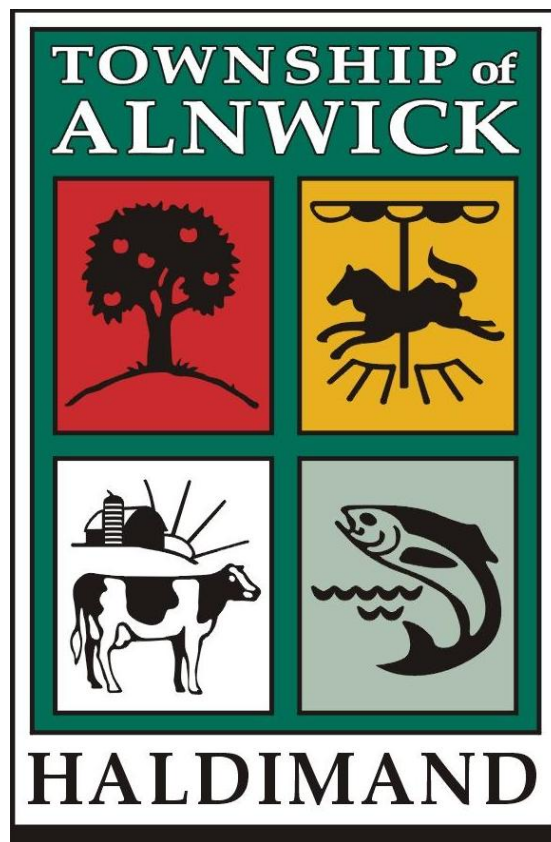


The Township of Alnwick/Haldimand Strategic Plan (2019-2022)



Adopted by Council on September 19th, 2019

Contents

Municipal Profile 2
Geography, Environment, Population 2
Demographics..... 3
Economic and Development Trends 3
Municipal Government & Services 3
Strategic Planning 4
 Vision 7
 Mission..... 7
 Strategic Goals..... 7
 Strategic Actions 7
Objectives (by Priority)..... 8
Appendix I 14
Appendix II 15

Township of Alnwick/Haldimand Strategic Plan

Municipal Profile

As prescribed by the Ministry of Municipal Affairs and Housing Order made under Section 25.2.(6)(b) of the Municipal Act, dated June 9th, 1999 and being effective January 1, 2001, The Corporation of the Township of Haldimand amalgamated with the Corporation of the Township of Alnwick to become The Corporation of the Township of Alnwick/Haldimand.

The Township's population is expected to grow at an average annual rate of 0.58% for a projected population of 7,504 by the year 2034. Like the rest of the Province of Ontario, the Municipality will see population shares by age shift, particularly through a sharp increase in the proportion of seniors, while the population under 15 will decline. The current population contains a substantial portion of individuals over the age of 40. However, the Township is expected to follow the overall trend in the County of Northumberland and the rest of the Province, with an increasing proportion of seniors. This shift has implications for the future provision of health care, social and other services for the Municipality.

Currently, primary industries (including agriculture) comprise the single largest employment sector of the labour force followed by tourism (resorts, campgrounds, bed and breakfast establishments).

Providing a balance between much-needed community services while still retaining the identity of a countryside community, the Township continues to preserve its heritage and culture by ensuring access to open spaces and to the quiet enjoyment of country living. As such, the municipality is an ideal place in which to live, work and raise a family.

Geography, Environment, Population

Alnwick/Haldimand Township is a growing community with a permanent population of 6,617 (2011 Census). The highest density of population is situated on the north shore of Lake Ontario and along the south shore of Rice Lake. The Township is 398.57 sq. kilometres in size and has approximately 404 kilometres of Municipal roads to maintain to Municipal standards. The Township is predominantly agricultural in nature as defined by its physical characteristics and history but it is also now characterized as a residential area as many individuals are seeking to live in an area where countryside preservation and controlled development exist hand-in-hand with convenient access to job markets, hospital and schools.

