



Town of Ingersoll Community Strategic Plan

Review and Directional Shift - 2009-2012

Town of Ingersoll Community Strategic Plan

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“When people share a common vision, they can perform feats that would otherwise be impossible...there is something in the human spirit that longs for participation with others - that wants to be involved in a collective endeavour. Robert Fritz

Town of Ingersoll Community Strategic Plan

Review and Directional Shift - 2009-2012

Background

In June 2004 the Town of Ingersoll's Council adopted a community strategic plan that was the result of the inspiration, insights and hard work of more than 100 residents and of the commitment of the overall Steering Committee and six action committees.

Compiling all this work, the Town had been able to pull together all the community work to produce a strategic plan document with the following components: overall vision; six key components (dealing with economic and social aspects); vision statement and overall results for each of the six components; and an implementation plan for each of the six components including objectives, strategies, specific actions, timing, responsibilities and required resources.

This strategy led to the creation of several more detailed documents and strategies from 2004 to today including:

- Recreation Needs Study 2004
- Downtown Revitalization Strategy 2004
- First Impressions Study 2005
- Cultural Strategy 2006
- Ingersoll Cheese and Agricultural Museum Strategic Plan 2006
- Ingersoll Youth Advisory/Action Committee Strategic Direction 2007
- Business Retention and Expansion Survey (BR+E) 2008
- Oxford Country Connections Inc. 2008
- LETI 2008- Investment Readiness

This overall community strategy and the accompanying reports (for 2004 to 2008) facilitated several tangible results for the community in improving its economic prosperity and its quality of life including:

- Development of a top notch and provincially recognized Youth Centre
- High quality sustaining youth programs

- Nationally recognized Communities in Bloom and Winter Lights Celebrations projects
- Packaging and branding of six major cultural events including the Rib Fest, Harvest Fest, Canterbury Folk Festival, and the inaugural Passport to the Arts
- Establishment of the Arts Ingersoll Committee
- Attractive and integrated downtown streetscape improvements
- Upgraded commercial storefronts
- Completion of the Canterbury Street Bridge
- Development and servicing of Industrial lands
- Splash Pad
- Opening of the Ingersoll Street Veterans Way Bridge
- Volunteer Recognition Night
- Completion of the BR+E project
- Participation and partnership with county initiatives including Oxford Trails Council, Oxford Creative Connections Inc., and Tourism Oxford BR+R project
- Establishment of the Black History Museum Project

Purpose of the Review and Update

The purpose of the strategy review and shift is to provide the Town of Ingersoll Council, municipal managers and community leaders with a clearer sense of direction, knowledge and skills to initiate, or strengthen existing appropriate community development over the next four to five years.

Specifically municipal and community leaders are to build on the positive initiatives that have been undertaken in the past four years while moving ahead to explore and capitalize on recent and emerging socio-economic opportunities while reducing barriers caused from the recent economic downturn. At the end of the day Council wishes to help local leadership to positively position Ingersoll in order to encourage economic opportunities, to mitigate any economic barriers, to provide hope and options for children and youth, and to improve the livability for all residents.

Based on shifts as to the local, regional, national and global socio-economic conditions, this community strategy will respond to both the opportunities and threats in six key linked themes or core areas. These core areas are similar to those of the 2004 strategy but are slightly adapted to respond to emerging socio-economic shifts. The six core areas include:

- 1) Business Development- Retention and Expansion
- 2) Community Image and Identity- Branding
- 3) Arts/Culture/Heritage/Tourism
- 4) Recreation/Leisure/Sports
- 5) Youth
- 6) Health and Environment

Thus this strategy's ultimate purpose is adjusting and refocusing as to where we are headed and what we want to achieve in order to be the foundation in responding to national and international economic restructuring and to ensure a thriving and vibrant community.

The Process - The Steps and Activities Undertaken

1. Developed the Strategy "Review and Shift" terms of reference.
2. Created the Working Team, Steering Committee and Work Plan.
3. Prepared the Strategic Plan Report Card - an assessment as to what has/has not happened and identification of results in past four years.
4. Held a community event to share and celebrate the successes of the past strategic plan.
5. Reviewed the current situation, emerging forces, and the future road ahead.
6. Reviewed and re-adjusted the overall vision statement.
7. Reviewed and adjusted the expected impacts and outcomes for each of the six core areas.
8. Prepared objectives and implementation plans for each core area.
9. Obtained public input.
10. Created a document that will serve as a guide for action.
11. Presented to Council for approval and adoption.

The Product

At the completion of the strategy review the Town of Ingersoll and its community partners created the following deliverables:

- Reviewed what has and has not worked (see separate document)
- Celebrated successes and acknowledged areas to improve (community event)
- Revisited and re-articulated the overall community vision (see document)
- Re-clarified the most significant expected results for residents, businesses, and community organizations (task force working papers)

- Created action plans (through task forces) that address alternate development paths and actions into a single overall strategy document guiding the municipality's future growth and quality of life (task forces working papers and working sessions)
- Commitment from broad based formal groups in Ingersoll
- Production of an overall strategy document

Guiding Principles of Our Community Strategic Plan

- All local organizations need to be heard, to be engaged and to play a role based on their assets and competencies.
- Success is dependent on a bottom-up approach rather than a top-down one.
- Local volunteerism is essential for actions to be carried out successfully.
- Residents, businesses and organizations are supporting activities from the strategy by their time, creativity, sweat equity and money.
- Senior levels of government need to be investment partners.
- We must have the "End in Mind" if we are to achieve sustainable success.
- Community champions must be actively working on the strategies.
- The municipality is responsible for providing direction, resource people and monitoring and evaluation.
- We must become a more creative community by unleashing and fostering the collective intelligence and energies into innovative solutions.
- We must respond to but not be overwhelmed by the current recession. We will do that by focussing on our current assets and on our future opportunities.

***Vision without action is dreaming.
Action without vision is random activity.
Vision and action together can change the world." - Joel Barker***

Overall Vision for the Ingersoll Community

Our overall VISION STATEMENT is to:

- Clearly express a mental picture of our preferable future
- Describe by using adjectives (often containing positioning elements)
- Be inspiring, compelling and challenging yet realistic
- Be insightful as a result of good assessment and reflection

Our Revised Vision Statement (as of 2009)

Ingersoll will be well known as an enriching and innovative place to live, to work, to raise a family and to pursue a high quality of life. Throughout Ontario Ingersoll will be highly regarded as an important festival community holding year round special events attracting both regional residents and visitors to our friendly and creative community.

Ingersoll will strive for:

- *Excellence in municipal and citizen-based leadership.*
- *Highly involved citizens promoting inclusiveness in community life.*
- *Youth friendly attitude fostering civic minded and technologically skilled young people.*
- *Sustainable employment through its diverse economy including manufacturing, retail and service as well as a newly emerging green and cultural tourism industries.*
- *Successful and committed entrepreneurs supported by our positive business environment, technological advances and the seamless support from all levels of government.*
- *High quality urban amenities while preserving our small town and human scale feeling.*
- *A prosperous, vibrant and inviting town centre that is pedestrian friendly and that showcases our architectural heritage and unique shops.*
- *Affordable, safe, well planned neighborhoods with comprehensive services that are supported by a diverse tax base, strong community organizations and concerned residents.*
- *Healthy and active community reflected in its high quality health services, recreation, social, entertainment and cultural amenities.*

The Future Directions and Expected Results

"Change is the law of life and those who look only to the past or present are certain to miss the future." - John F. Kennedy – 35th American President

Core Area #1: Business Development - Retention and Expansion

Vision Statement

Diverse employment opportunities will continue to be preserved, enhanced and created within the industrial, commercial and retail sectors along with a residential strategy to support economic growth with a focus on downtown's core revitalization and sustainability.

