

# Strategic Action Plan 2023-2027



## PROGRESS TRACKER

May 21, 2024

**GOAL 1: Safe & Reliable Infrastructure**

**GOAL 2: Welcoming & Caring Community**

**GOAL 3: Strong Local Economy**

**GOAL 4: Good Government**

**GOAL 5: Environmental Stewardship**

# GOAL 1: Safe & Reliable Infrastructure

## 1.1 Taking a long-term perspective and using an evidence-based approach to managing municipal infrastructure.

ACTIONS	TARGET DATE	LEAD	% COMPLETE	ACTION(S) TAKEN
a) Engage a design/engineering firm to work with Town staff to produce a comprehensive “Rebuilding Downtown Infrastructure” plan that includes future-state design concepts and options, associated costs with high-level phases/milestones. The outcome of this process will be a costed-out Preferred Option.	September 2024	Rebuilding Downtown Infrastructure Task Force	75%	<ul style="list-style-type: none"> <li>• Conceptual Plan to Council (April 8, 2024)</li> <li>• Financial Strategy Memo (April 29)</li> <li>• Revised enhanced design (April 29 motion)</li> </ul>
b) Establish a Rebuilding Downtown Infrastructure Task Force with citizen participation with a mandate to facilitate public discussion and inform the Project Team (design/engineering firm & Town staff) throughout the process.	July 2023	Director of Legislative Services/Clerk	100%	<ul style="list-style-type: none"> <li>• Task Force established and meeting regularly</li> </ul>
c) Council makes decision on the Rebuilding Downtown Infrastructure Preferred Option. Initiate communications strategy with residents and downtown businesses.	October 2024	CAO	10%	<ul style="list-style-type: none"> <li>• Town staff to work with BM Ross staff with the development of Rebuild Marketing Strategy. Marketing Lead-Town</li> </ul>
d) Complete a go-forward plan with priorities and costing to extend water/wastewater capacity.	May 2025	Director of Community Services, Infrastructure, and Operations & Director of Corporate Services/Treasurer	20%	<ul style="list-style-type: none"> <li>• Town staff currently working with BM Ross staff on this priority</li> </ul>

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# GOAL 1: Safe & Reliable Infrastructure

## 1.2 Investing in continuously improving our road network.

ACTIONS	TARGET DATE	LEAD	% COMPLETE	ACTION (S) TAKEN
a) Create a 10-year evidence-based forecast that prioritizes major transportation capital projects; integrate these projects into annual budgets.	October 2025	Director of Community Services, Infrastructure, and Operations & Director of Corporate Services/Treasurer	25%	<ul style="list-style-type: none"> <li>Town staff have commenced this action. Quarterly staff meetings commencing Q3 2024</li> <li>Utilize the Town's Asset Management Plan in this process</li> </ul>
b) Establish an annual Roads Maintenance Program with associated funding to ensure ongoing minor improvements to primary transportation routes.	October 2024	Director of Community Services, Infrastructure, and Operations	10%	<ul style="list-style-type: none"> <li>Reviewing other municipal Roads Maintenance Programs</li> <li>Developing Communication Strategy for residents on a Spring, Summer and Fall Road Maintenance Schedule</li> </ul>
c) Complete Council-approved roads projects to high-level of quality within budget.	Annually	Director of Community Services, Infrastructure, and Operations	90%	<ul style="list-style-type: none"> <li>Continuously monitored</li> </ul>

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# GOAL 1: Safe & Reliable Infrastructure

## 1.3 Optimizing the community benefits from our municipally owned buildings and property.

ACTIONS	TARGET DATE	LEAD	% COMPLETE	ACTION (S) TAKEN
a) Engage an architect/engineering firm to work with Town staff to produce a concept plan with a business plan/cost-analysis to transform Memorial Arena into a multi-functional, community-oriented facility providing a wide variety of uses, including recreational, leisure, cultural, and convention opportunities. The outcome of this process will be a costed out Preferred Option for Memorial Arena.	June 2025	CAO	0%	
b) Establish a Memorial Arena Task Force (co-chaired by a citizen member and a Member of Council, which includes members from the community groups, citizens, and Town staff) with a mandate to facilitate public discussion and inform the Project Team throughout the process.	2023	Director of Legislative Services/Clerk	100%	<ul style="list-style-type: none"> <li>Task Force established</li> <li>Inaugural meeting and site tour have taken place</li> </ul>
c) In parallel to the above Memorial Arena Plan, complete a targeted facility/property review project to determine if existing municipally owned properties/facilities could be declared surplus and sold to generate revenues to support the Memorial Arena plan.	March 2025	CAO, Director of Community Services, Infrastructure, and Operations & Director of Corporate Services/Treasurer	10%	<ul style="list-style-type: none"> <li>Town staff have commenced this action</li> </ul>
d) Council makes decision on Memorial Arena Preferred Option. Initiate community communications strategy	September 2025	CAO	0%	

