

Township of Adjala-Tosorontio

2015 COMMUNITY BASED STRATEGIC PLAN



Adjala-Tosorontio
Community-Based Strategic Plan



December 14, 2015



INTRODUCTION

With a current population of just under 11,000 people, the Township of Adjala-Tosorontio is preparing for the future.

Strategic Plans were prepared by the Township in 1996 and 2003, but times have changed. Growth has been sluggish in the last few years, however, new homes and businesses ARE expected. Council, resident, business and staff priorities have also changed - this needs to be reflected in Township documents.



Front Row: Mary Small Brett (Mayor), Steve Wynnyk (Vice Chair), Doug Mein (Chair), Mike Brennan

Back Row: Tom Cook, Chantale Gagnon, Glenn Mason, Jacque Tschekalin (Director of Planning)

The **Community Based Strategic Plan (CBSP)** is a document that provides a framework to guide decisions that will help us attain the Township's **Vision**. It identifies **Strategic Goals** and **Objectives**, and establishes **Action Items** to inspire success.

The **CBSP** provides updated directions for the Township's Council, employees, residents and businesses for the next 20 years. Most **Action Items** are anticipated to be accomplished in the next four (4) years, but many of the overarching strategies will take longer to fully embrace (hence the 20 year timeframe). It is anticipated that this particular document will remain in place until 2019, and be reviewed and updated during the first year of every new Council's term of office.

This document also gives 'public opinion' a higher weighting than was the case when earlier Strategic Plans were developed. Significant public consultation (with residents and businesses) in addition to input from Council, staff and the locally-manned Strategic Plan Committee has led to the "Community Based" reference in the title.

Thank you to all who participated! You've helped to create a document we can all be proud of.

*“A Town is not gauged by its length and width,
but by the broadness of its dreams.”*

- Herb Caen





ADJALA-TOSORONTIO'S VISION

Public consultation was a vital part of the project. Here are some ideas our community members though were important:

BRANDING THE TOWNSHIP

Fiscal responsibility

ACCESSIBILITY

SUSTAINABILITY STANDARDS FOR NEW DEVELOPMENT

Develop Hwy 89 Employment Lands

Connectivity

MAINTAIN RURAL CHARACTER

ENVIRONMENTAL PROTECTION FINANCIAL SUSTAINABILITY

Increased Transparency

MORE RECREATION STAKEHOLDER ENGAGEMENT

PROMOTE TOURISM Accountability

Identify local natural heritage features

INFORMATION AVAILABLE TO PUBLIC EARLIER

Responsive to all ages and abilities

Services for youth and elderly Improve Internet Service

CONSIDER CLIMATE CHANGE

MORE OPPORTUNITIES TO ADDRESS COUNCIL

Community Involvement Opportunities

Support environmentally sustainable agricultural practices



ADJALA-TOSORONTIO'S VISION

Vision Statement

***“To enrich our agricultural,
rural and residential
heritage,
by promoting a safe,
healthy, inclusive,
environmentally and
economically sustainable
community.”***

A “Vision Statement” identifies the principles upon which the CBSP is developed - it is the foundation for identifying what we want to do, and why we are doing it.

