



Strategic Plan Update 2020 Report Card 2021 Objectives

February 17, 2021
Online Presentation

Township of Zorra Strategic Plan 2018 - 2022



Council Adopted the 2019 – 2022 Strategic Plan shortly after the last election.

The Strategic Plan does not capture everything the Municipality does each day for our citizens. Rather it captures the significant measures necessary to move on priority goals.

The Strategic Plan guides the Municipality's budget on a year by year basis. It is through the budget process that Council's Strategic Plan is implemented with details on actions, timing, required resources and accountability.

VISION, MISSION AND VALUES

Our vision statement reflects the future we want for Zorra, while our mission statement describes what we will do to make this future happen. Our values are the defining, guiding principles of our Municipality. Together, our values, mission and vision are the foundation of Zorra, reminding us of who we are, what we do and the future we want to achieve.

Vision

A vibrant, prosperous, engaged and environmentally conscious community that evokes pride in residents for its accomplishments and continuing resilience as it forges the future.

Mission

The Zorra team of elected officials, staff and volunteers works together responsibly and transparently to realize and sustain the community's vision.

Values

Trust - The trust between community members is what makes Zorra an inclusive community. Community trust is built through sensible planning, reliable services and public engagement.

Respect - The residents of Zorra come from diverse backgrounds. It is through respect for the varied backgrounds and experiences that common ground can be achieved.

Innovation - Zorra must be a community which embraces change. It must remain open to all ideas to become a flexible, progressive municipality which can successfully anticipate and adapt to changing environments.

Accountability - Council and staff must be accountable to Zorra residents and be responsible for actions and inactions.

Teamwork - We will work cooperatively at all levels of the organization and community to accomplish the Township's objectives and to provide our residents with quality service.

Transparency - We will conduct all affairs for the Township openly and with complete transparency, except where prohibited by law.



Strategic Goals 2019 - 2022

1

We are a *vibrant* community that values our uniqueness, creativity and takes pride in calling Zorra home.

2

We are a *prosperous* community that provides opportunities to work and shop in our community and to grow in a sustainable manner.

3

We are an *engaged* community that values all members and actively encourages involvement, engagement, openness and transparency.

4

We are an *environmentally conscious* community, are good stewards of our natural environment and we protect our environment by valuing our natural assets and using our resources wisely.

