



Town of
East Gwillimbury

STRATEGIC PLAN 2011-2014

our town
our future



our town our future

For 162 years East Gwillimbury has been a community of villages, separated by farms and forests, and each with its own rich history, unique charms and character. Our current population of 24,000 will grow by the year 2031 to over 86,000 residents, and we will transition to a connected urban area surrounded by environmentally protected countryside. As we grow, we will preserve the heritage and character that make East Gwillimbury special.



YORK REGION



Message from Mayor & Members of Council

One of the first activities of this new Council was to define our key priorities. Undertaking a review and update of the Town's Strategic Plan was an important activity in defining our new Council and establishing future direction.

At the end of 2010, Council reviewed our strategic achievements and agreed that the majority of actions included in the plan were either completed or in progress. The review gave us an opportunity to look at the many accomplishments achieved during the past four years and to determine our areas of focus for the next term. We have dedicated significant time and energy to renewing the Town's strategic plan, listening to members of the public and staff to incorporate their thoughts on directions and priorities for the future.

The resulting Strategic Plan 2011 – 2014 builds on the strength of the Community Vision, Core Purpose and Corporate Values established in the original plan. It guides how we will continue to build on our investments, and

provide quality programs and services for our residents.

In summary, we will support a safe and sustainable community with our continued commitment to the environment, infrastructure, programs and services and our values.

Sincerely,



Mayor Virginia Hackton

Councillor Cathy Morton
Councillor Marlene Johnston
Councillor Tara Roy-DiClemente
Councillor John Eaton



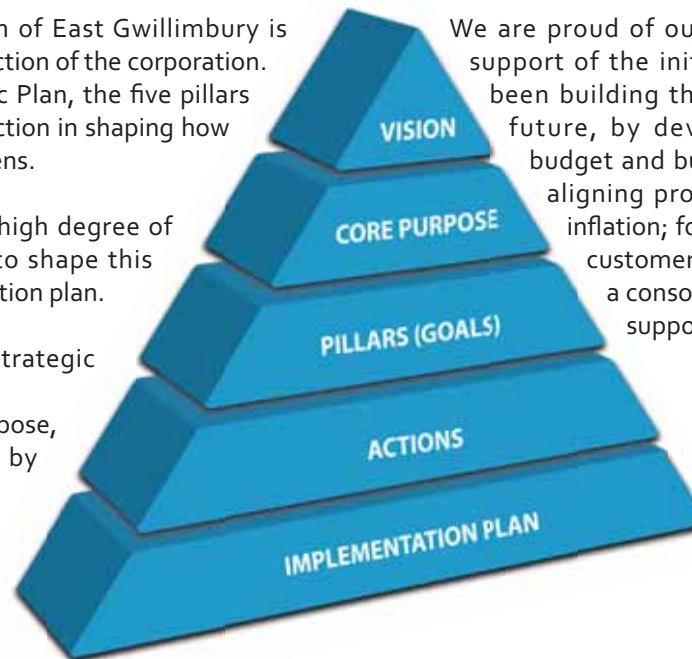
Message from the CAO & Senior Management Team

The Strategic Plan for the Town of East Gwillimbury is Council's vision for the future direction of the corporation. As with the initial Town Strategic Plan, the five pillars reflect our goals and provide direction in shaping how we will continue to serve our citizens.

We reached out and received a high degree of input from residents and staff to shape this Strategic Plan and its implementation plan.

The major components of the Strategic Plan include:

- What We Will Do (Vision, Purpose, Pillars) – these are decided by Council
- How We Will Do It (Actions and Implementation Plan) – these are managed by staff



We are proud of our accomplishments in support of the initial strategy. We have been building the groundwork for the future, by developing streamlined budget and business plan processes; aligning property tax increases to inflation; focusing on excellence in customer service; and delivering a consolidated official plan with supporting master plans.

Thomas R. Webster,
Chief Administrative
Officer



Our Vision, Purpose & Values

Community Vision

Describes the Town's current context and outlines a strategic outlook for the future.

Our Town... proud of our strong community values, culture and healthy mix of residential, employment, recreational, agricultural and natural areas.

Our Future... working together to plan and retain a thriving community, today and tomorrow.

Core Purpose

Describes the role of the Corporation of the Town of East Gwillimbury in supporting the Community Vision.

To provide valued programs and services and to work with the community in the planning and delivery of a sustainable future.

Corporate Values

The Town of East Gwillimbury is a Character Community and these values are incorporated and promoted throughout the workplace.

Compassion	Inclusiveness	Perseverance
Courage	Initiative	Respect
Fairness	Integrity	Responsibility
Honesty	Optimism	Trust



Strategic Pillars



Programs & Services

Provide programs and services for a safe, accessible and livable community



Growth Management

Manage growth for a community that is environmentally responsible and provides healthy places to live, work, play and learn



Natural Environment

Protect, restore and enhance the Town's natural resources while working for a cleaner environment



Infrastructure

Maintain and build on the Town's investment in infrastructure including roads, sidewalks, facilities, parks, water and sewer systems and information technology



Municipal Government

Continue to enhance a transparent and accountable municipal government focused on excellence



Provide programs and services for a safe, accessible and livable community



Invest in programs to promote community wide safety



Deliver programs and services that meet the diverse and changing needs of our residents



Seek out program and service partnerships with public and private sector organizations



Support leisure, tourism and cultural initiatives in the Town



Conduct regular evaluations of all Town programs and services incorporating customer input



Growth Management

Manage growth for a community that is environmentally responsible and provides healthy places to live, work, play and learn



