character, beauty and heritage
- 1.2 Balanced land use planning – environment, economic and social considerations
- 1.3 Orderly/phased development
- 1.4 Economic development and job creation
- 1.5 Tourism development
- 1.6 Corporate marketing and branding

## **2.0 Fiscal and Asset Management**

*Theme: As stewards of the public trust, manage the Town's resources in a fiscally responsible manner, promote partnership opportunities and advance Town interests*

- 2.1 Increase revenues and reduce costs
- 2.2 Sustainable long term fiscal plan for all infrastructure and buildings
- 2.3 Explore partnerships to deliver new infrastructure/services
- 2.4 Long term asset management and infrastructure planning, including adequacy of reserves
- 2.5 Promote inter-government relations and local government advocacy

## **3.0 Service Excellence & Community Engagement**

*Theme: High quality, citizen-centred services, responsive to the needs of informed and involved citizens*

- 3.1 Enhance teamwork and promote collaboration
- 3.2 Priority to core services and optimum service levels
- 3.3 Foster a strategically aligned and engaged workforce, where people are challenged, recognized and valued
- 3.4 Promote leadership, employee and volunteer development
- 3.5 Master planning for municipal operations
- 3.6 Advance customer/client service excellence
- 3.7 Enhance communication with and engagement of residents and businesses

## **4.0 Quality of Life**

*Theme: Encompasses community safety, diversity, promoting healthy lifestyles, leisure and culture; complements community prosperity and sustainability*

- 4.1 Develop and maintain effective community health and safety services
- 4.2 Enhance public safety through collaboration
- 4.3 Leisure and cultural development
- 4.4 Promote diversity, accessibility and inclusiveness
- 4.5 Cultivate healthier lifestyles and greener communities



# Strategy Execution and Next Steps

## ➤ Strategy Execution

- Alignment of department plans with strategic plan
- Multi-year initiatives and actions
- Staff input and education
- Strategic plan will guide decision-making, priority setting and allocation of resources
- Performance measures to evaluate success in achieving strategic goals and furthering the Town's vision

## ➤ Next Steps

- Strategic plan implementation including communications plan, future budgets and business plans







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### Priorities

1. Community Prosperity and Sustainability
2. Fiscal and Asset Management
3. Service Excellence and Community Engagement
4. Quality of Life

*"Country Close to the City"*