



MUNICIPALITY OF
West Elgin

Strategic Plan

Council Session
November 9, 2023

Agenda

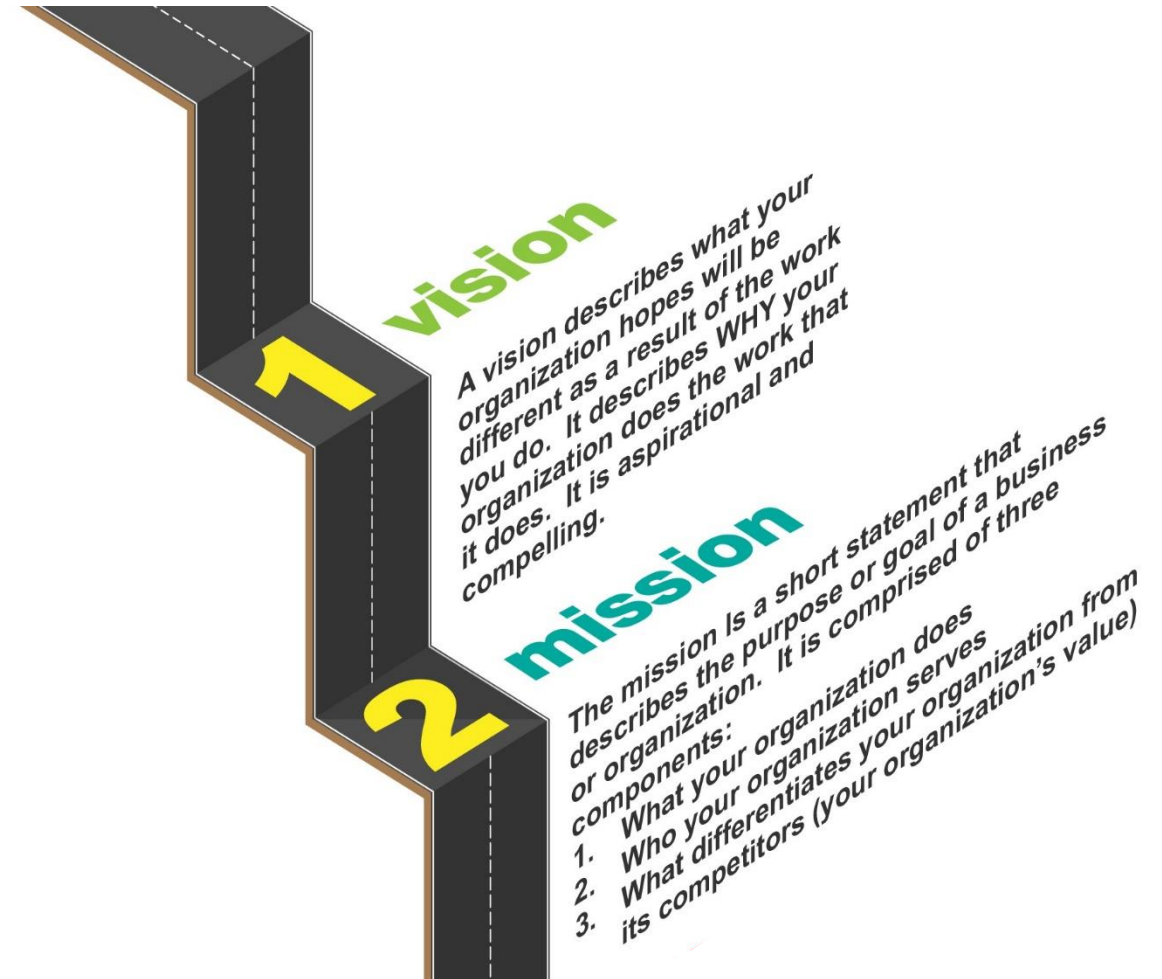
1. Strategic Plan Framework
2. Engagement Strategy
3. Draft 2023-2027 Strategic Plan
4. Next Steps



Strategic Plan Framework: Foundational Pieces

Vision

Mission Statement



Strategic Plan Framework

Components of the Strategic Plan	Brief Description	Example
Strategic Priorities	A high level, strategic area of focus which will help the organization achieve its vision.	Planning for the Future
Goals	High level goals within the strategic area of focus. Those areas you want to focus on over the course of your Council term. The areas in which you want to make a difference.	We have a strong vision for the future, focused on opportunities for sustainability and growth.
Objectives (priorities within the goals)	Short-term, strategies that you want to accomplish in each of the goals. They make it clear what you want to accomplish in each goal. They define what you will accomplish in regards to your goals over the course of the Strategic Plan.	<ol style="list-style-type: none">1. Ensuring sustainability and fiscal responsibility through long-range budgeting2. Ensuring adequate land for future growth3. Understanding and exploring partnerships that are in the best interest of our community4. Ensuring we have community facilities, assets, infrastructure, and green space to meet the needs of the future



Strategic Priorities

Goals

Objectives

Engagement Strategy

- **Session with Council**, May 2023
- **Community Survey**, July and August 2023
- **Input from Senior staff**

Council Session

Key Themes – Potential Strategic Priorities:

- Infrastructure
- Housing
- Recreation
- Business/economic development/tourism
- Relationship with the community/community engagement

Community Survey

- 394 respondents
- 2,100 households
- 4.45 confidence interval



Municipality of West Elgin Strategic Plan - Community Survey

The Municipality of West Elgin is developing its next four year Strategic Plan.