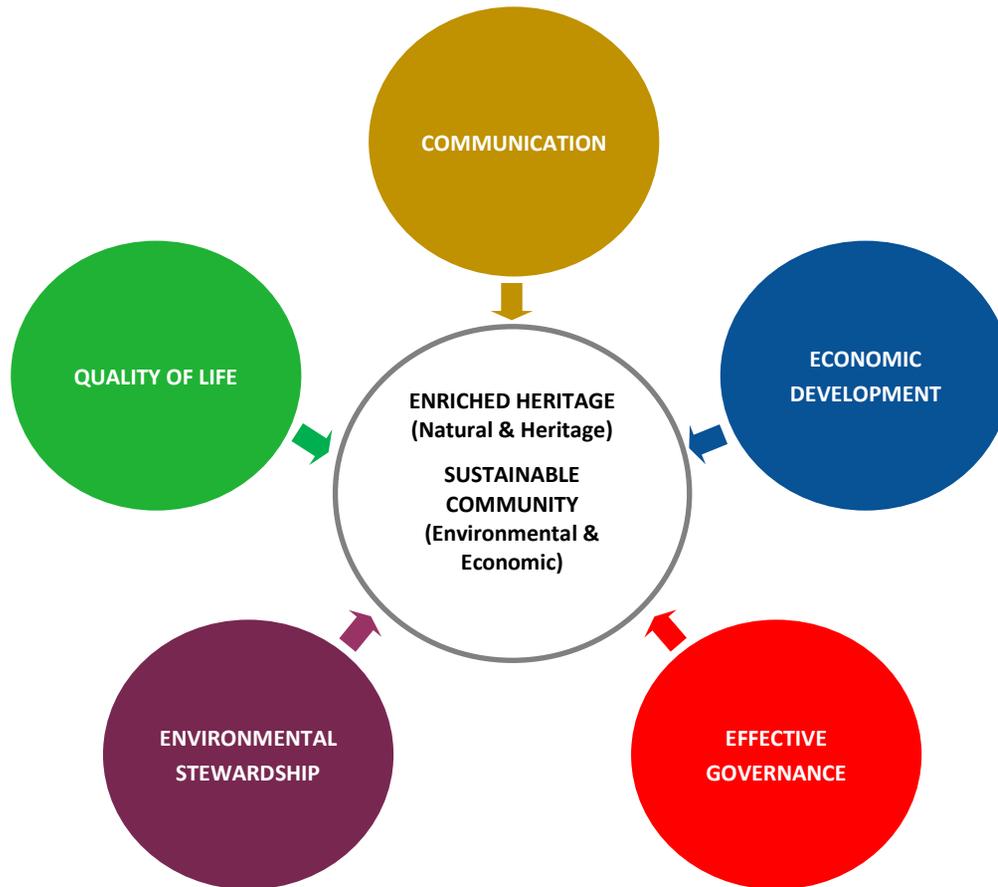
Based on feedback received during the process, the 2003 Township “Community Vision” has been updated to reflect current local opinions. It signifies our desire to recognize and enrich our heritage (both natural and historical) and to ensure our community is sustainable (both environmentally and economically).



Council Members—Front Row: Deputy Mayor Doug Little, Mayor Mary Small-Brett
Back Row: Councillor Scott Anderson, Councillor Bob Meadows,
Councillor Floyd Pinto, Councillor Sam Keenan and Councillor Dave Rose



ADJALA-TOSORONTIO'S STRATEGIC GOALS



Time Frame Terms:

S = Short Term (next 4 years)

M = Med. Term (5 to 9 years)

L = Long Term (10 to 20 years)

S-L = to be completed in the short term and for continuation

S>L = to be started in the short term and completed over a longer term

The CBSP Vision is supported by Five Strategic Goals identified by the community:

- ◆ **COMMUNICATION**
- ◆ **ECONOMIC DEVELOPMENT**
- ◆ **EFFECTIVE GOVERNANCE**
- ◆ **ENVIRONMENTAL STEWARDSHIP**
- ◆ **QUALITY OF LIFE**

These Goals provide the framework for implementing the CBSP. Further elaboration on how the Township will meet these Goals is provided through a series of Objectives and Action Items identified for each of the Five Strategic Goals.

The following pages list the Objectives and Action Items identified for each of the Five Goals. They represent what the community said was needed to attain the identified Vision, enrich our heritage and ensure a sustainable community.



COMMUNICATION

“To promote opportunities to engage all stakeholders and to strengthen community involvement and connectivity.”