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# GOAL 2: Welcoming & Caring Community

## 2.1 Supporting local community organizations & groups.

ACTIONS	TARGET DATE	LEAD	% COMPLETE	ACTION (S) TAKEN
a) Establish a policy to provide in-kind support to qualified groups/organizations and promote this opportunity.	October 2024	Director of Corporate Services / Treasurer and Director of Legislative Services/Clerk	20%	<ul style="list-style-type: none"> <li>Reviewing other municipal Community and In-Kind Support Policies</li> <li>Consultation with Director of Community Services, Infrastructure &amp; Operations, and Tourism &amp; Community Development Manager</li> </ul>
b) Partner with local groups/organizations to facilitate an annual community volunteer fair and volunteer recognition event encouraging more people to become volunteers.	May 2023	Tourism and Community Development Officer	100%	<ul style="list-style-type: none"> <li>Inaugural event; April 29, 2023. Second event held May 11, 2024</li> </ul>

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# GOAL 2: Welcoming & Caring Community

## 2.2 Making life in Goderich more affordable.

ACTIONS	TARGET DATE	LEAD	% COMPLETE	ACTION (S) TAKEN
a) Establish zones where higher density rental housing options are encouraged.	May 2023	Town Planning Group	100%	<ul style="list-style-type: none"> <li>Report to Council (Dec. 18/23-Item 10.3)-direction for Town's surveyor to survey the 3 identified priority sites</li> </ul>
b) Work with Huron County and local organizations to establish a joint advocacy plan to lobby Federal and Provincial Government for additional funds to address the systemic causes of local homelessness and housing insecurity; create communication/ education (digital/print) to address any stereotypes and encourage local support for those in our community experiencing homelessness/housing insecurity.	Continuous	CAO and Accessibility, Health and Safety and Emergency Preparedness Coordinator	100%	<ul style="list-style-type: none"> <li>Implementation of Community Safety and Well Being Plan with Huron lower tier municipalities-social media campaigns for 1 of the 4 priority areas-Housing and Homelessness</li> <li>Met twice with County staff (July 25 and Aug. 30/23)</li> </ul>
c) Review/assess Town-owned property to determine feasible location for more affordable rental housing options. Lobby the Provincial and Federal Government to financially contribute to this housing initiative.	Continuous	CAO, Mayor & Town Planning Group	50%	<ul style="list-style-type: none"> <li>Report to Council (Dec. 18/23)</li> <li>Town made application to CMHCs Housing Accelerator Fund in Q3 2023, however not selected for funding (response rec'd Q1 2024)</li> </ul>
d) Encourage boarding and "granny-suite" options by proactively promoting our Community Improvement Plan (CIP) incentives.	September 2024	Director of Legislative Services/Clerk	50%	<ul style="list-style-type: none"> <li>Planning Group staff promote accessory dwelling units and CIP program at pre-consult meetings</li> </ul>
e) Reach Shared Service agreements with neighbouring municipalities to financially contribute to Goderich-based facilities and amenities.	September 2025	CAO & Mayor	20%	<ul style="list-style-type: none"> <li>Collecting, assembling and analyzing data for various sources</li> </ul>

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# GOAL 2: Welcoming & Caring Community

## 2.3 Promoting smart growth to preserve our heritage and maintain our “small town feel”.

ACTIONS	TARGET DATE	LEAD	% COMPLETE	COMMENTS
a) Partner with community groups/organizations/businesses to provide welcome packages to new residents/businesses.	May 2024	CAO & Tourism and Community Development Manager	100%	<ul style="list-style-type: none"> <li>• Work on this initiative commenced July 2023</li> <li>• Focus Group meeting held (Nov. 22, 2023 (14 participants))</li> <li>• Welcome Booklet Survey conducted (Dec. 2023 (38 newcomers completed survey))</li> <li>• Resident Guide launched at Volunteer Goderich event (May 11/24)</li> </ul>
b) Re-launch the local citizen-led Heritage Advisory Committee.	July 2023	Director of Legislative Service/Clerk	100%	<ul style="list-style-type: none"> <li>• Terms of Reference approved by Council (June 26/23)</li> </ul>