Expected Outcome Results

- 1.1 Ingersoll becomes a skills training, apprenticeship and education hub for southwestern Ontario through the community strategy where education and educational opportunities are created.
- 1.2 More land is acquired for development in order to accommodate future growth.
- 1.3 Positive relationships are fostered and built within the existing business community.
- 1.4 Effective use of all government services is developed to ensure the ongoing construction of infrastructure.
- 1.5 A seamless and more efficient planning and development process is implemented to help foster a positive local business environment.
- 1.6 An advocacy and lobbying strategy is developed with all levels of government to ensure the needs of the community are being heard and enacted on.
- 1.7 New and relevant commercial and retail development is encouraged to locate downtown.
- 1.8 An attractive and well functioning streetscape is complimenting and reinforcing the area's significant architectural heritage.

Core Area #2: Community Image and Identity – BRANDING

Vision Statement

Ingersoll “Oxford on the Thames” will be a vibrant community to live, work, shop and play. “It’s all about quality.”

Expected Outcome Results

- 2.1 **Branding/Logo** – Ingersoll is defined by and then communicates a strong brand and an interesting visual identity generated from a comprehensive branding strategy.
- 2.2 **Signage** – Effective and quality signage is developed throughout the community by a short and long term strategy. This includes Directional, Hwy 400 series highways, Gateway, Transport Trailer, Festival, and 401 Interchanges.
- 2.3 **Promotional and marketing material** – Well coordinated and collaborative community marketing and promotional materials are created through a short term and long term strategy. This includes developing effective partnerships and relationships within the community.
- 2.4 **Website** – Ingersoll presents itself very well electronically including a WOW factor through an up to date, interactive, and informative website coordinated with community partners.
- 2.5 **Community jingle/song** – A community- developed song creates a sense of interest for visitors and pride for locals.

Core Area #3: Arts, Culture, Heritage and Tourism

Vision Statement

Ingersoll’s cultural community will be enriched through supportive programs and innovations that promote development, growth, and prosperity.

Expected Outcome Results

- 3.1 **Arts Ingersoll** – which is a committee of volunteers committed to strengthening and promoting Ingersoll arts and cultural industry throughout the year- leads to enriched individual artists, cultural organizations, fine and performing arts groups and businesses, and cultural and historical establishments such as museums and archives.
- 3.2 **Regional tourism opportunities** are conceived, initiated and enhanced within the Ingersoll such as the Black History Museum.

Core Area #4: Recreation, Leisure, and Sports

Vision Statement

The creation of a healthy and active community encompassing all individuals.

Expected Outcome Results

- 4.1 A wide range of **affordable and accessible programs and services** are provided for all ages promoting a healthy and active community.
- 4.2 An **interconnected multi-use trail system** promotes active living, physical activity, education and appreciation of our parks, and natural resources.
- 4.3 An investigation continues **to pursue a multi-use facility** that will encompass a variety of recreational needs.
- 4.4 **Community Recreational groups** are updated on the activities and events of other agencies through an annual get together.

Core Area #5: Youth

Vision Statement

Youth in our community will have a voice in addressing their needs and action will be taken to enrich the quality of life in our community.

Expected Outcome Results

- 5.1 The Ingersoll Youth Action Advisory Committee and Ingersoll Youth Action Committee are maintained and are responsive to the flexible needs of youth.
- 5.2 Sustainable opportunities and venues for youth are developed to showcase their strengths, gifts and talents.
- 5.3 Specific social programs advocate for youth.

Core Area #6: Health and Environment

Vision Statement

All citizens will enjoy the qualities of life within our community by enhanced public health, education, safety services, preservation and protection of our environment and natural areas.

Expected Outcome Results

- 6.1 **Public Health:** A one- stop shop primary health care facility is developed for citizens offering a diversity of health care providers while continuing to strengthen the hospital.
- 6.2 **Waterfront:** Residents and visitors are able to see, use and enjoy the Thames River Waterfront.
- 6.3 **Walkable neighbourhoods:** Safety is increased by placement of sidewalks on at least one side of the street where street lights are placed and by the development on bike lanes.
- 6.4 **Trails:** All people can safely use hard surfaced non-motorized trails linking Ingersoll to Woodstock and London.
- 6.5 **Greening Model:** The Town is seen to be a leader by pursuing alternate and renewable energy sources for its properties; by pursuing brownsfield rehabilitation in conjunction with private developers; and by using environmentally safe products on its lands.
- 6.6 **Recycling:** Better recycling occurs through the municipality encouraging improvements to the County's program while pursuing other recycling activities in the town.
- 6.7 **Local Food Security:** Community gardens, a community farmers market, and locally grown food care are promoted within Ingersoll.
- 6.8 **Infrastructure:** The town continues to strive to complete servicing of all businesses and residences on county managed water and sewer systems to reduce private wells and septic systems.

*“Revitalizing a community requires leaders who can work cooperatively across boundaries:
leaders who can work in networks of responsibility with all who share common goals:
leaders who know the voices of participants.”
John Gardner – John W. Gardner Centre*

Implementation Plan 2009 & Beyond

Note: The objectives and action plans below are linked to and respond to the expected outcomes results for the six core areas.

Core Area #1: Business Development, Retention & Expansion

OBJECTIVE 1.1.1 Develop a community hub education hub and training centre which focuses on skills training, apprenticeship, education opportunities and employment creation.

| Specific Action | Timing | Responsibility | Resources Required |
|---|--------------------|---|--|
| a) Develop a process to work with Ingersoll Learning Resource and Education Centre (ILREC), Community Colleges, Universities, Action Centres, Boards of Education and other identified key stakeholders | Q2 2009 Ongoing | <ul style="list-style-type: none"> • Town Staff • EDAC | Staff from agencies and EDAC Funds: \$10,000 |
| b) To research what is the best for the community and develop an implementation plan with options and opportunities. This should include short terms wins and long term gains | Q2 2009 Ongoing | <ul style="list-style-type: none"> • Town Staff • EDAC • Conestoga College | Consultant Business plan Funds: \$15,000 |

OBJECTIVE 1.2.1 Develop a land acquisition strategy in order to accommodate future growth.

| Specific Action | Timing | Responsibility | Resources Required |
|--|--------------------|--|--|
| a) The Boundary Adjustment Committee (BAC) develops a plan for action with specific timelines indicating any barriers and obstacles that will slow the process | Q2 2009 Ongoing | <ul style="list-style-type: none"> • BA Committee • Town Council • Town staff • Oxford County Planning Dept. | Town staff Funds: \$5,000 |
| b) Research is to be completed showing what lands need to be acquired, what for and when | Q2 2009 Ongoing | <ul style="list-style-type: none"> • BA Committee • Town Council • Town staff | Town staff Funds: \$3,000 for study |

OBJECTIVE 1.2.2 Address commercial, industrial and residential needs.

