



# Municipality of Central Huron 2021-2022 Update to the 2014-2014 Strategic Plan

## 1. Strong Governance

**Mission: The Mayor and Council will provide visionary leadership through enhanced partnerships, inclusion and collaboration**

**Current Goals: Sustain operational excellence and financial discipline, strengthen youth engagement, and strengthen municipal and government relations**

- Timely and accurate financial reporting to Council
- Ensure financial policies are being followed by Council, management and staff
- Add subject heading "Strategic Initiative" to formal reports to highlight how the report is in line with the strategic plan
- Improve internal communication and team collaboration (i.e. reintroduce Foreperson/Managers meetings between Facilities/Roads/Utilities - monthly or quarterly)
- Create a project team in advance of large municipal projects to develop scope of work the need for consultants, public interest etc. before the engineering process begins
- In-House Review of Governance Model (2021-2022)
  - Review of Committee/Board structure and decision-making flow

## **Strategic Plan Update 2021-2022**

**Adopted May 17, 2021**

- Procedure By-law Update
- Create or update Terms of Reference for all Council appointed Committees and Boards
- Review Integrity Commissioner & Closed Meeting Investigator Services
- Review Policies – Review/Update policies required by Section 270 of the Municipal Act, 2001: sale and other disposition of land, hiring of employees, procurement of goods and services, when and how to provide notice to the public, how the municipality will try to ensure accountability and transparency to the public and, delegation of powers and duties
- Accessibility – Review and Update Policies (with Huron Accessibility Working Group)
- Continue relationship with area high schools regarding department co-op opportunities and municipal project involvement
- SMT to engage in ongoing professional development and attend relevant conferences and/or local meetings (i.e. Clerks and Treasurers, Zone meetings etc.)

## **2. Economic Development**

**Mission: The Municipality supports economic development**

**Current goals: establish high standard of service for potential investors, market/promote the municipality**

- Work to fulfil the goals of Council related to the former Bluewater Youth Centre Property
- Streamline Development Review Process
- Building Department Capacity Review
- Consult with Urban Planner on industrial park layout for improvements including how it could better tie into proposed local development services

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- Bring option report to Council to plan to upgrade rural water systems to entice and assist development along lakeshore in those serviced areas
- Assist Council to achieve a reasonable and consistent tax rate from year to year.
- Promote Economic Development through the digital signage and website.
- Investigate additional park revitalizations - Sloman, Kin park, Holmesville Ball Diamond
- Work to achieve one or more of the following:
  - Partner with a University on a pilot project, whether it's related to business, agriculture environmental etc.;
  - Work with County to consult with a development expert with national and international connections in an effort to attract agriculture industry & commercial opportunities to Central Huron;
  - Consult with an industrial & commercial real-estate/business recruiter to pursue the sale of the empty fire lots in the downtown and the possibilities in the industrial park.

### **3. Environmental Stewardship**

**Mission: The Municipality will assist in protecting the environment**

**Current goals: Work with partners to develop a community based action plan to reduce gas emissions community wide, promote energy conservation amongst all staff, and work with Conservation Authorities to protect watersheds**

- Begin LED upgrades at properties
- Continue to budget items such as property storm outlets during road construction and sewer relining and, once provided, commit more funds to the investigation and forcing disconnection of cross connections
- Budget for plumbing credits to remove the cross connections after a storm outlet is provided

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- Water conservation – Continue with rain harvesting on buildings design
- Trend towards greener fleets and equipment by applying for green vehicle funding
- Any new build design - Consider potential of solar panels & e-vehicle charging
- Continue to implement ways to reduce municipal energy consumption
- Consider a Municipally-owned solar farm or Municipal Nursery in the Industrial Park (temporarily – until lots are sold)
- Consider policies on adopting new technologies to keep surface water clean, especially if the conservation authorities are removed from the planning process
- Collaborate with groups like Huron Stewardship to educate the community on preventing and removing invasive species such as phragmites and buckthorn
- Prepare for changes to road salt applications – Commit money to training staff and the possibilities of upgrading equipment
- Promote reusable water bottles and water filling stations at facilities to reduce single use plastic
- Work with Finance Department to review cost of, and grants available for, green initiatives
- Consider strategy for brownfield sites

## **4. Improved Infrastructure**

**Mission: The Municipality will strive to improve, develop and maintain existing and new infrastructure**

**Current goals: maintain Asset Management Plan and establish asset replacement reserve, collaborate with neighboring Municipalities and partners to improve infrastructure**

- Review need for Development Charges

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- Continue Council's goal of revitalizing Clinton's core – Albert St. Reconstruction, Town Hall and Library improvements, Pool review etc.
- Work with Facilities Department to develop detailed property asset database
- Schedule and budget for more sewer video to analyze condition assessment
- Water/ Sewer to redo Financial Plan and Rate Study as per O-Reg 453/07
- Continue modernizing mapping systems – GIS etc.
- New Water / Sewer building
- Continue to research the vast improvements in technology in the water & sewer industry and update municipal specifications to align with these improvements
- Continue to research and budget for ways to eliminate inflow & infiltration from our sanitary system
- Assist departments in researching and applying for grant funding.
- Finance Department to work with Managers to Maintain Asset Management Plan, establish asset replacement reserve and to research and apply for available grants for infrastructure maintenance/replacement

## **5. Utilization of Facilities**

**Mission: Council values the role that recreation can play in improving the health of residents. The Municipality will maintain and operate well planned sustainable facilities to meet the needs of our residents.**

**Current goals: Develop a full inventory of recreation facilities, improve marketing of municipal facilities**

- Develop a marketing plan utilizing social media and digital signs
- Work with HPPH, County of Huron and neighboring municipalities to establish/implement new standards for operating facilities safely in the aftermath of COVID19

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- Liaise with third parties (YMCA, local sports organizations and community groups) to ensure ease of use of municipal facilities and that our facilities meet service needs of citizens
- Budget for a professional video walkthrough of properties for marketing purposes

## **6. Communication / Community Involvement**

**Mission: To improve community involvement Council and Staff will follow the guiding principles of; taking responsibility, inform citizens, active listening and continually measuring and improving.**

**Current goals: Improve the manner which community engagement events are promoted and how feedback is obtained, ensure all corporate correspondence meet the needs of the residents**

- Complaints Management System – Develop step-by-step approach to receiving, recording, processing and responding to complaints. Improves decision-making & service delivery
- Increase Municipal Services Available Online – Improve access to municipal services by making more services online (i.e. applications, forms, licences, permits, registrations, etc.)
- Communication Plan – Develop a plan and relating policies to strengthen internal and external communications, support and encourage community engagement. Update Social Media policies & processes
- Consider need for dedicated personnel for communications / social media given its role in the Covid/Post-Covid service model
- Engage the services of a third party social media marketer or search engine optimizer to ramp up our social media and internet presence
- Increase notification & advertising of “big impact” Council agenda items through social media to facilitate more public interest

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- Better communication tools with the public regarding water usage and billing information
- Water / Sewer Department to start education component with schools to help promote water conservation and consequences of pollution at the sewage plant