



HANOVER

2015 STRATEGIC PLAN

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STRATEGIC PLAN

A Message from Mayor Paterson and Members of Council

The Town of Hanover adopted its first Strategic Plan in 2010. The plan identified Council's priorities and focused our attention on a number of important issues including the revitalization of the downtown, consolidating the Town's role as a regional service centre, securing land for future development and reaching out to youth in the community. By 2014, we had implemented many of the action plans identified in 2010 and Council decided it was time to update the Strategic Plan.

We developed our 2015 Strategic Plan with the input of community stakeholders and municipal staff. The Plan builds on what we accomplished in the past five years. The Vision has been refreshed, some of the 2010 Strategic Directions, Goals and Action Plans have been carried forward, and new directions have been identified. The Strategic Plan is Council's commitment to pursue a progressive and prosperous future for the Town; a future that protects those aspects of the community we value and enhances our quality of life and sense of community.

We will use the Strategic Plan to guide future decisions. The Plan will provide direction for setting budgets, allocating resources and setting priorities over the next five years.

This Strategic Plan is presented under the following headings:

- Vision Statement and Corporate Values
- Valued Features of the Community / The Need for Change
- The Strategic Plan - Strategic Directions and Goals
- Action Plans
- Updating and Implementing the Strategic Plan

VISION STATEMENT

HANOVER IN 2025

We are a progressive community where residents of all ages enjoy safe, healthy lifestyles, meaningful employment, excellent services and personal fulfillment. We support growth while respecting and celebrating our heritage; enhancing our downtown; protecting our natural resources; and welcoming all to a friendly, caring, inclusive and supportive community. Our community is committed to good government, effective and efficient management and maintenance of municipal services, productive partnerships and collaborating with our local businesses and municipal neighbours to build local economies and community services for our mutual benefit.

CORPORATE VALUES

Progressive – embracing change; anticipating and planning for the future and striving for continuous improvement

Public Service – responding efficiently and effectively, with compassion and respect, to citizens' needs

Positive Working Environment – team members working together in a supportive, interactive environment that is personally and professionally rewarding

Accountability – acting on behalf of the community in a fair, honest and transparent manner

Responsible – preserving, protecting and enhancing the social and environmental attributes of the community in a fiscally responsible manner

VALUED FEATURES OF THE COMMUNITY/THE NEED FOR CHANGE

Valued Features – Characteristics to be Retained

Progressive Attitude – the willingness of residents, Council and staff to embrace the opportunities associated with change and build a positive and progressive future for the community.

Regional Service Centre – Hanover’s role as a service centre for the region – providing a wide range of social, health, education, recreation, retail and employment opportunities for local and regional residents.

The Downtown – as both an economic and cultural centre that is unique and attractive for both residents and visitors; an active, engaging, busy “centre of the community”.

An Engaged, Caring Community - the social characteristics of the community (safety, caring, community cohesion) that are highly valued and the manner in which residents are engaged in the community through volunteer and other activities.

Financial Sustainability – the retention of a solid financial foundation, fiscal responsibility, and a strong and viable infrastructure for the future.

Effective Municipal Management – a Council and staff that are transparent and accountable to the community, effectively and efficiently performing their responsibilities.

Attractive Place – the physical and natural beauty of the Town; our heritage and the community culture.

Characteristics to be Changed

Economic and Employment Base – consolidating our position in the regional market while achieving a more diversified economy with a stronger retail sector. A broader range of job opportunities; better representation of higher paying jobs and employment opportunities for two professionals in the same household; more opportunities for youth in the labour force; greater representation of “new economy” jobs focused on technology, information, and innovation.

Regional Cooperation – stronger partnerships and more regional cooperation around economic development and service delivery; improved working relationships to create a more cooperative and mutually advantageous working environment.

Population Profile – a more balanced and diverse demographic profile with respect to age, household structure, and multiculturalism; a more diverse community and one that attracts and supports youth and families.

Social Support – in collaboration with other agencies, increased efforts to address real and perceived social issues in the community, including; youth disengagement, affordable housing, social isolation, drugs, and alcohol abuse.

THE STRATEGIC PLAN

Four strategic directions are the foundation of Hanover's Strategic Plan. We have identified these as priorities and adopted goals to describe desired outcomes and action plans that will be pursued over the next five years.

