

<h1>Proposed 2019-22 Zorra Strategic Plan Action Items - Marcus Ryan</h1>	Priority	Vibrant	Prosperous	Engaged	Environmentally conscious
<p>1 Rural communities shouldn't bear the costs of protecting Prime Agricultural Land on their own: The Provincial Government needs to understand that there are consequences to rural Ontario for rightly protecting Prime Agricultural Land on behalf of all Ontarians. Rural communities should not have to bear the costs (reduced growth resulting in reduced services such as schools, hospitals, infrastructure) on their own</p>	2019 onwards				
<p>2 Restructure Budget Process to control expenses: Explore a restructured budget plan that starts with the previous Operational Budget plus Consumer Price Index (CPI) or Cost of Living. Then assess special projects, long term Asset Management Plan, an Infrastructure Levy RESTRICTED to roads, bridges, buildings.</p>	2020				
<p>3 Better communication of Budget: Annually produce a simplified one page summary Financial Statement including previous five year's history for residents</p>	2019				
<p>4 Get full cost recovery of gravel pit operations and improved enforcement from Province: Lobby Province for increased aggregate royalties to compensate Zorra for damage to roads. The levy proposed by the Province of 19 cents/ton is not acceptable. The industry proposed 53 cents/ton. Quebec's levy is 53 cent/ton while Alberta is 25 cents and Ontario is 11.5 cents.</p> <p>Collect and analyze data, develop and propose alternative policies or changes to the Aggregate Resources Act (ARA) via delegations and the Top Aggregate Producing Municipalities of Ontario (TAPMO https://www.caledon.ca/en/townhall/tapmo.asp), including considering charging Township royalties</p>	2019 onwards				
<p>5 Enforce paved entrance lanes in all new pits and quarries: to reduce dust causing reduced visibility and safety issues</p>	2021				
<p>6 Encourage increased rehabilitation of pits and quarries: Abandoned pits can become an asset rather than a liability. Being one of the Top Ten Aggregate Producing Municipalities in Ontario, Zorra needs to work with aggregate producers, Oxford County, Upper Thames River Conservation Authority, and other third parties who may be able to facilitate creative rehabilitation efforts for the betterment of our community.</p>	2019				
<p>7 Improved development plan to reduce pressure on current property tax payers and increase affordable housing: Every new resident or business paying property tax reduces the tax burden on existing residents and businesses. Work with Rural Oxford Economic Development Corporation (ROEDC) to develop a plan for future property tax growth and assessment to reduce increases on existing residents.</p>	2019				
<p>8 Assess opportunities for possible densification of villages: of all existing settlement areas, to increase tax base and justification for Provincial services (schools, Emergency Rooms...)</p>	2021				

<h1>Proposed 2019-22 Zorra Strategic Plan Action Items - Marcus Ryan</h1>	Priority	Vibrant	Prosperous	Engaged	Environmentally conscious
<p>9 Advertise Zorra to attract and retain residents: New residents add vitality to our community, are customers for our businesses, and will help spread the tax burden. Utilize the new Zorra Brand (Doing Our Part) to develop flyers/pamphlets for realtors to advertise Zorra as a community of choice</p>	2019				
<p>10 Transportation Policy Part 1, Improve Safety of Roads: establish standards for traffic calming entering villages, flashing speed signs, Community Safety Zones at schools, improve pedestrian and cycling safety and access, all REGARDLESS of whether it is a Township or County road; and incorporate in long term Asset Management Plan. Ask for a report from Staff on adopting the "Vision Zero" road traffic safety project: <i>"it can never be ethically acceptable that people are killed or seriously injured when moving within the road transport system."</i></p>	2019				
<p>11 Transportation Policy Part 2, Improve Functionality of Roads: further explore opportunities to reduce "half load season", by more aggressively rebuilding gravel roads, full study of re-gravelling every year instead of every other year, evaluate potential long term gravel road conversion for certain roads; and incorporate in long term Asset Management Plan</p>	2019				
<p>12 Promote alternatives to the existing High Speed Rail proposal: work with residents, community groups, Oxford County, all interested groups, and lobby Provincial Ministries and provincial parties</p>	2019 onwards				
<p>13 Help Zorra businesses grow: Work with the Rural Oxford Economic Development Corporation (ROEDC) to offer more workshops (like a branding exercise) to businesses to facilitate their growth</p>	2020				
<p>14 Business and Agriculture Advisory Committee: establish a committee to ensure that the issues of agriculture, retail, and other businesses are heard and understood by the Township</p>	2020				
<p>15 Support Agriculture: continue to protect Prime Agricultural Land from urban sprawl.</p>	2019				
<p>16 Support Agriculture: Assess Zorra and Oxford by the Ontario Federation of Agriculture "Checklist to Support Agricultural Growth in Your Municipality" to look for opportunities to better support the agricultural sector</p>	2021				
<p>17 Support Agriculture: Affirm by Motion that Zorra supports Ontario's <i>Farming and Food Production Protection Act</i> protecting farmers from complaints regarding Normal Farm Practices</p>	2019				
<p>18 Attract and retain residents and businesses: Develop a Township "entrance sign" and settlement sign policy to extend the strength of our new brand (Doing Our Part)</p>	2019				
<p>19 Explore Surplus Farmhouse Severance opportunities: ask for a report from Staff within existing County of Oxford Official Plan (OP) and Provincial Policy Statement (PPS), and possible changes to the OP to allow more Surplus Farmhouse Severances</p>	2020				