The Municipality has a number of Hamlets (Burnley, Centreton, Fenella, Grafton, Lakeport, Roseneath, Vernonville, Eddystone, and Wicklow) geographically positioned throughout the whole Municipality. There is a significant number of business and commercial enterprises scattered though the whole Township that provide local services and products. As well, a variety of highly specialized resorts and tourist destinations are thriving and are defining our municipality as an excellent place to freely experience the natural beauty of the lakes and countryside.

Demographics

According to Statistics Canada the 2016 Census Population for the Township of Alnwick/Haldimand was as follows:

Age	Total	Male	Female
0 – 14	1030	540	480
15 – 19	405	185	215
20 – 29	630	355	390
30 – 39	605	295	300
40 – 49	900	440	460
50 – 59	1290	655	635
60 – 69	1120	565	560
70 – 79	630	340	290
80 – 84	150	80	75
85 +	95	45	55

* Please note that the numbers vary due to rounding. This information was taken from the Government of Canada website. Current census data is not available at this time.

Economic and Development Trends

Residential development continues to be the driving force of the Township’s economy. Economic diversification remains a top priority for Council and efforts are being made to attract additional light industry and residents to the Municipality.

Municipal Government & Services

Alnwick/Haldimand Township is governed by an elected Council consisting of a Mayor, Deputy Mayor and three Councillors from two wards within the Municipality, currently serving a four-year term. The term of Council is from December, 2018 to November, 2022. All members of Council are elected at large. The Township of Alnwick/Haldimand is part of a two-tier system. The County of Northumberland is the upper tier and has a weighted voting system.

The actual governing of the Township follows the rules and regulations set out by the Provincial Government in the Municipal Act.

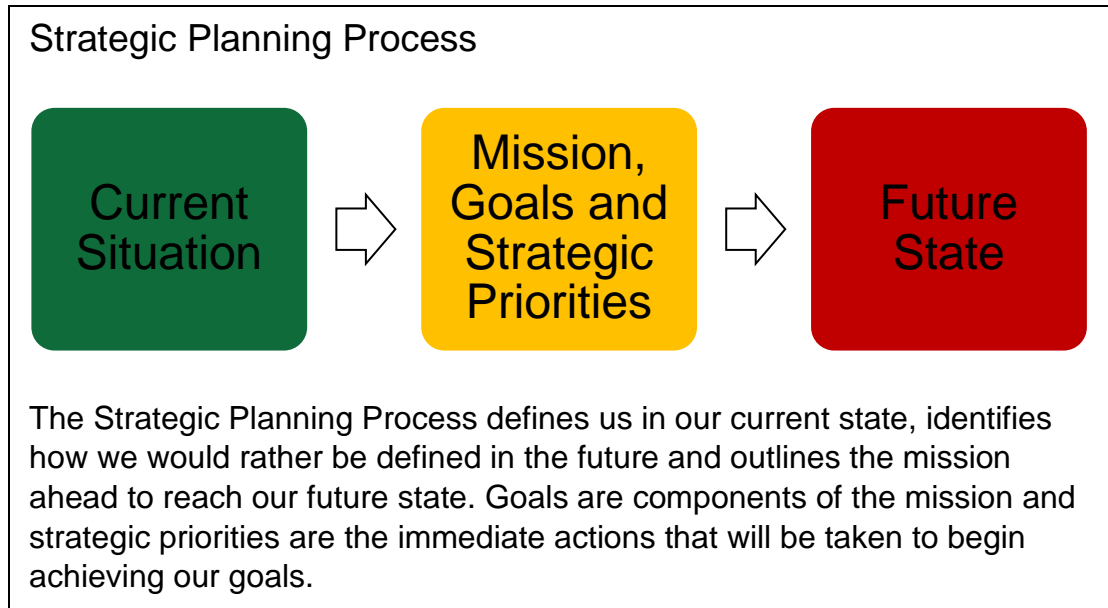
Council makes decisions affecting the community and the services provided by the Township.

