



Corporate Strategic Plan

June 2009

Together Forward



TABLE OF CONTENTS

• Message from Mayor Thompson	3
• Community Vision	4
• Corporate Mission	5
• Goal Areas	6
• Current Strategies & Actions	7
• Council's Vision for this Term	15
• Mission for Municipal Administration	16
• Major Recent Accomplishments	17
• Staying the Course	18
• Appendix A – Major Accomplishments	20

A MESSAGE FROM MAYOR THOMPSON



Port Hope is a remarkably picturesque community located along the shores of Lake Ontario and in the Northumberland Hills. The Municipality currently serves 17,000 residents with a thriving downtown business community and a vibrant agricultural sector.

Steady residential growth is occurring and we have an Economic Development Strategy to position us for long-term sustainability, coupled with enhanced sanitary sewage and water capacities.

Our Official Plan and Master Fire Plan are recently approved, we are moving forward with the redevelopment of our waterfront.

A Corporate Strategic Plan provides an overall focus and direction for the Municipality and our municipal administration. It is the “umbrella” to our more detailed long-range plans and forms the basis of our business and work planning.

Crafted by Members of Council with input from our senior management team, this document outlines a Community Vision, Corporate Mission, our vision for how we will work together as a Council, and staff’s vision of how they will work together to achieve Council’s Strategic Goals.

Current strategic actions and recent major accomplishments aligned with our Strategic Goals, focus operational and financial resources and facilitate development of detailed departmental work plans.

The Corporate Strategic Plan is revisited annually to confirm direction and report progress.

COMMUNITY VISION

Port Hope is an actively engaged progressive community. We strive for diversity, balance and strategic sustainable growth. Our urban and rural history is reflected in a healthy community that celebrates a rich heritage and embraces a positive future.



CORPORATE MISSION STATEMENT

The Municipality of Port Hope provides effective, efficient and sustainable service delivery to ensure a healthy, safe and structured environment for our unique and diverse community.



GOAL AREAS

Not Necessarily in Order of Priority

- Responsible Environmental Stewardship
- Growth & Sustainability
- Infrastructure & Facilities
- Community Safety
- Communication
- Unity
- Evolving Technology, Service Needs & Expectations
- Age-Targeted Community Initiatives

CURRENT STRATEGIES & ACTIONS

Responsible Environmental Stewardship

Initiatives are designed to achieve a community with clean air, water and land through innovative and sustainable initiatives.

- Invest in tree planting program
- Cathodic protection for watermains
- Transit improvements
- New water plant/sewage treatment plant
- Pedestrian and bicycle path/ improvements – reduction of car usage
- Source water protection plan – GRCA
- Watermain replacement program
- Fuel storage systems
- JBSC energy upgrades to reduce energy consumption
- Pesticide By-law
- Public Recycling Bins
- The LLRW Process (licensing)

CURRENT STRATEGIES & ACTIONS

Growth & Sustainability

Initiatives are strategically designed to move the Municipality forward in a socially, economically and environmentally sustainable manner to maintain a healthy and caring community and to foster retention and growth.

- Economic development strategy implementation
- Business Park
- Building on industry strengths
- Workforce development
- Sector retention initiatives
- Industry (roundtables) and site visits
- Retail
- Agricultural
- Heritage Buildings and District
- Comprehensive zoning bylaw
- Update building bylaw
- Development charges bylaw
- Waterfront implementation
- Strategic financial plan
- East marina
- DFO divestiture
- Waterfront consolidation study/plan
- Public Art Policy

CURRENT STRATEGIES & ACTIONS

Infrastructure & Facilities

Infrastructure shall be cost effective and proactive in order to provide a safe and efficient network and delivery of service for the Municipality.

- Rural Broadband Increase
- Asset identification and valuation (PSAB)
- Accessibility upgrades (buildings, sidewalks, parks \$, etc)
- Water and sewer upgrades/replacement
- Roads, bridges and public transit improvements
- Emergency operations (EOC, plan, municipal wide implementation)
- Recreational facility upgrades (playfields, arena, parks, trails and programming, cultural, skate park, accessibility)
- Level of service policy contingent on growth and financial sustainability
- Municipal Administrative Space Needs review
- Business Park infrastructure
- Joint PRC/PW garage facility (Victoria Street)

CURRENT STRATEGIES & ACTIONS

Community Safety

The Municipality shall provide services and practices that ensure a safe and secure community through effective emergency programs and the implementation of appropriate risk management systems.

- Port Hope Police Services business plan
- Master Fire Plan implementation
- Corporate risk management program
- Drinking Water Quality Management System
- Memos of Understanding with Industry
- Investigation of Police service cost efficiencies
- Emergency Response Plan and associated communication and public awareness strategies

CURRENT STRATEGIES & ACTIONS

Communications

All internal and external communications are coordinated, proactive, transparent, and responsible to ensure the community is well-informed on a timely basis.

- Communications Strategy
- Communications Policy
- IT Usage Policy
- Freedom of Information
- Administration Report Template
- Inquiry Protocol
- Open Meeting Investigator
- Integrity Commissioner
- Community Pages – newspaper and website
- Municipal Publications
- Website Upgrades

CURRENT STRATEGIES & ACTIONS

Unity

Unity encompasses respectful collaboration and partnerships embracing the community as a whole and our corporate vision.