Implement the Official Plan policies to ensure a complete community



Implement "growth pays for growth" policies and practices



Support employment opportunities and a vibrant business community



Support the Town's agricultural and rural communities



Maintain and enhance the Town's unique heritage and culture



Natural Environment

Protect, restore and enhance the Town's natural resources while working for a cleaner environment



Evaluate, adopt and promote innovative energy and natural resource management practices



Implement the Active Transportation Strategy



Implement the Community Park, Recreation & Culture Strategic Master Plan



Develop and Implement "Thinking Green!" strategies and standards in existing and planned development



Preserve scenic vistas and corridors



Infrastructure

Maintain and build on the Town's investment in infrastructure including roads, sidewalks, facilities, parks, water and sewer systems and information technology



Ensure master plans are regularly updated



Establish 10 year capital plans



Implement a corporate asset management strategy



Establish partnerships to leverage infrastructure investments



Create a fund for infrastructure replacement



Municipal Government

Continue to enhance a transparent and accountable municipal government focused on excellence



Implement staff training and succession strategies to develop the East Gwillimbury staff team



Enhance the Town's customer service policies and practices



Align resources with priority programs and services



Develop an enhanced internal and external communications strategy



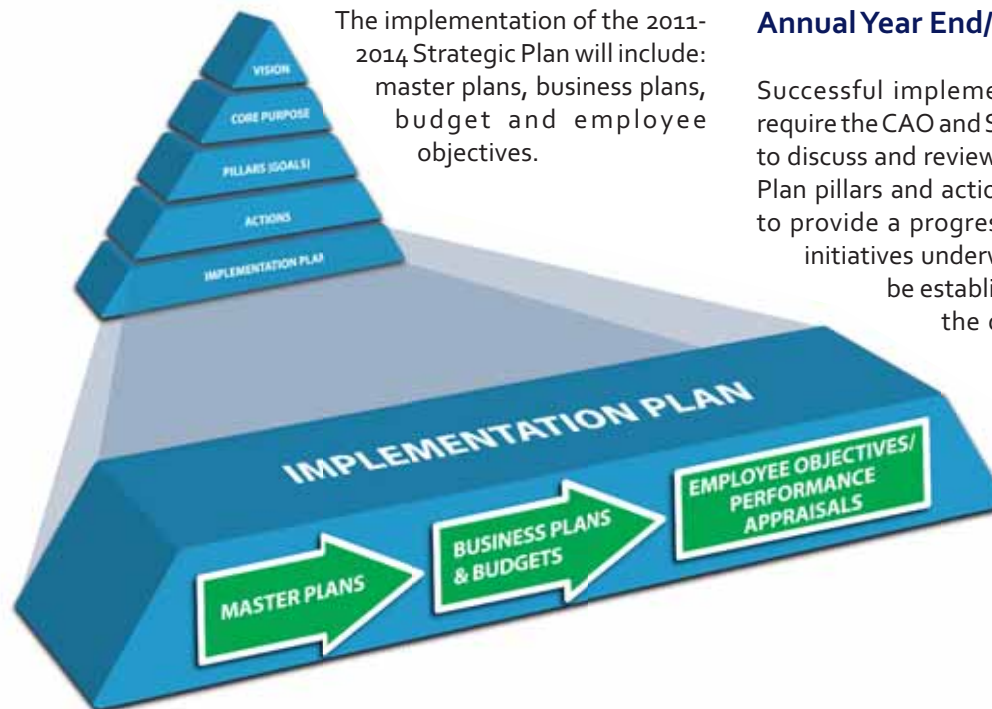
Continue to integrate the Character Community values into the workplace and community culture



Leverage the spirit of volunteerism in the community



Implementation Plan



The implementation of the 2011-2014 Strategic Plan will include: master plans, business plans, budget and employee objectives.

Annual Year End/ Projection Reports

Successful implementation of the Strategic Plan will require the CAO and Senior Management to meet annually to discuss and review their progress against the Strategic Plan pillars and actions. A report card will be completed to provide a progress update and outline the strategic initiatives underway or accomplished. Objectives will be established for the following year as part of the development of business plans and budgets.

Management will engage all staff to evaluate progress and accomplishments on strategic goals. This will allow staff to thoroughly understand and use the Strategic Plan to help set goals and performance objectives for themselves.



Importance of the Strategic Plan

"Sustainability - we plan to live here longer than the 4 year term so every choice we make today will make our Town better for us and our children" ...**Marie Lippens, Chair, Environmental Advisory Committee**

"East Gwillimbury is at an important juncture in history – over the next four years going from rural to urban and it's important for Council and staff to plan and manage in a sustainable fashion. With growth, provide proper services for an expanding community." ... **Bob Leech, Chair, Trails Advisory Committee**

"Keep the community spirit, don't grow too quickly and take away from the small town atmosphere. Today it is like vacation country and it could feel like a city although the reason people moved here was for the country feel" ...**Loretta Whiteman, Chair, Public Library Board, and Santa Claus Committee**

"Help us with dramatic growth over the next few years along with infrastructure to support it such as internal roads, sewers. A small community with live and work options without driving for miles." ... **Gary Garbe, Chair, Business Development Advisory Committee**

"Build on the community and sustain it through growth, ensuring services for people. Live, Work and Play and be supported through new developments." ... **Diana Brouwer, Chair, Physician Recruitment and Retention Advisory Committee**



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The Town of East Gwillimbury
19000 Leslie Street Sharon, ON L0G 1V0
Phone: 905-478-4282
Fax: 905-478-2808
Email: town@eastgwillimbury.ca
Web: eastgwillimbury.ca

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