

2024 CORPORATE BUSINESS PLAN



A COMMUNITY OF CHOICE WOOLWICH TOWNSHIP

Sustainable Growth Practices
Forward Looking Investment in Infrastructure
Effective Communication
Responsible Fiscal Planning
Safe, Active and Environmentally Friendly Communities
Solid Governance



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Message from the Chief Administrative Officer

What a year we had in 2023. Over and above the normal community building work, the Province created many challenges for us as a result of the fluctuations and changes to many of their decisions regarding the greenbelt, the Regional Official Plan, the Regional Government Reviews and Planning responsibilities. Unfortunately, the fluctuations and changes created extra work that took staff away from their regular duties and challenged our ability to stay focused on the actions outlined in the corporate business plan. We can only hope that 2024 will provide greater stability and continuity, so we can get back to accomplishing the truly important work that is crucial to the residents and businesses that we serve.

As Council and the community are aware, we are now in the midst of developing a new Community Strategic Plan to guide the Township over the next ten years. For the fiscal year 2024, we will need to be mindful of the areas of focus and priorities outlined in the current Strategic Plan, but also give proper consideration to the insights that have been shared to date coming out of our in-person and on-line engagement opportunities for the new Community Strategic Plan. Managing growth continues to be top of mind for many people. As does, appropriate investment in our infrastructure. As well, people have noted that they want active and safe communities which translates into the continued importance of healthy communities with vibrant recreational facilities and passive public and open spaces. Beyond these traditional areas of focus, the community is looking for more emphasis and focus on issues such as affordable housing, climate change and sustainability, and support for diversity, equity and inclusion. There's no doubt that the community has high expectations for the Township to deliver effective results in a multitude of areas. The challenge has been, and will continue to be, the ability to deliver on all of these priorities, but still maintaining a reasonable level of taxation.

To ensure that there will be an appropriate tracking mechanism in place concerning the progress being made regarding the implementation of the new Community Strategic Plan, the new strategic priorities will be implemented through the Corporate Business Plan. This new format will articulate the success that is being made in terms of implementing the Community Strategic Plan, as well as the corporate planning and related actions that are being recommended to Council to further advance the new Plan. Reporting this information in a user-friendly way is important so that Council, and the public will clearly see progress being made in terms of the implementation of both the Community Strategic Plan and the related Business Plan.

Progress will be measured, tracked and presented by Senior Management as part of the submission of the regular Quarterly Reports to Council throughout each fiscal year. This way everyone has an opportunity to see how the Township is doing in terms of acting on the strategic priorities and have an understanding of the state of the Township's budget and finances. To accomplish this there will need to be strong alignment between the Community Strategic Plan, the Corporate Business Plan and the Annual Budget.

We hope you enjoy reviewing the Corporate Business Plan for 2024, and we look forward to presenting and discussing its contents with Council.

David Brenneman
December 1, 2023



Overview and Outlook

Over the last few years, staff have mentioned that it felt that Woolwich is at a definite crossroads point in our history. We still believe that to be true, but we now believe that it has been accentuated by the provincial government changes, competing priorities and shifts in direction, as well as the strong growth and development pressures that the Township continues to experience.

Initial engagement with the community regarding priorities for the new Community Strategic Plan occurred in the Fall of 2023, and early in the new year there will be engagement sessions with Council and Senior staff regarding the insights that have been shared. While the timing of the pandemic and related impact has delayed our start it will no doubt have an interesting impact and influence on the development of a new Community Strategic Plan for the next ten years because of the life lessons that have emerged during this time.

The fundamental question that will need to be answered as we all look forward is does Woolwich continue to see itself as a traditional small rural municipality? Or in fairness is it time for Woolwich to come of age and recognize that as a result of the continued significant growth and development pressures, major infrastructure challenges and the investment that is required in building and addressing healthy community priorities, we need to truly develop a vision with strategic priorities and actions for a modern and progressive semi-urban municipality that remains committed to enhancing its agricultural roots? As part of this reflection, we will also need to ask ourselves what level of financial investment will be required to accomplish such goals.


Looking to the future, as a result of the implementation of the direction outlined in the Regional Official Plan, there's no doubt that the Township will continue to be impacted by unprecedented growth and development pressures. Woolwich is a popular and attractive place to live and do business. Based on the directions outlined in our Official Plan and related Settlement Plans, new growth will be phased and staged, so that we focus on building sustainable, complete communities. However, this will require unwavering vision and commitment to ensuring that the organization is appropriately resourced to meet the challenges ahead. With growth, one can expect that Woolwich will continue to see a mix of residential, retail and industrial uses through new development and intensification within existing built-up areas.

With all of this new development, there will continue to be an influx of new residents, young families and businesses. With growth, comes an expectation for services and infrastructure needs that will be required to be added to our current service delivery and existing asset inventory. The new and existing residents and businesses, will at the very least expect that we will maintain current service levels, and as necessary enhance levels of service and new programs, and provide upgraded and new facilities which provide for a great quality of life and ensure the development of healthy communities. The new infrastructure, along with the existing, will need to be properly maintained. All of the above will require adequate staffing, facilities, equipment and financial resources to keep pace with the expectations that come with a growing community.

Future success in service delivery will continue to be incredibly challenging because the Province continues to legislate and regulate new requirements but has yet to provide the necessary funding for implementation. As well, with the Ontario Municipal Partnership Fund (OMPF) grant reductions and continued downloading expected, it will be challenging to fund the new Provincial requirements from other local revenue sources. Woolwich is a growing municipality, and as such we will face the opportunities and challenges that come with growth. We need to be able to properly plan for and address them.

Challenges Ahead

The Township faces significant challenges associated with service delivery and infrastructure renewal and replacement. The primary areas of focus will need to be not just roads and bridges work and water



and sewer capital works, but also ensuring that new developments are providing quality infrastructure installations and ongoing maintenance of information technology (IT) systems, as well as park and municipal facility maintenance.

In addition to addressing the infrastructure deficit, it will be critical to invest in smart community type initiatives so that post-pandemic the public is able to continue to interact with the Township in a virtual way through an online presence and via smart phone applications.

Investment in infrastructure that develops and sustains healthy, safe and active communities will also need to be a priority. In the past, the Township has relied on the work of the Region to address local affordable housing needs. Now the Township recognizes that it needs to commit resources and be an active partner with the Region on addressing affordable housing and the broader issue of affordability. Resources will be required to address climate change and the Township's commitment to sustainability including broader regional strategies.

There is no doubt that we will face many competing priorities - climate change and sustainability, housing crisis, homelessness, economic development opportunities, diversity and equity, infrastructure needs, alternative forms of transportation (active transportation, transit, trails), mental health, inflation costs, aging population, recreation needs etc.

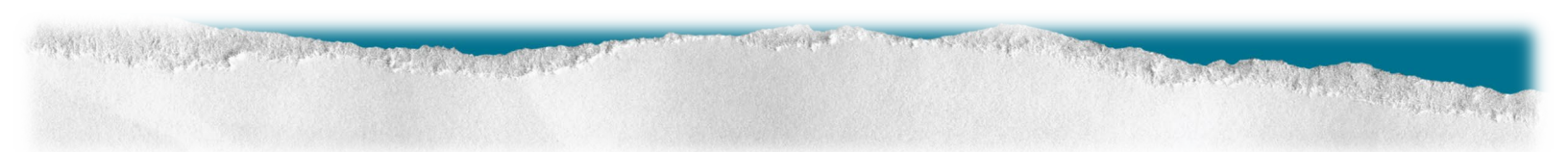
The completion, and ongoing monitoring, of the 5-year detailed capital budget is critical to allow for the implementation of an infrastructure renewal program which is based on a fiscally sustainable plan. As well, municipalities must continue to work in tandem with AMO to advocate at the Provincial and Federal levels for alternative sources of revenue. The traditional property tax and user fee model is not sustainable. The infrastructure levy, as modified by Council, has certainly helped the municipality start to address the infrastructure deficit, but the Township will need to continue to advocate for, and rely on, predictable and sustainable infrastructure funding from the federal and provincial levels of government. A crucial component to being successful will be compliance to the Province's Asset Management legislation and ensuring a long-term fiscal commitment to the Township's asset management inventory and program.

Without increased support from the Federal and Provincial levels, and if AMO's proposal to see a share of the sales tax is not supported, the Township will have to re-visit the whole discussion about debt. The question will be for the appropriate capital programs or projects; will it be acceptable to look at a strategic level of debt financing as an option for investment in community infrastructure? Unfortunately, when one looks at the capital forecast, we must seriously start to question whether the current funding levels result in a sustainable capital program.