| Specific Action | Timing | Responsibility | Resources Required |
|---|-----------------------|---|--|
| a) Develop a seniors housing strategy | Q2 2009 Ongoing | <ul style="list-style-type: none"> • Planning Dept. • Town staff | Town staff Seniors Centre Funds \$5000 |
| b) Develop long-term care facility strategy b.1 Advocate for support | Q2 2009 Ongoing | <ul style="list-style-type: none"> • Town staff • Planning Dept | Town staff Funds - low |
| c) Develop a commercial / industrial and residential strategy to accommodate future growth in a diversified economy for Ingersoll | Q2 2009 Ongoing | <ul style="list-style-type: none"> • Planning Dept. • Town staff • Boundary Adjustment Committee | Town Staff EDAC Funds – low |

OBJECTIVE 1.3.1 Create a strategy to foster and build upon relationships within the existing business community.

| Specific Action | Timing | Responsibility | Resources Required |
|---|----------------------|--|---|
| a) The Town of Ingersoll, BIA and Chamber of Commerce will work closely in partnership with specific goals and objectives with measurable outcomes. | Q2 2009 Ongoing | <ul style="list-style-type: none"> • Town staff • Chamber • BIA | <ul style="list-style-type: none"> • Town staff • Chamber staff • Community Funds – Low |
| b) An EDAC will be struck with Terms of Reference and Mandate. | Q2 2009 Ongoing | <ul style="list-style-type: none"> • Town staff • EDAC | Community Reps Funds: \$3,000 |
| c) The Ingersoll BR+E 2008 Project Report will be presented to Council for any actions and recommendations. | June Council meeting | <ul style="list-style-type: none"> • ED Dept. • Town staff | Town staff for final report Funds: \$1,000 |

OBJECTIVE 1.4.1 Serve as a strong Ingersoll advocate at all government levels in ensuring ongoing infrastructure projects.

| Specific Action | Timing | Responsibility | Resources Required |
|---|--------------------|--|---|
| a) The County of Oxford, the Town of Ingersoll, and other key stakeholders will work together to lobby and advocate while filling in the necessary applications to meet the requirements of infrastructure as set out by the County and Town. | Q2 2009 Ongoing | <ul style="list-style-type: none"> • County • Town • Engineering & Planning | <ul style="list-style-type: none"> • Community reps • Town staff Funds: Low |
| b) Thames Street Bridge will be reconstructed | Q2 2009 | <ul style="list-style-type: none"> • Eng Dept. | |
| c) Back Alley – West Side of Thames Street will be reconstructed | Q2 2009 Ongoing | <ul style="list-style-type: none"> • Eng Dept. • | <ul style="list-style-type: none"> • Town staff • BIA Funds: \$60,000 |

OBJECTIVE 1.5.1 Develop and implement an enhanced planning and development process to help foster a positive local business environment.

| Specific Action | Timing | Responsibility | Resources Required |
|--|--------------------|--|--------------------------|
| a) The Town of Ingersoll will develop up to date policies in partnership with the County of Oxford and be proactive in their approach in assisting local business and industry | Q2 2009 Ongoing | <ul style="list-style-type: none"> • County • Town • Eng and Planning | Town staff Funds: Low |

OBJECTIVE 1.6.1 Prepare an advocacy and lobbying strategy with all levels of government.

| Specific Action | Timing | Responsibility | Resources Required |
|---|--------------------|---|--|
| a) The Town of Ingersoll will meet with MPP and MP and County politicians to create a vehicle and positive process to be heard, on an ongoing basis | Q2 2009 Ongoing | <ul style="list-style-type: none"> • Town staff • Council | <ul style="list-style-type: none"> • EDAC • Town staff • Council Funds: Low |

OBJECTIVE 1.6.2 Develop a Communication Strategy.

| Specific Action | Timing | Responsibility | Resources Required |
|--|--------------------|---|------------------------------|
| a) Mayor’s newsletter, Council Email releases, Chamber newsletter, BIA newsletter and BR+E newsletter will be sent out on an ongoing basis | Q2 2009 Ongoing | <ul style="list-style-type: none"> • BIA • Chamber • Council • Town staff | Town staff Funds: \$8,000 |

OBJECTIVE 1.7.1 Update the downtown revitalization plan with a focus on business development.

| Specific Action | Timing | Responsibility | Resources Required |
|---|--------------------|---|--|
| a) The Town of Ingersoll will work with the BIA to update the downtown revitalization plan | Q2 2009 Ongoing | <ul style="list-style-type: none"> • BIA • Town staff | <ul style="list-style-type: none"> • Town staff • Community reps |
| b) The Town of Ingersoll with the BIA will prepare a needs assessment and gap analysis for the downtown BIA | Q2 2009 | <ul style="list-style-type: none"> • BIA • Town staff | Town staff Funds: \$5,000 |

OBJECTIVE 1.8.1 Continue to improve the physical image and design of downtown.

| Specific Action | Timing | Responsibility | Resources Required |
|---|--------------------|---|-------------------------------|
| a) The Town of Ingersoll and the BIA will review the Downtown Façade Program and the Hoardings strategy for continued design, construction and implementation | Q2 2009 Ongoing | <ul style="list-style-type: none"> • BIA • Town staff | Town staff Funds: \$30,000 |

Core Area #2: Community Image and Identity - Branding

2.1 BRANDING/LOGO

OBJECTIVE 2.1.1 Initiate a branding strategy and roll out campaign including the revisiting and recommendations on improving the town logo.

| Specific Action | Timing | Responsibility | Resources Required |
|--|---|---|---|
| a) Prepare terms of reference and critical path b) Develop budget and costing c) Acquire funds d) Secure specific expertise e) Create locally-driven strategy f) Introduce logo and other products g) Start product launch | Start: 1 st Q 09 Complete: 1 st Q 10 | <ul style="list-style-type: none"> • Image Committee • EDO • Council • Other committees • Town staff | <ul style="list-style-type: none"> • EDO • Committee volunteers • Consulting services Funding: <ul style="list-style-type: none"> • \$25,000 |

2.2 SIGNAGE

OBJECTIVE 2.2.1 Undertake overall community signage strategy.

| Specific Action | Timing | Responsibility | Resources Required |
|--|---|---|--|
| a) Conduct needs assessment b) Submit recommendations c) Develop coordinated signage concept d) Start producing signage | Start: 1 st Q 09 Complete: 4 th Q 09 | <ul style="list-style-type: none"> • Image Committee • Communities in Bloom • ED office • Public Works • MTO • Council; • Town staff | <ul style="list-style-type: none"> • EDO/Public Works staff time • Committee Funding: \$60,000 |

2.3 MARKETING AND PROMOTION

OBJECTIVE 2.3.1 Develop a marketing coordination plan for both short and long term.

| Specific Action | Timing | Responsibility | Resources Required |
|--|---|--|---|
| a) Review and assess existing marketing materials b) Conduct needs assessment c) Submit recommendations d) Create business honour roll e) Create common marketing images and materials f) Conduct initial roll out of materials | Start: 1st Q 09 Complete: 1st Q 10 | <ul style="list-style-type: none"> • Image Committee • Arts Ingersoll • BIA • EDO office | <ul style="list-style-type: none"> • EDO • Volunteer • Consulting services Funding: \$45,000 |

