



# Strategic Plan Re-Alignment Survey Results

# Overview

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- The survey was open to the public from May 1-22
- 98 responses were received



## Council's top 5 objectives

As selected during the workshop

Objective 1: Provide a safe community for all

Objective 7: Enhance the vibrancy of the downtown core

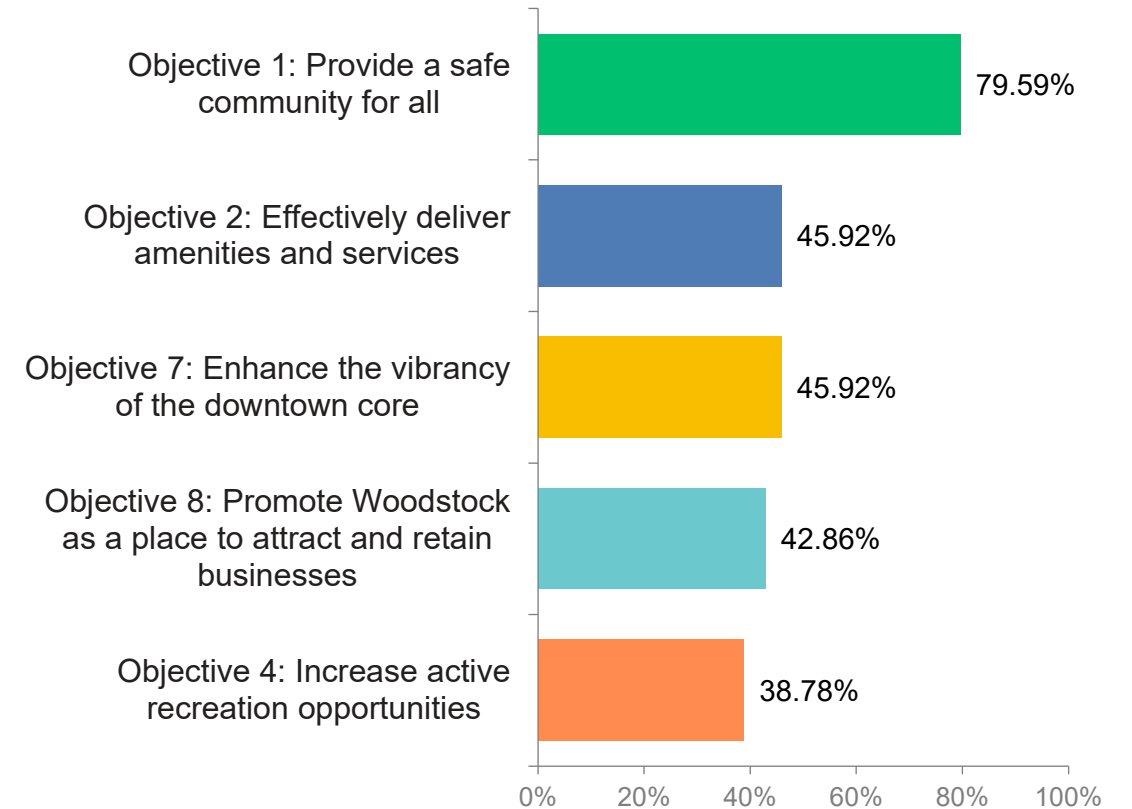
Objective 8: Promote Woodstock as a place to attract and retain businesses

Objective 13: Promote and implement green initiatives

Objective 18: Provide the necessary resources to support community and economic growth

