



# Strategic Plan 2023

2022 Update

May 17, 2022





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## 1. Strategic Plan Overview

The purpose of a Strategic Plan is to guide the decisions and actions of Council and the municipal administration in a way that will shape the direction of our community and be attuned to the needs of the Township's residents and businesses. It looks at the overall goals of our community and the strategies necessary to achieve these goals, including the allocation of the human, physical or financial resources of the Township. The Strategic Plan will have a major influence on the municipality's course of action until 2023.

The current plan was compiled through a multi-staged approach involving senior staff, Council, and the public before adoption by Council on July 16, 2019. The plan identified four strategic Pillars – Effective Governance, Sustainable Environment, Physical Assets, and Recreation, Culture, and Social Well-being - to help guide the activities of Council and staff working with the community for the future of the Township.

Each year, Township staff provide an update on the strategic priorities for the upcoming year. The following document provides a high-level overview of the key priorities of the Township in 2022. Using proven project management tools and techniques, staff are managing the individual projects that tie into the high-level objectives identified in the following pages.





## 2. Vision, Mission, Values

The Township’s Vision, Mission, and Values help feed into the overall strategic directions of the Township and support the four strategic pillars. These three key aspects guide the activities of the Township and assist with the creation of Key Performance Indicators (KPIs) for the Township to strive towards.



### Vision

Making life better by supporting and enhancing a safe, healthy, and active community.



### Mission

To provide professional, effective and efficient services within a collaborative governance model to promote the social and economic development of our community, while creating an active and safe environment.





### 3. Strategic Pillars

Council and staff identified four major areas of focus that are of concern and need to be addressed to enhance or improve the municipality and the broader community. Each of these focus areas, or pillars, are divided into goals and priority activities forming the means to accomplish these pillars. The Four Pillars, like the legs on a table, are all considered equally important.

The Township of Hamilton team of elected officials, staff, and volunteers work together to provide the public with responsible community leadership through the design and delivery of high-quality services and programs, sound financial management practices and the promotion of a healthy and sustainable quality of life.





### 3.1. Effective Governance

To deliver efficient and cost-effective governance in a timely manner, through leadership and respect – administer with an unbiased view.

#### Goal 1.1: Ensure Effective and Accountable Governance

- Develop and implement corporate-wide action tracking and agreement tracking.
- Further implementation of the Records & Information Management Strategic Plan.
- Regular reporting to Council on key projects, approved plans, and strategic direction.
- Review and revise policies relating to Municipal Act Section 270.
- Monitor Provincial Regulations and Public Health guidance to ensure accurate, effective, and relevant COVID-19 policy and procedure.
- Capitalize on investments for increased efficiency and modernization of operations.

#### Goal 1.2: Raise the Municipal Profile & Image

- Encourage staff leadership / participation in professional associations such as AMCTO, OBOA.
- Strengthen partnerships with other municipalities to enhance public confidence in good local government.





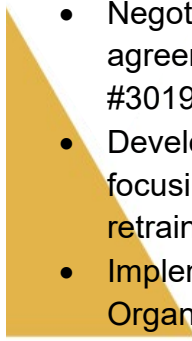
### Goal 1.3: Improve Communication with the Public and Increase Public Awareness of Municipal Activities



- Refine, improve, and explore additional communication delivery models and citizen engagement platforms.
- Enhanced customer service response and feedback tracking training for staff.
- Implementation of tools to streamline by-law complaint, investigation and public reporting processes.
- Continue and enhance Emergency Services Public Education to reduce fire losses.
- Develop and distribute educational materials promoting water infrastructure, regulatory requirements, and services to water users

### Goal 1.4: Attract, Develop and Retain the Best and the Brightest

- Negotiate a new collective agreement with CUPE Local #3019.
- Develop a “People Strategy Plan” focusing on recruitment and retraining exceptional people.
- Implement Phase 1 of the Organizational Review.
- Strengthen the organization through good management, leadership, and workplace culture enhancing initiatives.
- On-going fire service recruitment and dedication to safety, training, and equipment maintenance.





### Goal 1.5: Provide Exceptional Customer Service & Commit to Maintaining High Standards for Municipal Service Delivery

- Develop road allowance policy and update land inventory.
- Improve Committee of Adjustment application and processes.
- Continue process and service delivery enhancements of Fire Department.
- Meet regulatory water sampling and testing requirements.
- Improve Public Works work order system for enhanced task management and ratepayer communications.
- Digitization of Building Permit, Inspection, and Inquiry Processes
- Implementation of AODA standards and best practices.
- Equipment lifecycle replacements for Parks and Recreation.