Help us identify what we should focus on by completing the following questions. This survey should take you less than 10 minutes to complete.

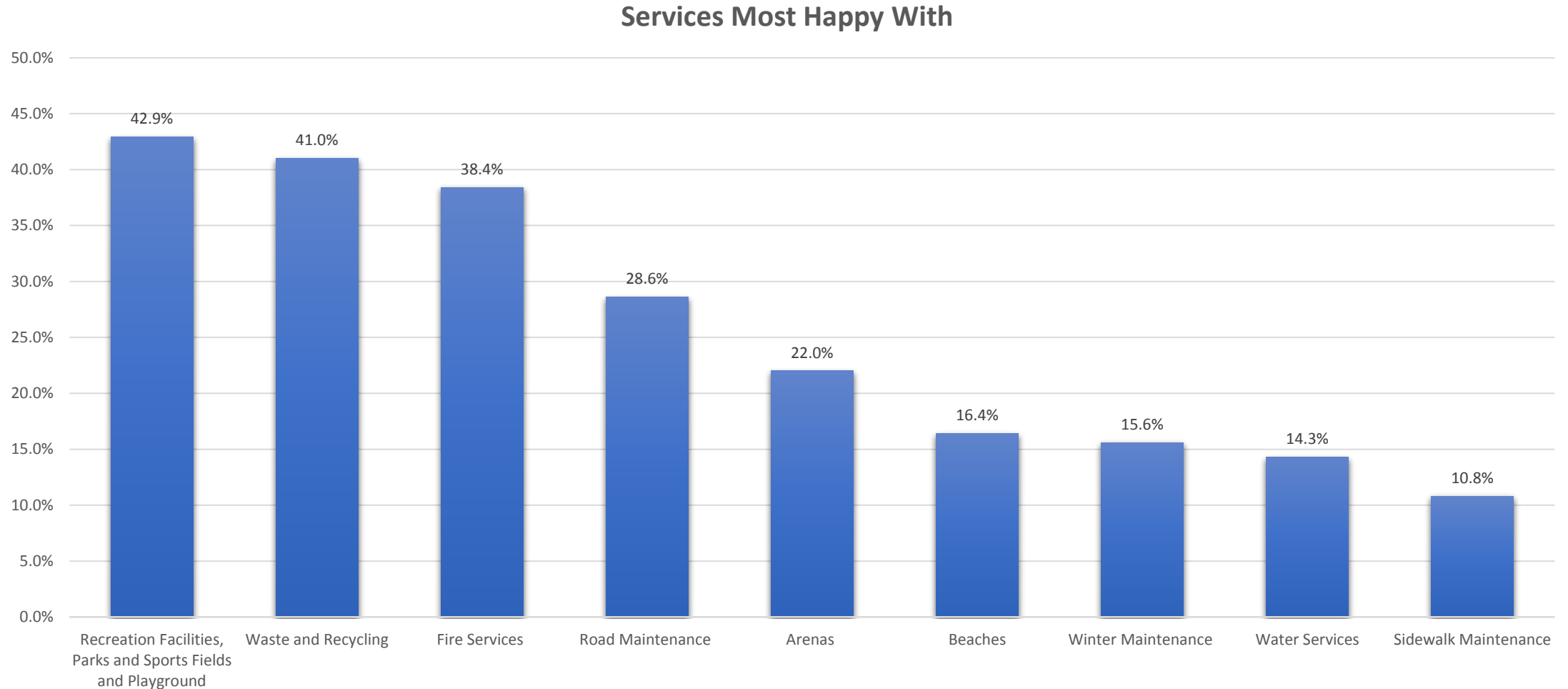
Your responses are anonymous and will be themed with all of the responses that we receive.

1. Of the services provided by the Municipality of West Elgin, what services are you most happy with? Select your **top three** services from the list below.

