

TOWNSHIP OF HAMILTON

STRATEGIC PLAN

2023-2026



JUNE 2023

LAND ACKNOWLEDGEMENT STATEMENT

The Township of Hamilton is situated within the traditional territory of the Mississauga Anishinaabeg and Chippewa Nations, collectively known as the Williams Treaties First Nations. Our work on these lands respectfully acknowledges their resilience and their longstanding contributions to the area now known as the Township of Hamilton.



TABLE OF CONTENTS

Mayor's Message	1
2022-2026 Township of Hamilton Council	2
Our Township	3
Our Community	4
Creating the Plan	5
Vision, Mission, Values	6
Our Priorities	7
Implementation Plan	13

MAYOR'S MESSAGE



SCOTT JIBB

Township of Hamilton Mayor

A Roadmap for Our Future

On behalf of Council and staff, I'm pleased to present to you the Township of Hamilton's Strategic Plan for 2023 to 2026.

Good strategic planning is an important and integral component of good municipal administration. Our team of Council and staff have worked hard to develop this document that will chart the course of our organization and community over the next four years.

This document will be a living, active part of everything we do here in the Township from now until 2026, and maybe even beyond. It was developed through an extensive consultation process with Council, Senior Management Team, front-line staff, and the public – including residents, businesses, user groups, and organizations. This plan could not have been developed without the important insights of all these groups and I thank everyone for participating and being involved in developing the future direction of our organization and community.

We feel that the five priorities strike a balance of maintaining our rural charm and identity while welcoming progress in the form of new services, maintaining existing services, use of technology, and responsible development and growth that protects and promotes our natural environment.

Council and staff look forward to working with our community members on implementing this plan and seeing the Township flourish over the next four years and into the future.

Mayor Scott Jibb

TOWNSHIP OF HAMILTON 2022-2026 COUNCIL



Top Row (L-R): Councillor John Davison, Councillor Mark
Lovshin, Councillor Bruce Buttar
Front Row (L-R): Mayor Scott Jibb, Deputy Mayor Larry
Williamson

OUR TOWNSHIP

est. 1791

OUR SERVICES

- Legislative & Financial Services
- Drinking Water Services
- Roads Construction & Maintenance
- Parks & Recreation
- Communications
- Facility Rental & Maintenance
- Land Use Planning, Economic Development & Tourism
- Fire, Emergency & Police Services
- Library Services
- Animal Services



OUR PEOPLE, INFRASTRUCTURE & AMENITIES

- 5 Members of Council
- 41 Full-Time, 10 Part-Time Staff
- 50+ Volunteer Firefighters
- 299km of Roads
- 31km of Water Main
- 26 Bridges
- 17 Facilities
- 61 Vehicles / Heavy Equipment
- 17 Parks

OUR COMMUNITY



OUR HAMLETS & VILLAGES

- Baltimore
- Bewdley
- Camborne
- Cold Springs
- Gores Landing
- Harwood
- Precious Corners



OUR WORKFORCE

- Total Eligible Workforce: 9500
- Average Household Income: \$106,000
- 54.5% have College Diplomas, Bachelor's Degrees or Higher
- 10% have Apprenticeship or Trades Certificates



OUR RESIDENTS

- 11,060 pop (2021)
- 1.1% increase from 2016
- 51% Male, 49% Female
- 28% Children
- Average Age: 45
- Indigenous: 2.6%
- Visible Minority: 3.5%

OUR ECONOMY

Top Three Economic Sectors:

- Agriculture
- Tourism
- Small Business

CREATING THE PLAN



Documentation Review

Senior Management Team reviewed current corporate plans – such as the Fire Master Plan, Parks and Recreation Master Plan, Organization Master Plan, Official Land Use Plan, and Records and Information Management Strategic Plan – to identify key building blocks of the new strategic plan and capitalize on these community and corporate investments.



Public Engagement

A survey was available online and in hard-copy and invited residents to share their thoughts on what the values and priorities of the Township should be and to provide user insight on services we provide or should provide. Citizen Advisory Committees and the public were also provided an opportunity to review and provide input on the draft Strategic Plan.



Staff Perspectives

A survey was circulated to all staff to receive input on the services we provide, where they would like to see the Township in four years, and to gauge their connection to the previous strategic plan and the work they do. Staff were also offered the opportunity to provide comment on the draft plan.



Management Discussions

Senior Management Team reviewed Council, staff, and public input, legislative requirements, and current issues facing Ontarians. The Team completed an analysis of the Township's strengths, weaknesses, opportunities, and threats (SWOT analysis) to identify key trends, broad themes, operational priorities, organizational values, and high-level goals for the next four years.



Council Participation

Council met with the Senior Management Team to review the SWOT analysis, key trends, survey comments, proposed priorities, goals, and values. Council provided valuable political perspectives on current operations and our community's future needs and reviewed and established the final set of priorities and goals in partnership with staff.

VISION, MISSION & VALUES



VISION

Making life better everyday by creating a vibrant and sustainable township we are all proud to call home.



MISSION

To provide effective and efficient services delivered through accountability and respect to promote the social, economic and environmental priorities of our community.



