

Town of Erin Strategic Plan

2019 – 2023

The background of the cover is a photograph of a two-lane asphalt road stretching into the distance. The road has a double yellow line in the center and a white line on the right. On the right side of the road, there is a green signpost with a white sign that reads "Welcome to the Town of Erin". The sign is decorated with a green floral border. The trees on either side of the road have autumn-colored leaves in shades of orange, yellow, and brown. The sky is a clear, pale blue.

The Future *of* Erin

Erin's Strategic Plan identifies the most important priorities for the Town and outlines the objectives and actions necessary to reach the goals.

It was prepared with input from the public, staff and Members of Council. This Strategic Plan can be seen as a road map that will move the Town forward to make Erin an even better place to live and work.



Vision

Sets the direction for the Town's future



Strategic Goals

Outcomes the Town envisages in each of its areas of focus



Mission

The Town's commitment to achieving the vision



Objectives

Define the specific and measurable ways to achieve its goals



Values

Principles which the organization upholds in serving the public



Actions

Steps the Town will take to realize its objectives



Our Vision

The Town of Erin will be recognized for well-managed growth that is attractive to businesses, residents & visitors while preserving its unique rural and small town feel.



Our Mission

To achieve stable growth and long-term sustainability while creating a prosperous, healthy, environmentally progressive, livable, and inviting community through well managed municipal services, programs, assets and amenities.



Our Values

Community-focused: We are dedicated to the community we serve. We recognize the contributions of residents and facilitate partnerships within the Town.

Engaged: We connect with the public, appreciate their perspectives and share information. We devote ourselves to having a full understanding and being well informed on matters of importance to the Town.

Accountable: We are responsible for our actions. We are stewards of public funds and assets and responsible for delivering service excellence.

Authentic: We are responsive and transparent in our dealings with the public. We are trustworthy and forthcoming sources of information regarding the Town’s finances, assets, operations, programs, plans and policies.

Service Excellence: We perform consistently and promptly and always aim to meet or exceed the public’s expectations.

Innovative: We aim to be agile, show initiative, be future focused, challenge the status quo, seek out new ways and learn from best practices globally.

Respectful: We respect cultural and social diversity, the rights of others, and differing points of view. We create an open and inclusive workplace.

Erin:

Service Excellence

Future Focused



Growth Management

Goal: Well-managed and environmentally sustainable growth, through the realization of the proposed waste water servicing system needed to support an enviable, livable and flourishing future.

Objectives:

1. Obtain financing for the proposed waste water servicing system

Actions:

- Review the options and develop a plan to secure financing
- Conclude a financing agreement for the waste water servicing project
- Undertake a Development Charges By-law update incorporating the cost of waste water and water environmental assessments

2. Manage the timely construction of the waste water servicing project

Actions:

- Completion of a Growth Management Strategy to inform Council decisions on the population growth targets for Erin and Hillsburgh and the residential, commercial and industrial properties to be given priority for waste water and water allocations
- Complete the water environmental assessment for viable new water well sites
- Acquire land and make planning amendments for the waste water treatment plant site
- Design, tender and build the waste water treatment plant

54%

of respondents to the Resident Survey identified development of a waste water treatment system as a top issue or challenge.

Resident Survey about the Strategic Plan conducted February 18 to April 5, 2019

3. Establish the parameters to guide the Town's future growth as a community which leads in sustainable practices, wellness, and takes account of community needs and views

Actions:

- Develop a comprehensive communications plan to engage the community in discussing the parameters and benefits of well-managed growth, while respecting the environment and the Town's unique character
- Update the Site Plan Control By-law
- Update the development standards manual (engineering)
- Review and amend the Official Plan to implement the Growth Management Strategy
- Review and amend community design guidelines
- Create architectural design guidelines
- Review and amend the Zoning By-law for urban standards
- Solicit required revisions to previously submitted developers' subdivision plans to reflect their potential ability to access to the waste water system



Investment in Community Assets

Goal: Invest in and maintain community assets that meet service excellence.

Objectives:

1. Develop comprehensive long-term plans for the Town's assets, facilities and equipment

Actions:

- Adopt the Asset Management Plan and the policy for the asset management program and the management of municipal assets, including using key performance indicators and levels of service incorporating public consultation
- Develop multi-year plans for infrastructure, facilities and equipment repair, replacement, maintenance and additions associated with new growth
- Develop a community-wide Climate Change Adaption Strategy
- Develop a Conservation Demand Management Plan and subsequent implementation plan
- Retrofit buildings, including energy conservation measures, based on assessment reports
- Review and update Standard Operating Procedures for Roads
- Implement the Water Source Protection Plan, under the pooled Wellington County Source Water Protection project

Over
40%

of respondents to the Resident Survey identified 'maintaining water quality' and 'protecting the environment' as top priorities for the Town of Erin over the next ten years.

Resident Survey about the Strategic Plan conducted February 18 to April 5, 2019

Economic Prosperity

Goal: Healthy and sustained economic growth, improve community well-being, and increase local employment opportunities.

