

Municipality of Port Hope Strategic Priorities 2023-2027

VERSION 3.0 (March 17, 2023)

Introduction

On January 20, 2023, Linton Consulting facilitated a Leadership Team strategic visioning session with members of Council and senior staff. The objective was to begin the process of strengthening the relationship between and Council and staff and begin the strategic planning process. This session resulted in two deliverables:

- **Guiding Principles** – statements that describe how staff and Council will work together to achieve positive results for the community.
- **Priority Strategic Outcomes** – synthesis of the initial individual impressions from Members of Council and the senior management team of important community needs, issues and opportunities.

The purpose of the next phase of work is to contribute to creating a refined Strategic Plan 2023-2027 document by incorporating these leadership session findings along with additional feedback/input from the Leadership Team and the current Strategic Plan. This new version of the Plan would be used to begin public consultation.

Strategic Priorities (DRAFT FOR DISCUSSION)

Priority		Goal Statement / Targeted Outcomes	Notes/Potential Actions
1	More Homes	<p>GS: Take action to address the urgent need for more housing options for residents of all ages and incomes.</p> <p>Potential TOs:</p> <ul style="list-style-type: none"> • <20%> increase in the supply of attainable housing between 2023-2026. (“attainable housing” defined as housing that costs less than 30% of a household’s monthly income level) • <20%> increase in available long-term care beds within the Municipality. 	<ul style="list-style-type: none"> • Work with the County on affordable housing / homelessness initiatives • Inventory our surplus lands and identify potential housing opportunities • Identify Provincial/Federal funding opportunities • Explore long-term care facility • Support development of MTO Lands • Pursue Wesleyville opportunities • Create housing task force • Streamline/simplify development processes for attainable/affordable housing initiatives • Identify key densification area • Affordable Housing Community Improvement Plan (CIP) • Explore innovative partnerships with developers, not-for-profits, service organizations, faith communities, etc.

2	Strong Local Economy	<p>GS: Leverage our competitive advantages to facilitate business growth and attract new local jobs.</p> <p>Potential TOs:</p> <ul style="list-style-type: none"> • <20%> increase between 2023-2026 in new local businesses • <20%> increase between 2023-2026 in new local jobs • <20%> increase in non-residential tax revenue overall percentage received between 2023-2026 	<ul style="list-style-type: none"> • Create and begin the implementation of an Economic Development & Tourism Strategic Action Plan, including an Employment Lands Strategy and Marketing Strategy • Work with privately owned employment land owners to activate their properties for development. • Proactively strengthen ties to local businesses with a robust business relations program • Branding/marketing/promotions tactical plan • Expand partnership with Loyalist College • Streamline zoning/planning/ processes for new/expanding businesses and prioritize employment-creating development applications
3	Welcoming & Livable Community	<p>GS: Pursue community projects and partnerships that enhance sense of belonging, improve happiness and ensure a high quality of life.</p> <p>Potential TOs:</p> <ul style="list-style-type: none"> • <20%> increase between 2023-2026 in new childcare spots • <20%> increase between 2023-2026 of registered participants in Town programs 	<ul style="list-style-type: none"> • Explore partnerships with community groups and service clubs to provide local events to promote community pride • Implement strategies from the Leisure Services Master Plan • Implement recommendations from the Fire Master Plan • Provide accessible sport, recreation and social programs for all ages, incomes and abilities • Partner with Northumberland County to create new child care spaces • Use the Physician Recruitment Committee to contribute to attracting more healthcare professionals • Heritage policies/processes to protect culturally important features while enabling appropriate adaptive reuse
4	Healthy Natural Environment	<p>GS: Continually strive to protect, conserve and enhance our natural environment while enhancing our capacity to mitigate and adapt to the impacts of climate change.</p> <p>Potential TOs:</p> <ul style="list-style-type: none"> • <20%> increase between 2023-2026 in urban tree canopy • <20%> decrease between 2023-2026 in corporate carbon emissions 	<ul style="list-style-type: none"> • Create an environment/climate change action plan • Tree planting program (public and private land) in partnership with community groups, service clubs and local businesses • Support of public education regarding environmental stewardship encouraging residents and businesses to reduce carbon emissions, reduce waste and increase diversion, etc. • Extreme weather emergency preparedness plans, strategies and tools • Facilitate river/waterfront improvements