OBJECTIVE 2.3.2 Create catchy slogan and positioning statement as part of branding and marketing strategies.

| Specific Action | Timing | Responsibility | Resources Required |
|---|---|--|--|
| a) Review branding and marketing research and recommendations. b) Develop the product. c) Disseminate to all community organizations. | Start: 4th Q 09 Complete: 2nd Q 10 | <ul style="list-style-type: none"> • Image Committee • Arts Ingersoll • BIA • EDO office | <ul style="list-style-type: none"> • EDO • Volunteer • Consulting services Funding: \$5,000 |

2.4 WEB SITE

OBJECTIVE 2.4.1 Develop an overall web site plan to ensure ongoing upgrades and high usage.

| Specific Action | Timing | Responsibility | Resources Required |
|---|--|--|--|
| a) Undertake a review and ranking the current web site including input from inside and outside focus groups b) Conduct a best practice of municipal web sites c) Submit recommendations as to the look, feel and components of the website d) Update and expand information e) Coordinate the site with local businesses f) Conduct ongoing changes g) Incorporate the branding changes in terms of messages and the visual elements h) Have a Community feedback link for the 2009 Strategic Plan | Start: 1 st Q 09 Complete: Ongoing | <ul style="list-style-type: none"> • Municipal IT Department • Clerk's Office • EDO • Committee volunteers | <ul style="list-style-type: none"> • Staff time • Committee volunteer time |

2.5 COMMUNITY SONG

OBJECTIVE 2.5.1 Undertake a campaign to compose and produce an Ingersoll song to be used as marketing tool.

| Specific Action | Timing | Responsibility | Resources Required |
|---|---|---|---|
| a) Organize a creative team b) Develop a creative process for creating a song c) Ask the community for ideas d) Incorporate the new branding ideas and directions e) Compose and record a song f) Plan launch at the Retailers Breakfast | Start: 1 st Q 09 Complete: 4th Q 09 | <ul style="list-style-type: none"> • Image Committee • Arts Ingersoll • Fusion Youth Centre • Chamber | <ul style="list-style-type: none"> • EDO staff time • Arts and Image committees • Fusion Manager • Local creative people Funding: \$5,000 |

Core Area #3: Arts/Culture/Heritage/Tourism

(Based on the revised Cultural Strategy Implementation Plan including numbering)

OBJECTIVE 1.1.1 A summer arts program will be operational in Ingersoll.

| Specific Action | Timing | Responsibility | Resources Required |
|---|---------|---|---|
| Conduct research as to its viability and prepare an inventory. Create a plan out to implement programs. | Q2 2009 | <ul style="list-style-type: none"> • Municipality • Arts Ingersoll • Creative Arts Centre • ITOPA • Parks & Recreation • Youth Centres • Library • Summer camps | <ul style="list-style-type: none"> • Municipal coordination • Staff time • Volunteer time <p>Cost level: Low (moderate as to implementation)</p> |

OBJECTIVE 1.2.1 A new formal compilation will be created focussed on the performing and visual arts.

| Specific Action | Timing | Responsibility | Resources Required |
|--|---------|--|--|
| a) Conduct research as to viability - review list and provide a 2009 update a.1) Place list on Town of Ingersoll website under Arts Ingersoll | Ongoing | <ul style="list-style-type: none"> • Arts Ingersoll • Arts Centre • ITOPA • Youth Centre • Ingersoll Choral Society | <ul style="list-style-type: none"> • Municipal coordination • Volunteer time • Oxford Creative Connections • Town IT Department <p>Cost level: Low</p> |
| b) Passport to the Arts 2009 | Q4 2009 | <ul style="list-style-type: none"> • Arts Ingersoll • Passport Committee | Cost level: Low |
| c) Interesting Ingersoll | Q 2009 | <ul style="list-style-type: none"> • Arts Ingersoll | <ul style="list-style-type: none"> • Committee <p>Cost level: \$500</p> |
| d) Foster Creativity and Innovation | Ongoing | <ul style="list-style-type: none"> • Arts Ingersoll in • Partnership with community stakeholders | <ul style="list-style-type: none"> • Arts Ingersoll <p>Cost level: Low</p> |

OBJECTIVE 1.3.1 A local artist/artisan marketing strategy will be completed.

| Specific Action | Timing | Responsibility | Resources Required |
|------------------------------|---------|--|--|
| Develop a marketing strategy | Ongoing | <ul style="list-style-type: none"> Arts Ingersoll | <ul style="list-style-type: none"> Municipal co-ordination Funding: Moderate investment |

OBJECTIVE 2.1.1 A youth mentorship program for arts and culture will be operational.

| Specific Action | Timing | Responsibility | Resources Required |
|--|---------|---|---|
| Develop concept and level of commitment. | Ongoing | <ul style="list-style-type: none"> Arts Ingersoll Youth Centre Creative Arts Centre ITOPA | <ul style="list-style-type: none"> Volunteer time Staff time Ingersoll Community Foundation Funding: Nominal |

OBJECTIVE 2.2.1 Town and Arts Ingersoll will present recommendations as to presenting opportunities for youth artistic endeavours.

| Specific Action | Timing | Responsibility | Resources Required |
|---|---------|--|--|
| Develop concept and level of commitment | Q2 2009 | <ul style="list-style-type: none"> Ontario Arts Network for Children & Youth Arts Ingersoll Youth Centre Arts Centre ITOPA Summer programs | <ul style="list-style-type: none"> Volunteer time Staff time Ingersoll Community Foundation Funding: <ul style="list-style-type: none"> \$4000 grant from OAC Other part is nominal |

OBJECTIVE 3.1.2 A decision will be made on enhancing Ingersoll's historical product based on a completed feasibility study e.g. underground railway and interesting historic people and places.

| Specific Action | Timing | Responsibility | Resources Required |
|--|---------|--|--|
| Prepare terms of reference and secure funds for the study. | Q2 2009 | <ul style="list-style-type: none"> Black Oxford Museum Committee Ingersoll Cheese Museum Tourism Oxford Arts Ingersoll Municipality | <ul style="list-style-type: none"> Municipal coordination Staff time Volunteer time Historical Society Funding: Moderate investment |

OBJECTIVE 4.1.2 A self-guided walking historical tour map will be prepared.

| Specific Action | Timing | Responsibility | Resources Required |
|----------------------------------|---------|--|--|
| Prepare concept. Secure funding. | Q2 2009 | <ul style="list-style-type: none"> • Arts Ingersoll • IRTC • BIA • Chamber | <ul style="list-style-type: none"> • Staff time • Volunteer time • Historical Society <p>Funding: Low</p> |

OBJECTIVE 6.1.1 A decision is made based on a study, as to the best vehicle to be established for fund raising.

| Specific Action | Timing | Responsibility | Resources Required |
|--|---------|--|--|
| Prepare a report on good practices in other communities and a fundraising strategy be developed. | Ongoing | <ul style="list-style-type: none"> • Arts Ingersoll • Municipality | <ul style="list-style-type: none"> • Municipal Co-ordination • Staff time • Volunteer time <p>Funding: Nominal cost</p> |

OBJECTIVE 7.3.1 A formal working alliance will be operational as to joint marketing and support.

