

TOWN OF HANOVER

STRATEGIC PLAN

2019 - 2022



TABLE OF CONTENTS

Message from the Mayor	3
Vision Statement	4
Corporate Values	4
Valued Features of the Community	5
The Strategic Plan	
Strategic Directions and Goals	6
Action Plans	6-11
Updating and Implementing the Strategic Plan	12
Appendix A: Random Sample Survey Results	13 - 21
Appendix B: Open Online Survey Results	22 - 23
Appendix C: Top Survey Issues	24
Appendix D: Stakeholder Summary Results	25 - 30

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. Over the years the Plan has been revisited and updated. These previous Strategic Plans have provided a strong foundation for Hanover and the 2019 Plan builds upon that work while providing clear implementation and monitoring direction.

Our 2019 Strategic Plan sets out the Vision of what the municipality is trying to achieve and the steps necessary to get there. With the input of Council, community stakeholders and municipal staff, the Plan reflects the needs and expectations of our residents.

This 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 place.

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 four years.

The plan identifies four Strategic Directions and Goals as follows:

- Economic Development
- Community
- Environment
- Sustainable Municipal Operations

VISION STATEMENT – HANOVER IN 2025

We are a progressive, evolving and inclusive community. We value our heritage, appreciate our small town appeal and support growth.

CORPORATE VALUES

Progressive – embracing change; promoting collaboration; 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 – working together as a team in a supportive, interactive environment that is both personally and professionally rewarding

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

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

VALUED FEATURES OF THE COMMUNITY

Progressive Attitude – the willingness of residents, Council and staff to embrace the opportunities associated with progressive change.

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

The Downtown and Commercial Sectors – as being an economic and cultural centre, a hub for entertainment and services that is unique and attractive for both residents and visitors; an active and engaging environment that supports a thriving economy while enhancing quality of life and creating a sense of pride.

An Engaged, Caring Community - the social characteristics of the community (safety, caring, community cohesion) are highly valued and the manner in which residents are engaged in the community through cultural activities, volunteerism 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 transparent and accountable Council and staff that perform their responsibilities in an effective and efficient manner.

Attractive Community – the physical and natural beauty of the Town, our heritage and culture.

Economic and Employment Base – consolidating our position in the regional market by supporting initiatives that contribute to workforce/human capital attraction, development and retention - promoting a strong and diversified commercial sector to offer a broad range of job opportunities with a better representation of higher paying jobs and employment opportunities for professionals and youth - supporting initiatives that represent “new economy” jobs focused on technology, information and innovation.

Regional Cooperation – fostering stronger partnerships and more regional cooperation around economic development and service delivery.

Population Profile – supporting a balanced and diverse demographic profile with respect to all ages, household structures and multiculturalism.

Social Support – collaborating with other agencies to address 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 achieve desired outcomes over the next four years.

Strategic Directions and Goals

Strategic Direction #1: Economic Development

Goal: To create an environment that supports economic diversification, a broader range of attractive employment opportunities and our role as a regional centre in order to retain existing residents and businesses and attract investment and new families to the community.

Strategic Direction #2: Community

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

Strategic Direction #3: Environment

Goal: To preserve or enhance our natural surroundings while implementing local initiatives toward a more sustainable community.

Strategic Direction #4: Sustainable Municipal Operations

Goal: To continuously review the financial and operational aspects of municipal programs and services and support the maintenance, rehabilitation and reconstruction of our infrastructure.

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 time frame of the Strategic Plan.

Low (L) - to be acted upon as time and resources permit. These initiatives may not be fully implemented within the time frame of the Strategic Plan.

Ongoing (O) – Some actions may have been initiated in the 2010 Strategic Plan or the 2015 Strategic Plan Review but not completed. Some new initiatives will continue beyond the time frame of the Strategic Plan.

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 item, 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:

COUNCIL – Mayor and/or Council
CAO – Chief Administrative Officer/Clerks Department
CS - Corporate Services
ED - Economic Development
FES - Fire and Emergency Services
HR – Human Resources
PD - Planning and Development
PRC - Parks, Recreation and Culture
PW - Public Works

ECONOMIC DEVELOPMENT

OUR GOAL AND ACTION PLAN		
GOAL: To create an environment that supports economic diversification, a broader range of attractive employment opportunities and our role as a regional centre in order to retain existing residents and businesses and attract investment and new families to the community.		
ACTION 2019-2022	LEAD	PRIORITY
1. Lobby County and Provincial authorities and supply supporting evidence for the need to expand Town boundaries to meet projected employment and residential land requirements	CAO COUNCIL	H(O)
2. Create an inventory of municipally-owned lands, determine which can be declared surplus and convey surplus parcels with development conditions for employment and affordable housing purposes	CAO PD	M
3. Identify potentially available undeveloped properties (e.g., north of Saugeen River) and identify planning and servicing requirements to prepare them for development	PD PW	H
4. Pending the results from the hotel feasibility study, promote the development of recommended accommodation alternatives	ED	M
5. Work with partners to create an 'entertainment hub' and provide ongoing marketing support	PRC ED	M(O)
6. Continue to lobby County Council for the removal of the tax rebate for vacant commercial and industrial properties	CS COUNCIL	H
7. Redo the Community Improvement Plan in order to provide and promote incentives to attract and retain businesses and industries; provide marketing materials	CAO ED	H(O)

COMMUNITY

OUR GOAL AND ACTION PLAN		
GOAL: To support initiatives that contribute to healthier residents, more active and rewarding lifestyles, increased cultural activity and a safer community.		
ACTION 2019-2022	LEAD	PRIORITY
1. a) Provide sustained funding to LaunchPad b) Encourage LaunchPad management to plan for expanded programming to include daytime usage, more evening programs for youth and specific skills training	COUNCIL ED	H(O)
2. Continue to advocate for local trades and apprenticeship training to bridge gaps	COUNCIL	O
3. Facilitate greater cooperation among local groups while implementing the Cultural Plan	PRC ED	H(O)
4. Work with our County partners, relevant social agencies and police services to develop and maintain a Community Safety and Well-Being Plan for Hanover	CAO	H(O)
5. Investigate funding and partnership opportunities to enhance the community's active transportation network (trails, sidewalks, lighting, etc.)	PRC	O

