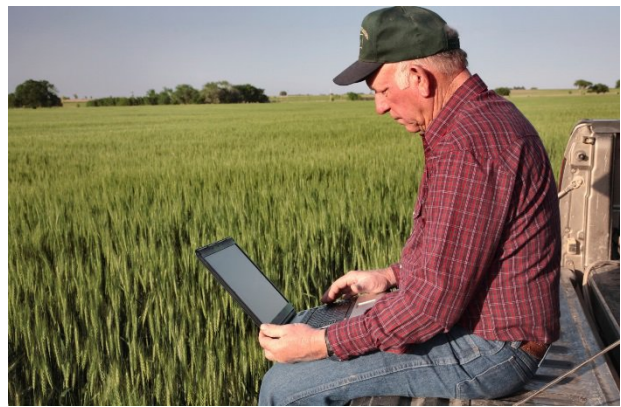
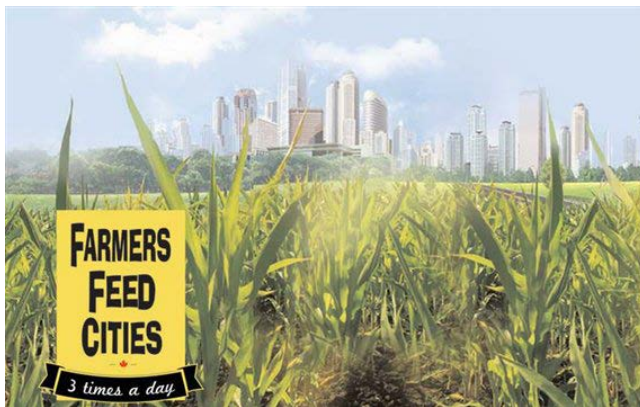




Strategic Plan

Township of Adelaide Metcalfe



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Management and Planning Consultants

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APPENDIX I – Strengths, Weaknesses, Opportunities and Threats

1 Introduction

The Township of Adelaide Metcalfe is a rural area in western Middlesex County with a population of approximately 3,100 people. The Municipality was formed through the amalgamation of the former Townships of Adelaide and Metcalfe. Adelaide Metcalfe is a rural community that has a strong history and heritage of agricultural economic activity, farm life and unique small communities.

It is a place where people like to live due the open spaces; the sense of community and family values; proximity to Strathroy, London and Sarnia; and a host of other perspectives. Over the years, some development has occurred in the community with a new Fire Hall in Kerwood, along with sewers, some limited water facilities and the construction of Highway 402 that traverses the community as does the CNR mainline.

In the summer of 2015, Township Council identified the opportunity to undertake its first Strategic Plan as a basis to identify key priorities and directions to support the Township's growth and sustainability over the next three to five years. The ability to identify priorities for a municipality is a best practice utilized by many communities as a way to invest strategically on the key directions and preferences of the community.

In support of developing the Strategic Plan, a series of focus groups, interviews, and other research were completed and documented in an Environmental Scan Report which is available under separate cover. The Strategic Themes that emerged from the Environmental Scan were used as a basis for a Strategic Planning Workshop held with the five Council members and two senior staff at Kerwood Fire Hall on November, 23rd, 2015. The workshop started with a presentation on key strategic trends and the results of the Environmental Scan, then moved to the development of a strengths, weaknesses, opportunities and threats assessment located in Appendix I. Following the completion of this work, the workshop participants developed a Vision, Mission and set of Principles to guide the Township's strategic directions and decisions. With this in place, the participants undertook the identification of three Strategic Directions, along with multiple strategies in support of those directions. Implementation components were also discussed in terms of priorities, responsibilities and related perspectives.

This document represents the Strategic Plan for the Township of Adelaide Metcalfe as presented to Council in December 2015.

2 Vision

A Vision is like a horizon, it establishes a point in the future that identifies the key goals or directions an organization wishes to realize. It has the capacity to have all an organization's stakeholders move towards it with common cause and purpose. As with a horizon, as one moves towards it, it also moves which reflects the reality of ongoing changes in the operating environment that any organization needs to effectively address on an ongoing basis.

The following Vision was identified for the Township of Adelaide Metcalfe.