Healthy Community

Even with the above noted pressures, it will be very important for the municipality to stay focused on building a healthy and inclusive community. We need to implement the strategic directions that will promote healthy living and active lifestyles, as well as actions that will ensure that we are creating a community that is safe, inclusive and accessible. Support for the sustainability of the natural environment needs to be a priority. As Council is well aware, the Township has made two aggressive and ambitious commitments to addressing climate change that being the reduction of 80% of our carbon footprint by 2050 and the more immediate target of a 50% reduction by 2030. In addition, there has been the added focus of our obligations relative to the actions required coming out of the Region-wide community energy investment strategy, climate adaptation and resiliency and the development of a carbon budget. Further there will be priorities and related work concerning tangible solutions for addressing equity, diversity, inclusion and belonging in the community and the broader region.

Following the pandemic, we need to continue to provide better opportunities for people to engage in activities that help with managing their mental health and emotional well-being and assist with improving their sense of belonging. A shift in focus to develop more and improved places for people to plan and



connect will be important so that we are creating the most vibrant community for people to live, work and play. Provincial advocacy in terms of higher levels of funding will no doubt be required.

Collaboration

The joint service delivery review initiated by the four Townships did result in new opportunities for collaboration in terms of the delivery of municipal services and programs in the areas of fire/emergency management, information technology, communications, and library services. In 2024, discussions will continue with the Region regarding improving the Rural Library system in terms of governance and discussions regarding the most efficient and effective model going forward.

There will also be opportunities over the next few years to look at ways to improve the two-tier system of government in terms of service delivery and “who does what”. Currently, the Region and all of the Area Municipalities are jointly looking at efficiencies, and roles and responsibilities in the processing of development applications and responding to direction from the Province with mandated timelines.

Economic Recovery

Economic Development in 2023 will largely continue the focus on recovery efforts for our existing businesses as well as exploring future employment lands. Business recovery will target our businesses hardest hit by implementing a short-term Tourism Recovery Strategy, projects to support main streets, and engaging in a comprehensive BR+E initiative aimed to assist other important sectors such as agriculture, manufacturing, health care and construction. The focus on future employment lands will seek a proactive solution to increase the supply of shovel-ready employment lands within the Township.

Business Plan Development

To the best extent possible, the Business Plans accommodate the infrastructure renewal program and growth management focus, and they outline work programs that allow for sensible investment in Township services, programs and infrastructure, which will help foster a healthy community. This is complemented by a commitment to developing the employees of the corporation, and ensuring basic labour resources are available, to meet the infrastructure renewal demands and future growth pressures. None of the above is possible without continued investment in stable and prudent governance.

Commitment to the Strategic Plan

Commitment to customer service, particularly in terms of program delivery and go forward plans for managing the relationships with our community and residents’ associations, will be critical as we try to maximize the use of the existing and new quality of life facilities that were built as part of the capital facilities program. We are looking to continue to improve on our methods of customer service and communication with the public to ensure that residents and businesses are properly serviced, informed and engaged. As well, dealing with the increasing public pressure to try and bring harmonization and equalization between all the communities is a new challenge that we face.

To ensure all of the above, the Business Plan objectives of each department are closely aligned with the strategic plan.

The following Corporate Plan is inclusive of the guiding document, the Strategic Plan, which provides a framework for the goals of the Business Plans of each department, all of which are supported and complemented by the consolidated budget of the Township.

Respectfully submitted on behalf of the Senior Management Team.

David Brenneman,
Chief Administrative Officer

The image features a central teal-colored area with a white, torn-paper border at the top and bottom. The text "Corporate Accomplishments in 2023" is centered in white, bold, sans-serif font. The teal background is a solid, vibrant shade of blue-green.

Corporate Accomplishments in 2023

The initiatives pursued in 2023 which complemented ongoing operations and programs, were both exciting and challenging. The various projects included all departments and services. Some of the more noteworthy Township projects completed, or ongoing, during the year included:

Focus Area: Planning for Growth and Exploring Economic Development Opportunities

- ✔ Initiate Secondary plan process for the Breslau area surrounding the Airport
- ✔ Respond to Province with respect to legislation including review of settlement area boundaries through ROPA 6, identification of housing priorities and commenting on legislation changes through Bill 109 and the 2023 Provincial Policy Statement
- ✔ Prepare Bill 23 transition plan to respond to removal of regional planning responsibilities
- ✔ Participate in working group for development of joint Green Development Standards with the area municipalities in the Region of Waterloo
- ✔ Ensured accurate delineation of natural environmental features through updates to the GIS mapping
- ✔ Implemented policy to allow for the municipal approval of Temporary Extension of Outdoor Licensed Premises (liquor licences)

Focus Area: Healthy Communities

- ✔ Host the Canadian Para Hockey Team 2023 Training Camp and US Series
- ✔ Undertake an Active Transportation Master Plan to develop guiding principles and strategic direction for enhancing trail connectivity throughout the Township
- ✔ Work with the Community to support the 1st annual Woolwich Pride and the 1st annual MultiCultural event
- ✔ Support TWEEC with the restoration/enhancement of “The Elmira Nature Reserve”, transforming Township property in Elmira into an exemplar of native biodiversity for both trails use and as educational purposes
- ✔ Ensure the accurate delineation of natural features through development applications and updates to GIS mapping
- ✔ Update Township mapping with the most up to date natural environmental mapping as it comes available from the Grand River Conservation Authority
- ✔ Council provided funding and approved updated policy for a new Equity, Diversity, Inclusion and Belonging grant category
- ✔ Work with the Community to support the 1st annual Woolwich Pride event and the 1st annual Woolwich Multi Cultural Festival
- ✔ Deliver the 6th “Seniors Active Living Fair” in partnership with Community Care Concepts, Woolwich Seniors Association and Woolwich Community Health Centre
- ✔ Implement standby power generator at Breslau Community Centre, allowing for the facility to act as a back-up Emergency Operations Centre
- ✔ Awaiting delivery of the new Pumper for St. Jacobs from Metz Fire and Rescue

Infrastructure Maintenance and Transportation Planning

- ✔ Completion of Active Transportation Master Plan
- ✔ Updated the Engineering Design Manual to standardize and guide future development
- ✔ Completed State of the Infrastructure inspections for the entire road system

- ✔ Initiated sewer I&I renewal projects in St. Jacobs and Breslau
- ✔ Completed the annual paving program
- ✔ Continued with gravel roadway conversions in the south-east quadrant of the Township
- ✔ Undertook a leak detection program of the municipal water distribution system
- ✔ Replacement of aged water system in Maryhill
- ✔ Elmira North Sanitary Pump Station renewal
- ✔ Breslau East Side Lands Servicing and Transportation planning assessments

Communication with the Public and the Marketing of Municipal Services

- ✔ Explore opportunities for collaborative efforts and strategies relating to Communications with other Townships and Regionally (Region-wide comms group established)
- ✔ Explore options for enhanced digital screens for customer information and advertising at the Woolwich Memorial Centre with the opportunity for expansion to other facilities in the future
- ✔ Create simplified permit applications for non-OBC permits to provide residents with easier form and provide better customer service

Best Managed and Governed Municipality

- ✔ Completed follow-up from the 2024 Municipal Election including posting candidate financial statements online with no requests for compliance audits
- ✔ Completed the 2024 Council orientation program, including training on accessibility, Township vs Regional services and a Facilities/Roads Tour as well as social media, Indigenous reconciliation, Waterloo Economic Development Corporation and Explore Waterloo Region in collaboration other with Area Municipalities
- ✔ Appointed new members to Township boards and committees for the term of Council as well as appointing new members throughout the year as positions became vacant
- ✔ Changed the Council meeting schedule to reduce the total number of meetings at Council's request
- ✔ Renewed agreement with Agree Inc. for Integrity Commissioner services to support public accountability and transparency
- ✔ Completed the document digitization project with funding provided by a Provincial Municipal Modernization Grant
- ✔ Added chapters and thumbnails on previous YouTube Council meetings to make it easier to watch parts of meetings and encourage public engagement
- ✔ Received feedback from the Township's 2SLGBTQ+ Ad-hoc Working Group on a multi-year plan to support and celebrate 2SLGBTQ+ people, friends, family and allies who live, work and play in the Township and implemented or started implementing: the first pride flag raising ceremony, rainbow business stickers, joining the UNESCO Coalition of Inclusive Municipalities and a rainbow bench
- ✔ Implemented a new HR training software system to streamline orientation and ongoing staff development, including Equity, Diversity, Inclusion and Belonging staff training
- ✔ Update the Noise By-law including amendments requested by Council
- ✔ Implement online tracking system to keep the public informed of development applications and planning projects

- ✔ Implement planning process changes to respond to Provincial legislation and expedite planning approvals with shortened timeframes.
- ✔ Created standard permit review letters with compiled comments from building, planning and development engineering to provide customers with consistent and consolidated information
- ✔ Online services and payments implemented for the following services:
 - Dog tags through DocuPet contract
 - Freedom of Information (FOI) requests
 - Winter overnight parking passes for municipal lots
 - Drain Layers



Individual Department Summaries

Chief Administrative Office

Executive Summary

The purpose of a business plan is to summarize the activities of an organization or department, and to demonstrate how those activities contribute to the overall strategic direction and vision. It is a framework for decisions and promotes and respects the values of the organization in service standards and delivery.

