



# STRATEGIC PLAN

AUGUST, 2025



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# A NOTE FROM THE MAYOR

TOWN OF WOODSTOCK STRATEGIC PLAN



Dear Residents,

In 2024, Council committed to developing a new Strategic Plan. Strategic Plans are visionary documents that look at the big picture. They set a direction to help keep things on track so that we are well positioned for the future. While looking to the future is important for our Town, an essential element of work is to ensure that we do not lose sight of delivering the essential services that Woodstock residents enjoy. Maintaining and continuing to improve our various service delivery areas is a priority for this plan.

This Strategic Plan illustrates that there are exciting opportunities on our doorstep. Many of these initiatives will require dedicated attention and resources in the next 3 to 5 years. Some are major initiatives stemming from the local governance reform process and will require new personnel and expenses that we must carefully plan for to ensure that our town remains in a positive financial position for years to come. As such, capitalizing economic development opportunities and additional housing projects will be crucial for growing our tax base.

We want to continue to offer recreational activities and make strategic capital improvements that will keep our residents active and healthy. We also know that our residents and business community expect a safe and welcoming community - for everyone. These goals can be found throughout our Strategic Plan.

Lastly, we expect our local government to open and transparent. Strong leadership over the coming years will be needed to build relationships with other levels of government so that our town and region are front and centre in provincial decision-making.

Moving forward, we will be directed by our vision, mission and values, and our strategic pillars and actions will help keep us aligned as we move forward. We will be reporting back to you regularly on our progress in implementing this plan and we hope to get your feedback on how we are doing.

Thank you for your support!

*Sincerely,  
Mayor Trina Jones*



# VISION, MISSION & VALUES

TOWN OF WOODSTOCK STRATEGIC PLAN



## VISION

### WHAT IS THE PURPOSE OF A VISION STATEMENT?

A vision defines where we aspire to be and what we want to achieve long term, and helps us focus on what is important to getting there.

## OUR VISION STATEMENT

A passionate and engaged community that is welcoming, forward thinking and safe, with a growing and vibrant economy and providing opportunities and activities for all ages.



# MISSION

## WHAT IS THE PURPOSE OF A MISSION STATEMENT?

A mission statement Expresses who we are, whom we serve and how we do it.

# OUR MISSION STATEMENT

Woodstock proudly serves its community by providing high-quality services that balance economic growth, tourism development, and the well-being of our residents.

# OUR VALUES

## GROWTH

We value the importance of continuous learning, innovation and progress.

## RELIABILITY

We value responsible, dependable and trustworthiness service delivery.



## RESPECT

We treat individuals with dignity, consideration and professionalism at all times, and strive for inclusion of all aspects of community.

## TRANSPARENCY

We embody open communication, honesty and accountability in all aspects of our work.

## COMMUNITY

We value the importance of building strong relationships with our citizens and our stakeholders.

