

# Strategic Action Plan 2020

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TOWNSHIP OF ASHFIELD-COLBORNE-WAWANOSH



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ASHFIELD-COLBORNE-WAWANOSH

## INTRODUCTION

On Thursday, October 31<sup>st</sup>, 2019, the Council and Senior Staff of the Township of Ashfield-Colborne-Wawanosh participated in an Action Planning Workshop, facilitated by Vicki Lass, Agriculture and Rural Economic Development Advisor with the Ontario Ministry of Agriculture, Food and Rural Affairs.

The following is a summary of the conclusions that were gathered during the day, with three specified Strategic Actions Items to complete.

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# Visioning

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The group was asked to write a letter to themselves, from the future, and describe what life is like in ACW. Groups then shared their letters and highlighted common phrases or words. These words helped to develop the Priorities of ACW.

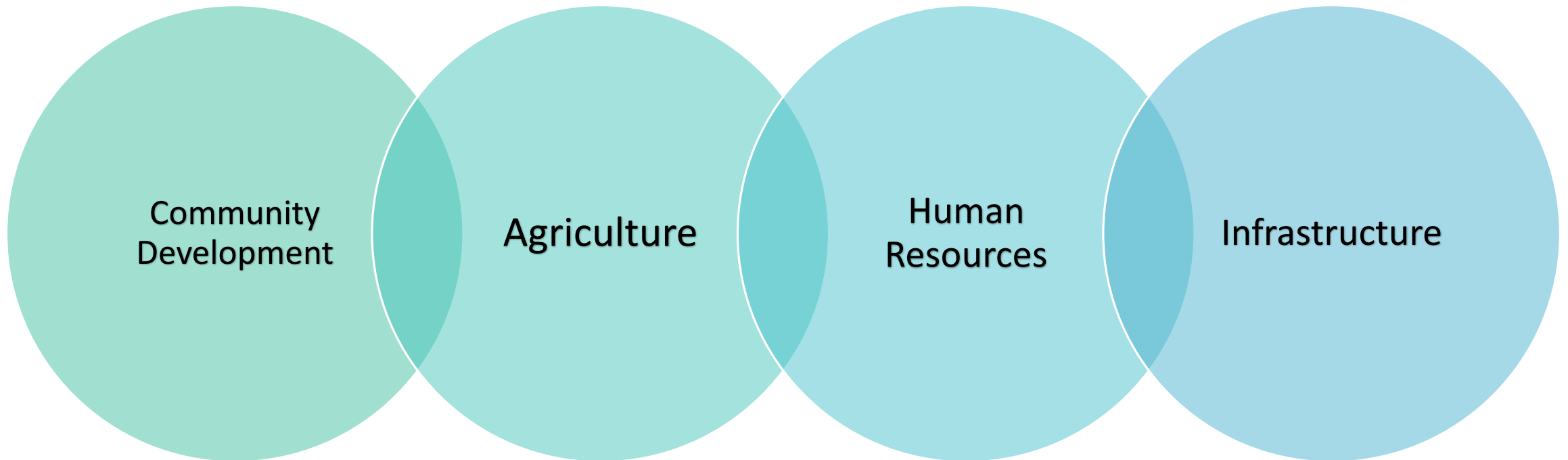
*Attainable & Affordable Housing • High Speed Internet • Sustainable Community Hubs • Commercial Development  
Addition Complete • Community Cohesion through Networks and Education  
Improvement Development Policy – Tiny Houses, Multiple Units, including Residential and Agricultural  
Office Support Value Added Agricultural Industries • Leadership in Development of Community and Infrastructure  
Staff Autonomy and Council Support • Appropriate Resources – Financial, Staff and Space  
Role of Council Changed – Community Cohesion/Hub/Connector • Access to Natural Gas • Erosion Control  
Housing in Dungannon, Port Albert and Converting Seasonal to Year-Round • Welcoming new businesses including cannabis • Safe Communities  
Growth for the Amish Community Opportunities for Bruce Power Employees Reasonably Low Taxes – Value for Dollar • Growing the Municipality  
Supporting Community • Staffing in Place / Accommodations • Airport Collaboration*

The most commonly used word is **COMMUNITY**.

# Priorities

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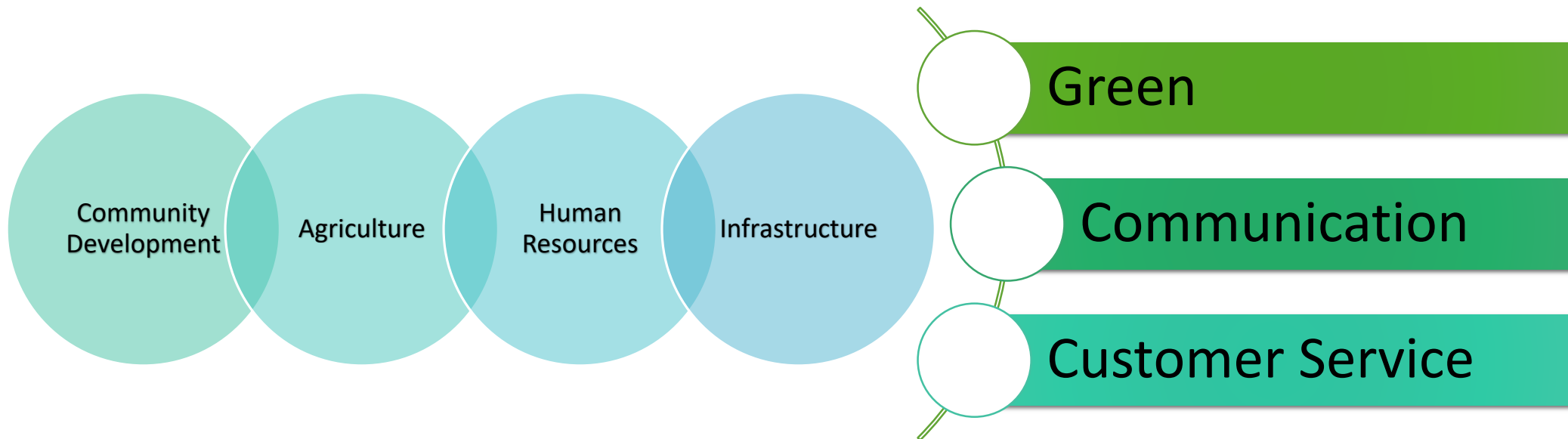
Through the Visioning Exercise, it was determined that there are four areas identified as Priorities for ACW:



# Cultural Values

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The Visioning exercise further determined the Cultural values of ACW:



*No less important than the Priorities, the Culture Values are the lenses through which the Priorities are viewed.*

# SWOT Analysis

An assessment was considered on the major internal factors that influence ACW.

## Strengths

- Staff
- Council
- Lakeshore
- Agriculture
- Natural Environment
- Location
- Recreation

## Weaknesses

- Infrastructure
- Attainable housing
- Population decline
- Demographic change

## Opportunities

- Relationship building
- Internet
- Vacant residential lots
- Branding and promotional resources
- Airport
- Communication with stakeholders
- Communicate successes

## Treats

- Erosion
- Climate change
- Economies of scale

|                  | <b>Opportunities</b>  | <b>Challenges</b>   |
|------------------|---|---|
| <b>Political</b> | Green<br>Regulation and Red Tape<br>Openings to funding from government<br>New provincial government open to ideas from municipalities    | Decreased funding opportunities<br>Onerous Official Plan and By-laws<br>Resource allocation and priorities of individual Council and Administration |
| <b>Economic</b>  | Green<br>Corridors for new commercial development   | Partnerships with vacant property owners<br>Huron County and ACW Official Plans   |
| <b>Social</b>    | Green<br>Community and Council open to new ways of doing business   | Loss of 3 <sup>rd</sup> space<br>Leadership development<br>Aging volunteer base<br>Sustainability of volunteers                                     |
| <b>Technical</b> | Political awareness of necessity of broadband<br>Efficiency in Agricultural Business  | Age and technology  |
| <b>Other</b>     | Affordable cost of living, encouraging to work where you live vs live where you work<br>Youth engagement<br>New neighborhoods<br>Internet | Everything costs money  |

# PESTO Analysis

An assessment was made on the major external factors that influence ACW.

# Goals of the Priorities

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Groups considered goals for each of the Priorities.

## Community Development

- Partner with the Planning Department to facilitate growth and eliminate duplication and red tape.
- Re-evaluate Zoning to accommodate more attainable housing
- Coordinator to facilitate communication and funding opportunities
- AG1 & AG4 to accommodate living assistance/secondary units
- Continue with playground/recreation/lakeshore initiatives
- Incentives to attract beautification of vacant buildings

## Infrastructure

- Drainage, bridges, culverts, digitalization
- Partner with developers
- One window – Idea to Construction
- Expansion of Water System / Sewage Systems
- Private roads/no winter maintenance roads
- Internet / Natural Gas
- Zoning/OP Review
- Airport



# Goals of the Priorities

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## Agriculture

- Create an economic development committee in ACW that would bring ideas to council, and pursue the SLED funding provided by the County
- Community Coordinator
- Create a network for advertising (RED grant opportunities) and event sharing
- Agricultural themed events that rotate in different communities
- Agri-Tours with local businesses for agricultural education as ambassadors for urban visitors and seasonal residents
- Pursue learning experiences in other municipalities
- Learn from other communities on how to lend expertise / find funding for small enterprises
- Publicize community and rural efforts as rural economic development
- ACW is the place where urban meets rural in harmony.

## Human Resources

- Work Plans tied to this Action Plan
- Evaluation of Resources – Contract vs. DIY for projects
- Students/University Projects/ JCP / Coops
- Expanded facilities
- Knowledge gaps between generations
- Job shadowing and mentoring / Jr. positions
- Training and Education
- Adequate staffing

# Strategic Action Items

Within the list of goals that were brainstormed for each Priority, groups were tasked to create a SMART Assessment of a chosen goal.

These are considered the Strategic Action Items.

## **Development & Agriculture**

### *Create a Community Development Committee*

In January 2020, Council will strike a Community Development Committee which would be comprised of a representative from Council, a representative from Staff, as well as one representative from each the agricultural community and the lakeshore community. The

The Committee will facilitate funding opportunities, incentives and explore partnerships to enhance the cooperation between communities.

In the long-term, the Committee will provide the foundation for a 'Coordinator' position to build on the outcomes of the Committee.

## **Human Resources**

### *Plan for Succession*

By June 2020, Departments will identify skills and competencies required for next-generation employees to perform well in key positions. The objective is to prepare individuals to potentially perform those functions.

Staff will be challenged to utilize creative resourcing and staffing, unique to each department, which may include opportunities such as job shadowing, stretch assignments, junior and summer student positions, co-op programs, mentoring and professional development.

## **Infrastructure**

### *Create a Plan to establish a Commercial Corridor around the Airport*

By December 2020, have a plan in place to establish a commercial corridor around the airport, considering possible partnerships and funding.