



Strategic PLAN

UPDATE

25-April-2023



Our Mission

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

Our Vision

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

Our Values

Community Building

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

Collaboration

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

Integrity

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

Respect

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

Professionalism

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

Proactive

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

Accountable

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

Transparency

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

Sustainability

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

Our Strategic Directions

Asphodel  Norwood



Strength



Sustainability



Prosperity



Engage

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



STRENGTH
Strengthen Our Communities

Healthcare		
Advocate for expanded health care services including health care providers and facility upgrades (New Medical Centre)	S	Twp. entered into intent to lease Sept. 27/22
Actively participate in physician recruitment	S O	Staff Report - May 9/23
Community Programming		
Continue supporting and expanding youth initiatives	S O	Approval of the Next Gen Committee TOR - Call for members to be released in May/June of 2023
Continue supporting, expanding, and collaborating for senior initiatives	S O	Lunch 'n Learn Event - Fraud Prevention - Huge Success - Another event coming soon
Collaborate with Public Library Branches	S O	Community Program Co-ordinator meets regularly with Librarian to collaborate and communicate
Ongoing engagement with the public through community events	S O	Family Day, Earth Day, Trails Day, Showcase A-N, Canada Day, Community Recognition Awards, Pumpkin Parade, Road Tours, Holiday Market, Light up the Township
Recreation/Parks/Trails		
Enhancement of Mill Pond Forest Trails through expansion and promotion	S O	Trails Day Event. (Partnership with Library & Norwood Lions). Completed the sign upgrade project with the Norwood Lions Club. New Committee has plans to expand and improve the Trails in the 2023-2025 seasons
Construction of Outdoor Skating Area	S	Volunteer organization received approval to construct an ODR in the ball field at the ANCC. First season was 2022/23. Plans to continue next year.
Ongoing inclusion of accessible options in all green spaces	S O	New accessibility plan to be adopted in 2023. New accessibility picnic tables approved in the 2023 budget.
Waste Management		
Adopt and implement Landfill Closure Plan for 187 County Road 40	S	Closure Plan will be implemented prior to Dec. 31/23
Work with partners to adopt a strategy to develop a solution for collecting and managing an organic waste program	M O	Ongoing communication with Peterborough County in regards to this priority. Entered into a partnership with Food Cycle Science Corp. for a FoodCycler Pilot Program.
Emergency Management/Response		
Location study and design for a new EMS/Fire Hall in the Village of Norwood	S M	The need and location for a new EMS/Fire Hall in Norwood will be completed in the Master Facility Review (2023). The design will be included in a subsequent budget year. Advocate for funding.
Ensure compliance with emergency management legislation and implement recommendations from the Municipal Control Group	S O	Complete an annual emergency exercise. Budgeted a generator for the PW Bldg. as per MCG recommendation.



Responsible Growth		
Continue to monitor and react to impacts of growth on infrastructure and community servicing	S M L O	Ongoing and continuous conversation. An update to the Infrastructure Assessment Report 2020 will take place in 2023.
Community Cohesion - foster unity amongst stakeholders and community members through community events and communication	S O	See Community Programming Notes. Twp. has reached out to Community User Groups to obtain their annual event calendar in order to produce a master calendar for inclusion on the Twp. website.
Present aquifer capacity study to support water storage solutions and future growth	S	The Aquifer Capacity and Vulnerability Reports are completed and presented to Council. A subsequent Capacity Memo will be presented in May 2023.
Adopt Official Plan (OP) through Peterborough County	S	OP has been submitted to the Province.
Adopt updated Zoning By-law	M	This process will commence once OP has been approved.
Support mixed housing developments to support diverse demographics	S O	Ongoing conversation with Developers with receptive responses. This is a Provincial and Municipal requirement.
Proactive Financial Management		
Create and adopt responsible budgets. Engage community prior to adoption and capture opportunities to educate	O	Budget survey to be released in June/July 2023. Newsletters, website and social media are used to educate the public on the budget.
Adopt Debt Management policy (Water/Wastewater)	S	2023
Adopt Reserve Management policy	S	2023
Continue to actively pursue grant opportunities	S O	Ongoing
Ensure compliance with asset management legislation. Continue recognizing the life cycle of assets through reserve allocation and replacement	O	Currently in compliance.
Monitor and react to the impact of the Pandemic	O	Minimal operational impacts at this time.
Accountable Governance		
Pursue customer service excellence through digital services and software solutions	O	2023 Budget includes the online booking software for facilities. This will launch in June of 2023.
Encourage staff development and cross training for succession planning purposes	S O	Ongoing
Adopt service levels and life cycle management practices as per O'Reg 588	S	Township is in compliance with Asset Management Legislation.



Broadband		
Advocate and invest in expansion of broadband width	O	Ongoing support.
Business Attraction		
Review of Community Improvement Plan (annually) to ensure effectiveness of the program	S	To be completed in 2023/24
Support annual Economic Development Work Plan for Shop Local initiatives (2022 - Choose Local Campaign)	S O	Continue with opportunities to support local businesses (i.e Showcase, Earth Day Market, Winter Market, Shop Local campaign, Became a member of the Peterborough & the Kawarthas Chamber of Commerce).
Ensure no municipal road blocks are in place for retail expansion	M O	New OP and ZBL.
Servicing of commercial and industrial lands	M	Industrial Drive will be serviced with the project to upgrade the sanitary infrastructure from the Lions Park Pumping Station to the WWTP. Other servicing will be completed with grants, development charges or developer investment.
Build partnerships and increase communication with businesses	S O	Business Advisory Committee will be the liaison body to achieve this direction.
Agriculture		
Ongoing support of the agricultural community through increased communication (liaise with provincial bodies and complete a Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis)	M O	SWOT analysis to be completed in 2024/25
Support on-farm diversified uses	S O	Further support in new ZBL.
Support and promote local agricultural initiatives and businesses	S O	Farmer's & Artisan Market.



Volunteerism		
Attract and retain volunteers to support the delivery of Township services, events, and programs	S O	The recruitment for the new term for each board and committee was successful.
Regularly review the composition and mandate of each committee to ensure that it can grow and reach its goals and objectives	S O	Reviewed the composition and mandate of each board and committee prior to the new term commencing in late 2022/early 2023.
Support each committee with time and financial resources	S O	Allocated financial resources for each committee in the 2023 budget.
Citizen Engagement		
Continue to promote Township initiatives online (Township of Asphodel-Norwood Mobile App, website, and social media) and print (mailouts, newspaper, and community signs)	S O	Ongoing message.
Formalize a Public Consultation Strategy to continue engagement initiatives	M	To be completed in 2024.
Release of a quarterly newsletter	S O	These are completed and released to the public for each quarter.
Release of a "Year in Review" during the first quarter of each year detailing the previous year accomplishments	S O	These are completed and released to the public prior to the end of Q1 of the subsequent year.



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