ENVIRONMENT

OUR GOAL AND ACTION PLAN		
GOAL: To preserve or enhance our natural surroundings while implementing local initiatives toward a more sustainable community.		
ACTION 2019-2022	LEAD	PRIORITY
1. Enhance public education on recycling, composting and the `3Rs`, by such means as messages on landfill bins and other prominent locations and monitoring by landfill staff	PW	H(O)
2. Establish an environmental advisory committee for the Town of Hanover	CAO PW	H
3. Investigate potential future advances in waste management such as green bin curbside pickup and composting at the landfill site	PW	L
4. Investigate a tree planting and maintenance program	PW PRC PD	M(O)
5. Continue to identify, pursue and implement energy efficiency measures	PW PRC CS	H(O)

SUSTAINABLE MUNICIPAL OPERATIONS

OUR GOAL AND ACTION PLAN		
GOAL: To continuously review the financial and operational aspects of municipal programs and services and support the maintenance, rehabilitation and reconstruction of our infrastructure.		
ACTION 2019-2022	LEAD	PRIORITY
1. Pending the results of investigating alternative policing options, explore the feasibility of renovating current facilities and/or consolidating the emergency services serving Hanover into one new facility (i.e., Hanover Police, Hanover Fire, County EMS)	CAO	L
2. Work with Brockton to undertake a formal Operations Review of the efficiency and effectiveness of landfill site operations	PW CAO	H
3. Continue to enhance our communication strategies on Town matters, through such channels as video messages, a regular Mayor's letter in <u>The Post</u> and explanations of planning applications	CAO	M(O)
4. Enhance the succession planning and mentorship program within the municipal staff	CAO HR	H(O)
5. Prepare a long-term financial plan and policies framework in light of the directions indicated in the Town's Asset Management Plan and other immediate and long-term financial considerations	CS	H(O)

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 2019 Strategic Plan includes 22 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 various secondary sources of information or from municipal data bases established for this purpose. With these measures we will monitor our success in achieving Strategic Plan outcomes, such as: additional lands 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 A: Random Sample Survey Results (July 2019)

THE SURVEY SAMPLE

This survey was mailed to 400 households the week of July 1, 2019. The 400 households were selected at random by the means of selecting every ninth entry on the residential entries on the Hanover assessment roll. Randomness is guaranteed since no name has any better chance than another name of being the ninth entry on the roll. Universality is guaranteed because the assessment roll contains all households throughout the municipality.

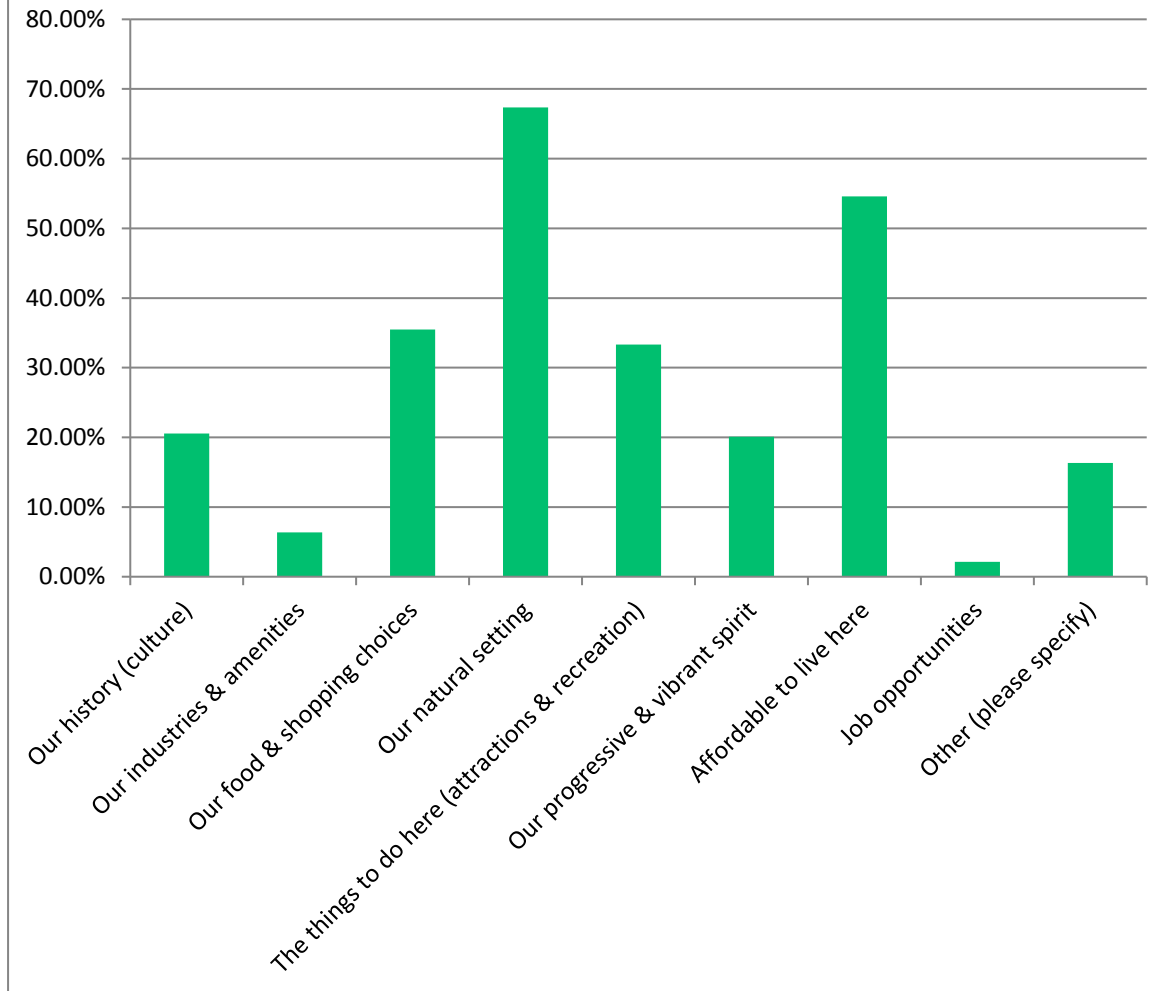
Each randomly selected household received in the mail an invitation from the Mayor to participate, a paper copy of the survey questionnaire, and a stamped self-addressed envelope to mail it back to the Town. All responses were, as requested, anonymous. The cut-off date for mailing in completed surveys was July 31, 2019.

