

Town of Huntsville

**TOWN OF HUNTSVILLE
STRATEGIC PLAN 2017
AND BEYOND**

Letter from the Mayor

TOWN OF HUNTSVILLE

Permanent and seasonal residents, business owners, and staff have come together to provide Council with a wide range of ideas and suggestions on how we can enhance our community. I am proud to present the result - a plan that will guide Council in the years to come: Town of Huntsville Strategic Plan 2017 and Beyond. The Plan reflects the ideas and comments from hundreds of people who participated in the planning process.

Town Council and its Senior Management Team have done a great job of working these ideas into a plan that is practical, as well as forward looking and promising to bring positive improvements to the Town.

Thank you to all who have participated in this process. The 2017 Strategic Visioning document will be a 'living' plan that will be closely monitored and refined annually to reflect changing circumstances and to take advantage of new opportunities.

Mayor Scott Aitchison

VISION

A vibrant, inclusive, healthy community which inspires innovation and growth, celebrates the arts, culture, and heritage, promotes recreation while developing a resilient economy founded on social caring and environmental stewardship.

MISSION

Providing superior and sustainable services for the people of Huntsville.

CORE CORPORATE VALUES

Service
Understanding
Proactive
Empowerment
Respect
Integrity
Openness
Responsible

STRATEGIC PRIORITY AREA

Economic Development

Activities that support business retention, growth, attraction and job creation to drive prosperity and community vitality

GOAL #1: Collaborate with private sector and the broader community to create an economic development strategy that will diversify and strengthen the year round economy, and guide investment of time and resources

Objectives:

- ✓ Engage stakeholders to generate innovative and actionable ideas to stimulate a year round economy
- ✓ Complete the BR & E initiative to identify ways of supporting existing business as well as attracting new business to the area
- ✓ Conduct research to determine the feasibility of developing new and emerging business sectors in Huntsville i.e. reusable energy, four season tourism, green businesses and other
- ✓ Develop a brand strategy to market Huntsville as an ideal place to live and work
- ✓ Identify opportunities and tools that would help ensure a vibrant downtown
- ✓ Partner in regional affordable housing strategies to address housing barriers

GOAL #2: Work with local and regional partners to Expand access to high speed connectivity throughout Huntsville and market the service locally and to prospective businesses

Objectives:

- ✓ Work with partners to expand and advocate for high speed services throughout the Town of Huntsville including the downtown and rural areas
- ✓ Determine feasibility of providing high speed connectivity in all municipal buildings throughout the Town of Huntsville
- ✓ Market high speed services among local residents, as well as externally through the economic development strategy

STRATEGIC PRIORITY AREA

Health Care and Wellness

Services and initiatives to encourage a healthy, active community and enhance quality of life for residents

GOAL #1: Ensure adequate and appropriate health care is in place to service the needs of all residents and visitors of Huntsville

Objectives

- ✓ Actively participate in regional health care initiatives (i.e. MAHST, Health Hubs, MAHC Capital planning) to ensure services and care are in place to meet current and future needs of residents

GOAL #2: Create a comprehensive Community Services Master Plan that promotes long term strategies for healthy and active living in Huntsville

Objectives

- ✓ Complete a needs assessment of public spaces to determine if expanded services or facilities are warranted to encourage social participation, creativity and active living
- ✓ Create partnerships with community groups in the development and implementation of the plan
- ✓ Develop a marketing strategy that highlights the many recreation and active living services to residents and visitors

GOAL #3: Ensure Huntsville is seen as a safe, welcoming and inclusive community

Objectives

- ✓ Create opportunities to ensure vulnerable populations (i.e. low income families, seniors, youth) have access to recreation, housing, and active living pursuits
- ✓ Participate in an Age Friendly Community planning process and develop a Master Aging Plan
- ✓ Review all programs and policies to ensure compliance with the Accessibility for Ontarians with Disabilities Act

STRATEGIC PRIORITY AREA

Natural Environment & Sustainability

Initiatives to protect and steward the natural environment and water resources to ensure their sustainability as well as the sustainability of the community

GOAL 1: Demonstrate the Town's commitment to protecting the quality and character of the natural environment

