

ACHIEVING OUR POTENTIAL

Town of Goderich
Strategic Action Plan 2.0
2023 - 2027



GODERICH

TEAM GODERICH IS WORKING
HARD TO HELP OUR COMMUNITY
ACHIEVE ITS POTENTIAL.





A MESSAGE FROM YOUR MAYOR

I am proud to present our Strategic Action Plan. This is our roadmap to achieve positive results for our community within this term of Council.



The Town of Goderich is blessed with an abundance of natural and built features most communities can only wish for. Our potential is staggering! As your elected leaders, my Council colleagues and I are dedicated to working with our professional team to achieve our potential by setting positive goals and making good decisions - every single day! We also know that consistently delivering exceptional services to our community depends on spending our time, energy and money on the things that matter most to our residents. That is why this Plan is based on what we heard from you.

You told us that we need to improve the quality of our roads and take good care of our municipal infrastructure. You want us to find ways to bring new local jobs and investment to our Town. You also want us to protect our natural environment and strengthen a sense of belonging to everyone who makes Goderich home. And you told us that it is important that our staff provide friendly and exceptional customer service.

On behalf of myself, Deputy Mayor and Members of Council, CAO Janice Hallahan, and the entire Goderich team, we are committed to working together to achieve our potential and achieve positive results for you!

M. Murdock

Mayor Myles Murdock

WHAT WE HEARD FROM YOU

This project began with an invitation to our residents to tell us why Goderich is a great place and what we can do to make it even better. Between February 28 - March 31, 2023, residents had the opportunity to provide their responses to an online questionnaire. We thank the 624 residents who provided valuable input that helped shape this Plan.

We asked you what local government services were most important to you and your household. You told us:

1 PARKS

The most popular selection with an average score of 4 out of 5 was “parks, trails, playgrounds and open spaces”.

2 ROADS

The second most popular selection with an average score just under 4 out of 5 was “safe and well-maintained roads”.

3 SIDEWALKS

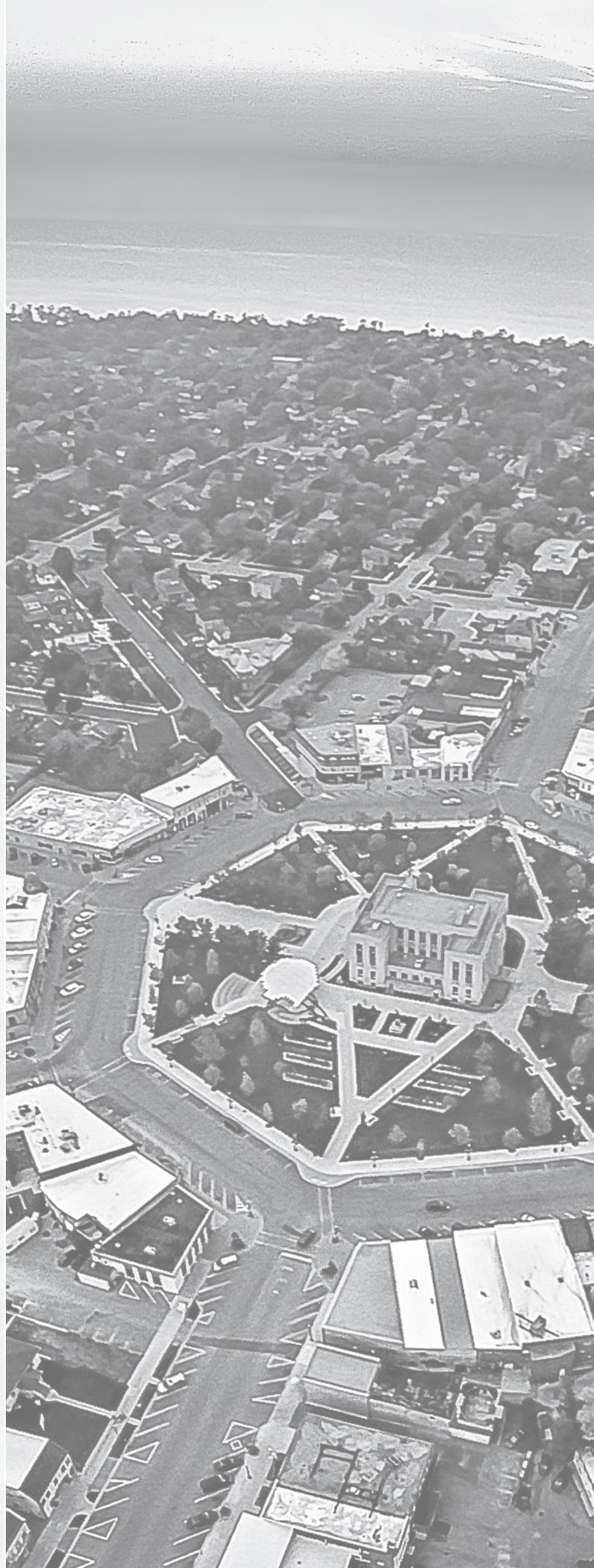
The third most popular selection with an average score of 3.9 out of 5 was “well-maintained and well-lit sidewalks”.

