



2019-2020

STRATEGIC PLAN

CENTRAL ELGIN

USES & PURPOSES

The Central Elgin Council recognizes the need for a focused, collective, and results-oriented plan to guide the work of Council and staff during the Council term. Beyond the basic services and activities of the Municipality, money and time to undertake new initiatives are limited. Therefore, we must establish our common objectives, in order to seize our opportunities to improve life in Central Elgin today and its prospects for tomorrow.

Our strategic plan starts with four broad goals:

1. A Strong Local Economy and Sustainable Community
2. Conservation and Appreciation of our Natural Environment
3. Adequate, Sustainable, and Affordable Infrastructure
4. Good Governance

For each of these goals, we have determined several strategic directions. Under each strategic direction, we propose some specific initiatives that will yield a record of solid achievement by 2022. We believe this achievement will be feasible, even as we continue to deliver basic services.

We know that municipal staff will provide their initiative and expertise to help us achieve these priorities. We trust that community organizations, the County, and other agencies will work closely with us, as we all strive to serve our residents and businesses.

NEXT STEPS

1. The Council-adopted 2019-2022 strategic plan will be communicated to staff, the public, relevant community organizations, the County, and relevant agencies and other governments.
2. For each strategic direction, staff will identify meaningful, outcome-based performance measures to ensure progress.
3. The CAO and management will build strategic plan initiatives into their annual work plans, annual budgets and capital programs for Council's consideration.
4. Staff will report regularly to Council on strategic plan achievements and outcomes; Council will report to the public.



CENTRAL ELGIN AS OUR TERM BEGINS

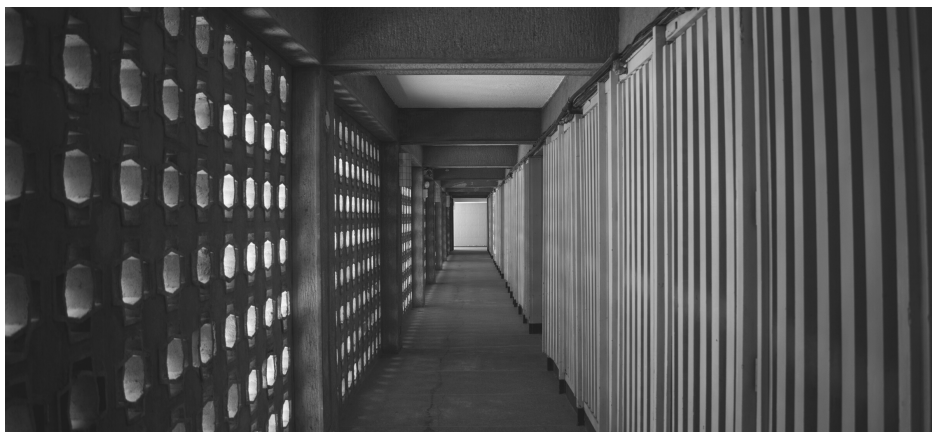
OUR CURRENT ADVANTAGES AND FUTURE OPPORTUNITIES

As a community

- Central Elgin is growing, bringing a broader tax base, a more diverse population, more local business opportunities, and more opportunity for housing options
- We have a reputation externally as a "cool" and progressive area, with growth, beaches, small towns, and prosperous looking countryside
- Our proximity to London and St Thomas brings growth and offers a variety of opportunities
- We have parks and trails providing opportunities for active lifestyles and enjoyment of our natural surroundings
- We offer numerous amenities for retirees
- We have well-functioning infrastructure, with capacity for growth

As a municipal corporation

- Our services are generally well-managed and well-received
- We have a history of strong relationships with the County, St Thomas and other municipalities
- We have a history of an effective relationship between councils and staff
- We have benefited from a well-qualified staff
- We own property which is well situated to assist us in accomplishing strategic objectives
- We have experiences taking on ambitious projects