This plan, like other departmental plans, includes measures for effectiveness for specific services, and assumes responsibility for integrating performance measures corporately, and directing the organization's pursuit of efficiency, effectiveness, and optimal performance.

The Chief Administrative Office's commitment and obligation to provide leadership and efficient general management of the corporation through corporate alignment and policy implementation is guided by the direction of Council. Those directions are implemented in a timely and efficient manner through appropriate means and controls. The Office initiates and facilitates opportunities and activities within the limitations of federal and provincial legislation, professional standards, and municipal by-laws towards corporate efficiency, effectiveness, and economy. Affecting, guiding, and influencing the direction and services within the CAO's Office are major policy documents such as the Municipal Act, Employment Standards Act, Labour Relations Act, Emergency Management and Civil Protection Act, and the Township Strategic Plan.

The CAO provides leadership, direction, effective management and control, and alignment of the Corporation. Quality customer service is a key value and is fully entrenched in all departmental business plans. The initiatives of the CAO's Office and Corporation are piloted by this business plan, and the pursuit of the corporate vision of leadership in municipal service delivery is reflected throughout.

Leadership and General Management

Overall corporate leadership and direction, senior team coordination, and guidance.

Strategic and Business Planning

Corporate development and alignment, guidance, research and analysis, evaluation, communication.

Emergency Management and Planning

Emergency plan development, maintenance, and training.

Economic Development and Tourism

Acts as a representative of the Township with business and tourism sectors. The responsibilities include business liaison, business retention and expansion, corporate promotion and partnerships, and visitor services coordination- develops relationships through close cooperation with businesses from small to large scale, working with a broad range of industries for assistance with development applications, grant applications, promotional events and opportunities.

Labour Relations

Act as lead representative regarding collective bargaining and ongoing labour relations issues.

David Brenneman
Chief Administrative Officer
December 1, 2023

Executive Summary

The Township's Corporate Services Department has expanded from three Divisions to four as a result of an Organizational Review:

1. Legislative and Council Services Division (also known as the Clerk's Division);
2. Enforcement Services Division;
3. Information Technology (IT) Services Division; and
4. Human Resources Division.

Corporate Services staff work within the boundaries of the Municipal Act as well as other key piece of legislation including the Municipal Elections Act, the Accessibility for Ontarians with Disabilities Act, the Drainage Act, the Gaming Control Act, the Vital Statistics Act, the Municipal Freedom of Information and Protection of Privacy Act, the Provincial Offences Act, and the Marriage Act.

Clerks Services Division

This division provides administrative "secretariat" support to Council, ensures meetings are properly constituted and decisions are preserved. Clerks staff also support Council Boards and Committees regarding recruitment, training and monitoring. Secretariat support is provided for some committees. This division also oversees programs for community grants, corporate records and information management including freedom of information (FOI), accessibility including the Grand River Accessibility Advisory Committee (GRAAC), lottery licensing, kennel licensing, marriage licensing and civil marriages, the Ontario Wildlife Damage Compensation Program (OWDCP) and is responsible for conducting municipal elections every four years. This division also manages corporate communications, the Township's website and the Elementary School Crossing Guard Program.

Enforcement Services Division

This division supports our communities by responding to complaints about by-law infractions. Key by-laws include the Traffic and Parking By-law, the Property Standards By-law and Clean Yards By-law, the Noise By-law and the Animal Control By-law. This division oversees Dog Licensing and enforces the Township's overnight parking ban December 1st to March 31st annually. The Property Standards Committee and Dangerous Dog Designation Appeal Committee are managed under this division. 2024 will be the first full year the Enforcement Services Division will be the lead in vendor, trade, drainlayer, firework and trailer licensing.

Information Technology (IT) Services Division

This division supports the hardware and software needs of Council and staff including mobile devices, computers, printers and copiers. It maintains public wireless connections in facilities and is responsible for security of corporate systems. It supports users at the Administration Office, Woolwich Memorial Centre, Breslau Community Centre, Operations Yards, St. Jacobs Arena and six fire stations.

Human Resources Division

The HR division provides timely support to the Senior Management Team, Council and to staff across the corporation in the areas of recruitment, onboarding and retention; performance management and employee relations; health, safety and disability management; and HR administration including reporting, policy development and information management.

Jeff Smith,
Director/of Corporate Services and Municipal Clerk
November 29, 2023

Development Services

Executive Summary

The Development Services Department consists of three divisions, Development Engineering, Planning, and Building, each of which is responsible for providing services to the public relating to growth in accordance with the Township's Strategic Plan.

Planning

The Planning Division is responsible for coordinating and overseeing development and planning for growth in the municipality to ensure balanced, compatible, and sustainable growth. Planning staff develop policies, regulations, plans and guidelines to guide future growth and development within the Township. This division ensures conformity with the Provincial Planning Act, Provincial policy framework, Region of Waterloo Official Plan, Township Official Plan, and Township Zoning By-law. The policy framework was in constant flux in 2023 requiring this division to respond to changes in provincial direction.

Development Engineering

The Development Engineering Division is responsible for reviewing and overseeing the construction of new municipal infrastructure, to accommodate new development and growth. This responsibility includes reviewing detailed engineering designs for new subdivisions, commercial and industrial developments, multiple residential and severances. The Development Engineering Division ensures new growth occurs in a responsible manner through professional analysis and efficient use of existing infrastructure. This division also added a new process in 2023 for site alteration to ensure that fill brought into our municipality does not impact the Township infrastructure and environment.

Building

The Building Division reviews building permit applications to ensure building construction complies with the Building Code Act and other applicable legislation. The purpose is to ensure healthy and safe communities, construction that is safe and in compliance with Provincial legislation, and the safety of the community. Building is also responsible to attend emergency sites to ensure safety of buildings and structures, such as from major fire or building damage.

The Development Services Department is committed to ensuring efficiency, effectiveness and optimal performance in alignment with the Township Strategic Plan. The Township through the Development Services division ensures an open and transparent public process with communication and consultation to ensuring sustainable, compatible, and managed growth and development.

Deanne Friess
Director of Development Services
November 22, 2023

Financial Services

Executive Summary

This business plan is a tool that is intended to serve both the internal management needs of Financial Services and the informational needs of external parties. Specifically, it outlines the actions planned to address elements of the Corporate Strategic Plan as they relate to Financial matters.

This plan is a guiding document. It establishes the Department's business objectives and serves as a tool for monitoring and controlling operations. Furthermore, it will commit the Department to a direction, in support of the Strategic Plan, over the planning period.

Financial Services consists of three main program areas – Management and Budget, Accounting, and Revenue – and is responsible for the delivery and provision of various services to internal and external parties. These parties include citizens, Township Council, other Departments and staff of the organization. The services provided to these parties include, but are not limited to, billing and collecting, budget development, payroll, financial analysis, reporting and risk management. Financial Services recognizes that quality levels of service are of primary importance and must be provided in all of the programs of the Department.

Financial Services ensures compliance with Provincial legislation, professional standards, and Municipal By-laws. Guiding and influencing Finance direction and services are major policy documents such as the Municipal Act, Assessment Act, Development Charges Act, PSAB Handbook, Purchasing By-Law, Township Strategic Plan and Township Budget.

Over this planning period, this business plan will serve to guide the activities and initiatives of Financial Services area, ensuring that clear linkages exist to both the Corporate Strategic Plan and the annual Township Budget. This plan also includes some key measures of performance for the Department.

Richard Petherick
Director of Financial Services and Treasurer
October 24, 2023

Fire Services

Executive Summary

The Township Fire Chief is responsible for the leadership, general management, administration, and overall efficient operation of the Woolwich Fire Department. This is pursued and achieved through demonstrated direction and guidance of six stations: Conestogo, Elmira, Floradale, Maryhill, Breslau, and St. Jacobs. The Department is guided by the Chief Administrative Officer.

