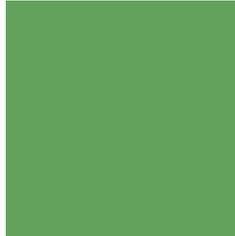


# Asphodel Norwood

# Strategic PLAN

**UPDATE**

28-May-2024



# 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 serving 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 behaviour 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 Strategic Directions

Asphodel  Norwood



Strength



Sustainability



Prosperity



Engage

**1. STRENGTH · Strengthen our Communities**

	Status	Staff	Update 2023	Update 2024
<b>Healthcare</b>				
Advocate for expanded healthcare services including healthcare providers and facility upgrades (New Medical Centre)	S	AH	Twp entered into intent to lease Sept. 27, 2022	New clinic opened on March 4, 2024, with two new doctors and a nurse practitioner working out of it.
Actively participate in physician recruitment	S / O	AH	Staff Report - May 9, 2023	Third doctor expected summer 2024. Staff met with another prospective doctor in April 2024 and work is continuing in this area.
<b>Community Programming</b>				
Continue supporting and expanding youth initiatives	S / O	All	Approval of the Next Gen Committee TOR - Call for members to be released in May/June of 2023	· Library taking the lead with new Youth Advisory Group (YAG). Eight youth have registered to be a part of YAG, with monthly meetings to commence April 30, 2024. · Municipal Scholarship Program released for graduating NDIHS students
Continue supporting, expanding, and collaborating for senior initiatives	S / O	PCJ	Lunch 'n Learn Event - Fraud Prevention - Huge Success - Another event coming soon	Recipient of the New Horizons Seniors Grant (received \$14,678.00) to support the Community Connections initiative that supports monthly Lunch & Learn seminars (through ongoing community partnerships) and regular communications. Community Program Co-ordinator is exploring additional grant opportunities
Collaborate with Public Library Branches	S / O	TR / AH	Community Program Co-ordinator meets regularly with Librarian to collaborate and communicate	CAO and CEO/Librarian meet bi-weekly for 1:1 meetings to discuss ongoing collaboration.
Ongoing engagement with the public through community events	S / O	PCJ	Family Day, Earth Day, Trails Day, Showcase A-N, Canada Day, Community Recognition Awards, Pumpkin Parade, Road Tours, Holiday Market, Light up the Township	Family Day was expanded to include two facilities and activities for a larger demographic; planning is underway for Trails Day (June 1), Showcase Asphodel-Norwood (June 15), and activities for Earth Day/Provincial Day of Action on litter (May 14). Annual community events such as Canada Day, Pumpkin Parade, Scarecrow Roadshow, Holiday Market, and Light up the Township are ongoing
<b>Recreation/Parks/Trails</b>				
Enhancement of Mill Pond Forest Trails through expansion and promotion	S / O	SMcD PCJ	Trails Day Event. (Partnership with Library & Norwood Lions). Completed the sign upgrade project with the Norwood Lions Club. New Committee has plans to expand and improve the Trails in the 2023-2025 seasons	Trails Committee currently on hold. Annual Trails Day event planned for June 1, 2024 to include guided sensory walks with Nature Nancy.

**1. STRENGTH · Strengthen our Communities**

Recreation/Parks/Trails CONTINUED				
Construction of Outdoor Skating Area	S	SMcD	Volunteer organization received approval to construct an Outdoor Rink (ODR) in the ball field at the ANCC. First season was 2022/23. Plans to continue next year.	The ODR returned for the 2023-24 winter season but the weather was not cooperative. The volunteer committee has informed staff that they won't be able to do oversee the ODR in 2024-25. Township staff will explore available options in Q3 as a weather dependent structure
Ongoing inclusion of accessible options in all green spaces	S / O	PCJ AH	New accessibility plan to be adopted in 2023. New accessibility picnic tables approved in the 2023 budget.	Accessibility plan to be adopted in 2024. Ongoing investigation into accessibility grant opportunities.
Waste Management				
Adopt and implement Landfill Closure Plan for 187 County Road 40	S	PD	Closure Plan will be implemented prior to Dec. 31/23	Closure plan not implemented. CAO working with consultant into 2024 plan
Work with partners to adopt a strategy to develop a solution for collecting and managing an organic waste program	M / O	PD	Ongoing communication with Peterborough County in regards to this priority. Entered into a partnership with Food Cycle Science Corp. for a FoodCycler Pilot Program.	<ul style="list-style-type: none"> <li>· <i>FoodCycler</i> Pilot program complete for 100 participating households. Presentation to Council from Food Cycle Science March 2024.</li> <li>· Council supported inclusion of Asphodel-Norwood in the implementation costing process and continuing to investigate a County Wide Organics Program with the County</li> </ul>
Emergency Management/Response				
Location study and design for a new EMS/Fire Hall in the Village of Norwood	L	DP SMcD	The need and location for a new EMS/Fire Hall in Norwood will be completed in the Master Facility Review (2023). The design will be included in a subsequent budget year. Advocate for funding.	The Master Facilities plan is still ongoing. Consultants are targeting a report presentation to Council in May. Throughout the process it has been evident from the public and Staff that a new EMS/Fire Hall in Norwood is a top priority. A timeline, plan, and budgeting to follow, as well as exploring grant funding opportunities over 5-10 yrs
Ensure compliance with emergency management legislation and implement recommendations from the Municipal Control Group (MCG)	S / O	DP	Complete an annual emergency exercise. Budgeted a generator for the PW Bldg as per MCG recommendation.	Generator has been installed at 4440 Hwy 7 and is in service. Compliant with Emergency Management and Civil Protection Act (EMCPA)