| Specific Action | Timing | Responsibility | Resources Required |
|--|---------|--|---|
| a)Develop concept for a joint cultural activities/shopping/dining bus tours. | Ongoing | <ul style="list-style-type: none"> • Municipality • Arts Ingersoll • Chamber • BIA | <ul style="list-style-type: none"> • Municipal Coordination • Staff time • Volunteer time <p>Funding: Nominal cost</p> |
| b)Update Cheese and Agricultural Museum Strategic Plan. | Q4 2009 | <ul style="list-style-type: none"> • Museum Advisory Committee • Municipality • Black Oxford Museum Committee • Historical Society | <ul style="list-style-type: none"> • Staff time • Committee time • Volunteer time <p>Funding: Nominal cost</p> |

Core Area #4: Recreation/Leisure/Sports

4.1 AFFORDABLE AND ACCESSIBLE PROGRAMMING

OBJECTIVE 4.1.1 Recreation Strategic Planning Committee continues to monitor Strategic Plan.

| Specific Action | Timing | Responsibility | Resources Required |
|--|--|--|--|
| a) Committee will host bi-annual meeting for all Recreation user groups and clubs in the Ingersoll Community. b) Community invitation will be given to all user groups. | <ul style="list-style-type: none"> • Oct/2009 • May 2010 • Sept/09 & April/10 | Primary: Parks & Recreation Department Secondary: Committee Chair | <ul style="list-style-type: none"> • Staff time • Volunteers (Committee Members) |

OBJECTIVE 4.1.2 To ensure that a wide range of recreation/leisure programs are offered in the community for all individuals regardless of age, ability or socio-economic status.

| Specific Action | Timing | Responsibility | Resources Required |
|--|--------|--|--|
| a) An inventory is developed with contact names and resources information. b) A survey of all Recreation Programs in the County of Oxford be completed to compare programs and user fees. | Nov/09 | <ul style="list-style-type: none"> • Ingersoll Senior Centre Summer Student | <ul style="list-style-type: none"> • Staff time • Community groups & organizations |

OBJECTIVE 4.1.3 To identify “gaps” in Recreational Services offered.

| Specific Action | Timing | Responsibility | Resources Required |
|---|-----------|-------------------------------|---|
| A Community Survey utilizing current resources i.e. Town website, “Here in Ingersoll”, organizations and church newsletters to obtain feedback. | June 2009 | Parks & Recreation Department | <ul style="list-style-type: none"> • Staff Time • Community Residents |

OBJECTIVE 4.1.4 To have a community that is knowledgeable of all the recreation/leisure programs, services and special events offered through a well developed communication system.

| Specific Action | Timing | Responsibility | Resources Required |
|---|-------------|---|---|
| To support current strategies recommended by Strategic Plan sub-committees to construct a "Community Notice Board". | Spring 2011 | <ul style="list-style-type: none"> • BIA • Engineering Department | <ul style="list-style-type: none"> • Town and other partners |

OBJECTIVE 4.1.5 Host a "Recreation Fair" for all community leisure and recreation groups.

| Specific Action | Timing | Responsibility | Resources Required |
|-----------------------------------|--|---|--|
| Formation of community Committee. | <ul style="list-style-type: none"> • Committee - Nov 2009 • "Fair" - Spring 2010 | <ul style="list-style-type: none"> • Service Club and other community groups and organizations | <ul style="list-style-type: none"> • Staff time • Volunteers |

OBJECTIVE 4.1.6 To determine the need and support for an indoor or outdoor leisure artificial ice surface.

| Specific Action | Timing | Responsibility | Resources Required |
|--|--------|---|--|
| Incorporate with the Town review of a 2 nd ice pad. | | <ul style="list-style-type: none"> • Primary Parks & Recreation Dept. • Secondary Arena user groups i.e. minor hockey, figure skating, etc. | <ul style="list-style-type: none"> • Staff time • Capital Budget Funds for Purchase of Artificial Ice Rink |

OBJECTIVE 4.1.7 Investigate alternative funding opportunities for the provision of recreation/leisure facilities and continue to implement.

| Specific Action | Timing | Responsibility | Resources Required |
|--|--------|--|---|
| Investigate additional facility user groups for implementing surcharge for their specific venue. | 2010 | <ul style="list-style-type: none"> • Primary Parks & Recreation Department • Secondary user groups | <ul style="list-style-type: none"> • 2010 Capital Budget Funds |

4.2 INTERCONNECTED MULTI-USER TRAIL SYSTEM

OBJECTIVE 4.2.1 To have an interconnected multi-use trail system for the Town of Ingersoll and County of Oxford that promotes active living, physical activity, education and the appreciation of our parks, heritage and natural areas.

| Specific Action | Timing | Responsibility | Resources Required |
|---|---------|---|---|
| a) Town to appoint 2 members of Council and staff to serve on Ingersoll Recreational Trail Committee. | Ongoing | <ul style="list-style-type: none"> • Primary: Parks Recreation Department | <ul style="list-style-type: none"> • Staff Time • Council Time • Yearly Capital Budget Funds to support trail development and projects. • Oxford Trails Council |
| b) Town to continue to provide adequate funding to develop and enhance the trail system. | | <ul style="list-style-type: none"> • Primary: Ingersoll Recreational Trails Committee | |
| c) County of Oxford and Town Planning and Engineering staff to review land use documents and new road construction with a view to enhance the town's interconnected multi-use trail system. | | <ul style="list-style-type: none"> • Primary: County & Town Planning & Engineering Dept. | |

OBJECTIVE 4.2.2 To encourage cycling as an environmental friendly alternate mode of transportation by designating a bike path system.

| Specific Action | Timing | Responsibility | Resources Required |
|--|--------|--|--|
| <p>a) Develop a designated bicycle path system incorporated into town streets that connect multiuse trails.</p> <p>b) Update the trails master plan to incorporate a bicycle path system that connects with the multi-use trail system.</p> <p>c) Update the county official plan to include the development of bicycle paths in co-ordination with new and redeveloped road construction.</p> | 2009 | <ul style="list-style-type: none"> • Ingersoll Recreation • Trails • Committee • County of Oxford • Town of Ingersoll | <ul style="list-style-type: none"> • Volunteer and Trail Committee • Town Senior Staff |

OBJECTIVE 4.2.3 To preserve and enhance our natural waterfront (Thames River) and continue to develop open space, parks and naturalized areas.

| Specific Action | Timing | Responsibility | Resources Required |
|--|-------------|--|---|
| To develop a park and inter-connected trail system along the Thames River. | Start: 2013 | <ul style="list-style-type: none"> • Primary Parks & Recreation Department • Secondary Trail Committee | <ul style="list-style-type: none"> • Staff Time • Volunteer Time • Capital Budget Funds (\$500,000.) |

4.3 BEAUTIFICATION

OBJECTIVE 4.3.1 To have a community that takes pride and ownership in the beautification, preservation and tidiness of our parks, trails, open space and natural areas.

| Specific Action | Timing | Responsibility | Resources Required |
|---|---------|--------------------------------|---|
| Town will continue to support projects and initiatives by the Communities in Bloom Committee. | Ongoing | Communities In Bloom Committee | <ul style="list-style-type: none"> • Staff Time • Volunteers (Communities in Bloom Committee) • Operating Budget Funds |

OBJECTIVE 4.3.2 To educate, promote and encourage dog owners to respect our local parks and trails.