147 completed surveys were returned to the Town representing a very healthy 37% response rate. As a result, we can say within 5% confidence that, 19 times out of 20, the responses are a reliable representation of the opinion of all those who receive the mail in all the households of Hanover. At this level of reliability, the results constitute a very useful basis for strategic decision-making. Thanks are due to all those who took the time to complete the survey and contribute to charting a future course for the Town.

THE SURVEY FORMAT

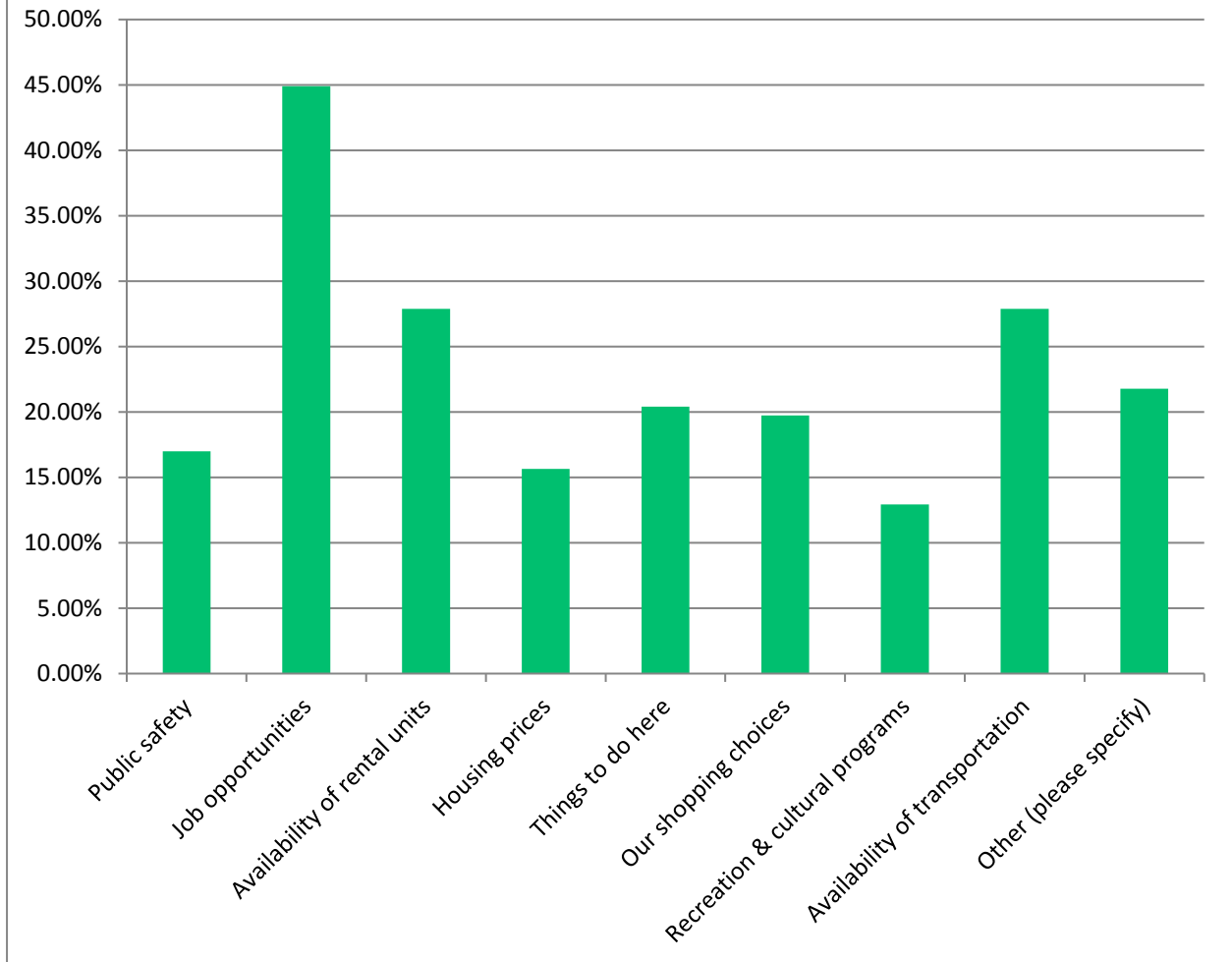
The survey questions attempted to provide useful and objective information to respondents as well as to seek their input on a selection of topics on which Council wanted feedback. The questions for the most part asked about current issues in the town and also - where pertinent - attempted to gauge respondents' willingness to provide tax contributions to addressing those issues.

Our Strengths - If you were talking to someone from another Province, please circle the TWO things you most often tell them about Hanover that make our town great to live in?



For residents, the key features of Hanover are its natural setting and its affordability. Its attractions and recreation/things to do are also important, as are its shopping choices.