5	Safe & Well-Maintained Infrastructure	<p>GS: Embrace best practices in asset management to continuously maintain and improve our municipal infrastructure assets contributing to long-term sustainability.</p> <p>Potential TO:</p> <ul style="list-style-type: none"> • <20%> reduction between 2023-2026 in our infrastructure gap 	<ul style="list-style-type: none"> • Update and complete asset management plan • Increase funding dedicated to infrastructure renewal • Seek Provincial/Federal funding opportunities to build, maintain, and operate infrastructure to meet the long-term needs of our community • Monitor the infrastructure gap and communicate the consequences of the infrastructure gap • Work collaboratively with the PHAI project to improve infrastructure. • Replace Fire Station 2
6	Good Government	<p>GS: Provide friendly, responsive, and citizen-focussed services encouraging meaningful community engagement and demonstrating transparent decision-making, and provide a safe, inclusive and exceptional working environment for Staff and Council.</p> <p>Potential TOs:</p> <ul style="list-style-type: none"> • <80%> citizen satisfaction rate with their municipal government (citizen survey – set a baseline to do this every 5 years) • <80%> staff satisfaction rate (internal staff satisfaction survey – set a baseline to do this every 2-3 years) 	<ul style="list-style-type: none"> • Develop creative strategies to attract and retain high performance staff • Address Urban and Rural ward issues • Ensure equity, inclusion and accessibility in all policies, plans and services and develop a plan for inclusivity, diversity and accessibility for all services and facilities • Support Indigenous reconciliation efforts and strengthen relationships with surrounding Indigenous communities • Explore ways to improve 2-way communication • Update procedures, committees, and identify critical staffing gaps • Review committee mandates/roles • Conduct third party statistically correct measurement of Customer Satisfaction

Appendix: Inputs/Working Documents

From January 20, 2023 Leadership Session

1. **Infrastructure Renewal and Managing Assets.** Enhancing the ability of the Municipality to address its current infrastructure gap was one of the most frequently identified priorities. Comments included the need to prioritize infrastructure projects and the need to build up capital reserves.
2. **Affordable/Attainable Housing/Living.** Providing more affordable housing/living was one of the most frequently identified priorities. Comments included the potential for modular homes; the need for a master plan; requirement to change community perceptions; and increase supply of rental units.
3. **Economic Development.** Pursuing new investment and economic growth was one of the most frequently identified priorities. Comments included the need for a new tourism plan; a focus for agriculture-based actions; a strategy to encourage more diverse businesses/industries; and the need to shift the tax burden from residents.
4. **Human Resources Plan.** Attracting and retaining staff was identified as an important issue. Recognizing that the job market for municipal staff is highly competitive, creating and implementing a HR strategy/plan was identified as a priority to ensure that Port Hope remains/becomes an employer of choice.
5. **Growth & Local Development.** The potential for growth and development was identified by several participants. Despite being closer to the GTA than other municipality in the County, Port Hope has the County's lowest growth rate. Comments included the need to continue to work with the province to build a long-term plan for Wesleyville and enhance marketing efforts to attract new businesses and new developments.
6. **Enhance Riverwalk & Waterfront.** The unrealized potential of both the riverfront and waterfront were identified by numerous participants. Comments indicated that this Council needs to take action to realize the potential of both the river and lakefront.

Current Strategic Plan

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

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.

Strategic priorities: The following strategic priorities help Council and staff make decisions about projects, initiatives, and program implementation over the term of Council. Key objectives are also assigned to each priority and described in the Strategic Plan.

- Infrastructure Sustainability
- Waterfront and Riverwalk Enhancement
- Intentional Growth Planning
- Multi-generational Community Opportunities
- Affordable Housing
- Corporate Efficiencies