The Township offers a wide variety of municipal services, including the following:

Township Services	
<p>Planning and Development Services</p> <ul style="list-style-type: none"> - Land-use Planning - Building - Property Standards - Animal Control (Agreement) <p>Environmental Services</p> <ul style="list-style-type: none"> - Municipal drinking water treatment and distribution (Grafton) <p>Transportation</p> <ul style="list-style-type: none"> - Roads - Bridges - Culverts <p>Recreation and Culture</p> <ul style="list-style-type: none"> - Parks - Community Centres (5 buildings) - Libraries (3 branches) - Boat launch areas on Lake Ontario and Rice Lake - Nawautin Sanctuary - Haldimand Memorial Park and Arena - Maintenance of municipal owned buildings and properties - Cemeteries 	<p>Protective Services</p> <ul style="list-style-type: none"> - Fire Protection and Prevention - Medical First Response - Emergency Management - 911 system - Police Services – OPP (Contract) - Municipal By-Law Enforcement <p>General Government</p> <ul style="list-style-type: none"> - Council - Administration - Finance - Human Resources - Information Technology - Legal

Strategic Planning

In the Spring of 2019 Council and Senior Management began re-developing the 4-year corporate Strategic Plan in order to provide the Township with a common strategic direction, while also promoting the virtues of transparency and accountability in municipal governance.



Strategic planning is a step by step process with definite objectives and end products that can be implemented and evaluated. Very simply, it is a process by which leaders define the current situation, look into the future and paint a picture of that future based on current trends, and then chart a definite course based on indicators of what the municipal environment will be like in those years.

Consistent with the Council/Staff role descriptors and the personal satisfaction of taking charge of the organization's future, strategic planning offers at least five compelling reasons for its use:

1. Forces a look into the future and therefore provides an opportunity to influence the future, or assume a proactive posture.
2. Provides better awareness of needs and of the service and facilities related issues and operating environment.
3. Helps build consensus to define the overall mission of the organization and focus on the objectives.
4. Provides a sense of direction, continuity, required resources and effective leadership.

5. Plugs everyone into the system and provides standards of accountability for people, programs, and allocated resources.

In summary, strategic planning is a key for helping the Council to collectively and cooperatively have a significant role as to the future and destiny of our Municipality.

The Council and Senior Management participated in a one-day workshop conducted by an external facilitator. The initial workshop focused on assessing the current situation (strengths, weaknesses, opportunities and threats) facing the Municipality and defining how the Municipality might look in the future.

The Strategic Plan consists of five elements:

1. The Vision Statement

A Vision Statement identifies what you want the Municipality to be at the end of a strategic plan cycle.

2. The Mission Statement

The Mission Statement is an outcome-oriented statement that describes in real terms the organization's role in supporting the Vision over the next 1 to 5 years. It illustrates at the macro level the transformation pathway from the current state to the future state.

3. Goals

These are individual actions that together make-up the Mission. They identify where the organization needs to focus. Goals are long term, usually over the life of the strategic plan. They must be realistic and measurable.

4. Strategic Priorities

Short term, specific, measurable actions and initiatives designed to contribute to the achievement of established goals. They are fulfilled through creation, change, continuation, or elimination of programs or initiatives.

5. Performance Measures

The steps for each strategic priority that will lead to achievement, indicating how you will know if you are making progress or when you have achieved a strategic priority objective.

The Strategic Plan will be reviewed annually to take into account the changing priorities of Council. The strategic actions will be monitored using a set of comprehensive evaluation criteria.

Objectives (by Priority)

