



Our Future: Our Priorities

Corporate Strategic Plan
Municipality of Port Hope

Draft for Public Comment
January 3, 2012

1. Introduction

The Council of the Municipality of Port Hope, with support from senior staff, has developed a draft corporate strategic plan to guide and focus the work of our municipality over the next three years.

Outline of the Plan

The corporate strategic plan sets out our vision for the community, the mission and operating principles of the municipal corporation, and Council's priorities for the next three years. The plan identifies specific goals and directions that the municipality will pursue to achieve our priorities.

Like other municipalities, the Municipality of Port Hope must provide a wide range of services, is involved in many projects, and must address many different issues. To be effective, it is important to set priorities. Over the next three years, the Council and staff of the Municipality of Port Hope will ensure that the priorities outlined in this plan receive our focus and attention and that the community benefits from progress in these important areas.

Seeking Your Feedback

We invite your feedback on this draft corporate strategic plan. Comment forms are available on the municipal web site (www.porthope.ca) and at the Municipal Town Hall. We welcome your comments and suggestions.

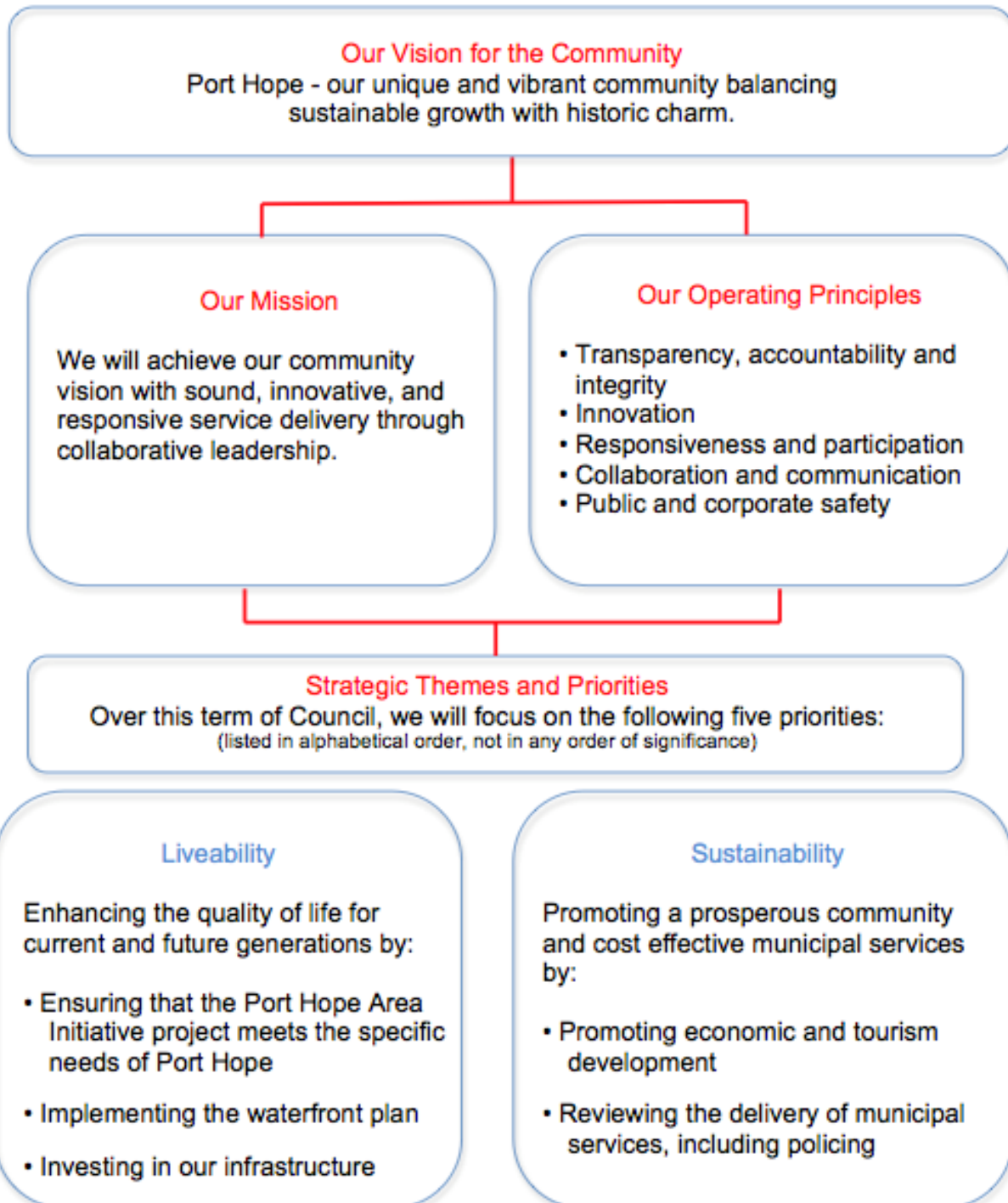
Comments can be submitted until February 17th. Council will receive a report summarizing comments received along with any suggested changes to the plan at the Committee of the Whole meeting on February 28th. Council hopes to approve the corporate strategic plan at its March 6th meeting.

Thank you for your interest in our corporate strategic plan and in the future of our community.

Mayor Linda Thompson
Municipality of Port Hope

2. Our Strategic Aim

Our strategic aim outlines our vision for the community, our mission as a municipal corporation, our operating principles, and the themes and priorities that will be the focus of our work over the next three years.