### Goal 1.6: Expand Financial Sustainability / Best Practices

- Deliver a timely, approved budget in 2022 and beyond.
- Implementation of Asset Management Plan.
- Develop and implement a Financial Budget Analysis Program.
- Enhance the procurement process.







### 3.2. Environment

To provide sustainable growth while protecting the natural features.



#### Goal 2.1: Support Sustainability of the Natural Environment and Other Resources

- Creation of an environment and energy calendar of events and activities.
- Consolidate Zoning By-law Amendments and update mapping.

#### Goal 2.2: Grow and Retain Local Industry and Business Opportunities

- Ongoing support of and participation in the Northumberland Central Chamber of Commerce.
- Maintain and expand relationship with Rice Lake Tourist Association.
- Continue to update the property map fabric.

#### Goal 2.3: Promote Unique Tourism Opportunities

- Promote the Digital Heritage Story Map.
- Promote Off-Road Vehicles on Township Roads Pilot Project.
- Enhanced promotion of turf facility and municipal recreational amenities.





### 3.3. Physical Assets:

Necessities used to provide services to the Township.

#### Goal 3.1: Long Range Transportation Planning

- Initiate Road Allowance Study
- Enhanced parking by-law. enforcement to improve traffic flow in communities.
- Complete annual review of the 10-year road network plan to determine priorities and funding strategy.

#### Goal 3.2: Optimize the Use of Municipal Infrastructure

- Enhance GIS mapping and software for road infrastructure.
- Implement long-term vehicle / equipment replacement schedule
- Implement Asset Management Plan for Public Works Infrastructure.
- Examine solutions for removing naturally occurring ammonia and methane from Creighton Heights raw water supply.
- Install additional water meter replacements to improve readings and overall process.
- Deliver regular road maintenance activities to prolong lifespan of road infrastructure.
- Rehabilitation of Creighton Heights Well 7
- Equipment and facility up-grades at Camborne and Creighton Heights Water Treatment Plants for improved performance and efficiency.





### 3.4. Recreation, Culture and Social Well-being

To promote a social & healthy environment made available for a wide variety of activities in clean, efficient, functional facilities and parks.

#### Goal 4.1: Civic Engagement

- See items listed under Goal 1.3 and Goal 1.5.

#### Goal 4.2: Promote Healthy Living & Active Lifestyles

- Completion of the Parks and Recreation Master Plan.
- Review of the ORV on Township Roads Pilot Project.
- Maintenance of outdoor arena, waterfront and regular parks.
- See items listed under Goal 1.3 and Goal 1.5

#### Goal 4.3: Provide for Inclusive and Accessible Communities

- Complete Zoning By-law Amendments for Baltimore Secondary Plan, Secondary Units in Detached Dwellings.
- Cold Springs Park Revitalization Project – Accessible Playground installation.

#### Goal 4.4: Develop Safe Communities

- Administration of Recreation Facility Public Health Regulations under Re-Opening Ontario Act
- Complete Zoning By-law Amendments for Cannabis Grow Operations.





## 4. Strategic Plan Report Card – 2021 Accomplishments

For the complete list of Departmental Accomplishments, please see the 2022 Budget Package.

### 4.1. Effective Governance Pillar Key 2021 Accomplishments

Goal	Key Accomplishments
1.1: Ensure Effective and Accountable Governance	<ul style="list-style-type: none"> <li>✓ Implementation of Council Report template to streamline agenda creation, report approval, and minute-taking processes.</li> </ul>
1.2: Raise the Municipal Profile & Image	<ul style="list-style-type: none"> <li>✓ Received up to \$75,000 of Municipal Modernization Funding for Legacy Records Inventory Project to create searchable digital inventory to facilitate ease of retrieval and answer research / records requests.</li> <li>✓ Main Office Re-organization completed to enhance ergonomics, records security, functional space, visual appearance when visiting front counter.</li> </ul>
1.3: Improve Communication with the Public and Increase Public Awareness of Municipal Activities	<ul style="list-style-type: none"> <li>✓ Executed enhanced citizen engagement and communication tools including Facebook, Connect Hamilton Township, additional tax / water bill inserts.</li> <li>✓ Implemented innovative delivery methods for education on legislated smoke alarm program, burn permit program.</li> </ul>
1.4: Attract, Develop and Retain the Best and the Brightest	<ul style="list-style-type: none"> <li>✓ Successful recruitment new Senior Leadership Team Member: Municipal Clerk, and additional key positions to operations.</li> <li>✓ Initiation and implementation of work-place culture initiatives including Organization Review, Compensation Review, Public Works Workplace Improvement.</li> <li>✓ Staff education and training completed to expand knowledge base and certifications in key areas such as Ontario Building Code, Property Standards, Information &amp; Privacy, Water Operations, Emergency Services.</li> </ul>



