



MUNICIPALITY OF

PORT HOPE

STRATEGIC PLAN

2019-2022



ELECTED COUNCIL

2018-2022



MAYOR
Bob Sanderson



DEPUTY MAYOR/ WARD 1 COUNCILLOR
Les Andrews



WARD 2 COUNCILLOR
John Bickle



WARD 1 COUNCILLOR
Laurie Carr



WARD 1 COUNCILLOR
Jeff Lees



WARD 1 COUNCILLOR
Wendy Meadows



WARD 2 COUNCILLOR
Vicki Mink



A MESSAGE FROM YOUR MAYOR AND COUNCIL

On behalf of Council for the Municipality of Port Hope, I am pleased to present our Strategic Plan, 2019-2022. Our Plan is a framework that is intended to guide Council and Staff in the decision-making process and to direct our resources where they are needed the most over this term of Council.

Developing this plan has been an exciting and energizing process. From the very beginning, we were committed to ensuring that the priorities for our community were shaped in partnership with our residents and business owners, and it was encouraging to see the common interests, themes and concerns that emerged during

“Developing this plan has been an exciting and energizing process”

our public consultations. Providing multiple opportunities for the public and Municipal Staff to participate in the development process, from start to finish, has enabled us to build the Strategic Plan with a strong foundation of community input and has better positioned us to confidently make decisions on the priorities set out in the document.

Now it's our job to ensure that the priorities, goals, and objectives identified in this Plan are met through the lens of our mission and vision. However, this Plan is just the road map. Municipal Staff will manage the implementation of projects, programs and initiatives, but we will continue to rely on community partnerships and consistent public engagement to help us achieve our goals.

Thank you to all of those who contributed their time, talents and expertise in the development of this important document and to those who continue to be dedicated champions of the Municipality of Port Hope. Your civic pride and engagement propels Council to be leaders who are committed to your needs and values.



Mayor Bob Sanderson
Municipality of Port Hope



BACKGROUND AND PROCESS

The Municipality of Port Hope commenced its strategic planning in January 2019 and built upon the Municipality's prior strategic planning efforts.

Recognizing that community engagement is a key element of Council's decision-making process, the development of this strategic plan has advanced in a way that has been consultative, transparent and has offered multiple opportunities for public participation.

As such, the consultation process began with two community input sessions for members of the public, and two similar sessions for Municipal Staff, all of which were facilitated by a professional consultant and took place over two days.

In addition, an online community consultation was launched at the beginning of February and included a month-long comment period. All consultation participants, at the in-person sessions and online, were asked to respond to the following questions:

- **What is your vision for Port Hope?** Imagine it is 2030 and we have been successful in achieving all of our goals. What does Port Hope look like to you?
- **What are the things that you value most about the Municipality?** What does Port Hope do well and should continue doing over the next four years?
- **What are our areas for improvement?** What are we not doing that we should be doing?
- **What do you see as the top priorities for the Municipality of Port Hope in the next 2-3 years to ensure our success?** If you were in charge, what are the first things you would do?

All of the comments, suggestions and feedback collected throughout the online consultation process and at the in-person sessions were circulated to Council and Municipal Directors. After reviewing these comments, Council and Directors participated in a full-day, facilitated strategic planning session. During this exercise, they collectively responded to the questions noted; incorporated the public input; defined the desired future state of the Municipality; and developed priorities and objectives for the 2019-2022 Strategic Plan.

01

Public Participation Session
January 30

02

Staff Participation Session
January 31

03

Online Consultation
February

04

Circulation and Review of all Comments
March 4 - 20

05

Council and Directors Develop Draft Plan
March 21

06

Draft Strategic Plan Presented to Committee
April 16

07

Draft Strategic Plan Posted for Community Consultation
April 18- May 2

08

Draft Strategic Plan to Council for Final Approval
May



MISSION STATEMENT

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.

VISION STATEMENT

A unique, inclusive municipality focused on balanced growth, heritage preservation, an age-friendly community, and waterway enhancements. We will earn this reputation by:

- Enabling sustainable economic growth
- Facilitating the conservation of structures, districts and landscapes of architectural, historic and cultural significance
- Beginning implementation of the waterfront and river enhancements
- Ensuring sustainable infrastructure is in place
- Offering a broad mixture of housing to accommodate a variety of needs