Status | S: Short-Term M: Medium Term L: Long Term O: Ongoing

## 2. SUSTAINABILITY - Achieving Operational Excellence

	Status	Staff	Update 2023	Update 2024
<b>Responsible Growth</b>				
Continue to monitor and react to impacts of growth on infrastructure and community servicing	S / M / L / O	All	Ongoing and continuous conversation. An update to the Infrastructure Assessment Report 2020 will take place in 2023	<ul style="list-style-type: none"> <li>DM Wills working on updates to infrastructure Assessment report, still in draft form</li> <li>New water standpipe to come online Q2 2024</li> <li>Main sanitary pump station and forcemain design in progress</li> <li>Grant submitted for the Housing Water Enabling Fund</li> </ul>
Community Cohesion - foster unity amongst stakeholders and community members through community events and communication	S / O	PCJ	See Community Programming Notes. Twp. has reached out to Community User Groups to obtain their annual event calendar in order to produce a master calendar for inclusion on the Township website.	The community calendar on the Township website is updated monthly with information gathered from community groups. Community groups are invited to update themselves or submit information to be updated by staff
Present aquifer capacity study to support water storage solutions and future growth	M	KB	The Aquifer Capacity and Vulnerability Reports are completed and presented to Council. A subsequent Capacity Memo will be presented in May 2023	Aquifer Capacity report will be completed with new wells coming online in 2025/2026
Adopt Official Plan (OP) through Peterborough County	S	EW	OP has been submitted to the Province	Resubmitted with proposed changes in the Provincial Policy Statement (PPS): 2023. Province yet to acknowledge receipt. Will resubmit again with proposed changes in the PPS for 2024
Adopt updated Zoning By-law	M	EW	This process will commence once OP has been approved	This process will commence once OP has been approved
Support mixed housing developments to support diverse demographics	S / O	EW AH	Ongoing conversation with Developers with receptive responses. This is a Provincial and Municipal requirement	Housing-Enabling Water Systems Fund (HEWSF) grant application submitted April 15, 2024.
<b>Proactive Financial Management</b>				
Create and adopt responsible budgets. Engage community prior to adoption and capture opportunities to educate	O	JW AH	Budget survey to be released in June/July 2023. Newsletters, website and social media are used to educate the public on the budget	New Treasurer and Deputy Treasurer hired during Q 1 of 2024
Adopt Debt Management policy (Water/Wastewater)	S	KB	2023	Added to Action List. Targeting Q 4
Adopt Reserve Management policy	S	JW AH	2023	Added to Action List. Targeting Q 3
Continue to actively pursue grant opportunities	S / O	AH	Ongoing	New staff grants committee formed in May 2024, with the goal of a more coordinated effect around grant applications.

**2. SUSTAINABILITY · Achieving Operational Excellence**

<b>Proactive Financial Management CONTINUED</b>				
Ensure compliance with asset management legislation. Continue recognizing the life cycle of assets through reserve allocation and replacement	O	JW All	Currently in compliance	Currently in compliance
Monitor and react to the impact of the Pandemic	O	All	Minimal operational impacts at this time.	On hold, low priority
<b>Accountable Governance</b>				
Pursue customer service excellence through digital services and software solutions	O	All	2023 Budget includes the online booking software for facilities. This will launch in June of 2023.	Univerus launched in Q3 2023. Staff continue to seek opportunities for enhancing digital services and software solutions.
Encourage staff development and cross training for succession planning purposes	S / O	All	Ongoing	New CAO holding regular 1:1 meetings with management team where staff development regularly discussed
Adopt service levels and life cycle management practices as per O'Reg 588	S / O	JW All	Township is in compliance with Asset Management Legislation.	Working with PSD Citywide to ensure compliance with O.Reg 588/17 for July 1, 2024

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### 3. PROSPERITY - Growing our Economy