- Employing expertise of local Boards, Advisory Committees, outside agencies, Staff and Council
- Bylaw consideration
- Emergency Response – Staff, Council and Community Partners
- Signage (boundary, community, equipment and facility)
- Communication strategy
- Broadband
- Professional Development of Staff and Council
- Council/Staff Code of Conduct
- Community building through character initiatives

CURRENT STRATEGIES & ACTIONS

Evolving Technology

Initiatives capitalize on the application of evolving technology to operate in an effective and efficient manner that promotes community involvement.

- Town Hall Heating/Air Conditioning
- Health & Safety procedures
- Records Management
- Telephone Upgrades
- Election Services
- Computer Hardware/Software
- Recreation and Finance Software
- Website upgrades
- Blackberries
- Business Park
- Improved High Speed Internet
- Municipal Administrative Space Needs review
- Various Fire/Emergency items: radio frequency, breathing apparatus
- Traffic and street lights
- Pesticide bylaw/policies
- Transit (hybrid)
- Energy efficiency programs

CURRENT STRATEGIES & ACTIONS

Age-Targeted Community Initiatives

Programs and initiatives created to enhance opportunities for community involvement for the benefit of our Youth and Senior populations and the Municipality as a whole. Our programs, facilities and resources encourage engagement and proactive participation in the community.

- Dedicated programming staff – Youth Coordinator/Seniors Coordinator
- Youth Friendly Community designation
- Annual Youth Week
- Youth Advisory Committee
- Durham College Job Connect partnership
- Youth retention initiatives
- Senior/Youth connection - cross-generational programming
- Communication, marketing and promotion
- Northumberland Senior Games
- Facility improvements
- Volunteer recruitment programming
- Program development and enhancement
- High-Five Accreditation

COUNCIL'S VISION FOR THIS TERM



Principles Before Personalities

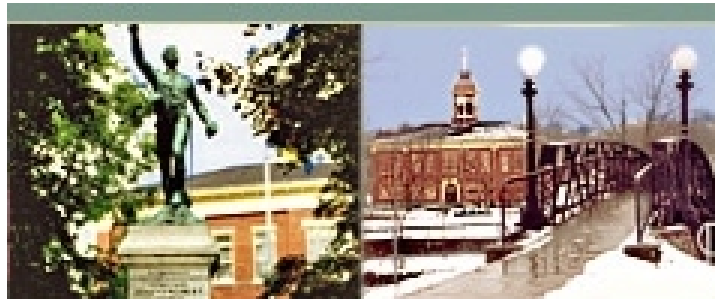
We represent all of our community.

We acknowledge and respect each other's point of view, seek knowledge and understanding, and support our collective decisions.

Open, honest, transparent and accountable is how we govern.

MISSION FOR MUNICIPAL ADMINISTRATION

The Municipality of Port Hope Staff provide customer service excellence through proficient and responsive delivery by means of empowered and innovative approaches.



MAJOR RECENT ACCOMPLISHMENTS

- Transit Improvements
- Enhanced efficiency of Municipal business
- Building relationships/networking
- New Pollution Control Plant
- New organizational structure & good staff team
- Harmonizing administration after amalgamation
- The LLRW process (Federal Environmental Assessment)
- Communication improvements
- Economic Development strategy
- Investing in the historic component
- Accessibility improvements
- AON development
- Heritage Community Leadership Award recipient – March 2009

STAYING THE COURSE

A Work Plan will implement the Strategic Plan

- The Work Plan will identify, in detail, how the Strategies and Actions will be carried out, by whom, stakeholder involvement and, most importantly, how our administration, operations and services align with and further the Vision & Mission of the Municipality.

In addition to a Work Plan, the Strategic Plan will be monitored and maintained as follows:

- Our Strategic Plan will be posted on the web, for information and/or welcoming comment from our constituents
- Staff Reports will include a section to demonstrate alignment with the Council's Vision and Goals
- Terms of Reference for Committees & Task Forces of Council, internal project teams, RFP's for major studies/projects and similar, will specify relationship to the Strategic Plan
- All staff will receive an overview of the Strategic Plan, our Vision & Mission will be posted in workplaces, and an overview will form part of our orientation program for new staff
- Staff will provide quarterly updates to Council, outlining progress
- An Annual Report summarizing progress including strategies, actions and accomplishments will be prepared and posted
- Council, in conjunction with the budget process, will review and confirm or amend the Strategic Plan to accommodate new/changed priorities
- Performance Planning & Reviews for Senior Staff will include a section on Strategic Plan alignment
- The Strategic Plan will be revisited in its entirety upon each new term of Council



*Port Hope...
a successful
community*



Appendix A

MAJOR ACCOMPLISHMENTS

Item	Completion Date
AON development	ongoing
Leaf and yard waste pick-up	Semi-annual
New fire truck and equipment (aerial truck)	January 2009
New Official Plan	October 2008
Website redesign	July 2008
Investing in second Heritage Conservation District	May 2008
New buses	March 2008
Idling By-law	May 2007
New Water Treatment Plant	September 2005
Town Park Recreation Centre built	March 2002