Strategic Pillars

Vibrant

Providing recreational opportunities for everyone

Supporting our community events and celebrations

Preserving our history and heritage

Growing arts and culture

Developing safe, liveable communities

Prosperous

Retain and expand our existing businesses

Strengthen our agricultural and agri-business sectors

Invest in our infrastructure

Improve municipal efficiency

Encourage entrepreneurship among residents of all ages

Engaged

Being open and transparent

Being inclusive and accessible

Strengthening our customer service

Being an employer of choice

Environmentally Conscious

Protecting our natural assets

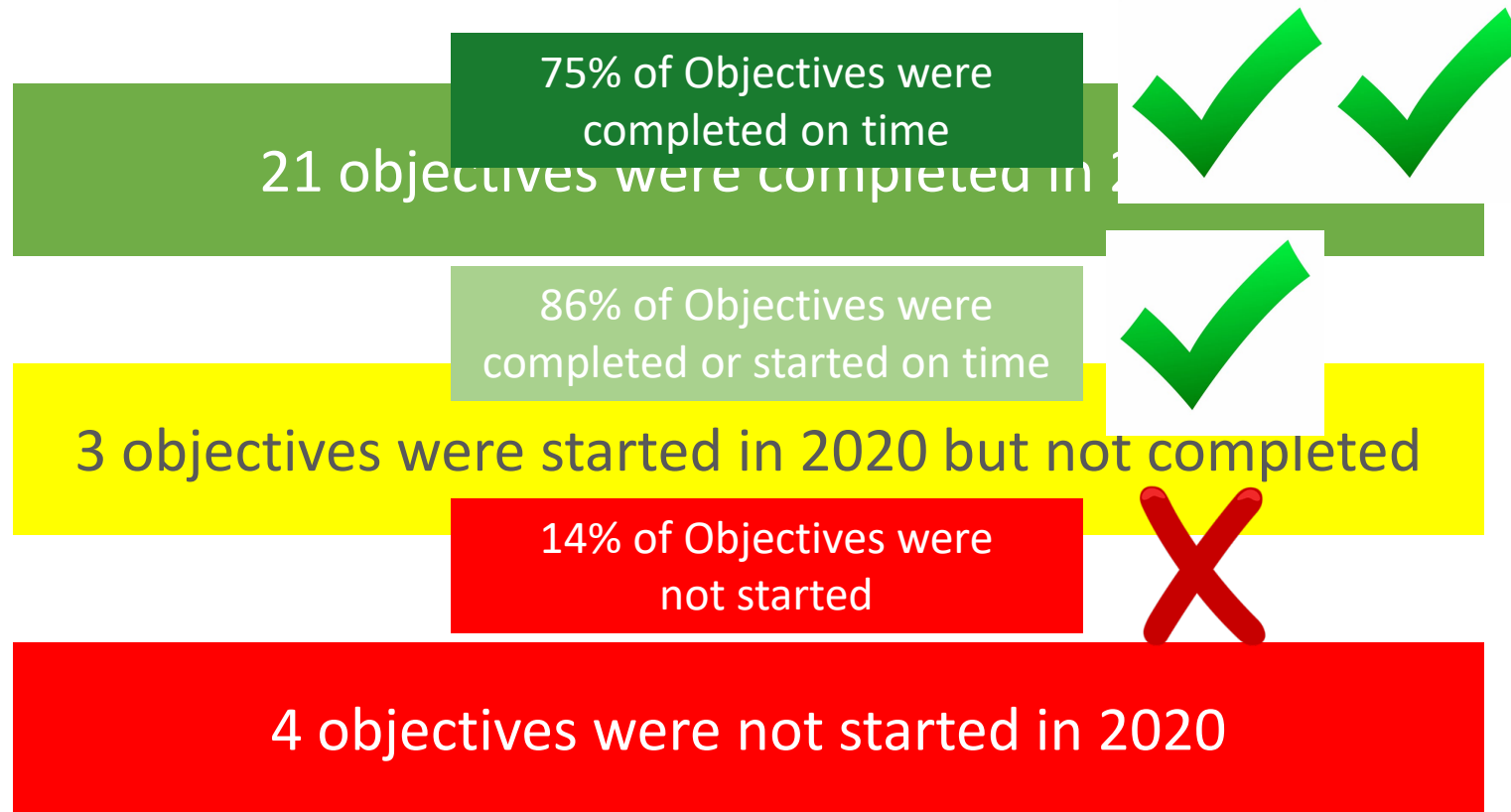
Using our resources wisely

Doing a better job to monitor and manage our aggregate resources

Informing residents how we can reduce our impact on the natural environment

How Did We Do?

A total of 28 objectives were identified for completion in 2020



2020 Incomplete Objectives

Objective	Status
Assess opportunities for possible densification of villages.	Commenced
Explore the potential of adding Inclusionary Zoning provisions into a Zoning By-law update.	Commenced
Help Zorra businesses grow - work with the Rural Oxford Economic Development Corporation to offer more workshops to businesses to facilitate their growth.	COVID Delayed
Review the boundary lines for response areas for the ZF&ES so that wherever possible all properties are serviced by the nearest located fire station within the Township.	Not Started
Work with the OFA and the OMAFRA to policies in place to preserve and protect prime agricultural land on behalf of all Ontarians through farmbelt legislation.	Not Started
Develop vehicle replacement strategy for ALL vehicles that addresses pollution and carbon footprint.	Commenced
Negotiate with neighbouring municipalities so that wherever possible all properties within Zorra, and the neighbouring municipalities are serviced by the nearest located fire station.	Not Started

