



Town of East Gwillimbury

Strategic Plan



Our Town, Our Future

November 2005

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Town Information

Located between downtown Toronto and the tranquility of cottage country, East Gwillimbury offers residents a fully balanced lifestyle. The Town consists of a number of communities including Holland Landing-River Drive Park, Sharon, Queensville and Mount Albert, each with their own rich history, unique charms and opportunities. Farms, forest, countryside and recreational areas add to the overall pastoral character of the Town, linking these urbanized communities together.

East Gwillimbury’s opportune location makes our Town an ideal location for businesses and a wonderful place to live. The services of the Town, shown by key business unit areas, are outlined below:

Administration

Chief Administrative Officer

- Administration
- Staff Development
- Community Initiatives
- Corporate Strategy

Corporate Services

- Municipal Clerk
- Information Technology
- Human Resources
- Centralized Purchasing
- Corporate Communications

Finance

- Financial Services and Reporting
- Revenue Services
- Administration, Policy and Planning

Development Services

Planning

- Administration and Information Services
- Community Planning and Development Review
- Long Range Policy
- Economic Development

Engineering and Transportation Services

- Infrastructure Maintenance and management
- Waste Collection and Diversion
- Infrastructure Planning
- Capital Roads and Sidewalks
- Water & Sewer Operations
- Capital Water and Sewer

Building & By-laws

- Building Code Enforcement
- By-Law Enforcement

Community Services

Library

- Library Resources
- Library Services and Support
- Governance/Administration

Parks and Recreation

- Parks and Property Services
- Facilities Management
- Program Services

Emergency Services

- Fire Prevention
- Emergency Services Training
- Emergency Preparedness
- Operations



Message from the Mayor and Council

We are proud of our community. East Gwillimbury's residents and businesses enjoy the benefits of a balanced urban-rural community. We will grow, but the character of our community will not change.

Our Strategic plan is the bridge between Our Town and Our Future. We will support this bridge with Five Strategic Pillars:

- Protecting and Enhancing the Environment
- Providing and Advocating for Quality Programs and Services to the Community
- Investing in Municipal Infrastructure
- Managing Growth to Ensure a Sustainable Community
- Supporting a Municipal Organization Focused on Excellence

Our Municipality has a proven track record of being committed to protecting and enhancing our environment through our own and Provincial legislation. Moving forward, East Gwillimbury will continue to be at the forefront of environmental stewardship.

East Gwillimbury will continue to provide accessible cultural/recreational programs and services to residents. We will work together to retain cultural heritage and pride in our community while welcoming diversity and promoting multi-culturalism. Our Town will foster partnerships with external agencies to advocate for quality education, and the provision of medical, protection and other community enhancing services.

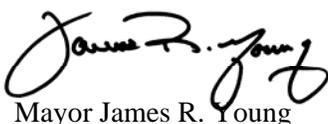
East Gwillimbury has recognized that infrastructure is an integral component of a sustainable community. We have and will continue to maintain and invest in quality infrastructure to service residents and businesses for today and tomorrow.

Balanced residential growth and employment is a key priority for our Town and Region. The Town of East Gwillimbury has the only Official Plan in Ontario that requires employment opportunities to be provided within our community before residential subdivisions are constructed.

East Gwillimbury will maintain a strong and accountable Municipal government through: open, frequent dialogue with all stakeholders; excellence in customer service delivery; a properly resourced and aligned corporation; and continuing to support, recognize and value our most important resource, our volunteers and community based organizations.

To achieve a sustainable community it is paramount that our strategic plan be predicated on our commitment to: the environment; society and culture; infrastructure and; the economy.

Sincerely,



Mayor James R. Young

Councillor Marlene Johnston
Councillor Jack Hauseman

Councillor Cathy Morton
Councillor Virginia Hackson



Mayor James Young



Councillor Marlene Johnston



Councillor Cathy Morton



Councillor Virginia Hackson



Councillor Jack Hauseman



Message from the Chief Administrative Officer and Senior Management Team

The Strategic Plan for the Town of East Gwillimbury is Council’s vision for the future direction for the Corporation. The pillars outlined in the Strategic Plan provide guidance to Town programs and services. Senior staff have been extensively involved in development of the Strategic Plan and will assume ownership for implementing the strategic directions and actions contained in this document.

The Town recently streamlined its Business Plan and Budget process - focusing on clear initiatives, resources and performance management. This process will be a valuable tool for staff as they work closely with Council, residents, businesses and other stakeholders to ensure the success of implementing the Strategic Plan.