MUNICIPAL APPROACH

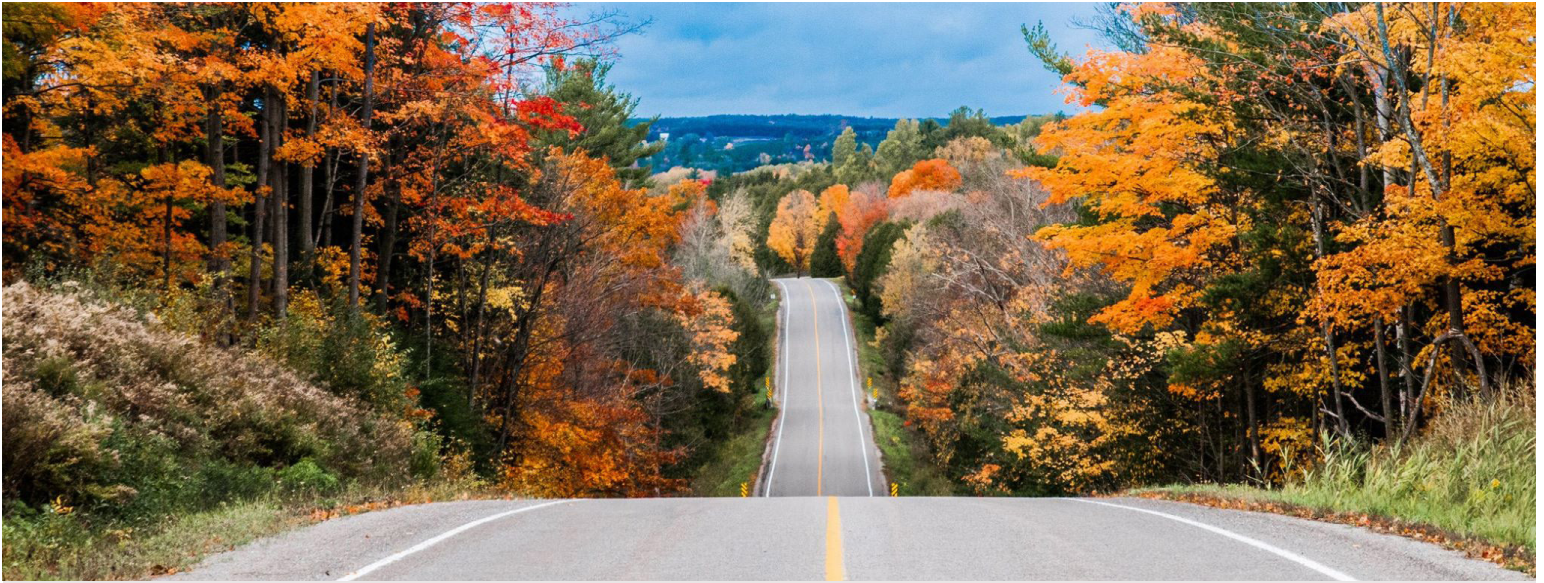
The mission and vision statements for the Strategic Plan, 2019-2022 were developed over the course of the community engagement process, and include the priorities and themes that were highlighted as important to our residents and business community members throughout the development of the Strategic Plan.

These statements are intended to guide Council and Staff in their planning and decision-making processes. As such, when considering and recommending any project, initiative and/or program, Staff and Council will do so through the lens of financial sustainability and environmental responsibility, as stipulated in the mission statement. Likewise, Staff and Council will reference the Municipality's vision statement as a standard practice, when making operational and capital decisions, to ensure that the resources required align with the overall vision of the Municipality.

While this Strategic Plan is the guiding document for Council and Staff over the next several years, it is important to note that the Municipality of Port Hope operates in an environment where, on an ongoing basis, it is actively involved in a variety of other strategic policy and planning processes, that contributes to the day-to-day operations of the Municipality. It does this at the local, regional, and provincial levels as a matter of best practice, public administration and as directed by the Province of Ontario, by ministries like Municipal Affairs and Housing, Finance and Natural Resources. This is in addition to those required by provincial legislation.

As such, this Strategic Plan is focused on the Municipality's priorities over the next several years, but it builds off of Port Hope's experience and expertise by directly engaging and consulting with the community, Municipal Council, interested stakeholders and Municipal Staff. The outcome is a concise summary of the community's strategic plan that identifies the Municipality's mission, vision, and priorities. The document serves as a reference point to help inform and guide Port Hope Council, Staff and the community. Its success will be dependent upon the extent to which it is supported and implemented by community stakeholders.





MUNICIPAL PRIORITIES FOR 2019-2022

The following six priorities were identified through the strategic planning exercise. Council and Staff will use these priorities as a guide in the planning and decision-making process for projects, initiatives and program implementation over the term of Council:



**INFRASTRUCTURE
SUSTAINABILITY**



**MULTI-GENERATIONAL
COMMUNITY
OPPORTUNITIES**



**WATERFRONT AND
RIVERWALK
ENHANCEMENT**



**AFFORDABLE
HOUSING**



**INTENTIONAL
GROWTH PLANNING**



**CORPORATE
EFFICIENCIES**

Objectives

Key objectives were identified and developed to ensure that each priority has corresponding action plans in order to achieve the goal of the priority.



