

Community Strategic Plan and Integrated Community Sustainability Plan



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Creative People. Smart Solutions.
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Message from Mayor Sobeski (Chair of the Strategic Plan Advisory Committee)

As Mayor, I am pleased to introduce to you our Strategic Plan / Integrated Community Sustainability Plan. This Plan was developed with the interest, energy and enthusiasm of the Woodstock community. Residents collectively worked to create a vision to make our community a place to raise their families and experience an enhanced quality of life.

The Plan will assist the community in addressing the key values and reasonable expectations of our citizens and stakeholders. Ultimately, the Plan will provide benefits to the community with improved decision-making and management effectiveness. This will provide for the systematic concentration of financial and human resources on key priorities in the short, medium and long term.



In addition, this Plan and the goals and objectives contained within it will help to guide this Council and Councils of the future in our decision making process. Furthermore, it will influence and coincide with all existing Master Plans and studies in Woodstock and Oxford County.

The Strategic Plan will always be influenced by emerging issues and trends. Understanding those opportunities and challenges facing Woodstock's community members is important as it improves the effectiveness in which City Council can address these needs.

We will continually review current technology and knowledge to determine whether we are on the right path for the City. During our annual Strategic Planning process, we will review our list of actions and measure our successes as well as our failures in order to learn from them.

City Council trusts that each resident will continue to join with our efforts to ensure that Woodstock remains a leader in strategic sustainability by assisting the municipality in continuing to make sound decisions that integrate economic, environmental and community considerations.

Respectfully,

Mayor Pat Sobeski

Acknowledgements

The City of Woodstock Strategic Plan and Integrated Community Sustainability Plan would not have been successfully completed without the extraordinary efforts, professional attitude and energy of many individuals.

Instrumental to the development of this plan were community members and community groups that have participated in the engagement activities including attendance at the Community Visioning Workshop, completing the survey and providing insight and direction on the development and revision of the Plan.



The Strategic Plan Advisory Committee has supported the Plan's development and provided insight and direction throughout the process. Their energy demonstrated during the process ensures the implementation of the plan in a timely and cost-effective manner. Membership is as follows:

- Mayor Pat Sobeski
- Councillor Paul Plant
- Councillor Ron Fraser
- David Creery, Chief Administrative Officer
- Louise Gartshore, City Clerk
- Patrice Hilderley, Director of Administrative Service
- Harold de Haan, City Engineer
- Scott Tegler, Fire Chief
- Len Magyar, Development Commissioner
- Brad Hammond, Development Officer
- Gord Hough, Manager of Community and Strategic Planning (County of Oxford)
- Daryl Longworth, Deputy Police Chief
- Gary Baumbach, Chief Executive Officer - Chief Librarian
- Lynn Beath, Director of Public Health and Emergency Services (County of Oxford)
- Lynda Bartlett, Coordinator, Department of Social Services and Housing (County of Oxford)

1 Introduction

The City of Woodstock is a vibrant community located in south-western Ontario with a population of 37,754, expected to grow to 52,300 by 2031. The City is conveniently located at the crossroads of Highway 401 and Highway 403 and offers residents and visitors a progressive community with urban amenities and a friendly, small town atmosphere. The City of Woodstock is known for its agriculture and manufacturing industries. It is home to Toyota's automotive assembly plant that offers employment opportunities for thousands of residents. Woodstock's strong roots in agriculture are demonstrated through its recognition as the 'Dairy Capital of Canada'. The city is home to a life-size iron and lead statue, which honours record-setting milk production by a Holstein (Friesian) cow named Snow Countess.

The Woodstock community is proud of its heritage, preserving and maintaining its historic buildings. Residents value the City as a friendly, safe, clean and green community in which to live, work and raise their families.

1.1 Background

The City of Woodstock began developing its first Strategic Plan in 1996. Councillors and senior staff provided guidance through a Strategic Planning Steering Committee. City residents as well as community leaders working groups established for business development, planning and environment, and community and social services were actively involved in the development of the Strategic Plan, Vision 2000, which was finalized in early 1997.

The City of Woodstock is currently undertaking the development of a new Strategic Plan and Integrated Community Sustainability Plan (ICSP) to identify and assess the growth and development opportunities that will ensure the future economic, social, environmental and cultural sustainability and health of the City. The Strategic Plan/ICSP emphasizes the development of local assets which capitalize upon the many strengths and opportunities in the area.

1.2 What is a Strategic Plan?

A Strategic Plan is a collaborative and inclusive community planning tool that identifies the desired future for the community: what it will look like, how it will function, and how to achieve the vision.

The outcomes of the Strategic Plan/ICSP include the establishment of a collective vision and a 20-year plan that defines ways to maximize resources and communicate identified priorities to all stakeholders. The Plan includes an implementation strategy (Section 7) that extends to City operations and will be aligned with the goals of respective departments that deliver municipal services in the City of Woodstock.

1.3 Why Develop a Strategic Plan?

The City of Woodstock is promoting a holistic view of community needs by developing a Strategic Plan within the context of a sustainability approach that considers the natural environment, the economy and the community. The City's primary goal is to develop a new Strategic Plan/ICSP that reflects the strategic direction of the Council and the community.

In the 2011 budget, City Council allocated funds for the development of a new Strategic Plan/ICSP which will set strategic priorities over the short, medium and long term future, and guide Council and staff in creating a desired path for the community to 2031. The Plan will:

- Guide Council and staff in the development and provision of services to meet the expectations of Woodstock residents;
- Set strategic priorities over the short, medium and long-term; and
- Provide guidance to Council in making decisions and moving ahead to achieve the kind of community citizens want Woodstock to be like in 2031.

The prospective outcomes of the Strategic Plan/ICSP include:

- Better understanding of stakeholder needs and expectations;
- Developing a renewed sense of purpose and future direction;
- Systematic concentration of resources on key areas and priorities;
- Clarification of short, medium and long term goals and objectives;
- Enhanced ability to deal with and manage change;
- A clear road map for moving forward;
- Mitigation of potential risks through proactive planning;
- Improved decision-making and management effectiveness;
- Enhanced communication with staff and the public;
- Strengthened coordination of activities between corporate departments; and,
- Defined responsibilities and accountabilities.

1.4 What is a Sustainability Planning?

Municipalities across Canada are developing ICSPs as a framework or mechanism to follow and implement sustainable actions that will lead the municipality in a sustainable direction over the long-term.

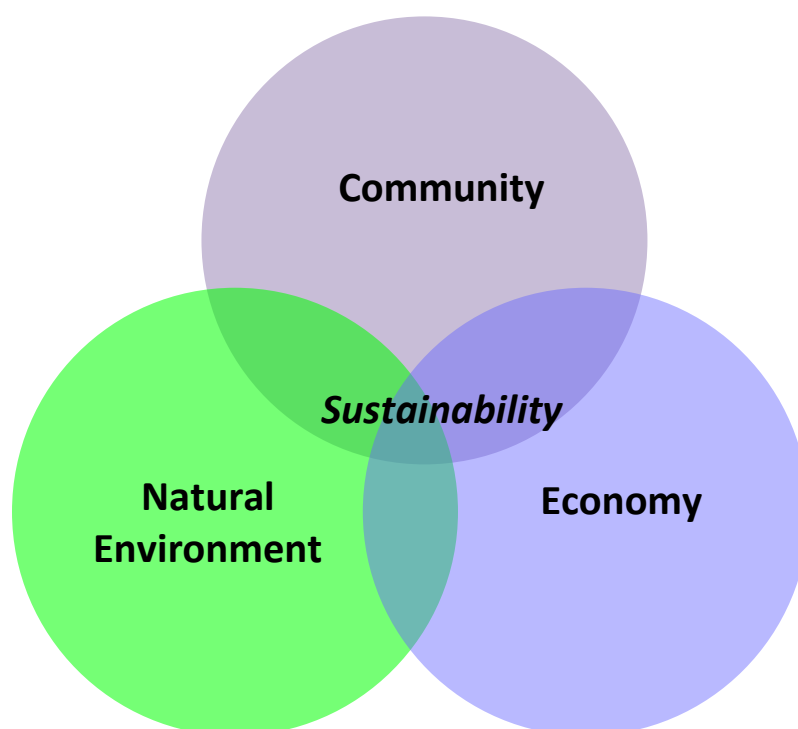
The Federal Government has been providing funding to environmentally sustainable municipal infrastructure projects and capacity building projects through the Gas Tax Fund. The Gas Tax Fund supports reduced Greenhouse Gas (GHG) Emissions and cleaner air and water. The federal requirements for an ICSP include:

- A coordinated approach to community sustainability (e.g. linkages of various plans, planning and financial tools that contribute to sustainability objectives);
- Reflecting an integration of social, cultural, environmental and economic sustainability objectives in community planning;
- Collaboration with other municipalities, where appropriate, to achieve sustainability objectives; and,
- Engaging residents in determining a long-term vision for the municipality.

The development of the Strategic Plan/ICSP is based on feedback from residents, and on examining all aspects of the community from a three-pillar sustainability perspective, as shown in Figure 1 and summarized below:

- **Community** - health and social services, arts, culture, heritage, recreation, housing, and education;
- **Economy** business, industry, tourism, agriculture, employment, and jobs; and
- **Environment** - air, water, land, flora and fauna, and ecosystems.

Figure 1: Three Pillars of Sustainability



On this broad but focused basis, the Strategic Plan/ICSP looks at all aspects of community life and develops strategies to integrate the Three Pillars of Sustainability. This holistic model recognizes that a community's quality of life and residents' well-being is closely related to the vitality and quality of its economic services and community well-being. The three-pillar model further recognizes that the contribution of culture in building lively cities and communities - where people want to live, work, and visit - plays a major role in supporting social and economic health.

This one-window approach will lead to more efficient and effective community management and development, and will ensure that the City of Woodstock remains competitive in today's marketplace. The ultimate goal of the Plan is to keep the City moving forward as a healthy and happy place to live, work and play.

1.5 Integrating Sustainability Planning in the Strategic Plan

The City of Woodstock would like to promote a holistic view of community needs by developing a Strategic Plan within the context of a sustainability approach that considers the community, the economy and the natural environment.

To create a sustainable future in Woodstock, the Strategic Plan should be influenced by ICSP components. Sustainable communities are all about the Corporation making decisions within a municipal framework informed by the core themes of sustainability. This facilitates cohesiveness and interconnectedness across the City in relation to corporate actions moving towards 2031. Specifically, decision-making done in the shorter term needs to consider the longer term implications as it influences operating and capital planning decisions. This approach represents a level of interdisciplinary thinking that is vital to tackle the complex and varied challenges facing the City as well as actions to take advantage of opportunities available to Woodstock.

The Strategic Plan/ICSP functions as a traditional strategic plan while enhancing the overall sustainability goals identified by the community. The Plan allows for seamless integration with other municipal plans and county plans, including (but not limited to):

- Transportation Master Plan
- Recreation and Leisure Services Master Plan
- Library Strategic Plan
- Downtown Community Improvement Plan
- Trails Master Plan
- Central Area Design Guidelines
- Transit Ridership Strategy
- Natural Heritage Inventory
- Woodstock Central Area Design Study
- County of Oxford Official Plan
- Master Plan for Fire and Emergency Services
- Cycling Master Plan

There is consistency between the Master Plans and this Strategic Plan/ICSP. The community consultations identified numerous initiatives currently embedded in and/or already being implemented via these Master Plans.

2 Methodology

The process to develop the Strategic Plan/ICSP included background research and community engagement activities/events to identify community needs and aspirations for the future of the Municipality. The research and engagement activities enabled the identification and assessment of future priorities as well as growth and development opportunities. The process touched upon community, economic and environmental issues as Woodstock focuses on its long-term sustainability and health.

2.1 Environmental Scan

An Environmental Scan is a type of diagnostic tool used to determine the new, unexpected, major, and minor issues and trends affecting the City, as part of the Strategic Plan/ICSP project. An Environmental Scan enables municipalities to understand internal and external forces, recognize changing environments and identify issues for the short, medium and/or long-term future.

Developing the Environmental Scan included collecting, reviewing and analyzing documents from a wide variety of sources, including programs, policies, literature and studies. The role of the Environmental Scan in a strategic planning process is to conduct a needs/feasibility assessment and a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis, which assists in identifying the key issues that should be addressed as part of the Strategic Plan.

2.2 Community Engagement

The development of the Strategic Plan/ICSP engaged residents, community groups, staff, partners and Council in a dialogue about their vision for Woodstock's future including the strengths and opportunities in the City that could be capitalized upon to achieve long-term sustainability.

The engagement with the community consisted of the following activities and events:

- Key Informant Interviews
- Strategic Plan Questionnaires
- Intercept Surveys
- Tea & Talk Sessions
- Community Visioning Workshop
- Community Survey
- Community Open House

Each is briefly described below.

Key Informant Interviews – Interviews were conducted with the Mayor, Council, and the members of the Strategic Plan Advisory Committee to obtain their views on key issues facing the community; strengths and challenges; resource management; and sustainability for Woodstock's future. A total of 17 interviews were conducted. The interview instrument is provided in Appendix A.

Strategic Plan Questionnaire -- A questionnaire was distributed to representatives of community, economic and environmental organizations in Woodstock in order to obtain their views on the future vision and the opportunities and challenges in achieving a sustainable future for the City. In total, 57 questionnaires were distributed; 14 were completed. A copy of the questionnaire is provided in Appendix B.

Intercept Surveys – Intercept Surveys are mini-surveys conducted during community activities and available at key community locations. This approach allowed the interviewers to reach out to residents across the community where residents congregate. These surveys asked questions about what people love about the city; the most important issues; what could be done better; and additional programs or facilities desired. Intercept surveys were conducted in person at the Recreation and Leisure Fair and were available for the public at the Woodstock Community Library, Southside Aquatic Centre, Woodstock Art Gallery and Woodstock District Community Complex. A total of 98 people provided their views on the intercept survey questions. A copy of the intercept survey is provided in Appendix C.

Tea & Talk Sessions -- The Tea & Talk Sessions allowed smaller groups of individuals to participate in a less formal engagement while still providing input around key ideas to be included in the Plan. This approach was employed in order to capture individuals who would not be able to attend community consultations or may feel uncomfortable participating in larger forums. DPRA conducted three Tea & Talk Sessions with the following: members of the South Gate Centre Board of Directors on May 10, 2012; Downtown Woodstock BIA Board of Directors on June 11, 2012; and Woodstock District Chamber of Commerce (Business and Industry Committee) on June 12, 2012. A sample agenda for and flip chart notes from the Tea & Talk Sessions are provided in Appendix D.

Community Visioning Workshop – A Community Visioning Workshop was held at the Woodstock District Community Complex on June 12, 2012. Total attendance at the workshop was approximately 83 people. A brief presentation was made to the participants that included background information on strategic and sustainability planning; the process of developing the Strategic Plan/ICSP; and key community priorities identified to date through background research, the community survey and interviews. Participants participated in small group discussions on their vision for the City and actions that could be taken to achieve that vision. **Appendix E** includes the advertisement for the workshop, a copy of the workshop presentation and the flip chart comments.

Community Survey – A Community Survey was prepared that included questions on residents' satisfaction with the City; distinguishing features of the City and how they could be improved; key priorities for services; and the funding of services. The survey was conducted by telephone with 622 respondents. It was also available in hard copy at the Library, Southside Pool, City Hall, the Art Gallery and the Community Complex, as well as online on the City Website. A total of 100 responses were received in hard copy and 135 online. The total number of responses to the survey was 857. Samples of the community and telephone surveys and the survey report are provided in **Appendix F**.

Distribution of Draft Strategic Plan – The Draft Strategic Plan/ICSP was distributed to representatives of community, economic and environmental organizations in Woodstock, as well as individuals who had attended previous consultation events and those on the City's mailing list (total 147). Comments were invited on a Comment Form that was included in the distribution, which could be completed in hard copy or online on the City website. The Strategic Plan/ICSP Comment Form is provided in **Appendix G**.

Community Open House – A Community Open House was held on January 30, 2013 at Goff Hall in the Woodstock District Community Complex. The purpose of the Open House was to offer residents the opportunity to review the various components of the draft Strategic Plan/ISCP on display boards, engage City staff in discussions on the Plan and provide their comments verbally, on flip charts or on a Comment Form. The draft Strategic Plan/ICSP and Comment Form were also available on the City website at: <http://www.city.woodstock.on.ca>. The Open House was attended by 29 people. A copy of the newspaper advertisement for the Open House and the display boards are provided in **Appendix H**.

2.2.1 SWOT Analysis

Throughout the engagement process, community members provided input on community strengths, weaknesses, opportunities and threats.

- **Strengths** are identified characteristics of the City that give it an advantage over others.
- **Weaknesses** (or Limitations) are characteristics that place the City at a disadvantage relative to others.
- **Opportunities** are the external chances that could be utilized or capitalized upon to achieve the Vision.
- **Threats** (or Challenges) are the external elements that could cause challenges for the City in achieving the Vision.

Tables 1 to 4 provide a summary of the community strengths, weaknesses, opportunities and threats.

Table 1: SWOT Summary: Strengths

STRENGTHS
<p>Community</p> <ul style="list-style-type: none"> • Some excellent leisure and recreational facilities for active and healthy lifestyles • Geographic proximity to major airports, cities and harbours • Woodstock has a ‘stable population’ (i.e. non-movers), which is an attractive feature to (potential) new employers • Woodstock designation as a Safe Community (as of October 2, 2012) • A new hospital
<p>Economy</p> <ul style="list-style-type: none"> • Sound finances, low debt and a positive balance put Woodstock in a strong financial position • Strong and growing automotive manufacturing industry • A state of the art hospital with increased patient and staff capacity • Anticipated increase in hospital staff will diversify Woodstock’s employment base and potentially attract new residents to Woodstock

STRENGTHS
<p>Community Growth and Infrastructure</p> <ul style="list-style-type: none"> • Abundant space designated for commercial and industrial use throughout the city • Variety of shopping amenities are available to existing and new residents • Historic buildings are preserved adding cultural and historic significance • Woodstock is perceived as a safe and family-oriented community
<p>Environment</p> <ul style="list-style-type: none"> • City of Woodstock’s recognition of the need for recreational activity and implementation of the Trails Master Plan to promote active, healthy lifestyles and environmental sustainability. • A variety of recreational activities exist for an active, vibrant community. • Conservation Culture

Table 2: SWOT Summary Weaknesses

WEAKNESSES
<p>Community</p> <ul style="list-style-type: none"> • Woodstock has a large aging population that may require additional housing types to accommodate their mobility and lifestyle. • Diverse housing options should be provided in the city centre to increase density, vibrancy, and liveability. • Correcting drug issues among youth warrants action items in Woodstock’s Strategic Plan and ICSP.
<p>Economy</p> <ul style="list-style-type: none"> • The economy is currently reliant on the success of the automotive manufacturing industry. • Need for diversifying the economic portfolio of major employers.
<p>Community Growth and Infrastructure</p> <ul style="list-style-type: none"> • High property taxes for residents in relation to average household incomes. • Undersupply of high density housing.
<p>Environment</p> <ul style="list-style-type: none"> • The Trails Master Plan has identified accessibility as a barrier for all citizens who enjoy the current trail system. • Cedar Creek water and habitat quality – to be addressed through the environmental assessment.

Table 3: SWOT Summary: Opportunities

OPPORTUNITIES
<p>Community</p> <ul style="list-style-type: none"> • Woodstock anticipates future population growth and can plan for this increase. Woodstock's geographic location, small city population, and future prospect for growth make it an attractive location for new families and employers alike. • Housing, recreation, services, programs and facilities can be planned to accommodate the needs of Woodstock's aging population. • Getting youth engaged and involved in the community by providing programs, services, and space is an important opportunity and objective for Woodstock in its new Strategic Plan and ICSP. • The opportunity for improved city communications with residents regarding the strategic and sustainable directions for the City of Woodstock. • Development of a Corporate Engagement Strategy can be developed for improved consultation with the general public.
<p>Economy</p> <ul style="list-style-type: none"> • Woodstock can continue to increase employment in both the public and private sectors. • The strong automobile industry can attract new families and employers to Woodstock including attracting new business. • A good regional labour force is available across Oxford County to support a growing economy. • The sound financial base is a good starting point to plan for priority programs and capital works. • Revitalizing Woodstock's downtown provides an opportunity to attract a more diverse industrial base (e.g. technology-based industries, creative class, etc.) which will attract more young professionals and youth. • Grants are available to retrofit storefronts to help sustain long term businesses, which can help preserve the cultural and historic fabric of downtown Woodstock. • Serviced commercial and industrial space is available to attract new employers. • The Strategic Plan/ICSP can focus on developing new transportation links and hubs to link the various nodes (including the downtown and the highway).

OPPORTUNITIES
<p>Community Growth and Infrastructure</p> <ul style="list-style-type: none"> • Promote the small town image (with amenities) to attract residents and businesses. • Attract more industrial than residential development – and a more diversified tax base • Housing costs make Woodstock an affordable place to live. • Woodstock has commercial space and room for growth necessary for a growing economy and community. • Revitalization in the downtown area can create a destination place for residents and tourists alike. • Attract residents from surrounding regions and municipalities. • Strong volunteer base – use it to achieve goals such as program offerings, events and attractions. • Increased use of modern technologies - online registrations, paying bills, and getting permits - will help give Woodstock a competitive edge. • Continue to work closely with the County. • Develop effective traffic and transit management plans – meeting user needs for the future population and ongoing expansion of the city.
<p>Environment</p> <ul style="list-style-type: none"> • Maintain and promote the development of green spaces and parkland in order to increase the natural environment and the environmental image of the City. • Climate change awareness and promotion programs (such as creating green space and planting trees in concordance with the Trails Master Plan). This will also provide an opportunity to offset the destruction and loss of Ash trees on City lands. • Health promotion by creating spaces to promote an active community, which includes making trails more accessible and the downtown (as well as neighbourhoods) walkable and inviting for residents. • Use trails to connect subdivisions and link residential to commercial and industrial areas in order to promote connectivity and alternative active transportation methods for residents.