Within the Fire Department there are 160 Volunteer Firefighters, a full time Fire Chief, Deputy Fire Chief, Community Emergency Management Co-ordinator, part-time Training Officer, and part time Admin. Support.

In addition to Fire Services, the Fire Chief, Deputy Fire Chief, and CEMC in conjunction with the Chief Administrative Officer are also responsible for the planning, coordination, and management of Emergency Management; mitigation/prevention, preparedness, response, and recovery.

Provincial legislation effects and influences our direction and services as a department through amendments to the Municipal Act, Emergency Management and Civil Protection Act., Ontario Building Code and the Ontario Fire Code (Fire Protection and Prevention Act, 2007). Most notably the introduction of *Ontario Regulation 343/22: Firefighter Certification*, that came into force on July 01, 2022. This Provincial Regulation is an important step to ensure consistency in firefighter training and education through mandatory minimum certification standards.

Additional regulations implemented by the Ontario Fire Marshal that will increase the department workload are:

- Mandatory assessment of complaints and request for approvals.
- Working with Long Term Care occupancies to achieve sprinkler compliance by January 1st, 2025.
- Annual fire inspections and fire drills, emergency/fire plans of our 22 Vulnerable Occupancies,

The Woolwich Fire Department has partnerships with our neighbouring Municipal Fire Departments to conduct joint training exercises to advance our fire fighters skills and better serve the community.

Other provincial organizations and agencies affecting the services of the department include:

- Office of the Fire Marshal
- Emergency Management Ontario
- National Fire Protection Agency (NFPA)
- Ontario Ministry of Labor (Section 21)
- Fire Underwriters of Canada

Regional organizations and or joint committees affiliated with Fire Services also play a prominent role in the operation of the fire department, the most vital being Kitchener Dispatch.

With the ongoing presence of COVID-19, response protocols regarding PPE have been adjusted. Patient and firefighter safety are paramount; protocols will reflect the current direction from public health and will continue to do so moving forward into 2024.

Dennis Aldous
Township Fire Chief
November 20, 2023

Infrastructure Services

Executive Summary

The Infrastructure Services Department is comprised of Engineering, Operations and Asset Management. The Department is responsible for the life cycle activities associated with water distribution, wastewater collection, stormwater management, the overall transportation network, bridges and culverts. The Department is predominantly influenced by service delivery through compliance with Provincial legislation, municipal by-laws, policies, budget parameters and the Township's Strategic Plan.

Municipal Engineering

The Engineering Section is responsible for managing the rejuvenation of municipal infrastructure projects, while guided by a 'cradle to grave' philosophy. This requires systemic knowledge and that adequate funding levels are in place to be able to make the best asset management decision.

This approach involves the management of annual asset preservation type programming, such as: asphalt surface sealing, traffic marking, sidewalk expansion and repair as well as larger capital renewal/replacement projects, such as: hard top resurfacing, bridges and culvert rehabilitation and replacement, water distribution and wastewater collection expansion, renewal and replacements.

Operations

The Operations Section is responsible for day-to-day and long-term preventative and reactive maintenance type activities to ensure that the communities of Woolwich have safe, reliable and efficient systems, such as water distribution, wastewater collection, stormwater management and multi-modal transportation networks. The Operations Section is also one of the most regulated within the Organization.

Asset Management

The Department is responsible for compliance with O.Reg. 588/17, which requires the management of all municipal assets. Infrastructure must be properly accounted for with respect to ongoing maintenance activities to maximize useful life. Applying the right strategy at the right time is the most cost-efficient method to maximize an assets useful life. This is best achieved by having an asset inventory that is condition based. Determining the appropriate rejuvenation or replacement strategies and timeframes requires that adequate resources and funding is in place to ensure the most fiscally efficient decision can be made.

Jared Puppe,
Director of Infrastructure Services
December 15, 2023

Recreation and Community Services

Executive Summary

The Recreation and Community Services Department encompasses several service areas to support community well-being, vibrant spaces for recreation and leisure opportunities, and environmental stewardship. Additionally, the department is responsible for the maintenance of all Township facilities and recreational assets such as parks, trails, community centres and arenas. The department is working on a Master Plan that will identify where parks and recreational facilities will be needed to service new growth and community needs over the next 15 years.

Recreation Services

Recreation oversees the provision of services, business development, exciting programs, (aquatics, fitness, events, camps, and general interest) as well as permits for facility rentals, events, and parks throughout the Township. This division works collaboratively with community partners and non-profit organizations to deliver important programs and services throughout Woolwich. Recreation Services also provides cemetery administration.

Operations

Operations is responsible for the maintenance of all Township facilities, and the day-to-day operations of arenas, community centres, cemeteries, parks, and trails. Maintenance of Township and departmental assets is informed by the Ontario Building Code, Canadian Standards Association, Public Health and Technical Safety and Standards Authority acts, and follows best practices established through the Ontario Recreation Facilities Association and Ontario Parks Association.

Project Management

The Project Supervisor develops and implements the department's annual capital plan focussing on asset renewal, park and facility enhancement, and equipment upgrades. The department invests \$2 million annually into community and Township facilities, such as new construction projects like the Maryhill Fire Station and the development of parks acquired through new subdivision development. The capital forecast is developed based on the evaluation of asset management data, condition assessments, Council direction, established service levels, health and safety, and community needs.

Environmental

The Environmental Coordinator works collaboratively with our community and volunteers to protect our natural environment through education and awareness, greening and climate action initiatives. The Township remains committed to established GHG reduction targets of 80% by 2050 and 50% by 2030. This division provides support to our volunteer committees including TWEEC, Trees for Woolwich and the Woolwich Trails Group. In addition to greening and environmentally focussed efforts, the Environmental Coordinator also manages more than 60 km of trails throughout the Township.

Ann McArthur,
Director of Recreation a Community Services
December 1, 2023



2024 Objectives

Planning for Growth and Exploring Economic Development Opportunities

Growth and Economic Development in Woolwich will provide value-added benefit to the community, it will be managed and sustainable and will include appropriate staging and phasing plans to ensure that required service and program levels are feasible and affordable.

GOAL: Ensure Managed and Sustainable Community Growth and Development

- DIRECTION: Balance the small-town feel, maintenance of rural values and lifestyle with provision of urban amenities and infrastructure.

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> • Participate in the planning for the Breslau Go Station | DS |
| <ul style="list-style-type: none"> • Continue with the update to the Woolwich Official Plan | DS |
| <ul style="list-style-type: none"> • Identify and plan for surplus land initiatives to identify the best property use and development | DS |
| <ul style="list-style-type: none"> • Update the Site alteration by-law for the Township | DS |
| <ul style="list-style-type: none"> • Participate in the airport planning through the Region of Waterloo update to the Airport Master Plan | DS |
| <ul style="list-style-type: none"> • Complete the review and update of Woolwich Zoning By-law | DS |
| <ul style="list-style-type: none"> • Respond to Provincial direction for added lands to the settlement area through updates the Breslau Secondary Plan, and review of St. Jacobs and Elmira servicing and infrastructure needs | DS |
| <ul style="list-style-type: none"> • Review and update the Pool & Fence Bylaw | DS |
| <ul style="list-style-type: none"> • Review and implement staging and phasing policies to control growth in a managed and sustainable manner | DS |

- DIRECTION: Be 'ahead of the curve' in planning for future growth and ensure infrastructure capacity is available before development proceeds.

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> • Explore opportunities and strategies for servicing through agreements and expansions | DS/IS |
| <ul style="list-style-type: none"> • Review Township wide servicing and develop timing for cross border arrangements and infrastructure | DS/IS |
| <ul style="list-style-type: none"> • Plan for the servicing of additional lands added to the settlement boundary through the Provincial approval of Regional Official Plan | DS/IS |
| <ul style="list-style-type: none"> • Develop a long term servicing strategy for Breslau with the Region of Waterloo, City of Kitchener and City of Cambridge | DS/IS |

- DIRECTION: Complete cost/benefit analysis for development opportunities to ensure that planned growth is affordable, value-added, and developers are accountable for growth-related costs

Planning for Growth and Exploring Economic Development Opportunities

| Action Item | Department |
|--|------------|
| <ul style="list-style-type: none"> Conduct growth study and Water/Wastewater Analysis | DS |

- DIRECTION: Explore regional partnerships/collaborations that make fiscal sense but resist annexation and merger talks.