A vibrant, engaged and diversified community.

The following themes further describe some of the key perspectives within the Vision.

A vibrant	Identifies Adelaide Metcalfe as an exciting, alive and unique community where people are active, participate and value their sense of community and place.
Engaged	Identifies that the residents of Adelaide Metcalfe are involved in the community. They engage in community organizations, participate in special events, support community initiatives and take responsibility to foster the key values and strengths that the community offers as a place for families, and for their valued rural lifestyle.
Diversified	Identifies that Adelaide Metcalfe is diversified in many ways. Economically, it has agriculture, commercial, industrial, transportation and other economic activities that are vital to its long term sustainability. It is also diversified in that they are rural residents, farm families, villagers and others living in an unique range of places and lifestyles. The Township is also diversified in its age demographics, community perspectives and other features that all contribute significantly to a vibrant and engaged community.
Community	Above all else, Adelaide Metcalfe is a community of people, who come together and value their rural roots and history, support progressive initiatives and work collectively to enhance the quality of life and the sense of community that is Adelaide Metcalfe.

3 Mission Statement

A Mission Statement informs a reader of the essence and fundamental of the Township of Adelaide Metcalfe. In application terms, every strategic and operational decision the Township makes, should align and support its Mission Statement. If a decision is being considered that does not align with the Mission Statement, then the Township should ask why it should make such a decision or whether it is time to review its Mission.

The following Mission Statement has been developed for the Township of Adelaide Metcalfe.

We are a rural municipality committed to delivering quality and affordable services that:

- ***Enhance resident quality of life.***
- ***Support progressive economic development.***
- ***Sustains the viability of our community.***

The following material provides some additional perspectives on the Mission Statement themes.

We are a rural municipality

Identifies the context and nature of Adelaide Metcalfe. It is a municipality under the Municipalities Act of Ontario. It is rural in its history, heritage and context. The context of being a rural community is highly valued, supports the desired lifestyles of the residents and is the basis upon which the community grows, develops and operates.

Committed to delivering quality and affordable services

Identifies what the Township, as a municipality, is focused on, mandated to do and undertakes every day. The Township, through its Council and staff, supported by members of the community, develops and delivers quality services that are important to the residents, businesses and agricultural dimensions of the community. These services need to be of high quality and add value to community life and the economy. Also, these services need to

	be affordable so that residents and businesses can utilize them effectively, and so they do not impact taxes and service fees to the point where the Township loses its competitiveness or impacts its sustainability.
Enhance resident quality of life	Identifies one the primary outcomes of the Township’s purpose and operations. They are mandated to and must enhance resident quality of life in order to attract and retain residents, and create that unique, vibrant community for families that is highly valued.
Support progressive economic development	Identifies a second primary area of effort for the Township. Economic development is vital in terms of creating employment opportunities, attracting residents and positively impacting property assessment and taxes. Economic development is fundamental in terms of creating a vibrant and sustainable community, and in constantly supporting the values of the community.
Sustain the viability of our community	Everything the Township undertakes, is linked to and needs to support the sustainability of Adelaide Metcalfe as both a Township and a community of people. Its rural lifestyle, sense of community, history and heritage and other perspectives are highly valued. Sustaining Adelaide Metcalfe as an effective and affordable municipal entity is an important responsibility of the Township in all its decisions and actions.

4 Principles

Principles act as decision lenses within a Strategic Plan. They are tools that decision-makers need to utilize to assess all decisions to determine whether they are aligned with the key Principles and Values of the community and with the Strategic Plan.

The following Principles have been identified for the Township of Adelaide Metcalfe.

We believe...

<i>Agriculture</i>	That agriculture is the economic foundation of the Township, and the Township as a community.
<i>Balanced growth</i>	In pursuing economic development initiatives that balance the diverse needs of agriculture and residents in our rural community.
<i>Community</i>	In continually fostering the profound sense of community that exists in Adelaide Metcalfe, and our unique places and heritage.
<i>Engagement</i>	In continually engaging our residents through multiple communication approaches in the planning and development of our community and the decisions of Council.
<i>Environment</i>	In effectively conserving our environmental resources in harmony with agricultural best practices and sustainable development.
<i>Fiscal Feasibility</i>	In pursuing Township initiatives that are economically sound, add value for the funds invested and are feasible in both their capital and operating perspectives.
<i>Compliance</i>	In being compliant with all regulatory and statutory requirements of a municipality in the Province of Ontario and with the Government of Canada.
<i>Progressive</i>	In developing an organizational culture within the Township that fosters innovation, continuous learning and improvement and is responsive to community trends and resident needs.
<i>Accountability</i>	In being accountable to our ratepayers for the use of the financial resources provided, the decisions we make on their behalf, and being transparent and acting with integrity in all that we do.

