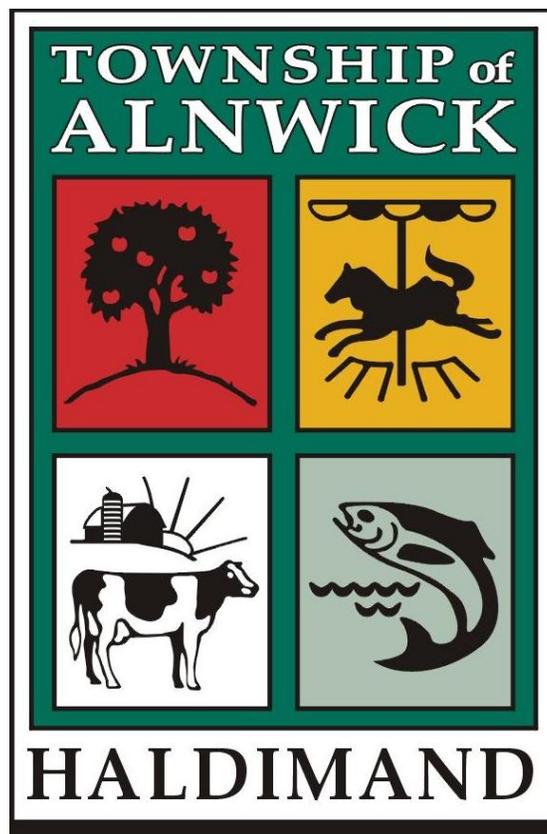


The Township of Alnwick/Haldimand Strategic Plan (2015-2018)



Adopted by Council on December 17th, 2015

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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.

Based upon tax assessment for the fiscal year 2015, land tax classifications in our municipality are described as follows:

- * 87.0% is classified as Residential
- * 8.0% is classified as Agricultural
- * 3.6% is classified as Commercial/Industrial
- * 1.0% is classified as Pipelines
- * 0.4% is classified as Managed Forest

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 2011 Census Population for the Township of Alnwick/Haldimand was as follows:

Age	Total	Male	Female
0 – 14	1020	500	530
15 – 19	465	220	240
20 – 29	545	280	265
30 – 39	645	310	325
40 – 49	1055	530	530
50 – 59	1160	585	575
60 – 69	1005	505	500
70 – 79	525	295	230
80 – 84	115	60	60
85 +	70	30	40

* 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, 2014 to November, 2018. The Mayor and Deputy Mayor are elected at large and two Councillors are elected from Ward 1 and one Councillor is elected from Ward 2. 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.

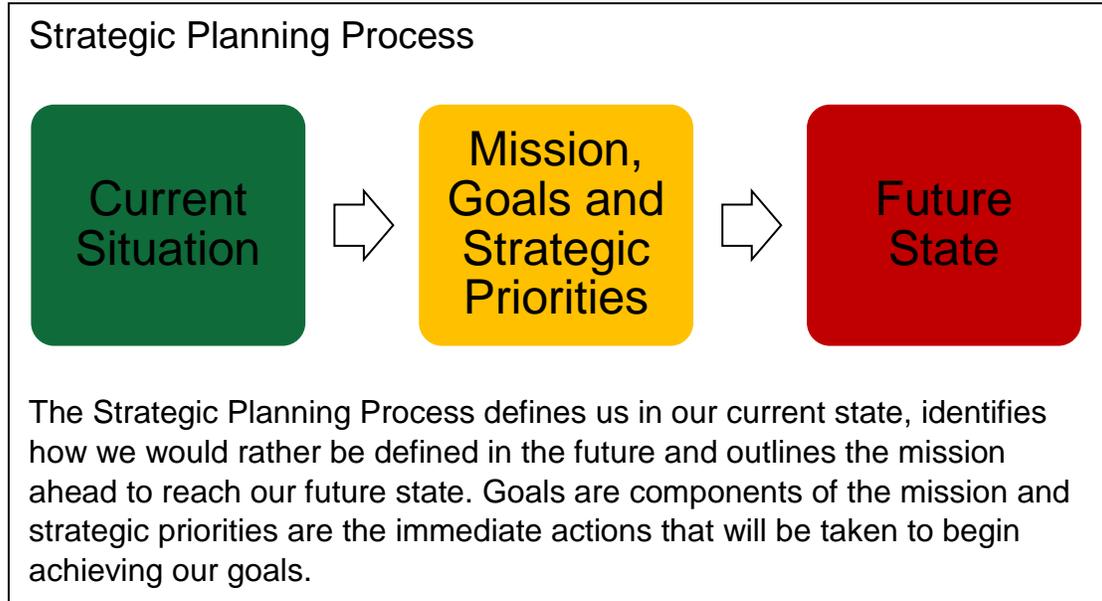
Council makes decisions affecting the community and the services provided by the Township.