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# GOAL 3: Strong Local Economy

## 3.1 Supporting an environment that retains and attracts jobs, workers and investment.

ACTIONS	TARGET DATE	LEAD	% COMPLETE	ACTION (S) TAKEN
a) Implement the recommendations from the County Business Retention & Attraction (Expansion) project as budget allows.	June 2025	CAO	10%	<ul style="list-style-type: none"> <li>Meetings have commenced with Huron County Director of Economic Development in 2023</li> <li>Collaborate with BIA and Chamber on this action</li> </ul>
b) Support local healthcare by enhancing efforts to attract/ recruit healthcare professionals.	Continuous	CAO & Mayor	100%	<ul style="list-style-type: none"> <li>Mayor and CAO attend monthly Physician Retention and Recruitment meetings</li> <li>Mayor conducts site tours with Physician Recruitment Team throughout the year</li> </ul>
c) Engage an education sector partner to provide a local marine training program.	November 2025	CAO	50%	<ul style="list-style-type: none"> <li>Established discussions with Post-Secondary institution</li> <li>Next step, site visit</li> </ul>
d) Work with Huron County to identify actions the Municipality can take to attract more workers as part of the County's Workforce Project.	June 2023	CAO	70%	<ul style="list-style-type: none"> <li>Meetings have commenced with County Workforce Coordinator and Director of Economic Development</li> <li>Town posts employment vacancies on HC Job Board.</li> </ul>
e) Advocate to Transport Canada to attract government subsidies to support development and capital infrastructure investment of Ontario (Canadian) Airports in the communities they operate in.	September 2024	CAO	90%	<ul style="list-style-type: none"> <li>Business View Magazine article, in an effort to attract government subsidies to bolster development (August 2023)</li> <li>Council concurred with Airport Management Council of Ontario's letter to MPP re Ontario's Airports and Aerodomes (Feb. 5/24)</li> </ul>

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# GOAL 3: Strong Local Economy

## 3.1 Supporting an environment that retains and attracts jobs, workers and investment.

ACTIONS	TARGET DATE	LEAD	% COMPLETE	ACTION (S) TAKEN
f) Advocate for port expansion lands with the Provincial Government.	June 2025	CAO & Mayor	90%	<ul style="list-style-type: none"> <li>• Council funds \$50,000 for GPMC to contract Wellington-Dupont (Ottawa) re government lobbying support services (Aug. /23)</li> <li>• Letter of support for GPMC's National Trade Corridors Fund (Dec. 1/23)</li> <li>• Updates and meetings with GPMC President, Federal MP and Provincial MPP, and various Ministers</li> </ul>
g) Prepare for proposed nitrogen and ammonia industrial opportunities by identifying and addressing any potential port and rail shipping requirements.	June 2026	CAO & Mayor	10%	<ul style="list-style-type: none"> <li>• Mayor and CAO continue to advocate for hydrogen related products through Goderich's Port with third parties</li> </ul>
h) Strengthen relationships with BIA and Chamber of Commerce by jointly hosting a Business Town Hall / Job Fair event.	December 2024	CAO	50%	<ul style="list-style-type: none"> <li>• First Community Information Session facilitated by Huron Chamber of Commerce (May 22/24)</li> <li>• Collaborating on a Job Fair Event for Q4 2024</li> </ul>

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# GOAL 3: Strong Local Economy

## 3.2 Optimizing land to increase employment opportunities.

ACTIONS	TARGET DATE	LEAD	% COMPLETE	ACTION (S) TAKEN
a) Establish a go-forward plan to service, market and sell existing municipally owned employment lands.	June 2024	CAO, Director of Community Services, Infrastructure, and Operations & Director of Corporate Services/Treasurer & Director of Legislative Services/Clerk	100%	<ul style="list-style-type: none"> <li>Parsons Court employment lands are completely serviced</li> <li>Available Lands Fact Sheets developed and posted on corporate website</li> <li>Website link forwarded to Goderich Real Estate firms (Mar. 12/24)</li> <li>Current Market Valuations conducted by 3<sup>rd</sup> party appraisal firm on all Town-owned properties</li> </ul>
b) Leverage the Town-owned property review (item 3.2) to establish an inventory of potential employment land. Establish a go-forward plan to make this land shovel-ready for new industry/businesses.	September 2024	CAO and Director of Legislative Services/Clerk	100%	<ul style="list-style-type: none"> <li>Developed Property Information Fact Sheets for available Town-owned employment lands</li> </ul>