COMMUNICATION

Objectives:

- ◆ To continue to support timely and open communication between Council, staff, residents and businesses using traditional avenues and emerging technology
- ◆ To investigate opportunities that support seamless internet and mobile device access to/from all areas of the Township

Action Items:

1. Develop a comprehensive communication policy for internal and external communications **(S)**
2. Develop a community engagement strategy to assist public relations and provide new opportunities for public input to Council **(S)**
3. Increase public education opportunities related to access to Council and other Township Information **(S)**
4. Formalize the process for, and continue to issue, mailed quarterly newsletters **(S-L)**
5. Continue to update and improve the Township website:
 - Make it more user friendly (accessible, interactive, and up-to-date) for all stakeholders **(S)**
 - Provide a broader range of information about Township services, policies and processes **(S)**
 - Continued review and update of Township website contents (at least monthly) **(S)**
6. Work with other partners to overcome existing internet coverage gaps in the Township **(S-L)**



ECONOMIC DEVELOPMENT

“To promote economic opportunities that meet the needs of the community and are financially and environmentally sustainable.”

ECONOMIC DEVELOPMENT

Objectives:

- ◆ To encourage an increase in the number and types of businesses and jobs in the Township
- ◆ To promote environmental protection with the development of new business opportunities
- ◆ To enhance economic development in the Township

Action Items:

1. Develop an Economic Development Strategy, including opportunities to increase tourism in the Township **(S>M)**
2. Promote the development of the Highway 89 Lands, including a review of servicing options **(S>L)**
3. Develop and maintain a complete and current inventory of all businesses located in the Township **(S)**
4. Develop a branding and marketing strategy for Adjala-Tosorontio **(S>M)**
5. Develop and maintain partnerships with the County of Simcoe and surrounding municipalities that support local business development **(S)**
6. Encourage environmentally friendly businesses **(S>M)**
7. Maintain and develop Federal, Provincial and County contacts to assist with encouraging local economic development, particularly in regard to funding opportunities **(S)**





EFFECTIVE GOVERNANCE

“To provide governance (Council and Staff) that is responsive to the needs of its residents in a manner that is open, transparent and fiscally responsible.”

EFFECTIVE GOVERNANCE

Objectives:

- ◆ To implement all elements of the Community Based Strategic Plan
- ◆ To protect and maintain Township infrastructure in a manner that supports sustainable development and energy conservation
- ◆ To maintain a fiscally responsible and sustainable Township
- ◆ To ensure Township staff continue to be appropriately trained and skilled

Action Items:

1. Review and optimize the Committees of Council structure including creating clear and concise terms of reference **(S)**
 2. Require the CAO to submit a completed “CBSP Implementation Progress Report” to Council twice per year **(S)**
 3. Conduct a minimum of two (2) “Council Open Houses” per year **(S)**
 4. Require, as a standing procedure, all reports to Council to identify the part(s) of the CBSP that are relevant to the report **(S)**
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EFFECTIVE GOVERNANCE

“To provide governance (Council and Staff) that is responsive to the needs of its residents in a manner that is open, transparent and fiscally responsible.”

Action Items (cont'd):

5. Establish a customer service policy and provide regular customer service training to all staff **(S-L)**
6. Publish an organization chart to assist the public with understanding how the Township functions **(S)**
7. Evaluate the potential to use alternate methods of voting (e.g., by mail and/or electronically) and other methods to increase voter turnout for future Township elections **(S)**
8. Review options to enable ratepayers to make payments to the Township electronically **(S)**
9. Update policies related to By-law enforcement to be more pro-active with infractions that are within the jurisdiction of the Township **(S)**
10. Encourage Township decisions related to municipal operations to support energy conservation, wherever possible **(S-L)**
11. Continue to complete long-term financial projections for operating and capital budgets, based on CBSP requirements **(S)**
12. Continue annual Financial Reporting, in a public forum, that links budget items to Community Based Strategic Plan Action Items **(S-L)**
13. Review opportunities for Township initiated activities that facilitate greater involvement in the community **(S-L)**



ENVIRONMENTAL STEWARDSHIP

“To promote responsible use and protection of the natural environment through conservation and sustainable practices, in areas that fall under the jurisdiction of the Township”



Objectives:

- ◆ To foster leadership on environmental issues (water, soil, habitat) by ensuring that the appropriate documentation and processes are in place to protect the features that are important to the community
- ◆ To promote practices that reduce negative environmental impacts and the consumption of resources
- ◆ To protect and enhance the health of existing forests, groundwater aquifers, and streams
- ◆ To continue to review opportunities for the development of alternate energy