| Specific Action | Timing | Responsibility | Resources Required |
|--|--------|-------------------------------|--|
| To encourage the Town to investigate a site location for a Fenced Dog run. | 2010 | Parks & Recreation Department | <ul style="list-style-type: none"> • Community input • 2011- Capital Reserves \$15,000 |

4.4 ENHANCEMENT OF RECREATIONAL FACILITIES

OBJECTIVE 4.4.1 To monitor that all local parks are safe, clean and well maintained for public use and to reduce vandalism.

| Specific Action | Timing | Responsibility | Resources Required |
|---|------------------------|---|---|
| a) Ensure adequate lighting for public safety. b) Adequate number of garbage containers and recycle bins are located in all high traffic parks and sports fields. c) Signage in all parks encouraging users to report concerns. | Ongoing Spring 2009 | Primary: Parks & Recreation Department | <ul style="list-style-type: none"> • Staff Time • Community individuals |

OBJECTIVE 4.4.2 To have adequate outdoor recreation/leisure facilities that support and promote a healthy and active community based on the needs of our growing population.

| Specific Action | Timing | Responsibility | Resources Required |
|--|--|--|---|
| a) Install lights at Currie Park Ball Diamond to meet the needs of Ingersoll Minor Baseball Association and adult ball groups. | 2013 | Primary: Parks & Recreation Dept. Secondary: Ingersoll Minor Ball Association | Staff Time Volunteer Time (minor ball) \$90,000 |
| b) Construction of an accessible community playground structure on town parkland. | 2013 | Primary: Parks & Recreation Dept. | Staff Time Capital Budget \$150,000 |
| c) Build public washrooms at Cami Flyer Soccer Park. | Spring 2009 | Primary: Ingersoll Soccer Club | Trillium Funds Capital Budget \$6,800 |
| d) Construct new accessible public washrooms. | Centennial Park 2012 Victoria Park – 2013 Memorial Park – 2013 Westfield – 2014 | Primary: Parks & Rec. | Capital Funds \$400,000 |
| e) Upgrade ball diamond lights at Victoria Park (3 Diamonds). | Main -2011 North -2012 South -2013 | Primary: Parks & Rec. | Capital Funds \$270,000 |
| f) Replace washrooms & construct an outdoor picnic pavilion for outdoor ball tournaments in Garnet Elliott Park. | 2014 | Primary: Parks & Rec. | Capital Funds \$155,000 |
| g) Construct new lighted ball diamond. | 2014 | Primary: Parks & Rec. | \$150,000 |
| h) Construct new Dog Park. | 2011 | Primary: Parks & Rec. | \$15,000 |
| i) Development of a new Waterfront Park & Trail System. | 2015 | Primary: Parks & Rec. | \$300,000 |

OBJECTIVE 4.4.3 To have adequate indoor recreation/leisure facilities that support and promote a healthy and active community based on the needs of our growing population.

| Specific Action | Timing | Responsibility | Resources Required |
|--|-------------------------------|---|-------------------------------------|
| a) Construct a multi-use facility which could include an ice pad, leisure public skate pad, indoor walking track, gymnasium, auditorium etc. | Start - 2013 | Primary: Parks & Recreation | Capital Budget Funds (\$12,000,000) |
| b) Expand Weight Room facilities at Victoria Park Community Centre. | b) Start - 2012 | Primary: Parks & Recreation | Capital Budget Funds (\$250,000) |
| c) Expand Senior's recreation facilities. Renovations to the 2nd floor of the Suzuki Centre. | c) ASAP Capital Forecast 2014 | Primary: Ingersoll Senior Activity Centre | Capital Budget Funds (\$150,000) |
| d) Expand Thames Centre. | d) 2016 | Parks & Recreation | \$350,000 |

Core Area #5: YOUTH

Definitions

Ingersoll Youth Advisory Action Committee (IYAAC)

Ingersoll Youth Advisory Committee (IYAC)

Ingersoll Theatre of Performing Arts (ITOPA)

Ingersoll District Collegiate Institute (IDCI)

Ingersoll Learning Employment and Resource Centre (ILERC)

5.1 TO MAINTAIN THE IYAAC AND IYAC COMMITTEES THAT ARE RESPONSIVE TO THE FLEXIBLE NEEDS OF YOUTH.

OBJECTIVE 5.1.1 The IYAAC and IYAC committees will conduct regularly scheduled meetings monthly.

| Specific Action | Timing | Responsibility | Resources Required |
|--|---------|-------------------|---|
| Meeting agendas will encompass all areas of youth needs. | Monthly | Committee members | <ul style="list-style-type: none"> • Annual operating budget (projected amount to be created) • Meeting rooms • Town staff • Community stakeholders • Guest speakers |

OBJECTIVE 5.1.2 To actively recruit members of the IYAAC.

| Specific Action | Timing | Responsibility | Resources Required |
|---|---------|---|--|
| A registration information page will be created to ensure responsible recruitment to the committee. | Ongoing | Executive members of IYAAC in collaboration with a recruitment sub-committee. | <ul style="list-style-type: none"> • Ingersoll Times Column |

OBJECTIVE 5.1.3 To actively recruit members of the IYAC.

| Specific Action | Timing | Responsibility | Resources Required |
|---|---------|--|--|
| Utilize youth friendly tactics to appeal to Youth in Ingersoll and surrounding communities. | Ongoing | Executive members of IYAC will market to Youth who have an interest in youth community empowerment and advocacy. | <ul style="list-style-type: none"> • Ingersoll Times • IDCI faculty • Fusion staff • IYAAC members • Mayor’s newsletter • Town website |

OBJECTIVE 5.1.4 Provide IYAAC and IYAC members with current information and trends in the Youth community.

| Specific Action | Timing | Responsibility | Resources Required |
|--|---|--|--|
| Actively seek opportunities for youth focused learning through conferences, workshops or guest speakers. | <ul style="list-style-type: none"> • Ongoing • Annual | <ul style="list-style-type: none"> • IYAAC member • IYAC members | <ul style="list-style-type: none"> • Annual funding (projected amount to be created) • Fundraising initiatives |

5.2 TO DEVELOP SUSTAINABLE OPPORTUNITIES AND VENUES FOR YOUTH TO SHOWCASE THEIR STRENGTHS, GIFTS, AND TALENTS

OBJECTIVE 5.2.1 Develop and implement an Annual Showcase for Youth.

| Specific Action | Timing | Responsibility | Resources Required |
|---|-------------------------------|--|--|
| a) Research and collaborate information from successful youth focused events across the province. | Annual Youth Group Week (May) | <ul style="list-style-type: none"> • Sub-committee members of IYAAC and IYAC supporting youth with diverse interests in the community. • Youth interested in but not limited to the following: Art, Music, Athletics, Random Acts of Kindness. | <ul style="list-style-type: none"> • Town of Ingersoll • Arts Network for Children and Youth • Ingersoll Recreation committee • Arts Ingersoll • Passport to the Arts • Ingersoll BIA • Schools • Youth Centres • National Youth Week communities • Youth Friendly Communities • Ingersoll Library • Rotary • Chamber of Commerce |

OBJECTIVE 5.2.2 Support the Arts “Hub” program for Children and Youth in Ingersoll.