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> Conduct annual review and update of the Engineering Design Manual | DS |
| <ul style="list-style-type: none"> Explore information sharing for GIS services | DS |
| <ul style="list-style-type: none"> Explore local affordable housing partnership with not-for-profit housing corporations on municipally owned land, and potential collaboration with Region on regionally owned lands and lands of mutual interest | CAO/DS |
| <ul style="list-style-type: none"> Partner with the Region on woodlot management throughout the Township | RCS |
| <ul style="list-style-type: none"> Implement the programming partnership agreement for the library services within the Breslau Community Centre. | RCS |
| <ul style="list-style-type: none"> Meet quarterly with Regional Library staff on service & programs. | RCS |
| <ul style="list-style-type: none"> Continue to explore opportunities for shared staffing, services and programs with neighbouring Townships | CAO |

- DIRECTION: Promote residential intensification opportunities in urban areas and downtown cores.

| Action Item | Department |
|--|------------|
| <ul style="list-style-type: none"> Implement Elmira Downtown Plan to manage future development in the Elmira Core Area | DS |
| <ul style="list-style-type: none"> Implement Elmira Downtown streetscaping through a phased approach in budget review process | IS/DS |
| <ul style="list-style-type: none"> Utilize the secondary planning process and review Official Plan policies to provide policies to manage growth and identify intensification opportunities | DS |

- DIRECTION: Continue to advocate for amendments to the Aggregate Resources Act that address quality of life, financial and enforcement concerns.

| Action Item | Department |
|--|------------|
| <ul style="list-style-type: none"> Provide input to Provincial and Regional policies as opportunities arise | DS |
| <ul style="list-style-type: none"> Joint Advocacy with the other Townships at ROMA and AMO regarding legislative changes: development and approvals process, separation distances from settlements, progressive rehabilitation to agriculture | CAO |

Planning for Growth and Exploring Economic Development Opportunities

- **DIRECTION:** Look at improving Ontario Municipal Board processes by advocating for reforms and implementing a local representation policy that considers available resources.

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> • Ontario Municipal Board now Ontario Land Tribunal reforms have occurred. Continue to provide input to Ontario Land Tribunal amendments as opportunities arise | DS |

DIRECTION: Advocate for Cross Border Servicing Agreements which are technical and legal exercises as outlined in the Regional Official Plan (ROP).

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> • Continue discussions for amendments to cross border servicing agreements with Kitchener, Waterloo and Cambridge to allow increased capacity to facilitate future growth, specifically employment land opportunities (Priority focus on the East Lands ie Breslau and Airport) | CAO/DS/IS |

- **DIRECTION:** Achieve Cultural heritage protection in balance with growth and development.

| Action Item | Department |
|---|------------|
| Assist the Woolwich Heritage Committee to implement their workplan including: <ul style="list-style-type: none"> - Continue to develop an inventory of historic properties - Advise Council with regard to the need to designate or list historic properties - Review relevant Planning applications - Initiate Ghost Hamlet signage - Identify Cultural Heritage Landscapes | DS |

- **DIRECTION:** Preserve, protect and grow what makes Woolwich unique, and support growth that will better the community.

| Action Item | Department |
|--|------------|
| <ul style="list-style-type: none"> • Complete the review and update of the Township Zoning By-law | DS |
| <ul style="list-style-type: none"> • Prepare a Growth Strategy for Elmira, St. Jacobs and Breslau | DS |

GOAL: Grow and Retain Local Industry and Business Opportunities

- **DIRECTION:** Focus on business attraction, retention, and expansion in manufacturing, agricultural, retail, and tourism industries.

| Action Item | Department |
|--|------------|
| <ul style="list-style-type: none"> • Plan for an update of the 2011 Economic Development and Tourism Strategy in 2024 | CAO/EcDev |

Planning for Growth and Exploring Economic Development Opportunities

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|--|-----------|
| <ul style="list-style-type: none"> Complete St. Jacobs wayfinding strategy | CAO/EcDev |
| <ul style="list-style-type: none"> Work with Explore Waterloo Region on a strategy to spend the Municipal Accommodation Tax in priority areas that will extend visitor stays in the area | CAO/EcDev |
| <ul style="list-style-type: none"> Implement COVID-19 economic recovery strategy using best practices while ensuring the solutions are tailored to suit the unique business mix of Woolwich | CAO/EcDev |
| <ul style="list-style-type: none"> Use BR+E survey results to implement appropriate programming to support Woolwich businesses | CAO/EcDev |
| <ul style="list-style-type: none"> Explore opportunities to assist with the Elmira BIA CIP Project | CAO/EcDev |



| Action Item | Department |
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- DIRECTION: Employ a balanced economic development approach which promotes opportunities municipality-wide.

| Action Item | Department |
|--|------------|
| <ul style="list-style-type: none"> Assist in the evaluation of opportunities for economic development municipality-wide including the airport area, settlement employment areas and rural areas | DS/EcDev |
| <ul style="list-style-type: none"> Examine opportunities to support Agritourism with regulations to support through the Zoning By-law review | DS/EcDev |

GOAL: Explore Employment Land Opportunities

- DIRECTION: Develop a balanced approach to residential/employment land opportunities so Woolwich doesn't become a 'bedroom community'.

| Action Item | Department |
|---|--------------|
| <ul style="list-style-type: none"> Manage the development of the Elmira Employment Land and participate in the design of road connections to service the employment area | DS |
| <ul style="list-style-type: none"> Participate in the Elmira By-pass Road EA Regional project or examine alternatives to remove truck traffic from the Elmira Downtown core. | DS |
| <ul style="list-style-type: none"> Develop a plan to designate and service adequate developable employment land | DS |
| <ul style="list-style-type: none"> Identify stakeholder partnerships to facilitate activation of employment lands. | CAO/DS/IS |
| <ul style="list-style-type: none"> Collaborate with the Region regarding the development of aerospace industries at the Regional airport | CAO/DS/EcDev |

- DIRECTION: Where it makes fiscal sense consider partnerships relating to employment lands.

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> Facilitate partnerships to facilitate development of employment lands | DS |

Planning for Growth and Exploring Economic Development Opportunities

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|---|--------|
| <ul style="list-style-type: none"> Address infrastructure needs in Elmira, St. Jacobs and Breslau to facilitate opening employment / industrial land for new businesses. | CAO/DS |
|---|--------|

- DIRECTION: Together with the Region pursue development of employment lands by the Regional Airport that are compatible and complimentary.

| Action Item | Department |
|--|------------|
| <ul style="list-style-type: none"> Continue to work with other Municipalities for cross border servicing arrangements and road connections to facilitate Breslau employment growth needs, airport and GO station connectivity | DS |
| <ul style="list-style-type: none"> Develop a growth strategy for the Breslau area surrounding the Airport | DS |

Healthy Communities

Work hard to preserve, protect and grow the lifestyle elements and amenities that make Woolwich a desirable community to live, work and play: its small-town feel, civic engagement, safe communities, active lifestyle, and environmental stewardship.

GOAL: Social Capital / Civic Engagement

- **DIRECTION:** Provide regular forums and different methods that will encourage public consultation and feedback.

| Action Item | Department |
|--|------------|
| <ul style="list-style-type: none"> • Integrate community consultation into the EngageWR platform. | ALL |
| <ul style="list-style-type: none"> • Complete the Strategic Plan process. | CAO |

- **DIRECTION:** Formulate the role of community-based Associations (i.e. Recreation Associations, Neighbourhood Associations, Rate Payer Associations).

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> • Provide support to recreation associations, on program, services and events in their settlement areas | RCS |

- **DIRECTION:** Continue to support and promote volunteerism, and the traditional barn-builder community spirit. Evaluate and implement training and development opportunities that will help to ensure volunteers are well equipped to make the best use of resources.

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> • Collaborate with organizations to explore opportunities for partnership on events and program development | RCS |

- **DIRECTION:** Maintain and enhance the volunteer system of service delivery, where efficient and effective to do so.

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> • Provide volunteer and mentor opportunities for post secondary students from partnering colleges and universities | RCS |
| <ul style="list-style-type: none"> • Develop a formalized volunteer program - this is inclusion focused to assist people with diverse needs to participate in recreation programs, aquatics, and camps | RCS |
| <ul style="list-style-type: none"> • Develop a youth development program which incorporates a volunteer component to encourage volunteerism | RCS |

- **DIRECTION:** Support local, provincial, and national social capital and civic engagement initiatives.

