

WOLLASTON TOWNSHIP

STRATEGIC PLAN

UPDATED JANUARY 2013



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Council's Message

The scope of municipal politics has changed. A Strategic Plan is a valuable part of a long range business plan, which is now a requirement to apply for and compete for municipal grant funding from provincial and federal sources.

The process also fosters good communication. Council values input from the community to help shape the ongoing vision of where this municipality wants to be 5, 10, 15 years from now. The Strategic Plan will be revisited annually so that it remains pertinent and logical and will be the major contributor to establishing priorities for projects and spending. Council is committed to ensuring that the Strategic Plan is implemented by municipal staff. Council is also committed to accepting public input into the plan and treating it as a living document, updating it as necessary.

Our Vision

Transparent, effective, sustainable governance will lead this growing community into the future by providing affordable and well managed services to support the quality of life expected by our residents. The traditions of our rural heritage welcome newcomers and visitors alike to share the peacefulness of our community. Residents are proud to live, work, conduct business, raise families, play and retire in Wollaston Township.

Our Mission

The key goals and objectives summary outlined in the plan is the roadmap to guide Council. Open, accountable, innovative leadership by elected municipal officials supported by a strong administrative team will develop the partnership needed to create sustainable action plans and achieve our vision.

Wollaston Township Key Goals and Objectives

Communication	Environmental Sustainability & Stewardship	Governance	History & Heritage	Infrastructure & Facilities	Protective Services	Recreation & Lifestyle	Revitalization & Growth
Council to citizens	Provide proactive sustainable waste site management	Provide sound financial management	Protect, maintain and promote township's History, heritage and pioneer sites	Identify deficiencies in current municipal infrastructure	Provide appropriate levels of service for:	Provide support for Recreation Committee, cultural groups, community initiatives and events	Offer comprehensive planning and development services
Council to senior levels of Government	Monitor watershed viability	Manage budget planning and taxation process		Identify roads upgrades and projects	Police (OPP)	Encourage use and development of community recreation facilities	Maintain Coe Hill Streetscape initiatives
Council to staff	Consider environment in all service areas	Identify, apply for & obtain project funding		Improve community facilities	By-Law Enforcement (municipal)	Improve the economic, physical and social well-being of our community	Build on the tourism potential for the area
Staff to Council	Be aware of ways to control municipal energy use	Partner with neighbouring municipalities		Operational management of roads, municipal properties and structures	Fire prevention and protection	Provide support for the Wollaston and Limerick Union Public Library	Provide support for growth and stability ideas and initiatives
Staff to staff		Conduct council business in a professional, open, and transparent manner			Maintain updated Emergency Response Plan and EMO Compliance	Provide park facilities for the benefit of all residents	
Solicit input from public & community groups		Develop & retain qualified personnel					
Develop public awareness strategies		Maintain a positive team approach between council & staff					
Broaden use of information technology		Embrace communication technologies					
		Ensure by-laws meet current legislative requirements and municipality's needs					

Communication

Establish effective flow from:

Initiative	Action	Deliverable	Target Accomplishments
Council to citizens	Use all practical media Update Notice By-Law	- Include updates in newsletter and monthly flyer - Maintain Website with current information - Post announcements on Community notice board - Community Meetings	- Ongoing - Update website quarterly, more user friendly - Ongoing - When required
Council to senior levels of government	Management & Council to ensure appropriate messages sent to senior government representatives on important issues	- Resolutions, - Supporting Resolutions, - Letters - Conferences - Open House	- Ongoing
Council to staff and Dept. Heads Dept. Heads and staff to Council	Quarterly reports to Council	- Written & Verbal reports from Dept. Heads	- Ongoing
Staff to staff	Staff meetings & daily interaction	- Schedule meetings	- Ongoing - Quarterly all staff meetings - Quarterly Department head meetings
Solicit input from public & community groups	Pro-active invitation to meet with Council Encourage participation on Committees of Council Encourage pre-registration of volunteers	- Public notice of meetings	- Ongoing - Advertise using monthly flyer
Develop public awareness strategies	Use all practical media Create advertising strategy	- Conduct public surveys - Investigate benefits of print advertising	- As required - Develop simple print ad - Develop slogan or "tag-line"
Broaden use of information technology	Continuously improve township website Support broadband service delivery	- EORN broadband project	- Spring 2014