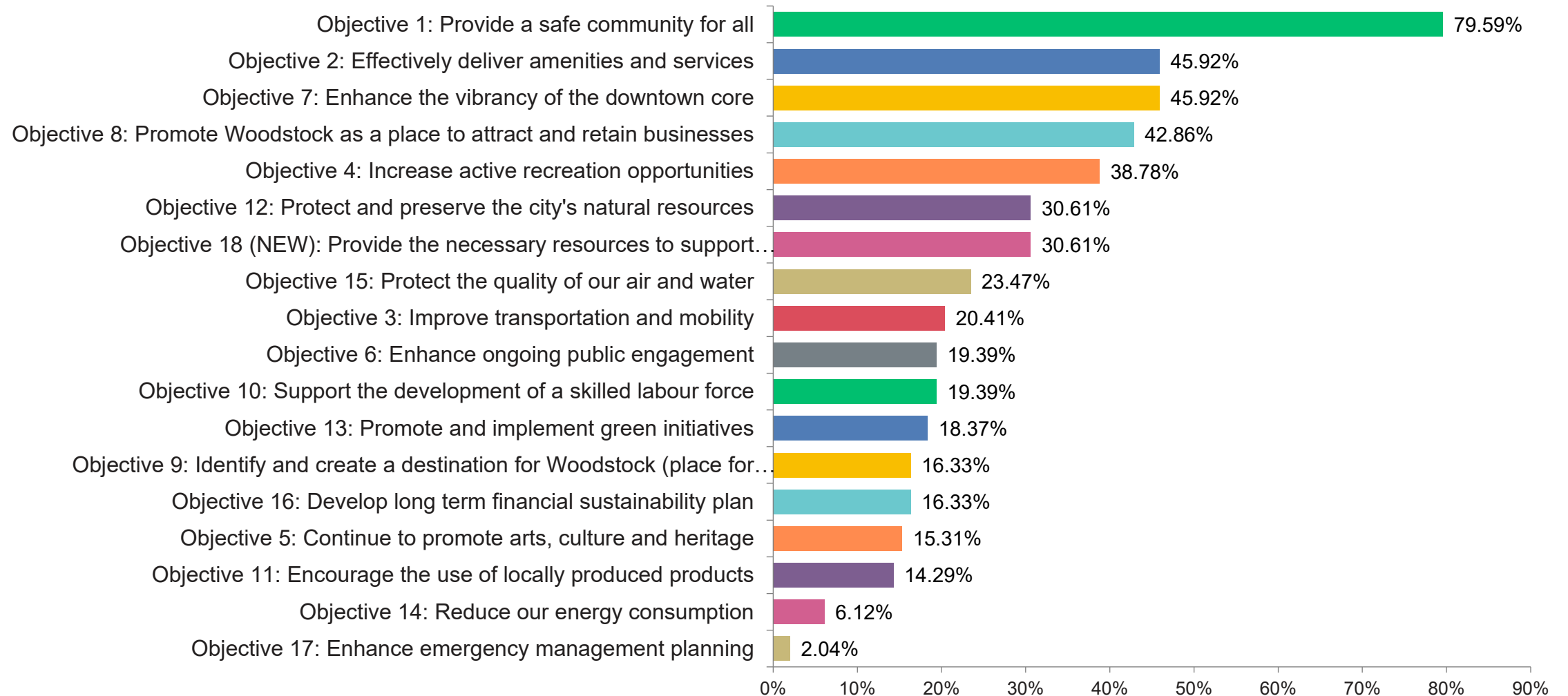
## Public's top 5 objectives

Based on the survey results



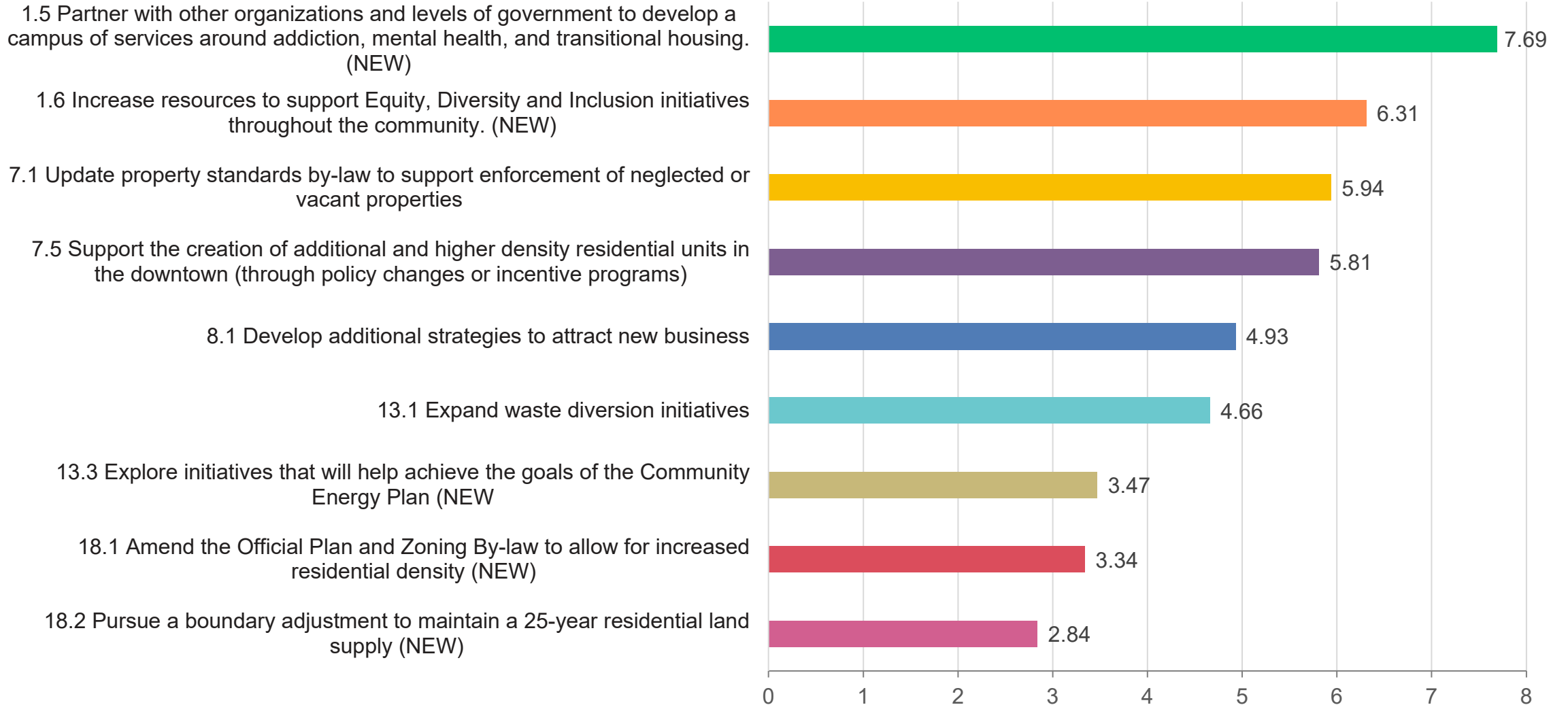
## Complete list of objectives ranked by respondents