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# GOAL 3: Strong Local Economy

## 3.3 Ensuring tourism is a positive economic driver.

ACTIONS	TARGET DATE	LEAD	% COMPLETE	ACTION(S) TAKEN
a) Select a vendor to work with Town staff to enhance wayfinding signage across the Town.	June 2026	Director of Community Services, Infrastructure, and Operations	0%	<ul style="list-style-type: none"> <li>Will be performed in conjunction with the Downtown Infrastructure Rebuild Project</li> </ul>
	November 2024	Tourism and Community Development Manager	50%	<ul style="list-style-type: none"> <li>Viewpoint trail marker signage – 2024 Budget</li> </ul>
b) Partner with the BIA, Chamber of Commerce, and local businesses to create a digital kiosk at the waterfront to promote downtown businesses.	April 2025	CAO	20%	<ul style="list-style-type: none"> <li>Met with BIA and Chamber in Q2 2024 to create a strategy</li> </ul>
c) Create digital promotional materials to promote current facilities and amenities to generate convention, sports tournaments, and culture opportunities.	October 2024	Tourism and Community Development Manager and Recreation Facilities Manager	60%	<ul style="list-style-type: none"> <li>Support through various marketing channels (social media and Tourism website)</li> <li>Updated photos required</li> <li>Enhance internal communications to promote events well before event date</li> <li>Town website- Recreation page updates and link to booking software</li> </ul>

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# GOAL 4: Good Government

## 4.1 Demonstrating open government & financial accountability.

ACTIONS	TARGET DATE	LEAD	% COMPLETE	ACTION(S) TAKEN
a) Host semi-annual Town Hall community information sessions with Council and senior staff.	November 2024	Director of Legislative Services/Clerk	50%	<ul style="list-style-type: none"> <li>• First semi-annual Town Hall Community Information session (May 22/24)</li> </ul>
b) Enhance youth engagement by hosting Youth Town Hall sessions with Council and by partnering with Huron County on a Joint Youth & Innovation Project.	Ongoing	CAO	50%	<ul style="list-style-type: none"> <li>• Met with County Director of Economic Development – developing scope of project</li> <li>• Town participating in co-operative education with local high schools to enhance youth engagement</li> <li>• Town promoting YMCA and Perth-Huron United Way Youth Leadership Program</li> <li>• Mayor for a Day program developed (launching in Sept/Oct 2024)</li> </ul>
c) Review and update terms of reference for advisory committees and boards, and re-launch.	Ongoing	Director of Legislative Services/Clerk	100%	<ul style="list-style-type: none"> <li>• Completed in 2023</li> </ul>
d) Make the website more user-friendly by streamlining navigation and improving/simplifying content.	December 2025	Director of Legislative Services/Clerk	10%	<ul style="list-style-type: none"> <li>• Council approved purchase of Govstack program (Q4 2023)</li> </ul>

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# GOAL 4: Good Government

## 4.2 Continuously improve our business processes and practices.

ACTIONS	TARGET DATE	LEAD	% COMPLETE	ACTION(S) TAKEN
a) Create a Member of Council training matrix for more thorough understanding of municipal government and Councillor roles and responsibilities.	September 2025	Director of Legislative Services/Clerk	0%	<ul style="list-style-type: none"> <li>Once Procedural By-Law is complete, work will commence on this action</li> </ul>
b) Identify priority areas to use technology to streamline processes and improve customer service.	Ongoing	CAO	100%	<ul style="list-style-type: none"> <li>Implementation of Municipal Law Enforcement Module - MESH Program</li> <li>Implementation of Cloudpermit Planning module-planning and development project applications</li> <li>Implementation of SafetyHubs – Town’s Health and Safety Program</li> <li>Corporate-wide implementation of MS Teams Chat</li> </ul>
c) Digitize by-laws for convenient public access.	Ongoing	Director of Legislative Services/Clerk	100%	<ul style="list-style-type: none"> <li>Ongoing, and in conjunction with website re-development</li> </ul>

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# GOAL 4: Good Government

## 4.3 Diversifying our revenue sources to reduce reliance on residential taxpayers.

ACTIONS	TARGET DATE	LEAD	% COMPLETE	ACTION(S) TAKEN
a) Introduce user fees where appropriate.	Ongoing	Director of Corporate Services/Treasurer	50%	<ul style="list-style-type: none"> <li>Implementation of Recreation Fees</li> <li>Fee By-Law review performed annually; compare current fees to other like-size municipalities</li> </ul>
b) Introduce a sponsorship/naming rights program to provide advertising opportunities to local businesses and drive non-tax revenues.	November 2025	Community Services and Operations Manager, and Recreation Facility Supervisor	0%	<ul style="list-style-type: none"> <li>Work will commence on this action once the recreation booking software has been implemented</li> </ul>