| Specific Action | Timing | Responsibility | Resources Required |
|--|---------|-------------------------------------|---|
| a) Create a collaborative partnership of resources and funds for Arts in Ingersoll. | Ongoing | Arts Sub-committee members of IYAAC | <ul style="list-style-type: none"> • Arts Network for Children and Youth • Schools • Fusion Youth Centre • ITOPA • Ingersoll Creative Arts Centre • Ingersoll Library |
| b) Clearly define the actual resources available for Youth. Empowerment of the Youth – not “adult” driven. | | (TBD) | |

5.3 TO ADVOCATE FOR LOCAL YOUTH-SPECIFIC SOCIAL PROGRAMS

OBJECTIVE 5.3.1 Advocate for Alternative Education in Ingersoll through the Thames Valley District School Board.

| Specific Action | Timing | Responsibility | Resources Required |
|---|---------|--------------------------------|---|
| Pursue support for Youth in need of alternate education in Ingersoll. | Ongoing | Sub-committee members of IYAAC | <ul style="list-style-type: none"> • IDCI • School Council • Fusion Youth Centre • ILERC • Thames Valley District School Board • Library • Conestoga College |

OBJECTIVE 5.3.2 Promote Co-op and Apprenticeship programs in Ingersoll and surrounding area.

| Specific Action | Timing | Responsibility | Resources Required |
|--|---------|--|--|
| Assist potential co-op placement partners understand the program and resources available to them through networking and community presentations. | Ongoing | <ul style="list-style-type: none"> • IDCI Co-op and Apprenticeship program • IYAAC members | <ul style="list-style-type: none"> • IDCI • Chamber of Commerce • Rotary Club • Kiwanis Club • Lions Club • Rural Urban Evening • Retailers Breakfast • Library • Conestoga College |

OBJECTIVE 5.3.3 Support the Fusion Youth Activity and Technology Centre as a Youth Friendly Space in Ingersoll.

| Specific Action | Timing | Responsibility | Resources Required |
|---|----------|--------------------------------|---|
| a) Research program and funding opportunities for the Fusion Centre and forward them to the Fusion Manager. | On-going | Sub-committee members of IYAAC | <ul style="list-style-type: none"> • Ontario Trillium Foundation • Tim Horton's Children Foundation • Active 2010 • Town Youth Participation Strategies • Parks and Recreation • Ontario Sprynt Network |
| b) Provide Fusion Business Plan. | | Business Advisory Committee | |

OBJECTIVE 5.3.4 Advocate for Youth Emergency Services in Ingersoll.

| Specific Action | Timing | Responsibility | Resources Required |
|--|---------|--|---|
| a) Investigate, research and survey the service needs of Youth in Ingersoll and surrounding communities. b) Develop and implement strategies. | Ongoing | <ul style="list-style-type: none">• Sub-committee members of IYAAC | <ul style="list-style-type: none">• Oxford County Youth Matters Report• Oxford County Housing• Operation Sharing• Addiction services |

Core Area #6: Health and Environment

Definitions

Health and Environment Sub-Committee (HESC)

Alexandra Hospital Board of Trust (AHBT)

Primary Health Care (PHC)

Family Health Team (FHT)

Ministry of Ontario Health and Long Term Care (MOHLTC)

Health Human Resources Retention and Recruitment (HHRRR)

Community Health Centre (CHC)

Family Health Group (FHG)

Family Health Organization (FHO)

Ingersoll Recreation Trails Committee (IRTC)

6.1 PUBLIC HEALTH

OBJECTIVE 6.1.1 To develop a Public Health Centre (PHC) facility.

| Specific Action | Timing | Responsibility | Resources Required |
|---|--------------------|-------------------------------------|-------------------------------|
| a) To develop a plan to take to the Alexandra Hospital Board of Trust. | Q1 2009 Q2 2009 | •HESC, HHRRR •Town Staff | HESC Funds: \$10,000 |
| b) To build / renovate a space where Health Care professionals can practice together to deliver Primary Health Care (without affecting the viability of Alexandra Hospital). | Q1 2009 Q4 2014 | •HHRRR •Town Staff | Funds: 2.0 million |
| c) To facilitate the Family Health Team process to maximize the Ministry of Ontario Health and Long Term Care funding model to the benefit the community to deliver the Primary Care model. | Q1 2009 Q2 2009 | •HHRRR •Town Staff | Consultant Funds: \$15,000 |
| d) To work with the Alexandra Hospital Board of Trust and the Health Retention and Recruitment Committee. | Q2 2009 Ongoing | •HHRRR •Town Staff | N/A |
| e) To support Alexandra Hospital with the decisions that are being made to keep the hospital viable and open with complimentary plans. | Q2 2009 Ongoing | •HHRRR •Town Staff | N/A |
| f) To support the establishment of a Community Health Care Centre and maximize the sharing of resources with all health care providers and to prevent delivery overlap. | Q2 2009 Ongoing | •HHRRR •Town Staff •CHC Board | N/A |

6.2 THAMES RIVER WATERFRONT PLAN

OBJECTIVE 6.2.1 To create and develop the Ingersoll Thames River Waterfront Plan and to ensure the river is visible and accessible

| Specific Action | Timing | Responsibility | Resources Required |
|---|--------------------|--------------------|---------------------------------------|
| a) Consult with Upper Thames River Conservation Authority. | Q2 2009 Ongoing | Town staff | N/A |
| c) Consult with Residents. | Q2 2009 Ongoing | Town staff | Consultant Funds: \$20,000 |
| d) Negotiate with land owners. | Q3 2009 Ongoing | Town staff | Town staff IRTC Funds - low |
| e) Work with the Ingersoll Recreation Trails Committee and the development of the Ingersoll Trails Master Plan. | Q2 2009 Ongoing | Town staff | N/A |
| f) To work with the Oxford Trails Council, the Beachville Trails Committee and all adjacent trails groups to coordinate trail gateways development. | Q2 2009 Ongoing | Town Staff IRTC | N/A |

6.3 Walkable Neighbourhoods

OBJECTIVE 6.3.1 To create safe walkable streets.

| Specific Action | Timing | Responsibility | Resources |
|---|---------|---|-----------|
| a) Inventory with respect to sidewalks. | Q3 2009 | <ul style="list-style-type: none"> •Engineering Dept. •Town staff | N/A |
| b) Strengthen the by-laws as to new development. | Q2 2009 | Engineering Dept. | N/A |
| c) Confirm with the Town when new roads are planned for reconstruction to coordinate new sidewalks. | Q2 2009 | Engineering Dept. | N/A |

6.4 TRAILS

OBJECTIVE 6.4.1 Trails.

| Specific Action | Timing | Responsibility | Resources Required |
|---|--------|--|--------------------|
| Refer to Trails committee for their recommendations | 2009 | <ul style="list-style-type: none"> • Town staff • IRTC | N/A |

6.5 Greening Model

OBJECTIVE 6.5.1 Develop an environmental strategy for the Town of Ingersoll.