Table 4: SWOT Summary: Threats

THREATS
<p>Community</p> <ul style="list-style-type: none"> • Through the Strategic Plan, the City needs to address diverse values of newer residents and longer-established ones. • There is an identified need to improve safety downtown. • Negative image of the downtown (including empty storefronts, people loitering, methadone clinic, etc.) can deter people and businesses from establishing roots downtown.

Economy

- Potential for loss of manufacturing jobs and revenue (e.g. Electro-Motive plant in London).
- Declining light manufacturing industry.
- Competition for industry among regional municipalities.
- Global economic uncertainty and the automotive manufacturing industry. Examples of plant closures include Oshawa, St. Thomas, Goderich, Listowel, and London.
- The labour costs of fire and police staff constitute a significant portion of the budget, which cannot be controlled except through collective agreement negotiations.
- There are uncertainties related to the stability of future funding from the Province.

Community Growth and Infrastructure

- Current capacity of transit will need to expand to meet the forecasted business and population trends.
- Negative image of the downtown (empty storefronts, people loitering, methadone clinic) can deter people and businesses from establishing roots downtown.

Environment

- Habitat disruption can be caused by new development and should be mitigated where possible.
- Underutilization of trails if accessibility remains an issue.
- Emerald Ash Borer infestation will create a loss of trees and species habitat on city lands.
- Impacts on quality of air and drinking water should be recognized as an important issue to promote safe, clean, and sustainable environment for Woodstock's future.

3 Strategic Plan/ICSP Framework

The Strategic Plan/ICSP for the City of Woodstock is comprised of a mission, vision, goals, objectives, actions, and an implementation strategy. These are outlined in-detail in Figure 2 below.

Figure 2: Strategic Plan/ICSP Framework

Mission	A Mission is a statement of the purpose of an organization. The mission provides the framework or context within which an organization functions.
Vision	The Vision is a general statement that presents a timeless inspirational view of the ideal future for the City.
Guiding Principles	Guiding Principles are statements that will govern the way the City of Woodstock conducts its activities and relationships in day-to-day operations.
Goals	Goals are qualitative statements that highlight key issues raised during the sustainable community planning process, add depth to the vision statement and chart the direction for the plan.
Objectives	Objectives are more specific statements of the general goals and describe how the goals will be achieved. Each goal has multiple objectives.
Actions	Actions refer to specific tasks that need to be taken to achieve the objectives.
Implementation	The Implementation section includes the steps necessary to ensure that the proposed actions are implemented by the City and partners and that sustainability progress is measured.

4 Mission and Vision

4.1 Mission

The City's Mission can be defined as follows:

“Our mission is to enhance the quality of life in the City of Woodstock by providing excellent, fiscally responsible and environmentally sustainable municipal services that the citizens value.”

4.2 Vision

During the community engagement activities, participants provided ideas for their vision of the City and identified three key characteristics that make the City special: ‘inclusive’, ‘vibrant’ and ‘sustainable’.

Building on these three characteristics, four key concepts were developed for the Vision for the City of Woodstock:

- Woodstock is a safe, inclusive and caring community
- Woodstock has a vibrant and diverse economy
- Woodstock is a green and sustainable community
- Woodstock is fiscally responsible and accountable

(See Figure 3: Strategic Planning Framework Summary)

4.3 Guiding Principles

Guiding principles are statements that will govern the way the City of Woodstock conducts its activities and relationships in day-to-day operations. The guiding principles were developed from the information provided during the public engagement activities.

1. Commitment to the Strategic Plan/ISCP for the long term (i.e. through successive Councils)
2. Leadership in corporate management: a customer service focus
3. Broad community outreach to and engagement with partners, businesses, newcomers, and community groups – ensuring an engaged community and inclusiveness
4. Recognition and encouragement of volunteerism
5. Leveraging partnerships to work towards a common, and sustainable future
6. Open, transparent, proactive, accountable, ethical and accessible governance
7. Encourage appropriate and sustainable use of resources and technologies to minimize environmental impacts

5 Goals

This section presents the goals, objectives and actions proposed to achieve the Vision. The Plan includes 4 goals supported by 17 objectives. Figure 3 provides the strategic planning framework of the Vision, Goals and Objectives.

Figure 3: Strategic Planning Framework Summary



5.1 Community Goal: Enhance the quality of life

Woodstock has a current (2011) population of 37,754 which is expected to grow to 52,300 by 2031. Population age patterns in Woodstock are consistent with provincial trends, which are currently demonstrating significant growth in the aging population. Woodstock's geographic proximity to major airports, cities and harbours makes it an accessible and attractive location for business (industry, tourism) as well as residents. The City boasts excellent leisure and recreational facilities, providing residents the opportunity to engage in active and healthy activities, contributing to a vibrant lifestyle.

Through the community engagement activities, residents indicated that they value the small town atmosphere, while enjoying urban amenities. They indicated that Woodstock is a friendly and caring community – it is known as “The Friendly City”.

To improve the social environment for all, residents want a future city with a safe, vibrant and accessible downtown. Suggestions for improving the downtown area included:

- Painting murals on vacant storefront windows;
- Encouraging specialty shops, cafés, a mix of restaurants, and building both upscale and affordable apartments and condos in the downtown core;
- Creating pedestrian and people friendly areas on summer weekends;
- Hosting summer concerts in downtown parks;
- Creating a skating rink in museum square;
- Offering tax incentives for owners of upgraded buildings and penalties to owners of neglected structures
- Promoting living space downtown; and
- Creating a larger museum square.



Residents desire services appropriate to the various age groups (from young families to older residents), especially in the areas of recreation, arts, and culture. In particular, designing and providing services and programs geared to youth was seen as important. Suggestions included having child and teen-focused programs at the library and the Art Gallery, teen dances, roller skating and a youth centre. Transportation and transit improvements were also highlighted as key to enable convenient and accessible travel throughout Woodstock; it was suggested these could be financed in part by impact fees on all new developments. Some highlighted the need for more ice rinks, more or improved baseball fields, walking areas and better play equipment in City parks. Other suggestions included using Pittcock Lake for more recreation/entertainment. Some residents wanted to see green space, walkways, trails and recreation areas in planned residential developments. To capitalize on the strong volunteer base, residents suggested creating a Volunteer Centre, from which all volunteerism would be coordinated. A suggestion was made to allow for a variety of residential housing options (e.g. homes on large-sized lots in a country setting) to attract different income levels and offer some level of privacy. It was also suggested that efforts should be improved to welcome new residents and corporations into the fabric of the community.

5.1.1 What Has Been Done So Far

The City has been implementing a number of initiatives to improve the social environment:

Safety

- Implemented a Council Youth Advisory Committee.
- Comprehensive Planning Review and Zoning Bylaw amendment application to review the location of methadone clinic and methadone dispensing businesses.
- Proactive enforcement of the Fire Code in downtown; property standards bylaw is enforced on a complaint basis.
- Designation of Woodstock as a Safe Community (as of October 2, 2012).

Amenities and Services

- Cultural and recreational services, programs and amenities to support seniors, adults and children.
- Preparation of the Accessibility Policy and forward looking Accessibility Plan to improve the accessibility of our community.
- Completion of a Recreation Master Plan and a Trails Master Plan for the community.
- Hosting special community events such as Cowapolooza, Canada Day and the Victoria Day Parade.
- A vibrant Public Library that continues to expand its importance in the community.
- Recreational and Cultural (art gallery and museum) Advisory Committees to assist Council in meeting the needs of the community.
- A partnership with the Seniors Centre to support its ongoing operations.
- Partnerships with recreational organizations such as the Woodstock Soccer Club, Woodstock Gymnastics Club, etc. to help in providing quality facilities for the community.
- A partnership with the Woodstock Little Theatre to provide a downtown facility to support live theatre in the community.
- Financial support for capital improvements to the local YMCA to upgrade recreational assets.
- Community Grants Committee of Council to review and recommend grants to local organizations.

Transit and Transportation

- Completion of a Transportation Master Plan for the community.
- Commencing a Cycling Master Plan.
- Completion of a Trails Master Plan.
- Encouragement of active transportation through the development and maintenance of sidewalks and trails.
- Completion of a Transit Improvement Strategy.
- Construction of an off-street transit terminal.
- Implementation of traffic calming measures.

- Operation of the school crossing guard program in order to provide safe routes to school.

Communications

- Monthly mailing of “What’s on Woodstock” magazine to residents to communicate events, programs and community happenings.
- Use of the web and Facebook to reach community members.
- Re-design of the City web site is underway.

Downtown Improvements

- Operation of a public parking system in the downtown area.
- Implementing a new Community Improvement Plan for downtown.
- Relocation of the Woodstock Art Gallery to Dundas Street.
- Completion of a Central Area Design Study.
- Enforcement of the Ontario Fire Code and Property Standards Bylaw
- Taking ownership (vesting) of the former Reg Hall Building; undertaking a review of potential uses to increase activity in the downtown; and undertaking demolition and structural work.
- Actively seeking tenants for the underutilized City-owned properties in the downtown.
- Enhanced summer plantings with street light hanging baskets and planting beds in order to beautify the area.
- Enhanced winter control services to remove snow from the downtown and keep the downtown pedestrian friendly.

5.2 Economy Goal: Create a dynamic, diversified economy

The strong and growing automotive manufacturing industry provides many direct and indirect economic spin offs in the community. The strong automobile industry can attract new families, new businesses, and employers to Woodstock. However, the economy is currently largely reliant on the success of this single manufacturing industry. Woodstock’s new strategic direction should be more focused on diversifying its economic portfolio of major employers.

Sound finances, low debt and a positive balance put Woodstock in a strong financial position to market itself and grow its economic and employment base. The sound financial base is also a good starting point to plan for priority programs and capital works. A good regional labour force is available across Oxford County to support a growing economy.

Revitalizing Woodstock’s downtown can provide an opportunity to attract a more diverse industrial base (such as technology based industries, creative class, etc.) which will attract more young professionals and youth.

Serviced commercial and industrial space is available to attract new employers.



Many residents indicated that a revitalized downtown to attract and retain businesses and visitors is a priority. The suggestion was made to have City-wide delivery of Wi-Fi to support economic development and environmental sustainability.

A diversity of industrial, educational, health and commercial enterprises is seen as necessary to support a growing economy.

To encourage young people to stay in the community, residents suggested having a university in Woodstock and sponsoring medical school studies for doctors (with an agreement to return to Woodstock for a prescribed period of time). Developing an indoor mall for additional employment and a place for seniors and people with mobility issues to go was also suggested.

City residents would like Woodstock to be promoted as a specific theme-based 'destination' to attract tourists to visit. Suggestions for enhancing tourism included:

- Undertaking partnerships/joint ventures;
- Creating an outdoor performing stage in Museum Square;
- Hosting festivals (e.g. music, arts, winter, Earth Day);
- Developing a special niche (e.g. cheese factory/store, ice cream made with home-grown fruits and berries, a brewery);
- Creating a theme park (such as Canada's Wonderland) in Woodstock;
- Placing a large sign on the overpass at Highway 401 and Norwich Avenue: "Welcome to Woodstock";
- Promoting Woodstock with the theme of "live, work and play"; and
- Hosting special events.

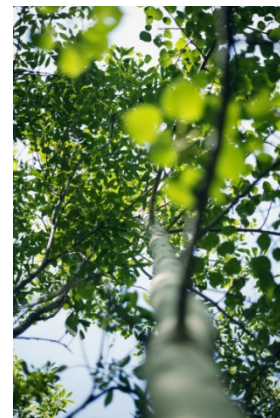
5.2.1 What Has Been Done So Far

The City has been implementing a number of initiatives towards improving and creating a dynamic, diversified economy:

- Maintaining an adequate supply of serviced industrial land to support new businesses in three separate business parks.
- Establishing the Economic Development Advisory Committee to provide advice to Council.
- Operating a Small Business Enterprise Centre in downtown Woodstock to support new and growing businesses.
- City Beautiful and Winter Lights initiatives to encourage and recognize efforts to enhance the community.
- The new economic development marketing and branding package nearly complete.
- Ongoing business retention and expansion program.

5.3 Environment Goal: Protect and enhance our natural environment

The City of Woodstock recognizes the need to maintain the development of green space and parkland in order to increase the natural environment and the environmental image of the City, and promote active, healthy lifestyles and environmental sustainability. Health promotion includes making the trails more accessible and the downtown (as well as neighbourhoods) walkable and inviting for residents. A variety of recreational activities exist for an active and vibrant community.



Community members indicated that protecting and maintaining natural areas and parks, and creating access to them, is a high priority. They would like to have trails to connect subdivisions and link residential, commercial and industrial areas. This would help in promoting connectivity and alternative active transportation methods. Residents emphasized the need to make the trails more accessible to help increase use and capacity. It was suggested that underutilized open spaces downtown (e.g. west end of Dundas Street, south side) could be used for parkettes, native gardens or community gardens to enhance community well-being. The impact on quality of air and drinking water is recognized as an important issue to promote a safe, clean, and sustainable environment for Woodstock's future. Specific suggestions for protecting Woodstock's natural resources included:

- Buy and use products with lower toxic levels, e.g. use of natural fertilizers such as compost or peat;
- Legislate changes to use of compact fluorescent bulbs; create drop off sites for recycling them;
- Limit further development of drive-through establishments in the City;
- Explore the use of grey water in City buildings;
- Expand xeriscape initiatives in the City;
- Participate in Earth Hour;
- Work with tourism, agricultural sector, and the County to develop and support a local Food Charter;
- Within the City and at entrances, identify tree and shrub species, preferably native;
- Develop a policy of planting native species in the City and subdivision developments;
- Develop policies to address clear cutting in new developments;
- Develop sidewalk policies in new subdivisions;
- Conserve water through the use of low-flush toilets, and other water-efficient retrofits;
- Increase recycling and composting activities to reduce waste going to landfills or waterways;
- Educate residents on the hazards of oil and chemical disposal down drains and sewers;
- Expand messaging on environmental actions to business/industry/residences/schools;
- Continue to implement the Emerald Ash Borer Program;
- Assess the need for signage regarding groundwater protection.

5.3.1 What Has Been Done So Far

The City has been implementing a number of initiatives to protect and enhance the City's natural environment:

Maintaining Green Spaces

- Completion of a Trails Master Plan for the community.
- Annual maintenance of trail networks and active and passive parks.

Promoting Green Initiatives

- Established the Woodstock Environmental Advisory Committee to provide advice to Council.
- Introduced new recycling program making recycling easier and allowing for additional materials to be included.
- Semi-annual special depot events for hazardous waste, electronic and white goods recycling.
- Sale of composters and rain barrels to residents at cost and subsidized.
- Use of bio-diesel and ethanol blend fuel in fleet.

Protecting Air and Water Quality

- Implementation of anti-idling bylaw.
- Implementation of a smoking by-law.
- Greening of fleet (including purchasing a hybrid vehicle, use of Webasto heaters, and LED lights).
- Environmental Assessment of Cedar Creek through Southside Park to review options to enhance water quality and fish habitat.
- The toilet replacement rebate program to provide a financial incentive to residents who replace their toilets with water-efficient models.
- Xeriscaped the front lawn of the engineering office to demonstrate a waterless garden.

Reducing Energy Consumption

- Ongoing conversion of lighting in municipal building to energy efficient fixtures.
- Pilot project for the replacement of street light fixtures with LED technology.

5.4 Fiscal Sustainability Goal: Ensure long-term financial sustainability for the City

During the engagement process residents highlighted the importance of ensuring long-term financial viability and sustainability. Key issues included ensuring that services are delivered in a cost-effective and efficient manner, reserves are maintained at appropriate levels, capital assets are maximized, and partnerships/user fee/grant options are explored. As well, Woodstock residents want City staff to be accountable and transparent in their financial reporting.



5.4.1 What Has Been Done So Far

The City has been implementing a number of initiatives towards achieving long-term financial sustainability:

- Sound financial reserves
- Low debt
- Stable tax base
- Five-year capital plan

6 Action Planning

This section presents the objectives and actions proposed to achieve the Vision. Table 5 includes the objectives supported by specific actions.

Each action includes potential steps for carrying out the actions, priority levels, timing and the proposed resources required.

During community consultations, residents and stakeholders identified various initiatives for the City to implement. Some of these initiatives are already in progress or have been completed; these are not included in Table 5. Other suggestions from the community are currently embedded in and/or already being implemented via various Master Plans (see Section 1.5). The Master Plans contain detailed action plans and are also not included in Table 5. The Strategic Plan/ICSP and the Master Plans are aligned.

Table 5: Action Plan

Priority: High, Moderate, Low

Timing: Short Term: 1-5 years; Medium Term: 6-10 Years; Long Term: > 10 Years

COMMUNITY GOAL: ENHANCE THE QUALITY OF LIFE					
Objective 1: Provide a safe community for all					
Action	Steps	Priority	Timing	Lead Resource	Contributors
1.1 Investigate opportunities to create safe places and activities for youth	<ul style="list-style-type: none"> In partnership with the County of Oxford, local school boards, and the Woodstock Youth Advisory Committee, explore ways to develop programs, services, and space to actively engage youth. 	High	Medium Term	<ul style="list-style-type: none"> Director of Parks and Recreation 	<ul style="list-style-type: none"> CAO Office; Library; Manager of Culture/Museum Curator School Boards Youth Advisory Committee Oxford County: Community and Strategic Planning; Public Health & Emergency Services; Social Services & Housing; Crimestoppers of Oxford County
1.2 Investigate the potential for increased police	<ul style="list-style-type: none"> Look for opportunities to increase police presence and interaction with youth in the downtown area 	High	Short Term	<ul style="list-style-type: none"> Woodstock Police Chief 	<ul style="list-style-type: none"> CAO Police Services Board

COMMUNITY GOAL: ENHANCE THE QUALITY OF LIFE					
Objective 1: Provide a safe community for all					
Action	Steps	Priority	Timing	Lead Resource	Contributors
presence downtown					
1.3 Focus on fire prevention improvements for downtown properties	<ul style="list-style-type: none"> Encourage structural and fire prevention improvements to downtown building stock May include upgrading downtown buildings to include modern early warning and fire containment features 	Moderate	Medium	<ul style="list-style-type: none"> Fire Chief 	<ul style="list-style-type: none"> CAO Engineering
1.4 Take a risk-based approach to programming	<ul style="list-style-type: none"> Review and update Hazard Identification and Risk Assessment Create hazard-specific emergency response plans 	High	Medium Term	<ul style="list-style-type: none"> Fire Chief 	<ul style="list-style-type: none"> Emergency Management Ontario
	<ul style="list-style-type: none"> Complete Fire Master and Efficiency Plan 	High	Short term	<ul style="list-style-type: none"> Fire Chief and CAO 	<ul style="list-style-type: none"> Deputy Fire Chief, Human Resources, Treasurer Ontario Fire Marshall Consultant

Priority: High, Moderate, Low

Timing: Short Term: 1-5 years; Medium Term: 6-10 Years; Long Term: > 10 Years

COMMUNITY GOAL: ENHANCE THE QUALITY OF LIFE

Objective 2: Effectively deliver amenities and services

Action	Steps	Priority	Timing	Lead Resource	Contributors
2.1 Develop social, recreational and cultural programs and activities focused on children and youth	<ul style="list-style-type: none"> Through engagement with City and County departments and community groups, explore potential programs/activities targeted to children and youth (e.g. child/teen programs at the Library/Art Gallery; teen dances; roller skating) Assess the potential for creating a Youth Centre 	High	Medium Term	<ul style="list-style-type: none"> Director of Parks and Recreation Manager of Culture/Museum Curator 	<ul style="list-style-type: none"> CAO Office; Library School Boards Youth Advisory Committee Oxford County: Community & Strategic Planning; Public Health & Emergency Services; Social Services & Housing YMCA Community groups Private sector partners
2.2 Investigate opportunities to support the aging population in Woodstock	<ul style="list-style-type: none"> In collaboration with South Gate Centre, develop a needs assessment for services and programs targeted to older Woodstock residents, (e.g. transportation to the South Gate Centre, housing options for seniors [e.g. walking distance to shops], mobility needs) Explore opportunities for collaboration and partnerships with Seniors groups 	Moderate	Medium Term	<ul style="list-style-type: none"> CAO 	<ul style="list-style-type: none"> Parks and Recreation, Culture, Library South Gate Centre Oxford County: Community & Strategic Planning; Public Health & Emergency Services; Social Services & Housing; Master Aging Group Alzheimer’s Society
2.3 Support multi-generational programming to encourage	<ul style="list-style-type: none"> Engage youth and senior citizens in discussions on potential intergenerational activities/mentoring (e.g. youth with seniors at Southgate 	Low	Medium Term	<ul style="list-style-type: none"> Director of Parks and Recreation 	<ul style="list-style-type: none"> Culture; Library; Youth Advisory Committee; Recreation Advisory Committee; South Gate

