

The Municipality of
Strathroy-Caradoc

corporate strategic plan 2020–2029

message from the mayor

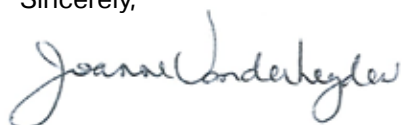
On behalf of Strathroy-Caradoc Council, we are pleased to present our ten-year municipal Strategic Plan as a road map for our future. This document was made possible through the input of hundreds of people within our community who told us what they love about living here and what needs to improve. We would like to commend the involvement of our residents, business leaders and staff who continue to be integral partners with valuable insights in developing our community. We heard from people in Mount Brydges, Cambellvale, Strathroy, Melbourne and throughout the rural areas. We assure you we considered every comment and this feedback has formed the document before you today.

Many of you told us you love Strathroy-Caradoc for its small-town character, its abundance of amenities and its location and ease of access. We have so much in our community to celebrate and to build upon. From incredible elementary and secondary schools, to an outstanding local hospital, to long-term care centres, thriving businesses and industrial parks, unique local shops and restaurants, quality destination parks including The Fair Grounds Aquatic Park featuring an incredible outdoor pool and miniature railway. It is all here in Strathroy-Caradoc.

After we started this project, our community and communities around the world were faced with the unprecedented challenges of a global pandemic. The resilience our community has shown in times of crisis has been tremendous. We have come together and shown that as friends, family and neighbours we are here for each other in good times and bad. I want to acknowledge our amazing staff team who have reimaged our business processes in a very short timeframe and made decisions in the best interest of safety and customer service. As a Council, we are committed to listening, to supporting our community, and to doing everything in our power to help Strathroy-Caradoc emerge from the pandemic stronger than ever before.

We hope you will continue to follow our progress. I encourage you to reach out to our office or through our social media channels to stay involved. We are here to listen, and our conversations are stronger when we know what matters most to the people we serve.

Sincerely,



Joanne Vanderheyden
Mayor



strategic plan overview

The 2020-2029 Strathroy-Caradoc Municipal Strategic Plan was developed according to the following questions.

vision

What is the municipality working toward?

mission

What is the municipal role?

values

What behaviours govern how individuals in the organization work with each other and their customers?

goals

What results do the municipality want to achieve?

strategies

What general directions will move the municipality toward these results?

tactics

What specific projects and initiatives does the municipality need to undertake and in what sequence?

vision

Strathroy-Caradoc's communities will provide economic opportunities, wellbeing and places to call home for residents and businesses.

mission

We serve the communities of Strathroy-Caradoc by delivering modern municipal services, proactively planning for the future, and facilitating partnerships that advance our goals.





values

service

Our purpose is our customers, and we are driven to provide exceptional experiences.

teamwork

We are at our best when we work together.

respect

We value the role that everyone in our organization plays in making Strathroy-Caradoc a great community.

integrity

We are committed to building trust by doing what is right for our organization and the people we serve.

progress

We celebrate big ideas that support our community and position our organization as a leader.

compassion

We put people before processes and are empowered to explore solutions that prioritize the needs of our customers and colleagues.

goals

local infrastructure

Households and businesses in Strathroy-Caradoc are supported by reliable, financially responsible and well-maintained infrastructure networks.

economic development

Strathroy-Caradoc will have a diverse tax base and be a place that offers a variety of economic opportunities to current and prospective residents and businesses.

community wellbeing

Residents of all ages in Strathroy-Caradoc will have access to community amenities and activities that are accessible and support active lifestyles and wellbeing.

customer service

The municipality offers seamless, responsive service and an exceptional experience for every customer.

growth management

Strathroy-Caradoc will be an inclusive community where growth is managed to accommodate a range of needs and optimize municipal resources.

destination building

Strathroy-Caradoc will provide distinct experiences that celebrate its past and future by prioritizing innovative new ideas that set the community apart.

local infrastructure

goal:

Households and businesses in Strathroy-Caradoc are supported by reliable, financially responsible and well-maintained infrastructure networks.

strategies:

- Implement an evidence-based approach to repair, rehabilitation and replacement of local roads and bridges and the geographic distribution of capital funding
- Develop equitable standards and strategies for water and wastewater infrastructure
- Allocate sufficient resources for capital and operating infrastructure needs
- Develop long-term plans for municipal facilities and real estate
- Acknowledge high-speed internet as critical local infrastructure



tactics:

Short Term	Medium Term	Long Term
<ul style="list-style-type: none"> • Asset Management Plan • Transportation Master Plan • Water and Wastewater servicing strategy • Local broadband needs assessment and industry partnerships • Advocacy for accelerated high speed internet • Complete major projects on Caradoc Street and McEvoy Road 	<ul style="list-style-type: none"> • Regular updates and condition assessments (based on approved plans) • Operating and maintenance plans for new capital infrastructure • Fire Master Plan 	<ul style="list-style-type: none"> • Additional Public Works Operations Yard

economic development



goal:

Strathroy-Caradoc will have a diverse tax base and be a place that offers a variety of economic opportunities to current and prospective residents and businesses.

strategies:

- Support local businesses to stay and grow in the community
- Foster an environment for entrepreneurs and new small businesses to succeed
- Attract new employers
- Support a strong local workforce

tactics:

Short Term	Medium Term	Long Term
<ul style="list-style-type: none"> • Asset Management Plan • Support to improve access to federal and provincial programs • Participation with local business groups and associations • "Support Local" campaign • Business calling program • Develop new Community Improvement Program (CIP) 	<ul style="list-style-type: none"> • Inventory of local buildings and land for expansion • Coworking space partnerships 	<ul style="list-style-type: none"> • Advocacy for a postsecondary institution • Facilitate industry and school board partnerships • Agricultural Support Strategy • Food Processing Hubs Strategy

community wellbeing

goal:

Residents of all ages in Strathroy-Caradoc will have access to community amenities and activities that are accessible and support active lifestyles and wellbeing.

strategies:

- Provide a seamless active transportation network of sidewalks, trails and cycling paths
- Provide recreational facilities that meet and adapt to changing needs and trends
- Develop equitable standards for the provision of parks, playgrounds and passive green spaces



tactics:

Short Term	Medium Term	Long Term
<ul style="list-style-type: none"> • Recreation, Parks and Trails Master Plan • Incorporate active transportation in current and upcoming capital projects • Concept plan and cost estimate for a new multi-use community centre in Mount Brydges 	<ul style="list-style-type: none"> • Accessibility audit for existing parks and trails • Annual targets for new active transportation • Replacement plan for seniors' centre • Upgrade or repurpose older playgrounds 	<ul style="list-style-type: none"> • Build park in north Strathroy when new development is complete • Evaluate Parkland Dedication Fund

customer service



Photo Credit: Keith Blackwell Photography

goal:

The municipality offers seamless, responsive service and an exceptional experience for every customer.

strategies:

- Invest in employee engagement as the foundation of strong customer service
- Reimagine service delivery opportunities
- Accelerate the digitization of municipal services
- Explore and evaluate existing and potential inter-municipal service arrangements

tactics:

Short Term	Medium Term	Long Term
<ul style="list-style-type: none"> • Virtual Town Hall initiative • Communications and engagement • Employee training and development • Employee recognition programs 	<ul style="list-style-type: none"> • Service agreements with adjacent municipalities • Customer Service Strategy 	<ul style="list-style-type: none"> • Evaluation of transit pilot partnership

growth management

goal:

Strathroy-Caradoc will be an inclusive community where growth is managed to accommodate a range of needs and optimize municipal resources.

strategies:

- Provide a variety of attainable housing options that address affordability challenges
- Provide transportation networks and solutions that facilitate the safe and efficient movement of people and goods
- Implement a comprehensive, team-oriented approach to community planning that makes the best use of all municipal resources



tactics:

Short Term	Medium Term	Long Term
<ul style="list-style-type: none"> • New Official Plan • Downtown Master Plan • North Meadows Secondary Plan • Recreation, Parks and Trails Master Plan • Transportation Master Plan 	<ul style="list-style-type: none"> • Increase density and rental options in downtown • Fire Master Plan 	<ul style="list-style-type: none"> • Evaluation of transit pilot partnership • Mixed density, residential and commercial development in Mount Brydges

destination building



goal:

Strathroy-Caradoc will provide distinct experiences that celebrate its past and future by prioritizing innovative new ideas that set the community apart.

strategies:

- Support the revitalization of downtowns in Strathroy and Mount Brydges
- Invest in public realm improvements
- Encourage quality private sector attractions
- Develop and promote events and attractions
- Explore feasibility of a local tourism product

tactics:

Short Term	Medium Term	Long Term
<ul style="list-style-type: none"> • Downtown Master Plan • Urban Design Guidelines • New Community Improvement Plan • Continued Summer Farmer's Market • Continued collaboration with local Business Improvement Associations 	<ul style="list-style-type: none"> • Increased event partnerships and programming • Marketing and communications campaign to promote local attractions and events • Enhanced horticulture in public areas and gateways 	<ul style="list-style-type: none"> • Revitalization plans for key community sites

emerging stronger from covid-19

Early in 2020 the COVID-19 pandemic arrived in Canada with profound implications for governments at all levels, public health agencies, businesses and citizens.

During the strategic planning process participants considered what the municipality can do help Strathroy-Caradoc emerge stronger after crisis and better prepare the municipality for future emergencies. The early years of the Strategic Plan will support:

- Financial sustainability of the organization
- Service delivery that is innovative and prioritizes the health and safety of employees and customers
- The municipal workforce, including health and safety and measures to support remote working environments
- Local economy and how the municipality can support business recovery from COVID-19
- Community support and how the municipality can promote and develop partnerships for the wellbeing and social connection of residents

Conditions around COVID-19 response and recovery have evolved rapidly and will continue to do so in the coming years. The Strategic Plan is a road map that will assist the municipality in adapting to changing circumstances.



acknowledgements

Thank you to the many residents who took time to share their views on what they like most about living in Strathroy-Caradoc and what needs to improve. From the community's small-town character to recreation and local events, to smooth roads, bridges and sewer infrastructure, every word was reviewed, and this feedback drove the development of this Strategic Plan. Thank you also to community groups who shared the survey and contributed ideas.

Thank you to local business leaders who took the time to participate in a focus group session. Insights into the challenges faced by these organizations, workforce considerations, and ideas on how the municipality can help have been critical to determining priorities on how Strathroy-Caradoc can facilitate local opportunities and an environment for businesses to thrive.

Thank you to employees who shared their views and ideas. Their perspectives on corporate values that are most important in the organization, and ideas for projects and initiatives were carefully considered and received with great appreciation. The service and dedication of these employees are fundamental to the community's success.

Thank you to Members of Strathroy-Caradoc Council for the leadership, collaboration and community commitment they demonstrated throughout the strategic planning process. Together with employees and the community, Council has established a long-term vision and a road map for Strathroy-Caradoc.





corporate strategic plan 2020–2029