Environmental Sustainability and Stewardship

Initiative	Action	Deliverable	Target Accomplishments
Provide proactive sustainable waste site management	Work with consultants to ensure MOE compliance Investigate additional diversion programs Increase ratepayer involvement Progressive Closure to Transfer Station Reduce reliance on outside consultants Investigate joint service agreements	- Mattress and furniture program - Review Recycling Strategy - Open house, Handouts at waste site - Utilize remaining P&E funds - Capital planning - Site planning - Complete "Datacall" internally - Joint staff training - Joint Collection Days (HHW & E-Waste) - Work with Multi-municipal waste committee to align recycling provider contracts.	- Yearly, ongoing - Ongoing - 5-7 years - Ongoing - Ongoing - Ongoing - 2014
Monitor watershed resources in conjunction with Crowe Valley Conservation Authority	Encourage sustainability Seek input from governing bodies Implement Septic Re-Inspection Program	- Input from staff - Increase public education component - Improve access to files	Ongoing - 2014 - Ongoing
Consider environment in all service areas	Enforce Comprehensive Zoning By-Law protection of Environmentally Protected Lands Support Water quality initiatives to protect our lakes Reduce paper use in administrative office Encourage car-pooling to training and conferences	- Encourage residents to test private wells	- Ongoing - Monthly flyer - Ongoing - Ongoing
Be aware of ways to control municipal energy use	Prepare and implement energy conservation and demand management plan under Regulation 397/11 of the Green Energy Act Review Energy consumption for all municipal buildings Research funding opportunities	- Obtain funding, communicate initiatives	- July 2014 - Ongoing - Ongoing

Governance

Initiative	Action	Deliverable	Target Accomplishments
Provide sound financial management	Monitor financial policies for reserves, investments, budgeting and debt management	- Treasurer and CAO/Clerk to recommend policy & operational changes as necessary	- Ongoing - More focus on long range capital budget planning - Review Asset Management Plan
Manage budget planning and taxation process	Annual budget review by staff and council to set tax rate to fairly meet the needs of the township and ratepayers	- Council adopts accountable budget & tax rate	- Ongoing
Identify, apply for & obtain project funding	Develop list of priority projects	- Road rehabilitation - Bridge Rehabilitation - Fire Hall Facility - Library Facility - Addition to Pavilion Roof	- Monitor funding opportunities
Partner with neighbouring municipalities	Initiate & participate in selected opportunities	- Cost Sharing - Joint Service agreements	- Ongoing - Investigate partnerships with: Waste and recycling providers Recreational programming Coe Hill School
Conduct council business in a professional, open & transparent manner	Proactively encourage public attendance at Council meetings Fewer Closed Sessions	- Communicate meeting schedule to public - Post public documents of interest on Township webpage	- Ongoing - Ongoing
Develop & retain qualified personnel	Provide and fund appropriate education opportunities	- Succession Planning	- Ongoing
Maintain a positive team approach between Council & staff	Seek out and consider feedback from Council & Staff	- Employee & Council satisfaction	- Ongoing
Embrace Communication Technologies	Periodic Review and assessment	- Stay current	- Investigate paperless agendas
Ensure by-laws meet current legislative requirements and meet municipality's needs	Update existing by-laws Provide appropriate enforcement	- Enforceable by-laws - Enforcement arrangements in place	- Ongoing - 2014

History and Heritage

Initiative	Action	Deliverable	Target Accomplishments
Protect, maintain and promote township's history, heritage and pioneer sites	Support Wollaston Heritage Inc.	<ul style="list-style-type: none"> - Administrative Support when requested - Develop liaison: Heritage/Revitalization/Friends of the Library Supply Wollaston Heritage Minutes to Council 	
	Support Warriors Day Events	<ul style="list-style-type: none"> - Administrative Support when required - Include event in Township publications and on webpage 	
	Support Coe Hill Agricultural Fair and Society	<ul style="list-style-type: none"> - Administrative Support when required - Include event in Township publications and on webpage - Fair books available at Township office 	
	Support Royal Canadian Legion	<ul style="list-style-type: none"> - Administrative Support when required - Include event in Township publications and on webpage 	

Infrastructure and Facilities

Initiative	Action	Deliverable	Target Accomplishments
Identify deficiencies in current municipal infrastructure	Review Infrastructure and Roads Needs Studies Review Asset Management Plan Obtain input from Department Heads Identify priority capital projects	- Implement long range capital planning for infrastructure and asset repair and replacement - Develop priority list	- Ongoing - Ongoing - Ongoing
Identify roads upgrades and projects	Review Infrastructure & Roads Needs Studies Review Asset Management Plan Identify priority capital projects Engage Hastings County in re-considering a County funded roads system for primary highways.	- Apply for Municipal Infrastructure Initiative Funding - Include appropriate funding for most urgent projects in operating budget	- when available - Ongoing - Reeve McCaw to represent
Improve community facilities	Allocate human resources for analysis of facilities Allocate financial resources	- Obtain infrastructure grants - Develop capital plan to tie to budget	- Ongoing - Ongoing
Operational management of roads, municipal properties and structures	Review service levels for roads standards Review service levels for winter controls	- Quarterly Department Head reports for Council - Develop Level of Service Policy	- Ongoing - 2014

Protective Services

Provide appropriate levels of service for:

Initiative	Action	Deliverable	Target Accomplishments
Police (OPP)	Service Contract	<ul style="list-style-type: none"> - Updates from Bancroft Detachment Staff Sgt. To Council - Participation in BACPAC - Investigate ways to reduce calls for service 	<ul style="list-style-type: none"> - Ongoing review - 2014
Municipal by-laws	Update by-laws Enforcement arrangements in place		<ul style="list-style-type: none"> - Ongoing
Fire protection	Develop comprehensive prevention program Maintain trained volunteer staffing Work towards new fire hall facility	<ul style="list-style-type: none"> - School Visits, Open House, Newspaper ads - Inspections upon receipt of complaint - Encourage attendance at training sessions - Offer training opportunities - Investigate funding opportunities - Contribute towards fire dept. capital reserves 	<ul style="list-style-type: none"> - Proactive program of prevention - Ongoing - Ongoing - Ongoing - Ongoing
Maintain an updated Emergency Response Plan	Annual Review of Plan Annual Exercise	<ul style="list-style-type: none"> - Identify and make required changes - Improve relevance by considering appropriate scale, and involving other Townships - Reduce reliance on outside consultants, certify staff to conduct exercises. 	<ul style="list-style-type: none"> - Annually - Ongoing

Recreation and Lifestyle

Initiative	Action	Deliverable	Target Accomplishments
Provide support for Recreation Committee, Cultural groups, Community initiatives and Events	<p>Encourage participation in annual community events</p> <p>Encourage community involvement and support</p> <p>Continue partnership with the Coe Hill School</p> <p>Allocate human resources to research and write funding proposals</p> <p>Provide some financial support to community recreation programs</p>	<p>- Family Day gathering, Canada Day events and fireworks, Christmas parade and gathering</p> <p>- Invitation to participate in Township organized events</p> <p>- Investigate funding opportunities</p>	<p>Ongoing</p> <p>- Local government week</p> <p>- Provide waste, fire prevention and emergency management education programs</p> <p>- Offer use of community facilities (e.g. skating)</p> <p>- Ongoing</p>
Encourage use & development of community recreation facilities	<p>Promotion of programming</p> <p>Promotion of Pavilion Equipment Rental</p> <p>Identify desirable future projects or initiatives</p>	<p>- Improved communication to citizens</p> <p>- Develop program/procedure for lending</p> <p>- Apply for funding as needed and available</p>	<p>- Ongoing</p> <p>- Ongoing</p> <p>- Offered as in-kind for programs in neighbouring municipalities</p>
Improve the economic, physical and social well-being of our community	<p>Develop regional partnerships</p> <p>Encourage use of local businesses and facilities</p>	<p>- Joint programming and funding applications</p>	<p>- In-kind support for recreational programming in neighbouring municipalities</p>
Provide support for Wollaston and Limerick Union Public Library	<p>Financial support</p> <p>Provide financial administration</p> <p>Promotion and support for programming</p>	<p>- Recognize the cultural importance of the library</p> <p>- Offer in-kind support and use of community facilities</p> <p>- Encourage and facilitate community partnerships</p>	<p>- Ongoing</p> <p>- Ongoing</p>
Provide park facilities for the benefit of all residents	<p>Allocate resources to maintain and improve existing facilities</p>	<p>- Nellie Lunn for non-motorized use</p> <p>- Centennial Park</p> <p>- Public Beach</p> <p>- Bicycle skills park</p>	<p>- Trail maintenance and development</p> <p>- 2014</p>

Growth and Stability

Initiative	Action	Deliverable	Target Accomplishments
Offer comprehensive planning and development services	Encourage new development, commercial and residential, in the Township	<ul style="list-style-type: none"> - Reduce barriers to development - Review Comprehensive Zoning By-Law - Be helpful and friendly 	<ul style="list-style-type: none"> - Develop information/FAQ sheets - 2014 - Ongoing
Maintain the Coe Hill Streetscape initiatives	<p>Façade improvement through CIP</p> <p>Allocate appropriate resources to main street revitalization</p>	<ul style="list-style-type: none"> - Expand eligibility area - Maintain flowers and seasonal banners - Encourage partnerships to maintain community gardens - Complete landscaping at pavilion 	<ul style="list-style-type: none"> - 2014 - Ongoing - Ongoing - 2014
Build on the tourism potential for the area	<p>Develop more community events</p> <p>Work with Hastings County on regional strategy</p> <p>Support partnerships</p>	<ul style="list-style-type: none"> - Promote County Economic Development initiatives - Develop new community partners 	<ul style="list-style-type: none"> - Website, post program information - Ongoing
Provide support for economic development ideas and initiatives	<p>Create implementable economic development strategies</p> <p>Participate in regional economic development committees and activities</p> <p>Strengthen local business & encourage investment</p> <p>Encourage work and living opportunities that are responsive to the needs of the people who live in the community</p>	<ul style="list-style-type: none"> - Ongoing - Facilitate use of County resources - Support for NHEDC 	<ul style="list-style-type: none"> - Work with Hastings County Economic Development to identify opportunities. - Ongoing -Ongoing