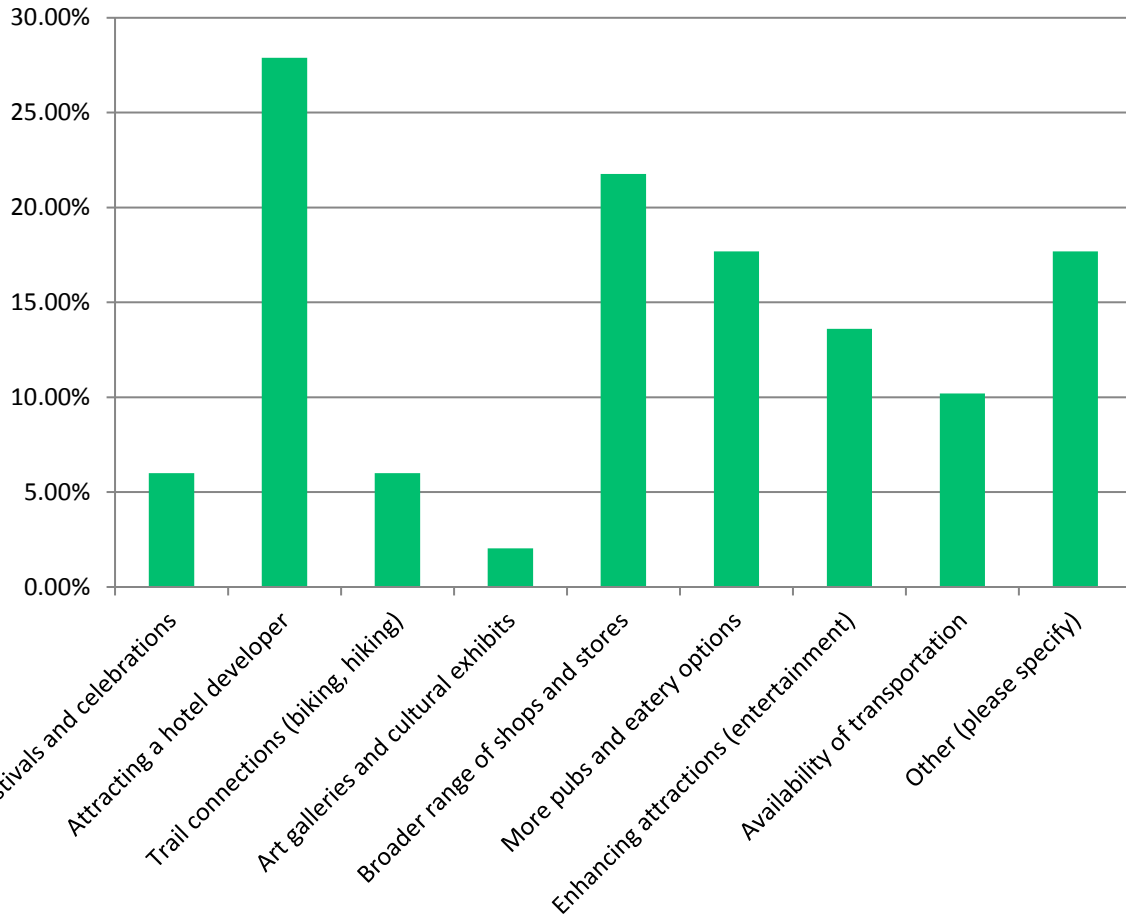
Our Challenges - When you get together with neighbours or relatives, please circle the TWO things about Hanover that you most often say need to be improved?



Job opportunities are seen to be by far the most significant lack in Hanover. A lack of rental housing and a lack of public transportation are also common perceptions, followed by a lack of things to do and a lack of shopping choices.

Other: restaurant choices = 5%; main street = 3%

A Regional Destination - Hanover has many attributes that draw people from many kilometres around. Circle the one thing you think would be most effective at boosting the number and frequency of visits to Hanover

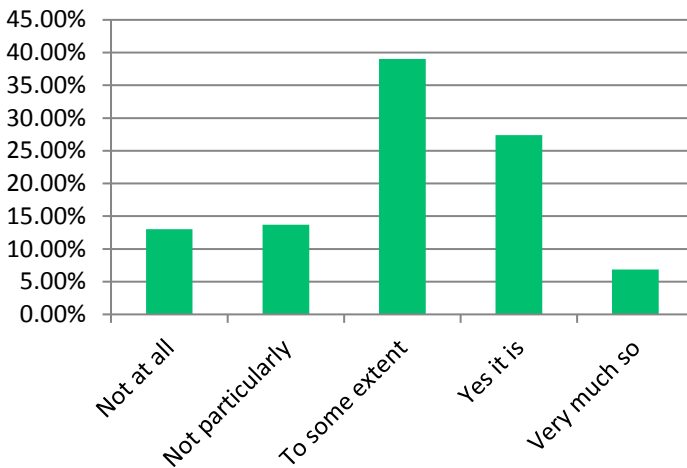


Residents view a new hotel to be the most potentially effective boost to tourism in Hanover. Other stimulants to tourism would be a broader range of shops, pubs and eateries, as well as more entertainment.

Other: Fine dining = 4%

Growing Accommodations

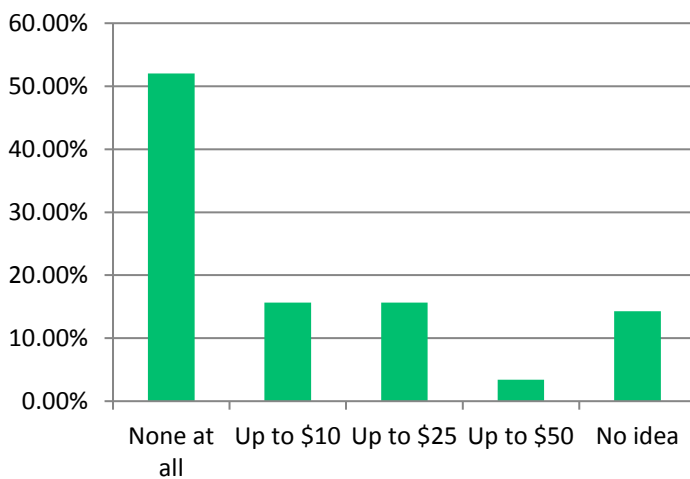
- Council has commissioned a study into the feasibility of growing our accommodations network and perhaps attracting a mid-range chain hotel to Hanover. Is this important to you?