Question 1: The Strategic Plan identified 17 objectives to help achieve the vision and goals. Staff and Council generally agree that these objectives are still relevant, however one new objective was proposed to help achieve the vision and goals. Please select the top 5 objectives that you believe are important for the City to address over this term of Council. Answered by 99, skipped by 0



## Ranking of Action Items

Within the top five objectives, nine action items were identified as priorities by Council. Question 2 asked the public to rank these potential action items from most important to least important. The chart below shows the weighted average of their responses.



## Ranking of Action Items

Question 3 gave people the option to provide comments about their ranking in question 2.

### Responses to Question 3: Is there anything you'd like to tell us about your ranking?

Answered: 34 Skipped: 65

Equity diversion and inclusion are a waste of time to focus on. Just set up the laws as they should be and focus on managing resources instead of being beholden to the feelings of people who get offended too easily. Leave them to be offended and get the work that keeps our city running done.

If the residential density is increased and appropriate supporting businesses particularly in neglected empty properties there will be less need to expand 25 yr boundaries to provide increase housing. Denser well planned hubs within the city will reduce the need to drive or take transit.

No. Just more barrier free options.

Upgrading the downtown, attracting new business and reducing high numbers of homeless and addicted individuals in that part of town should be a combined priority.

People first approach The focus on new business with good community focused companies and jobs not low paying with no benefits DEI works for everyone - more supports for inclusion means more committed and engaged community members and workforce Use/clean up existing space before taking over farmland. Expand access to city parks, e.g. Cowan park on north side cannot be accessed even on foot unless there's a game being played - make the city less car dependant please.

I don't work in Woodstock, I just moved here because I can easily commute to high-paying jobs elsewhere and houses were comparatively cheap, and the same is true for my neighbours. Now most knowledge workers don't even need to commute, we just work from home. I don't see a need to attract new physical businesses here because employment is so easily a virtual thing. Sustainability of finances via the property tax stream just means keeping ratepayers who are already here happy, by offering a comparable bundle of services to other municipalities we'd consider (Kitchener-Waterloo, Guelph, London, Stratford). We don't need expanded services except waste collection.

Woodstock should not expand anymore. We are struggling to support what we have. We need more small business retail and larger retail chains.

### Responses to Question 3: Is there anything you'd like to tell us about your ranking?

Answered: 34 Skipped: 65

While it's a great idea to offer help to those struggling with addiction and mental health issues, people need to WANT help and it sounds like the major of the people who have been causing the most issues for Woodstock residents don't want help at all.

More parking for downtown!!!!

Amending zone changes or updating by-laws may be important and necessary, but they are not really activities when compared to items that require time, energy and resources. I would have preferred to rank all forward thinking action objectives, not some that are housekeeping items (although important).