Priority	Objectives	Initiatives in next year	Action overview	Status
Parks Master Plan	1.1 Decision on future # and scope of libraries and community centres	<ul style="list-style-type: none"> ➤ Community centres/Libraries ➤ Council to make decision ➤ hold public consultations 	<ul style="list-style-type: none"> ➤ Council decision on community centres/libraries - financial impacts ➤ Set dates/times for consultations ➤ Determine target dates/in-line with budget for 2020 	<ul style="list-style-type: none"> ➤ New Treasurer & CAO to do financial overview of each Community Centre for Council review end of October ➤ Consultations to be determined ➤ timeliness/targets yet to be determined
	1.2 Decision on future of arena (renovate or build new with admin)	<ul style="list-style-type: none"> ➤ Form ad-hoc parks master plan committee with specific T of Ref; ➤ Review existing studies and make a decision on arena 	<ul style="list-style-type: none"> ➤ Advertise/appoint members to Committee/T of R approved ➤ Committee review of existing studies/reviews arena 	<ul style="list-style-type: none"> ➤ Members Appointed-first mtg to be arranged – end of August/Sept. ➤ materials for first meeting to be prepared for first mtg
	1.3 Decision on waterfront amenities & facilities	<ul style="list-style-type: none"> ➤ Recommendation from Ad Hoc Committee to Council 	<ul style="list-style-type: none"> ➤ Committee review, public consultations, recommendations, immediate funding opportunities 	<ul style="list-style-type: none"> ➤ First meeting in process of scheduling
	1.4 Determination of programs at these facilities	<ul style="list-style-type: none"> ➤ Recommendation from Ad Hoc Committee to Council 	<ul style="list-style-type: none"> ➤ Recommendation for a Volunteer Coordinator/Programmer for all facilities – upon Org Review and Compensation Review for 2020 budget process 	<ul style="list-style-type: none"> ➤ Council decision required – proposed timeline September/October
	1.5 OP amended as per above decisions	<ul style="list-style-type: none"> ➤ Upon decisions from actions taken 	<ul style="list-style-type: none"> ➤ Necessary amendments completed upon the directives/action taken by Council 	<ul style="list-style-type: none"> ➤ To be determined

Priority	Objectives	Initiatives in next year	Action overview	Status
PW centralized facility	2.1 Decision on aging facilities	<ul style="list-style-type: none"> ➤ Updated engineers report 	<ul style="list-style-type: none"> ➤ Ad Hoc Committee for PW to obtain update report 	<ul style="list-style-type: none"> ➤ Committee appointed - need next mtg date with new updated report
	2.2 Grants/Funding/Financial	<ul style="list-style-type: none"> ➤ Investigate funding availability 	<ul style="list-style-type: none"> ➤ Staff and Committee to review possible funding opportunities 	<ul style="list-style-type: none"> ➤ Various options to be distributed for Ad Hoc meeting for Committee review and discussion
	2.3 Location Options	<ul style="list-style-type: none"> ➤ Decision on centralized location & land 	<ul style="list-style-type: none"> ➤ Recommendations of various locations/options 	<ul style="list-style-type: none"> ➤ recommendations as to options to Council (December)
	2.4 H & S improvement existing building – requirements/costs	<ul style="list-style-type: none"> ➤ Improve health and safety with building 	<ul style="list-style-type: none"> ➤ Short-term H & S issues and time/cost commitment 	<ul style="list-style-type: none"> ➤ recommendations as to completing any immediate H&S concerns/costs

Priority	Objectives	Initiatives in next year	Action overview	Status
Staffing levels	3.1 Comprehensive staffing review to be completed	<ul style="list-style-type: none"> ➤ Council make decision on org review ➤ Update job descriptions with compensation/pay equity review 	<ul style="list-style-type: none"> ➤ Upon Strat Plan approval the Org Review approval as well – September 5th ➤ RFP for Council approval in September 5th 	<ul style="list-style-type: none"> ➤ Compensation Review to commence upon Strat Plan and Org Review approval (RFP Sept. submissions for October Council mtg for awarding) – to meet budget timelines
	3.2 Succession plan	<ul style="list-style-type: none"> ➤ Training for succession planning/and plan 	<ul style="list-style-type: none"> ➤ Staff training commenced for succession planning and plan 	<ul style="list-style-type: none"> ➤ Workshops/courses are scheduled relative to succession planning and Recruitment/Retention Strategy (also to address in 2020 budget)
	3.3 Recruitment & retention strategy in place	<ul style="list-style-type: none"> ➤ Develop a recruitment/retention strategy 	<ul style="list-style-type: none"> ➤ Process to commence upon approval of Org. Review Sept. 5th. Compensation Review – to proceed in October and Succession Plan timing to be determined in 2020 	<ul style="list-style-type: none"> ➤ Workshops/courses are scheduled relative to succession planning and Recruitment/Retention Strategy (also to address in 2020 budget)