Healthy Communities

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> Work with the University of Waterloo to host the 2025 UHOCKEY Women's National Championships at the Woolwich Memorial Centre | RCS |
| <ul style="list-style-type: none"> Host Team Ontario Para Hockey at the Woolwich Memorial Centre | RCS |
| <ul style="list-style-type: none"> Work with Waterloo Regional Tourism to attract and complete bids for Regional, Provincial and National Championships at the Woolwich Memorial Centre. | RCS |

GOAL: Promote Healthy Living and Active Lifestyles

- DIRECTION: Complete long-term plans for recreation and parkland development.

| Action Item | Department |
|--|------------|
| <ul style="list-style-type: none"> Implement the Recreation Master Plan to inform renewal or removal of existing parks infrastructure, and plan for future park and facility development to support growth and anticipated population projections over the next 15 years. | DS/RCS |

- DIRECTION: Explore opportunities to promote the Township's extensive trails network, historic features, unique communities, and local arts and culture.

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> Examine trail connection opportunities between settlement areas and through new subdivision development | DS/RCS |
| <ul style="list-style-type: none"> Implement the Active Transportation Plan in new developments and reconstruction projects | DS |

- DIRECTION: Improve marketing and promotion efforts for the Township's recreational facilities and programs to increase participation and related revenues.

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> Explore alternative revenue generating opportunities for summer / shoulder season usage at the Woolwich Memorial Centre | RCS |
| <ul style="list-style-type: none"> Explore opportunities to expand and implement new specialty summer camps at underutilized Township facilities. | RCS |
| <ul style="list-style-type: none"> Develop virtual tours to actively market and promote rental spaces in municipal facilities. | RCS |
| <ul style="list-style-type: none"> Develop a marketing strategy to attract long-term rentals at the Heidelberg Community Centre, Bloomingdale Community Centre and Maryhill Community Centre | RCS |

Healthy Communities

- DIRECTION: Transition from recreational capital facilities development to Township-wide community program development increasing investment in active programming in the interest of promoting healthy living and active lifestyles.

| Action Item | Department |
|--|------------|
| <ul style="list-style-type: none"> • Enhance the WMC Fitness Centre portfolio by incorporating personal training options | RCS |
| <ul style="list-style-type: none"> • Implement monthly strategies and introductory programs to attract new WMC Fitness Centre users | RCS |
| <ul style="list-style-type: none"> • Continue to pursue and broker 3rd party partnerships to provide program opportunities | RCS |
| <ul style="list-style-type: none"> • Offer various Family Swim to Survive programs to increase water safety knowledge and skills. | RCS |

- DIRECTION: Explore methods of positively influencing the determinants of health.

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> • Administer year 4 of the 5 year Termite control program | DS |

GOAL: Support Sustainability of the Natural Environment and Other Resources

- DIRECTION: Promote and support environmental stewardship efforts

| Action Item | Department |
|--|------------|
| <p>TWEEC/T4W 2024 Work Plan:</p> <ul style="list-style-type: none"> - Provide staff support to Committees such as TWEEC, Woolwich Healthy Communities, Trees for Woolwich - Host annual Community Clean-up Day - Host tree planting and tree giveaway events - Continue community programs with the school board - Continue the tree nursery program - Provide public education about invasive plant species. Continue phragmites and buckthorn control projects - Continue invasive species control in the Elmira Nature Reserve - Actively promote the TWEEC green business award program-CARES - Continue to support the Woolwich greening initiative - Continue Rural roadside tree planting program | RCS/IS |
| <ul style="list-style-type: none"> • Continue to work towards Implementation of the Transform Waterloo Region Climate Action Plan to achieve Council supported GHG reduction targets of 50% by 2030 and 80% by 2050 through the application of 45 action items with onboarding of a full-time dedicated staffing position | ALL |
| <ul style="list-style-type: none"> • Provide staff support to the Woolwich Environmental Advisory Committee | DS |

Healthy Communities

DIRECTION: Preserve and protect passive open green spaces and develop a tree management plan.

| Action Item | Department |
|--|------------|
| <ul style="list-style-type: none"> Support TWEEC/T4W in maintenance of the “Elmira Nature Reserve”, for both trail use and for educational purposes | RCS |
| <ul style="list-style-type: none"> Identify Township land opportunities for native species naturalization | RCS |

■ DIRECTION: Preserve Agricultural Land.

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> Conduct agricultural enforcement for non-agricultural uses in Agricultural zoned areas through a complaint basis | DS |
| <ul style="list-style-type: none"> Examine the agricultural policies through the Official Plan review to ensure protection of agricultural land and also allow on-farm diversified uses to increase the viability of the agricultural operations | DS |
| <ul style="list-style-type: none"> Review the planning process for on-farm diversified uses and agricultural related use to find efficiencies | DS |

■ DIRECTION: Protect Rural Wells, Source Water Protection Areas, Cultural Heritage Features and Green Spaces.

| Action Item | Department |
|--|------------|
| <ul style="list-style-type: none"> Review and implement Source Water Protection Plans and Site Alteration By-laws | DS |
| <ul style="list-style-type: none"> Continue to ensure the accurate delineation of natural features through development applications and updates to GIS mapping | DS |
| <ul style="list-style-type: none"> Update Township mapping with most up to date natural environmental mapping as it comes available from the Grand River Conservation Authority | DS |
| <ul style="list-style-type: none"> Review Official Plan policies for protection of natural features, cultural heritage features and green spaces | DS |

■ DIRECTION: Evaluate the potential impacts and benefits of new green energy technology that provides value added benefits to the local economy while not detracting from quality of life

| Action Item | Department |
|--|------------|
| <ul style="list-style-type: none"> Invest in transitioning the Township’s equipment and fleet to electric, whilst establishing both public and Township charging infrastructure | RCS/IS |
| <ul style="list-style-type: none"> Implement climate action initiatives identified in the Pathway to Net Zero Feasibility Study for major facilities to reduce GHG emissions and support operating efficiencies | RCS |
| <ul style="list-style-type: none"> Facilitate educational events for Woolwich residents through Woolwich Climate Action related to reducing personal carbon footprints. | RCS |

Healthy Communities

- DIRECTION: Develop long-term plans for water and wastewater infrastructure, including phasing of projects.

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> • Review capacity allotments and phasing plans for new development applications | DS |
| <ul style="list-style-type: none"> • Develop long term servicing strategy for Breslau with the Region of Waterloo, City of Kitchener and City of Cambridge | DS/IS |
| <ul style="list-style-type: none"> • Work with the Region of Waterloo on the timing for upgrades to the Elmira and St. Jacobs wastewater treatment plants | DS/IS |

GOAL: Provide for Inclusive and Accessible Communities

- DIRECTION: Preserve and protect the unique nature of the 'community of communities' but address the challenge geography and distance creates and come up with solutions that focus on 'the ties that bind the community fabric'.

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> • Work with the community to support the 2nd annual Woolwich Pride event | RCS/COR |
| <ul style="list-style-type: none"> • Work with the community to support the 2nd annual Multicultural Festival | RCS/COR |
| <ul style="list-style-type: none"> • Continue to promote EDIB Grants and support new community events and activities | RCS/COR |
| <ul style="list-style-type: none"> • Implement the Active Transportation Master plan including the accommodation of accessible active transportation opportunities | DS/IS |
| <ul style="list-style-type: none"> • Implement recommendations from the 2SLGBTQ+ Ad-hoc Working Group | COR |

- DIRECTION: Consider municipal policies, services and programs that take into account the impact of an aging population.

| Action Item | Department |
|--|------------|
| <ul style="list-style-type: none"> • Deliver the 7th "Seniors Active Living Fair" in partnership with Community Care Concepts, Woolwich Seniors Association and Woolwich Community Health Centre | RCS |
| <ul style="list-style-type: none"> • Explore opportunities to increase program offerings at the Breslau Community Centre for the older adult demographics | RCS |

Healthy Communities

- DIRECTION: Implement legislated requirements, with the goal of improving and expanding opportunities for persons with disabilities, and identify, remove and prevent barriers to their full participation in the life of the community.

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> • Provide volunteer and employment opportunities through partnership with the WRDSB and the WATS program | RCS |
| <ul style="list-style-type: none"> • Explore opportunities to enhance the inclusion programming within recreation programs and summer day camp | RCS |
| <ul style="list-style-type: none"> • Develop and implement an Adult Adapted Aquatic program. | RCS |
| <ul style="list-style-type: none"> • Develop updated Accessibility Audit of Township facilities and implement projects to works towards the 2025 AODA compliance deadline | RCS |
| <ul style="list-style-type: none"> • Implement outdoor amenity and trail accessibility initiatives through retrofits and new park development (trail signage, accessible play equipment). | RCS |
| <ul style="list-style-type: none"> • Develop the Township's new Multi-year Accessibility Plan with feedback from the Grand River Accessibility Advisory Committee and begin work to implement initiatives. | COR |

- DIRECTION: Advocate for affordable housing development.

