



2023-2026

Uxbridge **Strategic Plan**

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Uxbridge Strategic Plan 2023-2026

Introduction

The Township of Uxbridge adopted the 2023-2026 Strategic Plan to establish a vision for the municipality and serve as a framework for setting priorities and making decisions over the next 4 years. Based on direction from Council, and reflecting the priorities of our residents, Township staff established this plan to define a long-term vision for our community and provide a means to track performance and accountability as we work to achieve our vision over the council term and beyond.



Mayor's Message



This is a pivotal time for the Township of Uxbridge. Despite a number of challenges over the past 3 years, we have many accomplishments to be proud of and we have shown our community is connected, collaborative and resilient; we solve problems together. While we have seen changes across the Township, what has not changed is our commitment to our community, and to one another.

You have entrusted Council to face our challenges head on, to focus on the things that matter. We are taking steps to be prepared for tomorrow...today. We have been hard at work preparing a plan for the future that will enable us to deliver on our commitment to focus on the most important community priorities and, importantly, to deliver the highest level of service possible as cost effectively as possible.

This Strategic Plan is the foundation that allows us to move toward the future and it will serve as the basis for the allocation of Township resources, both fiscal and human, over the coming four-year term. For Council and Township staff, this Strategic Plan establishes key priorities and programs, services, and initiatives based on the needs, values and aspirations that Community members shared with Council during the election.

To that end, we have established 5 Strategic Priorities that will work collectively to accomplish our agenda:

1. Good Governance
2. A Vibrant and Growing Economy
3. Collaboration and Partnerships
4. Community Engagement
5. Community Well-Being

This Council is committed to transparency and this report will help us communicate with our residents by reporting and tracking on our activities to achieve our vision. On behalf of The Township of Uxbridge Council, I look forward to achieving our strategic goals over this term of Council and setting up future Councils for success.

Dave Barton, Mayor

CAO's Message

I am proud to present the Township of Uxbridge Strategic Plan for the 2023-2026 term of Council. Council and Staff have defined our shared values, vision, and mission for the future. Guided by facilitated discussions, we have collectively determined short- and long-term strategic goals and objectives for the Corporation. This is our collective commitment to action.



The Township is fortunate to employ dedicated and committed staff and I am proud of what we have accomplished. We have many more priorities that we will work together to achieve. This plan is both a compass and a roadmap. With our plan and by following a values-driven approach we will build an even more vibrant, safe, inclusive, sustainable and resilient community for all our residents.

The 2023-2026 Strategic Plan is a reflection of the aspirations and priorities that have been shared by our community members and, as such, it is our commitment to serving you well.

Kristi Honey, CAO

Vision

The Vision statement is a declaration of what our organization aspires to achieve and what we continuously work toward.

The Township of Uxbridge is a thriving, supportive and vibrant community that values our environment, our history, and one another.

Mission

Our Mission statement describes the principal focus and purpose of our organization.

The Township of Uxbridge is committed to responsible government and the delivery of exceptional public services to provide a vibrant community where everyone feels welcome, safe and connected.

Values

Values define the behaviour required for our organization to achieve its purpose and are the foundation upon which the organization operates. Values guide our actions and decisions and describe how we should act to fulfil our mission.

Excellence

- We are a high performing organization that is driven by service excellence, management excellence and the achievement of exceptional results. We are an organization that not only gets the job done but leads the way.

Integrity

- We demonstrate ethical, responsible, transparent and honest governance in all that we do.

Accountability

- We take responsibility for our actions, while ensuring the efficient, cost-effective and sustainable use of public resources.

Inclusivity

- We seek input from and develop services for all residents.

Innovation

- We are a forward-thinking and solutions-focused organization that values continuous improvement, employee and community engagement and encourages creativity.

Strategic Priorities

1. Good Governance
2. A Vibrant and Growing Economy
3. Collaboration and Partnerships
4. Community Engagement
5. Community Well-Being

We will achieve our strategic priorities through good governance. Good governance enables our success and is the foundation that drives exceptional service, efficiency, and effectiveness.

Strategic Priorities

Good Governance



Good Governance

Objective	Strategic Action
1. Deliver accountable, transparent government	<ul style="list-style-type: none"> • Deliver high standard of customer service excellence. • Communicate to engage residents and share regular updates on the initiatives underway across the Township.
2. Excel at operational efficiency and effectiveness	<ul style="list-style-type: none"> • Business plans and initiatives are aligned to the strategic plan. • Identify strategic technologies and process modernization to deliver improved services and programs. • Foster a culture of continuous learning and professional growth.
3. Commit to organizational resilience	<ul style="list-style-type: none"> • Build recruitment, retention, succession planning, knowledge and skill transfer and staff training and development. • Advance the development and implementation of performance objectives. • Create an inclusive culture where everyone is respected and valued.
4. Demonstrate fiscal responsibility and continue to offer value for money	<ul style="list-style-type: none"> • Remain committed to fiscal responsibility. • Manage top and bottom line (increase revenues, decrease expenses). • Identify opportunities to diversify funding sources (e.g., non-levy revenue, grants, partnerships).
5. Committed to ethical, responsible and sustainable practices	<ul style="list-style-type: none"> • Consult stakeholders and work collaboratively to address the needs of the community. • Integrate accessibility, sustainability, safety and inclusivity into decision making and project implementation at all levels.