4 GARBAGE PICK-UP

The fourth most popular selection with an average score of just under 3.9 out of 5 was “garbage pick-up”.

5 COMMUNICATION

The fifth most popular selection with an average score of 3.6 out of 5 was “timely communication from the Municipality”.



OUR STRATEGIC ACTION PLAN GOALS



**SAFE AND RELIABLE
INFRASTRUCTURE**



**WELCOMING AND
CARING COMMUNITY**



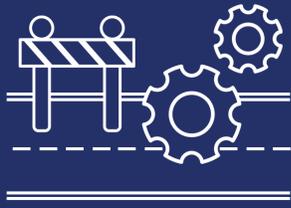
**STRONG
LOCAL ECONOMY**



**GOOD
GOVERNMENT**



**ENVIRONMENTAL
STEWARDSHIP**



SAFE AND RELIABLE INFRASTRUCTURE

GOAL: Build, maintain, and continuously improve our municipally owned infrastructure.

STRATEGIC PRIORITIES AND ACTIONS

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

- 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.
- b. Establish a Rebuilding Downtown Infrastructure Task Force with citizen participation with a mandate to facilitate public discussion and inform the Project Team throughout the process.
- c. Council makes decision on the Rebuilding Downtown Infrastructure Preferred Option. Initiate communications strategy with residents and downtown businesses.
- d. Complete a go forward plan with priorities and costing to extend water/wastewater services.

1.2 Investing in continuously improving our road network.

- a. Create a 10 year evidence based forecast that prioritizes major transportation capital projects; integrate these projects into annual budgets.
- b. Establish an annual Roads Maintenance Program with associated funding to ensure ongoing minor improvements to primary transportation routes.
- c. Complete Council approved roads projects to high level of quality within budget.

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

- 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.
- b. Establish a Memorial Arena Task Force (co-chaired by a citizen member and a Member of Council, which includes members from community groups, citizens, and Town staff) with a mandate to facilitate public discussion and inform the Project Team throughout the process.
- 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.
- d. Council makes decision on Memorial Arena Preferred Option. Initiate community communications strategy.



WELCOMING AND CARING COMMUNITY

GOAL: Strengthen a sense of belonging among everyone who makes Goderich home.

STRATEGIC PRIORITIES AND ACTIONS

2.1 Supporting local community organizations and groups.

- a. Establish a policy to provide in kind support to qualified groups/organizations and promote this opportunity.
- b. Partner with local groups/organizations to facilitate an annual community volunteer fair and volunteer recognition event encouraging more people to become volunteers.

2.2 Making life in Goderich more affordable.

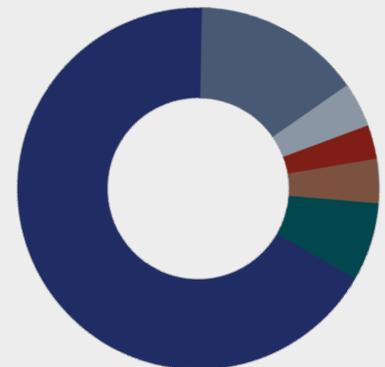
- a. Establish zones where higher density rental housing options are encouraged.
- b. Work with Huron County and local organizations to establish a joint advocacy plan to lobby Federal and Provincial Government for additional funds to address the systemic causes of local homelessness and housing insecurity; create communication/ education (digital/print) to address any stereotypes and encourage local support for those in our community experiencing homelessness/housing insecurity.
- 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.
- d. Encourage boarding and “granny suite” options by proactively promoting our Community Improvement Plan incentives.
- e. Reach Shared Service agreements with neighbouring municipalities to financially contribute to Goderich based facilities and amenities.

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

- a. Partner with community groups/organizations/businesses to provide welcome packages to new residents and businesses.
- b. Re-launch the local citizen led Heritage Advisory Committee.