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> • Implement the Housing for All Plan to provide affordable housing opportunities | DS |
| <ul style="list-style-type: none"> • Update Official Plan policies to ensure affordable housing is addressed in new residential development proposals | DS |
| <ul style="list-style-type: none"> • Engage with the Region and Province to examine opportunities and funding for affordable housing development and incentive programs including potential implementation of Housing Accelerator Funding if granted | DS |
| <ul style="list-style-type: none"> • Facilitate the development of surplus Snyder Street property for affordable housing, and work with the Region to explore other suitable local sites | DS/CAO |

GOAL: Develop Safe Communities

- DIRECTION: Provide a progressive and leading-edge emergency preparedness programs and develop long-term expansion plans for the Siren/Shelter-in-Place/Community Alerting Network program.

| Action Item | Department |
|---|------------------|
| <ul style="list-style-type: none"> • Work on finalizing the joint Region-wide Communications/Media Supporting Plan and further enhancing it with pre-built templates that will improve communications to the public during specific types of emergencies such as flooding, chemical and airline emergencies. | CAO/FIRE/ COR |
| <ul style="list-style-type: none"> • Collaborating with local Fire Departments on joint training in initiatives, with the onboarding of a dedicated Training Officer | FIRE |
| <ul style="list-style-type: none"> • Acquiring new Fire Trucks for Elmira and Breslau as per the Truck Replacement Policy | FIRE |

Healthy Communities

| | |
|--|----------|
| <ul style="list-style-type: none"> • Monitoring Climate Change and the effects it has on the Emergency Services of Woolwich including working with our community partners to develop plans and processes that help mitigate those effects in the coming years (including but not limited to): <ul style="list-style-type: none"> ○ Continuing to enhance and build the Flood Support Plan ○ Continued monitoring and to react as needed to other potential threats that have arrived/increased over the last couple of years such as Avian Influenza, Swine Flu, MPox and Air Quality issues as a result of Wildfire Smoke | CAO/FIRE |
|--|----------|

DIRECTION: Advocate for presentation of any changes proposed to emergency services that directly impact Township residents (i.e. Police and EMS)".

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> • On going collaboration and development of innovative service solutions with all emergency services committees within the region | FIRE |

Infrastructure Maintenance and Transportation Planning

Investment in Woolwich’s infrastructure will be properly planned in accordance with needs studies and responsible long-term financial forecasting, with the understanding that the financial support of senior levels of government is a critical component.

GOAL: Long Range Transportation Planning

- DIRECTION: Explore the need for Transportation Master Planning on a community-by-community basis.

| Action Item | Department |
|--|------------|
| <ul style="list-style-type: none"> • Participate in the Elmira By-pass EA or alternative transportation options | DS/IS |
| <ul style="list-style-type: none"> • Review long term infrastructure planning for road networks and trail systems through the Township Official Plan and Secondary Planning processes | DS/IS/RCS |

- DIRECTION: Make transportation planning a priority when evaluating growth and development plans.

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> • Participate in planning for the Airport and future Go station | DS/IS |
| <ul style="list-style-type: none"> • Identify transportation linkages for implementation to accommodate growth | DS/IS |
| <ul style="list-style-type: none"> • Conduct Secondary Planning processes to plan for long term transportation needs where appropriate | DS |

- DIRECTION: Together with the Region, evaluate the efficiency and effectiveness of the existing transit system, potential expansions and connecting links to the over-all transportation system.

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> • Continue to assess options for future public transit extensions and linkages. Work with the Region regarding implementation of the Breslau pilot project. | DS |

- DIRECTION: Advocate for provincial infrastructure projects that will improve the transportation system and support economic development (e.g. completion of Highway 7 and GO Transit Service in Breslau).

| Action Item | Department |
|--|------------|
| <ul style="list-style-type: none"> • In collaboration with the Region, continue to use advocacy opportunities with Province, at ROMA and AMO, to champion the completion of new Highway 7 and GO Transit in Breslau | CAO |

Infrastructure Maintenance and Transportation Planning

GOAL: Optimize the Use of Municipal Infrastructure

- DIRECTION: Adopt a fiscally responsible long-term Capital Plan that deals with the growing infrastructure deficit, while advocating for increased funding from senior levels of government.

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> • Update the Township’s Asset Management Plan to include all of the Township’s assets in compliance with OReg 588/17. This work will include the current level of service for these assets and costs to maintain this level of service. Next version of the Township’s Asset Management Plan is due July 1, 2024. | ALL |
| <ul style="list-style-type: none"> • Continue to complete Building Condition Assessments to support the Township’s Asset Management Plan and infrastructure renewal program | RCS |
| <ul style="list-style-type: none"> • Complete Water & Wastewater Rate Review Study | FIN & IS |

- DIRECTION: Manage and maintain all municipal infrastructure with an emphasis on continuous improvement and greater efficiencies.

| Action Item | Department |
|--|------------|
| <p>Facilities</p> <ul style="list-style-type: none"> ▪ Complete and implement the Recreation Master Plan ▪ Complete and implement updated accessibility audit ▪ St. Jacob’s Arena – accessibility improvements, washroom renovations, dehumidifier replacement ▪ St. Jacob’s Fire Station - Exterior insulation and finishing system (stucco) repairs ▪ Administration Building - Renovations ▪ WMC - Dressing Room improvements ▪ WMC - Pool changeroom / shower renovations ▪ Breslau Community Centre - porch/entrance/washroom design work ▪ Climate Action Initiatives – Facility renewal and energy efficiencies ▪ Elmira Fire Station – feasibility study <p>Parks</p> <ul style="list-style-type: none"> ▪ South Parkwood - Multi-use Pad and Multi-use Trail Installation ▪ Maryhill Park – Playground Replacement ▪ Bolender Park - bridge decking replacement ▪ Walter Bean Trail Improvements ▪ Bolender Park – parking lot paving (upper lot) ▪ Breslau Memorial Park – splash pad installation ▪ Breslau Memorial Park – fieldhouse design work | RCS |
| <ul style="list-style-type: none"> • IT – develop an implementation plan in response to a recent security audit | COR |
| <ul style="list-style-type: none"> • Ensure that the approved 2023 Infrastructure Services Capital Budget is implemented to the extent possible | IS |

Infrastructure Maintenance and Transportation Planning

- DIRECTION: Ensure a municipal wide infrastructure maintenance program that is needs-based.

| Action Item | Department |
|--|------------|
| <ul style="list-style-type: none">• Ontario Structure Inspection Manual (OSIM) 2025 Bridge and Culvert Study | IS |
| <ul style="list-style-type: none">• Continuation of wastewater sewer lining program to extend useful life and better align municipal servicing replacements in the future (pandemic dependent) | IS |
| <ul style="list-style-type: none">• Continuation of an appropriate Annual Capital Paving Program that is derived from the State of the Infrastructure for the Roads network. | IS |
| <ul style="list-style-type: none">• Continuation of an appropriate Annual Capital Bridge and Culvert Program that is derived from the State of the Infrastructure for the Roads network. | IS |

Fiscally Responsible and Sustainable Community

Continue to move forward as a fiscally responsible and sustainable community that continuously looks at ways to improve the municipality’s financial position and explores budget efficiencies.

GOAL: Expand Financial Sustainability / Best Practices

- **DIRECTION:** Explore options for the provision of sustainable funding for all municipal infrastructure.

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> • Continue to advocate for alternative revenue sources outside of the traditional user fees and tax revenue and continue to lobby the Provincial government of move away from the application-based system of infrastructure funding to a full allocation-based system. | ALL |

- **DIRECTION:** Ensure high financial performance standards are in place for planning and implementation of capital infrastructure and development projects.

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> • Complete a new Township Development Charge Background Study and By-law. | ALL |

- **DIRECTION:** Continue, on an annual basis, to explore budget efficiencies, alternative service delivery and revenue generation options.

| Action Item | Department |
|--|------------|
| <ul style="list-style-type: none"> • Implement a new financial system that will meet the needs of Woolwich’s community, including better access for ratepayers and customers to their account information as well as providing abilities to integrate synergies with digital driven information | FIN/IT |

- **DIRECTION:** Explore collaboration and partnership opportunities that make fiscal sense and ensure best value for taxpayers.

| Action Item | Department |
|--|-----------------|
| <ul style="list-style-type: none"> • Continue to capitalize on unique and fiscally responsible woodlot management program to recycle hazard / ash trees | RCS |
| <ul style="list-style-type: none"> • Implement the recommendations coming out of the Phase 1 Joint Service Delivery with the other Townships re: Regional Library System governance and services, and explore alternative service delivery models | CAO/FIN/ RCS |
| <ul style="list-style-type: none"> • Working with other Municipalities on Joint Purchasing initiatives | FIRE |

Communication with the Public and the Marketing of Municipal Services

Regular and timely communication with the public concerning services, programs and events, via a diverse cross section of means, will become a hallmark of Woolwich. Township Staff will strive to promote Woolwich as a 'must-visit and return' destination for tourists, and we will work with local organizations to promote and improve their festivals and events. Greater knowledge of municipal decision-making, services, programs and events, and increased participation, will be achieved through the development and implementation of improved communication and marketing techniques.

