

**A G E N D A**  
**COUNCIL MEETING**  
**TOWNSHIP OF WELLESLEY**  
**ADMINISTRATION & FINANCE COMMITTEE**  
**DECEMBER 5, 2011 – 6:45 PM**  
**COUNCIL CHAMBERS – CROSSHILL**

Pages

1-5

Admin./Finance 100/11 – Administration & Finance Committee Minutes from meeting held November 29, 2011 – Motion required

6-7

Admin./Finance 101/11 – Resolution from the Town of Ingersoll for Support re: Bullying – Motion required

**ADMINISTRATION & FINANCE  
COMMITTEE MEETING**

**NOVEMBER 29, 2011  
COUNCIL CHAMBERS CROSSHILL**

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Chair: Ross Kelterborn

Members Present:

Shelley Wagner, Herb Neher, Jim Olender, Paul Hergott

Staff:

Grace Kosch, Acting Clerk  
Will McLaughlin, Executive Director Operations  
Andrew Lillico, Fire Chief

Admin./Finance 94/11 – Thank you from the family of Mike Connolly – For information

Admin./Finance 95/11 – Thank you from Brandon Seip, Recipient of the Outstanding Young Man Award – For information

Admin./Finance 96/11 – Region of Waterloo re: Launch of a New Community Environmental Fund – For information

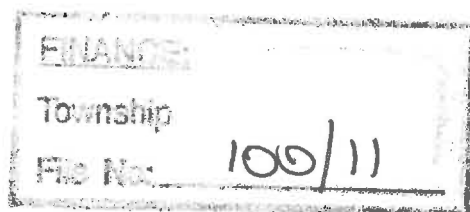
Admin./Finance 97/11 – Resolution from the Town of Richmond Hill re: Lyme Disease

- 1) Moved by: Jim Olender - Seconded by: Shelley Wagner  
That the Council of the Township of Wellesley support the resolution brought forth by the Town of Richmond Hill regarding Lyme Disease as detailed in File No. Admin./Finance 97/11. Carried

Admin./Finance 98/11 – Region of Waterloo re: Council Info – For information

Admin./Finance 99/11 – Strategic Plan – Overview – For Discussion

Fire Chief Andrew Lillico provided Council with a power point presentation of the Strategic Plan Process in which staff will implement over the next 4 years. Council asked questions regarding timelines with Fire Chief Andrew Lillico responding. Council congratulated Chief Lillico for a job well done.



### Strategic Planning Process Presentation



Andrew Lillico    November 29, 2011

### Strategic Planning

- **Strategic planning** is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy, including its budget and human resources.
- In order to determine where it is going, the organization needs to know exactly where it stands, then determine where it wants to go and how it will get there. The resulting document is called the "strategic plan."

### Strategic Planning

**Introduction**

Do you wonder where our Township will be in four years?  
Is staff and council equipped to operate successfully in the future?

How will we be affected by:

- environmental trends
- reduced resources
- new demands for programs, services or staff

If you can identify with these situations, strategic planning may be just what we are looking for. The strategic planning process can guide us towards where we would like to be in the future versus having to deal with situations as they happen.

### Strategic Planning Is a Process That:

- examines where the organization is now, where we want it to be, and how we are going to get there
- involves our community in visioning our preferred future
- produces a flexible plan or road map of strategies derived from internal discussions and external sources of input
- steers the Township in a focused direction for future success
- allows proactive thinking beyond current activities and traditions
- deals with change positively by responding to it effectively
- involves making decisions that consider changes or anticipated changes in the environment
- sets priorities for action that are reflective of all aspects of the municipality

### Strategic Planning

**Strategic planning is not:**

- a one shot deal
- a quick fix to solve immediate problems
- a report that is not utilized by the organization

Strategic planning is more than long-term planning. Compared to long-term planning, where goals are made for a specific period of time, strategic planning:

- is based on anticipated changes in the environment;
- involves getting input from many individuals and many levels of the organization or community
- provides the opportunity to incorporate new ideas and approaches

### What Are The Benefits Of Strategic Planning?

By carrying out strategic planning Council will be able to:

- influence rather than be influenced
- clarify or redefine our role and target group
- deal positively with the inevitable ...change
- address critical issues we are facing
- find innovative ways to achieve goals
- decrease crisis management
- give continuity during changing times or when there is new leadership
- use resources efficiently and effectively
- anticipate issues and develop policies to meet future needs
- gain commitment and bring the team together to work on common goals

FINANCE  
Township  
File No: 100/11

### Planning The Strategic Process

Strategic planning may not be appropriate if there is:

- lack of leadership, training or skills
- lack of commitment to the process
- the "old guard belief " that nothing can help and nothing ever changes
- lack of time, money or other resources to carry out the process
- difficulty with program or policy implementation
- little likelihood of the strategic plan being used

### Understanding and Gaining Commitment to Proceed with Strategic Planning

To gain commitment to proceed:

- involve all those affected by the plan build understanding of the process and ultimately ownership of the plan
- outline the strategic planning process, role of participants and benefits
- spend time with all levels within your group to get the commitment to go ahead

### Strategic Planning

#### The Facilitator:

Guides your strategic planning team through the process, keeps the discussion on track, and enables everyone to participate

### Creating Our Future

#### Developing a Vision for Our Future:

Visioning allows our planning team to decide how we want our organization to be perceived in the future. Our team will explore what we want to look like in four years, our preferred future and our values. We will need to gather this information from Council and the public.

