



Township of Wellington North

Strategic Plan 2015 – 2018 Draft 2

Approved in principle by Council of the
Corporation of the Township of Wellington North

*Prepared by: Wayne Hussey Consulting Inc.
June 16th, 2015*

BACKGROUND

On June 2, 2015, staff members of the Township of Wellington North gathered at the Municipal Offices in Kenilworth to participate in a rapid yet practical strategic planning process as designed and facilitated by Wayne Hussey Consulting Inc. Staff participated in one of three input sessions to provide ideas on potential activity that would improve the performance of the municipality. Their ideas were recorded and distributed to all staff in the Township after the event. Each group also contributed language towards a Township Mission Statement.

On June 9, 2015, the management team of the Township gathered to provide their ideas on improving the performance of the municipality. They also contributed language to the Mission Statement and a Vision Statement. Finally, of the ideas generated from all staff, the managers created a list of Strategic Priorities. Their content was directed to members of Township Council.

On June 16, 2015 members of Council and the Management Team met together to do a final review of the Draft Mission and Vision, to order the Key Strategic Priorities and to assign and initial evaluation of the financial implication of each priority. This is all presented below:

MISSION – WHO WE ARE TODAY

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

VISION – OUR DESIRED FUTURE

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

It is important for this Plan to present the realities of our government and community relation. We are the sole provider for many key services in which our community has little choice in choosing who they receive services from. That promotes a much closer relationship than in communities where more choice is available.

KEY STRATEGIC PRIORITIES (the best of the staff and management ideas)

1. To assemble a Task Force to provide Council with advice on how to develop a near term, medium term and long term Community Growth Plan that addresses the projected 40% population growth and the growth in the employment base (from 6,000 today to 9,000 in 20 years) including topics such as:

- Transportation
 - Determination of the growth areas of our community
 - Addressing the capacity issue of the Arthur Wastewater Treatment Plant
 - Economic Development
 - Official Plan Zoning
 - Recreation Master Plan
 - Development Fees/Financial Plans and Budgets
 - Infrastructure maintenance and growth
2. To develop a comprehensive Human Resource Plan that will advance the Township of Wellington North into an employer of choice. The Human Resource Plan should address:
 - A plan on how to fund a Human Resource position
 - Bring all Job Descriptions up to date
 - Apply a Performance Appraisal process for all Departments and staff
 - A Training Plan to address required skill improvements in staff
 - Ensure consistent application of HR policy and protocols across all Departments
 - Investigate an Employee Assistance Program
 - Develop a Staff Retention Plan
 - Develop a Key Position Succession Plan
 - Develop a Key Position Mentoring Plan to ensure knowledge and skill transfer from retiring employees
 - Investigate more flexible work hours
 3. To conduct a Township wide Community Service Review. This review should include:
 - A Needs Assessment of services requested and required
 - Identification of service gaps and methods of filling those gaps
 - Ensuring consistent service levels throughout the township
 - A Customer Service Survey to understand how well we are delivering our services now and ways to improve
 - Review our current “landlord” status in a number of facilities
 4. To create a Corporate Communication Strategy focusing on consistent professional information sharing within the corporation. Ensure the communication plan addresses:
 - Improve speed, volume of information and accuracy
 - Improved use and content of our website
 - Use of both “hi tech” social media methods and traditional methods strategy – website, twitter, signage, papers, notices in bills, etc.
 - Communication of municipal policies corresponding to high frequency issues (brush pick up, garbage pick-up)
 5. To develop a consistent Brand and Identity for the Township, Staff and Council. Ensure it is consistently used on staff clothing, tools, vehicles, and all other materials (letterhead, email signatures, etc.)
 6. To ensure we promote a positive and healthy work atmosphere that fully engages staff. We must eliminate department “silos”, promote more group activities for all staff, and encourage healthy lifestyles and increased safety for all employees.

7. To explore new strategic partnerships where additional resources can be accessed in order to meet the service needs of our community (neighbours, services clubs, etc.)

COUNCIL RANKINGS OF PRIORITIES

Key Strategic Priority	Priority Ranking	Perceived Financial Implications (Low, Medium High)
Community Growth Plan	1	To be determined
Community Service Review	2	Low
Human Resource Plan	3	Medium/Low
Corporate Communication Plan	4	Medium/Low
Brand and Identity	5	Low
Positive Healthy Work Environment	6	Medium/Low
Strategic Partnerships	7	Low

ROLL OUT PROCESS

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| 1. Plan sent to CAO | WHCI, June 16, 2015 |
| 2. Plan reviewed by Council for edits | June 30, 2015 |
| 3. Plan presented at Council for approval in principle | July 13, 2015 |
| 4. Plan presented to the Community for input | September 2015 |
| 5. Input reviewed and Plan adjusted | October 2015 |
| 6. Plan presented to Council for formal approval | November 9, 2015 |