COMMUNITY GOAL: ENHANCE THE QUALITY OF LIFE					
Objective 2: Effectively deliver amenities and services					
Action	Steps	Priority	Timing	Lead Resource	Contributors
interaction among younger and older age cohorts	Centre) <ul style="list-style-type: none"> Develop pilot programs involving cultural, recreational and/or skills development activities that will have the youth and older residents interacting 				Centre; Community Groups <ul style="list-style-type: none"> YMCA
2.4 Evaluate options to improve City infrastructure	<ul style="list-style-type: none"> Identify priority and longer-term needs for infrastructure improvements Implement well-designed priority improvements Review options for the Lions Pool and the Civic Arena as aging facilities Conduct an assessment of aging community facilities (e.g. needs for space, refurbishing, replacement) Maintain and revitalize existing recreation infrastructure within its life cycle and review the need for replacement of recreation infrastructure at the end of its life cycle. 	High	Short and Medium Term	<ul style="list-style-type: none"> City Engineer/ Director of Parks and Recreation 	<ul style="list-style-type: none"> CAO
2.5 Develop a strategy for recruiting more volunteers	<ul style="list-style-type: none"> Work with community organizations on identifying and supporting volunteer activities (e.g. use of community facilities) 	Moderate	Short and Medium Term	<ul style="list-style-type: none"> Director of Communications 	<ul style="list-style-type: none"> Community groups All Advisory Committees
2.6 Promote private sector opportunities to	<ul style="list-style-type: none"> Seek funding support from private sector companies for additional community activities and special events (e.g. a 	Moderate	Short and Medium	<ul style="list-style-type: none"> Director of Communications 	<ul style="list-style-type: none"> Private sector (i.e. Toyota)

COMMUNITY GOAL: ENHANCE THE QUALITY OF LIFE					
Objective 2: Effectively deliver amenities and services					
Action	Steps	Priority	Timing	Lead Resource	Contributors
financially support community initiatives	festival, sports tournaments, music in the park)		Term		
2.7 Examine strategies for attracting doctors to Woodstock	<ul style="list-style-type: none"> Examine and assess potential strategies for addressing physician shortages as doctors retire 	High	Short Term	<ul style="list-style-type: none"> Economic Development Commissioner 	<ul style="list-style-type: none"> Oxford County: Public Health and Emergency Services
2.8 Develop an e-service strategy for the City	<ul style="list-style-type: none"> Examine needs for improved electronic infrastructure (website) in the future (e.g. online services) Allocate resources accordingly 	Moderate	Medium Term	<ul style="list-style-type: none"> Director of Information Technology 	<ul style="list-style-type: none"> Communications; Economic Development

Priority: High, Moderate, Low

Timing: Short Term: 1-5 years; Medium Term: 6-10 Years; Long Term: > 10 Years

COMMUNITY GOAL: ENHANCE THE QUALITY OF LIFE

Objective 3: Improve transportation and mobility

Action	Steps	Priority	Timing	Lead Resource	Contributors
3.1 Investigate options for improved transit service	<ul style="list-style-type: none"> Identify new needs for transit adjustments (e.g. longer hours, more stops, more accessibility) Review current bus routes for meeting residents' needs (e.g. no bus to South Gate Centre) Partner with neighbouring municipalities to lobby provincial and federal governments to prevent loss of train services Review the 2007 Transit Improvement Strategy to assess degree and effectiveness of the recommendations 	High	Short to Medium Term	<ul style="list-style-type: none"> City Engineer 	<ul style="list-style-type: none"> CAO Community groups Municipalities of Ingersoll and Tillsonburg
3.2 Work with the County on developing a truck by-pass	<ul style="list-style-type: none"> Working with the County of Oxford, examine potential routes for a truck by-pass around the City of Woodstock 	High	Short Term	<ul style="list-style-type: none"> City Engineer 	<ul style="list-style-type: none"> Oxford County: Public Works
3.3 Investigate options to increase active transportation	<ul style="list-style-type: none"> Support pedestrian and cyclist safety through such measures as traffic calming, sidewalk continuity and bike lanes/signage¹ 	Moderate	Medium Term	<ul style="list-style-type: none"> City Engineer 	<ul style="list-style-type: none"> Oxford County: Public Works

¹ These could be incorporated into the Transportation and Cycling Master Plans

Priority: High, Moderate, Low

Timing: Short Term: 1-5 years; Medium Term: 6-10 Years; Long Term: > 10 Years

COMMUNITY GOAL: ENHANCE THE QUALITY OF LIFE

Objective 4: Increase active recreation opportunities

Action	Steps	Priority	Timing	Lead Resource	Contributors
4.1 Identify opportunities to develop additional recreation activities and programs	<ul style="list-style-type: none"> Engage advisory committees and community groups/volunteers in discussions on potential additional recreational activities (e.g. concerts or movies in the park; art in the park; snow sculptures; splash pad for young children; more community events) Review any potential new programs to determine if they are offered by other organizations (e.g. YMCA) and/or whether partnerships exist for such programs 	Moderate	Medium Term	<ul style="list-style-type: none"> Director of Parks and Recreation 	<ul style="list-style-type: none"> Communications Engineering Recreation Advisory Committee Community Groups Private sector partners
4.2 Ensure affordable and accessible recreation programs and services	<ul style="list-style-type: none"> Assess current delivery of recreational programs and services for affordability and accessibility, including distance/means to access Design new programs and services to ensure affordability and accessibility, including distance/means to access 	High	Short to Long Term	<ul style="list-style-type: none"> Director of Parks and Recreation 	<ul style="list-style-type: none"> CAO; Communications Advisory Committees: Recreation; Environment, Youth; Accessibility; UTRCA South Gate Centre Community Groups Private sector partners
4.3 Market and promote recreational services in Woodstock	<ul style="list-style-type: none"> Develop a marketing and promotion plan to build awareness about the programs, services and opportunities in the community to attract residents and tourists. 	High	Short to Long Term	<ul style="list-style-type: none"> Director of Parks and Recreation 	<ul style="list-style-type: none"> CAO; Communications Advisory Committees: Recreation; Environment, Youth; Accessibility; UTRCA South Gate Centre Community Groups Private sector partners

COMMUNITY GOAL: ENHANCE THE QUALITY OF LIFE					
Objective 4: Increase active recreation opportunities					
Action	Steps	Priority	Timing	Lead Resource	Contributors
4.4 Develop partnerships with recreation groups for new programs and assets	<ul style="list-style-type: none"> Develop a policy/procedure for partnerships with recreation groups/organizations for the review and introduction of new programs and recreation assets 	High	Short Term	<ul style="list-style-type: none"> Director of Parks and Recreation /City Engineer 	<ul style="list-style-type: none"> CAO; Communications Advisory Committees: Recreation; Environment, Youth; Accessibility; UTRCA South Gate Centre Community Groups Private sector partners

Priority: High, Moderate, Low

Timing: Short Term: 1-5 years; Medium Term: 6-10 Years; Long Term: > 10 Years

COMMUNITY GOAL: ENHANCE THE QUALITY OF LIFE					
Objective 5: Continue to promote arts, culture and heritage					
Action	Steps	Priority	Timing	Lead Resource	Contributors
5.1 Develop an Integrated Cultural Strategic Plan	<ul style="list-style-type: none"> Review current arts, theatre, cultural and heritage activities, programs and initiatives Create an Integrated Cultural Strategic Plan 	High	Short	<ul style="list-style-type: none"> Manager of Culture /Museum Curator 	<ul style="list-style-type: none"> Advisory Committees: Art Gallery; Heritage/Museum; Recreation; Youth; Accessibility South Gate Centre Community Groups
5.2 Ensure affordable and accessible arts, theatre, culture and heritage programs and services	<ul style="list-style-type: none"> Assess current delivery of arts, theatre, culture, and heritage programs and services for affordability and accessibility Design new programs and services to ensure affordability and accessibility Continue to provide opportunities for producing cultural products 	High	Medium Term	<ul style="list-style-type: none"> Manager of Culture /Museum Curator 	<ul style="list-style-type: none"> Advisory Committees: Art Gallery; Heritage/Museum; Recreation; Youth; Accessibility South Gate Centre Community Groups Theatre Woodstock
5.3 Market and promote arts, theatre, culture and heritage services	<ul style="list-style-type: none"> Develop a marketing and promotion plan to build awareness about the arts, theatre, culture and heritage programs, services and opportunities in the community to attract residents and tourists 	High	Short to Medium Term	<ul style="list-style-type: none"> Manager of Culture /Museum Curator 	<ul style="list-style-type: none"> CAO; Communications Advisory Committees: Art Gallery; Heritage/Museum; Recreation; Youth; Accessibility South Gate Centre Community Groups Theatre Woodstock
5.4 Enhance support for the preservation of the heritage building stock	<ul style="list-style-type: none"> Continue to preserve heritage building stock Create heritage inventory of downtown storefronts Continue to promote and enhance 	High	Medium Term	<ul style="list-style-type: none"> Manager of Culture /Museum Curator 	<ul style="list-style-type: none"> CAO; Communications Advisory Committees: Art Gallery; Heritage/Museum

COMMUNITY GOAL: ENHANCE THE QUALITY OF LIFE					
Objective 5: Continue to promote arts, culture and heritage					
Action	Steps	Priority	Timing	Lead Resource	Contributors
	support for the preservation of the heritage building stock in Woodstock <ul style="list-style-type: none"> Market the preservation of heritage buildings in tourism information (Woodstock is recognized to be the only city in Ontario that still has all of its original administration buildings) 				
5.5 Encourage the Woodstock community to become more active in Art Gallery activities and events	<ul style="list-style-type: none"> Make the Art Gallery more relevant to the community by working with Art Gallery officials to develop activities and special events geared to various sectors in the community Examples could include: <ul style="list-style-type: none"> School children art project/contests; Mothers' discussion groups on art/culture with speakers (babysitting provided) Lunch and learn presentations on particular arts/culture topics to seniors (or the general public) 	Moderate	Short to Medium Term	<ul style="list-style-type: none"> Manager of Culture /Museum Curator 	<ul style="list-style-type: none"> Advisory Committees: Art Gallery; Heritage/Museum; Recreation; Youth; Accessibility South Gate Centre Community Groups

Priority: High, Moderate, Low

Timing: Short Term: 1-5 years; Medium Term: 6-10 Years; Long Term: > 10 Years

COMMUNITY GOAL: ENHANCETHE QUALITY OF LIFE

Objective 6: Enhance ongoing public engagement

Action	Steps	Priority	Timing	Lead Resource	Contributors
6.1 Leverage city communications to enhance belonging and community identity	<ul style="list-style-type: none"> Leverage the monthly magazine “What’s On Woodstock” and other city communications to encourage a sense of belonging and community identity 	High	Short to Medium	<ul style="list-style-type: none"> Director of Communications 	<ul style="list-style-type: none"> CAO All Advisory Committees Community groups

Priority: High, Moderate, Low

Timing: Short Term: 1-5 years; Medium Term: 6-10 Years; Long Term: > 10 Years

ECONOMY GOAL: CREATE A DYNAMIC, DIVERSIFIED ECONOMY

Objective 7: Enhance the vibrancy in the downtown core

Action	Steps	Priority	Timing	Lead Resource	Contributors
7.1 Update property standards by-laws for downtown properties	<ul style="list-style-type: none"> Review property standards for downtown properties Update and enforce property standards as required 	High	Short to Medium Term	<ul style="list-style-type: none"> City Engineer 	<ul style="list-style-type: none"> Parks and Recreation; Culture; Economic Development; Engineering; Library; Small Business Enterprise; Treasury Downtown Woodstock BIA Woodstock Chamber of Commerce Advisory Groups: WEDAC, Property Standards, Recreation, Heritage/Museum, Economic Development, and Youth Police Services Board Community groups Oxford County: Community & Strategic Planning; Social Services & Housing; and Public Health and Emergency Services
7.2 Examine potential initiatives for revitalizing the	<ul style="list-style-type: none"> Examine a range of potential initiatives for revitalizing the downtown core Enhance use of Museum Square Continue to support the downtown 	High	Short to Medium Term	<ul style="list-style-type: none"> Economic Development Commissioner 	<ul style="list-style-type: none"> Parks and Recreation; Culture; Economic Development; Engineering; Library; Small Business

ECONOMY GOAL: CREATE A DYNAMIC, DIVERSIFIED ECONOMY

Objective 7: Enhance the vibrancy in the downtown core

Action	Steps	Priority	Timing	Lead Resource	Contributors
downtown area	businesses to create a destination to visit and shop <ul style="list-style-type: none"> Examine ways to enhance the greening of the downtown area 				Enterprise; Treasury <ul style="list-style-type: none"> Downtown Woodstock BIA Woodstock Chamber of Commerce Advisory Groups: WEDAC, Property Standards, Recreation, Heritage/Museum, Economic Development, and Youth Police Services Board Community groups Oxford County: Community & Strategic Planning; Social Services & Housing; and Public Health and Emergency Services
7.3 Maximize the use of underutilized downtown assets	<ul style="list-style-type: none"> Assess the current level of use of downtown City sites, spaces and buildings Where appropriate, adapt use for increased utilization 	High	Short to Medium	<ul style="list-style-type: none"> Economic Development Commissioner 	<ul style="list-style-type: none"> Engineering All Advisory Groups Downtown Woodstock BIA Community groups
7.4 Ensure an adequate supply of public parking	<ul style="list-style-type: none"> Assess the parking opportunities reasonably close to popular destinations Work towards providing an adequate supply of public parking where required 	Moderate	Short to Medium	<ul style="list-style-type: none"> City Engineer 	<ul style="list-style-type: none"> CAO

Priority: High, Moderate, Low

Short Term: 1-5 years; Medium Term: 6-10 Years; Long Term: > 10 Years

ECONOMY GOAL: CREATE A DYNAMIC, DIVERSIFIED ECONOMY

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

Action	Steps	Priority	Timing	Lead Resource	Contributors
8.1 Develop additional strategies to attract new businesses	<ul style="list-style-type: none"> • In partnership with community boards and business groups, and in consideration of the vision and priority actions to be developed for revitalizing the downtown, develop strategies to attract new businesses to Woodstock • This may involve: <ul style="list-style-type: none"> ○ Partnerships with educational institutions and corporations to attract higher education facilities downtown ○ Discuss the potential for colleges to initiate a degree program ○ Examining the potential for implementing “green technologies” • Define and maintain a business friendly environment • Market Woodstock as a prime location to do business in and beyond the City² • Continue partnerships with other regional economic development agencies to leverage resources • Develop a brownfield or adaptive re-use strategy for vacant or underutilized sites 	High	Short Term	<ul style="list-style-type: none"> • Economic Development Commissioner and CAO 	<ul style="list-style-type: none"> • Communications; Small Business Enterprise; Treasury • Downtown Woodstock BIA • Woodstock Chamber of Commerce • Advisory Groups: WEDAC, Recreation, Heritage/Museum, and Youth • Community groups • Oxford County: Community & Strategic Planning • Woodstock Hydro • Southwestern Ontario Marketing Alliance (SOMA) • Oxford Connection Partnership • Real Estate Board

² The Downtown Woodstock BIA is developing a Business Attraction and Marketing Package to promote small business and attract new development, including residential in the BIA district. It will be available in March/April 2013 for use in promotions.

ECONOMY GOAL: CREATE A DYNAMIC, DIVERSIFIED ECONOMY

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

Action	Steps	Priority	Timing	Lead Resource	Contributors
	<ul style="list-style-type: none"> Maintain an inventory of serviced or serviceable vacant or industrial land (minimum 400 acres) Seek opportunities for additional land acquisitions or partnerships with industrial/commercial developers 			<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
8.2 Review the potential for implementing a brownfield strategy for business	<ul style="list-style-type: none"> Examine the benefits and limitations of implementing a brownfield strategy for business 	Moderate	Short to Medium Term	<ul style="list-style-type: none"> Economic Development Commissioner 	<ul style="list-style-type: none"> Economic Development Downtown Woodstock BIA Woodstock Chamber of Commerce WEDAC

Priority: High, Moderate, Low

Timing Short Term: 1-5 years; Medium Term: 6-10 Years; Long Term: > 10 Years

ECONOMY GOAL: CREATE A DYNAMIC, DIVERSIFIED ECONOMY

Objective 9: Identify and create a ‘destination’ for Woodstock (place for visitors)

Action	Steps	Priority	Timing	Lead Resource	Contributors
9.1 Identify a tourist “destination” for visitors	<ul style="list-style-type: none"> Work with partners and community groups to select a focus/ key points of interest/attractions/landmarks/niches with which visitors can readily identify Woodstock 	Moderate	Long Term	<ul style="list-style-type: none"> Director of Communications 	<ul style="list-style-type: none"> CAO Office; Parks and Recreation; Manager of Culture/ Museum Curator Small Business Enterprise Downtown Woodstock BIA Woodstock Chamber of Commerce South Gate Centre Advisory Groups: Recreation, Heritage/Museum, WEDAC, and Youth Community groups Oxford County: Community & Strategic Planning, Tourism
9.2 Improve promotion of Woodstock as a place to visit	<ul style="list-style-type: none"> Promotional materials may include signs, information kiosk on what is available Continue the use of electronic communications Review the way-finding signs program Replace older entrance signage Establish wayfaring signs for trails 	Moderate	Medium Term	<ul style="list-style-type: none"> Director of Communications 	<ul style="list-style-type: none"> CAO Office; Culture Small Business Enterprise Downtown Woodstock BIA Woodstock Chamber of Commerce South Gate Centre Advisory Groups: Recreation, Heritage/Museum, WEDAC, and Youth Community groups Oxford County: Community & Strategic Planning

Priority: High, Moderate, Low

Timing: Short Term: 1-5 years; Medium Term: 6-10 Years; Long Term: > 10 Years

ECONOMY GOAL: CREATE A DYNAMIC, DIVERSIFIED ECONOMY

Objective 10: Support the development of a skilled labour force

Action	Steps	Priority	Timing	Lead Resource	Contributors
10.1 Explore opportunities to partner with educational institutions	<ul style="list-style-type: none"> ○ Assess the potential for increased educational/training opportunities in the field of technology 	Moderate	Medium to Long Term	<ul style="list-style-type: none"> • CAO 	<ul style="list-style-type: none"> • Economic Development • School Boards • Woodstock Library • Fanshawe College • Advisory Groups: Youth, WEDAC • Oxford County: Community & Strategic Planning; Social Services and Housing • Community Employment Services (CES)
10.2 Explore potential partnerships for training and upgrading opportunities for youth and job seekers	<p>This may involve:</p> <ul style="list-style-type: none"> • Employers giving youth opportunities for volunteer community hours • Ongoing promotion of local summer/part-time job opportunities • Collaboration among Colleges, high schools, employment centers, employers, and trainers to develop training programs 	Moderate	Medium to Long Term	<ul style="list-style-type: none"> • Economic Development Commissioner 	<ul style="list-style-type: none"> • CAO; Communications • School Boards • Fanshawe College • Advisory Groups: Youth, WEDAC • Oxford County: Community & Strategic Planning; Social Services and Housing • Community Employment Services (CES) • Elgin Middlesex Oxford Workforce Planning and Development Board

Priority: High, Moderate, Low

Timing: Short Term: 1-5 years; Medium Term: 6-10 Years; Long Term: > 10 Years

ECONOMY GOAL: CREATE A DYNAMIC, DIVERSIFIED ECONOMY

Objective 11: Encourage the use of locally produced products

Action	Steps	Priority	Timing	Lead Resource	Contributors
11.1 Identify ways to promote the use of local products	<ul style="list-style-type: none"> • This may involve: <ul style="list-style-type: none"> ○ Participation by local retailers at community events (e.g. refreshments, retail goods) ○ Continuing to provide discount coupons for local business establishments (i.e. the BIA Shop Local Program) 	Low	Medium Term	<ul style="list-style-type: none"> • Economic Development Commissioner 	<ul style="list-style-type: none"> • Communications; Small Business Enterprise • Downtown Woodstock BIA • Woodstock Chamber of Commerce • County of Oxford Tourism • Oxford Fresh • Advisory Groups: Youth, WEDAC • South Gate Centre • Woodstock Agricultural Society
11.2 Support a Shop Local Campaign	<ul style="list-style-type: none"> • Support the business community in identifying ways to highlight and promote the purchase of locally made and locally-grown products 	Low	Medium Term	<ul style="list-style-type: none"> • Economic Development Commissioner 	<ul style="list-style-type: none"> • Communications; Economic Development • Small Business Enterprise • Downtown Woodstock BIA • Woodstock Chamber of Commerce • Advisory Groups: Youth, WEDAC • South Gate Centre • Woodstock Agricultural Society • Oxford County Tourism • Oxford Fresh