Priority	Objectives	Initiatives in next year	Action overview	Status
Fiscal sustainability	4.1 AMP base completed/ongoing (AMP- Asset Mgmt. Plan)	<ul style="list-style-type: none"> ➤ Continue to input the AMP 	<ul style="list-style-type: none"> ➤ Senior Mgmt. looking at all Assets with Infrastructure Solutions including Water 	<ul style="list-style-type: none"> ➤ Approximately 6ms to yr for completion of all assets into new software
	4.2 Enhanced staff capability to navigate funding, grants opportunities	<ul style="list-style-type: none"> ➤ Internal staff committee then CAO level to look at shared service opportunities Training requirements 	<ul style="list-style-type: none"> ➤ On going discussions for proposed shared services at Dept Head Mtgs and CAO mtgs 	<ul style="list-style-type: none"> ➤ Ongoing review of grants and funding opportunities through Public Sector Digest and County of North'd Grant Writer
	4.3 Acceptable financial measures	<ul style="list-style-type: none"> ➤ Internal staff committee then CAO level to look at shared service opportunities 	<ul style="list-style-type: none"> ➤ On going discussions for proposed shared services at Dept Head Mtgs and CAO mtgs 	<ul style="list-style-type: none"> ➤ Best practices – through collaborations other municipalities; memberships, net working; auditors
	4.4 User fee study complete & rec's complete	<ul style="list-style-type: none"> ➤ User Fee Study initiated 	<ul style="list-style-type: none"> ➤ User Fee Study to commence with Parks Ad Hoc Committee 	<ul style="list-style-type: none"> ➤ Set 2019 budget amount to reserve and add funds in 2020 to complete user fee study ➤ Program review in coordination with User Fee Review (for inclusion in final report)
	4.5 Building permit fee study		<ul style="list-style-type: none"> ➤ Building Department to begin review – possible shared review with neighbouring municipalities 	<ul style="list-style-type: none"> ➤ Continue investigate opportunities at next OBOA Mtg and CAO Mtg.

The Components of the Township of Alnwick/Haldimand Strategic Plan include a number of integrated elements, such as the Vision, Mission, Goals and Strategic Goals. Together, these Strategic Plan components assist the political and administrative sides of the Municipality to realize Council's Vision for the Township.

Vision

“Unified from Lake to Lake, our community is rooted in rural traditions and lifestyle. We enjoy a fulfilling life here, in all four seasons. We learn from nature, celebrate diversity, and embrace progress as an accessible, inclusive community.”

Mission

“Alnwick/Haldimand is committed to providing a comprehensive range of efficient and effective municipal services through collaborative leadership, resource management and fiscal accountability.”

Strategic Goals

The Strategic Goals describe the results that the Township wants to achieve in its key areas of interest and responsibility. The Strategic Goals are of equal importance and are being pursued concurrently.

The Township's Strategic Goals are to:

- Practice open, accountable and sustainable government to inform and involve all people.
- Provide services that protect people, property and the environment, promoting healthy lifestyles.
- Address infrastructure, investment and renewal.
- Promote economic development.

Strategic Actions

Strategic Actions are high priority, focused activities that describe how specific Goals will be achieved. The Strategic Actions are both one-time and ongoing initiatives that represent the highest priority issues of the current Council. They will take place over time and will be reviewed annually by Council to consider changing priorities.