Strategic Directions and Goals

Strategic Direction #1: Regional Centre

Goal: To enhance and strengthen Hanover's position as a regional centre while creating stronger working relationships with neighbouring municipalities and service providers for our mutual benefit.

Strategic Direction #2: Economic Development

Goal: To create an environment that supports economic diversification and a broader range of attractive employment opportunities to retain existing residents and businesses and attract investment and new families to the community.

Strategic Direction #3: Community

Goal: To support initiatives that contribute to healthier residents, more active and rewarding lifestyles and a safer community.

Strategic Direction #4: Sustainable Municipal Operations

Goal: To improve financial and operational aspects of the Town for the continued maintenance, rehabilitation and reconstruction of its infrastructure and to sustain and enhance current municipal programs and services.

Action Plans

Action plans describe the key initiatives that will be undertaken to address each Strategic Direction. The action plans broadly identify a future course of action. They do not specify day-to-day tasks, timetables and resource requirements. This level of detail will be reflected in annual operational plans prepared by staff to complement the Strategic Plan. The action plans focus on the most important initiatives rather than everything that might be done to pursue the goals in the Strategic Plan. The action plans will be incorporated in the annual business planning process of the Town, where detailed schedules and resource requirements will be outlined.

Each Action plan has also been assigned a level of priority as follows:

High (H) - to be acted upon in the short term and ideally fully implemented in 1-2 years.

Medium (M) - to be initiated within the next 2 years and implemented within the 5 year time frame of the Strategic Plan.

Low (L) - to be acted upon as time and resources permit, but within the next 3-5 years. These initiatives may not be fully implemented within the 5 year time frame of the Strategic Plan.

Ongoing (O) - these action plans were initiated in the 2010 Strategic Plan but not completed. They have been carried forward for completion.

The action plans are closely inter-related and together define a future strategy for the Town. Many of the action plans must be pursued together to be successfully implemented.

All action plans will ultimately be approved by Council prior to implementation. While the action plans will be implemented, as warranted, by all municipal departments, a Lead Department has been designated for each action plan. The Lead Department will assume responsibility for the action plan but other municipal agencies, departments and staff as well as external agencies and interests may assist with implementation. The Lead Department is identified in the plan as follows:

- CAO CAO/Clerks Department
- ED Economic Development
- PD Planning and Development
- PW Public Works
- CS Corporate Services
- PRC Parks, Recreation and Culture
- CN Mayor and/or Council
- FES Fire and Emergency Services
- HPS Hanover Police Services

REGIONAL CENTRE

Overview

Hanover’s role as a regional centre is a defining characteristic of the community and essential to our future well-being. The importance of this role was reflected in our last Strategic Plan and we have accomplished a great deal in the past five years. We have a stronger working relationship with our municipal neighbours and have made significant progress in assembling land for future development. However, there is more to do. We must strengthen and enhance our role as the regional centre by providing easier access to an even wider range of retail, commercial, recreational, educational and health services for residents in Town and in the surrounding area. We will continue to work with area municipalities and other agencies to establish partnerships. We are committed to pursuing economic development and municipal service delivery in cooperation with our neighbours for the benefit of all residents in this area.

OUR GOAL AND ACTION PLAN		
GOAL	To enhance and strengthen Hanover’s position as a regional centre while creating stronger working relationships with neighbouring municipalities and service providers for our mutual benefit.	
ACTION	LEAD DEPT.	PRIORITY
1. Continue discussions with senior levels of government and neighbouring municipalities to ensure land is available for economic development and expansion.	CAO/CN	O
2. Undertake studies, secure finances and review planning and zoning as necessary for new development lands in all areas of Hanover to ensure that servicing is in place and approvals can be secured to facilitate development.	PD/PW	O
3. In consideration with the West Grey/Hanover Charter and Development Agreement continue to pursue initiatives to expedite development in east Hanover.	PD/CAO	H
4. In the context of Hanover’s role as a regional centre, review all non-resident charges and fees to identify any financial barriers non-residents experience when using Town of Hanover services and the implications for the Town of changing existing non-resident pricing policies.	PRC/CAO	H

ECONOMIC DEVELOPMENT

Overview

The quality of life in our community is closely linked to the local economy. It is important that our youth can find meaningful employment and new residents can pursue their careers in Hanover. Our tax base must support the recreation, education and health services that our residents demand and that make us a true community. However, we also appreciate that Hanover’s economy is increasingly tied to provincial, national and international developments and we must work hard to secure our place in this larger economy. The Town is committed to working with other government agencies to ensure existing businesses and potential new entrepreneurs can prosper in our community. Together, we will pursue a more diversified economy; a broader range of more attractive job opportunities; and a greater presence in the “new economy” focused on technology, information and innovation.