5 Strategic Directions

Strategic Directions and their aligned strategies identify the priorities that the Township of Adelaide Metcalfe believes it needs to be focused on over the next three to five years in order to realize the Vision and Mission of the community. The strategies will be further developed through an implementation plan and will become the focus of what will be undertaken by Council and staff in advancing the Strategic Plan.

The following Strategic Directions have been established for the Township of Adelaide Metcalfe for the 2016 to 2020 period.

1. Growing Our Economy Through a Diversified Economic Development Plan.

- 1.1 In alignment with the 2016 Official Plan Review, potentially as a separate policy development initiative, to assess and develop recommendations on a new Land Severances Policy, particularly focused on surplus residential dwellings resulting from farm consolidations, and possibly other forms of severances in non-agricultural areas of the Township.

“Saving houses, i.e.: severance for more affordable housing was the second strongest area of identification.”

- 1.2 To actively advocate and to take steps where viable to increase natural gas, high speed internet and water services distribution within the Township, particularly aligned with identified economic growth areas.

- 1.3 To develop a strategy to improve Township roads and infrastructure, particularly related to increasing the number of tar and chip road surfaces.

“Most significant opportunity was to improve the roads.”

- 1.4 To develop a two pronged commercial and business development strategy that capitalizes on development opportunities associated with:

- The Highway 81 corridor
- The possible longer term development of the Kerwood Road and Highway 402 interchange.

- 1.5 To develop a marketing and branding strategy that actively supports and advances the Township’s Economic Development Plan on an ongoing basis.

2. Building Our Community

“The dominant strengths were quality of rural life, unity, sense of community, small town scale and being safe, cited across all four geographical areas. ”

- 2.1 To develop strategies that will continually foster the positive development, uniquenesses, capacities and values of Adelaide Metcalfe’s hamlets and villages, possibly utilizing Community Improvement Plans where feasible.
- 2.2 To pursue opportunities to develop a potential community hub in Kerwood, as well as to undertake Kerwood Park improvements.
- 2.3 To develop a strategy that actively enforces Township by-laws on a current and timely basis, particularly related to property standards.
- 2.4 To utilize onsite and technologically-based communications strategies to improve community and resident engagement in the planning, development and decisions of the community.

3 Enhancing Township Governance and Operations

- 3.1 To develop a multi-channel, annual communications plan to better inform residents and businesses on emerging trends, key decisions being addressed, activities and events, economical development opportunities and a host of other communication elements.
- 3.2 To significantly improve access to Township resources, both onsite and through technology related to meeting agendas and minutes, plans and strategies, bylaws, archives and other items.
- 3.3 To take steps to review and improve Council governance practices, and Council-staff team unity and skills development requirements.
- 3.4 To continually assess and pursue opportunities for partnerships and collaborative initiatives that will enhance Township opportunities, funding and sustainability.

The first Strategic Direction focuses on the absolute need for the Township to actively pursue a diversified economic development strategy. An [Economic Development Plan](#) is needed that guides and directs Township actions and investments in retaining and attracting businesses and residents, whether agriculture, commercial, industrial or service sector, as a means to increase property assessment, stabilize

mill rates, create employment opportunities and to significantly improve the sustainability of the Township.

The first strategy within this Strategic Direction focuses on the need to review the Severance Policy within the Official Plan. This initiative is likely best undertaken as a separate point of discussion and decision, but needs to eventually align with the 2016 Official Plan Review. The focus of this initiative is primarily on surplus residential properties that emerge from farm consolidations within an ownership, not a leasing / rental context. Housing is being lost due to the current policy resulting in the loss of affordable housing, potential residents and residential property taxes.