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# GOAL 4: Good Government

## 4.4 Recognizing excellence among our employees and promoting workplace inclusion and diversity.

ACTIONS	TARGET DATE	LEAD	% COMPLETE	ACTION(S) TAKEN
a) Mayor and Council to host an annual staff recognition event.	September 2023	CAO & Council	100%	<ul style="list-style-type: none"> <li>Annual Staff Service Awards</li> <li>Staff Christmas Party</li> </ul>
b) CAO and senior management team to host semi-annual Staff Town Hall sessions to provide strategic Town updates and encourage input/feedback from staff.	June 2023	CAO	100%	<ul style="list-style-type: none"> <li>Town Hall meeting with Senior Leadership Team members and Town staff (Nov. 30/23).</li> <li>Next meeting tentatively scheduled (June/24)</li> </ul>
c) Continue to host informal staff appreciation events throughout the year.	Ongoing	CAO	80%	<ul style="list-style-type: none"> <li>Ongoing staff potlucks/pizza days</li> <li>Fika Days (coffee and cake/donut break) with staff at various Town departments</li> <li>Celebration Days/Weeks (social media posts, banners, website) recognizing the invaluable service of Town staff (i.e., National Public Works Service Week, National Custodian Day, Childcare Worker &amp; Early Childhood Education Appreciation Day, etc.)</li> </ul>
d) Introduce a “meet the staff” program on Town social media to profile staff and communicate Town services/programs	May 2024	CAO	10%	<ul style="list-style-type: none"> <li>In conjunction with Celebration Days/Weeks, create a Staff member/Department spotlight with the following questions – What brought you to this career, What do you find most fulfilling about supporting both Council, your peers, and the public in your role, Share a fascinating tidbit about your duties that people might not be aware of</li> </ul>

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# GOAL 5: Environmental Stewardship

## 5.1 Protecting and preserving our natural environment.

ACTIONS	TARGET DATE	LEAD	% COMPLETE	ACTION(S) TAKEN
a) Explore cost-effective, practical solutions to reduce organic materials ending up in landfill sites. Implement two pilot projects and evaluate level of success.	October 2024	Director of Community Services, Infrastructure, and Operations	50%	<ul style="list-style-type: none"> <li>Council motion—direct staff to work with Waste Management to price and plan the implementation of a curbside waste collection program that includes bi-weekly solid waste collection and weekly organic waste collection for implementation the fall of 2024 (Mar. 18/24)</li> </ul>
b) Establish an education/incentive program to increase the number of native trees planted on private property and establish targets for transitioning Town gardens to native species and pollinator gardens.	Ongoing  September 2024	Environmental Services Manager  Community Services and Operations Manager, Parks and Cemetery Manager	50%	<ul style="list-style-type: none"> <li>Education/incentive program to increase number of native trees planted on private property-Environment Committee’s Work Plan</li> <li>Operations staff currently developing targets for implementation</li> </ul>
c) Engage external expertise to work with Council and staff to complete a coastal environmental plan.	June 2025	Director of Community Services, Infrastructure, and Operations	25%	<ul style="list-style-type: none"> <li>Staff working with BM Ross staff to establish Shoreline Environmental Best Practices</li> <li>Council motion-letter of support, and \$70,000 over the next 4 years, for MVCA’s NRCAN application under the South Lake Huron Cell Adaptation Action Plan (Dec. 18/23)</li> </ul>
d) Continue with the five step Partners for Climate Protection Milestone Framework by meeting the standards set by the Federation of Canadian Municipalities and Local Governments for Sustainability (ICLEI).	June 2029	Environmental Services Manager	35%	<ul style="list-style-type: none"> <li>First Two Steps of the Framework have been completed</li> <li>Staff working on Conservation Demand Management (CDM) Plan to achieve corporate GHG targets</li> </ul>

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# GOAL 5: Environmental Stewardship

## 5.2 Expanding opportunities for healthy living and recreation.

ACTIONS	TARGET DATE	LEAD	% COMPLETE	ACTION(S) TAKEN
a) Support active transportation community groups through the grants for groups funding initiative.	June 2026	Environmental Services Manager	10%	<ul style="list-style-type: none"><li>Promotion of action-Environment Committee's Workplan</li></ul>

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