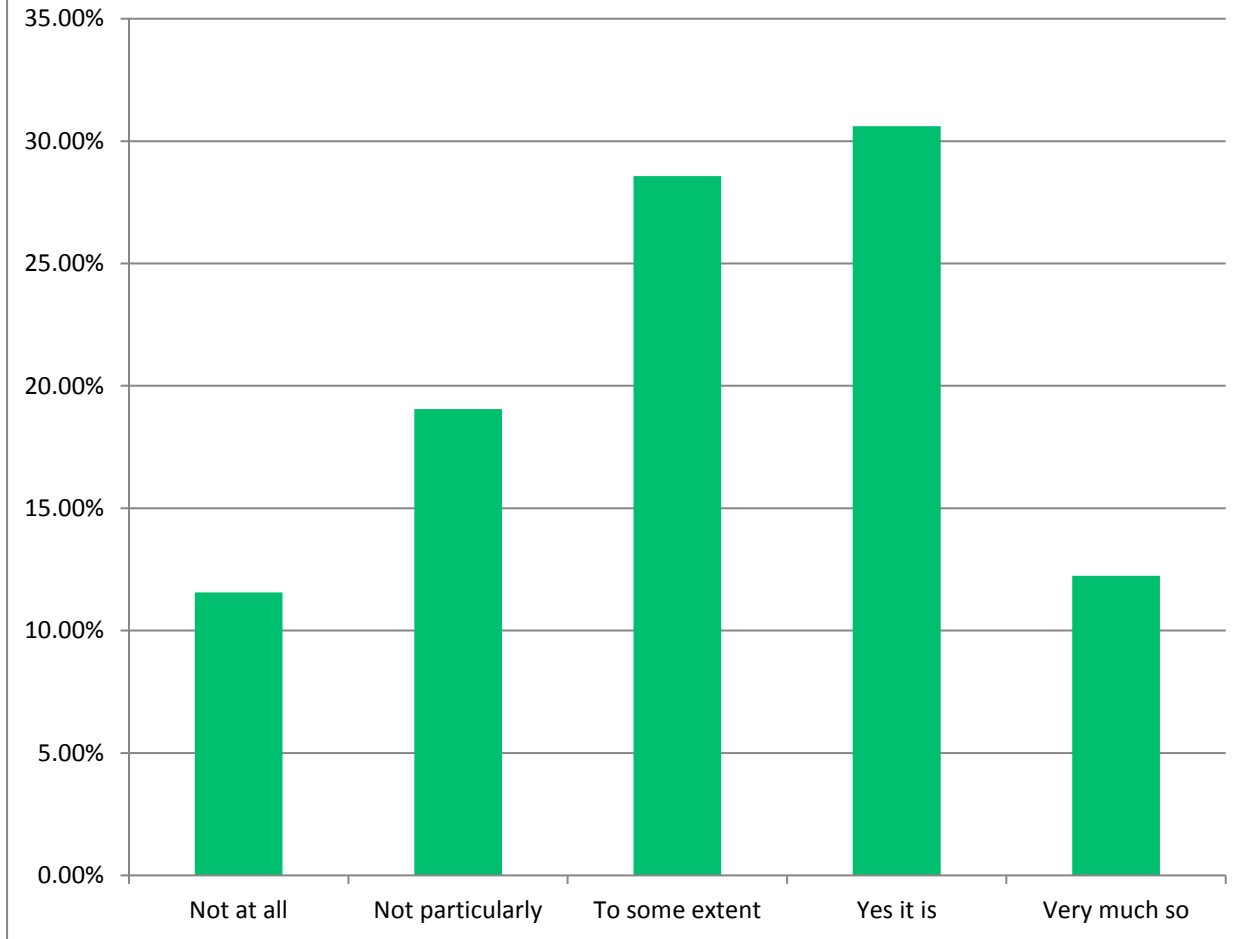
More hotel accommodation is of some interest to residents, but there is little interest in making a greater financial contribution to getting it done.

Growing Accommodations

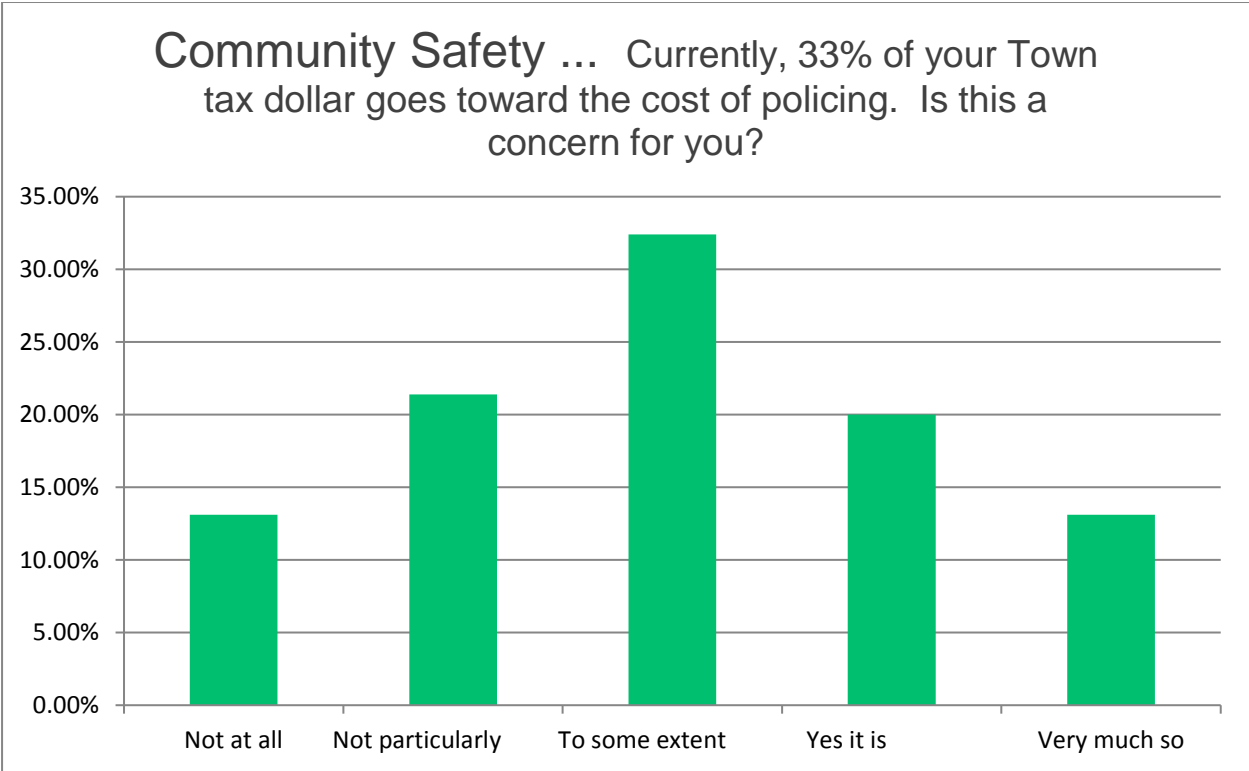
- If a new hotel looks feasible, the Town may have to offer some incentives to "seal the deal"...How much of a cost annually to the average existing home would you think is reasonable?