Priority: High, Moderate, Low

Timing: Short Term: 1-5 years; Medium Term: 6-10 Years; Long Term: > 10 Years

ENVIRONMENT GOAL: PROTECT AND ENHANCE OUR NATURAL ENVIRONMENT

Objective 12: Protect and preserve the city’s natural resources

Action	Steps	Priority	Timing	Lead Resource	Contributors
12.1 Expand and maintain the bike lanes	<ul style="list-style-type: none"> Facilitate bicycle travel through additional and well-marked bike lanes (including downtown where feasible) Provide additional bike racks 	High	Short to Medium Term	<ul style="list-style-type: none"> Director of Parks and Recreation 	<ul style="list-style-type: none"> Engineering ; CAO; Communications Oxford County: Community and Strategic Planning; Public Works; Social Services and Housing; Public Health and Emergency Services Advisory Committees: Recreation; Environment, Youth; Accessibility; UTRCA South Gate Centre Community groups
12.2 Protect Woodstock’s natural heritage and open spaces	<ul style="list-style-type: none"> Review the Natural Heritage Inventory by the Upper Thames Conservation Authority (2007) Manage and maintain Woodstock’s “Green Canopy” Continue to implement the Emerald Ash Borer Program 	High	Medium Term	<ul style="list-style-type: none"> Director of Parks and Recreation; and City Engineer 	<ul style="list-style-type: none"> Communications Advisory Committees: Environment Oxford County: Community and Strategic Planning Upper Thames Conservation Authority
	<ul style="list-style-type: none"> Provide emergency mitigation of releases/spills on roadway/rail and fixed sites 	High	Medium Term	<ul style="list-style-type: none"> Fire Chief and City Engineer 	<ul style="list-style-type: none"> CAO Ministry of the Environment

ENVIRONMENT GOAL: PROTECT AND ENHANCE OUR NATURAL ENVIRONMENT						
Objective 12: Protect and preserve the city's natural resources						
Action	Steps	Priority	Timing	Lead Resource	Contributors	
12.3 Naturalize Burgess and Standard Tube Lands (Lions Trail)	<ul style="list-style-type: none"> The emerald ash borer has devastated the green canopy in portions of these lands. The development of trails is a step in naturalizing these lands. 	High	Short to Medium Term	<ul style="list-style-type: none"> Director of Parks and Recreation 	<ul style="list-style-type: none"> CAO 	

Priority: High, Moderate, Low

Timing: Short Term: 1-5 years; Medium Term: 6-10 Years; Long Term: > 10 Years

ENVIRONMENT GOAL: PROTECT AND ENHANCE OUR NATURAL ENVIRONMENT						
Objective 13: Promote and implement green initiatives						
Action	Steps	Priority	Timing	Lead Resource	Contributors	
13.1 Expand waste diversion initiatives	<ul style="list-style-type: none"> In partnership with the County, explore ways to expand waste diversion initiatives (e.g. home composting bins, weekly recycling and bi-weekly garbage pick-up, brush pick up, compact fluorescent bulb drop-off) Examine special collection options (e.g. a permanent depot for waste diversion, a special waste depot) 	High	Short to Medium Term	<ul style="list-style-type: none"> City Engineer 	<ul style="list-style-type: none"> CAO Woodstock Hydro Advisory Committees: Environment, Oxford County Community Groups 	
13.2 Evaluate the energy efficiency of municipal buildings	<ul style="list-style-type: none"> Review and evaluate options for improving the energy efficiency in municipal buildings through the use of alternative energy options 	High	Medium To Long Term	<ul style="list-style-type: none"> City Engineer 	<ul style="list-style-type: none"> CAO; Communications Woodstock Hydro Advisory Committee: Environment 	

Priority: High, Moderate, Low

Timing: Short Term: 1-5 years; Medium Term: 6-10 Years; Long Term: > 10 Years

ENVIRONMENT GOAL: PROTECT AND ENHANCE OUR NATURAL ENVIRONMENT

Objective 14: Protect the quality of our air and water

Action	Steps	Priority	Timing	Lead Resource	Contributors
14.1 Promote measures to protect the air and water quality	<ul style="list-style-type: none"> Promote the use of environmentally-friendly products (e.g. alternatives to pesticides, cleaning supplies, corrosives, paint, thinners, stains, etc.) Buy and use products with lower toxic levels, e.g. use of natural fertilizers, such as compost or peat Conserve water through the use of low-flush toilets, water-efficient retrofits Educate residents on the hazards of oil and chemical disposal into drains and sewers Assess the need for signage regarding groundwater protection Promote the use of buses, carpooling, and cycling Consider joining Partners for Climate Protection³ Consider current fleet emissions, options for replacement, environmental benefits and life-cycle costs Review bus idling times Educate on and enforce anti-idling by-laws in school zones 	High	Short to Medium Term	<ul style="list-style-type: none"> CAO 	<ul style="list-style-type: none"> Communications Advisory Committees: All South Gate Centre Community Groups Oxford County: Public Health and Emergency Services

³ Partners for Climate Protection is a Federation of Canadian Municipalities’ program for reducing emissions and conserving energy.

Priority: High, Moderate, Low

Timing: Short Term: 1-5 years; Medium Term: 6-10 Years; Long Term: > 10 Years

ENVIRONMENT GOAL: PROTECT AND ENHANCE OUR NATURAL ENVIRONMENT

Objective 15: Reduce our energy consumption

Action	Steps	Priority	Timing	Lead Resource	Contributors
15.1 Explore opportunities to reduce energy consumption	<ul style="list-style-type: none"> Promote measures to reduce energy use (e.g. energy efficient appliances, low water use systems, window and door systems) Explore opportunities to support feasible renewable energy initiatives (e.g. solar, wind) 	High	Medium to Long Term	<ul style="list-style-type: none"> City Engineer 	<ul style="list-style-type: none"> ECAO; Communications Woodstock Hydro Advisory Committee: Environment
15.2 Assess the level of greenhouse gas from municipal buildings	<ul style="list-style-type: none"> Take measurements to determine the levels of greenhouse gas resulting from the operation of municipal buildings 	High	Short Term	<ul style="list-style-type: none"> City Engineer 	<ul style="list-style-type: none"> Advisory Committee: Environment
15.3 Develop an Energy Conservation Plan	<ul style="list-style-type: none"> Develop an Energy Conservation Plan 	High	Short Term	<ul style="list-style-type: none"> City Engineer 	<ul style="list-style-type: none"> Advisory Committee: Environment

Priority: High, Moderate, Low

Timing: Short Term: 1-5 years; Medium Term: 6-10 Years; Long Term: > 10 Years

FISCAL SUSTAINABILITY GOAL: ENSURE LONG-TERM FINANCIAL SUSTAINABILITY FOR THE CITY

Objective 16: Develop long term financial sustainability plan

Action	Steps	Priority	Timing	Lead Resource	Contributors
16.1 Maintain appropriate financial capacity for present and future needs	<ul style="list-style-type: none"> Develop policies to support long term sustainability (e.g. debt policies; reserve fund policies; capital asset management policies; capital and operating budget policies) 	High	Short Term	<ul style="list-style-type: none"> City Treasurer 	<ul style="list-style-type: none"> CAO; All Departments
16.2 Review and seek out revenue opportunities to minimize reliance on property taxes	<ul style="list-style-type: none"> Conduct a user fee analysis and develop policies for funding of programs and services through resident and non-resident user fees Explore public-private partnership opportunities for delivery of programs and services 	High	Short to Medium Term	<ul style="list-style-type: none"> CAO 	<ul style="list-style-type: none"> All Departments
16.3 Explore options for funding grants	<ul style="list-style-type: none"> Examine potential funding or grant opportunities for infrastructure maintenance and improvement, capital planning, recreational and tourism initiatives 	High	Short Term	<ul style="list-style-type: none"> City Treasurer 	<ul style="list-style-type: none"> CAO
16.4 Develop an asset management plan	<ul style="list-style-type: none"> Create a plan for the management of City assets 	High	Short Term	<ul style="list-style-type: none"> CAO 	<ul style="list-style-type: none"> Treasury

Priority: High, Moderate, Low

Timing: Short Term: 1-5 years; Medium Term: 6-10 Years; Long Term: > 10 Years

FISCAL SUSTAINABILITY GOAL: ENSURE LONG-TERM FINANCIAL SUSTAINABILITY FOR THE CITY

Objective 17: Enhance emergency management planning

Action	Steps	Priority	Timing	Lead Resource	Contributors
17.1 Ensure resilience emergency management planning	<ul style="list-style-type: none"> Develop Continuity of Operations Plans (COOP) for each civic department⁴ 	High	Medium Term	<ul style="list-style-type: none"> Fire Chief 	<ul style="list-style-type: none"> All Emergency Management Ontario
	<ul style="list-style-type: none"> Provide training and exercises for Community Control Group (CCG) members, alternates and support staff 	High	Short Term	<ul style="list-style-type: none"> Fire Chief 	<ul style="list-style-type: none"> All Emergency Management Ontario
17.2 Minimize financial hardship post-disaster	<ul style="list-style-type: none"> Review and update the Critical Infrastructure Program Prepare ready-to-launch ODRAP team and fund-raising resources 	High	Medium Term	<ul style="list-style-type: none"> Fire Chief 	<ul style="list-style-type: none"> Emergency Management Ontario Municipal Affairs and Housing

⁴ Continuity of Operations Plans means planning for sustained operations in case of emergency.

7 Implementation: Translating the Plan into Action

The City of Woodstock Strategic Plan/ICSP includes a series of actions to be taken to achieve the objectives. This section includes proposed implementation steps to make sure that clear directions are established to carry through the actions presented in Section 6.

The Strategic Plan/ICSP will be implemented in conjunction with other municipal plans and goals, and in partnership with local organizations and citizens. Implementation of the Strategic Plan/ICSP may require changes in municipal policy, and may benefit from coordination and communication with surrounding municipalities and the County of Oxford.

The implementation strategy includes the following steps:

- Creating Detailed Work Plans to Achieve the Short-Term Actions
- Continued Support from the Strategic Plan Steering Committee
- Integration of the Strategic Plan/ICSP into Day-to-Day Operations
- Continuing to Build Community and Council Support
- Building Partnerships and Identifying Priorities
- Ensuring Continual Review and Renewal: The Strategic Plan/ICSP and the Master Planning documents are living documents.

7.1 Creating Detailed Work -Plans to Achieve Short-Term Actions

As the first step in implementing the Strategic Plan/ICSP, staff will review the actions identified as short-term and identify the tasks necessary over the next five years to complete the actions.

Staff will prepare a work-plan to respond to each of the identified actions, including proposed timing (within the next 5 years), all necessary steps to accomplish the action within the required timeframe, and performance measures or indicators of success to measure progress.

7.2 Continued Support from the Strategic Plan Advisory Committee

The Strategic Plan Advisory Committee will assist in facilitating and supporting the implementation of the Plan. The Committee will be responsible for:

- Overseeing the Strategic Plan/ICSP Implementation Strategy;
- Providing a regular mechanism for tracking and reviewing strategic plan initiatives in the City;
- Establishing and overseeing strategic plan initiatives to build awareness and promote the success of the Plan;

- Providing guidance, advice and support to City Staff to ensure the implementation of the Work Plans that outline the annual objectives, activities and indicators necessary to implement the Action Plan;
- Receiving regular updates on the progress and reporting back to Council; and
- Receiving and reviewing updates from City staff related to budget, funding, staffing and resource allocation to complete the tasks.

7.3 Integration of the Strategic Plan/ICSP into Day-to-Day Operations

A critical consideration will be the need to maintain a sustainable financial position when planning and implementing the measures identified in the Plan. Implementation must be carefully planned and staged to not place a burden on either the short or long-term financial health of the City. Ultimately, the City will have to continue to live within its means.

Typically, communities cannot afford to dedicate significant resources to implementing a Strategic Plan. The City of Woodstock should take advantage of the strong volunteer network and the existence of many groups that already support the proposed initiatives. The establishment of relevant indicators and monitoring systems will facilitate the implementation of the Plan and continue its strategic commitments.

To achieve the objectives, the City will work within its existing budget approval framework. Each Department will continue to develop operating and capital budgets based on their annual business plans, for endorsement by the City Council during annual budget deliberations.

The Strategic Plan/ICSP should be directly linked to other relevant municipal planning documents. Specific examples of plans and policies that may be affected by the Strategic Plan may include zoning by-laws, secondary plans, and various policies.

7.4 Continuing to Build Community and Council Support

The City of Woodstock strongly believes that consistent support from the community and Council is imperative to the implementation of the Strategic Plan/ICSP. If general support is in-place, residents and organizations will assist with the implementation of the Plan. Council can then ensure that the Plan is incorporated into day-to-day municipal operations, plans and policies.

The Municipality is encouraged to continue sharing updates with community members and relevant partners. Communication and awareness opportunities could include:

- Regular updates on progress and initiatives at meetings and events;
- A summer BBQ or community meeting to present the Plan to the community, and to discuss key accomplishments and actions that are being implemented;

- Showcasing the Strategic Plan/ICSP and progress on the municipal website, social media, newsletters and print media;
- Having partners and committee members attend some of the meetings to convey successes back to their groups;
- Having City representatives meet with Committee members and partners for ongoing dialogue on the Plan; and
- Providing information on the availability of the Plan on-line and provision of comments for consideration.

7.5 Building Partnerships and Identifying Priorities

The Strategic Plan/ICSP was developed with consideration of the potential forces and sources of change both within and surrounding the City of Woodstock – from the actions of neighbouring municipalities to the potential impacts of climate change and national/global economic down-turns. As the City moves forward with implementation, it will continue to build partnerships with surrounding municipalities and the County of Oxford that will strengthen the actions identified in this Plan.

In addition, it will be important to include the community - both organizations and individuals - in the implementation of the Strategic Plan/ICSP. Throughout the development of the Plan, members of community groups, committees, and individual residents have expressed an interest in continuing their involvement. Now that the Plan has been completed, conversations around setting priorities and identifying leads and partners for key actions can begin.

7.6 Ensuring Continual Review and Renewal: A Living Document

Even the best plan is of little use if it does not lead to action, and is not continuously referenced and updated to reflect changing municipal and external realities. The Strategic Plan/ICSP needs to be recognized as a 'living plan' and must be recognized by Council, municipal staff and the community as an evolving document that should be reviewed and updated on an annual basis. As times, circumstances, economic and environmental conditions change, the City's needs may shift as well. Therefore, the City commits to revisiting the actions included in the Strategic Plan/ICSP and adjusting the focus of its efforts.

The foundational pieces of the Plan will likely remain constant; the focus for continual renewal will be refreshing the proposed list of actions. Actions may be refreshed for many reasons: they have been completed, other best practices emerge, or a new need is identified. The Strategic Plan Advisory Committee (with relevant partners) may amend the Plan from time to time, subject to ratification by Council.

During the life cycle of the Strategic Plan/ICSP the City commits to an examination of best practices from other municipalities and orders of government, the private sector, utilities, and businesses in Ontario and around the world.

The City will:

- Continue to update and Identify priority actions, lead organizations, key partners and timelines for completing the proposed actions;
- Periodically review and update the Plan;
- Develop and review annual action plans with staff during budget planning and departmental business planning processes; and
- Prepare an annual report or report card summarizing achievements to date on implementing the Strategic Plan, and priority actions for the near future.

Appendices

Appendix A: Interview Instrument

DRAFT INTERVIEW QUESTIONS (NOVEMBER 17, 2011)

CITY OF WOODSTOCK

INTEGRATED COMMUNITY SUSTAINABILITY PLAN / STRATEGIC PLAN

The City of Woodstock has initiated a process to develop an Integrated Community Sustainability Plan (ICSP)/ Strategic Plan which looks to the future with a view to enhancing the ability of the City to achieve long-term well-being. This project, funded by the City of Woodstock is based on examining the long term sustainability and management of the City's societal, economic and environmental assets. An ICSP / SP represents 'a new way of doing business' for municipalities – a community-based approach to planning the future that brings together the social, cultural, economic and environmental strategies in an integrated way. It provides a one-window approach to understanding the municipality's vision for the future, and the road map for getting there.

The objectives of the project include:

- to establish a collective vision for the future
- to optimize the use of available resources
- to communicate priorities to all stakeholders, and
- extend the strategic plan to operations and be aligned with the goals and objectives of Council, its departments, the County and local partners.

To support the planning process, a series of key informant interviews are being completed. Below are open-ended questions that will be used to start the dialogue with key staff, council and stakeholders. The discussion will go in the direction that each individual takes it. Questions should be answered from the perspective of the interviewee (level of comfort), but interviewee may also provide higher level information and comments if desired.

The results of the interviews will be aggregated and compiled into a report. Comments will not be directly attributed to interviewees. The discussions will be fairly informal, open-ended, and will last approximately 30-60 minutes.

- Q1. What are the current strengths and opportunities for Woodstock?
- Q2. What are the current community weaknesses and/or threats of Woodstock?
- Q3. What are the three most important issues/priorities facing Woodstock during the next 5 to 10 years? What actions would you suggest that Woodstock could take to address these issue(s)/ priorities?
- Q4. Are there things that the City of Woodstock could be doing better?
- Q5. One of the objectives of the strategic plan is to optimize the use of available resources in a sustained manner. What does this mean to you from the perspective of (a) vision, goals and priorities; and (b) City's official mandate (i.e. responsibilities – **relative to other levels of government**) and core operations (including delivery of public programs and services)?
-

- Q6. What does a sustainable Woodstock mean to you? When you think about the future of the City of Woodstock, what words or phrases come to mind?
- Q7. How could external agencies (corporations, community groups, etc.) be involved in the implementation of the Plan?
- Q8. Is there anything else important that we should know or consider when developing the Plan?

Thank you for your Time and Insightful Perspectives

Appendix B: Stakeholder Questionnaire

DRAFT QUESTIONNAIRE CITY OF WOODSTOCK STRATEGIC PLAN / INTEGRATED COMMUNITY SUSTAINABILITY PLAN

The City of Woodstock has initiated a process to develop a Strategic Plan / Integrated Community Sustainability Plan (SP/ICSP) which looks to the future with a view to enhancing the ability of the City to achieve long-term well-being. This project, funded by the City of Woodstock is based on examining the long term sustainability and management of the City's societal, economic and environmental assets.

This Plan represents 'a new way of doing business' for municipalities – a community-based approach to planning the future that brings together the social, cultural, economic and environmental strategies in an integrated way. It provides a one-window approach to understanding the municipality's vision for the future, and the road map for getting there.

The objectives of the project include:

- to establish a collective vision for the future
- to optimize the use of available resources
- to communicate priorities to all stakeholders, and
- to extend the strategic plan to operations and be aligned with the goals and objectives of Council, its departments, the County and local partners.

To support the planning process, a questionnaire has been developed to obtain input from economic, environmental and community groups in Woodstock. Below are open-ended questions that will be used to start the dialogue with key staff, council and stakeholders.

The results of the questionnaire will be aggregated and comments will not be directly attributed to interviewees.

- Q1. What are the current strengths and opportunities for Woodstock?
- Q2. What are the current community weaknesses and/or threats to Woodstock?
- Q3. What are the three most important issues/priorities facing Woodstock during the next 5 to 10 years? What actions would you suggest that Woodstock could take to address these issue(s)/priorities?
- Q4. Are there things that the City of Woodstock could be doing better?
- Q5. What does a sustainable Woodstock mean to you?
- Q.6 When you think about the future of the City of Woodstock, what words or phrases come to mind?

- Q7. How could external agencies (corporations, community groups, etc.) be involved in the implementation of the Plan?
- Q8. Is there anything else important that we should know or consider when developing the Plan?

Thank you for your Time and Insightful Perspectives

Appendix C: Intercept Survey



What is Your Vision?

What do you love about Woodstock?

What are the most important issues facing the City?

What can we be doing better?

Are there additional programs or facilities you would like to see in the City? If yes, please describe.

Appendix D: Sample Agenda and Flip Chart Notes for Tea & Talk Sessions

**City of Woodstock
Strategic Plan / Integrated Community Sustainability Plan**

**Tea & Talk Session
Downtown BIA Board of Directors
Monday, June 11, 2012 at 7 pm.**

Draft Agenda

1. Welcome & Introductions
2. The Strategic Plan and Integrated Community Sustainability Plan
3. Discussion Questions:
 - a. What are the three most important priorities in the City of Woodstock during the next 5, 10, 20 years to be addressed in the Plan?
 - b. What actions do you suggest be taken to address these issues?
 - c. A sustainable future includes considerations of the social, economic and natural environments in decision making. What does a sustainable Woodstock mean to you?
 - d. What is your vision of Woodstock? What key word or phrases come to mind when thinking of a vision for Woodstock?
 - e. Is there anything else important that we should know or consider when preparing the Strategic Plan?

**Tea and Talk Session
May 10, 2012 at South Gate Centre**

a) What are the three most important priorities in the City of Woodstock during the next 5, 10, 20 years to be addressed in the Plan?

b) What actions do you suggest be taken to address these issues?

- Cooperation between City and County
- Demographic Shift
 - Need to plan long term
 - Proactive
 - Good for 8 – 80
- Council support – look outside the box
- Dream big – visionary
 - E.g. Art Gallery – cultural
- To strive to be a centre of excellence
- Over 50 – mobile, smart, wealthy, active
- What works for us will work for others as well
- Be aware of the needs of 50+ e.g. grants disbursed
- When we are successful – important to not be complacent
- This centre not municipally run
- Need a partnership
- We need to advocate for seniors but as strategic partners with the City
- Quickly growing older population
- Unique centre – as membership grows – this location is important
 - Ambiance
 - The only facility like this in Woodstock
 - Specialty programs
 - Holistic wellness approach – physical and mental
 - Volunteer labour, 24,000 hours last year
- City compartmentalizes
 - Need to see recreation and wellness together
 - No more silos
- Affordable housing
 - Needed
 - Low income and people 65-70

- Limited options for downsizing
- Location and implementation - need to plan ahead
- Downtown revitalization
 - Empty buildings unattractive
 - People nervous downtown
 - Beat officer to be downtown

c) A sustainable future includes considerations of the social, economic and natural environments in decision making. What does a sustainable Woodstock mean to you?

