

Municipality of South Huron

Strategic Plan

2008 - 2012





Environmental Scan

- **Strengths**

- Location – proximity to Lake Huron and regional centre
- Strong urban and rural areas
- Strong agricultural, small industrial and retail sectors
- Lakefront and tourism potential
- Infrastructure development moving forward
- Staff and management
- A leader for small urban and rural municipalities in Huron-Perth



Environmental Scan

- **Weaknesses**

- Speculative ownership of developable lands
- Perceived distance from major transportation routes
- Opportunities for youth
- Untapped tourism potential
- Subject to government overregulation
- More large industries needed
- Lack of shared vision for the Municipality



Environmental Scan

- **Opportunities**
 - To brag about our strengths
 - To partner with strong community, business organization and service club base
 - Promote available infrastructure capacity
 - Develop opportunities for seniors housing
 - Support family health team development in conjunction with physicians, hospital and community
 - Develop business plans for lakeshore area, as well as the Huron Park, Airport Road and Exeter industrial areas
 - Develop tourism strategy for South Huron to build on location close to London, Stratford and Lake Huron
 - To support a positive attitude in the community



Environmental Scan

- **Challenges**

- Create and maintain community involvement
- Maintaining current infrastructure and assets
- How to fund growth or service improvements
- Maintaining youth and vibrant rural communities
- Acquiring investors for residential and industrial development
- Identify new investors for partnerships
- Identify new residential growth properties



Council's Vision

- **What is Municipal Council's Vision?**

- ✓ A moderately growing , progressive community.
- ✓ An open, transparent and accountable Council.
- ✓ An effective and efficient Municipal administration.

- **How will the Municipality reach this Vision?**

- Maintaining current municipal services in an efficient, effective and accountable manner.
- Building a sustainable legacy for the community.
- Meeting municipal customer service standards to residents, ratepayers and investors.
- Providing municipal staff with clear direction and support.



Municipal Core Services Vision

Administration

Corporate Services

Community Services

Development Services

Emergency Services

Environmental Services

Facility Services

Financial Services

Transportation Services

- CAO & economic development
- Clerk, personnel, records management
- Recreation, community development, community policing and grants
- Land use planning & building inspection
- Volunteer fire department and emergency management
- Water, sewer, storm water, landfill and recycling
- Municipal facilities management and cemeteries
- Treasury, budget, asset management and taxation
- Roads, sidewalks, municipal drains and streetlights



Core Services Business Case Reviews

- **Short Term**

- Water and sewer rates
- Development Charges
- User -pay services and Area Rating
- Community Services
- Sidewalks and Roads
- Cemetery services

- **Longer Term**

- Land Use Planning
 - Lakeshore
 - Huron Park
 - Airport Road
 - Exeter
- Storm Water Management

Reduce or Avoid

- **Delivery**

- Health care services
- Social services
- Education and training
- Provincial responsibilities
- Available private services
- Community group services

- **Funding**

- Direct funding of healthcare services
- Social services
- Education and training
- Provincial responsibilities
- Private property development
- Large subsidies to user groups
- Regional projects (County)



Financial Principles

- Taxpayers should be able to see the results of municipal spending
- Find the balance between urban/rural and hard/soft services
- Developers should fund growth
- Ensure everyone is treated fair
- Provide user pay services to the public at or near cost
- Maintain infrastructure and identify necessary tax increase to maintain infrastructure
- Provide long-term projection for services and taxation and lead time, so property owners can plan ahead; Provide a sense of where we want to be in the future
- Council to give staff direction and support before and after budget process



Strategic Financial Directions

- Long range plan of 5 years to be presented annually , to build public, Council and staff support
- Include the community in short and long range planning during the budget process
- Break out tax amounts to demonstrate cost of maintaining services, setting aside reserves and retiring debt
- Produce an annual report on financial and program results



Strategic Program Directions – Short Term

A. Administration

- A1. Staff development program
- A2. Improve municipal website

B. Community Services

- B1. Initiate Community Services Master Plan
- B2. Review concession operations business case
- B3. Centralize facilities booking
- B4. Support community projects and facilitate joint meetings to set priorities and reduce overlap
- B5. Create a transparent and accountable budgeting and contracting process for police services