GOAL: Raise the Municipal Profile & Image

- **DIRECTION:** Develop a long-term plan to improve municipal signage.

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> • Implement new park and trail signage throughout the Township. | RCS |

- **DIRECTION:** Celebrate the cultural richness of Woolwich, which includes the Old Order Mennonite population.

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> • Continue to look at opportunities to collaborate with the Mennonite Story | CAO/ECDev |

GOAL: Improve Communication with the Public and Increase Public Awareness of Municipal Activities

- **DIRECTION:** Improve how staff communicate with the public throughout the entire municipality by developing and implementing a communications strategy.

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> • Continue to update Engage Woolwich information website for public information sharing | DS/IS/COR |
| <ul style="list-style-type: none"> • Continue to provide live streaming of Council meetings and make improvements to engage residents on YouTube | COR |

- **DIRECTION:** Communicate with residents about local programs and related service delivery expectations.

| Action Item | Department |
|--|------------|
| <ul style="list-style-type: none"> • Continue to promote Township services and activities through active engagement on social media | COR |

Communication with the Public and the Marketing of Municipal Services

- DIRECTION: Communicate with residents about issues that directly impact their quality of life (e.g. ATVs, dirt bike noise, airport noise).

| Action Item | Department |
|--|------------|
| <ul style="list-style-type: none"> • Look for opportunities to raise community knowledge regarding by-law infractions that occur regularly as a result of lack of awareness | COR |
| <ul style="list-style-type: none"> • Continue to promote online dog tag sales through the website, vet clinics, pet stores, social media and door-to-door canvassing | COR |

- DIRECTION: Identify the technological improvements that will be required to connect the Township and its ratepayers.

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> • Ongoing efforts by the Region and Area Municipalities regarding the proposed SWIFT network, and streamlining the approval process for tech companies that have received upper level government funding for network expansions | CAO/COR/IS |

- DIRECTION: Focus on updating and refreshing the Township website.

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> • Continue to monitor and improve the Township's website, YouTube and social media using data and analytics | COR |
| <ul style="list-style-type: none"> • Update website to latest content management system and complete a site map review based on analytics to improve accessibility, improve the look and feel and ensure people can easily find the content they are looking for | COR |
| <ul style="list-style-type: none"> • Continue to provide more information and services through the Townships website, including by-laws, fillable forms and online payments | COR |

- DIRECTION: Develop a Customer Service Strategy that focuses on serving others in a courteous and timely manner and going the extra mile."

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> • Create a simplified fee schedule for Planning applications to provide clear direction and information to applicants | DS |
| <ul style="list-style-type: none"> • Continue to accommodate customer requests for discussions on property applications and issues | DS/IS |

Communication with the Public and the Marketing of Municipal Services

GOAL: Promote Unique Tourism Opportunities

- DIRECTION: Explore opportunities to bring the tourism sector together and develop municipality-wide tourism experiences and packages.

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> • Foodlink Map creation, print and distribution to promote agri-tourism | CAO/EcDev |
| <ul style="list-style-type: none"> • Creation of Farmgate Trail GIS Map and hosting on Township website | CAO/EcDev |
| <ul style="list-style-type: none"> • Acquire Fed Dev funding for Tourism shuttle pilot project between Farmers Market and St. Jacobs Village | CAO/EcDev |
| <ul style="list-style-type: none"> • Commence work on dedicated tourism micro-site with Fed Dev funding | CAO/EcDev |
| <ul style="list-style-type: none"> • Examine opportunities to support Agritourism with regulations to support through the Zoning By-law review | DS/EcDev |
| <ul style="list-style-type: none"> • Continue to lead the Taste the Countryside event with support from the other Townships | |
| <ul style="list-style-type: none"> • Update the Downtown Elmira Art Project | CAO/EcDev |

- DIRECTION: Leverage the marketing efforts of the Regional Airport to promote tourism opportunities in Woolwich.

| Action Item | Department |
|---|------------------|
| <ul style="list-style-type: none"> • Work with the Region WEDC to promote the airport as an asset for businesses and the community | DS/CAO/ EcDev |

Best Managed and Governed Municipality

Woolwich will be recognized as an employer of choice, for its effective and accountable governance, for the provision of exceptional customer service, and high standards of municipal service delivery.

GOAL: Attract, Develop and Retain the Best and the Brightest

- DIRECTION: Evaluate and implement training and development opportunities that will help to ensure staff are well equipped to make the best use of resources.

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> • Develop a new hybrid recruit training program with the other Township Fire Departments providing recruits a means of studying online at home with provisions to write for OFM certification | FIRE |
| <ul style="list-style-type: none"> • Human Resources review of new employee orientation and training processes | COR |
| <ul style="list-style-type: none"> • Review and update of Human Resources policies and procedures | COR |
| <ul style="list-style-type: none"> • Human Resources focus on mental health awareness training | COR |

GOAL: Provide Exceptional Customer Service & Commit to Maintaining High Standards for Municipal Service Delivery

- DIRECTION: Maintain a high standard of municipal service delivery.

| Action Item | Department |
|--|------------|
| <ul style="list-style-type: none"> • Develop a Community Group Affiliation Policy | RCS |
| <ul style="list-style-type: none"> • Develop a Community Group Affiliation Application Form | RCS |
| <ul style="list-style-type: none"> • Update the Facility Allocation Guideline referencing the Community Group Affiliation Policy | RCS |
| <ul style="list-style-type: none"> • Revise the Ice Allocation Policy in consultation with affiliated ice user groups | RCS |
| <ul style="list-style-type: none"> • Develop a Special Events Policy | RCS |
| <ul style="list-style-type: none"> • Update the Fireworks By-law, including clarification around holidays and hours when fireworks can be set off | COR |
| <ul style="list-style-type: none"> • Update the Animal Control By-law, including Kennel licensing process | COR |
| <ul style="list-style-type: none"> • | |

Best Managed and Governed Municipality

- DIRECTION: Review of the distribution of services and responsibilities between the Region and area municipalities.

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> • Develop a business case and report to Council to consider moving certain by-law infractions from the Provincial Offences Act (POA) to the Administrative Monetary Penalty System (AMPS) including the possibility of shared services with local municipalities with a plan to implement AMPS with parking, animal control, noise and site alteration by-laws. | COR |
| <ul style="list-style-type: none"> • Continue discussions between the Area Municipalities and the Region regarding opportunities for different service delivery models | |

- DIRECTION: Work in partnership with the Region to preserve, protect and expand the Township Library system.

| Action Item | Department |
|--|------------|
| <ul style="list-style-type: none"> • Continue to partner with the Region to grow and enhance library services in Breslau and throughout the Township and explore new governance and delivery models | CAO/RCS |

- DIRECTION: Emphasize exceptional customer service so that such service is recognized as a strength of the municipality

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> • Provide additional services online and make website improvements, including online payment for freedom of information, winter parking permits, and licences | COR |

- DIRECTION: Review the planning and development process and outline improvements and changes that will be required to ensure a timely process, while also ensuring effective participation occurs and contributes towards the goals of the community.

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> • If Bill 23 is not proclaimed, champion the expediting of the delegation of Region planning responsibilities to the Township to streamline the development approval process. | CAO/DS |

- DIRECTION: Examine the provision of customer service beyond the traditional administration office hours.

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none"> • Focused internal discussions will explore opportunities to provide customer service opportunities beyond the traditional municipal office hours, and in the post-pandemic world continue to look for virtual and online opportunities | ALL |
| <ul style="list-style-type: none"> • Provide online payment options for more services on the Township's website | COR |

Best Managed and Governed Municipality

- DIRECTION: Improve communication between the Township, Region, adjacent municipalities and stakeholders concerning the timing of capital construction projects to mitigate impacts on the travelling public.

| Action Item | Department |
|---|------------|
| <ul style="list-style-type: none">• Be an active participant with neighbouring municipalities to endeavour to better align planned programs and projects. | IS |