- Provide services at reasonable cost
- A supportive debt load
- Mix of industry, residential and commercial
- Need the tax base to support services
- A revitalized downtown
- Need a balance i.e. not just economic also social and environmental
 - e.g. parks all over city
- Transportation an example of the balance among economic, social and environmental
- What do we want the downtown to be? – Revisioning needed
 - E.g. seniors' apartments with shops nearby

d) What is your vision of Woodstock? What key word or phrases come to mind when thinking of a vision for Woodstock?

- Come grow with us and retire with us (agreement)

e) Is there anything else important that we should know or consider when preparing the Strategic Plan?

- Perception of inferiority – vs. London and other centres for shopping; university cities
- Could enhance Fanshawe
- Enhance Woodstock – learn from others
- South Gate to be strategic partners
- Cannot be complacent with silver tsunami coming

- Seniors have a role in other services and use them
 - They vote and pay taxes
 - The bulk of the volunteers
- Seniors to be appreciated (awareness) – by Council
- No direct bus to the senior centre
 - City did not adjust route
- Principle of universal design
 - When plan for seniors, you benefit the whole community
 - e.g. housing
- Image of seniors is changing from the past
 - Vitality etc., mobility
 - Active aging group – more demanding and living healthier and longer; therefore more will be required
- The centre looks after 3 generations over 50 , ages 50-101
- Culture will set us apart
 - Art, boutique, learning from others (e.g. St. Mary's, Ingersoll, Stratford)

Tea and Talk Session
Downtown Woodstock BIA Board of Directors
June 11, 2012

Attendance:

- Tracey Kaiman – Owner Eden Bella Boutique
- Katherine deBoer – Owner, Radiant Health Yoga & Fitness
- Marco D’Annibale – Owner, Pita Hut
- David Schaus – Owner, Schaus Decorating
- Jeff Csinos – Owner, Boys Appliance
- Richard Hambleton – Owner, Quality Shoe Repair
- TJ McNamara - Owner, Crabby Joe’s
- Kelly Morrison - Manager, Downtown Woodstock BIA
- David Creery – Cao, City of Woodstock
- Scott Summerhayes – Marketing & Events Coordinator, Downtown Woodstock BIA

c) What are the three most important priorities in the City of Woodstock during the next 5, 10, 20 years to be addressed in the Plan?

- Revitalization of downtown
- Amenities and services for all demographics
- Ensuring safety of water with landfill nearby
- Methadone Clinic
- More walk-in traffic
- Find ways to keep people here – retention
- Store owners parking in customer area
- Controlling growth properly
- Health promotion and safety on streets
- Garbage not managed properly (incl. dog doo-doo)

d) What actions do you suggest be taken to address these issues?

- Revitalization of downtown
 - Clean empty stores – fix facades
 - A college – or other post-secondary, e.g. expansion Fanshawe downtown; extension
 - A small skating rink on museum square
 - Mural Project - on sides of exposed buildings...Dairy Capital/former Deborah’s Chocolates-Dr. MacLeods office/DeeLights.

- Painting/murals on vacant storefront windows
- Updating property standards by-laws, (amendments specific to downtown) enabling the city to enforce upkeep of downtown buildings/properties by owners. (vacant and occupied)
- Turning the area between Reeve and Perry, Market Streets and Museum Square and Finkle Streets into a Pedestrian /People area/"Piazza" from April to November (Thursdays – Sundays)...closing to traffic.
- Ensuring safety of water with landfill nearby
 - Through EA Process
- Methadone Clinic/Health and safety
 - Location
 - Loitering
 - Find another location
 - Institutionalized not commercialized
- More walk-in traffic
 - Control box store growth
 - More stores and services
 - Attractive street scapes
 - Unique/touristy
 - Street festival – special promotions e.g. art, music
 - Store opening hours – change of attitudes
 - No draw on weekend
 - Stores working together
 - Downtown residences (high scale)
 - Condo downtown
- Store owners parking in customer area
 - Put notices in stores
- Controlling growth outside the core
 - Can't control
- Health promotion and safety on streets
 - Move Meth Clinic
 - More police patrols

- Create a destination, e.g. cheese (re. dairy capital), brewery
- Bus tour with events and services
- Farmers' market

- Garbage not managed properly
 - Work with city – notify property owners for enforcement
 - Tenants (cheap rent)
 - Working on it

f) A sustainable future includes considerations of the social, economic and natural environments in decision making. What does a sustainable Woodstock mean to you?

- Building a great community that attracts new residents and maybe development, continues to grow and flourish. A city that is forward thinking and progressive (agreement).

g) What is your vision of Woodstock? What key word or phrases come to mind when thinking of a vision for Woodstock?

- A place to make your home and your future: friendly, spirited, historical, safe
- Rural yet urban
- Action: Market to specific “tribe” i.e. people interest in your product

h) Is there anything else important that we should know or consider when preparing the Strategic Plan?

- Image of downtown – negative reputation
- Increase in drugs
- Health facilities as we age
- Woodstock residents' negative views of the city – no pride – need more pride – beyond downtown too
- Keeping costs in line over time
- BIA to maintain close ties with city staff – good working relationship - improvements

- Seniors have a role in other services and use them
 - They vote and pay taxes
 - The bulk of the volunteers
- Seniors to be appreciated (awareness) – by Council
- No direct bus to the senior centre
 - City did not adjust route
- Principle of universal design
 - When plan for seniors, you benefit the whole community
 - e.g. housing
- Image of seniors is changing from the past
 - Vitality etc., mobility
 - Active aging group – more demanding and living healthier and longer; therefore more will be required
- The centre looks after 3 generations over 50 , ages 50-101
- Culture will set us apart
 - Art, boutique, learning from others (e.g. St. Mary's, Ingersoll, Stratford)

Tea and Talk Session
Woodstock District Chamber of Commerce
– Business and Industry Committee Meeting
June 12, 2012

Attendance:

- Pauline Bucck – SixThirtyNine
- Vicki Parkhill – Roberts & co.
- David Creery - CAO, City of Woodstock
- Carole Eriksson – Easy Way
- Darlene Javernig – Micacchi Warnick & Co.
- Brad Hammond 0- City of Woodstock
- David Darby – RBC Commercial
- Ken Sueva – Hino Motors Canada
- Cathy Bingham – Tourism Oxford
- Jim Harrison – Whitelaw Machinery Inc.
- Martha Dennis – General Manager, Woodstock District Chamber of Commerce

e) What are the three most important priorities in the City of Woodstock during the next 5, 10, 20 years to be addressed in the Plan?

- Restaurant food waste pick-up – green box
- Industry waste
 - Large amounts
 - Ensure compliance with regulations
 - Need to research
- Infrastructure costs – maintaining facilities as population grows - especially water
- Concern about the landfill
 - Image
 - Property value reduction
 - Prefer recycling etc.
- Having sufficient labour
- Meth Clinic – Main Street – high level of abuse in the county
- Maintaining competitive tax rates re. other jurisdictions
- Having a business-friendly environment

f) What actions do you suggest be taken to address these issues?

- Restaurant waste
 - Where processing? Need inside processing,
 - Guelph, Toronto etc. – economics
 - Have home composting, brush pick-up
 - Industrial waste ISO 14001
 - Much work to comply – impacts the business
 - Need communication among industries – Chamber role? – a common knowledge base
 - Insufficient guidance available
- Infrastructure costs
 - Woodstock should be an environmental leader
 - to be a smart community
 - awareness is branding
 - attracts youth
 - No connectivity – telecommunication – requires large investment
 - Fibre optics “Green Link” used in USA
 - Phones down frequently
- Landfill
 - Chamber take a leadership role to oppose - to avoid huge economic impact
 - Gaining consensus among local communities on the issue
- Labour
 - “Buy local” e.g. 100 mile diet – local to circulate money in community
 - E.g. prices; donations
 - Retraining for existing and new employees
 - Quality of residences for workers
- Downtown
 - Move Meth clinic, e.g. side street
 - Scares people
 - Look of vacant buildings downtown
 - Paintings, murals
 - Leadership to plan and educate
 - Some vacant buildings

- Absentee landlords
- Buildings collapsing
- Tax Rate
 - Engagement of employees, processes
 - Different rules in different jurisdictions
 - Public participation – people do not attend, little public input to county
- Business-Friendly Environment
 - Define what it means first
 - City [to have] direct communications with businesses – working together
 - People need to feel appreciated and valued
 - 30 years ago city did not recognize new small businesses
 - Now much more effective communications
 - Businesses working better together now

i) A sustainable future includes considerations of the social, economic and natural environments in decision making. What does a sustainable Woodstock mean to you?

- Population growth vs. decline
- New business start up
- Training and education – a quality labour force, possibly Fanshawe
- Children remaining in Oxford
- Encouraging entrepreneurial growth
- Ideas from successful organizations to assist
- Maintaining our social program; support youth
- Quality health care
- Healthy natural environment
- Quality of place and range of leisure activities
- Arts and culture
- Be competitive – some image with staying power
- Programs and services for seniors
- Want people to retire here
- Need a theme, e.g. green

j) What is your vision of Woodstock? What key word or phrases come to mind when thinking of a vision for Woodstock?

- A better branding
- A green philosophy to be marketed – expand Go Green Woodstock higher and more marketing
- Green a new norm – to capitalize on this
- The first thing on minds – thinking of Green Woodstock
- Revitalizing industry – increase production
- Great location – easy access
- Small city intimacy
- Balance senior–friendly with other residents
- A great transportation system especially for seniors
- Messaging on our strengths

k) Is there anything else important that we should know or consider when preparing the Strategic Plan?

- No comments were added

Appendix E: Workshop Advertisement, Presentation and Flip Chart Comments



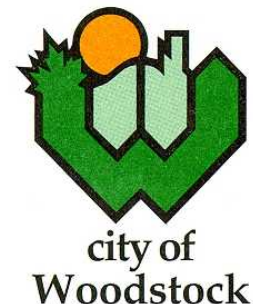
**Woodstock City Council
invites you to take part
in
The Strategic Plan Community Visioning Workshop
on
Tuesday, June 12, 2012
at
Goff Hall, Woodstock District Community Complex
381 Finkle Street, Woodstock, ON
7:00 p.m. to 9:00 p.m.**

Please R.S.V.P. by June 6, 2012 to:

Ann Ash: 519-539-2382 ext. 2102 or aash@city.woodstock.on.ca

“OUR COMMUNITY, YOUR IDEAS, OUR FUTURE”

LET YOUR VOICE BE HEARD





City of Woodstock

Strategic and Sustainability Plan Community Visioning Workshop

June 12, 2012



Welcome and Introductions

2

Purpose of the Workshop:

- To develop a collective understanding of the Strategic & Sustainability Planning process and anticipated outcomes.
- To develop a strategic vision for the City of Woodstock
- To provide guidance on issues and actions that the City can take in the short and long-term



Workshop Agenda

3

- 7:00 Welcome and Introductions
- 7:10 What is the Strategic and Sustainability Plan?
What are some of the most important issues facing the City of Woodstock?
- 7:45 Developing a Vision: How do you want to see the city in the future?
- 8:15 Action Planning: What can the City do to achieve the Vision?
- 8:45 Summary/Wrap-Up



What is Strategic and Sustainability Planning?

4

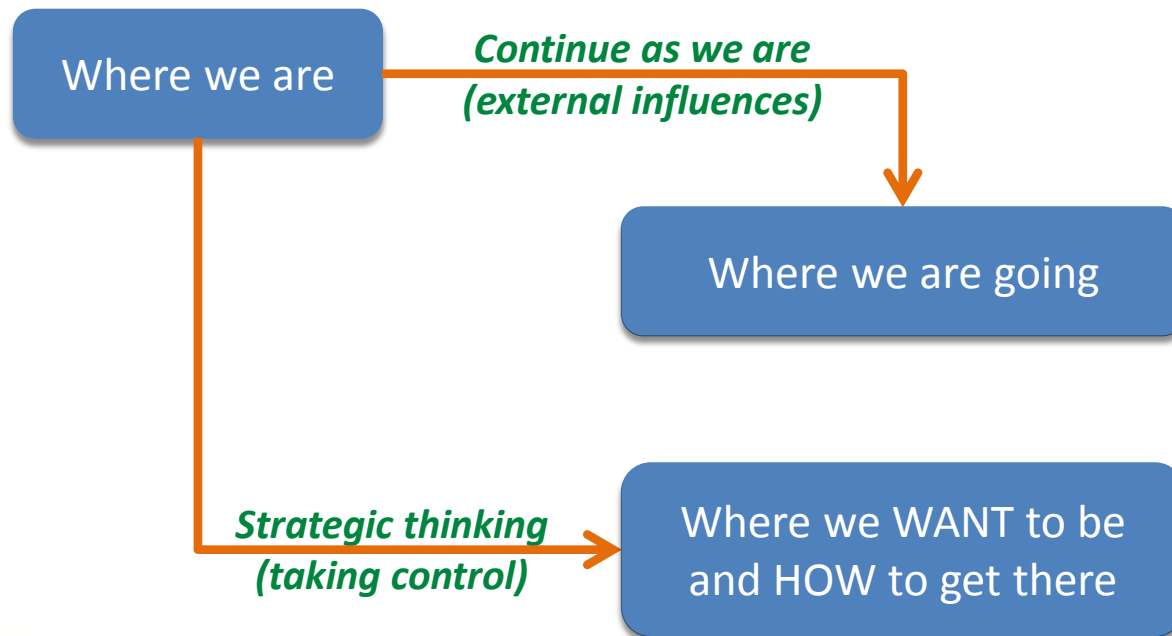
- A tool that organizes the present based on future projections and the desired future – framed by available resources, priorities and guiding principles
- A framework for sustainable decision making
- Brings together the social, cultural, economic and environmental strategies in an integrated way
- Includes the necessary procedures and operations to achieve that future
- Process involving input from community members, partners, staff and Council



What is Strategic and Sustainability Planning?

5

Strategic planning is about taking control to create the City's future





What are the Benefits of Strategic Planning?

6

- Better understand the community needs and expectations (social, economic and environmental)
- Develop a renewed sense of purpose/future direction
- Systematic concentration of resources on key areas/priorities
- Clarifies short, medium and long term goals and objectives
- Enhances ability to deal with and manage change
- Clear road map for moving forward



What are the Benefits of Strategic Planning?

7

- Mitigate potential risk through proactive planning
- Improved decision-making and management effectiveness
- Enhanced communication with staff and the public
- Strengthened coordination of activities between corporate departments
- Defines responsibilities and accountabilities



Approach to Strategic Planning

8

- Opportunities for Community Engagement
- Partnerships
- Realistic and achievable action plans
- Function as the over-riding guiding document for all other Corporation initiatives
- Strategic Plan is a management tool
- Implementation and monitoring plan



What will the Strategic and Sustainability Plan Include?

9

Vision

The Vision is a general statement that presents a timeless inspirational view for the ideal future of the City.

Goals

Goals are qualitative statements that highlight key issues raised during the sustainable community planning process, add depth to the vision statement and chart the direction for the plan.

Objectives

Objectives are more specific statements of the general goals and describe how the goals will be achieved. Each goal has multiple objectives.

Actions

The actions refer to specific tasks that need to be taken to achieve the objective.



What have we done so far?

10

- Background Studies and Document Review
 - Key documents identified
 - Past studies and relevant documents

- Key Informant Interviews
 - Mayor, Council
 - Strategic Plan Advisory Committee

- Intercept Surveys
 - Recreation and Leisure Fair



What have we done so far?

11

- Strategic Plan Questionnaire
 - Representatives of Community, Economic and Natural Environment interests

- Tea & Talk Sessions
 - South Gate Centre
 - Woodstock District Chamber of Commerce
 - Downtown Woodstock BIA

- Community Survey
 - Completed over 500 telephone surveys
 - Made surveys available in community locations and on-line



Weaknesses and Challenges

12

- Lack of diverse housing options
- Population rising faster than households
- Negative image of downtown
- Drug issues
- Diverse values of newer and longer established residents
- High property taxes



Weaknesses and Challenges

13

- Cedar Creek water and habitat quality
- Capacity of transit to meet forecasted business and population needs
- Reliance on the automotive industry
- Potential for loss of manufacturing/plant closures
- Competition for industry among municipalities
- Stability of future funding from the province



Strengths and Opportunities

14

- Geographic location
- Excellent recreation & leisure facilities
- Sound finances, low debt
- Strong and growing automotive industry
- Serviced space available for commercial & industrial use
- Variety of shopping amenities
- Preservation of historic and cultural buildings
- A safe, friendly, family-oriented community



Strengths and Opportunities

15

- Develop trails for greater connectivity of areas
- Safe community; affordable
- Promotion of the community to attract new residents and employers
- Getting youth engaged in programs, services and spaces



Strengths and Opportunities

16

- Grants available to storefront businesses
- Revitalize downtown to attract residents and businesses
- Strong volunteer base
- Working in closer partnership with the County
- Maintain & promote green space and parkland



Visioning Process

17

Where do we want to go?





Developing a Vision

18

- ▶ General statement
- ▶ Timeless, future-focused
- ▶ How you would like to be perceived by others?
- ▶ Your “ideal” future for the City
- ▶ Short and easy to remember
- ▶ Inspirational
- ▶ What you would like the City to be





Examples of Other Visions

19

- Ingersoll** ▶ Ingersoll will be well known as an enriching and innovative place to live, to work, to raise a family and to pursue a high quality of life. Throughout Ontario Ingersoll will be highly regarded as an important festival community holding year round special events attracting both regional residents and visitors to our friendly and creative community.
- Tillsonburg** ▶ Tillsonburg should strive to deliver the promise of prosperity to Industrial, Commercial and Residential stakeholders based on a superior quality of life value proposition rather than on pure economics.
- London** ▶ London, Ontario:
The city of opportunity



Examples of Other Visions

20

- Kitchener** ▶ Together, we will build an innovative, caring and vibrant Kitchener with safe and thriving neighbourhoods.
- Waterloo** ▶ In 2020, the City of Waterloo has enhanced its friendly feel, welcoming and accommodating a diversity of people. Waterloo is... a caring community where people support each other; a green city with healthy green spaces, land, water and clean air; an economic leader with a strong diverse economy; a community of vibrant neighbourhoods; a learning community with strong ties to its schools, universities, and college; an exciting city with abundant recreation, leisure, arts and cultural opportunities; and a city that is accessible to all. Waterloo is a better place to live, work and play than ever.



Developing a Vision

.....Some words and phrases we have heard





Brainstorming Session

22

- Discuss and brainstorm ideas for a Vision for the Strategic and Sustainability Plan

- Things to consider:
 - What words come to mind when you think about the City's future?
 - How do you want to be perceived by others?
 - How would you describe this?



Visioning Process

23

Achieving the Vision





Achieving the Vision

24

“Vision without action is dreaming.
Action without vision is random activity.
Vision and action together can change the
world.”

Joel Barker



Achieving the Vision

25

- What actions or ideas are needed to achieve the Vision?

Actions are...

- A description of what is important in achieving the vision
- Reflective of the City and community priorities
- Support the vision
- Representative of the range of considerations



Brainstorming Session

26

- Discuss and brainstorm actions for the Plan
- Things to consider:

- **Key priority areas:**

- Infrastructure
- Economic Development
- Tourism
- Natural Environment
- Municipal Governance
- Cultural and Social Well-being
- Others?



