

Orangeville Forward

A Strategic Action Plan
for the Town of Orangeville
2017





OUR VISION: Orangeville is an inclusive community that respects its heritage, natural environment and small town appeal while embracing the future with a progressive and innovative spirit.

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WE VALUE:
**A well-managed
infrastructure**



Introduction

The strategic planning process is designed to identify priority areas for an organization over a specific time period. Ideally, the process establishes goals, objectives and accountability measures that can be implemented to further the priority areas. In a municipal environment, the Strategic Plan provides Council and staff with a common focus and sets direction for the completion of departmental plans and budgets. The Strategic Plan, while defining specific objectives, is also meant to be a fluid document that can be reviewed, adapted and refined regularly as opportunities for the local environment change.

In support of establishing a community-wide vision and areas of focus for the organization, in late 2016 the Town of Orangeville undertook a holistic planning process to inform a five-year Strategic Plan.

The engagement of stakeholders (citizens, Council members and staff) was critical to the municipality in order to identify priority areas and incorporate a variety of different perspectives in the development of the plan. This was achieved through the completion of 556 public surveys, two stakeholder consultations, and Council and staff workshops. Five key priorities emerged from the process to drive the municipality forward over the next several years. These priorities established a framework for the objectives and actions to be pursued in order to maintain and grow Orangeville as a safe, prosperous, and healthy community.

The Town of Orangeville values its small town charm and heritage while embracing a future that is dynamic, progressive and innovative. The following Strategic Plan outlines the overarching priorities, objectives and sample actions items that will be implemented and evaluated to move Orangeville towards a prosperous future.

WE VALUE:
Encouraging community involvement



In order to fulfill our vision, we've identified five key areas and summarized our commitment towards each priority.

Municipal Services

Town services will be citizen focused and delivered professionally to ensure quality that meets the needs of the community.

Strong Governance

Strong governance will result from a transparent and fair decision-making process, fiscal responsibility and enhanced communication with the public.

Economic Vitality

Economic growth will focus on business development, retention and expansion and increased tourism and cultural opportunities.

Community Stewardship

Our community will embrace our heritage and will be an accessible, inclusive place where residents feel safe, engaged and involved.

Sustainable Infrastructure

Infrastructure will become sustainable through the well-planned management of town assets and systems that keep people moving and the town functional.

WE VALUE:
**Exceptional recreational
and leisure opportunities**



Our commitments will be realized through direct action on the following objectives:

Municipal Services

- will be...**
- Delivered with a focus on customer service
 - Effective and efficient
 - Respectful of cost and impact to the community

Strong Governance

- will result from...**
- Financial responsibility
 - Enhanced communication with the public
 - Positive relationships with other governments, agencies and private sector
 - Transparent and fair decision-making processes

Economic Vitality

- will...**
- Attract, retain and expand businesses
 - Foster entrepreneurship
 - Stimulate tourism and cultural development
 - Further workforce development

Community Stewardship

- will offer a high quality of life where citizens are...**
- Safe and protected
 - Active and healthy
 - Engaged and involved
 - Champions of the environment

Sustainable Infrastructure

- will require that we...**
- Maintain current assets
 - Plan for growth
 - Support innovation
 - Provide systems that keep people moving

WE VALUE:
**Encouraging and supporting
business, arts, culture,
and heritage**



The following five pages outline our current and future actions for each objective.

Highlighted items indicate priority actions for 2017/18.

Municipal Services

2015
winner of the
Great Street
Award

- Delivered with a focus on customer service**
- Enhance processes to ensure convenient channels to access services
 - Achieve internal and external customer service excellence
- Effective and efficient**
- Review and update organizational structure, policies and procedures
 - Seek initiatives to strengthen corporate culture
 - Encourage a positive work environment that integrates best practices in health and safety
- Respectful of cost and impact to the community**
- Enhance corporate information technology
 - Continue service level reviews and needs assessments
 - Adopt a more robust annual reporting process

WE VALUE:
Spending taxpayers’
money wisely and
responsibly

Strong Governance

8,700 sq.ft.
Headwaters
hospital expansion
and renovation
underway (2017)



- Financial responsibility**
- Balance need for services and investment with fiscal restraint
 - Seek and pursue grant funding opportunities
 - Manage growth through progressive and integrated long-term planning with the public

- Enhanced communication**
- Boost public awareness and understanding of government process and policy
 - Continue to utilize multiple forms of communication to encourage citizen engagement