### Mission Statement

#### Developing a Mission Statement

By seeking input from a variety of individuals about our community's future, we can develop our mission statement.

#### The mission statement:

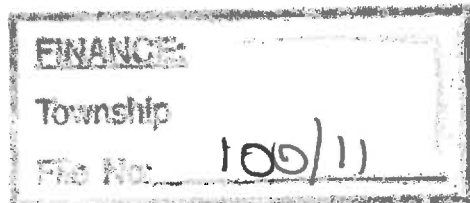
- is an action statement that outlines the preferred future of our Township
- establishes what you plan to do, for whom, and why you are uniquely valued
- provides a focus for future planning
- reflects your group's values, culture and philosophy
- acts as a focal point against which all plans or directions are checked
- may have several drafts as the strategic plan evolves

### Developing our Strategic Initiatives

Our team will design strategic initiatives of what we are going to do to overcome the identified critical issues facing our organization or community.

#### Examples of strategic initiatives that our municipality may develop include:

- improve visibility within the community.
- ensure effective communication
- maintain financial viability



### Planning For Action

To put our strategic plan into action it is necessary to:

- develop innovative approaches to accomplish our strategic initiatives
- check that our planned activities are consistent with our mission
- divide our proposed activities into manageable tasks (strategic goals)
- include what we will do, who is responsible, what resources are needed (time, money, expertise), when it will be completed, how the strategic goals will be monitored to measure their progress and success

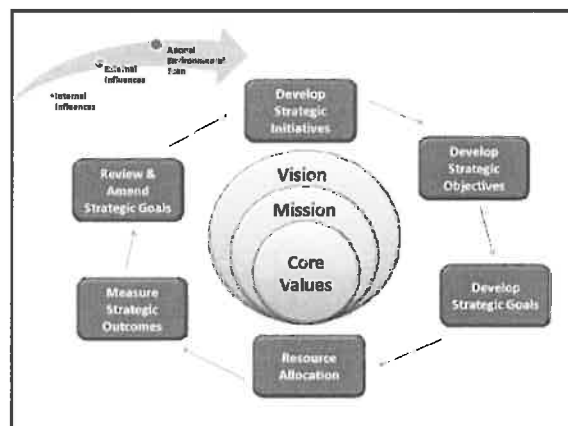
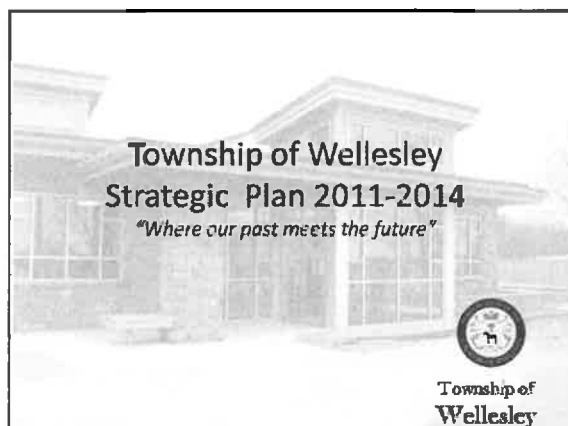
### Implementing and Evaluating the Plan

- set activities in order of priority and establish time frames over the short and long term
- share the highlights of the strategic plan with those involved to gain their support with implementation
- use your mission statement as a marketing tool
- determine how we will monitor our progress in accomplishing the strategic goals
- hold a yearly review with the strategic planning team and facilitator to evaluate our progress and make adjustments where necessary
- continue to implement, review and evaluate the strategic plan on an ongoing basis

### Hints for Success...

- Check with similar groups who have completed a strategic plan, gather ideas to help us through the process. ✓
- It is important that our strategic planning team has full participation by all members to ensure continuity and consistency.
- The strategic planning process takes time and demands a lot of energy - we may have to get over some hurdles along the way.
- Periodically check back with our mission statement to ensure it reflects our plan, we may make several revisions.
- Check that the current official plan, bylaws, proposed activities and budget are consistent with our mission statement and strategic initiatives and strategic goals.
- Be positive and forward thinking throughout the process. The results are worth it.
- Realize that our plan is written on paper and is intended to be revised as the organization and society change.

Next Steps...