Green initiatives should not outweigh economic considerations.

The housing and educating the community workers about how to treat people is in dire need

We need more pools. We used to have the Y and the city, now we only have the city one. There is not enough programs being offered due to the limited space for a growing community. Omg we need more recycling pick ups and also a green bin program!

This survey is very vague... how is the average citizen to know what the by-laws are or what is meant by Expand waste diversion. MONKEY SURVEYS ARE WORTH PEANUTS!!

promote small business, increase skills, make woodstock an economical viable place. In turn this will attract more people to the city and with higher education all the other things will fall in place without a lot of city spending but by the people themself.

Why does it have to be so difficult for me to turn my large two floor shop behind my house into an additional unit on my property. Large companies are just making apartments with no regard for the process.

You don't give an option object to a proposal

### Responses to Question 3: Is there anything you'd like to tell us about your ranking?

Answered: 34 Skipped: 65

I feel that by improving what we already have and tackling the current humanity issue including poverty, homelessness, and the level of services and support (including mental health, recreational and art and heritage) we can then proudly attract new businesses and residents.

Building on top of current problems will only create a greater divide and make it even more difficult to achieve the city's objectives. The community needs a plan in place to support vulnerable residents when something goes wrong (winter storms, long term power outages, etc). Other communities invest in having emergency volunteers trained and in place to assist and organizations have concrete plans to house and protect. I fear this community relies on "just in time" emergency support services. You can't make an appointment during an emergency situation.

we should be supporting tougher criminalization of hard drugs. End discriminatory flag and crosswalk actions and review to allow all groups to make application to have flags flown

Density increase will kill small town feel

Adding more residential properties and opportunities will only benefit if something is done to make housing affordable. Currently the main concerns that are not being addressed is lack of affordable housing as well as lack of resource for homeless and mental health

Please stop wasting money on the core. Please support businesses in other places of the city to encourage more of neighborhood vibes where people can meet and enjoy food and entertainment and activities closer to our home.

No

The #1 priority needs to be the boundary adjustment, creating more land for residential use. We require significantly more high density residential. We need to build up, rather than out. Without a boundary adjustment, we are just kicking the can down the road until we have no where to expand.

Until there is more housing available, lower income families, fixed income seniors, and graduating students new to the workforce will be at risk of homelessness.

Community safety is my main concern followed by economic growth while building our mental health And homeless support systems



### Responses to Question 3: Is there anything you'd like to tell us about your ranking?

Answered: 34 Skipped: 65

It's challenging to prioritize these. All great initiatives, many of which compliment one another. I think looking at more supportive and transitional housing for folks with addictions and mental health issues and working to put community partners in these spaces instead of asking people to go to them (mini hubs) would another possible strategy to assist with providing housing to vulnerable people and making sure they get accessible wrap around support.

Growth can not be prioritized if we don't first prioritize our earthly home, and the health and welfare of those who live here.

I would like to ensure that no other building that is important to Woodstock's history is torn down. Owners of empty buildings are held accountable. No more growth.

Something needs to be done about the vacant lot where the movie theatre used to be

I prioritized adding housing units over everything else because it is an issue that is rapidly compounding and increased supply will greatly help mitigate.