We will use the annual Budget and Business Plan process to manage all of the Town’s programs and services delivery in a comprehensive, consistent manner and to support the overarching Strategic Plan. Regular monitoring of the Strategic Plan and annual reporting on progress towards achieving the goals of the Plan, will contribute significantly to the Plan’s success. It is proposed that the Town’s Strategic Plan be a “living document” and be used to guide our future programs, services and resource decisions.



T.R. Webster
Chief Administrative Officer



Town’s Senior Management Team

Thomas R. Webster
Chief Administrative
Officer

Lucille King
Director of Corporate
Services/Municipal Clerk

Rebecca Mathewson
Director of
Finance/Treasurer

Dan Stone
Director of Planning

Wayne Hunt
Town Engineer

Tim Gibson
Director of Building and
By-laws/Chief Building
Official

Louise Procter Maio Chief
Executive Officer, Library

Rick Leclair
Director of Parks and
Recreation

Ken Beckett
Fire Chief

Strategic Plan Components

The Town of East Gwillimbury has embarked on a strategic planning process to establish a future direction for the community. Developing the Strategic Plan has been a key initiative of the Mayor and Council. It establishes the framework for all projects and plans to be undertaken by the Town's departments.

The Town of East Gwillimbury's Strategic Plan is comprised of five main elements:



At the end of 2005, the Town had 22,000 residents and an estimated 7,000 employment jobs

The Corporation of the Town of East Gwillimbury consists of 9 Departments and a total of 40 business units

Did you know we maintain/operate:

7 Community facilities
187 kms of roads
56 kms of sidewalks
170 acres of parks land

1. Community Vision

The Community Vision describes the Town's current context and outlines a strategic outlook for the future.

Our Town, we are known for our strong community values, and invigorating mix of residential, employment, recreational, agricultural and natural environment areas.

Our Future, we will work together to plan for a thriving community, today and tomorrow.

2. Core Purpose of the Municipality

The Core Purpose describes the role of the Corporation of the Town of East Gwillimbury in supporting the community Vision.

To provide quality cost-effective services and to lead the community in the planning and delivery of a sustainable future.

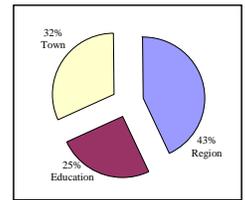
3. Corporate Values

The Town of East Gwillimbury is a Character Community and these values are reflected throughout the members of Council, the Advisory Committees and the organization.

Our Town's Corporate Values are embraced in the Character Community values:

Compassion	Inclusiveness	Perseverance
Courage	Initiative	Respect
Fairness	Integrity	Responsibility
Honesty	Optimism	

Where Your Tax Dollar Goes



Each dollar in 2006 will be spent on:

Roads, Bridges, Culverts, Sidewalks	32 ¢
Parks, Recreation, Arenas	25 ¢
Fire and Emergency Rescue	15 ¢
Garbage & Waste Collection	10 ¢
Libraries	9 ¢
Local Planning (Land Use)	4 ¢
Property Standards, Parking enforcement	1 ¢
Animal Control and Mosquito Control	2 ¢
Street Lighting	2 ¢
TOTAL	\$1.00



Strategic Pillars

The goals further define and support the Core Purpose of the Municipality. They provide the link between the Core Purpose and the Strategic Directions.

1. *Protecting and Enhancing the Environment*



2. *Providing and Advocating for Quality Programs and Services to the Community*



3. *Investing in Municipal Infrastructure*



4. *Managing Growth to Ensure a Sustainable Community*



5. *Supporting a Municipal Organization Focused on Excellence*



1. Protecting and Enhancing the Environment

To protect and enhance the natural environment and work towards cleaner air, water and land.

Promote Responsible Environmental Stewardship

1. Develop strategies to ensure that the Town of East Gwillimbury is a model community for environmental stewardship (greening initiatives, energy conservation management)
2. Encourage land securement to protect the Town's Natural Heritage System
3. Continue to partner with the Region of York on a greening strategy
4. Set standards for new community growth, including infrastructure plans, recognizing environmental importance – "put the environment first"
5. Promote clear air policies and initiatives
6. Continue to optimize the 3-R's and increase diversion rates for landfill
7. Promote safe and responsible non-landfill waste management solutions
8. Coordinate infrastructure approvals to meet requirements of approval agencies (Provincial / Federal)