VALUES



Accountability & Transparency

We stand behind our commitments and recommendations and deliver on our priorities.



Respect

We value other's opinions and insights and act professionally in our interactions with each other and the public.



Service Focused

We maintain a positive attitude and are willing to assist and provide the best service possible to Council, our colleagues, and the public.



Teamwork

We work together to achieve the highest standard of performance.



Inclusive

We bring together people with different backgrounds, perspectives, and experiences to improve creativity and decision-making and to better represent and serve our growing community.

OUR PRIORITIES



People

Our people are at the heart of our efforts to deliver quality services to our residents and community. The Township is committed to enabling our staff to be engaged and supported in the work that they do and in their professional and personal lives by establishing an inclusive, positive, innovative, progressive, and united workplace culture.



Community

The Township is committed to building a strong community to encourage social connections, a sense of belonging, safety, and security, and participation in a community bonded by shared progressive and inclusive attitudes, values, and goals for a fulfilling life.



Effective Governance

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



Environment

The Township of Hamilton is committed to protecting, maintaining, and raising awareness of the natural environment and greenspaces within the Township.



Development

The Township is committed to growing our economy and residential capacity responsibly and sustainably to ensure agricultural and heritage resources are protected while affordable housing, services, and infrastructure needs are met.

PEOPLE



GOALS

- Develop, revise, and maintain strong, inclusive Human Resource and Health & Safety policies and practices in accordance with legislation, best practices and progressive and changing workplace trends that are applicable to Council, staff, volunteer firefighters, and advisory committee member and volunteers.
- Increase internal / inter-departmental communications by implementing communication tools and practices, more frequent all-staff meetings and events.
- Develop workforce Planning and Talent Management Program, including a staff recognition program and modernize performance management program.
- Continue to invest in formal training and development opportunities for staff, volunteer firefighters, leading to professional accreditations, certifications, etc.
- Invest in tools, technology, equipment, and corporate / internal training programs to ensure staff and volunteers have the resources and knowledge to fulfill their roles safely, efficiently and effectively.
- Continue to implement accessible technology and facility / space designs and updates to encourage an inclusive workplace for those of all abilities.

COMMUNITY



GOALS

- Continued investment in, and development of, progressive emergency and enforcement services and programming.
- Maintain community safety accreditations such as Drinking Water Standards, Water System Annual Inspection Compliance, Tanker Shuttle Accreditation, etc.
- Support, invest, and promote physician recruitment to increase local medical capacity.
- Pursue strategic partnerships with community members, businesses, user groups, non-profits, schools, etc. to deliver a diverse range of festivals, farmers markets, cultural / recreational / heritage programming, community-wide events, and other activities for residents of all ages and abilities.
- Continue to preserve and promote our unique heritage features through property designations and educational events.
- Optimize and increase usage of recreational facilities and amenities to meet the needs, trends, and demands of the community.
- Continue to invest in accessibility improvements at facilities, playgrounds, and parks to ensure an inclusive, welcoming, and barrier-free Township.
- Promotion and enhancement of our natural features – including waterfronts, parks, and trails – to promote active, healthy lifestyles.
- Develop and implement a Communication Plan to offer a diverse range of communication methods to encourage distribution of accurate, timely, and factual information about services, programs, activities, etc.
- Develop and implement Community Recognition Program to honour outstanding residents and businesses in our community.

EFFECTIVE GOVERNANCE



GOALS

- Develop project reporting guidelines to ensure accountability and transparency and that effective, accurate, and timely information is being distributed.
- Adopt technology applications to achieve process efficiencies, accuracies, and enhanced internal / external customer service, distribution of information, privacy, and information / data security.
- Establish and maintain shared service initiatives with neighbouring municipalities, and/or community partners for service and cost delivery efficiencies.
- Update, consolidate, establish and maintain by-laws, policies, procedures, and practices according to legislated requirements, enforcement needs, best practices, industry trends and benchmarks to provide rules and guidelines for action.
- Implement continual process improvement initiatives to ensure corporate, operational, and fiscal efficiencies.
- Continue to maintain and build a strong Council-Staff relationship by establishing guidelines to outline governance (Council) vs operations (Staff) activities.
- Source and implement new methods for funding – such as administrative monetary penalties, fees for service, sponsorships, partnerships, etc.
- Implementation and continued development of the Asset Management Plan.
- Develop Corporate Branding Standards to ensure consistency in quality and encourage brand recognition.
- Support open and transparent local government through promotion, organization, and administration of the 2026 Municipal and School Board Elections.