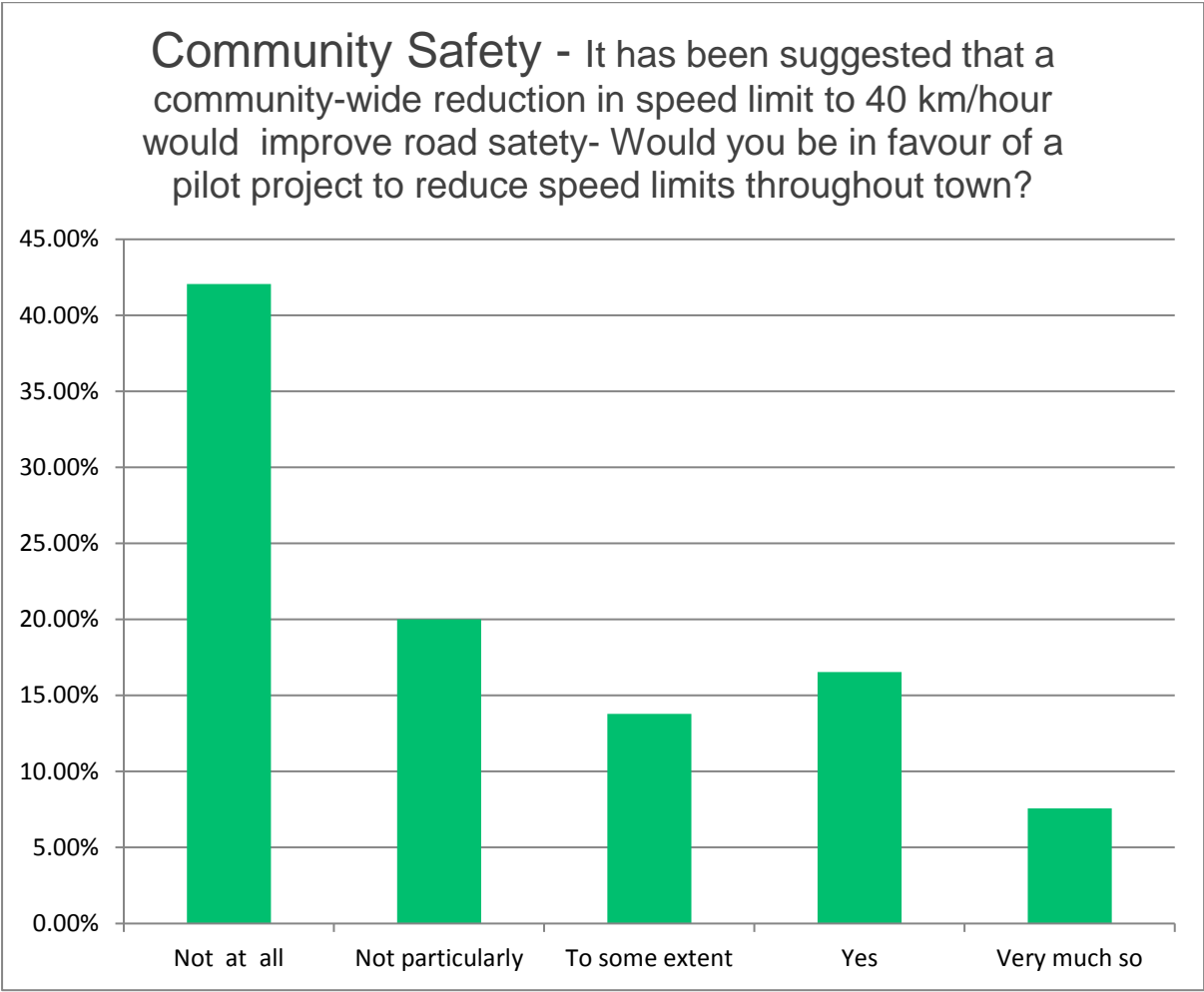
Commercial and Industrial Land - Hanover has been fortunate. Our industrial park is nearly full. Several major retailers have chosen to locate in our east end. Is expanding our boundaries to gain more commercial and industrial land a concern of yours?



Substantial support among residents for expanding Town boundaries to gain more commercial and industrial land.