A Vibrant and Growing Economy

Objective	Strategic Action
<p>Grow the economy and maximize opportunities to realize competitive advantage</p>	<ul style="list-style-type: none"> • Ensure the Township of Uxbridge is ‘open for business’ and ‘opportunity ready’ by: <ul style="list-style-type: none"> ○ Placing priority on Downtown Revitalization and beautification. ○ Supporting post-tornado restoration. • Engage our business community. • Collaborate with Regional and local area municipalities on economic development. • Align committees with Township strategic priorities. • Explore strategic use of municipal property and assets to promote economic success.
<p>Leverage tourism and heritage cultural assets to drive economic advantage for future generations</p>	<ul style="list-style-type: none"> • Cultivate and support creative and innovative business opportunities that are tourism-based. • Identify tourism-related opportunities to establish Uxbridge as a ‘Tourism Destination’. • Continue to learn from Tourism industry best practices. • Continue to partner with upper tier and provincial tourism resources to deliver programs and services. • Continue to maintain and invest in the preservation of our heritage assets.
<p>Address Infrastructure Deficit</p>	<ul style="list-style-type: none"> • Plan to develop and implement an Asset Management Plan, including the capital budget implications for all assets across the Township (roads, bridges, parks, community facilities etc.). • Continue to fund the asset preservation reserve. • Make optimal use of and maintenance of existing assets. • Seek grants and alternative funding sources for the maintenance of key facilities. • Seek partnerships to build a new Animal Shelter.

Collaboration and Partnerships

Objective	Strategic Action
<p>Enhance and nurture existing partnerships</p>	<ul style="list-style-type: none"> • Continue to strengthen existing partnerships with government at all levels, as well as business, industry and community organizations and volunteers. • Continue to engage with partners that support critical community services such as affordable housing, medical services, and care facilities. • Continue to work with educational institutions (primary, secondary, and post-secondary). • Continue to work with industry and private sector partners. • Continue to develop cross-functional collaboration. • Continue collaboration with Indigenous neighbours. • Seek opportunities to leverage naming rights and other non-levy revenue opportunities.
<p>Explore new partnerships</p>	<ul style="list-style-type: none"> • Identify opportunities to build new partnerships. • Build new alliances with industry and business. • Connect with the local business community to ensure the Township is aware of and responsive to their needs. • Enhance cultural partnerships to inform and enhance programs and services.

Community Engagement

Objective	Strategic Action
Amplify corporate communication	<ul style="list-style-type: none">• Establish a community engagement plan.• Continue to invest in and support communications, marketing and outreach.• Target volunteers, committee members, contractors, staff and service partners with information updates.• Grow general communications through expanded outreach, channels and methods.• Seek to broadly share information related to Township of Uxbridge initiatives lead by Durham Region.
Promote Resident Engagement in Our Community	<ul style="list-style-type: none">• Identify opportunities to enhance community and stakeholder engagement.• Maintain relevance and accuracy of public information sources to enable transparency and equitable access to information.

Community Well-Being

Objective	Strategic Action
<p>Operate responsibly and ethically to create a sustainable future</p>	<ul style="list-style-type: none"> • Collaborate with partners to protect our natural capital (ecological systems). • Seek means to reduce our carbon footprint and find energy efficiencies. • Task Committees of Council to achieve social, economic, and environmental objectives. • Continue our stewardship of public lands. • Develop a plan for Centennial Park • Continue to plan and develop our trail network. • Facilitate urban and rural tree planting. • Review and update the Township of Uxbridge Official Plan. • Continue to monitor and respond to new policy, legislative and regulatory direction from the Province.
<p>Enhance community accessibility</p>	<ul style="list-style-type: none"> • Continue to identify opportunities to improve accessibility throughout the municipality. • Integrate accessibility considerations into Advisory Committee work. • Advocate for community-wide accessibility improvements through programming and education.
<p>Enhance community safety</p>	<ul style="list-style-type: none"> • Collaborate with local and Regional partners to support Vision Zero. • Continue Life, Fire and Water Safety education and outreach programs for the public. • Enhance the community’s natural disaster response capabilities. • Improve community’s emergency preparedness. • Maintain and plan for future investments in staff and resources related to addressing community safety. • Advocate for a community-wide enhanced stable source(s) of power. • Maintain and plan for future investments in civic infrastructure. • Continue to monitor and address road safety.

Community Well-Being *(cont'd)*

Objective	Strategic Action
<p>Enhance community health and well-being of residents</p>	<ul style="list-style-type: none"> • Advocate and support community health and social service programs. • Advocate for better health care for residents by working collaboratively with upper levels of government and Regional partners. • Continue to review community needs for recreational facilities, services and programs to provide recreational opportunities across the Township. • Promote and support programming for an inclusive community culture where everyone is respected and valued.
<p>Enhance community liveability</p>	<ul style="list-style-type: none"> • Continue to explore opportunities to improve inter and intra-Town transit. • Advocate and collaborate to enable a range of housing choices that address housing affordability and aging in place. • Nurture improved social relationships to build community cohesion, resiliency, reciprocity and trust. • Identify opportunities to improve active transportation opportunities. • Identify opportunities to enhance Broadband connectivity. • Identify opportunities to enhance community facilities. • Enhance communications to ensure residents who require social supports are aware of and readily connect with available assistance.
<p>Develop climate resiliency through infrastructure planning</p>	<ul style="list-style-type: none"> • Collaborate with Regional partners to incorporate climate adaptation strategies into infrastructure management plans. • Support programs and educational opportunities about climate adaptation strategies for local property owners and residents.