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 2015 Council and Senior Management began developing a 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.



Council decided to undertake a strategic planning process to improve its ability to prepare for the future in a thoughtful and deliberate manner. 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 began developing the strategic plan by participating in two workshops 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. Over the course of two workshops the participants created a Vision, defined the Mission and identified Goals and Strategic Priorities. For each Strategic Priority performance expectations were agreed to ensure that implementation would proceed at an acceptable pace.

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 initial strategic planning session was held on March 31st, 2015 facilitated by a resident of the Municipality who has knowledge and experience in Strategic Planning and focused on a discussion between Council and senior management about formulating a Vision and Mission Statement that encompasses the existence of the Township of Alnwick/Haldimand as a corporate identity serving its constituents. Subsequent sessions were held on May 28th, 2015 to outline the goals and objectives during this term of Council (2015 to 2018) and on July 23rd, 2015 for the revision of Draft #1 and the Strategic Actions based upon the Goals. Upon analyzing the results of those sessions, Council and senior management attended working sessions to draft a preliminary framework for the Strategic Plan, which included such components as a Vision statement, a Mission statement, supporting goals and high-level strategic actions that demonstrated how the goals would be achieved. Public input regarding Council's proposed Strategic Plan framework was gathered using a strategic planning questionnaire (available on the Municipal website and at the Public Information Session on October 29th, 2015) and considered during the development of the Strategic Plan.

Senior management reconvened on August 24th, 2015 to determine which of the strategic actions in the draft Strategic Plan framework could be

accomplished in the chosen 4 year timeframe given the existing financial and other resource constraints. With Council's approval, senior management provided the selected strategic actions with specific implementation plans, which consisted of timeframes, information on costs and evaluation criteria.

Council approved the Strategic Plan on December 17th, 2015.

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.

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 Goals and their supporting Strategic Actions.

Practice open, accountable and sustainable government to inform and involve all people
• Unification of the Municipality
• iCompass Software Training Council/Municipal Staff
• Annual Report: Taxpayers
• Records Retention and Management
• Archival of Municipal Documents
• Development of a formal Property Tax Billing and Collection policy
• Development of a new General Ledger structure
• Upgrade accounting software (GP 2010) to GP 2015

Provide services that protect people, property and the environment in promoting healthy lifestyles
• Create a new Official Plan for the Municipality
• Update the existing Municipal Comprehensive Zoning By-Law 100-2010
• Implement policies pertaining to Drinking Water Source Protection Plan

Provide services that protect people, property and the environment in promoting healthy lifestyles (continued)

- Update the existing Home Builder Guide and create new guides for different building permit projects, garages, pools, additions.

Address infrastructure, investment and renewal

- Update the Municipality's Tariff of Fee By-Law 03-2013 for Landuse Planning Applications
- Complete Pay Equity program
- Create new Municipal Performance Evaluation Program
- Review the Township's organizational structure
- Develop a Succession Plan Policy for all Municipal Departments
- Review and update the Municipality's Development Charges By-Law
- Re-classified road and update roads inventory
- Address the sustainability and viability of Municipal public buildings
- General maintenance and accessibility inspections on Municipal owned buildings and lands.
- Fire Department infrastructure

Promote economic development

- Complete an Economic Development Strategic Plan
- Create a Business Directory
- Conduct a Building Permit Fee Study
- Implement a Marketing and Investment Attraction strategy consistent with the outcomes of the Economic Development Strategic Plan (this will address residential development, investment attraction, possibly tourism and economic diversification)

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 – Vision, Mission and Goals

Appendix II – Evaluation Criteria and Monitoring Mechanisms to Achieve Specific Goals and Implement the Strategic Plan – will be used by Council and Staff throughout the year to maintain a record of implementing and monitoring the strategic actions.