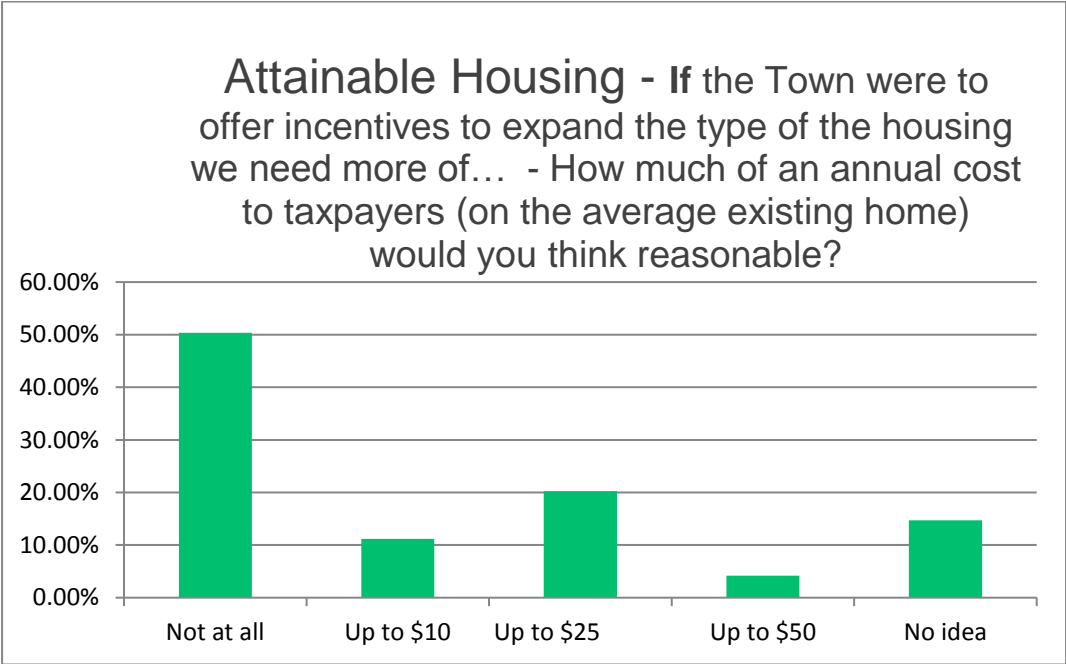
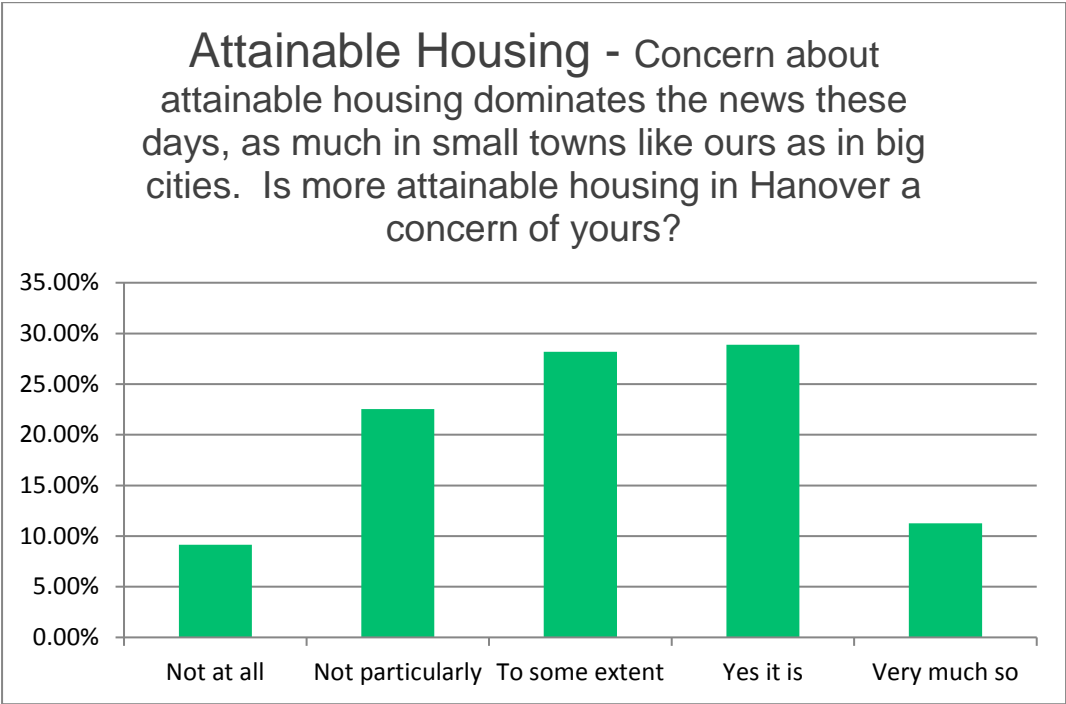


Community safety is on balance a moderate public concern, as is the cost of policing. About one-third of respondents are definitely concerned in each case.



Although there is a broad range of opinion among residents, over 60% are not interested in a community-wide speed limit reduction.

Community Safety "Comments" = more speed enforcement 9%; support for local police 5%; drug abuse and associated crime should be the issues for police 5%; already takes too long to drive through town 4%; lower limit/more enforcement in school zones 4%; liking the radar speed signs 3%



The supply of attainable housing is a notable concern in Hanover. While 30% are not concerned, 40% definitely are. However, fully 50% do not want to see an increased financial contribution toward a solution.

APPENDIX B: Open On-Line Survey (July 2019)

The same survey questionnaire that was sent by mail to a random sample of households was also made available from July 6-31 to anyone who chose to respond on-line. As a result of an outstanding effort by Town staff to publicize the survey and encourage participation, a striking total of 292 on-line responses were received. Thanks are due to those 292 people who took the time to influence the course of their town. A survey of this type, where respondents self-select, cannot claim the same statistical representation of the "average" Hanover household that the random sample permits. For example, 10% of those who chose to answer this open survey live outside Hanover. However, an open opportunity like this allows others to express their opinion:

- households who did not receive the random sample survey
- younger people who gravitate more to an on-line format
- others who are civically engaged
- others with a particular concern or enthusiasm they want to express

The survey format was identical to that described regarding the random sample survey, with the additional question as to whether the respondent lives in Hanover. For brevity, the open, on-line survey responses are summarized below in text form.

Hanover's Strengths

These participants responded similarly to the "average" householder in the random sample, although they are more pleased with the "things to do" and less so with the affordability of living here.

Where Hanover can Improve

These respondents see a broad need for improvement and - compared to the random sample - are more concerned about public safety, house prices and things to do; less concerned about jobs and public transportation.

Boosting Hanover as a Regional Destination

These responses are similar to those in the random sample, except that they saw more potential in festivals, events, attractions and entertainment, and less potential in public transportation. Both stress the importance of a hotel.

Growing Accommodations

These responses are very similar to the random sample. Even more concerned about the need for a new hotel but just as unwilling that the Town make a greater financial contribution through taxes.

Expanding Boundaries for Commercial and Industrial Land

A very broad range of opinion about expanding boundaries, and noticeably less enthusiasm than the "average Hanover household" as represented by the random sample.

Community Safety - Is it a Concern?

Very significant concern about public safety; more so than the random sample

Community Safety - Is the Cost of Policing a Concern?

Not substantial concern about cost of policing: less concern than among the random sample

Community Safety - Reducing Speed Limits

Disinterest in a general reduction of speed limits, although slightly more support than among the random sample.

Attainable Housing - Is it a Concern?

Significant concern about attainable housing, somewhat more so than the random sample, but - like the random sample - little willingness to see the Town ask for more money to spend on a solution

APPENDIX C: “Top of Mind” Issues

At the end of the survey was an open-ended question: "If there was JUST ONE THING that the Town should do RIGHT NOW to improve Hanover, what would that one thing be?" Essentially, this question tries to gauge what is "top of mind" for residents.

As is to be expected, a wide range of responses were given, some very specific (e.g., repair a certain street) and some very general (e.g., get more industry).