- Transparent and fair decision-making processes**
- Increase engagement of citizens
 - Review and update governance policies

- Positive relationships with other governments, agencies and private sector**
- Seek opportunities to collaborate and share resources with neighbouring municipalities
 - Maintain productive and respectful relationships with other levels of government and local agencies
 - Where appropriate, pursue joint ventures and partnerships

Economic Vitality

2,692
businesses employ
13,369 people in
Orangeville (2017)



- Attract, retain and expand businesses**
- Update Economic Development Strategy
 - Execute Business Retention and Expansion Action Plan
 - Complete Official Plan Review ensuring a commitment to a mix of housing types and options

- Foster entrepreneurship**
- Seek and implement opportunities to enhance entrepreneurship
 - Create innovative programs to attract and assist entrepreneurs to establish and grow their businesses

- Stimulate tourism and cultural development**
- Continue implementation of Tourism Development and Marketing Strategy
 - Ongoing implementation of Cultural Plan

- Further workforce development**
- Collaborate with regional partners for attraction of a diverse workforce
 - Work with post-secondary institutions to explore opportunities to accommodate growing sectors

WE VALUE:
A barrier free community

Community Stewardship

20 km
of walking & cycling trails



Safe and protected

- Continue to evaluate recommendations of the Fire Master Plan
- Provide excellent policing services

Active and healthy

- Implement the Age Friendly Community Action Plan
- Build capacity in recreation and leisure programming to enhance diversity of opportunities
- Continue roll out of the Parks and Recreation Strategic Plan, the Parks Master Plan and the Trails Master Plan

Engaged and involved

- Encourage and strengthen participation in the community by people of all ages
- Create and maintain healthy public spaces that promote equality, social well-being and a sense of belonging
- Facilitate and support a diverse range of community events and festivals that bring people together



Champion the Environment

- Develop a Sustainability Plan with an environmental focus
- Maintain and protect our built and natural heritage
- Advance environmentally friendly initiatives

Sustainable Infrastructure

\$27M water
pollution control
plant expansion



Maintain existing assets

- Complete condition assessments on all assets on a regular basis
- Continue to build the Asset Management Database
- Balance the allocation of resources between rehabilitation and maintenance

Plan for growth

- Update the Development Charges Background Study
- Implement the long-term servicing strategy for water supply and sewage treatment

Support innovation

- Seek opportunities to reduce energy consumption and its related environmental impact
- Work with partners and funders to improve Internet for businesses, institutions and residents

Provide systems that keep people moving

- Ensure that the Orangeville Transit system is functional, reliable and barrier-free
- Enhance all forms of active transportation
- Continue to improve accessibility of all built infrastructure

WE VALUE:
Caring for and creating a sustainable environment



Implementation

The Orangeville Strategic Plan identifies priorities for the Town and outlines the objectives and actions needed to address those priorities over the next several years. The plan will be utilized to align municipal planning and guide the development and implementation of action plans and initiatives at the departmental level. Some of these actions will have fixed completion dates and others will require ongoing attention. Some actions will require comprehensive planning, budgetary considerations and approval by Council. Others will be implemented as part of regular operating procedures. Regardless of complexity, Town departments will take responsibility for ensuring that the objectives established within the Orangeville Strategic Plan are moved forward.

Departmental goal setting, actions taken, and recommendations made to Council will collectively reflect the municipality's efforts to implement its Strategic Plan.

Recommendations to Council will provide logic that supports the implementation of the priorities, goals and objectives of the Plan. Annual reporting processes will be implemented to provide accountability to the Plan, evaluation of progress made across all priority areas and to review the municipality's evolving priorities and potential revisions to the Plan.

Through this identification of priorities and objectives, implementation of all relevant actions, and provision of accountability through detailed and regular reporting, the Town of Orangeville will ensure that Orangeville's overall quality of life is sustained and improved.

WE VALUE:
**A safe, engaged and
healthy community**

Community Snapshot

Orangeville offers the best of all worlds. The Town has retained many of the characteristics of a small town while offering the amenities of a larger centre. The Town is less than an hour away from Toronto with all that it has to offer and is only moments away from the unspoiled beauty of the Niagara Escarpment.

An attractive lifestyle is a major reason people give for locating in Orangeville; there’s something for everyone. The Town boasts a vibrant cultural life with its own live theatre and an impressive community of artisans, as well as having a very active sports community.

Learn more about the Town of Orangeville at orangeville.ca.





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