Appendix III – Corporate Work Plan 2014-2018 – is a graphical representation of the timeframes for each strategic action.

Appendix I



Appendix II

1st Monitoring Period – December 2015 – May 2016

2nd Monitoring Period – November 2016 (reviewed annually thereafter).

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

1. Practice open, accountable and sustainable government to inform and involve all people

Strategic Actions

- Unification of the Municipality

Responsibility	Council/CAO
Resources	Municipal Staff Time
Timeframe	2016
Performance Indicators	Changing the existing Ward system for future election process. Officially change corporate name.
Project Status	To be initiated

- iCompass Software Training Council/Municipal Staff

Responsibility	Clerk
Resources	Preparation of Training Material Municipal Staff time Annual cost for software package \$15,000.
Timeframe	2016 for Municipal Staff training and Council 2017 for Members of Committees/Boards
Performance Indicators	Report illustrating Council/Staff usage, increased communications
Project Status	Training materials to be prepared last quarter of 2015, commence training in early 2016

- Annual Report: Taxpayers

Responsibility	Clerk
Resources	Municipal Staff time to compile fiscal year data Annual printing costs \$2,000.00 Utilize the Website – Council Portal
Timeframe	2016 for inaugural Report and each year thereafter
Performance Indicators	Report from website for number of hits increased communications Feed back page
Project Status	Inaugural report for spring of 2016, presently on-going

- Records Retention and Management

Responsibility	Clerk
Resources	Preparation of Training Material Municipal Staff time Annual cost for software package \$1,000.
Timeframe	2016 for Municipal Staff training and Council
Performance Indicators	Report illustrating Council/Staff usage, increased communications increased response times; reduced time for FOI requests
Project Status	Training materials to be prepared last quarter of 2015 and first quarter of 2016, commence training in summer of 2016

- Archival of Municipal Documents

Responsibility	Clerk
Resources	Municipal Staff time Northumberland County Archives Annual upgrade to agreement \$500.00
Timeframe	Annually
Performance Indicators	Report illustrating incorporated documents to Archives, increased communications increased response times; reduced time for FOI requests; reduce storage space requirements
Project Status	On-going

- Development of a formal Property Tax Billing and Collection policy

Responsibility	Treasurer and Tax Administrator
Resources	Municipal Staff
Timeframe	2016 - 2017
Performance Indicators	- Completed Policy - Total taxes receivable less allowance for uncollectables as a % of total taxes levied
Project Status	Not initiated

- Development of a new General Ledger structure

Responsibility	Treasurer
Resources	Finance Staff
Timeframe	2016 - 2018
Performance Indicators	- Completed General ledger - More detailed and informative reports
Project Status	Not initiated

- Upgrade accounting software (GP 2010) to GP 2015

Responsibility	Treasurer and Tax Administrator
Resources	Municipal Finance Staff
Timeframe	Completion 2015
Performance Indicators	<ul style="list-style-type: none"> - More detailed and informative reports - Streamlined processes and associated efficiencies
Project Status	<ul style="list-style-type: none"> - Work in progress - Implementation date November 2015

2. Provide services that protect people, property and the environment in promoting healthy lifestyles

Strategic Actions

- Create a new Official Plan for the Municipality

Responsibility	CAO/Planner
Resources	Planning Consultant Lower Trent Conservation Authority Staff, Municipal Staff Time \$8,000.00 in the 2015 capital budget
Timeframe	2015-Ministerial Approval (MMAH)
Performance Indicators	- Source Protection Policies implemented as defined in the Plan - comply to the Provincial Policy Statement (PPS) - an updated Official Plan adopted by Council
Project Status	Has been initiated

