



STRATEGIC PLAN

2024-2034



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A Rich History & A Bright Future

For generations, residents have enjoyed the best of what Stirling-Rawdon represents today: the deep roots of a strong agricultural community; quaint, close-knit small town life; a historic downtown and strong amenities, from theatre to festivals, to spark imaginations and bring people together. Residents enjoy close access to larger communities, while retaining the distinct joys of small town and rural life.

As we look to the future, how can we retain the best of life in Stirling-Rawdon, while positioning ourselves for the growth ahead? What are the priorities of our community in the short, medium, and long term?

That is what this plan is all about: prioritizing decisions and actions from 2024-2034 to position Stirling-Rawdon to build on its rich history for a bright future ahead.



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2022-2026



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2024-2034 Strategic Plan

In October 2022, the residents of Stirling-Rawdon elected a new Council to provide leadership to the community. This Council made an important decision: to plan not just for the Council term, but for a 10-year period. At a time of significant change for communities in Ontario, planning over a longer time horizon can enable more ambitious and strategic decision making.

The strategic planning process involved many kinds of conversations: individual interviews, workshops for Council and staff, and community outreach. A total of 161 residents in Stirling-Rawdon took the time to share their experiences and aspirations for the community. Importantly, 92% of residents reported being somewhat, mostly or very happy with life in Stirling-Rawdon -- and, many had ideas for how this could continue to be strengthened in the years ahead.

This Strategic Plan represents a moment-in-time outlook for the future. It is a living document to be reviewed (and revised, as needed) over the decade ahead as Stirling-Rawdon continues to evolve.



Vision

A leader in Eastern Ontario, continuing to grow a strong community for all ages that works together and plays together.

Mission

It is the mission of the Corporation of The Township of Stirling-Rawdon to provide services in a courteous and respectful manner, conducting our business in a way that is accountable and transparent.

Core Values

P - People are the key assets of the organization

R - Respect for everyone we encounter

I - Integrity for how we conduct ourselves

D - Diversity as we value individuality

E - Excellence is what we continually strive for



2024-2034 PRIORITIES



1. Address the
infrastructure gap



2. Invest in strong
partnerships



3. Well planned
and managed
growth



4. Enhance quality
of life for every age



1. Address the Infrastructure Gap

Strategies: How will we deliver on this priority?

- Invest in the infrastructure that residents rely on most, including roads, and ensure all assets remain in a state of good repair
- Build a long-term financial plan to address the infrastructure gap

Strategy 1A: Invest in the infrastructure that residents rely on most, including roads, and ensure all assets remain in a state of good repair

| <i>What actions will we take?</i> | <i>When will this happen?</i> |
|--|---|
| Increase investment in roads repairs each year through the budget process, responding to residents' concerns | Short term (1-5 years) Medium term (6-8 years) Long term (9-10 years) |
| Update the Asset Management Plan including an assessment of each asset and a prioritized plan for making investments | Short term (1-2 years) |
| Engage partners, including the Province of Ontario and neighbouring municipalities, to make needed investments and maintain current assets | Short term (1-3 years) |

Priority 1 (continued): Address the Infrastructure Gap

Strategy 1B: Build a long-term financial plan to address the infrastructure gap

| <i>What actions will we take?</i> | When will this happen? |
|---|---|
| Develop a 10-year capital budget which aligns to the Asset Management Plan and ensures the needed funding is planned over a longer time horizon | Short-term (1-5 years) |
| Work to increase the property tax base, including exploring the incentive options to increase commercial and industrial growth | Medium-term (4-7 years) Long-term (8-10 years) |



2. Invest in Strong Partnerships

Strategies: How will we deliver on this priority?

- Continue to be a strong partner for community leaders and organizations in Stirling-Rawdon
- Strengthen relationships with neighbouring municipalities, particularly where there are opportunities for working together
- Build a stronger presence for working with all levels of government

Strategy 2A: Continue to be a strong partner for community leaders and organizations in Stirling-Rawdon

| <i>What actions will we take?</i> | <i>When will this happen?</i> |
|--|---|
| Continue to support and amplify the leadership of individuals and groups working to build a high quality of life and/or economic growth in Stirling-Rawdon | Short-term (1-3 years) Medium-term (4-7 years) Long-term (8-10 years) |
| Whenever possible, practical and competitive, prioritize municipal spending on local and locally-owned businesses | Short-term (1-3 years) |