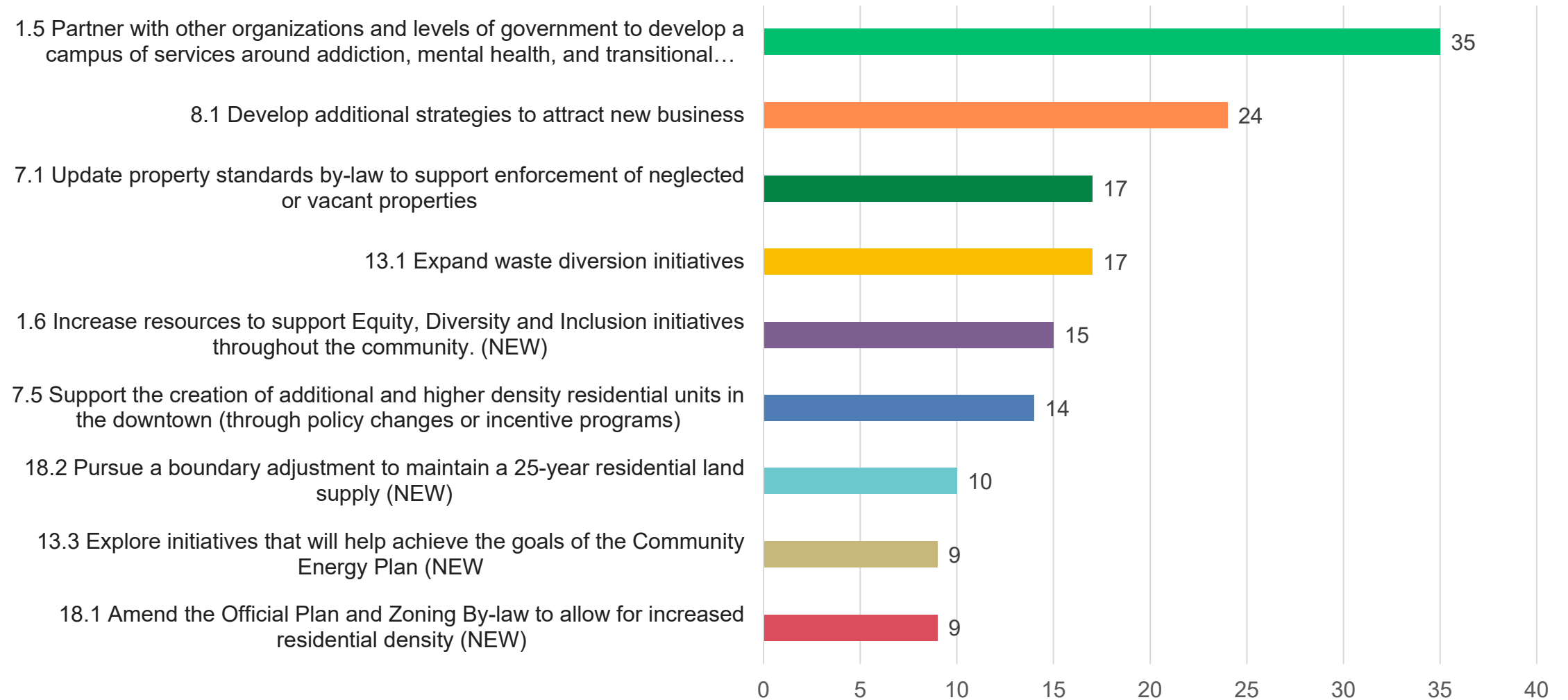
Safety first. If citizens don't feel safe they won't engage in their community

Cleaning up our city to make it look more appealing for other business should be key

First off we need to build affordable senior only building that are close to stores as most seniors do not drive . We need to clean up the streets and start enforcing the loitering and pan handling so that the citizens of Woodstock feel safe going out I. Public without fear of being harassed

## Allocation of funding exercise

Question 4 asked respondents to allocate \$100 across the top nine action items coming out of the Council workshop. The chart below shows the average dollars allocated to each action item



## Allocation of funding exercise

The following table shows how respondents allocated the \$100 across the nine potential priority actions. For example, for action 1.5 – Partner with other organizations and levels of government to develop a campus of services around addiction, mental health and transitional housing, 4 respondents allocated \$5 towards this action and 7 respondents allocated \$10 etc.) It should be noted that only 84 people answered this question (14 skipped), and some people entered a \$0 whereas others left the action blank. This table includes both \$0 and blank responses.