Goal	Key Accomplishments
1.5: Provide Exceptional Customer Service & Commit to Maintaining High Standards for Municipal Service Delivery	<ul style="list-style-type: none"> <li>✓ Achieved Emergency Response “Under 9 National Standard” for 90% of calls.</li> <li>✓ Township’s Drinking Water Quality Management System (DWQMS) passed the National Sanitation Foundation External Audit with zero non-compliances reported.</li> </ul>
1.6: Expand Financial Sustainability / Best Practices	<ul style="list-style-type: none"> <li>✓ Implementation of Asset Management Plan (AMP)</li> <li>✓ Early approval of 2022 Budget</li> </ul>

#### 4.2. Environment Pillar Key 2021 Accomplishments

Goal	Key Accomplishments
2.1: Support Sustainability of the Natural Environment and Other Resources	<ul style="list-style-type: none"> <li>✓ Implemented Environmental Best Practices training for new staff; Climate Risk and Mitigation Assessment for all Council Reports</li> <li>✓ HVAC and Energy Recovery Ventilator (ERV) upgrades at Municipal facilities to reduce carbon footprint and increase building efficiency.</li> </ul>
2.2: Grow and Retain Local Industry and Business Opportunities	<ul style="list-style-type: none"> <li>✓ Private property servicing discussions</li> <li>✓ Facebook Giveaway to promote local restaurants and vendors</li> </ul>
2.3: Promote Unique Tourism Opportunities	<ul style="list-style-type: none"> <li>✓ Discussions with Rice Lake Tourist Association and Northumberland County Tourism</li> </ul>





### 4.3. Physical Assets Pillar Key 2021 Accomplishments

Goal	Key Accomplishments
3.1: Long Range Transportation Planning	<ul style="list-style-type: none"><li>✓ Surface treatment and base stabilization of approx. 21km of road</li><li>✓ Completed Bethel Grove Road Culvert Extension and Deerfield Drive Big “O” repair projects</li></ul>
3.2: Optimize the Use of Municipal Infrastructure	<ul style="list-style-type: none"><li>✓ Safety Plans and operating procedures implemented for recreational facilities to ensure public safety and continued use during COVID-19 pandemic.</li><li>✓ Recreational facility down-time mitigated throughout pandemic due to advanced planning and preparation by staff.</li><li>✓ Installation of Electric Desiccant Dehumidifier at Bewdley Arena to enhance ice installation.</li><li>✓ Rehabilitation of Creighton Heights Wells 1 and 6 increased raw water supply.</li></ul>

### 4.4. Recreation, Culture and Social Well-being Pillar Key 2021 Accomplishments

Goal	Key Accomplishments
4.1: Civic Engagement	<ul style="list-style-type: none"><li>✓ Parks and Recreation Master Plan Community Stakeholder and resident interviews and surveys completed.</li></ul>
4.2: Promote Healthy Living & Active Lifestyles	<ul style="list-style-type: none"><li>✓ Parks and Recreation Master Plan commenced.</li></ul>
4.3: Provide for Inclusive and Accessible Communities	<ul style="list-style-type: none"><li>✓ Official Plans and Zoning By-law Amendments for Secondary Units in Detached Dwellings presented to Council.</li></ul>





Goal	Key Accomplishments
4.4: Develop Safe Communities	<ul style="list-style-type: none"><li>✓ Enlisted private security to ensure COVID-19 regulations and Parks By-laws followed to ensure peaceful, safe, and appropriate use of parks during times of increased visitors / use.</li><li>✓ Participation in development of Northumberland County's Community Safety &amp; Well-being Plan.</li><li>✓ Co-ordinated and complete, in conjunction with municipal colleagues, the Northumberland Municipal Fire Services Review.</li></ul>