- **What are the important things we must do to make the vision a reality?**



Next Steps

27

- Developing the Draft Strategic Plan
 - Draft vision
 - Goals (priority areas)
 - Objectives
 - Actions
- Meeting with Staff and Council
- Reviewing the draft plan with the community
- Detailed action planning with Staff, Council (implementation planning)
- Presentation of Final Plan to the Community

FLIP CHART NOTES

WOODSTOCK COMMUNITY VISIONING WORKSHOP – JUNE 12, 2012

- Need to support agricultural community/society
- Need mechanisms to do this efficiently – improves community health
- Intermodal transit is the key issue that needs to be resolved – supports mobility, community health and economy
 - Safe places for youth “off the streets (unsafe)”
 - More options and support services geared to youth
 - Seniors intergenerational connections
 - See Ingersoll publication for youth activities/networks
 - Central publication of services for ALL ages
- Connect/expand with higher learning institutions – make sure we have jobs for these students upon completion
- Accessibility – mobility and housing
- Bylaw compliance re: litter and need to improve curb appeal
- Cut down on paper waste
- Likely going to see a reduction in train service – negative impact on long term
- Opportunity to improve wheel chair access and mobility
- Further strengthen volunteer base
- Health care centre
- Update and maintain parks and recreation facilities and open spaces (e.g. north end) – continue great work, ensure enough service for all demographics
- Wealth of professional social services available
- Has great services for vulnerable populations – need to keep this up
- Employers to give youth opportunities for volunteer community hours
- Partnerships across neighbouring Municipalities and County to lobby provincial and federal to prevent loss of train services
- More regular community events

- Need services for teens for “non-athletes” e.g. broadcasting – more well-rounded services/facilities; leverage Art Gallery
- Offer education opportunities for technology

VISION

- Accessible /barrier – free community for ALL
- History rich and future focused
- Green and growing
- Safe, supportive, sustainable
- Engagement, empowerment, partnership
- Enrich and sustain Woodstock's history
- Recreation destination
- Proactive approach to everything
- Woodstock the hub of rural Ontario
- A community educating a community
- A family friendly city

THEMES FOR WOODSTOCK

- A destination – what can we have to bring people in?
- Educated – technology, creating a future for our students
- Stay friendly
- Socially inclusive – make sure everybody is accounted for
- Vision – landlords need to be more accountable for their properties
- Festivals and events
- Affordable housing
- Downtown incentives
- Vibrant downtown - safe, exciting, always something happening
- Shopping – make it enjoyable, safe, accessible, need more walking traffic
- Great past, great people, great future
- Respecting our roots – developing our future
- A place to grow.... Industry, business, families
- Make Woodstock your destination of choice
- Friendly place to meet
- Capitalize – on well groomed streets – Vansittart
- Historic value
- Identify “our” niche markets
- Our heritage is our people
- Captain Drew liked it; you would too
- Woodstock – “The Other Woodstock”
- Welcoming
- City in the country
- Destination (community)

- More than the cow
- Memorable
- The overall friendly city
- Community that cares for its citizens and the environment
- Where generations want to be
- Easy to get to, hard to leave
- Accessible, locally and regionally
- Balanced, caring, progressive
- Embracing our heritage, planning excited for our future
- Welcoming cultural diversity
- Feeding the world, feeding our souls
- Compassionate community
- Safe, diverse, accessible
- Forward focused
- Empowered citizenship
- Pride and ownership
- Person – centered community
- Environmental, social and economical synergy
- Healthy environment for one and all
- Health - active 4 seasons
- Accessible, inviting, available
- A full circle community (an intergenerational city working together for a holistic, vibrant place – to call HOME)
- A great place to grow ... shop, dine, work and play
- Woodstock – the heart of southwest Ontario

- Easy to get to, hard to leave
- Home to comfortable living
- A city of caring for all
- Walking distance to a Tim Hortons

KEY CONCEPTS

- Balance
- Inclusive/accessible
- Safe
- Local solutions – innovation
- All people feel valued
- Green
- Sustainable
- Progressive
- Diverse (age, ethnicity, socio economic)
- Business/industry friendly
- Enhancing civic pride/heritage
- Better standard of living
- Ideally situated community
- Caring city
- Interconnecting all age groups with a cultural cluster (with the Art Gallery, theatre, museum, library, the architectural spaces)
- The liveable community with opportunity for a diverse community and industries

ACTIONS

- Inventory of our assets, e.g. public service, parks, accessibility
- Knowing what we have to know what we NEED
- Utilize existing buildings to support programs or develop new opportunities
- Advertise assets and opportunities – current and future, e.g.
 - Art Gallery
 - Library
 - Sports
 - What's in Woodstock
 - Page for seniors, youth and infants
- Landmarks/attractions – points of interest throughout city
- What is Woodstock's point of interest?
 - Identify it
 - Create it
- Focus on centralized volunteer bureau to support development and growth
- Mayor's walk/street party neighbourhood engagement
- Diversify economic development/new industry – inclusive
- Taxes on Main Street to support commitment
- Make more use of natural environment, e.g.
 - Pittock
 - Review zoning
 - Restaurants
 - Board walk
 - Partnership – overlook assets
 - Joint ventures
 - Party boat – rentals
- Infrastructure
 - Need to be proactive
 - Linking the "rural" with the city
 - Universal design concepts
 - Age friendly city
 - Go above and beyond minimum standards
- Economic Development
 - Investing and committing to commerce, retail opportunities
 - Partnerships with educational institutions and corporations – this will increase opportunities for youth – SRS – let's keep them HOME

- Develop safe biking for transportation (lanes) (paint lines)
- Continue to lower city statistics on crime and abuses
- Better money management and communication by the city
- Development of a more cooperative council, city and community – education the key
- Better education to better citizens
- Advocates to stop bullying
- Increase compost and garbage diversion
- Connect library and old Art Gallery (fusion city, youth activities, technology training)
- Implement more strategic public forums (less talk – more do)
- More bike racks available
- Bike friendly city
- Develop intergenerational mentoring and activities (Southgate centre partnership?)

LET US HEAR YOUR VIEWS THIS EVENING

- What is City Council prepared to do to support the input of this community to this strategic plan?
- What is their plan of accountability to ensure we have not just wasted 2 hours of our time?
- Pat Sobeski – let’s hear from you now!
- To enhance economic development such as shopping centres
- More diverse industrial base
- Expand and improve social opportunities and programs across the generation – youth programs be “Youth Driven” which increases ownership and engagement
- To collaborate with other municipalities to partner and build on existing successes
- To focus on strengths (i.e. sports/industry)
- To lower transit cost for youth (all youth)
- To bring back “community challenge”
- Concerts in the park – local talent
- Movies in the park or museum square free
- To develop a splash pad for young children
- Keep train – more trails
- Better roads
- Longer bus hours – what is available already
- Local partnerships
- More green space
- Make sure the wheel chair people have things to do
- More ball diamonds
- More party facilities
- Synergistic approach to create strategic partnership with all service providers that support the diverse requirements of our community

- Tourism – packaging accommodations, restaurants and activities to gain more overnight stays which put more money into local economy
- More festival and events downtown – we have gorgeous public spaces they need to be used diversely
- Move the Methadone Clinic
- Non-sports recreation
 - Art Gallery
 - Theatre
 - College
 - Fusion Youth Group
 - More educational opportunities downtown
- Fill our buildings – accountable landlords
- Social experience
 - Museum & Art Gallery
 - Museum Square as a gorgeous spot for weddings, parties
- Make Woodstock more than just a cow. Make it a purple cow
- Improve accessibility of Roth Park (accessible path to washroom/pavilion)
- Maximize and maintain historical buildings
- Promote and connect green spaces/multi-use trails
- Implement strategic plan and review annually
- Have measureable actions
- Continuous community involvement
- Accountability of municipal officials
- Recruit “new Canadians”
- Welcome diversity – cultural festivals, positive cultural climate
- Seek out and adopt other municipal best practices
- Expand post secondary education in downtown core
- Promote rural essence
- Permanent outdoor structure for performances – Victoria Park – band shell, skate rink

- Promote/increase citizen involvement
 - More people engaged
 - Volunteers
 - Community Advisory Committees
- Heritage Days – tie in with doors open
- Solicit/inform commuters
- Getting lives and dollars to stay in Woodstock
- Commercial activities – spreading things out and promoting
- Heritage – tying it in to tourism – development and recreation
- Use community organizations to leverage money – partnerships
- Promote history of Woodstock, i.e. murals, tours, events
- Build the best recreation facilities and update current locations
- Promoting built environments through urban planning
- Promote all recreation planning sport and non-sport activities
- Flexible recreational activities
- Provide affordable activities/programming
- Building collaborative partnerships with community stakeholders and area municipalities
- Attract higher education facilities
- Make Thames Valley School Board recognize Woodstock as equal partner
- Encourage neighbourhood socialization
- Provide more community events
- More public art ongoing (July, August and weekly), art in the park and in the museum square (snow sculptures)
- Museum square activities
- Walking and bike trails connecting Woodstock south of Dundas
- More diverse industries
- Winter festival

- Improve intermodal connectivity (consolidate locations)
- Promote sustainable transportation (bike lanes, electric vehicle charging)
- Develop city WIFI to promote technology applications
- Tourism and Culture and Arts
- Promote the amazing assets we have to offer and continue to “grow it and support it”
- Quickly develop a vision for the downtown core that supports our tourism and culture and arts
- Support our markets
- Dream big – continue to be visionaries
- Go Big
- To increase transit’s hours of operation and accessibility
- To provide both emergency/long-term shelter/housing for youth and adults (transitional housing)
- Providing treatment based resources (i.e. residential)
- Bring McMaster home
- Build strategy for exit of automotive industry/post industrial economy
- Creative economy
- Increase density of high rise condos downtown
- Eliminate the “Silos” share common goals
- Resources
- Ideas
- All for one and one for all

Appendix F: Community and Telephone Surveys and the Survey Report



Community Survey

Help Create a Future Vision for a Sustainable Woodstock!

The City of Woodstock is in the process of developing its Strategic Plan to provide direction for the future of services provided by the City and we would like to invite you to take a few minutes of your time to give us your views and priorities. Please be assured that your answers will be kept strictly confidential.

Please complete the survey and return it by mail in the postage-paid envelope by **June 15, 2012** or, you may drop it off at City Hall.

You may also complete the survey on-line by visiting the City's web-site (www.city.woodstock.on.ca).

For more information, contact Mayor Pat Sobeski at 519-539-2382, ext.2102 or by email at mayor@city.woodstock.on.ca, or visit the city's website at: www.city.woodstock.on.ca.

Q1. How do you generally feel about the City of Woodstock as a place to live? **Are you:**

- Very Satisfied
- Satisfied
- Dissatisfied
- Very Dissatisfied
- No Opinion

Q2. What, in your opinion, would you say are the most appealing things about Woodstock?
(Please identify up to 3 items)

- 1) _____
- 2) _____
- 3) _____

Q3. What would make living in Woodstock more enjoyable for you and your household?
(Please identify up to 3 items)

- 1) _____

2) _____

3) _____

Q4. The City is developing a new Community-based Strategic Plan, outlining key priorities to serve residents and businesses in Woodstock. What do you think are the **two** most important issues that the City Council should address in the next five years?

1) _____

2) _____

Q5a. One of the goals of the City’s strategic plan is to make the city sustainable for the future, with respect to the community, the economic environment and the natural environment. We would like to get your opinions on various services/programs that the City delivers and see how to balance priorities moving forward for a sustainable Woodstock.

On a scale of 1 to 5, with 1 being least important and 5 being most important, how would you rate the importance to you of spending City tax dollars on the following items? **Please circle one number for each item.**

Three Pillars of Sustainability: Community	Importance				
Recreation facilities	1	2	3	4	5
Recreation programs/activities for children & youth	1	2	3	4	5
Recreation programs/activities for adults & seniors	1	2	3	4	5
Arts and culture facilities	1	2	3	4	5
Arts and culture programs	1	2	3	4	5
Preserve heritage buildings	1	2	3	4	5
Better Public Transit System	1	2	3	4	5
Active transportation initiatives (e.g. bike lanes, park trails)	1	2	3	4	5
Affordable Housing	1	2	3	4	5
Police Service	1	2	3	4	5
Fire Department	1	2	3	4	5
By-law Enforcement	1	2	3	4	5
Safety/crime reduction	1	2	3	4	5
Public consultation on municipal issues	1	2	3	4	5
City’s communications with residents	1	2	3	4	5
Three Pillars of Sustainability: Economy	Importance				
More support for local businesses	1	2	3	4	5
Downtown revitalization	1	2	3	4	5
Encourage economic growth by promoting Woodstock as a place to live	1	2	3	4	5
Encourage economic growth by promoting Woodstock as a place to visit	1	2	3	4	5
Encourage economic growth by promoting Woodstock as a	1	2	3	4	5

place to do business					
Sound management of municipal finances	1	2	3	4	5
Three Pillars of Sustainability: Natural Environment	Importance				
Protect natural areas	1	2	3	4	5
Park maintenance	1	2	3	4	5
Conduct environmental assessment for new developments	1	2	3	4	5
Energy consumption initiatives	1	2	3	4	5
Waste division initiatives	1	2	3	4	5
Drinking water quality	1	2	3	4	5
Air quality	1	2	3	4	5
New road infrastructure	1	2	3	4	5
Road and sidewalk repair and maintenance	1	2	3	4	5

Q5b. If costs have to rise to deliver the services, I prefer that:

- Some services are cut
- There is an increase in taxes
- There will be user fees
- A combination of the above
- No Opinion

Q6a. The population of Woodstock is currently around 38,000. In the next 20 years, it is expected to reach 52,300. Do you feel this will influence your quality of life?

- No
- Yes (*If "Yes", go to Q6b*)
- Not Sure
- No Opinion

Q6b. If **Yes**, how will it influence your quality of life?

The following are demographic questions that will help us analyze the results of the survey. You are not obliged to answer any question you do not wish to; all your responses will be kept confidential.

Q7. Gender: Male Female

Q8a. Are you a resident of Woodstock?

- Yes
- No (*If "No", go to Q9*)
- No Opinion

Q8b. How long have you lived in Woodstock?

- 0-2 years 3-5 years 6-10 years
- 11-20 years > 20 years No Response

Q8c. What is your postal code? _____

Q9. Which age category do you fall in?

- 12-17 18-24 25-34 35-44
- 45-54 55-64 > 65 No Response

Q10. How many people live in your household?

- One Two Three Four
- Five More than five No Response

Q11. How many are children under the age of eighteen?

- None One Two Three
- Four Five More than five No Response

Q12. Do you have any other comments you would like considered in order to develop the City's Integrated Community Sustainability Plan / Strategic Plan?

Thank you for your time and input; it is greatly appreciated.



Telephone Survey

Hello, my name is _____ and I am calling on behalf of the City of Woodstock. The City is in the process of developing its Strategic Plan to provide direction for the future of services provided by the City and I would like to take a few minutes of your time to ask you some questions. Please be assured that we are not selling anything and that your answers will be kept strictly confidential.

Interviewer notes:

- *If unsure if the respondent is 18 years or older, ask. If they are under 18 years, ask to speak to an adult.*
- *The respondent may obtain more information about the Strategic Planning process by visiting the City’s web-site (www.city.woodstock.on.ca) or calling Mayor Pat Sobeski at 519-539-2382 ext. 2102.*

If the respondent is busy and would like to participate, make arrangements to phone another time.

Date: _____ Time: _____

Interviewer Record the following (DO NOT ASK)

Telephone # _____ Postal Code: _____ Gender: Male Female

Q1. How do you generally feel about the City of Woodstock as a place to live? **Are you:**

- Very Satisfied
- Satisfied
- Dissatisfied
- Very Dissatisfied
- No Opinion

Q2. What, in your opinion, would you say are the most appealing things about Woodstock?
(Please identify up to 3 items)

- 1) _____
- 2) _____
- 3) _____

Q3. What would make living in Woodstock more enjoyable for you and your household?
(Please identify up to 3 items)

- 1) _____
- 2) _____
- 3) _____

Q4. The City is developing a new Community-based Strategic Plan, outlining key priorities to serve residents and businesses in Woodstock. What do you think are the **two** most important issues that the City Council should address in the next five years?

- 1) _____
- 2) _____

Q5a. One of the goals of the City’s strategic plan is to make the city sustainable for the future, with respect to the community, the economic environment and the natural environment. We would like to get your opinions on various services/programs that the City delivers and see how to balance priorities moving forward for a sustainable Woodstock.

On a scale of 1 to 5, with 1 being least important and 5 being most important, how would you rate the importance to you of spending City tax dollars on the following items?

Three Pillars of Sustainability: Community	Importance				
Recreation facilities	1	2	3	4	5
Recreation programs/activities for children & youth	1	2	3	4	5
Recreation programs/activities for adults & seniors	1	2	3	4	5
Arts and culture facilities	1	2	3	4	5
Arts and culture programs	1	2	3	4	5
Preserve heritage buildings	1	2	3	4	5
Better Public Transit System	1	2	3	4	5
Active transportation initiatives (e.g. bike lanes, park trails)	1	2	3	4	5
Affordable Housing	1	2	3	4	5
Police Service	1	2	3	4	5
Fire Department	1	2	3	4	5
By-law Enforcement	1	2	3	4	5
Safety/crime reduction	1	2	3	4	5
Public consultation on municipal issues	1	2	3	4	5
City’s communications with residents	1	2	3	4	5

Three Pillars of Sustainability: Economy	Importance				
More support for local businesses	1	2	3	4	5
Downtown revitalization	1	2	3	4	5
Encourage economic growth by promoting Woodstock as a place to live	1	2	3	4	5
Encourage economic growth by promoting Woodstock as a place to visit	1	2	3	4	5
Encourage economic growth by promoting Woodstock as a place to do business	1	2	3	4	5
Sound management of municipal finances	1	2	3	4	5
Three Pillars of Sustainability: Natural Environment	Importance				
Protect natural areas	1	2	3	4	5
Park maintenance	1	2	3	4	5
Conduct environmental assessment for new developments	1	2	3	4	5
Energy consumption initiatives	1	2	3	4	5
Waste diversion initiatives	1	2	3	4	5
Drinking water quality	1	2	3	4	5
Air quality	1	2	3	4	5
New road infrastructure	1	2	3	4	5
Road and sidewalk repair and maintenance	1	2	3	4	5

Q5b. If costs have to rise to deliver the services, I prefer that:

- Some services are cut
- There is an increase in taxes
- There will be user fees
- A combination of the above
- No Opinion

Q6a. The population of Woodstock is currently around 38,000. In the next 20 years, it is expected to reach 52,300. Do you feel this will influence your quality of life?

- No
- Yes (*Interviewer Notes: If "Yes", go to Q6b*)
- Not Sure
- No Opinion

Q6b. If Yes, how will it influence your quality of life?

The following are demographic questions that will help us analyze the results of the survey. You are not obliged to answer any question you do not wish to; all your responses will be kept confidential.

Q7. Which age category do you fall in?

- 18-24 25-34 35-44 45-54
 55-64 > 65 No Response

Q8. How long have you lived in Woodstock?

- 0-2 years 3-5 years 6-10 years
 11-20 years > 20 years No Response

Q9. How many people live in your household?

- One Two Three Four
 Five More than five No Response

Q10. How many are children under the age of eighteen?

- None One Two Three
 Four Five More than five No Response

Q11. Do you have any other comments you would like considered in order to develop the City's Integrated Community Sustainability Plan / Strategic Plan?

Interviewer Note:

Thank the respondent for their time and input, it is greatly appreciated.

1 Survey Project Background

The City of Woodstock is in the process of developing its Strategic Plan to provide direction for the future of services provided by the City. In order to engage with its residents, a community survey process was carried out between May and June 2012. A number of survey tools were implemented including telephone, internet and hard-copy surveys. Residents were very receptive of the survey process with a high participation rate. The telephone survey was conducted between May 15 and May 23 based on random sampling of 5,000 residents. The internet survey was hosted by DPRA and was accessible from the City's website while the hard-copy surveys were made available in a number of locations, including the Library, Aquatic Centre and Southgate Senior Centre. A total of 857 surveys were completed with 622 telephone, 100 hard-copy and 135 internet surveys.

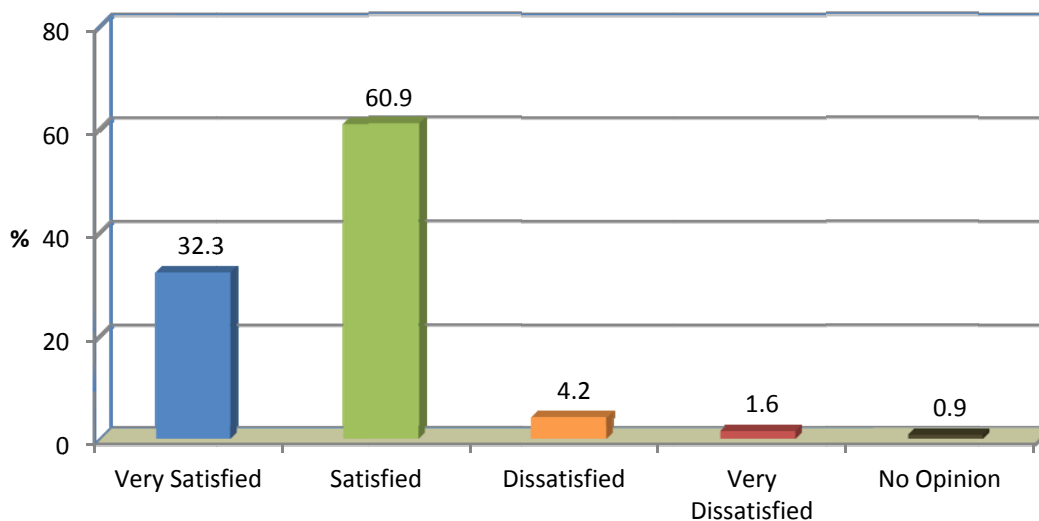
2 Survey Results by Question

The following section provides a question by question analysis on the survey results. The findings were based on the aggregated analysis of all 857 surveys.

Q1. *How do you generally feel about the City of Woodstock as a place to live?*

More than 93% of respondents stated that they felt satisfied (60.9%) or very satisfied (32.3%) with the City of Woodstock as a place to live. Less than 6% of respondents felt dissatisfied (4.2%) or very dissatisfied (1.6%) and 8 respondents (0.9%) did not have an opinion on this question.

Overall Satisfaction
(n=857)



Q2. What, in your opinion, would you say are the most appealing things about Woodstock? (Please identify up to 3 items)

Respondents were asked to name up to three things about Woodstock that they found most appealing and the top five most appealing things about Woodstock were:

- Parks / Gardens / Green space / Trails / Southside Park / Pittock Lake (39.7% or 340 responses)
- Small town feel / Community size (35.2% or 301 responses)
- Friendly / Caring neighbourhood and people (24.3% or 208 responses)
- Proximity to amenities (in the City) / Easy to get around (18.5% or 160 responses)
- Geographic location – accessible to large cities and major highways (16.2% or 139 responses)

In addition, 9.3% of respondents appreciated the recreational / sports activities and facilities. Six percent indicated that they found Woodstock to be safe City with low crime rate, while 5.8% of respondents enjoyed the architecture, history and heritage of the City. The complete list of responses of Question 2 is provided in Table 1.