| Actions                                      | 1.5     |    | 1.6   |    | 7.1   |    | 7.5   |    | 8.1     |    | 13.1  |    | 13.3  |    | 18.1  |    | 18.2  |    |
|--|---------|----|-------|----|-------|----|-------|----|---------|----|-------|----|-------|----|-------|----|-------|----|
|  | \$0     | 15 | \$0   | 45 | \$0   | 45 | \$0   | 41 | \$0     | 20 | \$0   | 40 | \$0   | 55 | \$0   | 48 | \$0   | 52 |
|  | \$5     | 4  | \$5   | 6  | \$5   | 8  | \$5   | 10 | \$5     | 6  | \$3   | 1  | \$3   | 1  | \$2   | 1  | \$2   | 1  |
|  | \$10    | 7  | \$10  | 10 | \$10  | 16 | \$10  | 13 | \$10    | 14 | \$5   | 8  | \$5   | 14 | \$5   | 11 | \$5   | 11 |
|  | \$15    | 8  | \$15  | 3  | \$15  | 5  | \$15  | 3  | \$15    | 3  | \$10  | 18 | \$10  | 8  | \$10  | 15 | \$10  | 11 |
|  | \$20    | 9  | \$20  | 7  | \$20  | 5  | \$20  | 8  | \$20    | 6  | \$15  | 2  | \$15  | 1  | \$15  | 2  | \$15  | 2  |
|  | \$25    | 8  | \$25  | 5  | \$25  | 7  | \$25  | 6  | \$25    | 6  | \$20  | 4  | \$20  | 1  | \$20  | 5  | \$20  | 2  |
|  | \$35    | 4  | \$30  | 2  | \$30  | 1  | \$30  | 2  | \$30    | 5  | \$25  | 3  | \$30  | 1  | \$25  | 2  | \$25  | 2  |
|  | \$40    | 5  | \$40  | 1  | \$40  | 1  | \$40  | 1  | \$34    | 1  | \$30  | 1  | \$33  | 1  |       |    | \$30  | 1  |
|  | \$50    | 10 | \$50  | 4  | \$50  | 3  |       |    | \$35    | 2  | \$33  | 1  | \$40  | 1  |       |    | \$40  | 1  |
|  | \$60    | 3  | \$100 | 1  | \$60  | 1  |       |    | \$40    | 3  | \$50  | 4  | \$50  | 1  |       |    | \$50  | 1  |
|  | \$70    | 1  |       |    | \$100 | 1  |       |    | \$50    | 4  | \$70  | 1  |       |    |       |    |       |    |
|  | \$75    | 2  |       |    |       |    |       |    | \$60    | 1  | \$100 | 1  |       |    |       |    |       |    |
|  | \$100   | 8  |       |    |       |    |       |    | \$70    | 1  |       |    |       |    |       |    |       |    |
|  |         |    |       |    |       |    |       |    | \$100   | 1  |       |    |       |    |       |    |       |    |
| Total \$                                     | \$2,630 |    | \$840 |    | \$930 |    | \$635 |    | \$1,389 |    | \$841 |    | \$341 |    | \$387 |    | \$407 |    |
| Total # of responses allocating some funding | 69      |    | 39    |    | 48    |    | 43    |    | 54      |    | 44    |    | 29    |    | 36    |    | 32    |    |

# Comparison of the Ranking and Fund Allocation Exercises

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## Top 5 Actions by Ranking

- 1.5 Partner with other organizations and levels of government to develop a campus of services around addiction, mental health, and transitional housing. (NEW)
- 1.6 Increase resources to support Equity, Diversity and Inclusion initiatives throughout the community. (NEW)
- 7.1 Update property standards by-law to support enforcement of neglected or vacant properties
- 7.5 Support the creation of additional and higher density residential units in the downtown (through policy changes or incentive programs)
- 8.1 Develop additional strategies to attract new business

## Top 5 Actions by Funding Allocation

- 1.5 Partner with other organizations and levels of government to develop a campus of services around addiction, mental health, and transitional housing. (NEW)
- 8.1 Develop additional strategies to attract new business
- 7.1 Update property standards by-law to support enforcement of neglected or vacant properties
- 13.1 Expand waste diversion initiatives
- 1.6 Increase resources to support Equity, Diversity and Inclusion initiatives throughout the community. (NEW)

## Allocation of funding exercise

Question 5 gave people the option to provide comments about their ranking in question 4.

### Responses to Question 5: Is there anything you'd like to tell us about how you allocated the \$100?

Answered: 25 Skipped: 74

Waste diversion is going to cost more than some of these other items.

Again not putting any stock into wasting time on people's feelings. Just run the city in an unbiased and impartial manner and let people sort out their emotions on their own

Create more business opportunities, help /guide individuals build businesses to generate more jobs for the people in Woodstock. Also enhance the downtown as well as recreational areas to be more affordable.

Increased residential density has to be done in a way to preserve neighbourhoods & existing communities. It must also include supporting businesses & services to have the knock on benefits of not requiring transit expansions & more auto travel.

That first set of initiatives are to take top priority over everything else. Ppl are suffering

Please stop focusing all city resources on the downtown core. You cannot centralize social services in the same location as you attempt to prop up local businesses and build tourism; these are different end users with different needs that are mutually incompatible. Most residents live outside of the core. Increase family-centred services and retail away from downtown, we don't want to go there, we will drive to other cities instead for dining and shopping.

Clean up this city of addiction and crime. no amount of money thrown at other initiatives will attract people to the city until those things are under control. we all know addiction in this city is driving the crime rate and it's getting worse.

We need to educate individuals about different cultures

My family has LGBTQ members and members who have mental health issues.