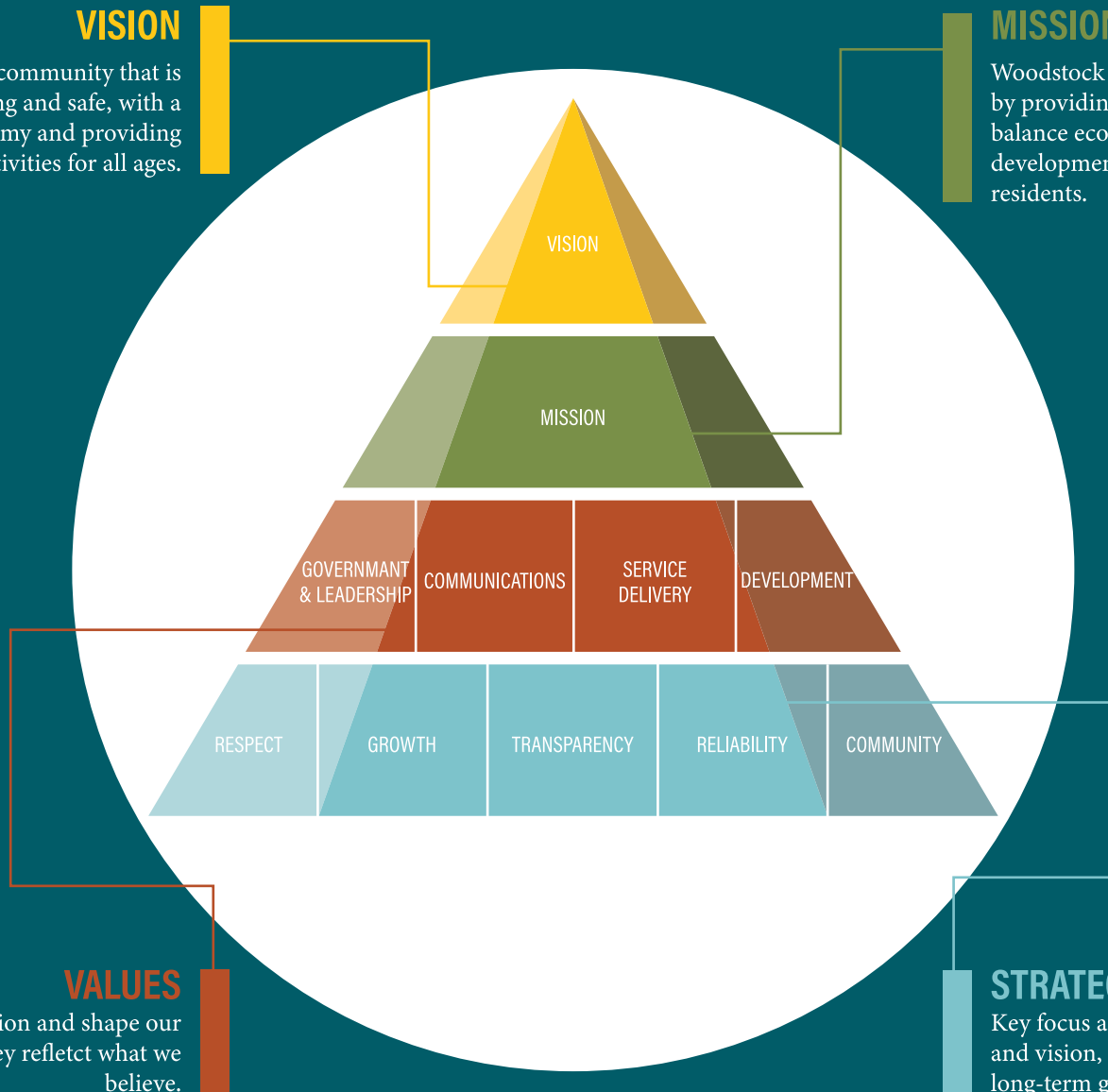
# ORGANIZATIONAL FRAMEWORK

## VISION

A passionate and engaged community that is welcoming, forward thinking and safe, with a growing and vibrant economy and providing opportunities and activities for all ages.

## MISSION

Woodstock proudly serves its community by providing high-quality services that balance economic growth, tourism development, and the well-being of our residents.



## VALUES

Values support our vision and shape our organizational culture. They reflect what we believe.

## STRATEGIC PILLARS

Key focus areas that support our mission and vision, guiding our efforts to achieve long-term goals.





# STRATEGIC PILLARS & ACTIONS

TOWN OF WOODSTOCK STRATEGIC PLAN

# ALIGNMENT OF STRATEGIC PILLARS

## GOVERNANCE & LEADERSHIP

The Governance and Leadership pillar is intended to provide strategic focus on administrative efficiencies, technological capacities and the importance of strong relationships and partnerships. The Council and CAO have a common interest in ensuring that the Community has the right combination of legislative oversight with solid administrative processes. It must continually review its regulatory framework and decision-making structure along with the need for Senior Management to be responsible to oversee the implementation of day-to-day activities that are consistent with the overall Vision, Mission and Values.

### STRATEGIC OBJECTIVE

Strengthening operational Efficiency

**ACTION 1:** Determine a long-term solution for a Town Hall/Administration location based on existing and future needs of the community

**ACTION 2A:** Create and implement a performance review framework for all non-union employees

**ACTION 2B:** Create and implement a performance review framework for all union employees

**ACTION 3A:** Develop a formal job requisition, approval, posting and onboarding process for all future positions

**ACTION 3B:** Develop a formal succession plan for all existing and future positions

**ACTION 4:** Develop a formal process for reviewing all services delivered to the community to ensure relevancy and costs

### STRATEGIC OBJECTIVE

Establish strategic relationships and partnerships

**ACTION 5:** Establish appropriate committees that contains relevant Council members, staff, and community stakeholders to help improve relations in the following areas:

- Union Negotiations and relations
- Community non-profit collaboration
- First Nations Relations
- Provincial and Federal Partnerships

## COMMUNICATIONS

The Communication pillar is intended to maintain the Community's reputation and to ensure that we effectively engage with our internal and external stakeholders to drive our plan. Communication is a vital component to achieve the community's goals and objectives of enhancing our citizen experience, and will ensure that employees understand the organization's mission, vision, and strategic objectives to align them towards our common goals.

### STRATEGIC OBJECTIVE

Enhancing Community Engagement

**ACTION 6:** Create a marketing strategy that promotes our brand and encourages community pride and engagement

**ACTION 7:** Develop a formal community engagement program leveraging use of social media and web presence in addition to traditional channels

### STRATEGIC OBJECTIVE

Improving internal communications and designing and implementing a CRM (citizen relationship management) system

**ACTION 8:** Implement a software based communications system for internal and external efficiencies to improve speed to respond to community needs, including a Citizen Relations Management system, EMO response, and for service notifications to keep the public informed about infrastructure and road work

**ACTION 9:** Develop & implement a software based solution for collecting customer feedback to ensure service levels are monitored appropriately

## SERVICE DELIVERY

The Service Delivery pillar is a critical component of our plan, as it allows us to focus on delivering high-quality services that meet the needs and expectation of our citizens and stakeholders. Delivering high-quality services will lead to increase citizen satisfaction while increasing efficiency in service delivery. We will be focused on ensuring that our services are reliable, dependable and consistently delivered.