| Specific Action | Timing | Responsibility | Resources Required |
|---|--------------------|------------------|--------------------|
| a) The Town of Ingersoll is to develop a Community Improvement Plan under County of Oxford Section 28 of the Planning Act to address redevelopment of brownsfields areas. | Q2 2009 Q3 2009 | ED Department | \$10,000 |
| b) The Town of Ingersoll will support the non use of fertilizer and pesticides as per provincial legislation. | Q2 2009 Ongoing | Town staff | N/A |
| c) The Town of Ingersoll will explore possibilities of development on all properties in the town. | Q2 2009 | Town staff | N/A |
| d) The Town of Ingersoll will explore how all new construction can be "green" as per all levels of government laws. | Q2 2009 | Town staff | N/A |
| e) The Town of Ingersoll will encourage research and development legislation as to greening model as introduced by the Province. | Q2 2009 | Town staff | \$10,000 |

6.6 RECYCLING

OBJECTIVE 6.6.1 Develop a recycling strategy for the Town of Ingersoll.

| Specific Action | Timing | Responsibility | Resources Required |
|--|---------|--|--------------------|
| a) Consult with County Waste Department. | Q2 2009 | Town staff | N/A |
| b) Promote and enhance the number of recycle programs in Ingersoll (including elementary schools and high schools and also the downtown core.) | Ongoing | <ul style="list-style-type: none"> • Town staff • Youth Centre • IYAAC • BIA | \$5,000 |

6.7 LOCAL FOOD SECURITY

OBJECTIVE 6.7.1 Support a food strategy for the Town of Ingersoll.

| Specific Action | Timing | Responsibility | Resources Required |
|---|--------------------|---|--------------------|
| a) Educate the public through a marketing and promotion campaign to eat locally. (This includes coordination with Boards of Education and all Town facilities.) | Q2 2009 Ongoing | <ul style="list-style-type: none"> • HESC • Town staff • Board of Health • Ministry of Education • TVBSB | \$5,000 |
| b) Design and build an outdoor covered market building and increase opportunities for farmers market at least two days a week. | Q2 2009 Q4 2009 | Town staff | \$18,000 |
| c) Create a public garden space for residents to have access to grow their own free of charge. | Q2 2009 | Town staff | \$6,000 |
| d) Develop marketing tools to shop local. | Q3 2009 | Town Staff | \$3,000 |
| e) Work with Tourism Oxford to create a local food shop map. | Q2 2009 | <ul style="list-style-type: none"> • Tourism Oxford • Town staff | \$3,000 |

6.8 INFRASTRUCTURE

OBJECTIVE 6.8.1 Develop an overall strategy to lobby the with various government levels for sewage and water systems.

| Specific Action | Timing | Responsibility | Resources Required |
|---|---------|--|--------------------|
| a) Work with local engineering and planning departments. | Q2 2009 | Engineering & Planning departments | Town staff |
| b) Develop an inventory to determine the location and state of wells and sewage tile systems. | Q2 2009 | <ul style="list-style-type: none"> • Engineering & Planning departments • County & Town Public Works | N/A |

SUGGESTED MONITORING AND EVALUATION PROCESS

It is important to start planning the creation and the implementation of the Ingersoll community strategic plan monitoring and evaluation system.

WHAT IS A MONITORING AND EVALUATION SYSTEM?

The monitoring system is the ongoing tracking of any describable changes related to the expected outcome results as identified in the strategic plan. In this way you as a community are able to track and in a sense visualize what is actually happening or what is not happening from all your activities. Evaluation is the periodic assessment of what these changes mean as to actually realizing these expected outcomes and vision statements from the plan. In other words there needs to be a direct link from your actions to first achieving the objectives (which are mainly your programming changes) and then a link to the expected outcomes -which are the changes related to your target groups, clients, partner organizations, and residents.

WHY BOTHER?

Firstly you will need to create and implement such a system for both the overall implementation body and for Council. The municipal senior staff needs to keep the vision and expected results in the forefront on behalf of the council, the implementation body and the entire community. The implementation body, appointed by Council, also needs to keep the groups accountable to ensure their actions line up with the plan's intentions.

Secondly it will help everyone in the community organizations see if in fact collectively you are making a difference in terms of results and not just doing a bunch of activities.

Thirdly by stating and tracking clear results you will be in a much better position to promote your financial and resources needs to government agencies and other contributors in order to secure additional funding.

WHERE IS THE STARTING POINT?

Normally you would want to monitor at each level of your Strategic Plan. However it is not necessary to monitor and evaluate the VISION statements as they are very broad and are not measurable.

The next level are the "expected outcome" statements linked to the vision. Although these statements are not quantifiable, the implementation committee can determine performance indicators per each outcome. These performance indicators express what the actual change that is needed to occur in the future to realize each of the outcomes. Keep these indicators

simple- one quantifiable one and in several cases one qualitative one that should be able to be tracked fairly easily by the committee.

So what is needed to be done initially is to create a baseline for each indicator per outcome as soon as possible (no later than by the second quarter of 2009). The baseline is where the organization/community is at today for the indicator. It is suggested that you then create a template that tracks any changes over a semi-annual basis (every six months) related to these indicators.

The next stage is the “objectives” level in the plan. “Objectives” in this planning document relate to the program/project/activity changes. Thus in a sense it is fairly easy to monitor and evaluate the objectives. Either the objective has been completed or not. However different stages of an objective may be completed after a certain time frame but not necessarily the entire objective. Thus it will be useful to review the objectives on a semi-annual basis.

As well you are able to tie in the “objectives” quite easily with the job responsibilities of the different groups/people as defined in the job descriptions. In this way you can ensure that individual groups/people have designated responsibilities for different objectives within the plan.

The next level is your list of actions. Each action is linked to the implementation plan. This implementation plan includes:

- More specific time frame for each activity (i.e. which quarter the activity is to start by);
- Responsibility for each activity ; and
- Resources needed per activity.

It is suggested that you review and assess the implementation plan on a semi-annual basis.

As an overall assessment, it is suggested that you review the overall plan on an annual basis. This is a very major task that will require at least a half day workshop style meeting with the implementation committee, Council representatives and core personnel (in the municipality and perhaps one or two from other agencies) plus a day or two by a couple of personnel designated for the planning role. During this session you will need to review and adjust at a minimum your outcomes and objectives.

As well it is suggested that Council undertake a more extensive review of this strategy before the end of the strategy’s third year (2011/12) in time to respond to and adjust the 2012/13 fiscal year’s budget. Council is to hire the services of an independent consultant to oversee and facilitate this process, which may take several months to re-adjust the overall strategy.

WHO IS INVOLVED?

In order for a community strategy to actually achieve real changes, an implementation group must be charged with this critical task.

To formalize a sense of “action” it is recommended that Council establish such a Committee.

The committee’s key functions should include:

- Regular contact among the chairs of each of the six core areas.
- Formal reporting to Council at least twice a year
- Formal reporting to other key stakeholders at least one a year
- Assist in an annual review
- Assist in communications to the overall community

REPRESENTATION

- Chairs of the six core areas
- Two members of council
- Resource people are to include senior municipal staff
- Overall liaison with municipality is through the Economic Development Department

TIMING

Council is to appoint this committee by the spring of 2009.

APPENDIX 1: Background Reports

As part of developing this community strategic plan the following documents were prepared by the working team and the committees.

These include:

- Community Strategic Plan Review and Directional Shift – The Background and Process, ***September 2008***
- Steering Committee Terms of Reference, ***October 2008***
- The Community Report Card – 2004 to 2008, ***October 2008***
- Revisioning and Strategic Re-Alignment, ***November 2008***
- Committee Working Papers, ***January to March 2009***