Table 6. Q2 - Most appealing things about Woodstock

Most Appealing Thing about Woodstock	Percent of Cases (%)	# of Response
Parks / Gardens / Green space / Trails / Southside Park / Pittock Lake	39.7%	340
Small town feel / Community size	35.2%	301
Friendly/Caring neighbourhood and people	24.3%	208
Proximity to amenities	18.5%	160
Geographic location - accessible (close to big cities/highways)	16.2%	139
Recreational Activities/Facilities and Sports	9.3%	80
Safe Community / Low crime rate	6.0%	51
Architecture/History/Heritage	5.8%	50
Community activities/support/events/Cowapalooza	5.8%	50
Arts and Culture / Museums / Library	5.7%	49
Family oriented community / Feels like home / good place to raise a family	5.1%	44
Cleanliness	4.9%	42
New Hospital / Medical services	4.7%	40
Quiet	4.1%	35
Beautiful City	3.5%	30
Nice downtown area	3.4%	29
Not too busy / less traffic congestion	2.9%	25
Sufficient municipal services (e.g. waste management, family services)	2.6%	22
Good Schools	2.6%	22
Public transit (bus and trains)	2.2%	19
Good for senior living / Southgate Senior Centre	2.2%	19
Employment opportunities	2.1%	18
Growth (The city is growing)	2.0%	17

Most Appealing Thing about Woodstock	Percent of Cases (%)	# of Response
Activities for young and old	1.9%	16
Sound municipal management / good council / mayor	1.8%	15
Business opportunities	1.3%	11
Affordable living	0.7%	6
Clean air/water	0.6%	5
Other	2.0%	17
Don't know / Not Sure	0.9%	8
No Response/No Opinion	4.0%	34

**Q3. What would make living in Woodstock more enjoyable for you and your household?
(Please identify up to 3 items)**

Respondents were asked to identify up to 3 items that would make living in Woodstock more enjoyable. Out of 857 respondents, 124 of them did not provide a response and 44 respondents indicated that they can't think of anything or don't know. Thirteen respondents said they were happy with the way things were, so they did not have anything else to add.

The top 5 items identified were:

- Lower taxes / cost of living (17.9% or 153 respondents)
- Better / more retail and shopping options (14.5% or 124 respondents)
- More recreational/sports facilities and programs for children, youth and families (14.4% or 123 respondents)
- Revitalize downtown core (11.8% or 101 respondents)
- Crime control (e.g. drug, violence and loitering) and increased police presence (8.2% or 70 respondents)

In addition, 7.9% of respondents would like to see improvements in municipal services, including weekly recycling program, park/facility/road/sidewalk maintenance and snow removal. Another 6.8% of respondents identified better transit (bus) services with extended service hours as one of the items. The complete list of responses of Question 3 is provided in Table 2.

Table 7. Q3 - Things that would make your life more enjoyable in Woodstock

Things that would make life more enjoyable in Woodstock	Percent of Cases (%)	# of Response
Lower taxes / cost of living	17.9%	153
Better/more retail options	14.5%	124
More sports / recreational facilities / programs for children, youth and families	14.4%	123
Revitalize downtown core	11.8%	101
Crime control (e.g. drug, violence and loitering) and increased police presence	8.2%	70

Things that would make life more enjoyable in Woodstock	Percent of Cases (%)	# of Response
Better municipal services (e.g. weekly garbage pickup; better recycling program; not paying for garbage tag; park/facility/road/sidewalk maintenance and snow removal)	7.9%	68
Better transit services (e.g. longer hours; para-transit)	6.8%	58
More entertainment/restaurant options	6.3%	54
More community events/activities	3.9%	33
Relocate the methadone clinic from downtown	3.5%	30
Better road and sidewalk system	3.3%	28
More parks/trails/green space	3.3%	28
More bike lanes	3.2%	27
More arts/cultural events / facilities	2.5%	21
More business opportunities	2.2%	19
More activities / housing options for seniors	2.2%	18
Effective by-law enforcement	2.1%	18
Better coordination of traffic control systems and safety measures	2.1%	18
Accountability / cooperation / fiscal responsibility in City Hall	2.0%	17
Control development - too many new houses all at the same time	1.6%	14
More employment opportunities	1.3%	11
Affordable housing	1.2%	10
Cleaner drinking water	0.8%	7
Accessibility (maintain / improve)	0.7%	6
Better communications on community events	0.1%	1
Better preservation of heritage	0.1%	1
Happy with the way things are	1.5%	13
Other	6.4%	55
Don't know / Can't think of anything	5.1%	44
No Response / No Comment	14.5%	124

Q4. The City is developing a new Community-based Strategic Plan, outlining key priorities to serve residents and businesses in Woodstock. What do you think are the two most important issues that the City Council should address in the next five years?

Respondents were asked to identify two most important issues that the City Council should address in the next five years. Out of 857 respondents, 124 of them did not provide a response and 39 respondents indicated that they can't think of anything or don't know. Six respondents said they were happy with the way things were and the City should continue to do what they are currently doing.

The top 5 issues identified were – note three issues have the same response rate of 5.8%:

- Revitalize downtown core (18.2% or 156 responses)
- Lower taxes/cost of living (16.8% or 144 responses)
- Road/sidewalk maintenance (8.3% or 71 responses)

- Improve public transit services, e.g. longer hours, more stops, smaller buses (7.2% or 62 responses)
- More community events/activities for children and youth (5.8% or 50 responses)
- Improve municipal services, e.g. weekly recycling, use of green bin, free garbage tags, snow removal (5.8% or 50 responses)
- Attract more businesses and industries to come to Woodstock (5.8% or 50 responses)

The complete list of responses of Question 4 is provided in Table 3.

Table 8. Q4 - Most important issues that the City Council should address in the next 5 years

Important Issues that the City Council should Address in the next 5 years	Percent of Cases (%)	# of Response
Revitalize downtown core	18.2%	156
Lower taxes/cost of living	16.8%	144
Road/sidewalk maintenance	8.3%	71
Improve public transit services - longer hours more stops	7.2%	62
More community events/activities for children/youth	5.8%	50
Improve municipal services (e.g. waste management/recycling, snow removal)	5.8%	50
Attract businesses and industries to come to Woodstock	5.8%	50
Drug use/ Move Methadone clinic out of downtown	5.3%	45
Recreational facilities/programs	5.3%	45
Crime rate / Safety of the City / Policing	4.4%	38
Fiscal responsibility - spend the public money wisely	4.1%	35
Better traffic control/road systems	3.9%	33
More employment opportunities	3.9%	33
Implement smart growth and development policy for the City	3.6%	31
Better/More retail/entertainment options	3.4%	29
Aging population - Services/affordable housing for seniors	2.8%	24
Conservation/Preservation of natural environment	2.5%	21
By-law enforcement	2.2%	19
Access to family doctors/hospital/medical services	2.1%	18
Affordable housing (the need for)	2.1%	18
Infrastructure for increasing population	2.1%	18
Accountability/transparency in government	1.9%	16
Bike/walking paths/lanes (active transportation)	1.8%	15
Park maintenance	1.2%	10
More education options for all ages	1.1%	9
Drinking water quality	1.1%	9
More support for local businesses - no big box stores	.8%	7
Accessibility for seniors and people with disabilities	.7%	6
Other	7.5%	64

Important Issues that the City Council should Address in the next 5 years	Percent of Cases (%)	# of Response
All good - continue to do what they are doing	.7%	6
Don't know/Can't think of anything	4.6%	39
No Response/No Comment	14.5%	124

Q5a. One of the goals of the City's strategic plan is to make the city sustainable for the future, with respect to the community, the economic environment and the natural environment. We would like to get your opinions on various services/programs that the City delivers and see how to balance priorities moving forward for a sustainable Woodstock. On a scale of 1 to 5, with 1 being least important and 5 being most important, how would you rate the importance to you of spending City tax dollars on the following items?

Respondents were asked to rate the importance (of a scale of 1 to 5, where 1 means least important and 5 means most important) of spending City tax dollars on a list of services/programs that the City delivers. The results are shown in Tables 4, 5, and 6 below.

Note: Service items with a combined importance score (rankings of “4” and “5”) of **68.2%** (the average importance score) or higher are highlighted in **yellow**. Service items with a 20% of higher percentage of combined rankings of “1” or “2” are highlighted in **red bold font**.

Based on the results, 33% of the respondents indicated it is not important to spend tax dollars on arts and culture facilities and programs, as they rated the two items with “1” or “2”. Interestingly, 5.7% of the respondents felt that arts and culture as one of the most appealing things in Woodstock (see Q2). Nearly one out of four respondents (23.1%) stated that it is not important to spend money for a better public transit system, as they rated the item “1” or “2”. On the contrary, 74% or more respondents thought that it is very important to fund recreation programs/activities for children & youth; police service; fire department and safety/crime reduction service. In addition, all but one item in the Economy section and the Natural Environment section received an above-average score of importance.

Table 9. Q5a – Importance of spending on community services/program

Three Pillars of Sustainability: Community	Importance					
	1	2	3	4	5	N/O
Scale: 1 = least important; 5 = most important						
Recreation facilities	4.1	5.4	26.7	31.5	32.2	1.4
Recreation programs/activities for children & youth	2.7	4.1	17.1	31.4	44.6	1.3
Recreation programs/activities for adults & seniors	2.7	7.3	29.3	30.2	30.5	0.9
Arts and culture facilities	16.8	17.0	33.7	20.1	12.4	1.3
Arts and culture programs	15.9	17.2	34.9	20.2	11.7	1.2
Preserve heritage buildings	6.6	10.1	27.1	27.1	29.2	0.5
Better Public Transit System	10.5	12.6	27.3	19.6	30.0	6.7
Active transportation initiatives (e.g. bike lanes, park trails)	4.5	6.1	19.4	30.1	39.8	1.3
Affordable Housing	5.5	7.0	24.1	24.2	39.2	3.2

Police Service	4.1	3.5	18.1	27.4	46.7	0.9
Fire Department	3.3	4.1	16.6	27.4	48.6	1.1
By-law Enforcement	8.2	10.5	31.4	24.7	25.2	1.4
Safety/crime reduction	2.1	3.5	14.7	28.5	51.2	1.3

Table 10. Q5a – Importance of spending on economic services/programs

Three Pillars of Sustainability: Economy	Importance					
Scale: 1 = least important; 5 = most important	1	2	3	4	5	N/O
More support for local businesses	3.2	6.1	21.9	29.8	39.0	1.9
Downtown revitalization	3.7	6.1	18.0	24.8	47.4	1.1
Encourage economic growth by promoting Woodstock as a place to live	3.9	4.7	20.5	29.2	41.8	0.4
Encourage economic growth by promoting Woodstock as a place to visit	4.0	5.4	23.5	30.0	37.1	0.7
Encourage economic growth by promoting Woodstock as a place to do business	2.6	2.8	13.6	30.4	50.6	0.6
Sound management of municipal finances	2.5	3.7	15.5	24.1	54.1	2.8

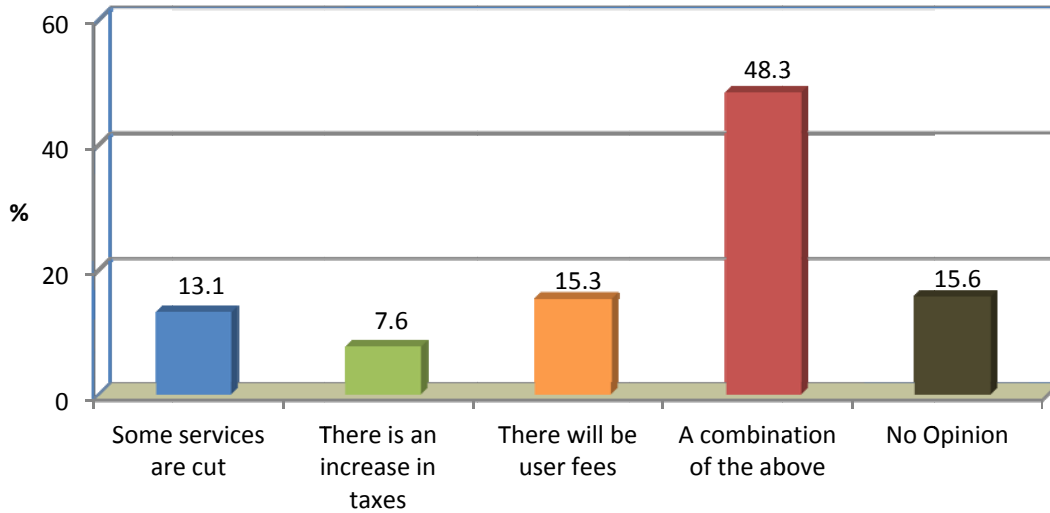
Table 11. Q5a – Importance of spending on environmental services/programs

Three Pillars of Sustainability: Natural Environment	Importance					
Scale: 1 = least important; 5 = most important	1	2	3	4	5	N/O
Protect natural areas	1.8	2.6	12.2	25.7	57.7	0.6
Park maintenance	0.9	3.1	14.2	36.4	45.4	0.7
Conduct environmental assessment for new developments	3.4	6.6	24.9	32.0	33.2	2.9
Energy consumption initiatives	3.1	6.4	22.2	31.0	37.3	2.1
Waste division initiatives	2.5	5.2	20.0	31.9	40.4	1.9
Drinking water quality	2.1	2.7	8.3	19.1	67.8	1.1
Air quality	2.8	3.4	12.7	22.2	58.8	1.4
New road infrastructure	1.8	6.3	22.3	35.9	33.7	1.8
Road and sidewalk repair and maintenance	0.8	4.1	16.0	30.2	48.8	1.1

Q5b. If costs have to rise to deliver the services, I prefer that:

As a follow-up question to Q5a, respondents were asked if costs have to rise to deliver the services, what option they preferred. Close to half of the respondents (48.3%) preferred a combination of service cuts, tax increase and user fees; while 15.3% would rather see user fees be applied on the services. Less than 8% of the respondents preferred tax increase alone. Interestingly, close to 16% of the respondent indicated that they had no opinion on this question.

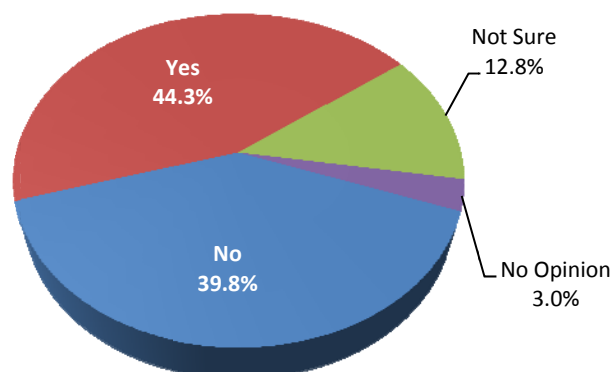
**Cost Management
(n=857)**



Q6a. The population of Woodstock is currently around 38,000. In the next 20 years, it is expected to reach 52,300. Do you feel this will influence your quality of life?

Respondents were asked if they felt the increase in population over the next 20 years will influence their quality of life. Close to 40% said “No”, while 44.3% thought it would. Approximately 13% of respondents were not sure and 3% did not have an opinion on this question.

Influence to Quality of Life (n=857)



Q6b. If Yes, how will it influence your quality of life?

As a follow up question, those respondents who answered “Yes” in Q6a were asked how the increase in population will influence their quality of life. Overall, the majority of respondents indicated that if the City anticipates such change, it should start developing a thorough plan with a tangible implementation plan to meet the needs of a larger population in the next 20 years.

The results showed three general groups of responses: 1) Positive changes; 2) Negative changes; and 3) Both positive and negatives changes.

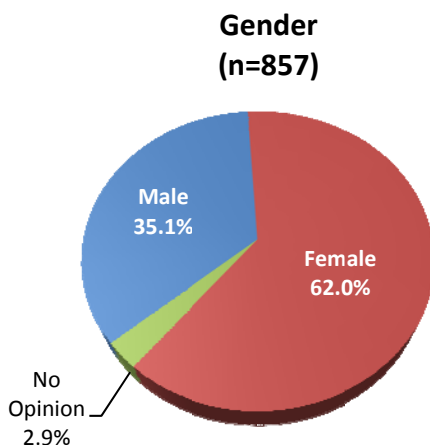
- 1) Comments on positive changes that may come with an increase in population include:
 - a. More shopping/retail/entertainment options
 - b. More services/public transit system will be provided to meet the needs of a larger population of all ages
 - c. More businesses will come to Woodstock and provide more employment opportunities
 - d. More organized community events and activities – may attract more visitors to the City
 - e. More people with new ideas to revitalize the City
 - f. Broaden the tax base may lead to more funding for more services and potential reduction in property tax

- 2) Comments on negative changes that may come with an increase in population include:
 - a. Loss of the small town feel, more hectic lifestyle – some respondents indicated that they may leave Woodstock, if the City grows too big
 - b. Quality of people – less friendly/caring/welcoming
 - c. More traffic congestion, air pollution, more waste, difficult to get around the City
 - d. More crimes, drug use, and safety issues
 - e. Loss of green space/farmland/natural environment due to growth and development
 - f. Not enough services to meet the need of a larger population of all ages

- 3) Some respondents indicated that an increase in population will bring both positive and negative changes to the City. While more services/retail/shopping will be available for a larger City, a larger population also causes more traffic congestions. The need for housing development could potentially bring in a lot of jobs for the local community; nonetheless, it may take up green space/farmlands for the purpose.

Demographic Information

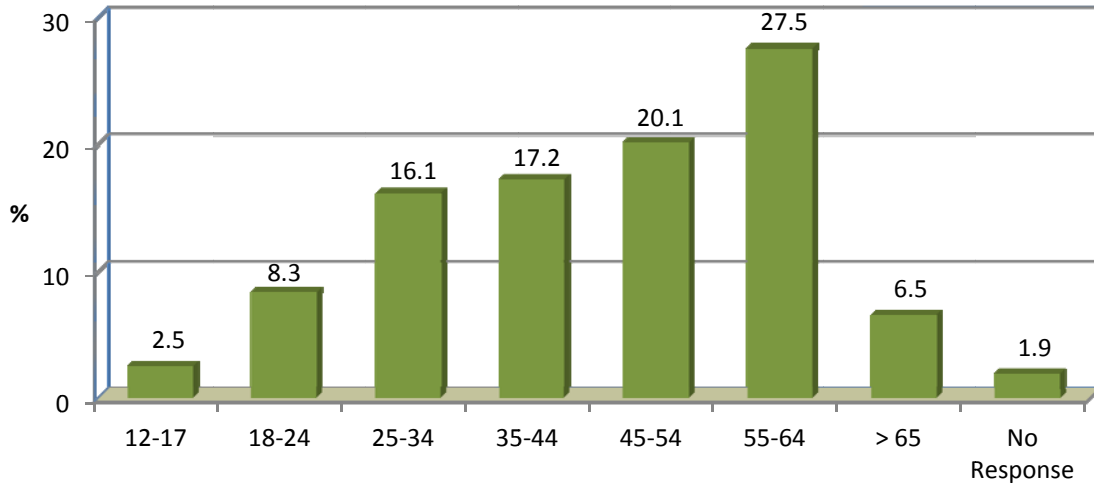
Gender: The gender distribution of the surveyed population is 35.8% male and 63.2 female with 0.9% did not provide a response.



Q7. Which age category do you fall in?

Survey respondents were asked to indicate their age or age group. The most numerous age group in this survey sample is 55-64 with 27.5%. The second largest age group is 45-54% with 20.1%. Of interest, 10.8% of the survey respondents were between the age of 12 and 24.

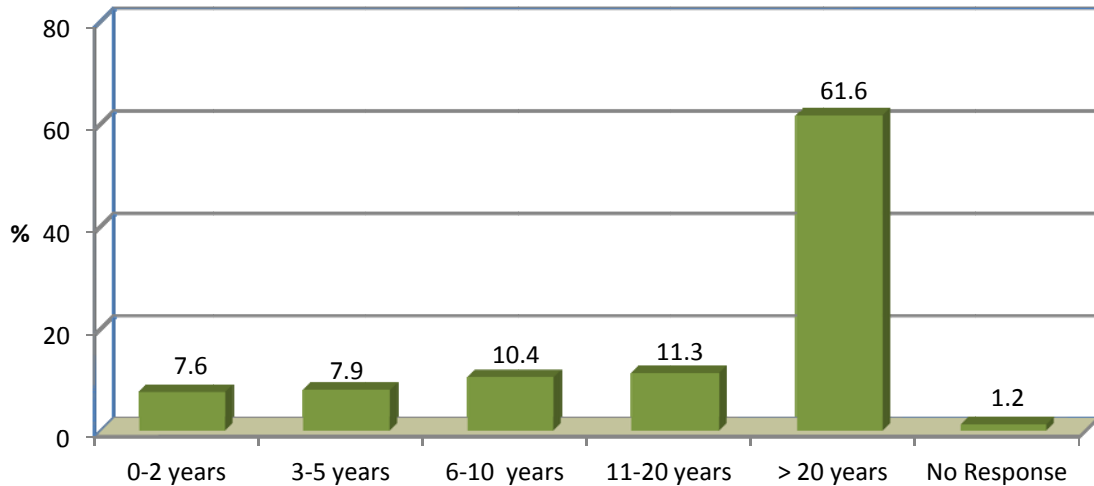
**Age Cohort
(n=857)**



Q8. How long have you lived in Woodstock?