I'm indigenous and very much pushed aside and not able to access any supports that are available in the county

I don't believe it's right to support / fund any drag queen initiative.

More trees in parks , instead and f cutting them down , make developers move them !!!

Don't spend money on useless crap or things that people will do anyways.

Promote business in the downtown area

Increase new business participation through prorated taxes with commitment to keep property taxes low

## Responses to Question 5: Is there anything you'd like to tell us about how you allocated the \$100?

Answered: 25 Skipped: 74

Not the downtown. Help businesses open in neighbourhoods to promote food, retail and activities near our homes.

No

Homeless issues are out of control

Need to feel safe in our city

Priority has to be residential lands and a needed boundary adjustment for economic and community growth.

Getting affordable housing should be a priority.

I think they all deserve something. But I am also aware that some of these are more fund generating in the short term versus others like mental health and addictions which are a big investment initially but reap the rewards on EMS and health care in the long term.

same reasons as given above

A lot of the actions I prioritized would be more policy driven and not require much in the way of investment. The campus of services would be cost intensive and the best way to get the province and feds to come to the table is to pony up ourselves.

I'd be willing to have reserves utilized to fund solution based initiatives - based on consultation with relevant organizations

## Final Comments

Question 6 gave people the option to share any further comments with Council about the City's Strategic Plan or Strategic Priorities.

### Responses to Question 6: Is there anything you'd like to share with Council about the City's Strategic Plan or Strategic Priorities?

Answered: 36 Skipped: 63

We should focus on generating more jobs for the residents of Woodstock and not focus on building more homes.

Inclusion diversity support needs to also include AGE as a consideration just not Race, Gender. We are an aging city. Besides Southgate ctr there isn't much for active older adults. I know of many who travel to other communities to access activities because of this.

Yes let's make it a priority

More priority on making Woodstock barrier free and inclusive.

Keep up the great work. You all are going in the right direction.

Build communities, not just downtown. The new developments without good design and usable community spaces and safe bike/walking trails is not at all good for residents and our city.

focus on addiction, crime and homelessness

Do not expand Woodstock!

All will be for not if you don't address crime, addiction and mental health issues in the community. This needs to be the top concern for council. These issues are rampant an affecting the day to day lives of residents and business owners alike. As part of that plan we as a community and city council need to take a stand on criminals being caught and released and loomed over because they are repeat petty thieves. That also needs to be addressed as part of that plan.

No

The City needs to invest money for programs, services and facilities to meet the growth and changing expectations of residents. Investments are crucial to meet needs in a more timely manner.

Please do not over invest in programs backed by junk science.

The whole thing needs to change. The amount of stigma and racism is ridiculous

Start a composting program.

## Responses to Question 6: Is there anything you'd like to share with Council about the City's Strategic Plan or Strategic Priorities?

Answered: 36 Skipped: 63

First, why doesn't Woodstock have weekly recycling yet, why are we paying for bag tags with our very high property tax, and why don't we have green bins. Surrounding population centres are doing more for their residents for waste collection services. Mobility and transportation are a problem in the city, with (a lack of) traffic signals and shared rather than dedicated bike lanes, plus poor enforcement of on-street parking restrictions, all designed for a lower city population and single-generation households. Look to the City of Brampton for a cautionary tale about what happens when a municipality's traffic and parking controls fail to keep up with a transition to a higher-density population in neighbourhoods originally designed for single-family homes. I'd like to see a goal of reducing crashes and improving the safety of active transportation that leads to a tactical solution of an ongoing public request website for traffic calming and traffic signals i.e. like the City of Kitchener; residents know the dangerous intersections in their neighbourhoods, but we have no way to request municipal action. Also, while I understand that unhoused residents congregating in the downtown area have raised the visibility of homelessness in the pandemic, it is a proportionately small problem in our city (estimated at 103 individuals in 2020 for all of Oxford County as per Social Planning Council Oxford). When the general public are demanding "affordable housing", they may not be differentiating between social housing initiatives e.g. geared-to-income and transitional housing which involve the municipality versus market prices for property which definitely do not. No lower-tier government in Ontario has fixed the complex problem of homelessness. Certainly a mid-sized population centre like Woodstock does not have the resources to innovate a solution. This is a higher-order government problem, please instead improve community safety and livability for the majority of Woodstonians who live outside of the core, or otherwise look at reducing our disproportionately high property tax, rather than chasing a nonexistent solution beyond City Council control.

New developers should be mandated to plant more trees in their new housing neighbourhoods.