2020 Tasks

Goal for 2020	Time Frame	Lead
Prepare a staff report regarding the cost of building and operating a centralized Zorra Township municipal building that will meet the needs of Council, Administrative Staff and Public Works Department	2020	CAO
Develop Performance Review policy and a staff development and training plan that directly supports the succession plan	2020	CAO
Determine the potential sale value of under-utilized Township properties including the current Township Municipal Office and Embro Public Works Yard.	2020	CAO
Enforce paved entrance lanes in all new pits and quarries to reduce dust causing reduced visibility and safety issues.	2020	CAO
Encourage increased rehabilitation of pits and quarries to returns sites to a productive state.	2020	CAO
Develop vehicle replacement strategy for ALL vehicles that addresses pollution and carbon footprint	2020	CAO
Work to get community/service groups in schools in supporting the new Zorra Brand to attract and retain our youngest residents and to involve them in our community, and grow our next generation of volunteers	2020	Council
Lobby Province for increased aggregate royalties to compensate Zorra for damage to roads.	2020	Council
Find a financially and environmentally responsible way to preserve the Harrington pond.	2020	Council
Work with the OFA and the OMAFRA to policies in place to preserve and protect prime agricultural land on behalf of all Ontarians through farmbelt legislation.	2020	Council/Ontario Federation of Agriculture
Assess opportunities for possible densification of villages.	2020	County Planning
Explore the potential of adding Inclusionary Zoning provisions into a Zoning By-law update.	2020	County Planning
Help Zorra businesses grow - work with the Rural Oxford Economic Development Corporation to offer more workshops to businesses to facilitate their growth	2020	Director of Corporate Services
Have a feature article on a Zorra resident, group, business, etc. in each edition of the Zorra Now and on the Township website.	2020	Director of Corporate Services

2020 Tasks

Review the annual contribution of tax dollars to the various reserve funds and determine if the amount of the contributions needs to be adjusted and for Staff to develop a reserve policy	2020	Director of Finance
Establish a reserve for industrial land purchase.	2020	Director of Finance
Annually produce a simplified one-page summary Financial Statement including previous five year's history for residents	2020	Director of Finance
Negotiate with Multi-Sport Canada to sign a contract that compensates the taxpayers of Zorra for the use of Township roads during the Lakeside Triathlon while recognizing the benefits to Lakeside businesses.	2020	Director of Finance
Assess environmental funding opportunities from governments and agencies for potential application in Zorra and be "shovel" or grant ready.	2020	Director of Finance
Conduct a Municipal Road Inventory Condition Assessment and Capital Improvement Plan.	2020	Directors of Finance/Public Works
Track and record current levels of service data using qualitative and technical metrics in O Reg 588/17 for two years on core infrastructure assets	2020	Directors of Finance/Public Works
Carry out a review Fire Level of Service in regard to increased costs and recruitment difficulties caused by Provincial policy changes.	2020	Fire Chief
Review the boundary lines for response areas for the ZF&ES so that wherever possible all properties are serviced by the nearest located fire station within the township.	2020	Fire Chief
Negotiate with neighbouring municipalities so that wherever possible all properties within Zorra, and the neighbouring municipalities are serviced by the nearest located fire station.	2020	Fire Chief
Establish standards for traffic calming entering villages, flashing speed signs, Community Safety Zones at schools as well as improving pedestrian and cycling safety and access.	2020	Legislation & Policy Analyst
Develop strategies to encourage and guide local groups to plan and raise funds for projects that would be of benefit to their community.	2020	Manager of Recreation and Facilities
Establish a Facility Sharing Agreement with Thames Valley District School Board (TVDSB) to improve resident access and use of facilities	2020	Recreation Program Coordinator
Continue school retention strategy by advocating with Oxford County Planning that schools are an integral part of the Planning Process and should be reflected in the County Strategic Plan and Official Plan, and lobbying the Provincial Government that there be greater integration of school locations with Municipalities:	2020	Zorra Local Schools Committee

2021 Objectives

Objective	Lead
Improved development plan to reduce pressure on current property taxpayers and increase affordable housing.	CAO
Lobby and develop relationships with the appropriate level of government and private businesses to provide improved access to natural gas	Council
Adopt a Strategic Asset Management Plan address the core infrastructure assets (roads, bridges and culverts, stormwater).	Directors of Public Works & Finance
Explore a restructured budget plan that starts with the previous Operational Budget plus Consumer Price Index (CPI) or Cost of Living.	Director of Finance
Review the availability and range of housing stock within the Township and develop policies to encourage construction of suitable housing for markets under served.	CAO/Planner
Implement an enhanced Roadside Tree Planting Program	Director of Corporate Services

2021 Additions?

- Given that the Strategic Plan is a living breathing document, Council, and the public, have an opportunity to include items in the Plan.
- Items can be added to a yearly workplan at any time with a resolution of Council