Other perspectives within this policy initiative, could involve different forms of severances in other areas of the community on non-agricultural lands, such as around Napier and other communities.

The second strategy focuses on the need to achieve a much greater distribution of natural gas, high speed internet and water services across the Township, especially related to key development areas like Kerwood. Without these types of services, attracting both residents and businesses will be extremely difficult and will be a major constraint. Active advocacy and related initiatives are needed both alone and in partnership with the County, service providers and others.

The third strategy involves Township roads and infrastructure which represent significant points of investment and assets that support both the quality of life of residents and economic development. A key consideration that has emerged is the economic benefits to tar and chip more roads and to continually improve municipal infrastructure as a key point of investment, both to preserve current assets as well as to enhance their performance and capabilities in meeting the evolving needs of residents and businesses.

The fourth strategy focuses on two key economic development zones. The first is the Highway 81 corridor out of Strathroy to Highway 402. The Township does not own land in this area, and there has been some active efforts on development prospects. However, there is a universal perspective that this is an immediate opportunity that needs to be capitalized on via direct action by the Township, either alone or with others, moving from a gravity development marketing perspective to a more proactive approach by the Township. Economic development is key to increasing property assessment, providing more employment and to positively impact all property taxes.

The second dimension of this strategy, is to look at the prospects in the 2016 Official Plan Review and other policy perspectives on the potential long term economic development of the Kerwood Road and Highway 402 interchange. Interchanges have become increasingly important locations for transportation, service commercial and other types of economic development that may be available in the Township on a longer term basis.

The fifth strategy focuses on the need to develop a marketing plan, and a branding and identification strategy that supports all the economic development issues for both business and the retaining and attracting of residents. This needs to be an integrated strategy that the Township actively pursues over time to create greater awareness of the Township's quality of life, locational benefits with the highways and CNR mainline, and as a place where people want to come, live and work.

The second Strategic Direction focuses on the continuing need to [build the community of Adelaide Metcalfe](#). It is a unique community where people value the land, the rural lifestyle, agriculture and the particular sense of community where people help one another, know one another, where it is a good place to raise families, and people feel safe and welcomed. These attributes are vital to the community and need to be sustained and invested in, in order to position Adelaide Metcalfe as an attractive place to live, work and play.

The first strategy within this Strategic Direction, focuses on the continuing need to foster the ongoing uniqueness and value of the diversified hamlets and villages within Adelaide Metcalfe. Each one is different, and has different offerings and strengths. Identifying their uniqueness's and investing in the aspirations of the residents and their assets is important in building that diversified but unified sense of community and attractiveness. One of the tools that can be utilized in this endeavour, is the use of Community Improvement Plans where there are specific initiatives and strategies available to support defined geographical-based community development.

The second strategy involves short and long term perspectives around the development of a community hub. The first component could be working with community and local funders to enhance Kerwood Park which is the premier outdoor recreation venue within the community. It will be important to gather community perspectives and to develop a strategy and have funding by the community in a way that brings additional opportunities and activities to this important site.

The second dimension of this strategy is the possibility of developing a community hub in Kerwood that would align with the Park and Fire Hall. This hub could involve a new central garage and salt / sand silo, municipal offices and possibly other services that could create a sense of a central place and focus for the overall community to gain access to these important services.

The third strategy was one that was widely identified in the focus groups and community survey responses. It involves the need for Township to actively enforce key bylaws which are felt to be needed in order to enhance the unity and livability of the community. The most pronounced bylaw enforcement perspective involves property standards, primarily in Kerwood. Active enforcement will be important in terms of both enhancing the environment and liveability of the community, but also to identify what the expectations and standards with respect to properties are in the community, and to reduce the sense of greyness that has emerged.

The fourth strategy involves improving community information and engagement where feasible. This involves trying to support volunteerism, community organizations, special events and activities and host of other initiatives that are a dynamic part of and contribute significantly to the quality of community life. It is vital that the residents of the Township take ownership on these dimensions of community life as the Township is small and does not have a lot of resources to invest in key areas that might be found in urban centres.