Action Items:

1. Develop a comprehensive Environmental Master Plan documenting features that are important at the local level and to identify actions to protect those features and to promote Environmental Stewardship opportunities **(S>M)**
2. Update the Township’s Official Plan to take climate change into consideration by protecting and/or creating: environmental features and functions; water resources; agricultural lands; tree canopies; dark skies; and, scenic vistas **(S>L)**
3. Identify options to promote environmentally responsible construction, based on internationally recognized design standards such as Leadership in Energy and Environmental Design (LEED) **(M)**

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ENVIRONMENTAL STEWARDSHIP

“To promote responsible use and protection of the natural environment through conservation and sustainable practices, in areas that fall under the jurisdiction of the Township”

Action Items (cont'd):

4. Support environmentally friendly agricultural practices **(S-L)**
5. Work with other government and non-government agencies to investigate opportunities for funding and cost-sharing for environmental-related projects **(S)**





QUALITY OF LIFE

“To promote activities that foster physical, mental and social well-being for people of all ages and abilities.”

QUALITY OF LIFE

Objectives:

- ◆ To promote a balanced, safe, healthy and age-friendly lifestyle throughout the Township
- ◆ To promote housing opportunities and services to support people of all ages and abilities
- ◆ To maintain levels of service provided for recreational facilities and to determine future needs
- ◆ To preserve, promote and protect the natural heritage and traditional cultural values of the Township

Action Items:

1. Review opportunities to facilitate the construction of affordable housing types while providing a wide range of options for families, disabled persons and an aging population **(S>M)**
2. Develop a Sustainability Plan (environment/economy/culture) for the Township **(M)**
3. Update the Recreation Master Plan for the Township **(M)**
4. Continue to review opportunities for public transit and other modes of transportation that improve residents' mobility, in partnership with other agencies/agents **(M)**
5. Ensure continued physical accessibility to all public municipal buildings **(S-L)**
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QUALITY OF LIFE

“To promote activities that foster physical, mental and social well-being for people of all ages and abilities.”



Action Items (cont'd):

6. Support events that foster community involvement and interaction, and encourage positive relations between new and long-term residents **(S-L)**
7. Develop opportunities to promote and educate local residents on the heritage and history of the Township **(S)**
8. Explore options to foster support of younger and older residents of the Township **(S)**
9. Promote accessibility of services to residents regardless of their specific circumstances, and in accordance with the Township's Multi-Year Accessibility Plan **(S-L)**
10. Encourage health services options within the community **(M)**
11. Update the Roads Master Plan to identify minimum operational and service standards **(M)**
12. Develop a Fire and Emergency Services Master Plan to identify minimum operational and service standards **(M)**



TRANSLATING THE PLAN INTO MEASURABLE ACTIVITIES

It's all well and good to develop an articulate new Community Based Strategic Plan, but how do we make sure it doesn't end up sitting on a shelf?

One of the key changes from the last Strategic Plan is the identification of Action Items that are practical and measurable.

Council and Staff will be responsible for ensuring that all Township activities and decisions relate to at least one of the Strategic Goals. In addition, Council and Staff will be responsible for completing the Action Items that have been identified.

How the Strategic Goals are being met will be managed in three (3) ways:

1. All reports that are submitted to Council will contain a reference indicating what section of the 2015 CBSP the report is related to.
2. An CBSP Implementation and Progress Report will be presented publicly to Council at least twice a year, indicating what progress is being made on each of the Action Items.
3. An evaluation of the impact of the progress made on Action Items in the term of this Plan will form an integral part of the development of policies in future Plans.



All photos in this document were taken in the Township by residents. Thank you to everyone who participated, provided comments, and/or submitted photos.

For more information please contact the Township at 705-434-5055 or www.adjtos.ca.

Alternate formats are available upon request by contacting the Clerk's Department at 705-434-5055 or bkane@adjtos.ca.