### STRATEGIC OBJECTIVE

Making targeted investments in water and sewer infrastructure and public works infrastructure to ensure long-term sustainability and reliability

**ACTION 10:** Establish a robust multiyear asset management plan with detailed long-term implementation strategies for water and sewer infrastructure above ground

**ACTION 11:** Establish a robust multiyear asset management plan with detailed long-term implementation strategies for water and sewer infrastructure below the ground in tandem with proper upgrades to storm water systems

**ACTION 12:** Develop an interim 3 year road maintenance and paving plan that can be implemented while water and sewer infrastructure plans are being developed and enacted

### STRATEGIC OBJECTIVE

Ensuring provision of services that promote active-living for all ages

**ACTION 13:** Develop a culture of active-living based on existing recreational & cultural assets and development of new programs and assets that will encourage citizens to participate and promote in healthy living

**ACTION 14:** Develop an implementation plan for the active transportation plan developed for the Town of Woodstock

**ACTION 15:** Perform a comprehensive review of all recreational services and identify gaps and necessary enhancements needed to ensure our community recreation offerings make Woodstock an attractive place to live throughout all stages of life

### STRATEGIC OBJECTIVE

Expanding and modernizing protective services and facilities to meet the needs of the community today and into the future

**ACTION 16:** Ensure the administration is staffed appropriately to support the expansion of the Woodstock Police Force in their daily operations

**ACTION 17:** Assist Mayor and Council in finding adequate funding for new protective services building(s)

**ACTION 18:** Ensure protective services are reviewed for longterm viability in both resources and finances

**ACTION 19:** Review the Planet Youth pilot program to determine how to integrate this upstream drug prevention program into our community

### STRATEGIC OBJECTIVE

Exploring new services to meet the demands of a growing community and help maintain affordability

**ACTION 20:** Analyze effectiveness of the current solid waste collection system and determine whether a new system is required to ensure the service remains affordable, efficient and environmentally responsible

**ACTION 21:** Conduct analysis of traffic flow needs to ensure we are providing safe and relevant pedestrian and vehicular systems, such as traffic calming measures, and/or new traffic lights, traffic circles, etc. and invest to address challenges with existing street, curb and lighting infrastructure throughout the community

**ACTION 22:** Analyze the feasibility of a public transit system that would provide a new, sustainable, and cost-efficient system that would not over-burden tax payers. Determine federal funding opportunities for related infrastructure and equipment

## DEVELOPMENT

The Development pillar is an important component of our plan as it aims at creating a thriving and sustainable community that supports the well-being of its residents, businesses and industries. It is focused on encouraging development and growth that can enhance the attractiveness of our community for new residents and industries. We want to ensure that our equipment and infrastructure are aligned with our vision of creating a community resilient to economic fluctuations. Well-designed developments will preserve and enhance our community's unique character, making it a more desirable place to live and visit.

### STRATEGIC OBJECTIVE

Pursuing community revitalization development programs in the downtown and Connell Park areas

**ACTION 23:** Undertake comprehensive Connell Park and Waterfront development review with strategies for a phased-in implementation approach and engagement.

**ACTION 24:** Develop a tourism strategy to establish priorities and expectations, including our capacity to host major events

**ACTION 25:** Establish a regular calendar to meet with prospective tourism developers and event organizations to investigate new ideas to determine if they align with our strategy, and report on outcomes

**ACTION 26:** Collaborate with the Chamber of Commerce and BIA to promote financial incentive program

### STRATEGIC OBJECTIVE

Investigate economic development opportunities that could include town owned properties and lands for industry

**ACTION 27:** Conduct an inventory of all existing and available vacant buildings and lands to determine potential locations of current and future projects & developments, and ensure engagement with relevant stakeholders

**ACTION 28:** Assist as appropriate in the development and sustainability of healthcare assets that aim to improve the health of the community and provide for a better economic development climate for industry

### STRATEGIC OBJECTIVE

Supporting housing development projects that provide low income, assistive, affordable, and general housing projects, to fill current and future housing needs.

**ACTION 29:** Assist in the active development of both private and public sector housing projects in any of the following stages: planning, development, investments, or funding applications. Ensure funding maintains a fair balance for taxpayers in the short-term and long-term

**ACTION 30:** Develop a consistent framework for review and revitalization of housing development incentives at the local level. Provide a framework that is clear to developers and incentivizes development that addresses current housing gaps and needs as supported by the latest housing assessment reviews by the Town and the Regional Services Commission



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