- Update the existing Municipal Comprehensive Zoning By-Law 100-2010

Responsibility	CAO/Planner
Resources	Planning Consultant Lower Trent Conservation Authority Municipal Staff Time \$8,000.00 in the 2016 capital budget
Timeframe	2016-2017
Performance Indicators	- in compliance with the Municipal Official Plan - an updated Comprehensive Zoning By-Law approved by Council - increase in the number of Municipal Staff trained and public informed
Project Status	To be initiated

- Implement policies pertaining to Drinking Water Source Protection Plan

Responsibility	CAO/Planner and Municipal Clerk
Resources	Lower Trent Conservation Authority Staff Provincial Funding For Education and Public Outreach
Timeframe	2016
Performance Indicators	- Drinking Water Source Protection Policies implemented - general public and Municipal Staff awareness
Project Status	Has been initiated

- Update the existing Home Builder Guide and create new guides for different building permit projects, garages, pools, additions.

Responsibility	CBO
Resources	-Websites, other municipality's guides and procedures -Ontario Building Code guidelines
Timeframe	2016 and forward
Performance Indicators	Information to the general public on the Municipal Website, packages supplied along with the approved application to demolish or construct.
Project Status	To be initiated

3. Address infrastructure, investment and renewal

Strategic Actions

- Update the Municipality's Tariff of Fee By-Law 03-2013 for Landuse Planning Applications

Responsibility	CAO/Planner
Resources	Municipal Staff Time
Timeframe	Fall, 2015
Performance Indicators	- an updated Tariff of Fee By-law approved by Municipal Council - accountability for Municipal service as to cost analysis
Project Status	To be initiated

- Complete Pay Equity program

Responsibility	CAO with input from the Municipal Department Heads
Resources	Municipal Staff time and Human Resources Solicitor - \$15,000.00 capital allocated in 2015 Budget
Timeframe	2015 (Fall)
Performance Indicators	- completion of Pay Equity plan - implementation of Pay Equity plan
Project Status	Has been initiated

- Create new Municipal Performance Evaluation Program

Responsibility	CAO
Resources	- Human Resources Solicitor - Part of \$15,000.00 in capital allocated in 2015 Budget
Timeframe	2015 (Fall)
Performance Indicators	- existence of a new employee performance evaluation programme - a more efficient and effective process in evaluating full-time Municipal employees
Project Status	Has been initiated

- Review the Township's organizational structure

Responsibility	CAO with input from the Department Heads and Municipal Council
Resources	Municipal Staff time, Department Heads and Human Resources consultant - financial allocation of \$10,000.00 in 2016 Municipal budget
Timeframe	2016
Performance Indicators	- a more efficient and effective organizational structure with improved accountabilities, direction, responsibilities and communication
Project Status	To be initiated

- Develop a Succession Plan Policy for all Municipal Departments

Responsibility	CAO with input from the Department Heads and Municipal Council
Resources	Municipal Staff time and Human Resources Consultant
Timeframe	2016
Performance Indicators	- existence of a Succession Plan Policy - provide information to Municipal employees - efficient workplace - new leadership for fire services
Project Status	To be initiated

- Review and update the Municipality's Development Charges By-Law

Responsibility	CAO/Planner
Resources	- Municipal Staff time and Consultant - \$8,000.00 in the 2017 capital budget
Timeframe	Spring 2017
Performance Indicators	- completion of Development Charges study - completion of Municipal services allocation of Development Charges
Project Status	To be initiated

- Re-classified road and update roads inventory

Responsibility	Public Works Superintendent
Resources	Municipal Staff Time Engineer Consultant Municipal 2016 Budget
Timeframe	2016
Performance Indicators	Completed Road Classification Study
Project Status	To be initiated

- Address the Public Works Department infrastructure needs

Responsibility	Public Works Superintendent/ CAO/ Council/ Senior Management
Resources	Municipal Staff Time Municipal 2016 Budget Consultant / Contractor
Timeframe	2016
Performance Indicators	A Renovated and Efficient Workplace
Project Status	To be initiated

- Address the sustainability and viability of Municipal public buildings

Responsibility	Council/CAO
Resources	Municipal Staff time Public Information Sessions
Timeframe	2016-2017
Performance Indicators	New programs to increase usage of facilities Increase revenues to offset operating costs
Project Status	To be initiated

- General maintenance and accessibility inspections on Municipal owned buildings and lands.