Strategic Program Directions – Short Term

C. Corporate Services

- C1. Team building, customer service and communications training
- C2. Customer service tracking
- C3. Cross training and succession planning
- C4. Backup schedule for counter services, crossing departmental lines
- C5. Documentation of health and safety procedures

D. Development Services

- D1. Proactive By-law enforcement
- D2. Appoint Provincial offences officers
- D3. Increase level of property standards enforcement
- D4. Update Development Charges Study in 2008
- D5. Official Plan review and consolidation of Zoning by-law
- D6. Provide development brochures and checklists



Strategic Program Directions – Short Term

E. Economic Development

- E1. Build an economic development and marketing plan in partnership with the community and County
- E2. Gather input on economic development from volunteers across Municipality
- E3. Actively promote South Huron to potential investors
- E4. Request provincial support of Family Health Team for South Huron in partnership with physicians and hospital
- E5. Attract hotel/motel accommodations in Exeter area

F. Emergency Services

- F1. Recognition and support for volunteer fire fighters
- F2. Increased communication about emergency planning
- F3. Maintain coordination among all players
- F4. Establish protocol to keep Council informed of emergency situations



Strategic Program Directions – Short Term

G. Environmental Services

- G1. Finalize Exeter water project
- G2. Implement flood control and storm water management in Exeter
- G3. Complete water-sewer rate study
- G4. Business case review for water and sewer services
- G5. Develop one rate structure for sewer, water, storm water and landfill

H. Facility Services

- H1. Municipal Building improvements and Tower renovations
- H2. Cemetery expansion and automation
- H3. Crediton Community Centre project
- H4. Review staff scheduling for efficiency; improve staff availability
- H5. Develop Master Facilities Plan to ensure major structural, HVAC and electrical systems are maintained
- H6. Port Blake Park study and business case



Strategic Program Directions – Short Term

I. Financial Services

- I1. Coordinate monthly reporting on capital projects
- I2. Compliance with PSAB 3150 requirements
- I3. Implement corporate asset management program
- I4. Address depreciation costs in budgeting for assets
- I5. Development of management reports and public reports

J. Transportation Services

- J1. Initiate streetlight management master plan
- J2. Review winter maintenance procedures for roads and sidewalks
- J3. Review business processes in the department
- J4. Integrate services and purchases with Facility Services, if possible
- J5. Use web site for all communications re. detours and closures



Strategic Program Directions – Long Term

K. Administration

- K1. Set performance and financial targets for all programs and services
- K2. Develop a standard business case model, including criteria for delivery or contracting services
- K3. Develop Master Plans in all core services

L. Community Services

- L1. Develop urban-rural partnerships for municipal events
- L2. Develop a policing master plan
- L3. Become a “senior-friendly” community
- L4. Become a “youth-friendly” community

M. Corporate Services

- M1. Create corporate records management system
- M2. Initiate electronic agenda for public access

Strategic Program Directions – Long Term

N. Economic Development

- N1. Initiate corporate marketing and communication program
- N2. Leverage new growth through strategic municipal investments

O. Development Services

- O1. Encourage rural residential developments in existing hamlets
- O2. Review alternative rural farm parcels
- O3. Digitize property files
- O4. Automate building permit process

P. Environmental Services

- P1. Complete Stephen Water Plan
- P2. Conduct regular review of rates to ensure ongoing sustainability
- P3. Develop long term storm water system plan
- P4. Develop long term landfill plan
- P5. Environmental Assessment for sewage treatment plant

Strategic Program Directions – Long Term

Q. Emergency Services

- Q1. Automate 911 for emergency services (GIS)
- Q2. Radio tower for more effective emergency paging

R. Facilities Services

- R1. South Huron Community Centre expansion
- R2. Municipal space and accessibility study

S. Financial Services

- S1. Long range financial plan
- S2. Asset Management Funding plan
- S3. Review purchasing policies
- S4. Technology Master Plan
- S5. Municipal investment strategy



Strategic Program Directions – Long Term

T. Transportation Services

- T1. Develop policy to address new accessibility standards on roads and sidewalks
- T2. Develop communication protocol for detours and road closures
- T3. GPS on all winter maintenance equipment for risk management purposes