We have
benefited from
a well qualified
staff

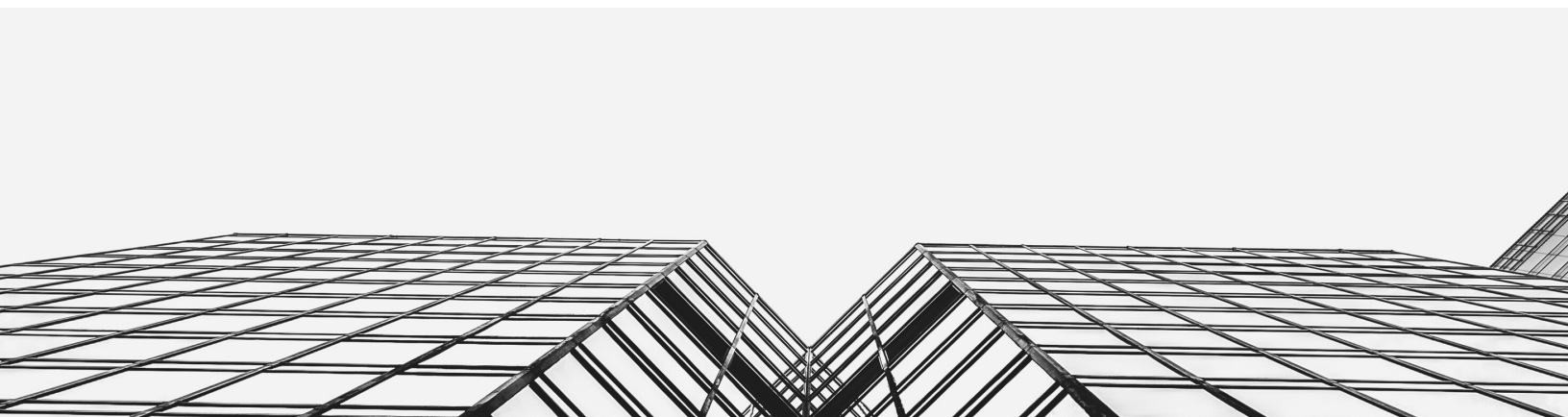
OUR CURRENT CHALLENGES AND PREDICTABLE "HEADWINDS"

As a community

- With growth - particularly rapid growth - comes dissension
- The affordability of housing has become a serious concern, affecting local seniors wishing to downsize, young families wishing to establish, and potential employees wishing to take root in Central Elgin
- The influx of residents brings new service expectations and concerns such as the safety of road users on more heavily-traveled roads
- We lack public transportation within Central Elgin and from Central Elgin to/from other centres
- Public expectations and provincial requirements for recycling and waste management are increasing

As a municipal corporation

- We face a common perception -not entirely well-founded - that our taxes are high
- We are being called upon to provide/pay for not only some new services but also a steadily increasing volume of all our services and operations. For example, fire service call volume has exploded in some areas
- We face a constant challenge of getting meaningful citizen engagement and input from all perspectives
- We are a large municipality of disparate parts. In many quarters, people still do not recognize or accept the concept of Central Elgin. Identifying priorities commonly accepted across the municipality is challenging
- We have fragmented media coverage
- We face daunting demands for funding of infrastructure, both the ongoing repair/replacement of our existing assets and the needs generated by development
- Our outstanding debt obligations are high and reliant on continued development-financed revenues
- We expect cuts in the funding we receive from the Ontario government
- We face a period of uncertainty with respect to municipal structure, health services, development-finance legislation, etc.
- We anticipate a spate of retirements among our experienced staff and a consequent slow-down in our capabilities



GOAL

A THRIVING ECONOMY & SUSTAINABLE COMMUNITY

STRATEGIC DIRECTION 1

WE WILL WORK WITH OUR NEIGHBOURS, EXPERT ORGANIZATIONS, AND OTHER PARTNERS, TO DEVELOP AN "AFFORDABLE HOUSING PLAN" FOR AN INCREASED SUPPLY OF AFFORDABLE (SUBSIDIZED) AND ATTAINABLY-PRICED HOUSING FOR RENTAL AND PURCHASE

ACTIONS

- Create and support the Affordable Housing Focus Group (already created)
- Identify our unmet housing needs, based on our demographic and economic circumstances and projections, and define "affordability" criteria
- Develop a program of incentives with which to encourage stakeholders to participate in meeting affordable housing needs.
- Incorporate into the Official Plan appropriate mechanisms to encourage more attainably-priced housing