Responsibility	CBO, General Maintenance Technician
Resources	Monthly inspection recorded data
Timeframe	Ongoing
Performance Indicators	Reports to Council, updates on the Municipal website for public awareness.
Project Status	Ongoing, monthly inspections.

- Fire Department infrastructure

Responsibility	Fire Chief/Senior Officers
Resources	Chief Officers/Municipal Staff/C.B.O.
Timeframe	Land purchased/Preliminary design needed
Performance Indicators	Remedial grades established/road and entrance done
Project Status	Ongoing

4. Promote economic development

Strategic Actions

- Complete an Economic Development Strategic Plan

Responsibility	Council/CAO/Planner/Clerk
Resources	Consultant, (Retired) University of Guelph
Timeframe	2016-2017
Performance Indicators	Completion of Plan and development of Business Directory
Project Status	Ongoing, Annual Review by Council

- Create a Business Directory

Responsibility	Council/CAO/Planner/Clerk
Resources	MPAC Data Treasury Department Municipal Staff time Your Local Market \$2,500.00
Timeframe	2016 initial data collection 2017 setup of software program and data entry 2018 full program initialization
Performance Indicators	Number of Businesses Registered Report Utilization of the Business Directory on the Website
Project Status	Continuous/On-going

- Conduct a Building Permit Fee Study.

Responsibility	CBO
Resources	Consultant , CBO, CAO, Treasurer
Timeframe	2016
Performance Indicators	Building permit activity from previous years, consultant's template and data.
Project Status	Report sent to CAO to be forwarded to Council for consideration.

- Implement a Marketing and Investment Attraction strategy consistent with the outcomes of the Economic Development Strategic Plan (this will address residential development, investment attraction, possibly tourism and economic diversification)

Responsibility	Council/CAO/ Clerk/Municipal Staff
Resources	Municipal Staff, outside agencies, University of Guelph student
Timeframe	2017-2018
Performance Indicators	New business, publicity, increased activity for tourism & cultural events.
Project Status	Ongoing, continued promotion.

Appendix III

Goals and Strategic Actions	2015	2016	2017	2018
1. Practice open, accountable and sustainable government to inform and involve all people				
• Unification of the Municipality		→		
• iCompass Software Training Council/Municipal Staff		→	→	
• Annual Report: Taxpayers		→	→	→
• Records Retention and Management		→		
• Archival of Municipal Documents	→	→	→	→
• Development of a formal Property Tax Billing and Collection policy		→	→	
• Development of a new General Ledger structure		→	→	→
• Upgrade accounting software (GP 2010) to GP 2015	→			
2. Provide services that protect people, property and the environment in promoting healthy lifestyles				
• Create a new Official Plan for the Municipality	→			
• Update existing Municipal Comprehensive Zoning By-Law 100-2010		→	→	
• Implement policies pertaining to Drinking Water Source Protection Plan		→		
• Update the existing Home Builder Guide and create new guides for different building permit projects, garages, pools, additions.		→		

Goals and Strategic Actions	2015	2016	2017	2018
3. Address infrastructure, investment and renewal				
• Update the Municipality's Tariff of Fee By-Law 03-2013 for Landuse Planning Applications	➔			
• Complete Pay Equity program	➔			
• Create new Municipal Performance Evaluation Program	➔			
• Review the Township's organizational structure		➔		
• Develop a Succession Plan Policy for all Municipal Departments		➔		
• Review and update the Municipality's Development Charges By-Law			➔	
• Re-classified road and update roads inventory		➔		
• Address the sustainability and viability of Municipal public buildings		➔		
• General maintenance and accessibility inspections on Municipal owned buildings and lands.	➔			
• Fire Department infrastructure	➔	➔	➔	➔
4. Promote economic development				
• Complete an Economic Development Strategic Plan		➔	➔	
• Create a Business Directory		➔	➔	➔
• Conduct a Building Permit Fee Study.		➔		
• Implement a Marketing and Investment Attraction strategy consistent with the outcomes of the Economic Development Strategic Plan (this will address residential development, investment attraction, possibly tourism and economic diversification)			➔	➔