ENVIRONMENT



GOALS

- Continued commitment of reducing, by 2030, organizational generated Greenhouse Gas Emissions by 30% less than the 2005 levels.
- Continue to implement and maintain Drinking Water Standards, Source Water Protection and Risk Management practices.
- Explore Green Building and Farming initiatives, programs, guidelines, best practices, incentives and implement and encourage where applicable.
- Encourage tree preservation / planting, naturalization of applicable areas through investment, promotion, education, and policy development.
- Promote and consider Cycling Master Plans and active transportation during road reconstruction to encourage reduction of greenhouse gases / emissions in the Township.
- Continue to provide public educational activities and communications about environmental protection / conservation, energy conservation, invasive species awareness, etc.
- Encourage, promote, and reduce carbon producing activities by undertaking facility energy efficiency upgrades and investing in Electric Vehicle (EV) Charging Stations.
- Enhance policies and best practices for environmental considerations and impacts, where applicable, during the procurement process.
- Research and implement Climate Adaptation Strategies, where applicable.
- Follow and implement industry best practices to ensure emergency responses minimize impacts to the environment.

DEVELOPMENT



GOALS

- Encourage and invest in diverse economic development initiatives in the Township.
- Continue to promote and support existing local businesses and enhance communication with local businesses to encourage prosperity and retention.
- Update and modernize Official Land Use Plan, Zoning Bylaw, and related policies to encourage diverse housing options, affordable housing, community connectivity, healthy lifestyles through trail and park development, etc.
- Protect and support agri-business in the Township.
- Enhance settlement areas through urbanization, increased housing density, and smart land use and services.
- Deliver on a Water Strategy to protect water supply, encourage / support new residential development, and ensure continued fire protection capacity.
- Adopt technology to streamline processes for licensing, permits, applications, etc. to reduce barriers, encourage development, and preserve built and natural heritage.
- Develop strategy and long-term plan for bridges and structures to encourage infrastructure sustainability and investment.
- Support and encourage investment in broadband and high-speed internet services throughout the Township.

IMPLEMENTATION PLAN

THE THREE STRATEGIES

The Implementation Plan of the 2023-2026 Strategic Plan will be key to determining if we did what we said we were going to do.

Every year during the annual budget process, the Senior Management Team will establish departmental business plans, in consultation with Council, that will align with this Strategic Plan. These departmental plans will provide the implementation framework for ensuring that all activities budgeted for and scheduled for the year support the overall Strategic Plan.

Reporting Strategies

- Twice per year: Mid-year, Annual Budget
- Website updates, alerts
- Resident newsletters
- Media releases for major project updates



Evaluation Strategies

- Development of Objectives & Key Results (OKRs)
- Statistics on measurable outcomes
- Year-over-year comparisons



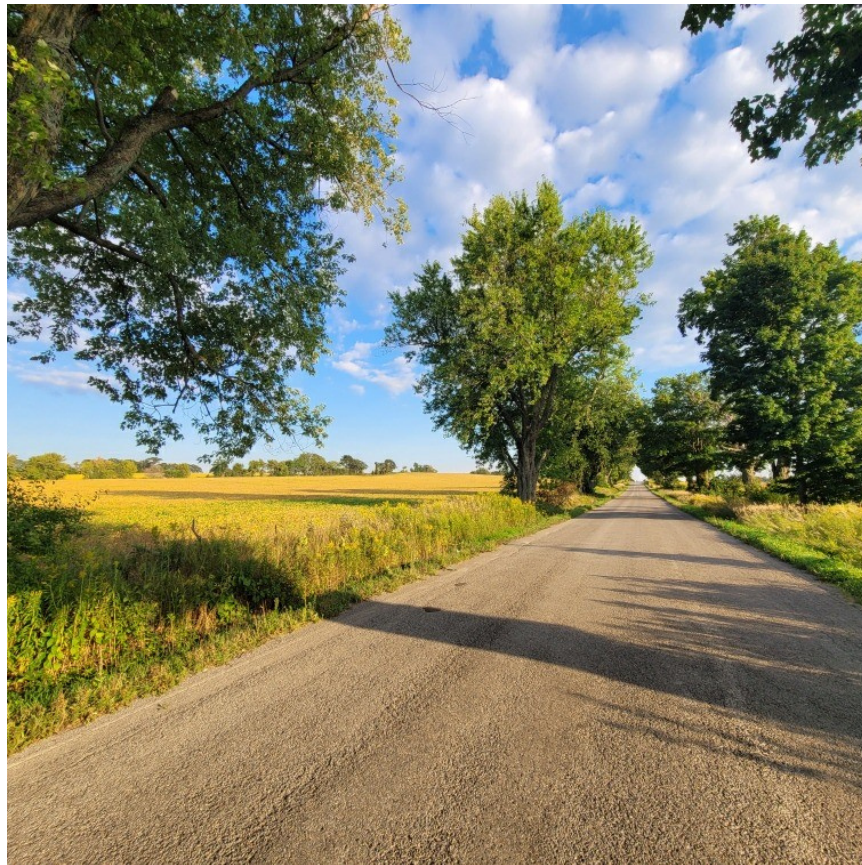
Funding Strategies

- Sound financial practices
- Administrative Monetary Fees & Penalties
- Public-Private Partnerships
- Sponsorship
- Grants, Loans & Taxes



STRATEGIC PLAN 2023-2026

A Roadmap for Our Future





TOWNSHIP OF HAMILTON 2023-2026 STRATEGIC PLAN
©THE CORPORATION OF THE TOWNSHIP OF HAMILTON, 2023