Protect Natural Heritage System

1. Prioritize development to settlement areas in the Official Plan
2. Continue to create a network of parks, trails, greenways and links to public natural spaces
3. Preserve scenic vistas and corridors
4. Work directly with key environmental partners (such as the Lake Simcoe Conservation Authority) to ensure the watershed environment continues to be enhanced
5. Review and consolidate the Town's natural heritage system as part of the Greenbelt Initiative

Promote Innovative Energy Practices

1. Encourage residents and businesses to install alternative energy systems and construction methods
2. Continue to implement energy conservation in municipal buildings and infrastructure
3. Seek out utility partners to ensure that growth is accommodated with innovative and environmentally sustainable 'leading practices'



2. Providing and Advocating for Quality Programs and Services to the Community

To provide quality cost effective programs and services to residents and the business community.

Plan and Deliver Core Services

1. Prepare annual business plans and supporting budgets indicating key work initiatives and allocate resource requirements (dollars, employees, etc.)
2. Develop key business unit indicators (program cost, outcome, customer satisfaction, employee performance) to monitor business unit effectiveness
3. Establish employee development plans that align with annual business plans and the Town's Strategic Plan
4. Review best/alternative practices of other municipal service providers to implement "best practices"
5. Continue to brand, communicate and promote East Gwillimbury as a destination to live and work

Cultivate a Liveable Community

1. Provide accessible cultural/recreation programs and services to residents
2. Establish policies to ensure friendly and safe neighbourhoods
3. Work with our stakeholders to ensure a vibrant business community and employment opportunities
4. Support local community efforts to retain cultural heritage, pride of place and enhance community spirit
5. Welcome diversity into the community and promote a multitude of events
6. Enhance Library services to emphasize the importance of life long learning in the community
7. Ensure fire and emergency services are properly planned and implemented to serve the community



Strengthen Partnerships

1. Collaborate with other service provider sectors (education, health care, safety, Region, Province and Federal Governments) to ensure programs and services are made available to the community in a balanced and effective manner
2. Work with the Police, Regional Emergency Medical Services and adjacent jurisdictions to ensure cost-effective service excellence
3. Regularly meet with School Boards, community colleges, universities, trade schools to ensure excellent facilities/programs for our residents
4. Work with community health providers, including Southlake Regional Health Centre to provide consistent excellent health services to residents
5. Pursue funding partnerships with senior levels of Government
6. Collaborate with other municipalities for the coordinated and cost-effective provision of services
7. Foster volunteer relationships to enhance municipal services
8. Work with community based not-for-profit service providers to enhance and expand communication networks and services throughout our community



3. Investing in Municipal Infrastructure

Develop plans to maintain, replace and upgrade our infrastructure including roads, sidewalks, facilities, recreation complexes, and information technology and communications systems.

Enhance Existing Infrastructure

1. Develop multi-year Town capital plans for all existing key infrastructure areas including roads, parks, sidewalks, facilities, water and sewer systems, emergency services, information technology, library and other service areas
2. Review and provide input into Regional/Provincial 10 year capital programs to ensure Town's needs are addressed and integrated

Plan for Growth Related Infrastructure

1. Undertake studies to assess the Town's community facilities and infrastructure needs
2. Complete detailed financial assessment and enact responsible financial policies to ensure growth fully pays for growth
3. Review Regional/Provincial/Federal capital programs to ensure infrastructure is available to accommodate growth
4. Undertake comprehensive review of servicing to accommodate the Town's employment and housing needs in the short and long term
5. Ensure green lands, transportation, water and sewer, infrastructure, natural heritage, utilities and community facilities are integrated to accommodate growth

Manage our Assets

1. Prepare a long term 20 (plus) year assessment for full capital cost replacement for major facilities and major municipal infrastructure
2. Establish and build replacement reserves to equalize funding requirements
3. Advocate with senior levels of government for additional funding to ensure the Town's long term financial viability
4. Prepare an asset management strategy
5. Collaborate with other major service sector providers to understand and support capital needs of these agencies



4. Managing Growth to Ensure a Sustainable Community

To manage growth in an efficient, balanced, well planned manner and to ensure growth occurs in a way that benefits the Town and its residents.