Proposed 2019-22 Zorra Strategic Plan Action Items - Marcus Ryan		Priority	Vibrant	Prosperous	Engaged	Environmentally conscious
20	Improved High Speed Internet: Ask Staff to explore opportunities with Oxford County to implement high speed internet and leverage SWIFT (South West Integrated Fibre Technology http://swiftnetwork.ca) engagement (explore possibility of municipal loans to residents for connections)	2021				
21	Continue school retention strategy: Zorra Local School Committee (ZLSC), improved communication with school boards, membership in Community Schools Alliance (CSA https://www.communityschoolsalliance.ca), advocating with Oxford County Planning that schools ARE an integral part of the Planning Process and should be reflected in the County Strategic Plan and Official Plan, and lobbying the Provincial Government that there be greater integration of school locations with Municipalities	2019 onwards				
22	Fully implement the new Zorra Brand (Doing Our Part): develop a culture of service delivery for the Township, and working with community and service groups	2019				
23	Find a financially and environmentally responsible way to preserve the Harrington pond: Continue to work with the Harrington Area Community Association to find a financially and environmentally responsible way to preserve the Harrington pond (http://thamesriver.on.ca/water-management/recreational-dams/classea-harrington-embro-dams/)	2019				
24	Community Group Engagement: Engage more effectively with community/service groups to improve their engagement and look for opportunities for synergies with the Township Strategic Plan and new Zorra Brand (Doing Our Part), invite to strategic plan and budget meetings, to improve community development	2021				
25	Implement Recreation Arts and Culture Master Plan (RACMP): within revised budget/tax plan and with measureables (http://www.zorra.on.ca/Portals/8/Documents/Recreation/Master%20Plan/Recreation%20Master%20Plan%20Summary%20of%20Recommendations.pdf)	2019 onwards				
26	Better Recreation communication with user groups: Zorra Recreation Advisory Committee (ZRAC) have “use specific” (ice, soccer, Embro, service groups, etc.) meetings inviting specific user groups	2019				
27	Accurately measure participation in recreation services: by the end of 2019, and increase that level by 5% by the end of 2022	2019 onwards				
28	Establish a Facility Sharing Agreement with Thames Valley District School Board (TVDSB): to improve resident access and use of facilities	2019 onwards				
29	Require a mandate or “mission statement” for each department: what is their goal? what justifies their budget?	2020				
30	Encourage better interdepartmental communication and collaboration: to more effectively and efficiently achieve Strategic Goals	2020				

Proposed 2019-22 Zorra Strategic Plan Action Items - Marcus Ryan		Priority	Vibrant	Prosperous	Engaged	Environmentally conscious
31	Consideration of a new Municipal Office: Get a report from Staff on the full cost. A more central location for residents, and putting all Staff “under one roof”, co-located with the planned new Public Works Shop to reduce costs.	2019				
32	Explore the potential of Inclusionary Zoning: Get a report from Staff on Inclusionary Zoning that would allow Zorra to require mixed use residences in new development allowing more local people to enter the housing market IN Zorra through rental properties and lower cost single family dwellings	2021				
33	Commit to 100% use of Renewable Energy by 2040: get a report from Staff on the total cost for the corporation of the Township of Zorra	2021				
34	Oppose importation of waste to unwilling host municipalities: Continue supporting the efforts of Zorra and the larger Oxford community opposing the importation of waste to unwilling host Municipalities	2019 onwards				
35	Work with schools to increase field trips within the Township: to attract and retain our youngest residents	2020				
36	Review Fire Level of Service: and address potential issues with costs and recruitment caused by Provincial policy changes	2021				
37	Encourage resident participation in government: Develop and maintain a series of short videos educating residents about the Township and it’s services, and instructing them on how to successfully engage with the Township	2021				
38	Communicate status of Capital Projects: Develop a policy for regular communication to the public of the status of ongoing capital projects with respect to timing and budget	2022				
39	Review of Senior Management Team Succession Plan: a regular review with the Organizational Chart, annually and when there is a staff change	2019				
40	Develop Performance Review policy: and a staff development and training plan that directly supports the succession plan	2019				
41	Assess every decision against entire Strategic Plan: every report to Council should indicate its assessment against ALL Goals of the Strategic Plan (whether it helps, is neutral, or hinders that goal)	2019				
42	Minimize Road Side Tree Removal: get a report from Staff on how to minimize roadside tree removal and trimming while maintaining the Minimum Safety Standards of the roads and without increasing maintenance costs	2020				
43	Work with Beachville Museum to get exhibits in schools: to attract and retain our youngest residents	2021				
44	Work to get community/service groups in schools: supporting the new Zorra Brand (Doing Our Part) to attract and retain our youngest residents, get them involved in our community, and grow our next generation of volunteers	2021				
45	Increase number of trees and Forest Cover in Zorra: work with UTRCA, Oxford County, and others	2021				

Proposed 2019-22 Zorra Strategic Plan Action Items - Marcus Ryan

	Priority	Vibrant	Prosperous	Engaged	Environmentally conscious
46	Implement low impact development (LID) practices for new developments: work with landowners and developers, Planning, Public Works, UTRCA				
47	Develop vehicle replacement strategy for ALL vehicles: that addresses pollution and carbon footprint				
48	Assess possibility of reduced energy and pollution option: with each capital equipment expenditure				
49	Assess every environmental funding opportunity: from Oxford County, Provincial, and Federal governments for potential application in Zorra utilizing items 31, 43, 44, 45, and 46 to be “shovel” or grant ready				

50

51 *An infrastructure levy is an amount collected from taxpayers specifically to help pay for the future replacement, rehabilitation and reconstruction of the Township’s infrastructure, including things like roads, bridges, and facilities, based on need. The amount of the levy is based on the infrastructure needs and the long term asset management plan. It is a separation of taxes used for infrastructure from other taxation.