



Strategic Plan 2016-2018

Ashfield-Colborne-Wawanosh
Township Council

draft
April 2016

Purpose

A municipal council's strategic plan communicates leadership, direction, and long-term accountability to the community it serves. The strategic plan provides a yardstick for Council to measure the merits of every potential undertaking. It ensures that budget priority is given, every year, to the important things that will help achieve a strong and viable future for the prosperity of the municipality and its residents.

The strategic plan provides the framework for setting an annual action plan. Establishing action plans involves getting input from the community, and provides the opportunity to incorporate new ideas and approaches.

The strategic-planning process does not stop once the plan is documented. It continues throughout the complete cycle, and then begins anew to re-assess the environment in light of achievements and new challenges.

Strengths and values

Council has identified a number of features that contribute to making ACW a strong and supportive community.

- committed communities of willing and able citizens
- pride in community, rural lifestyle, and family heritage
- self-reliance and neighbourly support in times of need
- youth who want to stay
- strong agriculture and supporting agribusinesses
- beautiful lakeshore and a substantial seasonal-residents community
- outdoor recreation opportunities — trails, hunting, etc
- access to hospitals, education, recreation, services, etc
- reasonable taxes
- ACW / K2 Wind “Community Benefit Fund”

Challenges

Council recognizes that there are a number of conditions that impact negatively on the prosperity of the community.

- rising service costs — policing, water, etc
- decrease in provincial funding
- insufficient opportunities for youth employment
- insufficient mechanisms for ACW-wide community engagement
- no commercial/industrial development-ready land
- getting more roads and lines paved

Priorities

Council has identified priorities to address the challenges and capitalize on the strengths and values. Action plans to address these priorities will be developed with community input and updated annually.

1. Enhance infrastructure to promote development
 - 1.1. maintain existing infrastructure — roads, bridges, culverts, etc
 - 1.2. create and maintain a 10-year schedule of roads and lines to be paved
 - 1.3. protect and enhance available recreation areas
 - 1.4. collaborate with providers for higher-speed Internet in under-serviced areas
 - 1.5. upgrade and assume the roads from Highway 21 to the top of the lakefront bank that are currently unassumed
2. Support community and economic development
 - 2.1. provide incentives for community improvement and revitalization
 - 2.2. create an economic-development plan as part of the county-wide program
 - 2.3. develop policy and procedures for inviting, assessing, and administering project proposals from community groups for uses of the ACW/K2 Wind “Community Benefit Fund”
3. Support agriculture
 - 3.1. protect prime lands from adverse environmental impacts
 - 3.2. attract and support agribusiness — farm-gate sales, farm-service industries, value-added processing and products, etc
4. Enhance the natural environment
 - 4.1. promote tree-planting projects
 - 4.2. implement a tree-protection by-law for properties on the lakefront
 - 4.3. promote projects to address farmland and lakefront erosion
5. Communicate with stakeholders
 - 5.1. make all Township-maintained documents accessible — online, Township office, community centres
 - 5.2. hold discussion and input-gathering Town Hall meetings at community-centric locations
6. Develop a succession planning for staffing
 - 6.1. assess future needs, engage in cross-training to increase the likelihood of having qualified internal applicants for vacancies