TIMING

2019 Creation of Affordable Housing Focus Group

2019 Identification of current and projected need

2020 Development of Action Plan and Incentive Plan

2020 Incorporation of relevant policies into Official Plan



GOAL

A THRIVING ECONOMY & SUSTAINABLE COMMUNITY

STRATEGIC DIRECTION 2

WE WILL COMPLETE THE PLANNING FOR THE FUTURE DEVELOPMENT OF THE HARBOUR AREA

ACTIONS

- Support the Harbour Secondary Plan Steering Committee
- Continue to analysis and report on environmental conditions
- Undertake Master Design Plan of East Headlands ("The Berm") and Hofhuis Park
- Complete/obtain approval for Harbour Area Secondary Plan
- Create a harbour development reserve fund

TIMING

2019 Environmental conditions report budgeted and commissioned

2020 - 2021 Secondary Plan completed with OP Review

2020 Reserve fund created



GOAL

A THRIVING ECONOMY & SUSTAINABLE COMMUNITY

STRATEGIC DIRECTION 3

ENGAGING RESIDENTS AND BUSINESSES, WE WILL PLAN FOR A SUSTAINABLE PATTERN AND PACE OF OUR CONTINUED GROWTH

ACTIONS

- Official Plan review studies and public engagement
- Incorporation of Harbour Secondary Plan, Affordable Housing Implementation Plan and potential Heritage Conservation District(s)
- Zoning By-Law review following approval of OP amendment(s).
- Development Charges review

TIMING

2019	OP Review initiated (already initiated)
2019 - 2020	OP Review studies, engagement, drafts
2020 - 2021	OP approval
2020 - 2021	Zoning By-Law update initiated
By End Of Term	Zoning By-Law updated adopted
2019	Development charges review initiated
2020	Development charges By-Law approved



GOAL

A THRIVING ECONOMY & SUSTAINABLE COMMUNITY

STRATEGIC DIRECTION 4
WE WILL ATTRACT NEW COMMERCIAL AND LIGHT INDUSTRIAL SMALL BUSINESSES

ACTIONS

- Call for, evaluate and select expressions of private sector interest in re-purposing the Dominion of Canada Warehouse building for commercial business(es)
- Identify how we can more aggressively promote Central Elgin as a business location and engage with potential new businesses
- Work with third parties (including MTO) to maximize employment lands potential
- Develop a plan and sequence (how, when, by whom) for servicing employment lands identified in the Official Plan
- Welcome and support proposals for a public market operation

TIMING

2019	RFI/RFP for Dominion of Canada Warehouse building
2019 - 2020	Develop a program for more aggressive economic promotion
ONGOING	Liaison with third parties to maximize potential
2021 - 2022	Employment lands servicing plan pursuant to OP Review
ONGOING	Welcome market proposals



GOAL

A THRIVING ECONOMY & SUSTAINABLE COMMUNITY

STRATEGIC DIRECTION 5

WE WILL DETERMINE THE POTENTIAL FOR, IMPLICATIONS OF, AND ECONOMIC BENEFITS OF HERITAGE CONSERVATION DISTRICTS FOR SPARTA AND PORT STANLEY

ACTIONS

- Support for Heritage Central Elgin
- Review the 2012 Port Stanley Heritage Conservation District study
- Use the 2012 study to evaluate proposals for new development

TIMING

2019 Review Port Stanley Heritage Conservation District Study

ONGOING Use study to evaluate new proposals in Port Stanley



GOAL CONSERVATION & APPRECIATION OF OUR NATURAL ENVIRONMENT

STRATEGIC DIRECTION 1

WE WILL UPGRADE OUR WASTE MANAGEMENT PROGRAMS

ACTIONS

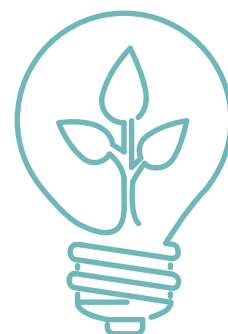
- Implement the two-year pilot project for municipality-wide household waste and recycling "curbside" collection
- Investigate the development and implementation of a system for collection and management of organic wastes via a green bin and composting program
- Welcome initiatives from individual areas within Central Elgin for more advanced waste management within those areas