Objectives:

1. Implement the Economic Development Plan

Actions:

- Support retention and expansion of existing businesses and agricultural enterprises
- Foster entrepreneurship, innovation, economic diversification, and a knowledge-based economy
- Encourage and enable environmentally sustainable businesses
- Attract new investment
- Facilitate growth in tourism offerings, capacity and collaboration
- Attract and retain talent to match the Town's employment opportunities
- Market the advantages which differentiate the Town to attract investors, talent and visitors
- Make known the Town's future growth prospects and plans
- Promote, administer and monitor the Town's Community Improvement Plan (CIP)
- Update the employment lands inventory

2. Develop plans to be investment ready and capitalize on opportunities

Actions:

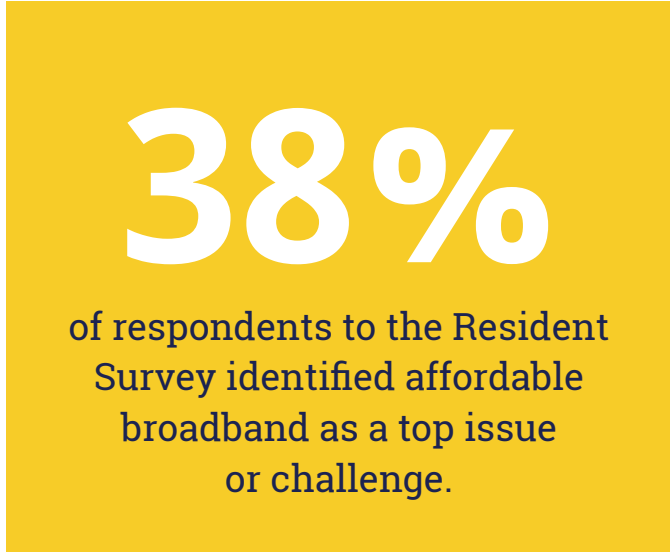
- Contribute to economic development related to the Growth Management Strategy decisions
- Develop comprehensive and targeted marketing strategies for commercial and industrial lands that will be serviced
- Develop the value proposition for the Town as a preferred location for environmentally sustainable clean technology businesses



3. Take a leadership role in developing plans to secure access to affordable high-speed broadband service throughout the Town

Actions:

- Support realization of the South Western Integrated Fibre Technology (SWIFT) project
- Facilitate access to the additional affordable high-speed broadband required by residents, businesses, farms and visitors prior to and beyond what SWIFT will deliver



Resident Survey about the Strategic Plan conducted February 18 to April 5, 2019



Healthy Lifestyle and Vibrant Community

Goal: Sustain and foster the Town's unique, liveable and nature-oriented charm and sense of place.

Objectives:

- 1. Preserve and foster the unique lifestyle, natural environment, and varied community amenities which differentiate and attract attention to the Town**

Actions:

- Develop a community value proposition and brand which articulate the Town's distinctive character and competitive advantages
- Preserve the Town's rural character and its main streets, small town charm and heritage
- Implement the Town's first Parks, Recreation and Culture Master Plan
- Implement the Erin Rotary Riverwalk Trail Feasibility Study
- Adopt Active Transportation and Wellness initiatives
- Foster the community's already strong partnerships and volunteerism
- Adopt amendments to the Official Plan, By-laws and other community guidelines to favour characteristics which distinguish the community, bring residents together and make the Town of Erin a magnet for visitors

70%

'Small town feel' was identified by 70% of respondents to the Resident Survey as a top reason for living in Erin.

Resident Survey about the Strategic Plan conducted February 18 to April 5, 2019

Service Excellence and Good Governance

Goal: Establish and maintain high service standards.

Objectives:

1. Manage programs, services, assets and amenities while meeting accessibility standards

Actions:

- Be Future Focused, agile and innovative
- Develop a comprehensive communications plan
- Aspire to professional, authentic, client-oriented relationships with residents, businesses, farmers, not-for-profits and developers
- Conduct a series of service delivery reviews

2. Position the Strategic Plan as the principal document guiding Town decision making

Actions:

- Review and refresh the Strategic Plan each year as a basis for the annual business planning and budget cycles
- Publish an annual update that reports on the Strategic Plan progress and accomplishments

3. Prudent multi-year financial and resource management

Actions:

- Prepare and approve annual operating and capital budgets with three-year forecasts
- Continue to allocate budget to establish financial reserves which are adequate to fund anticipated infrastructure requirements and major projects
- Establish strong working relations among Council, staff and partner organizations
- Attract and retain high quality staff

1/4

of respondents see delivery of efficient services as an important part of the Town's future.

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How This Document Will Be Used

The Strategic Plan is a living document with ongoing review, assessment and refinement. Success will be measured and priorities adjusted to reflect the changing environment with an annual reassessment of the actions, objectives, and priorities completed in conjunction with the budget process. The Strategic Plan and corporate principles are expected to become an integral part of the decision making process.

The annual reassessment of the Strategic Plan contributes to departmental business planning which, in turn, drives budget and forecast development. The integration into departmental business plans provides a tangible way of effectively implementing the Strategic Plan.

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