OUR GOAL AND ACTION PLAN		
GOAL	To create an environment that supports economic diversification and a broader range of attractive employment opportunities in order to retain existing residents and businesses and attract investment and new families to the community.	
ACTION	LEAD DEPT.	PRIORITY
1. Continue to implement the recommendations of the 2015 Business Retention and Expansion Study.	ED	M
2. In response to a business plan prepared by LaunchPad, continue to support the organization as a regional training and skills development centre for youth.	ED/CN	O
3. Collaborate with other agencies and organizations to develop a post-secondary expanded education and training facility.	CAO/ED	M
4. In conjunction with Hanover’s municipal partners and the Airport Commission, undertake a study to determine how the Saugeen Municipal Airport can be a more effective resource for regional economic development.	ED	M
5. Prepare a hotel/convention centre market feasibility study.	ED/PD	H
6. If the Town is awarded a project under the IESO’s Fit 4 program, continue to work with our partners to bring the Hanover Dam Hydro Power project to fruition.	CAO	H
7. Investigate opportunities to expand land for industrial/business parks in Hanover.	PD/PW	M
8. Explore opportunities to expand events and promotions.	ED/PRC	H
9. Develop a business plan for a business incubation centre.	ED	H

THE COMMUNITY

Overview

We place a high value on the recreation, education, health and social services that contribute to our sense of community and quality of life. While the Town is not directly responsible for many of these Services, we are committed to working closely with our partners at the County and the Province to ensure they are available in Hanover. Our last strategic plan identified healthy lifestyles and services for older adults and youth as important objectives and we have made progress in these areas. Planning with the arts and cultural community was also identified in our last strategic plan, and while we took steps to initiate the process, we must complete a Cultural Plan. Finally, we will continue to work on initiatives for older adults and explore ways in which we can more effectively collaborate with agencies responsible for community and social services.

OUR GOAL AND ACTION PLAN			
GOAL	To support initiatives that contribute to healthier residents, more active and rewarding lifestyles and a safer community.		
ACTION	LEAD DEPT.	PRIORITY	
1. Prepare a Cultural Plan in conjunction with the arts and cultural community to investigate needs and opportunities that promote the social and economic benefits of a creative community.	PRC	M	
2. Work towards AGE FRIENDLY designation as defined by the World Health Organization.	PRC	M	
3. Investigate securing a contract staff position to facilitate a collaborative effort by community agencies to assess needs and priorities for social services in Hanover.	CAO/CN	M	

SUSTAINABLE MUNICIPAL OPERATIONS

Overview

Our success as a Town is directly linked to our effectiveness in governance. Furthermore, to ensure that future generations can enjoy the municipal services and amenities available today requires a continual commitment to financial planning and service evaluation. We face some immediate challenges associated with the cost of policing. More importantly, we must continually reassess our priorities in light of the ongoing cost of maintaining current and future infrastructure and essential municipal services. We will take the steps necessary to ensure that we can sustain and hopefully enhance our services by making the best use of municipal resources.

OUR GOAL AND ACTION PLAN		
GOAL	To improve financial and operational aspects of the Town for the continued maintenance, rehabilitation and reconstruction of its infrastructure and to sustain and enhance current municipal programs and services.	
ACTION	LEAD DEPT.	PRIORITY
1. Undertake a core service review to evaluate current programs and services and determine future priorities in light of financial capabilities.	CAO	H
2. Conduct a police services review to determine options and associated implications for policing in Hanover.	CAO	M
3. In concert with the police services review, assess future facility requirements for police and fire services in Hanover.	FES/HPS	M
4. In light of the directions indicated in the Town’s asset management plan, prepare a long-term financial plan.	CS	H
5. Investigate establishing a municipal intern program to provide opportunities for recent graduates with appropriate credentials to gain experience in the municipal sector.	CAO	H

UPDATING AND IMPLEMENTING THE STRATEGIC PLAN

Updating the Strategic Plan

We will regularly update the Strategic Plan. Action plans will be reviewed annually and those that have been completed will be eliminated and revisions and additions made as applicable.