TIMING

2019 Implementation of curbside collection

2021 Investigate green bin/composting program (to be done earlier if Provincially mandated)

ONGOING Local area initiatives



GOAL CONSERVATION & APPRECIATION OF OUR NATURAL ENVIRONMENT

STRATEGIC DIRECTION 2

WE WILL CONTINUE TO EXPLORE "GREEN ENERGY" OPTIONS

ACTIONS

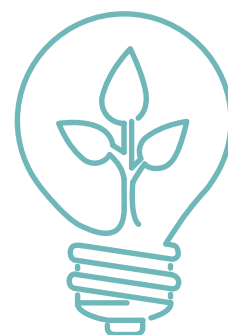
- Monitor the financial advantages of "green energy" options, including funding opportunities, life-cycle costing, and return-on-investment business cases
- Continue to explore "greener" options for municipal operations and facilities
- Welcome creative green energy proposals from the private sector

TIMING

2019 & ONGOING Monitor funding and financial dimension

ONGOING Municipal operations and facilities

ONGOING Welcome private sector creativity



GOAL CONSERVATION & APPRECIATION OF OUR NATURAL ENVIRONMENT

STRATEGIC DIRECTION 3

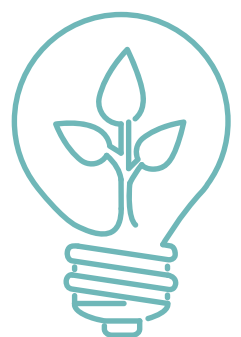
WE WILL ENCOURAGE THE DEVELOPMENT OF TRAILS AND PARKS

ACTIONS

- Welcome initiatives on the part of community organizations to develop and equip park spaces, in accordance with the Parks Master Plan
- Welcome initiatives on the part of community organizations to develop and maintain trails, in accordance with the Trails Master Plan
- Encourage developers to add trails adjacent to new developments in accordance with the Trail Master Plan
- Integrate developed trails and parks into asset management plan

TIMING

ONGOING



GOAL

ADEQUATE, SUSTAINABLE, & AFFORDABLE INFRASTRUCTURE

STRATEGIC DIRECTION 1

WE WILL DEVELOP, ADOPT, MAINTAIN, AND IMPLEMENT A LONG-TERM ASSET MANAGEMENT PLAN

ACTIONS

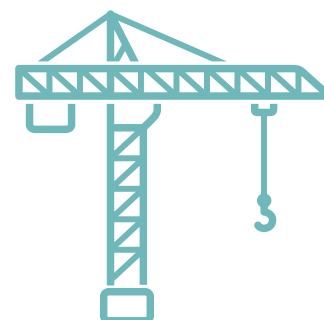
- Continue to inventory all existing infrastructure assets (includes facilities, vehicles and equipment), and their condition
- Review the inventory regularly to add/subtract assets and update condition assessment
- Develop and adopt policies on the adequate level of service to which each class of asset it to be maintained and funded
- Prioritize municipal annual maintenance/repair/replacement work on the basis of need as identified in the asset management plan and level of service policies
- Meet regulatory, funder-required, and liability-avoidance requirements

TIMING

2019 & ONGOING

BY 2020

Adoption of level-of-service policies for the purposes of the development charges By-Law



GOAL

ADEQUATE, SUSTAINABLE, & AFFORDABLE INFRASTRUCTURE

STRATEGIC DIRECTION 2

WE WILL DEVELOP AND ADOPT A LONG-TERM PLAN FOR CAPITAL EXPENDITURES AND FINANCING, INCLUDING DEPT MANAGEMENT

ACTIONS

- Incorporate future capital funding requirements in accordance with the long-term asset management plan and the development charges study
- Identify and pursue non-tax funding sources
- Continue to advocate for adequate and predictable funding from senior governments and for Provincial legislation allowing municipalities to maintain a growth-supportive funding model
- Clarify our outstanding debt and debt structure
- Clarify our capital-purpose revenues and revenue structure
- Clarify our capital-purpose reserve funds

