



Township of
Springwater

Council Strategic Plan

2010 - 2014



Overview

1. Vision, Mission & Values
2. Guiding Principles
3. Key Work Initiatives

Approved by Council on February 7, 2011
Resolution No. C 079 2011

Mayor and Council Message

On behalf of the 2010 – 2014 Council, we thank you for taking the time to review our Strategic Plan.

This Plan is a guiding document that sets the priorities for Springwater Township for the next four years. Council worked diligently to create this document and to shape the vision of what we will work towards in our term.

The vision, mission and values outlined in the Plan provide an overview of what our Council considers important, and what they heard from their ratepayers.

All decisions of Council relate back to the initiatives agreed upon in this document and we will continue to look to this Plan as we develop Springwater's future.

If you have any feedback on this Plan, please feel free to contact any member of Council with your comments.

Mayor Linda Collins and Council



Vision, Mission & Values

Vision: To actively promote Springwater Township as a municipality of unique communities with opportunities to cultivate, grow and prosper

Mission: To provide accountable representation and maximize efficiencies

Values: Accountability, Approachability, Integrity, Respect, and Responsiveness

Guiding Principles

1. **Economic Development**

- The Township will be known as a prosperous community with market opportunities that enable new business investment and economic growth across a broad range of industry

2. **Growth Management**

- Council commits to the proactive and realistic management of provincially mandated growth allocation to ensure positive outcomes for current and future taxpayers
- Council will advocate for an appropriate share of future growth allocation

3. **Sustainable Infrastructure**

- To aid in ensuring that capital funding for infrastructure rehabilitation and replacement will be available when required, Council will work toward preserving and protecting original taxpayer investments in infrastructure via a life-cycle approach to infrastructure funding and management

Guiding Principles

4. Financial Management

- Council will ensure the best use of resources to avoid unnecessary increases in spending or tax rate adjustments
- Council will pursue external funding opportunities to assist in limiting tax rate adjustments
- Council will examine financial processes to determine whether they appropriately encourage or discourage residential or commercial/industrial development while protecting residential taxpayers from inappropriate subsidization

5. Green Agenda

- Council will work towards developing a prudent, affordable green agenda that balances environmental and financial due diligence

Guiding Principles

6. **Community Partnerships**

- Service delivery and decision-making will emphasize community, business and intergovernmental partnerships and linkages in support of our unique and united communities

7. **Communication**

- The Mayor as the official voice of Springwater Township will be responsible for communication with the Heads of government agencies and any news release relating to sensitive and/or official matters
- Members of Council will maintain liaison and generate an exchange of information with residents on local matters
- Township staff will provide information and respond to onsite media inquiries relating to occurrences and/or emergency situations
- Communication and input from the public will be promoted

Guiding Principles

8. Efficient Service Delivery

- Council will govern with a view to maximized effectiveness of service delivery and improved current and long term financial and operational efficiencies
- Council will strive to make Springwater Township a place that customers and clients value and where they want to live and carry out their business

Key Work Initiatives

Economic Development

- Implementation of the newly adopted Economic Development Strategy
- Creation of an Economic Development Committee
- Furthering of the Springwater brand, visual identity and municipal signage program
- Promotion of Elmvale's main street
- Promotion and development of existing and potential businesses

Growth Management

- In an economical and accountable manner, continue to work on advocacy strategies to ensure County and provincial awareness of Springwater's need for appropriate growth allocation
- Monitoring of water and wastewater capacity to ensure timely servicing of approved growth
- Re-development of the Township's Official Plan to comply with new provincial and County policy with consideration to employment land and intensification

Key Work Initiatives

Sustainable Infrastructure

- In an economical and accountable manner, continue development of a lifecycle based asset management system and associated funding plan
- Operating budgets that strive to ensure sufficient resources are in place for preventative maintenance activities that will lengthen the life-cycle of infrastructure and facilities
- Improve municipal road conditions and develop an implementation strategy to convert all municipal roads to a hardtop surface
- When economical and accountable, improve drinking water quality beyond provincial standards

Key Work Initiatives

Financial Management

- Utilization of service delivery performance indicators and benchmarking
- Continue annual long term capital plan and annual capital plan adjustments to accommodate budget requirements
- Enhance financial reporting to aid analysis and assist performance measures
- Review of Procurement Policy to ensure conscientious spending
- Creation of a Finance Committee

Key Work Initiatives

Green Agenda

- Continued implementation of the Township's Sustainability Plan
- Determination of the Township's position on the locating of renewable energy projects in the municipality
- Development of a long term environmental impact plan that works towards reduction in environmental impacts of service delivery
- Council's planning and growth management decisions will review the impact on the protection of Environmentally Sensitive Areas, and place primacy on conservation
- Enhance recycling and waste diversion in and at all Township facilities
- Review potential for alternative energy for municipal buildings and infrastructure

Key Work Initiatives

Community Partnerships

- Continued support of community events
- Continuation of community partnerships
- Physician recruitment and furthering of the Knox Building for provision of community and health services
- Lobbying for the continued hosting of EDHS in Elmvale
- Enhance and promote recreational activities in all communities
- Foster and promote volunteerism and encourage ongoing positive recognition of Springwater's volunteers

Key Work Initiatives

Communication

- Development of a Communications Protocol including a response protocol for ratepayers concerns
- Continuation of the Corporate Communications effort
- Implementation of 'Council Corner' with the Springwater News
- Encourage community engagement and educational promotion of municipal government
- Continuation of quarterly reporting on Council work initiatives

Efficient Service Delivery

- Creation of an Efficiencies Committee
- Development of performance indicators and benchmarks to monitor the success of the Township in achieving positive service delivery
- Further enhance and implement the Township's Customer Service Program, continually striving to promote customer service
- Continued implementation of master plan recommendations