The strategy also involves developing multiple public input processes to source resident and business opinions, perspectives on key decisions, plans and strategies. Public engagement and input is vital in informing both Council in administrative decisions, and is a key expectation in achieving an engaged and involved community who have high affinity and support for the Township.

The third Strategic Direction involves [enhancing Township governance and operations](#). Considerable commentary was received within the Environmental Scan on how governance could be improved and key dimensions of Township administration enhanced. This will be important in terms of supporting engagement by residents, as well as building value and affinity amongst residents and businesses for their Township.

The first strategy within this Strategic Direction is the need to develop a multi-channel, annual [communications plan](#) that reaches out on an active basis to all dimension and generations of the community. Communicating special events, key governance decisions, changes in municipal operations, economical development opportunities and a host of other perspectives would be incorporated across print, social media, video and other platforms.

The second strategy involves improving resident and business access to Township materials, information and related perspectives. Technology will have an important dimension in this strategy related to ensuring that Council agendas, minutes and decisions; municipal information and materials; archives; bylaws and policies; and other elements can be accessed both via the internet or more conveniently onsite. This is a step that build affinity and support for the community, and will result in better informed and engaged residents and businesses.

The third strategy focuses on developing a more unified and better functioning Council and staff team which is an important early step in the implementation of the Strategic Plan. This strategy recognizes the need to respond to some key challenges that currently exist, as well as ensuring that Council members and staff continually build their skills and capacities to undertake their leadership and functional roles on behalf of the community. Effectively responding to these challenges and to continually improving capacities is a key strategy for long term success.

The fourth strategy involves the continuing pursuit of partnerships and collaborative initiatives that leverage Township assets and capacities. Many of the initiatives within the Strategic Plan, and those that will emerge over time, may be best undertaken through partnerships with other municipalities, community organizations, funders, the County and senior governments, businesses and others. Not everything has to be undertaken alone by the Township. Therefore, there needs to be a continuing focus on and pursuit of partnerships in all decisions to assess their benefit, leveraging capacity and feasibility.

6 Implementation

6.1 IMPLEMENTATION PLAN

The following charts provide a framework for developing the implementation plan for the Township of Adelaide Metcalfe's Strategic Plan.

The implementation plan represents a roadmap that guides the specific activities undertaken in support of the Strategic Directions and strategies. However, this roadmap must also remain flexible as change continues to evolve within the operating environment and other impacts will occur that will create the need to adjust/amend priorities, methods and activities of the implementation plan.

Implementation will be primarily undertaken by administration via direct recommendations to Council on individual initiatives and / or via the annual budgetary process. Council would then approve the initiatives and administration would undertake implementation.

Council will need to directly lead any initiative that involves governance considerations, such as the first part of Strategic Direction 3, Strategy 3.3

The following priority setting framework could be considered.

A	B	C
Activities within the various Strategic Directions that are the highest priority and need immediate initiation, though they may take a shorter or longer time to be completed. Also represent activities that may need to be completed before other activities can be initiated, as the follow-up activity may be dependent on the outcomes of an A priority activity;	Involves activities that are dependent on another activity to be completed first or can be initiated in the second or third year of the Strategic Plan's implementation as they may not have imminent requirements;	Activities that are important to the organization, but could be undertaken in years three to four, depending on the resources and capacities of the organization to implement the multiple objectives within its Strategic Plan

6.2 STRATEGIC PLAN REVIEW

A three-part Strategic Plan review process is identified for the Township of Adelaide Metcalfe:

- Quarterly, Township Administration should report to Council on the progress being made on the Strategic Plan's implementation.
- Annually, the Council and senior staff should complete a review on the following:
 - Actions taken
 - Barriers occurring
 - Recommendations on revisions and new inputs
 - Other key information
- Every year, the Council and senior staff should allocate a block of time to review the Strategic Plan, the key inputs, changes in the operating environment and make appropriate adjustments to the timing, tasking and related dimensions of the Strategic Plan's implementation.
- Every three years, the Board and senior staff should engage in a full review process similar to this current initiative in order to ensure the relevancy, timeliness and scope of the Strategic Plan in moving the Township towards the realization of its Vision and Mission.