Objectives

- ✓ Partner with organizations to respond to the report, 'Planning for Climate Change in Muskoka'
- ✓ Incorporate messaging related to Huntsville's "culture of sustainability" as referenced by the Unity Plan into community marketing and branding
- ✓ Screen all Town supported events to measure and mitigate environmental impact

GOAL #2: Integrate sustainability principles into planning and development policies and processes

Objectives

- ✓ Continue to develop apply strict planning policies to ensure environmental protection with a particular rigor related to water quality
 - ✓ Ensure planning policies and approvals consider the unique geographic features and character of the community
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STRATEGIC PRIORITY AREA

Roads and Infrastructure

Planning and management of roads, facilities, trails, and parks to enhance connectivity and active living

GOAL #1 Develop and implement a Roads and Transportation Master Plan to guide short term development, construction and maintenance schedules, and to inform long term capital planning

Objectives

- ✓ Report annually on Master Plan progress and updates
- ✓ Play a leadership role in the implementation of an Active Transportation Strategy that connects the entire region through sidewalks, trails and bike lanes
- ✓ Collaborate with other municipal governments and the Province to determine potential for shared planning and services related to roads
- ✓ Explore the desirability and feasibility of specialized bus routes and services to address traffic issues, and service needs

GOAL #2 Ensure Town infrastructure and service levels respond to the needs of a prosperous and progressive community

Objectives

- ✓ Conduct an asset inventory of infrastructure and facilities, and prepare a long term management plan including disposition options where appropriate
 - ✓ Identify how the Public Works Department can support the Economic Development Department in their efforts to expand high speed connectivity throughout the Town and to rural areas of the Municipality
 - ✓ Implement consistent levels of service (plowing and snow removal) across the Municipality
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STRATEGIC PRIORITY AREA

Financial Management and Governance

Council oversight and governance of finances, resources, Municipal assets and services

GOAL #1 Apply a strategic approach to budgeting and resource allocation

Objectives

- Link annual spending and capital investments to the priorities and objectives endorsed through this strategic plan
- Establish term-based operating and capital budgets to guide and inform the annual budgeting processes

GOAL #2: Ensure fiscal transparency related to how Municipal resources are managed

Objectives

- Implement a community-friendly awareness campaign to educate the public on how municipal funds are spent and accounted for

GOAL #3: Ensure Municipal operations are streamlined, efficient and effective

Objectives

- Apply business model thinking to Municipal operations to identify potential efficiencies within the municipal system
 - Continuously review all bylaws and administrative requirements to ensure they are appropriate and necessary
 - Identify and pursue shared services opportunities with other area municipalities, the District and/or other partners where cost savings and efficiencies can be achieved
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STRATEGIC PRIORITY AREA

Communications

How the Town communicates internally, as well as with residents permanent and seasonal, visitors, and families or businesses considering a move to Huntsville

GOAL #1: Improve access, quality and timeliness of Town communications

Objectives

- ✓ Design a comprehensive and integrated corporate communications plan that identifies appropriate tools and messages to raise awareness of the Town's programs and services and Council business
- ✓ Expand digital communication channels (i.e. social media, online services, etc.) and update current corporate website to enhance effectiveness
- ✓ Continue to raise community awareness of the Huntsville Emergency Preparedness and Management Plan

GOAL #2: Engage the Community regularly to in order to build a culture of trust and openness within the Municipality

Objectives

- ✓ Expand engagement activities on key issues to inform the public of actions being taken by council and encourage public and staff input.
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GUIDING QUESTIONS FOR IMPLEMENTATION

ACCESSIBILITY:	Are the needs of the disabled being considered in this decision?
ELIMINATING DUPLICATION:	Has investment already been made in addressing this issue by Huntsville or other jurisdictions? Have we maximized learning from these efforts?
ENVIRONMENT	What is the environmental impact of this decision?
COLLABORATION	Are there ways to collaborate that will increase efficiency and effectiveness?
RURAL AREAS	How will this decision impact the rural areas outside of the Town of Huntsville? Will they benefit equally? Will they be disadvantaged by this decision?
YOUTH	Are youth being fully engaged and considered in this decision?