FINANCE  
Township  
File No: 100/11

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Ontario, Canada  
**Ingersoll**  
A Heritage and a Future

November 16, 2011

Association of Municipalities of Ontario (AMO)  
#801-200 University Avenue  
Toronto, ON M5H 3C6

To All Ontario Municipalities:

At their meeting on November 14, 2011, Council for the Town of Ingersoll passed the following resolution:

**WHEREAS** three out of every four youths are victims of bullying, gossip, physical abuse, exclusion or on-line intimidation affecting them regardless of gender, race, religion or nationality;

**AND WHEREAS** communities across Ontario are beginning to recognize the week of November 13<sup>th</sup>-18<sup>th</sup> as Bullying Awareness and Prevention Week;

**AND WHEREAS** preventing bullying through education, ongoing communication and awareness is a step towards better understanding of the issue;

**AND WHEREAS** the Thames Valley District School Board (TVDSB) Director's Community Task Force on Anti-Bullying was formed in June 2010, with 15 agencies throughout Thames Valley including the TVDSB, police, Children's Aid Societies, health professionals, mental health providers, Fusion Youth Activity Centre and anti-bullying coalitions to find ways to address the bullying issue in our community;

**AND WHEREAS** almost 600 community members of three counties (Middlesex, Oxford and Elgin Counties) gathered and provided more than 2000 suggestions on how children and youth services, community organizations, health professionals, the media, parents, police and justice, schools and students can prevent and respond to bullying;

**AND WHEREAS** the Report to the Community, released on June 28, 2011 highlighted how each organization will address the issue of bullying in the future

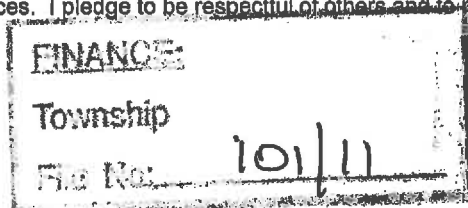
**AND WHEREAS** a unique and creative approach to the TVDSB's effort to work with the community to eliminate bullying behaviour everywhere reads as a pledge and commitment from organizations, schools, students, agencies and individuals making a stand to end bullying;

**THEREFORE BE IT RESOLVED** that the Council for the Corporation of the Town of Ingersoll hereby recognize and support the pledge to end bullying, expressing their commitment to not engage in bullying behavior and to make a stand against bullying;

**AND FURTHER THAT** Council as a whole will read out loud the pledge.

The Pledge:

"I believe that everybody has the right to live in a community where they feel safe, included, valued and accepted regardless of differences. I pledge to be respectful of others and to make a stand against bullying whenever & wherever I see it."



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**AND FURTHER THAT** the Council for the Town of Ingersoll respectfully requests that all municipalities in the Province of Ontario consider supporting the resolution from the Town of Ingersoll;

**AND FURTHER THAT** a copy of this resolution be forwarded to Premier Dalton McGuinty; Minister of Education Laurel Broten; Minister of Children and Youth Services Eric Hoskins; Minister of Community and Social Services John Milloy; Minister of Community Safety and Correctional Services Madeleine Meilleur; Minister of Health Deb Mathews; and Attorney General John Gerretson; Lisa MacLeod, PC Education Critic; Peter Tabuns, NDP Education Critic; Christine Elliott, Deputy Leader and PC Children and Youth Services Critic; Jane McKenna, PC Children and Youth Services Critic; Monique Taylor, NDP Children and Youth Services Critic; Toby Barrett, PC Community and Social Services Critic; Cheri DiNovo, NDP Community and Social Services Critic; Bob Bailey, PC Community Safety Critic; Elizabeth Witmer, PC Health Critic; France Gelinus, NDP Health Critic; and, Jagmeet Singh, NDP Attorney General Critic;

**AND FURTHER THAT** this resolution be circulated to all municipalities in Ontario through the Association of Municipalities of Ontario.

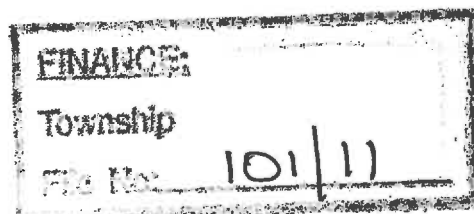
The Town of Ingersoll respectfully requests that all municipalities in the Province of Ontario consider supporting this resolution. We also seek the Province's support in recognizing Bullying Awareness and Prevention Week and initiatives identified in the Thames Valley District School Board's Report to the Community.

Sincerely,



Marsha Paley, MCIP, RPP, CMO,  
Clerk/ Deputy Chief Administrative Officer

- c Premier Dalton McGuinty
- John Milloy, Minister of Community and Social Services
- John Gerretson, Attorney General
- Christine Elliott, Deputy Leader and PC Children and Youth Services Critic
- Toby Barrett, PC Community and Social Services Critic
- Elizabeth Witmer, PC Health Critic
- France Gelinus, NDP Health Critic
- Cheri DiNovo, NDP Community and Social Services Critic
- Jane McKenna, PC Children and Youth Services Critic
- Lisa MacLeod, PC Education Critic
- Madeleine Meilleur, Minister of Community Safety and Correctional Services
- Laurel Broten, Minister of Education
- Jagmeet Singh, NDP Attorney General Critic
- Bob Bailey, PC Community Safety Critic
- Monique Taylor, NDP Children and Youth Services Critic
- Peter Tabuns, NDP Education Critic
- Eric Hoskins, Minister of Children and Youth Services
- Deb Mathews, Minister of Health



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