3. Our Goals and Strategic Directions

Our goals and strategic directions outline how we will realize our priorities. They are not listed in any specific order of significance.

Priority	Ensuring that the Port Hope Area Initiative project meets the specific needs of Port Hope
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Goals and Strategic Directions	
Goal 1: Advocate that PHAI implementation meets the specific needs of Port Hope in accordance with the spirit and intent of the legal agreement	
1.1 Promote a fair and equitable compensation for home owners and businesses affected by project implementation	
1.2 Ensure the project minimizes community disruption through project sequencing, timely completion and community participation	
1.3 Promote the protection of the health and safety of the community and visitors	
1.4 Maximize municipal infrastructure/environmental opportunities	
1.5 Ensure that the municipality has the resources required to meet this goal and that associated communication needs are achieved.	

Priority	Implementing the waterfront plan
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Goals and Strategic Directions	
Goal 2: Complete the dredging strategy in 2012	
2.1 Define a sediment management and dredging strategy	
2.2 Determine a plan of action	
2.3 Determine impact on marina location	
Goal 3: Complete a community plan that focuses on the improvement of the waterfront and links to the downtown in 2013	
3.1 Define the process to be used	
3.2 Develop a terms of reference	
3.3 Prepare an Request for Proposal that includes requests for alternative processes	

Priority	Improving the waterfront plan (cont'd)
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Goals and Strategic Directions

<p>Goal 4: Complete an environmental assessment for the marina by 2014 or later</p> <p>4.1 Develop a terms of reference for an environmental assessment</p> <p>4.2 Issue a Request for Proposal</p> <p>4.3. Proceed with the environmental assessment</p>
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Priority	Investing in our infrastructure
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Goals and Strategic Directions

<p>Goal 5: Develop an asset management plan</p> <p>5.1 Develop maintenance schedules for fleet, facility, and linear assets</p> <p>5.2 Determine appropriate industry standards for funding levels</p> <p>5.3 Implement best practice of “business case” development when contemplating new infrastructure</p> <p>Goal 6: Adequately fund existing infrastructure</p> <p>6.1 Establish funding envelopes for existing infrastructure based on a five year capital plan</p> <p>6.2 Develop innovative funding and operating models</p> <p>Goal 7: Leverage the use of technology</p> <p>7.1 Explore new technologies, options and tools</p> <p>7.2 Stay current with existing technology through purchases, upgrades, and training</p>
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Priority	Reviewing the delivery of municipal services, including policing
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Goals and Strategic Directions

<p>Goal 8: Develop a service delivery review document</p> <p>8.1 Identify what we do and why</p> <p>8.2 Identify costs, including benchmarks for each service</p> <p>8.3 Compare with other municipalities</p> <p>8.4 Identify opportunities for savings</p> <p>Goal 9: Consult with the public on proposals</p> <p>9.1 Communicate service delivery review results, options and proposals</p> <p>9.2 Revise the document as required</p> <p>9.3 Adopt final recommendations</p> <p>Goal 10: Implement the service delivery review recommendations</p> <p>10.1 Develop an implementation plan</p> <p>10.2 Track measurable results</p> <p>10.3 Report on results</p>

Priority	Promoting economic and tourism development
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Goals and Strategic Directions

<p>Goal 11: Retain and increase businesses establishing in our municipality</p> <p>11.1 Achieve significant occupancy of the business park by 2014</p> <p>11.2 Leverage partnerships with the Eastern Ontario Development Corporation and government agencies</p> <p>11.3 Increase marketing and attraction efforts for business investment</p> <p>11.4 Implement the recommendations of the economic development strategic plan</p>

Priority	Promoting economic and tourism development (cont'd)
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Goals and Strategic Directions

Goal 12: Increase tourism to Port Hope

- 12.1 Enhance marketing of local assets and events
- 12.2 Invest in our web and social media presence
- 12.3 Initiate a comprehensive downtown revitalization program that is connected to the waterfront plan

Goal 13: Increase IDEAHUB business activity and partnerships

- 13.1 Increase awareness through marketing initiatives
- 13.2 Build on existing partnerships with post-secondary institutions, Community Futures Development Corporation, Business Advisory Centre and governments
- 13.3. Provide an annual report to Council

4. Implementation Plan

Once Council approves the corporate strategic plan, implementation plans will be developed by the Chief Administrative Officer and municipal staff. The implementation plans will include actions, responsibilities, timeframes and a process for monitoring results.

The Corporate Strategic Plan will be reviewed annually to confirm directions and report on progress.

Appendix – Our Operating Principles in Action

Council and staff are committed to the following operating principles. Translated into action they mean that we will:

Transparency and Accountability

- Be open to dialogue
- Communicate and report out
- Recognize mistakes
- Make informed decisions
- Be transparent with the public

Responsiveness and Participation

- Be involved with committees
- Provide inclusive opportunities for public input
- Provide good customer service
- Respect others' opinions
- Take timely action
- Be open to change

Collaboration and Cooperation

- Collaborate as a Council-staff team
- Collaborate across departments
- Engage community advisory groups
- Make good use of partnerships

Integrity

- Focus on the greater good
- Focus on the facts
- Be consistent
- Be fair and equitable
- Be respectful in dialogue with others
- Stay on the high road
- Consider the silent majority

Innovative

- Use creative problem solving
- Delegate authority
- Consider alternatives
- Take a reasonable risk approach
- Stress continuous learning

Public and Corporate Safety

- Consider safety in all decisions
- Manage risks
- Emphasize safety in communications
- Practice what we preach