TIMING

2019	Description of status quo and projections for debt/capital revenues/reserve funds
2019 - ONGOING	Advocate with Province for adequate "growth-pays-for-growth" funding
2019 - ONGOING	Integrate Asset Management Plan and DC study into long-term capital financing plan; update financing plan in keeping with asset management plan

GOAL

ADEQUATE, SUSTAINABLE, & AFFORDABLE INFRASTRUCTURE

STRATEGIC DIRECTION 3

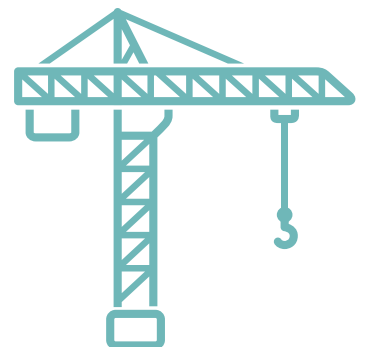
WE WILL COMPLETE THE NEW PORT STANLEY FIRE STATION PROJECT

ACTIONS

- Complete construction and provide furnishings and equipment
- Review response boundaries and station complement, and update the Fire Master Plan, in light of new station
- Dispose of old station and surplus municipal property

TIMING

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|-------------|---|
| 2019 | Tender and commence construction |
| 2020 | Completion |
| 2020 | Review response boundaries and complement |
| 2021 | Dispose of property |



GOAL

EFFECTIVE GOVERNANCE

STRATEGIC DIRECTION 1

WE WILL ENSURE A SMOOTH AND EFFECTIVE SUCCESSION AS MEMBERS OF OUR MANAGEMENT AND STAFF RETIRE; AND WILL MONITOR OUR RESOURCES SO THAT MUNICIPAL FUNCTIONS CONTINUE TO BE CONDUCTED AND EFFECTIVELY AS WE GROW

ACTIONS

- Clarify the objectives and required skills/attributes for all roles, and review regularly
- Provide personal encouragement and financial support for educational opportunities which both assist staff to maximize performance in existing roles and also gain skills and experience required for more advanced roles
- Provide on-the-job training and mentoring for the retention and career growth of staff
- Develop a long-term organization chart which both clarifies our intended succession structure as retirements take place, and identifies human resource requirements in keeping with the projected volume of municipal activity

TIMING

2020	Preparation of role descriptions/skills/attributes for all positions
2020 - 2021	Preparation and adoption of long-term organization plan
ONGOING	Training, mentoring and education of staff



GOAL EFFECTIVE GOVERNANCE

STRATEGIC DIRECTION 2

WE WILL REVIEW WARD BOUNDARIES TO ENSURE APPROPRIATE REPRESENTATION

ACTIONS

- Third-party study to be commissioned (already budgeted)
- Appeals, if any, to be resolved

TIMING

2020 Council adoption of revised ward boundaries

2021 Disposition of appeals, if any (note: legislative requirement that Council decision be made well before 2022 election)



GOAL

EFFECTIVE GOVERNANCE

STRATEGIC DIRECTION 3

WE WILL CONTINUE TO IMPROVE AND DIVERSIFY OUR MEDIA OF COMMUNICATIONS WITH THE PUBLIC AND OTHER STAKEHOLDERS

ACTIONS

- Install "gateway" information signs (underway)
- Investigate, with the County, the possibility of video recording of Council meetings
- Formulate and communicate clear, accurate corporate messages, including this strategic plan, using a variety of channels
- Investigate digital citizen engagement initiatives for public input
- Continue to make citizens aware of existing available channels for communicating with Council and staff and reporting problems
- Experiment with a variety of formats for productive but less formal in-person public meetings, in order to provide accurate information and updates, to provide clear explanation of current issues, and to obtain timely and representative feedback

TIMING

2020	Install "gateway" information signs
2020	Investigate digital citizen engagement options
2020	Report on streaming of council meetings
2019 AND ONGOING	Experimentation with public meeting formats
ONGOING	Clear municipal communications, including strategic plan