Thankyou for putting out the survey to gather the constituents opinions on the future of our city.. In Future, please be more explicit with your questions giving examples.

more diversified business sectors, make it easier for small businesses that want to start up, allow business, business growth and residential on same lot.

The properties across from the fair grounds should be either commercial residential or for high density housing. Even tho its only 5-10 houses it shouldnt be commercially zoned.

Prioritize, a new recreation facility



## Responses to Question 6: Is there anything you'd like to share with Council about the City's Strategic Plan or Strategic Priorities?

Answered: 36 Skipped: 63

Very disappointing to hear that the social media driven issue of DEI is at the top of the council's list. Social media trends are hardly reflective of real world issues and especially those facing the residents of the City of Woodstock. The city is growing and that has created problems that need to be rather urgently resolved. The city still has only one year-round aquatic centre. That is not nearly enough to support the many, many families that have made Woodstock their home. Second, a lot of the new residents settle in new neighbourhoods built north of Pittock. Yet, there is still only one way to get between the south and north portions of the city. The Council needs to look at expanding the Vansittart bridge or thinking of ways to build new access between north and south. Another issue is the intersection of Clarke and Warwick. That intersection needs improved traffic controls as the hill on Clarke makes it somewhat dangerous to cross Clarke for cars travelling on Warwick.

I DONOT want Woodstock to be rehab central yes we need to implement programs but for every 100 addiction people there are 1000 kids who need life lesson in community

"Green" is not an efficient investment for a town out size. Allow the cost of proving green initiatives to be driven down first by larger communities. There is no need for our tax base to pay for say an electric bus when we only run 6 buses. Keep our money spent on proven resources, there is no need to lead the charge and go broke.

I appreciate this forum and focus, but a great start would be repainting cross walks and having signs that kite up upon hitting the button. For such a small population I have never experienced a more dangerous city for pedestrians... and this is a very affordable initiative

Please stop forcing the downtown. Some want more interactions within our neighbourhoods and not have to drive. By focusing on the core it seems council is ignoring the needs of the majority of where taxpayers live and want a variety of services.

Woodstock really needs a new community centre/ pool to support the growing needs of the community.

I believe in looking at the initiatives and the community as a whole, we should be promoting new innovative and creative strategies. Old and outdated strategies of urban sprawl are negatively affecting our natural surroundings. We require more land for residential, but it needs to be zoned intelligently. We need to build up, rather than out, incorporating plenty of green and natural spaces, networks of biking and walking trails to get to the city's core. Make Woodstock a community that other communities want to emulate. Be creative, smart, modern and innovative. We are no longer a rural community, so stop thinking like it.

## Responses to Question 6: Is there anything you'd like to share with Council about the City's Strategic Plan or Strategic Priorities?

Answered: 36 Skipped: 63

Part of the mental health, addiction and homelessness issue must include freeing up the court and prison system to make room for career criminals. There are far too many thefts and nefarious activities in Woodstock that make it an unsafe community. We need more police presence and they must be backed up with actual charges laid. Help those who truly want help, but stop the incessant, all night long barrage of theft to our community. The outdoor camping must also completely stop. It is far too dangerous for the communities and for the homeless.

I like your direction and open communication.

I'm so excited to have a city council that is committed to changes in the community that will positively impact everyone who lives and accesses services here, including the most vulnerable.

Please keep us updated on how your are progressing, regardless of which goals get the most attention and money. This is important work.

How can we grow small local businesses, especially in the downtown core? Our city needs to focus on helping our residents right now before we expand to borders.

The list of actions is not fully explained - therefore I cannot rank them appropriately. What would 13.1, 8.1., 7.5, 1.6, 13.5, 13.3 or 18.2 look like? This survey does not tell me where to find out how that \$100 would be spent, just where it would be spent. This is an example of 'asking for feedback' but the person you are asking is pretty sure you aren't interested in real feedback.

Not specifically but I do want to pony out I see it as a point of pride how well the city is fiscally managed. I feel like there is a balance of investment and responsibility and I would encourage council to continue to support staff moving forward in a similar manner.

I am in alignment. Have we looked to other cities? What works/doesn't? Are there any pilot projects being undertaken at any level of government that can guide action? Are there provincial/ federal funding that can be applied for?

Bring more business and commercial spaces for jobs. Don't just make residential homes. Most of the people go to London,brantford,Cambridge etc for jobs. We don't see any use of our property taxes in this city . Even for the garbage we pay 2 dollar stickers