We will also formally review the Vision and Goals on a regular basis to ensure they continue to reflect Council's priorities.

The Strategic Plan and Managing Service Delivery

In addition to regularly updating the Strategic Plan, we will adopt formal procedures to ensure it is used in the ongoing management of municipal affairs. These procedures will ensure that staff reports and recommendations are consistent with the Strategic Plan. We will also adopt a formal process for incorporating Strategic Plan goals and priorities in the annual budget process.

Monitoring Implementation and Success

The Strategic Plan includes 20 action plans. In almost all cases, the successful implementation of the action plan will be apparent with the introduction of a new policy, the completion of a study, or the development of a new facility or service. However, we will also identify a number of performance measures that track the desired outcomes of the Strategic Plan. These measures will generally be quantifiable and available from secondary source information (such as the census) or from municipal data bases established for this purpose. With these measures we will monitor our success in achieving Strategic Plan outcomes, such as: a more diverse age and demographic profile; additional land for economic development; expanded employment; more effective municipal service delivery, etc. For each of the measures, a baseline will be established and targets set for monitoring future performance and the success of the action plans.



APPENDIX

2015 STRATEGIC PLAN

APPENDIX A: SWOT

The SWOT from the 2010 Strategic Plan was updated by Council and senior municipal staff. The result is noted below.

Strengths

- Progressive, positive attitude of community, staff, Council
- An engaged community; active volunteers; support for community fund-raising
- The best features of a small town – caring, safe, cohesive community
- Location/ability to act as a regional centre
- An attractive downtown with a strong retail sector and public services and amenities
- Full range of retail services - attractive to residents/visitors
- Health and education facilities
- Size - big enough to provide services, but small enough to be a manageable community
- Entertainment (OLG/racetrack), recreation and leisure facilities and programs (arena, pool, recreation facilities)
- Natural beauty – parks and open space; river system
- Youth facility and services (Launchpad)
- An accountable, transparent Council with a commitment to planning and financial responsibility
- Advanced technology/fibre-optics and social media to support business and community
- Recent improvements and the Town's continued commitment to regional cooperation
- Municipally controlled police and fire service

Weaknesses

- Land for expansion is limited/lack of developable land
- Insufficient diversity in our economic base; need for more small and medium size businesses
- No post-secondary institution
- Unbalanced demographic profile (aging and lack of diversity)
- Accommodation for visitors - poor supply of quality accommodation; no conference / convention facilities; no hotel
- Lower post-secondary education levels/unskilled labour force
- Low paying jobs
- Ability to retain youth and young families in the community
- Aging Infrastructure - difficulty of maintaining and ongoing cost of investing in infrastructure
- Affordable housing is not available

Opportunities

- Progressiveness of community - the Town's reputation will attract investment
- Downtown core – creating a unique retail/leisure experience for residents and visitors
- Expanded tourism – increasing emphasis on entertainment, arts and culture as visitor attractions; attract older adults as tourists
- Strengthening Hanover's regional service role - government services; service partnerships; retail and community service centre for the region
- Relationship with expanding regional agricultural economy
- Growing local food industry (craft beers; value added foods).
- Create healthy community to respond to increasing emphasis on health; expand local clinic/hospital.
- Advanced technology and fibre optics; attract “new economy jobs” and enhance networking and communication opportunities for business and residents
- Build a “green community” energy efficiency/management, active transportation to create a healthier, more affordable community
- Promote quality of life (caring, green; accessible; healthy; active) to attract investors, business and retirees
- Existing labour force - build on skilled labour and attractive place to live to attract new investment
- Post - secondary education - opportunity to become a satellite learning centre
- Economic development associated with the airport
- Community Hub

Threats

- Possible loss of schools due to consolidation or declining enrolment
- Rising cost of police services
- Loss of OLG Slots/community funding
- Retention of non-resident fees affecting role as a regional service centre
- Limited land for development
- Changing tax base - loss of assessment/high taxes resulting in increased constraints on municipal services
- The cost of maintaining existing/aging infrastructure while continuing to grow and add new infrastructure
- Increasing constraints on provincial resources; accelerated loss of funding from Province
- Continued loss of youth/families
- Loss of population; shrinking local tax base
- Changing regional market and new regional competitors resulting in less demand for Hanover retail services
- Social change - loss of volunteers; small town atmosphere/identity
- Maintaining strong Council/progressive staff as individuals retire or change

APPENDIX B

SUMMARY – STAKEHOLDER INPUT

Four focus groups were held to provide input to the Strategic Plan. One focus group was held with municipal staff and three with community representatives. The individuals invited to participate in the community focus groups generally represented one of three areas of interest:

(1) Business/Economic Development/Tourism, (2) Education/Health/Community Services, and (3) Resident/Community Associations. Each group had 10-12 participants.