INFRASTRUCTURE SUSTAINABILITY

Priority: A financially sustainable municipal infrastructure management plan.

Goal: Reduce the infrastructure funding deficit and expand the infrastructure management plan.

Objectives:

- Establish a strategic asset management policy to guide the current infrastructure plan
- Complete a development charges study to identify 10-year growth impacts on infrastructure and ensure that growth contributes corresponding funding
- Implement a water and wastewater utilities 10-year financial plan and rate study
- Introduce asset management planning software, integrated with Geographic Information System (GIS), work orders, permitting and budgeting capabilities for coordination among all departments
- Identify current levels of service and associated costs to maintain infrastructure, in accordance with emerging Provincial regulation
- Dedicate funds annually from net growth in tax base to increase infrastructure funding in order to continue progress towards reducing the infrastructure deficit



WATERFRONT AND RIVERWALK ENHANCEMENT

Priority: Waterfront and riverwalk development and enhancements.

Goal: Enhance quality of life for our residents, protect heritage and natural resources, and attract investment and visitors, resulting in increased economic growth.

Objectives:

- Appoint a working group to shape the vision, goals, objectives, and design of a waterfront and riverwalk plan
- Develop an updated comprehensive waterfront/riverwalk master plan supported by implementation strategies
- Develop a waterfront investment attraction package and supporting financial plan that is commercially sustainable and demonstrates a return on the Municipality's investment
- Continue to facilitate the Port Hope Area Initiative (PHAI) clean-up project and plan and prepare for the future use of remediated public sites



INTENTIONAL GROWTH PLANNING

Priority: Conservation of culture, small-community values, heritage preservation, agricultural integration and environmental protection.

Goal: Achieve a balance between economic growth and residential growth/affordability that includes diversification.

Objectives:

- Realign the Municipality's economic development capacity, enabling reinvestment and diversification of its tax base to enhance the commercial viability of the downtown and create new business development opportunities throughout the community
- Complete a comprehensive review of the Municipal Zoning By-law
- Undertake a review of the Municipality's Official Plan
- Prepare an integrated municipal plan to more effectively anticipate and manage future growth
- Complete the Heritage Building Registry and increase the number of properties designated, in accordance with the Ontario Heritage Act



MULTI-GENERATIONAL COMMUNITY OPPORTUNITIES

Priority: A healthy, sustainable community that delivers multi-generational programming, facilities, and initiatives for residents of all ages and life stages.

Goal: Enhance the quality of life for our residents and accommodate demographic changes.

Objectives:

- Construct a new facility to replace the Ruth Clarke Activity Centre
- Continue to enhance the use of the Port Hope Community Hub
- Expand youth programming to further meet the needs of youth in the community
- Review the usage of sports fields to identify areas that can be re-purposed to meet changing demands
- Continue to expand and upgrade the trail network and linkages to the River in a sustainable manner to protect our natural environment



AFFORDABLE HOUSING

Priority: Facilitate the development of more affordable housing.

Goal: Enable and increase the availability of affordable housing units and housing options to meet current and future needs.

Objectives:

- Prepare a municipal affordable housing plan that incorporates the recommendations from the Northumberland County Affordable Housing Strategy
- Identify public/private financing models and housing development opportunities
- Work with developers to provide a range of housing options, including affordable housing and adaptive reuse of existing buildings
- Implement zoning changes to facilitate and support affordable housing development



CORPORATE EFFICIENCIES

Priority: Corporate efficiencies that will enhance delivery of government services.

Goal: Address appropriate succession planning and harness technology to deliver services more efficiently and reduce environmental impacts.

Objectives:

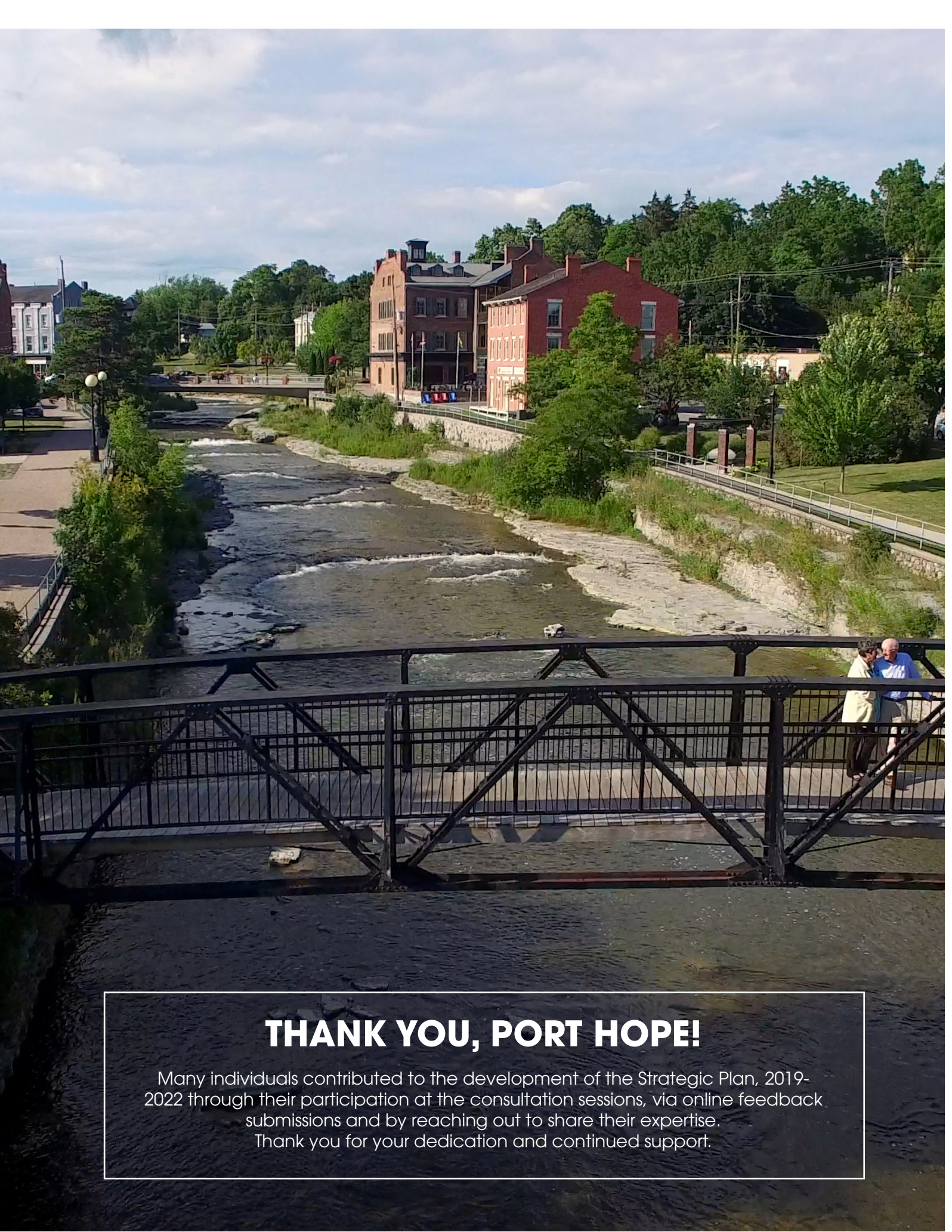
- Complete a corporate-wide service delivery review to ensure that the Municipality is efficiently and effectively delivering services
- Undertake a municipal facilities and office accommodation audit to determine the needs of the Corporation and identify further energy efficiency opportunities
- Develop an information technology strategic plan to optimize service delivery and attain efficiencies through technological advancement
- Complete a compensation review to ensure that the Municipality is able to attract and retain quality staff as well as to address the succession planning challenge

MEASUREMENT AND PROGRESS REPORTING

The Municipality is committed to the successful implementation of the priorities, goals and objectives identified in this plan. To achieve this, the Municipality will undertake the following activities to measure the progress of the Plan and keep the community informed of the goals and results:

- **Dedicated quarterly updates to residents:** Regular updates on progress against the plan will be highlighted in a municipal digital newsletter that Staff are undertaking beginning in summer 2019.
- **Annual strategic plan review meetings:** Special Council Meetings will be held to provide a formal update from Staff on the identified priority advancements, the status of each ongoing project/initiative (in relation to the Strategic Plan), estimated time lines for project implementation and/or completion and to report on any changes to the Strategic Plan priorities, goals and/or objectives. These meetings will be conducted annually.
- **Municipal website updates:** The Strategic Plan page on the Municipal website houses all of the strategic planning information for residents to reference. This page includes a full copy of the Strategic Plan, 2019-2022, Staff reports, quarterly updates (as referenced above), dates for the annual strategic plan review meetings and outcomes from these annual meetings. This page can be found at porthope.ca/strategic-plan.





THANK YOU, PORT HOPE!

Many individuals contributed to the development of the Strategic Plan, 2019-2022 through their participation at the consultation sessions, via online feedback submissions and by reaching out to share their expertise.
Thank you for your dedication and continued support.



MUNICIPALITY OF

PORT HOPE

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