WE ASKED YOU: WHAT MAKES GODERICH UNIQUE/SPECIAL?

Your favourite features included the Town’s “Waterfront” followed by “Unique Historic Downtown.”



- Waterfront - 67%
- Unique Historic Downtown - 15%
- Small Town Feel - 4%
- Outdoor Spaces - 4%
- Recreation/Sports Facilities - 3%
- Other Responses - 7%



STRONG LOCAL ECONOMY

GOAL: Build a strong and resilient local economy by retaining and attracting economic investment and jobs.

STRATEGIC PRIORITIES AND ACTIONS

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

- a. Implementing the recommendations from the County Business Retention and Attraction project as budget allows.
- b. Support local healthcare by enhancing efforts to attract/recruit healthcare professionals.
- c. Engage an education sector partner to provide a local marine training program.
- d. Work with Huron County to identify actions the Municipality can take to attract more workers as part of the County's Workforce Project.
- 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.
- f. Advocate for port expansion lands with the Provincial Government.
- g. Prepare for proposed nitrogen and ammonia industrial opportunities by identifying and addressing any potential port and rail shipping requirements.
- h. Strengthen relationships with BIA and Chamber of Commerce by hosting a Business Town Hall /Job Fair event.

3.2 Optimizing land to increase employment opportunities.

- a. Establish a go forward plan to service, market and sell existing municipally owned employment lands.
- b. Leverage the Town owned property review (item 2.2c) to establish an inventory of potential employment land. Establish a go forward plan to make this land shovel ready for new industry/businesses.

3.3 Ensuring tourism is a positive economic driver.

- a. Select a vendor to work with Town staff to enhance wayfinding signage across the Town.
- b. Partner with the BIA, Chamber of Commerce, and local businesses to create a digital kiosk at the waterfront to promote downtown businesses.
- c. Create digital promotional materials to promote current facilities and amenities to generate convention, sports tournaments, and culture opportunities.



GOOD GOVERNMENT

GOAL: Provide citizen focused services in an effective, transparent, and responsible manner, and provide an exceptional working environment for all our employees.

STRATEGIC PRIORITIES AND ACTIONS

4.1 Demonstrating open government and financial accountability.

- Host semi annual Town Hall community information sessions with Council and senior staff.
- Enhance youth engagement by hosting Youth Town Hall sessions with Council and by partnering with Huron County on a Joint Youth and Innovation Project.
- Review and update terms of reference for advisory committees and boards, and re-launch.
- Make the website more user friendly by streamlining navigation and improving/simplifying content.

4.2 Continuously improve our business processes and practices.

- Create a Member of Council training matrix for more thorough understanding of municipal government and Councillor roles and responsibilities.
- Identify priority areas to use technology to streamline processes and improve customer service.
- Digitize bylaws for convenient public access.

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

- Introduce user fees where appropriate.
- Introduce a sponsorship/naming rights program to provide advertising opportunities to local businesses and drive non tax revenues.

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

- Mayor and Council to host an annual staff recognition event.
- CAO and senior management team to host bi-annual Staff Town Hall sessions to provide strategic Town updates and encourage input/feedback from staff.
- Continue to host informal staff appreciation events throughout the year.
- Introduce a “meet the staff” program on Town social media to profile staff and communicate Town services and programs.

“

Thank you for the flexible work schedule, the strong promotion of work/life balance, and our service recognition program!

- Staff Questionnaire

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ENVIRONMENTAL STEWARDSHIP

GOAL: Take care of our natural resources demonstrating environmental leadership and providing opportunities for healthy living.

STRATEGIC PRIORITIES AND ACTIONS

5.1 Protecting and preserving our natural environment.

- a. Explore cost effective, practical solutions to reduce organic materials ending up in landfill sites. Implement two pilot projects and evaluate level of success.
- 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.
- c. Engage external expertise to work with Council and staff to complete a coastal environmental plan.
- 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).

5.2 Expanding opportunities for healthy living and recreation.

- a. Support active transportation community groups through the grants for groups funding initiative.



WHAT TYPE OF PROJECTS WOULD YOU LIKE TO SEE YOUR TAX DOLLARS INVESTED ON IN THIS TERM OF COUNCIL?

Every year the municipality must decide which capital projects to complete. Below are your selections in order of preference.



TEAM GODERICH IS WORKING HARD TO HELP OUR COMMUNITY ACHIEVE ITS POTENTIAL.

YOUR GODERICH TOWN COUNCIL AND SENIOR MANAGEMENT TEAM



2022- 2026 GODERICH TOWN COUNCIL

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