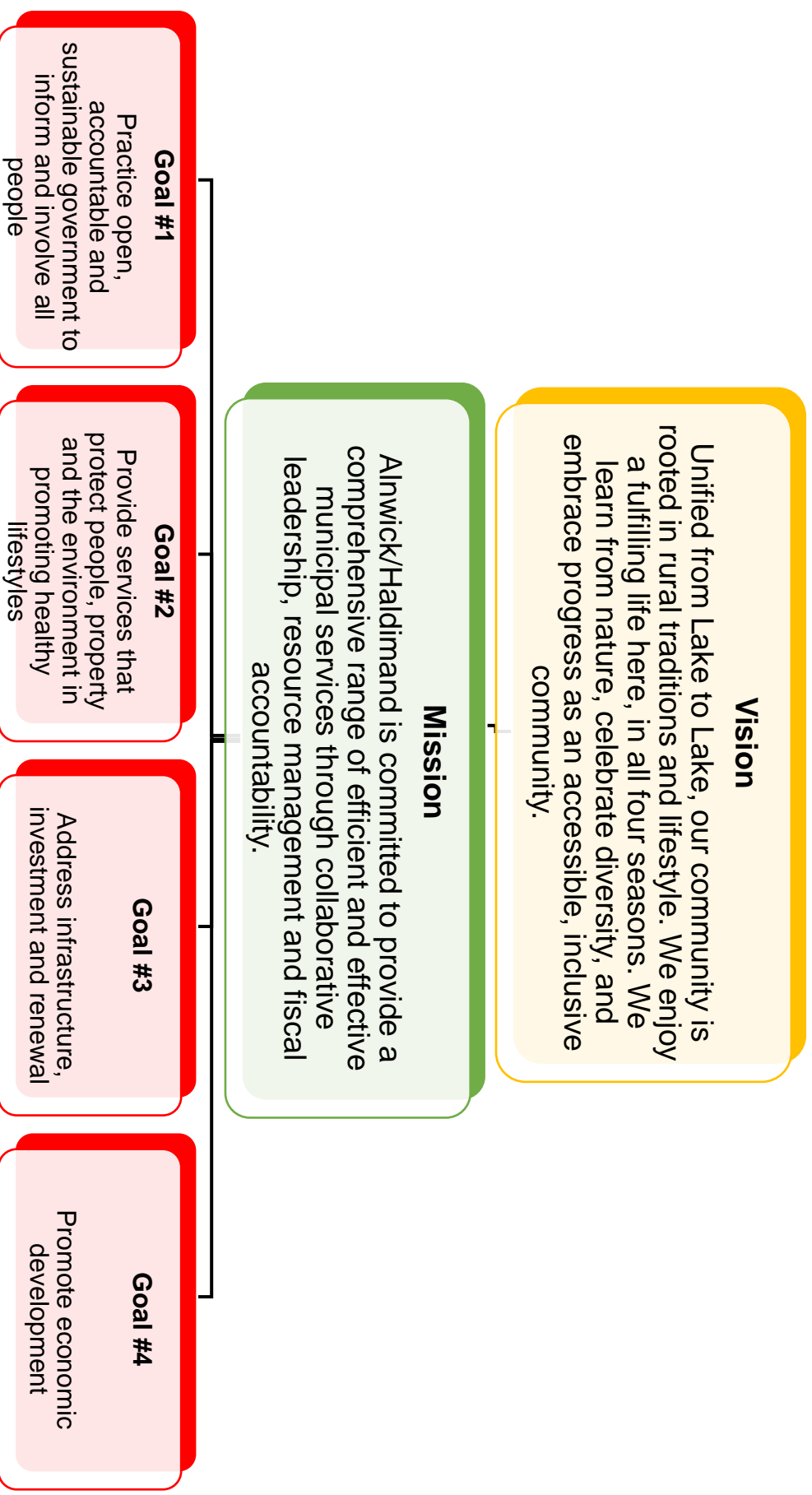
The following tables list the Objectives (by Priority) and their supporting Strategic Actions.

Monitoring the Strategic Plan

In order to monitor the Strategic Plan, evaluation criteria and monitoring mechanisms have been established as an integral part of the plan itself. They are directly related to each strategic action and will assist Council and Staff in assessing the success of implementing the Plan.

Annual budget reports, as well as other reports to Council, will include statements from Staff and/or volunteer committee representatives explaining how a proposed project(s) will either promote, support, or reflect the Vision, Mission, Goals and Strategic Actions in the Strategic Plan.

Appendix I



Appendix II

Evaluation Criteria and Monitoring Mechanisms to Achieve Specific Goals and Implement the Strategic Plan

Objectives #1:

Responsibility	
Resources	
Timeframe	
Performance Indicators	
Project Status	