Priority / Task			Timeline
1.	Growing Our Economy Through a Diversified Economic Development Plan.		
A	1.1	In alignment with the 2016 Official Plan Review, but as a potentially a separated policy development initiative, to assess and develop recommendations on a new Land Severances Policy, particularly focused on surplus residential dwellings resulting from farm consolidations, and possibly other forms of severances in non-agricultural areas of the Township.	2016
A-C	1.2	To actively advocate and to take steps where viable to increase natural gas, high speed internet and water services distribution within the Township, particularly aligned with identified economic growth areas.	Annually 2016 to 2020
B	1.3	To develop a strategy to improve Township roads and infrastructure, particularly related to increasing the number of tar and chip road surfaces.	2017
	1.4	To develop a two pronged commercial and business development strategy that capitalizes on development opportunities associated with:	
A		<ul style="list-style-type: none"> The Highway 81 corridor 	2016 and Ongoing
C		<ul style="list-style-type: none"> The possible longer term development of the Kerwood Road and Highway 402 interchange. 	2018 and Ongoing
A	1.5	To develop a marketing and branding strategy that actively supports and advances the Township's Economic Development Plan on an ongoing basis.	2016

Priority / Task			Timeline
2.	Building Our Community		
<i>B-C</i>	2.1	To develop strategies that will continually foster the positive development, uniquenesses, capacities and values of Adelaide Metcalfe's hamlets and villages, possibly utilizing Community Improvement Plans where feasible.	2017
<i>B-C</i>	2.2	To pursue opportunities to develop a potential community hub in Kerwood, as well as to undertake Kerwood Park improvements.	2017 and Annually
<i>A</i>	2.3	To develop a strategy that actively enforces Township by-laws on a current and timely basis, particularly related to property standards.	2016
<i>A-C</i>	2.4	To utilize onsite and technologically-based communications strategies to improve community and resident engagement in the planning, development and decisions of the community.	2016 and Ongoing
3	Enhancing Township Governance and Operations		
<i>A</i>	3.1	To develop a multi-channel, annual communications plan to better inform residents and businesses on emerging trends, key decisions being addressed, activities and events, economical development opportunities and a host of other communication elements.	2016
<i>A-B</i>	3.2	To significantly improve access to Township resources, both onsite and through technology related to meeting agendas and minutes, plans and strategies, bylaws, archives and other items.	2016 and 2017

Priority / Task			Timeline
A A-C	3.3	To take steps to review and improve Council governance practices, and Council-staff team unity and skills development requirements.	2016
	3.4	To continually assess and pursue opportunities for partnerships and collaborative initiatives that will enhance Township opportunities, funding and sustainability.	2016 and Ongoing

APPENDIX I

Strengths, Weaknesses, Opportunities and Threats

Strengths

- The available development corridors and the location of the Township with the highways and rail line.
- The strong and diversified agricultural base in the Township.
- A good roads network
- The presence of interesting and diverse communities across the Township.
- The family focused and community values that define the Township.
- The strong volunteer Fire Department and facility.

Concerns / Issues / Weaknesses

- The impacts of the current severances policy.
- The untarred and unchipped roads, and the potential loss in gravel and ongoing maintenance costs.
- The lack of water, high speed internet and natural gas services.
- The current level of enforcement of the property standards bylaw.
- The reality there is not currently a unified team within Township governance and administration.
- The existence of a historical culture of the status quo.

Opportunities

- Commercial development along the Highway 81 corridor and the Kerwood / 402 interchange.
- Enhancing the uniqueness of the hamlets and villages.
- Partnering with other municipalities and others on services and other strategies.
- Building on the sense of the community and quality of life that exists within Adelaide Metcalfe.
- More effectively utilizing available County services.
- Working with the Conservation Authority and other parties on developing community trails, the natural heritage and conserving our environmental assets.
- Using the 2016 Official Plan Review to assist in changing key strategic directions and priorities.

Threats

- The capital and operating costs to undertake some of the key initiatives and the impact that could have on taxes.
- Downloading from senior governments that could increase operating costs.
- Not growing property assessment levels which could impact the long term sustainability of the Township.
- Staying status quo in operating environments that are continually changing and evolving.
- County expanding its services and moving towards a one tier government structure.
- Any loss of resident affinity and value for Adelaide Metcalfe