	Status	Staff	Update 2023	Update 2024
<b>Broadband</b>				
Advocate and invest in expansion of broadband width	O	PD EW	Ongoing support	· Ongoing support · New wireless tower · 13 Birdsall Lane
<b>Business Attraction</b>				
Review of Community Improvement Plan (annually) to ensure effectiveness of the program	S	PCJ EW	To be completed in 2023/2024	On the Action List for Q3/Q4 2024
Support annual Economic Development Work Plan for Shop Local initiatives (2022 - Choose Local Campaign)	S / O	PCJ	Continue with opportunities to support local businesses (i.e Showcase, Earth Day Market, Winter Market, Shop Local campaign, Became a member of the Peterborough & the Kawarthas Chamber of Commerce).	Continue to provide opportunities to promote local businesses (Showcase AN, Shop Local campaign, Winter Market). Exploring the potential for local community markets in the summer of 2024
Ensure no municipal road blocks are in place for retail expansion	S	EW	New OP and ZBL	Ongoing priority
Servicing of commercial and industrial lands	S / O	KB	Industrial Drive will be serviced with the project to upgrade the sanitary infrastructure from the Lions Park Pumping Station to the WWTP. Other servicing will be completed with grants, development charges or developer investment.	HEWSF application has been submitted. If sufficient funding is received, Industrial drive will be serviced with upgrades. Have discussed cost sharing with landowners.
Build partnerships and increase communication with businesses	O	PCJ AH MH	Business Advisory Committee will be the liaison body to achieve this direction.	<ul style="list-style-type: none"> <li>· Working with Business Advisory Committee (BAC) to define clear mandate, now operating with a full complement of volunteer members</li> <li>· Regular communications with local businesses to advise of community programs and events, as well as support and navigation services</li> <li>· Partnered with the Peterborough and the Kawarthas Chamber of Commerce, Small Business Support at Peterborough &amp; the Kawarthas Economic Development, Community Futures Peterborough, and Innovation Cluster to host a Business Open House and Breakfast on April 30, 2024</li> </ul>
<b>Agriculture</b>				
Ongoing support of the agricultural community through increased communication (liaise with provincial bodies and complete a Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis)	M / O	AH	SWOT analysis to be completed in 2024/25	Discussion/planning taking place

**3. PROSPERITY · Growing our Economy**

Agriculture CONTINUED				
Support on-farm diversified uses	S / O	EW	Further support in new ZBL.	Email invitation to Mike Torrey (OFA) inviting him to come forward as a delegation to Council to foster a deeper understanding of how we can best support our farmers and promote sustainable agricultural practices
Support and promote local agricultural initiatives and businesses	S / O	BAC AH	Farmer's & Artisan Market.	Discussion taking place with BAC

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**4. ENGAGE · Engage our Communities and Citizens**

	Status	Staff	Update 2023	Update 2024
<b>Volunteerism</b>				
Attract and retain volunteers to support the delivery of Township services, events, and programs	S / O	All PCJ MH	The recruitment for the new term for each board and committee was successful.	<ul style="list-style-type: none"> <li>· Ongoing communication with local schools to promote volunteer opportunities for students</li> <li>· Use of social media channels to share volunteer opportunities</li> <li>· Support through Volunteer Peterborough</li> </ul>
Regularly review the composition and mandate of each committee to ensure that it can grow and reach its goals and objectives	S / O	All PCJ MH	Reviewed the composition and mandate of each board and committee prior to the new term commencing in late 2022/early 2023	Targeting review Q4, prior to call for volunteers · 2025-2026 Committee term
Support each committee with time and financial resources	S / O	AH	Allocated financial resources for each committee in the 2023 budget.	<ul style="list-style-type: none"> <li>· New CAO attending committee meetings to get to know the committees and their respective needs</li> <li>· Reserves Management Policy added to Action List. CAO and Treasurer investigating reserve accounts for unused funds allocation</li> </ul>
<b>Citizen Engagement</b>				
Continue to promote Township initiatives online (Township of Asphodel-Norwood Mobile App, website, and social media) and print (mailouts, newspaper, and community signs)	S / O	MH	Ongoing message.	<ul style="list-style-type: none"> <li>· Ongoing promotion</li> <li>· Communication channels and preferences reviewed with Council Q1/Q2 2024</li> </ul>
Formalize a Public Consultation Strategy to continue engagement initiatives	M	AH MH	To be completed in 2024.	Investigating with local municipalities to see common practice. Targeting Q3
Release of a quarterly newsletter	S / O	MH	These are completed and released to the public for each quarter.	<ul style="list-style-type: none"> <li>· Ongoing activity, released on target</li> <li>· Print copies now available at Municipal Facilities</li> </ul>
Release of a "Year in Review" during the first quarter of each year detailing the previous year accomplishments	S / O	MH	These are completed and released to the public prior to the end of Q1 of the subsequent year.	<ul style="list-style-type: none"> <li>· Ongoing activity, released on target</li> <li>· Print copies now available at Municipal Facilities</li> </ul>

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[www.antownship.ca/strategicplan](http://www.antownship.ca/strategicplan)