The Focus Groups were provided with the following three questions prior to the session. These questions were the focus of the discussion.

Question 1: What is Working? Thinking of Hanover today, what makes it a good place to live and do business and perhaps are unique strengths that distinguish Hanover from other communities? What characteristics of the community do you value and want to preserve and protect as we move forward?

The characteristics you mention can deal with any aspect of the community – the people that live here; the economy; the community leadership; the role played by Council and Town staff; the services that are available, what people do in their free time, etc.

Our purpose is not to generate a long list. Please consider this question and identify not more than three characteristics in response to the question. Come to the focus group prepared to discuss and explain your three choices.

Question 2: What Threatens Our Success? Give some thought to things that threaten Hanover's future and major challenges facing the community as we move forward. These are things that might undermine what's working for us today.

The things that threaten our success might be local aspects of the community (as noted above) but might also be emerging developments provincially or nationally.

As with the previous question, our purpose is not to generate a long list. Please identify three major threats or challenges that Hanover must address in the next five years to protect and enhance what we value about this community.

Question 3: Given your answers to Q. 1 and 2, how must the Town respond? What must we do differently to ensure a bright future for the community?

Key themes from the discussion are noted below. For each question we have noted major and secondary themes (based on the frequency of mentions). We have also noted special topics. While these did not dominate the discussion, they were important points raised by the focus group participants.

QUESTION 1 - WHAT IS WORKING?

MAJOR THEMES	SECONDARY THEMES	SPECIAL TOPICS
<ul style="list-style-type: none"> • Community Facilities and Services Recreation/ Education/Health • Regional Service Centre Retail/Downtown • Progressive Leadership/Council-Community Collaboration • Technology – Fibre 	<ul style="list-style-type: none"> • Volunteers • Sense of Community/ Safety • Commitment to Planning • Improved Relationships with Municipal Neighbours 	<ul style="list-style-type: none"> • Launchpad • Downtown • Town Hall, Library, Heritage Park • Website/Branding

QUESTION 2 - WHAT THREATENS OUR SUCCESS

MAJOR THEMES	SECONDARY THEMES	SPECIAL TOPICS
<ul style="list-style-type: none"> • Employment/Economic Base Youth Retention/ Low Paying Jobs/Social Stability • Aging Population • Aging Infrastructure • Municipal Resources Adequate staff/tax base/provincial transfers 	<ul style="list-style-type: none"> • Landlocked/Land for Development • Poverty/Low-Income Services Affordable Housing/Income Support/ Social Issues • Retain Small, Independent Retail in Downtown On-line shopping; big box stores; family ownership • Image/Identity as a Tourism Destination 	<ul style="list-style-type: none"> • Loss of High School • Absence of Hotel/ Convention Centre • Bureaucracy/Red Tape • “Hockey Town” Not sufficient diversity in recreational programs/ lack of attention to arts • Regional Resident User Fees

QUESTION 3 - WHAT MUST WE DO DIFFERENTLY TO ENSURE A BRIGHT FUTURE FOR THE COMMUNITY?

POSSIBLE STRATEGIES	SPECIAL TOPICS
<ul style="list-style-type: none"> • Leverage Technology, Progressive Reputation to Attract Entrepreneurs Innovation Centre/Satellite Campus/ Airport; Extension of Launchpad • Consolidate/Strengthen Role as Regional Centre • Establish Hanover as a Regional Entertainment/Tourism Centre Hotel - Convention Centre; Emerging “Niche” Markets; Position Hanover as Destination re Grey County Tourism 	<ul style="list-style-type: none"> • Plan for expansion of health centre • Continue to Implement Downtown Plan • Continue “good work” of EDC and Town Economic Development Staff • More partnerships /Public-private partnerships • Town support for affordable housing



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