- ☐ Arms
- ☐ Beaches
- ☐ Community Standards (By-laws)
- ☐ Emergency Preparedness
- ☐ By-law Enforcement
- ☐ Fire Services
- ☐ Recreation Facilities, Parks, Sport Fields and Playgrounds, organizing events and programs
- ☐ Road Maintenance (snow removal, dust control, road repairs, infrastructure maintenance)
- ☐ Sidewalk Maintenance
- ☐ Traffic Management
- ☐ Trails
- ☐ Waste and Recycling
- ☐ Wastewater Services
- ☐ Water Services
- ☐ Winter Maintenance
- ☐ Planning and Development
- ☐ None of the above

In the box below please explain why you are not happy with some of the current services.

Current Services – Services Most Happy With



Current Services – Why Not Happy

- **Road Maintenance:** Potholes, dust control, gravel road conditions, and snow removal, including damage caused by snow plowing
- **Drainage and Flooding Management:** Drainage issues and flooding, which is a recurring problem in the municipality.
- **Sidewalk Maintenance:** condition (rough, uneven, and unsafe sidewalks), and the need for repairs and weed control.
- **Waste and Recycling Services:** Missed pickups, pickiness in collection, the need for yard waste recycling, the need to address hazardous waste disposal and environmental concerns, and improved efficiency.
- **Traffic Management:** Accidents (with the need for better traffic control during accidents), speeding concerns, general concerns about traffic safety, and the need for traffic lights at specific intersections.
- **Parks and Recreation Facilities and Services:** Need for upgrades and improvements to parks and recreational facilities, including playgrounds, parks, pools and trails, and a desire for more recreation programs and facilities, especially for families, youth and children.
- **Water and Wastewater Services:** High cost of water and wastewater services, as well as the availability of clean drinking water for all residents.

Areas for New or Enhanced Services

- Infrastructure Improvement
- Recreation and Community Services
- Housing
- Economic Development
- Traffic Management
- Transportation
- Environment
- Waste Management
- Community Engagement

Focus for the Next Strategic Plan

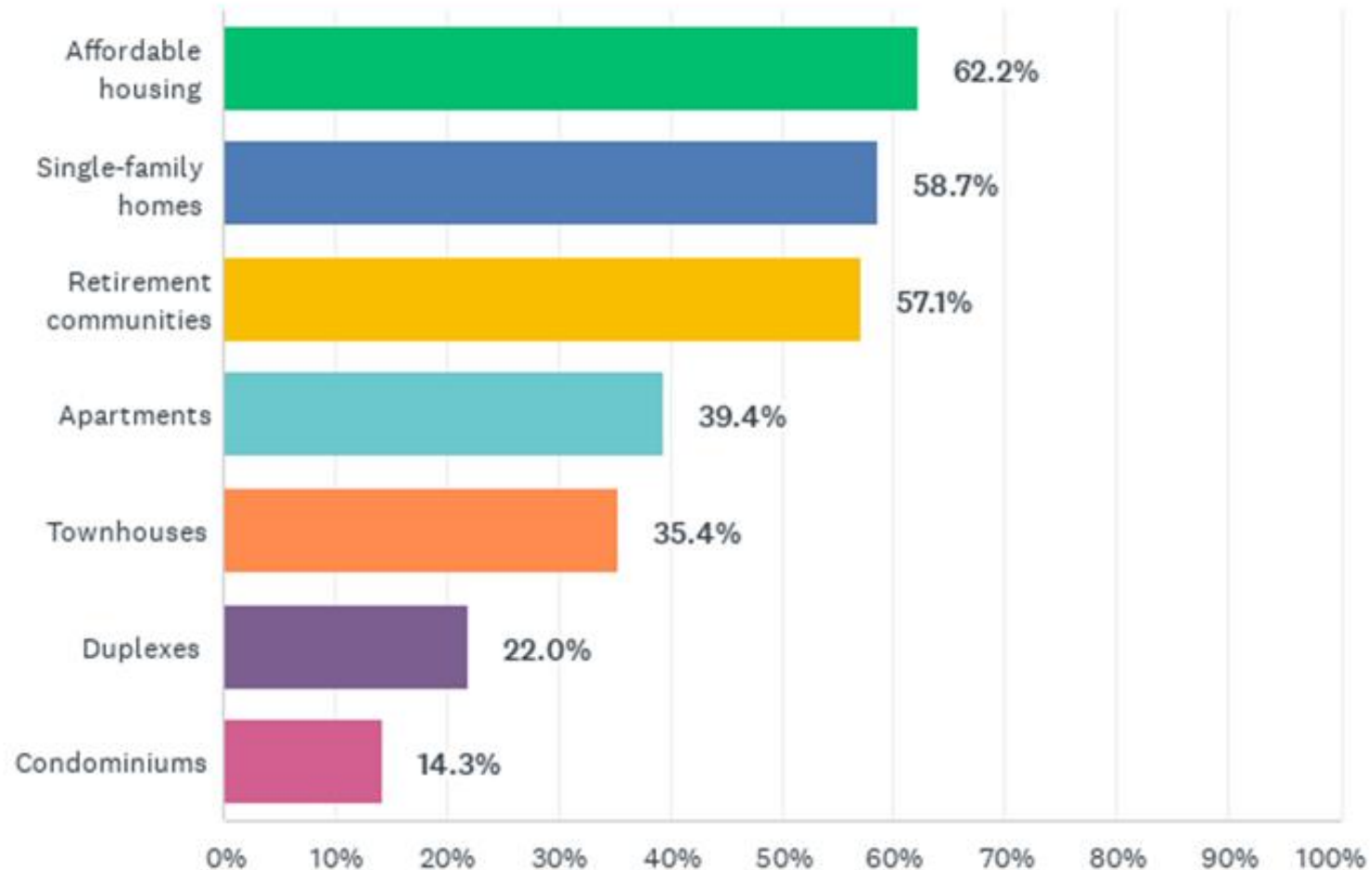
Item	Weighted Average Rating (out of 10)
Taxes and water bills, exploring innovative funding opportunities to deliver services effectively without burdening taxpayers	8.59
Supporting local businesses, attracting new investment, and creating job opportunities to promote sustainable economy within the municipality	8.45
Relationship between the community and the Municipality	7.91
Recreation services	7.67
Housing for seniors (including supports for aging in place)	7.52
Long term planning for growth and development	7.49
Building and strengthening partnerships with neighbouring municipalities, community organizations, and stakeholders to foster collaboration and achieve common goals	6.90
Increased population growth (including keeping people in West Elgin)	6.73
Affordable housing	6.66
Tourism (including capitalizing on the natural features)	6.24
Town Hall - symbol of West Elgin's heritage and identity. Restoring it can help preserve the town's history for future generations to appreciate and enjoy	5.08