The majority of survey respondents (61.6%) have lived in Woodstock for 20 years or more. Anecdotally, many respondents stated that they were born and raised in Woodstock, so they have lived in the City all their lives. In addition, 11.3% of the respondents have lived in the community between 11 to 20 years; while 25.9% have lived in Woodstock for less than 10 years.

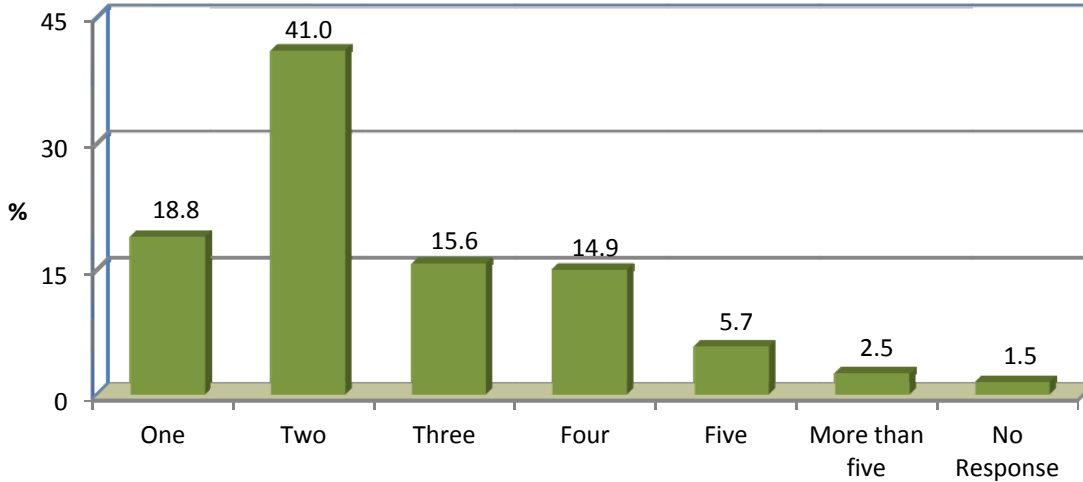
**Years Lived in Woodstock
(n=857)**



Q9. How many people live in your household?

Respondents were asked to identify the number of people residing in their household. The most common response was “2 people” with 41.0% and 18.8% of the respondents lived on their own. In addition, 15.6% of respondents indicated there were 3 people living in their household and 14.9% had four people.

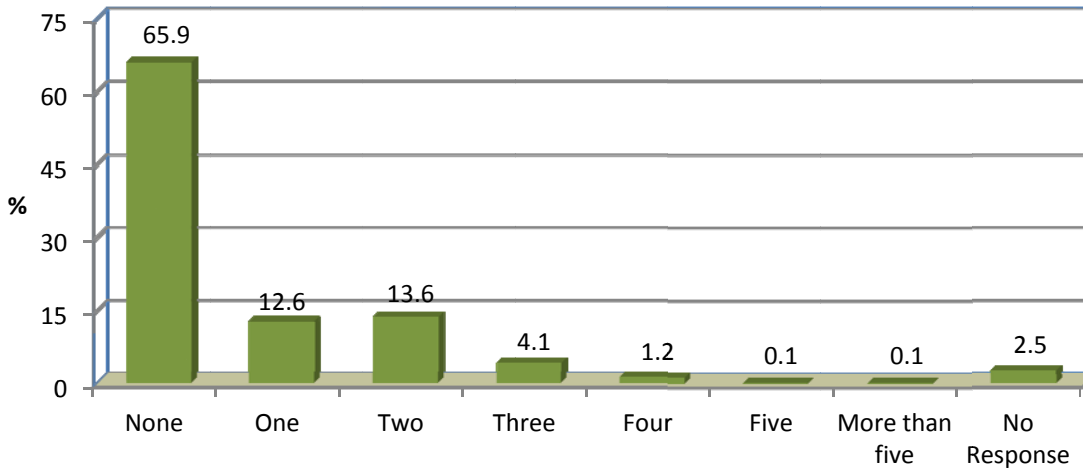
**Number of People in Household
(n=857)**



Q10. How many are children under the age of eighteen?

The majority of respondents (65.9%) had no children under the age of 18 currently in their household; while a quarter of them had either one or two children, with 12.6% and 13.6% respectively.

**Number of Children Under 18
(n=857)**



Q11. Do you have any other comments you would like considered in order to develop the City's Integrated Community Sustainability Plan / Strategic Plan?

Lastly, respondents were asked if they had any final comments to be considered for the development of the City's Integrated Community Sustainability Plan (ICSP) / Strategic Plan. Nearly three quarters of the respondents did not provide any additional comments. Amongst these 72.4% of respondents, many expressed positive feedback on the municipal services they received and indicated that the City is doing a good job. A number of respondents also stated that Woodstock is a great place to live and enjoyed living here.

Of the 236 respondents who did provide comments, many reiterated their concerns, which included:

- Lower taxes/cost of living
- Council be fiscal responsible for spending tax dollars, be accountable to its constituents, be transparent and keep the residents informed of the plans and decisions
- Better waste management programs – weekly recycling, use of green bin and free garbage tags
- More recreational programs and facilities for all ages, in particular youth and teenagers
- Control the pace of growth and keep the small town feel of the community

In general, the survey respondents were very receptive to the survey. Some respondents stated the fact that the City should build on the rich heritage/culture/environmental assets, instead of adding more to what it already has. A number of respondents anecdotally welcomed and commended the survey process. They felt that the survey provided them an opportunity to voice their opinion about the City and in turn, Council can make use of the information collected to develop a strategic plan that is applicable to the City as a whole.

Appendix G: Strategic Plan/ICSP Comment Form



Community Strategic Plan and Integrated Community Sustainability Plan COMMENT FORM

1. Our Mission

“Our mission is to enhance the quality of life in the City of Woodstock by providing excellent and fiscally responsible municipal services that the citizens value.”

What do you think?

2. Our Vision

Inclusive, Vibrant and Sustainable

- Woodstock is a safe, inclusive and caring community
- Woodstock has a vibrant and diverse economy
- Woodstock is a green and sustainable community
- Woodstock is fiscally responsible and accountable

What do you think?

3. Guiding Principles

8. Commitment to the Strategic Plan/ICSP as long term, i.e., through successive Councils
9. Leadership in corporate management: a customer service focus
10. Broad community outreach to and engagement with partners, businesses, newcomers, community groups – ensuring an engaged community and inclusiveness
11. Recognition and encouragement of volunteerism
12. Leveraging partnerships to work towards a common, sustainable future

- 13. Open, transparent, proactive, accountable, ethical and accessible governance
- 14. Encourage appropriate and sustainable use of resources and technologies to minimize environmental impacts.

4. Our Proposed Goals and Actions: Do you have any comments?

COMMUNITY GOAL: ENHANCE THE QUALITY OF LIFE

- Objective 1: Provide a safe community for all
- Objective 2: Effectively deliver amenities and services
- Objective 3: Improve transportation and mobility
- Objective 4: Increase active recreation opportunities
- Objective 5: Continue to promote arts, culture and heritage
- Objective 6: Enhance ongoing public engagement

ECONOMY GOAL: CREATE A DYNAMIC, DIVERSIFIED ECONOMY

- Objective 7: Enhance the vibrancy in the downtown core
- Objective 8: Promote Woodstock as a place to attract and retain business
- Objective 9: Identify and create a 'destination' for Woodstock (place for visitors)
- Objective 10: Support the development of a skilled labour force
- Objective 11: Encourage the use of locally produced products

ENVIRONMENT GOAL: PROTECT AND ENHANCE OUR NATURAL ENVIRONMENT

Objective 12: Protect and preserve the city's natural resources

Objective 13: Promote and implement green initiatives

Objective 14: Protect the quality of our air and water

Objective 15: Reduce our energy consumption

FISCAL SUSTAINABILITY GOAL: ENSURE LONG-TERM FINANCIAL SUSTAINABILITY FOR THE CITY

Objective 16: Develop long term financial sustainability plan

Objective 17: Enhance emergency management planning

5. What do you think about the ideas for implementation of the Plan?

6. Other comments?

Contact Information (OPTIONAL)

NAME:

ADDRESS: _____ EMAIL: _____

Please submit comments on-line at <http://www.city.woodstock.on.ca>.
You can also drop off completed forms to City Hall or submit by email to:

David Creery, Chief Administrative Officer

Tel: (519) 539-2382, Ext. 2102 Email: dcreery@city.woodstock.on.ca

or

Christina Bruce, Project Manager

Toll-Free Tel: 1-800-661-8437 Ext. 259 Email: christina.bruce@dpra.com

Appendix H: Open House Advertisement and Display Boards

City of Woodstock

COMMUNITY STRATEGIC PLAN & INTEGRATED COMMUNITY SUSTAINABILITY PLAN

- OPEN HOUSE -

WEDNESDAY, JANUARY 30TH, 2013

GOFF HALL, WOODSTOCK AND DISTRICT COMMUNITY COMPLEX
4:30 P.M. TO 8:00 P.M.

The public is invited to an Open House forum to review and comment on a draft of the city's strategic plan. The draft document is currently posted on the city's website. Comment sheets can be found at www.city.woodstock.on.ca and be filled out and submitted online or printed out and submitted care of: Ann Ash, 500 Dundas St., Box 1539, Woodstock, Ontario N4S 0A7.

Comment sheets can also be found at City Hall, the Woodstock Public Library and South Gate Centre.

Comments will be accepted up to Friday, February 8th, 2013



Help the Earth!
Don't forget to recycle your paper!



Welcome

- Welcome to this Community Open House
- Browse the displays
- Talk with City Officials
- Ask questions
- Communicate your views
- Complete a Comment Form



The Strategic Plan/ICSP

A strategic plan is a community planning tool that identifies the desired future for the community over the next 20 years: what it will be like, how it will function, and how to achieve the vision.

Developing the Strategic Plan/ICSP included:

- Actively involving the Strategic Plan Advisory Committee
- Engaging residents, community groups, staff, partners and Council
- Conducting a SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)
- Creating a Vision for the future with identified Goals, Objectives and Actions

Sustainability Planning

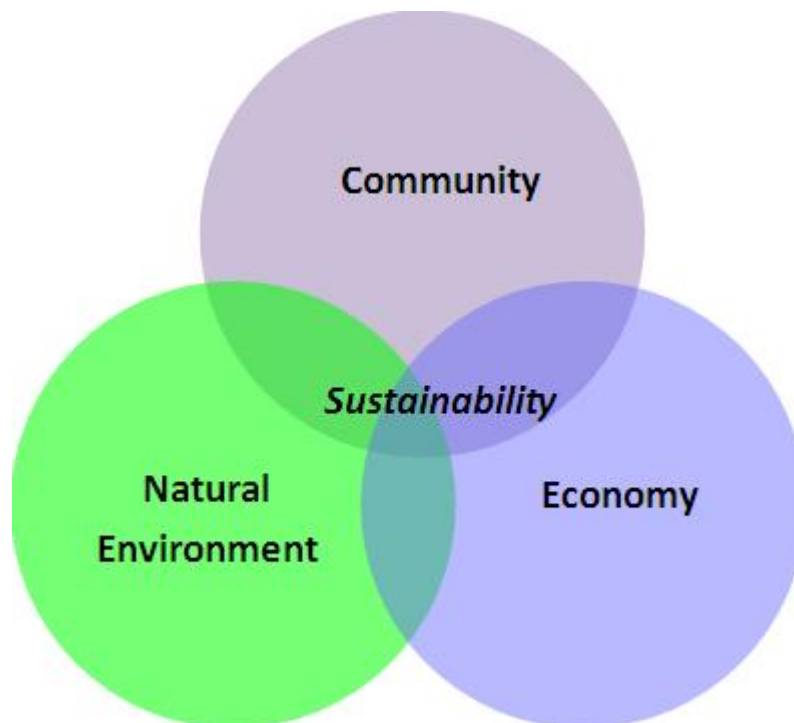
What it is

- Connects the community, the economy and the environment
- Reflects a holistic, interdisciplinary approach
- Facilitates consideration of long term implications in shorter term decision-making
- Allows for seamless integration with other municipal and Community Plans:
 - Transportation Master Plan
 - Recreation and Leisure Services Master Plan
 - Library Strategic Plan
 - Downtown Community Improvement Plan
 - Trails Master Plan
 - Central Area Design Guidelines
 - Transit Ridership Strategy
 - Natural Heritage Inventory
 - Woodstock Central Area Design Study
 - County of Oxford Official Plan
 - Master Plan for Fire and Emergency Services
 - Cycling Master Plan

Sustainability Planning

3 Pillars

- **Community** – health and social services, arts, culture, heritage, recreation, housing and education
- **Economy** – business, industry, tourism, agriculture, employment, jobs
- **Environment** – air, water, land, flora and fauna, and ecosystems



Community Engagement

- Engaged residents, community groups, staff, partners and Council
- Key Informant Interviews
- Strategic plan questionnaires
- Intercept surveys
- Tea & Talk sessions
- Community Visioning workshop
- Community survey

Strategic Plan/ICSP Framework

Mission	A Mission is a statement of the purpose of an organization. The mission provides the framework or context within which an organization functions.
Vision	The Vision is a general statement that presents a timeless inspirational view for the ideal future of the City.
Guiding Principles	Guiding principles are statements that will govern the way the City of Woodstock conducts its activities and relationships through day to day operations
Goals	Goals are qualitative statements that highlight key issues raised during the sustainable community planning process, add depth to the vision statement and chart the direction for the plan.
Objectives	Objectives are more specific statements of the general goals and describe how the goals will be achieved. Each goal has multiple
Actions	The actions refer to specific tasks that need to be taken to achieve the objective.
Implementation	The implementation section includes the steps necessary to ensure that the proposed actions are implemented by the City and partners and sustainability progress is measured.

Mission & Vision

Mission

“Our mission is to enhance the quality of life in the City of Woodstock by providing excellent and fiscally responsible municipal service that the citizens value.”

Vision

Woodstock: Inclusive, Vibrant, Sustainable

- Woodstock is a safe, inclusive and caring community
- Woodstock has a vibrant and diverse economy
- Woodstock is a green and sustainable community
- Woodstock is fiscally responsible and accountable

Guiding Principles

1. Commitment to the Strategic Plan/ICSP as long term, i.e. through successive Councils
2. Leadership in corporate management: a customer service focus
3. Broad community outreach to and engagement with partners, businesses, newcomers, community groups – ensuring an engaged community and inclusiveness
4. Recognition and encouragement of volunteerism
5. Leveraging partnerships to work towards a common, sustainable future
6. Open, transparent, proactive, accountable, ethical and accessible governance
7. Encourage appropriate and sustainable use of resources and technologies to minimize environmental impacts



**Our Community
Your Ideas
Our Future**

THE CITY OF WOODSTOCK

Strategic & Sustainability Plan 2012

Goals & Objectives & Actions

Woodstock: Inclusive, Vibrant, Sustainable

Council's Vision

Woodstock is a safe, inclusive and caring community

Woodstock has a vibrant and diverse economy

Woodstock is a green and sustainable community

Woodstock is fiscally responsible and accountable

Council's Goals

Community Goal:
Enhance the quality of life

Economy Goal:
Create a dynamic, diversified economy

Environment Goal:
Protect and enhance our natural environment

Fiscal Sustainability Goal:
Ensure long-term financial sustainability for the city

Objectives

1. Provide a safe community for all
2. Effectively deliver amenities and services
3. Improve transportation and mobility
4. Increase active recreation opportunities
5. Continue to promote arts, culture and heritage
6. Enhance ongoing public engagement

7. Enhance the vibrancy in the downtown core
8. Promote Woodstock as a place to attract and retain business
9. Identify and create a 'destination' for Woodstock (place for visitors)
10. Support the development of a skilled labour force
11. Encourage the use of locally produced products

12. Protect and preserve the city's natural resources
13. Promote and implement green initiatives
14. Protect the quality of our air and water
15. Reduce our energy consumption

16. Develop a long-term financial sustainability plan
17. Enhance emergency management planning

Community Goal: Enhance the Quality of Life

Objective 1: Provide a safe community for all

Actions:

- 1.1. Investigate opportunities to create safe places and activities for youth
- 1.2. Investigate the potential for increased police presence downtown
- 1.3. Focus on fire prevention improvements for downtown properties



Community Goal: Enhance the Quality of Life

Objective 2: Effectively deliver amenities and services

Actions:

- 2.1. Develop social, recreational and cultural programs and activities focused on children and youth
- 2.2. Investigate opportunities to support the aging population in Woodstock
- 2.3. Support multi-generational programming to encourage interaction among younger and older age cohorts
- 2.4. Evaluate options to improve City infrastructure



Community Goal: Enhance the Quality of Life

Objective 2: Effectively deliver amenities and services

Actions:

- 2.5. Develop a strategy for recruiting more volunteers
- 2.6. Promote private sector opportunities to financially support community initiatives
- 2.7. Examine strategies for attracting doctors to Woodstock
- 2.8. Develop an e-service strategy for the city



Community Goal: Enhance the Quality of Life

Objective 3: Improve transportation and mobility

Actions:

- 3.1. Investigate options for improved transit service
- 3.2. Work with the County on development a truck-by-pass



Community Goal: Enhance the Quality of Life

Objective 4: Increase active recreation opportunities

Actions:

- 4.1. Identify opportunities to develop additional recreation activities and programs
- 4.2. Ensure affordable and accessible recreation programs and services
- 4.3. Market and promote recreational services in Woodstock
- 4.4. Develop partnerships with recreation groups for new programs and assets



Community Goal: Enhance the Quality of Life

Objective 5: Continue to promote arts, culture and heritage

Actions:

- 5.1. Develop an Integrated Cultural Strategic Plan
- 5.2. Ensure affordable and accessible arts, theatre, culture and heritage programs and services
- 5.3. Market and promote arts, theatre, culture and heritage services



Community Goal: Enhance the Quality of Life

Objective 5: Continue to promote arts, culture and heritage

Actions:

- 5.4. Enhance support for the preservation of the heritage building stock
- 5.5. Encourage the Woodstock community to become more active in art gallery activities and events



Community Goal: Enhance the Quality of Life

Objective 6: Enhance ongoing public engagement

Actions:

- 6.1. Leverage city communications to enhance belonging and community identity



Economy Goal: Create a Dynamic, Diversified Economy

Objective 7: Enhance the vibrancy in the downtown core

Actions:

- 7.1. Update property standards by-laws for downtown properties
- 7.2. Examine potential initiatives for revitalizing the downtown area
- 7.3. Maximize the use of underutilized downtown assets
- 7.4. Ensure an adequate supply of public parking



Economy Goal: Create a Dynamic, Diversified Economy

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

Actions:

- 8.1. Develop additional strategies to attract new businesses
- 8.2. Review the potential for implementing a brownfield strategy for business



Economy Goal: Create a Dynamic, Diversified Economy

Objective 9: Identify and create a ‘destination’ for Woodstock (place for visitors)

Actions:

- 9.1. Identify a tourist “destination” for visitors
- 9.2. Improve promotion of Woodstock as a place to visit



Economy Goal: Create a Dynamic, Diversified Economy

Objective 10: Support the development of a skilled labour force

Actions:

- 10.1. Explore opportunities to partner with educational institutions
- 10.2. Explore potential partnerships for training and upgrading opportunities for youth and job seekers



Economy Goal: Create a Dynamic, Diversified Economy

Objective 11: Encourage the use of locally produced products

Actions:

- 11.1 Identify ways to promote the use of local products
- 11.2 Support a Shop Local Campaign



Environment Goal: Protect and Enhance Our Natural Environment

Objective 12: Protect and preserve the city's natural resources

Actions:

- 12.1. Expand and maintain the bike lanes
- 12.2. Protect Woodstock's natural heritage and open spaces
- 12.3. Naturalize Burgess and Standard Tube Lands (Lions Trail)



Environment Goal: Protect and Enhance Our Natural Environment

Objective 13: Promote and implement green initiatives

Actions:

- 13.1. Expand waste diversion initiatives
- 13.2. Evaluate the energy efficiency of municipal buildings



Environment Goal: Protect and Enhance Our Natural Environment

Objective 14: Protect the quality of our air and water

Actions:

- 14.1. Promote measures to protect the air and water quality



Environment Goal: Protect and Enhance Our Natural Environment

Objective 15: Reduce our energy consumption

Actions:

- 15.1. Explore opportunities to reduce energy consumption



Fiscal Sustainability Goal: Ensure Long-Term Financial Sustainability for the City

Objective 16: Develop long term financial sustainability plan

Actions:

- 16.1. Maintain appropriate financial capacity for present and future needs
- 16.2. Review and seek out revenue opportunities to minimize reliance on property taxes
- 16.3. Explore options for funding grants
- 16.4. Develop an asset management plan



Fiscal Sustainability Goal: Ensure Long-Term Financial Sustainability for the City

Objective 17: Enhance emergency management planning

Actions:

- 17.1. Ensure resilience of governance
- 17.2. Take a risk-based approach to programming
- 17.3. Minimize financial hardship post-disaster



Implementation

- Creating Detailed Work Plans to Achieve the Short-Term Actions
- Continued Support from the Strategic Plan Steering Committee
- Integration of the Strategic Plan/ICSP into Day-to-Day Operations
- Continuing to Build Community and Council Support
- Building Partnerships and Identifying Priorities
- Ensuring Continual Review and Renewal: The Strategic Plan/ISCP and Master Planning documents are living documents

Next Steps

- Revision/Finalization of the Strategic Plan/ICSP
- Adoption by Council