Priority 2 (continued): Invest in Strong Partnerships

Strategy 2B: Strengthen relationships with neighbouring municipalities, particularly where there are opportunities for working together

| <i>What actions will we take?</i> | <i>When will this happen?</i> |
|--|--------------------------------------|
| Continue to hold regular check-in conversations with neighbouring municipalities about issues of mutual concern and interest | Short-term (1-3 years) |
| Explore opportunities for shared services and/or to partner on major projects or investments | Medium-term (4-7 years) |

Strategy 2C: Build a stronger presence for working with all levels of government

| <i>What actions will we take?</i> | <i>When will this happen?</i> |
|--|---|
| Develop an advocacy plan including a focused list of priorities to advance with all levels of government | Medium-term (4-7 years) |
| Continue to be engaged with associations advocating for the interests of Ontario's municipalities | Short-term (1-3 years) Medium-term (4-7 years) Long-term (8-10 years) |



3. Well Planned and Managed Growth

Strategies: How will we deliver on this priority?

- Encourage new development while also preserving Stirling-Rawdon’s distinct small town and rural character
- Build long-term plans for amenities and services that will be required as the community grows

Strategy 3A: Encourage new development while also preserving Stirling-Rawdon’s distinct small town and rural character

| <i>What actions will we take?</i> | When will this happen? |
|--|---|
| Working with the County, focus growth in targeted areas while working to protect agricultural lands | Short-term (1-3 years) Medium-term (4-7 years) Long-term (8-10 years) |
| Continuously educate and engage with residents to understand their needs and priorities as the community grows | Short-term (1-3 years) Medium-term (4-7 years) Long-term (8-10 years) |

Priority 3 (continued): Well Planned and Managed Growth

Strategy 3B: Build long-term plans for amenities and services that will be required as the community grows

| <i>What actions will we take?</i> | When will this happen? |
|--|-------------------------------|
| Develop a long-term plan to invest in and increase recreational amenities in the community | Short-term (1-3 years) |
| Maintain community safety plans, including fire services, to meet demands as the community grows | Medium-term (4-7 years) |
| Examine the capacity of the municipal workforce, and build a long-term staffing plan as well as staff training to meet current and anticipated needs | Medium-term (4-7 years) |



4. Enhance Quality of Life for Every Age

Strategies: How will we deliver on this priority?

- Prioritize opportunities to bring the community together, including making full use of existing gathering places and spaces and enhancing the vibrancy of the municipality
- Seek opportunities to improve the wellbeing of residents at all ages
- Support and celebrate cultural activities and amenities in Stirling-Rawdon

Strategy 4A: Prioritize opportunities to bring the community together, including making full use of existing gathering places and spaces and enhancing the vibrancy of the municipality

| <i>What actions will we take?</i> | <i>When will this happen?</i> |
|---|--------------------------------------|
| Strategically consider where key events and gatherings are hosted, making full use of existing Township-owned venues, ensuring gatherings are held in safe and spacious areas to mitigate liability to the municipality | Short-term (1-3 years) |
| Working with community partners, decrease vacancy and add vibrancy to the municipality | Medium-term (4-7 years) |

Priority 4 (continued): Enhance Quality of Life for Every Age

Strategy 4B: Seek opportunities to improve the wellbeing of residents at all ages

| <i>What actions will we take?</i> | <i>When will this happen?</i> |
|---|--------------------------------------|
| Engage youth and the school community about opportunities to expand offerings for young people | Short-term (1-3 years) |
| Support service clubs and other organizations which provide important gathering opportunities for seniors | Short-term (1-3 years) |
| Continue to focus on health and wellbeing of residents at all ages, in all municipal decision making | Short-term (1-3 years) |

Strategy 4C: Support and celebrate cultural activities and amenities in Stirling-Rawdon

| <i>What actions will we take?</i> | <i>When will this happen?</i> |
|---|---|
| Continue to amplify and celebrate the culture of Stirling-Rawdon, including events and productions | Short-term (1-3 years) Medium-term (4-7 years) Long-term (8-10 years) |
| Continue to play an active role in supporting the many festivals, fairs and community events in Stirling-Rawdon | Short-term (1-3 years) Medium-term (4-7 years) Long-term (8-10 years) |

Reporting on Progress

Stirling-Rawdon's 2024-2034 Strategic Plan establishes four priorities, ten strategies and 23 actions to guide decisions for the next ten years.

Progress towards this Plan will be examined and reported to the community on an annual basis, including periodic check-ins with residents (Year 3 and Year 7, via an online survey) about their experiences living in Stirling-Rawdon, and ambitions for the future.





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