



# Asphodel-Norwood Strategic Plan

2018-2021

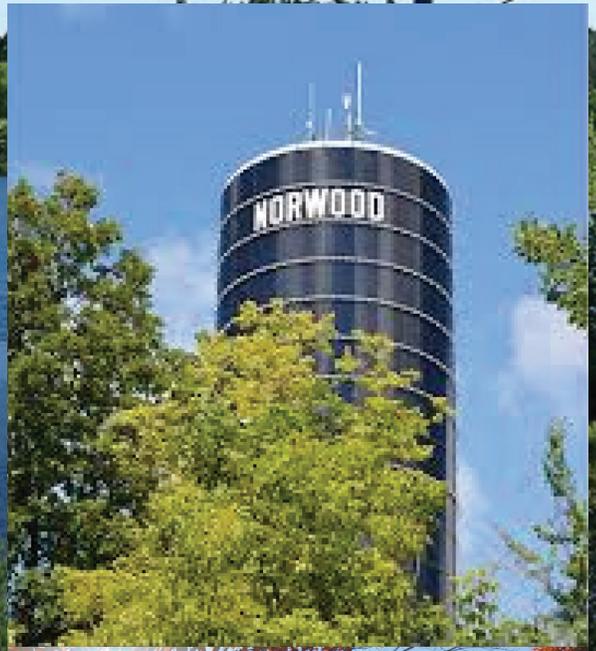
A safe and growing community,  
rich in heritage.

Township of Asphodel-Norwood  
2357 County Road 45, Norwood ON, K0L 2V0



## Message from the Mayor

Since being elected in the late 80's I have had the opportunity to witness the Township progressing. Positive progression has occurred in all areas including roads, administration, facilities, infrastructure, business, residential development, people, streets, education and the Community Centre. The Township has experienced change especially in the last four years as Council and municipal staff have worked as a team to slowly and steadily move us forward. All of this is in order to keep our Community alive. We have grown and will continue to grow because a Community such as ours is a work in progress; it never stops. Building a community is like building a dream home. You start with an idea, plan how you wish to accomplish it, control the things you can, work to change those you can't; so they work for you instead of against you and list the things you have yet to accomplish and get started on them. This is called Strategic Planning. This Plan does not have an ending, it's only a road map to say where we've come from and where we are going. But, like any road, it may have some pot holes and twist and turns. A person once told me, "The beginning of wisdom is understanding reality." The reality of living in our Township is we are the smallest in the County, but we are not any less important in the overall scheme of things. We manage our resources well and the surrounding communities recognize us as a team player and a strong contributor to Peterborough County.



# Our Mission

We will provide a comprehensive range of municipal services in a sustainable, efficient and cost-effective manner.

# Our Vision

The Township of Asphodel-Norwood is a safe, growing community, rich in heritage and offering a rural lifestyle.

# Our Values

## Community Building

Council members, staff, residents, businesses and agencies working together to take steps towards solutions to issues affecting the community. The Township will focus on and grow the positive aspects of the community while understanding the community's aspirations and addressing change where it needs to happen.

## Collaboration

Council members, staff, residents and agencies communicating with each other and working together to achieve results and deliver exceptional service.

## Integrity

Earning and sustaining public trust by service public interest, using powers responsibly for the purpose they were intended and acting with honesty and transparency.

## Respect

To always have due regard for the values, rights or opinions of others.

## Professionalism

To possess the skill, good judgement and polite behavior that is expected of the community.

## Proactive

To initiate change rather than reacting to events to ensure a system of mutual trust is in place.

## Accountable

To acknowledge and assume the responsibility of its actions, decisions and policies.

## Transparency

To make reasoned decisions without bias by following fair and objective processes.

## Sustainability

To meet the current needs of the community without compromising the ability to provide long term municipal services to future generations. This includes financial, operational, and environmental sustainability.

# Our Strategy

## Strategic Direction #1

### Sustainability > Achieving Operational Excellence

#### Proactive Financial Management

- Create and adopt responsible budgets
- Develop an action plan to aggressively apply for grants
- Develop a debt management policy
- Develop a reserve management policy

#### Accountable Governance

- Pursue customer service excellence opportunities
- Encourage staff development and training to achieve service excellence
- Adopt an Asset Management Policy and service levels as per O Reg 588

#### Responsible Growth

- Develop a Growth Plan to ensure robust infrastructure
- Adopt an updated Official Plan
- Adopt an updated Zoning By-law

## Strategic Direction #2

### Prosperity > Growing Our Economy

#### Partnerships

- Develop and maintain strategic and collaborative partnerships:
  - Developers
  - Educational service providers – Pre-School, Elementary & Secondary
  - Engage with Fleming College and Trent University to promote satellite educational opportunities within the Township
  - Agricultural community, associations and service providers
  - Provincial & Federal Government Agencies
  - Cultivate the relationship with Peterborough & The Kawarthas Economic Development (PKED) to ensure a strong partnership for regional economic activity and growth

#### Broadband

- Promote and advocate for the expansion of Broadband Width

#### Community Improvement Plan

- Promote and maintain the Community Improvement Plan by conducting reviews to ensure the program is successful

#### Business Attraction

- Support business attraction initiatives to expand the number of retailers and cafes/restaurants serving residents and visitors

# Our Strategy

## Strategic Direction #3

### Strength > Strengthen Our Communities

#### Recreation Plan

- Develop a long-term Recreation Plan in order to continuously provide amazing recreational experiences

#### Youth Opportunities

- Develop and promote after-school/ weekend youth opportunities
- Develop and promote a summer youth program

#### Senior & Retirement Living

- Advocate for the development of senior and retirement living

#### Waste Management

- Develop a communications plan to promote recycling alternatives
- Support the clear bag program
- Work with partners to develop a strategy to develop a solution for collecting and managing an organic waste program

#### Healthcare

- Advocate for expanded health care services including health care providers and facility upgrades



## Strategic Direction #4

### Engage > Engage Our Communities & Citizens

#### Public Consultations

- Develop a Public Consultation strategy to continue engagement initiatives

#### Volunteerism

- Attract and retain volunteers to support the delivery of Township services, events and programs
- Regularly review the composition and mandate of each committee to ensure that it can grow and reach its goals and objectives

#### Citizen Engagement

- Enhance communication of municipal, county, provincial and private sector initiatives
- Continue to promote Township initiatives online (website and social media) and print (newspaper)

# A Message from the CAO



This Strategic Plan provides the Township with a roadmap charting our direction over the next four years. The Plan outlines key priorities with the intent of keeping the Township moving forward in a positive and sustainable manner. Council's ongoing commitment to the Plan ensures the Township will continue to prosper and the Plan ensures that we are ready to meet the challenges of today, while preparing us for tomorrow. The Township provides services to our residents and businesses on a daily basis. The services that we provide play an important role in the quality of life in our community. It is incumbent upon the Township to ensure that we are creating the right environment to allow our residential, business, and agricultural communities the ability to thrive. As a team we will aspire to customer service excellence and we will provide services in an open and fair manner with the intent of instilling confidence and respect. The Township of Asphodel-Norwood's successful strategic planning process is a credit to the entire community's participation. With hundreds of responses to our online survey and Council's dedication and input, the Township is looking forward to its vision leading to 2021. It is through the strength of our people that we can make a difference. I am proud of our team and the work that is accomplished each day and I look forward to working together to implement the actions detailed in this Plan.

Candice White  
CAO/Clerk/Treasurer