Future Recreation Program and Events

Suggestions were made in the following areas:

- Recreation Activities
- Community Events and Cultural Activities
- Community Facilities and Infrastructure
- Community Engagement and Information

Housing needed in West Elgin



Community Engagement

How the municipality can better connect with them and others in the community:

- Social Media (Facebook)
- Email Communication
- Community Meetings (Town Halls)
- Website Improvements
- Electronic Signs
- Newsletter (Print/Digital)
- Improved Transparency and Accessibility

Vision for West Elgin



Community Survey

Key Themes – Potential Strategic Priorities:

- Infrastructure improvement
- Recreation
- Housing, housing for seniors, affordable housing
- Economic development/business/job opportunities
- Taxes/water bills
- Community engagement/relationship between the community and the municipality
- Long-term planning for growth and development

Draft 2023-2027 Strategic Plan

- Vision
- Mission Statement
- Strategic Priorities
- Goals
- Objectives



Potential Vision Statements

1. West Elgin is a thriving, safe, and sustainable community that maintains its small-town charm while embracing growth and development.
2. West Elgin is a thriving, inclusive, and sustainable community that is characterized by a small-town charm, affordable living, and a commitment to preserving our rural identity while embracing progress.
3. West Elgin embodies the unique small-town charm that makes our community special while fostering an environment of growth, opportunity, and inclusivity for all.
4. West Elgin is a place of timeless charm and forward-thinking progress.

Potential Mission Statements

1. The Municipality of West Elgin is committed to responsible leadership through sound fiscal management and the delivery of quality programs and services for the citizens of West Elgin.
2. To enhance the quality of life for present and future generations by providing progressive, professional services and leadership that reflects the needs of all those who work, live, visit, or play in West Elgin.
3. To provide service excellence with a focus on fiscal responsibility, sustainability, and innovation.
4. To meet the needs of our residents and business community by delivering efficient and effective government services with an approach that is financially sustainable and environmentally responsible.

DRAFT 2023-2027 Strategic Plan

Strategic Priorities	Infrastructure Improvement	Recreation	Economic Development	Community Engagement
Goals	To improve West Elgin's infrastructure to support long-term growth	To provide recreation and leisure activities to attract and retain residents	To ensure a strong economy that supports growth and maintains a lower cost of living	To enhance communication with residents
Objectives	<ol style="list-style-type: none"> 1. Increase the capacity of the stormwater management system 2. Increase use of the water and wastewater system, subject to capacity confirmation 3. Create affordable housing for seniors 4. Fund infrastructure improvements 	<ol style="list-style-type: none"> 1. Enhance year round programming for all age groups, including the expansion of summer programming 2. Identify and collaborate with partners to run recreation programming 3. Build multi-surface courts in West Lorne 	<ol style="list-style-type: none"> 1. Attract more small businesses, retail and industry to West Elgin 2. Explore transportation services to St. Thomas 3. Enhance the view of West Elgin as a tourism destination 	<ol style="list-style-type: none"> 1. Implement the new software for automatic texting 2. Expand the use and reach of social media channels

Next Steps

- Confirm and approve 2023-2027 Strategic Plan

Thank you!

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