Develop a Healthy Economic Base

1. Develop short and long term growth management projections that link future residential growth to employment growth on a Town-wide basis
2. Lead an economic employment corridor analysis for York Region's North Employment Corridor
3. Initiate economic development strategies to retain and attract a diverse range of employers
4. Encourage development of university/post-secondary institutions to offer educational opportunities to Town residents and the northern GTA
5. Continue to support the agricultural and rural economy

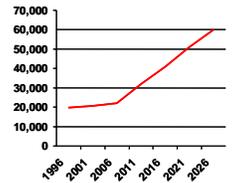
Promote "Growth Pays for Growth" Principles

1. Undertake mid and long term financial forecasts to ensure that growth costs are paid by growth and that future tax rates are maintained within the level of inflationary pressures
2. Require all major new growth areas to be supported by detailed fiscal impact analysis
3. Develop innovative financial options and tools to minimize impact on existing residents
4. Promote the building of balanced, "liveable" communities where residents can live, work and play

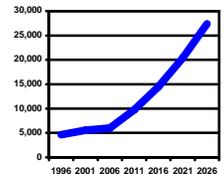
Keep Pace with Needs

1. Work with other levels of government to ensure infrastructure needs are met
2. Review timing of construction of new community facilities to enhance service levels to residents while maintaining tax rates aligned with inflation
3. Incorporate land use policies for various types of housing and employment
4. Establish a Town of East Gwillimbury Development Group and initiate regular dialogue on growth related issues
5. Promote the preservation of significant historic buildings, heritage homes and historic areas

Official Plan Populations and Employment Growth Projections



Population Growth Projection



Employment Growth Projection



5. Supporting a Municipal Organization Focused on Excellence
Maintain strong, accountable municipal government.

The Town’s 4 Steps to Strategic Alignment of Vision to Employee Performance



Enhance Customer Service

1. Undertake Town-wide surveys to obtain input on satisfaction with Town services
2. Investigate opportunities for improvements through consolidated customer services – ‘one stop shop’
3. Review resident-friendly methods of direct communication with customers
4. Initiate regular consultation with the community on issues of importance
5. Improve communications through website and community focused dialogue
6. Identify potential for improved customer service delivery through technological advances
7. Develop an integrated corporate-wide GIS system that incorporates departmental user needs, provides up-to-date relevant information to residents and includes a development tracking system



Value Our Employees

1. Identify training opportunities for Town staff on the Character Community initiative
2. Undertake an internal employee satisfaction survey to obtain input and feedback on organizational effectiveness and potential improvements
3. Implement an employee program to recognize and reward cost-saving initiatives
4. Increase Town staff morale through team-building exercises and focused staff training opportunities
5. Value staff through recognition programs
6. Develop a results-oriented compensation policy based on market competitive analysis

Effectively Manage Municipal Resources

1. Conduct detailed organizational assessment to ensure that the Corporation is properly resourced/aligned for the future including human resources and information technology
2. Regularly review programs and services and adjust them to meet residents' needs
3. Ensure Town services are provided in a long term, fiscally responsible manner
4. Seek out innovative alternative revenue sources through partnerships and other means which will provide long-term, reliable, non-property tax revenue sources
5. Develop multi-year plans by business unit to ensure programs and services are effectively resourced and delivered
6. Update and develop master plans for key programs and service areas
7. Develop a municipal business continuity plan
8. Initiate talent management and succession planning to secure long-term quality staff resources
9. Recognize and value volunteers as a resource to assist in the delivery of municipal programs and services and addressing community needs



Implementing the Strategic Plan

Approval by Council of the Town of East Gwillimbury's initial Strategic Plan will provide a future outlook for the organization.

The successful implementation of the Strategic Plan is dependent upon four key elements:

- Endorsement of the Strategic Plan by Council and support and direction to focus on a longer term perspective of program and service planning, delivery and evaluation.
- The C.A.O. and Senior Management Team will be responsible for developing plans to support the strategic directions and actions contained in this Strategic Plan. The plans will identify the appropriate resources and timelines to carry out the activities that support the various initiatives outlined in this strategic plan. A key element of implementing the Strategic Plan will be sharing it with employees, and encouraging them to help determine priorities and to be involved in initiatives through "teams".
- Continued involvement from Town employees, residents, businesses and key stakeholder groups to ensure that the Town of East Gwillimbury remains a leader in program and service provision. The administration will incorporate a section in future staff reports that link the report to the Strategic Plan Pillars.
- Continued monitoring and reporting of the progress of the Strategic Plan each year (2006-2007-2008) through our annual Business Plan and Budget Process. The Business Plan and Budget process will provide a progress update on the achievement of the actions contained in the Strategic Plan, and outline the strategic initiatives and resources to move forward with in the future.