From the random sample survey, the top type of "JUST ONE THING" responses were:

- improve the downtown (13) - (including more businesses, greater accessibility, less truck traffic, removing "eyesore" buildings, police foot patrols)
- improve community safety, combat crime and drug abuse (12)
- get more industry and jobs (10)
- build a splash pad (10)
- fix roads, sidewalks, streetlights (8) - (usually quite specific)
- fix the bridges on the trail (8)
- Less-frequently expressed needs included more attainably-priced and/or rental housing, restaurants, parks and/or sports fields, trees, entertainment/leisure activity, traffic enforcement, and tax/spending control

The open on-line survey of course elicited input from those with particular top-of-mind wants or concerns. So, bearing in mind the potential for "write-in campaigns" in such a survey, the top categories of "JUST ONE THING" response were:

- improve community safety, combat crime and drug abuse (41)
- get more industry and jobs (21)
- environmental concerns (20) - (includes trees, green bins, recycling, garbage fees)
- build a splash pad (18)
- policing issues (15) - (includes traffic enforcement)
- The most common among the less frequently expressed wants and concerns were: more attainably-priced and/or rental housing, retaining our youth and offering more youth programs, more activity/entertainment/events, park/sports field improvements (usually quite specific), fixing roads and sidewalks (usually quite specific), tax/spending control, and more restaurants

APPENDIX D: Summary Report on Focus Group Feedback on Preliminary Council Suggestions

INTRODUCTION

Council's strategic planning workshop on June 27, 2019 generated a number of suggestions for potential 2019-2022 strategic initiatives under three Community Goals (which were carried over from the Town's 2014-2018 strategic plan):

GOAL: A strong, growing, and diversified economy

GOAL: A healthy, safe and active community

GOAL: Advanced and sustainable municipal operations and infrastructure

The potential initiatives put forward under each of these Community Goals were specifically intended to be preliminary, in order to garner feedback via community surveys (both a random sample mailed survey and an open on-line survey) and via several ad-hoc meetings organized for this purpose. This report summarizes the feedback received at those meetings.

Meetings were held as follows:

July 24, 10 a.m. - members of Town staff (9)

July 24, 1 p.m. - representatives of education, health, housing, and social agencies (10)

July 25, 3 p.m. - representatives of several community organizations (6)

July 25, 7 p.m. - members of the business community (7)

July 29, 10 a.m. - Town senior staff

Those attending had been provided in advance with Council's preliminary suggested initiatives, and were asked for feedback in terms of:

- Effectiveness: would it yield significant progress in pursuing the Community Goal?
- Feasibility: did it appear to be timely and achievable over the next several years?
- Effectiveness: would the progress made be commensurate with the time and money likely required?

Participants were also invited to suggest alternative or additional initiatives that should be considered as effective and efficient ways to pursue the Community Goal. It also became apparent in some cases that the preliminary suggestion lacked clarity, making feedback difficult.

In this report, a colour coding helps to capture the feedback:

Green = generally positive evaluation

Yellow = either mixed reviews or uncertainly about the intent

Red = generally negative evaluation

GOAL : A Strong, Growing, and Diversified Economy

Obtain Provincial approval to expand Town boundaries in order to accommodate needed employment land

Participants support the effectiveness and efficiency of this initiative. While recognizing that its achievement is out of the Town's direct control, the supporting studies are well underway. The prevailing assumption is that employment land expansion by Hanover is not a "zero-sum-game": businesses would come to the annexed area that would not otherwise come to the municipality in which the land is currently located, and residents of any municipality will benefit from the resulting employment opportunities.

Staff raised some concern that an atmosphere of inter-municipal hostility could jeopardize program participation in some Town facilities and events; the long history of efforts for an amicable solution needs to be emphasized.

Work with local developers to create a broader mix and more attainably-priced housing

Participants uniformly support the need for more attainably-priced and rental housing options. While the solution must come from the private sector, the Town can effectively influence private sector decisions by means of incentives (particularly leveraging public land), zoning flexibility, and continuing expeditious processing. Several suggestions for intensification and conversion to rental housing in the older areas of town (aside from the main street). Numerous questions why the Town had not bought the former high school property for this purpose.

Several comments that the initiative as currently phrased expressed a worthy intent but did not indicate what action the Town intended to take during the term.

Work with an appropriate chain to create a mid-scale hotel in Hanover

Uniform support for this objective, seeing it as a key piece of other economic objectives. Support for the feasibility study now underway and a general expectation that, with appropriate incentives from the Town, a hotel will be found feasible. However, it was noted that several chains had done their own feasibility studies in the past and not proceeded.

Most participants suggested that a banquet hall needed to accompany a hotel (whether or not on the same site) in order to support each other. The potential for a banquet hall (more than 200 occupancy) is now being explored. Staff and others noted, however, that ongoing Town subsidy of a banquet hall's operating costs would almost certainly be needed and could call its feasibility into question.

Establish Hanover as an entertainment destination (e.g., promote more live entertainment, gaming, arts and culture activities, encourage entertainment packages including tours, tastings, shopping, events)

Uniform support for the general objective and a uniform belief that Hanover has much to offer. But a general conclusion that, as currently phrased, it was too vague about what the Town is prepared to do.

- frequent comments that a mid-scale hotel and >200 person banquet hall were fundamental to this objective
- several comments that more arts and culture exhibit space is needed, and a wide range of suggestions (Anglican Church, Library, Theatre, Fire hall)
- Town not seen as impresario; Town seen as provider of venues.
- Confusion as to the Town's intent re: event sponsorship, coordination, promotion. Event coordination, calendar updating, promotion is up in the air. Fuzzy collaboration doesn't work. Needs to be someone's regular and time-consuming responsibility. Whose?

Establish Hanover as a regional technology hub (e.g., invite Ontario-based tech companies to create satellite facilities here)

Uniformly considered to be unrealistic at this time. Too much competition from Waterloo, etc. Few techies or tech firms here now; nothing to build on yet. Techies won't come to small towns. Participants couldn't see what action the Town might take to make this happen.

One suggestion was that some sort of low-cost shared-office incubator space might encourage local start-ups. Several comments that, if tech-oriented young people are here, maybe they would be inspired by Launch Pad somehow.

Expand Launch Pad programs and the available job skills and entrepreneurship training for our youth

Strong and uniform support for more usage of the facility and an extension of its programs, provided that it has additional resources

- its activities and successes need to be better publicized
- it is a significant investment; Town has a big stake in seeing it succeed
- usage by seniors and adults during the day (but don't overlap with youth)
- evening supervised opportunities for youth
- expand its tutoring and links with schools and local businesses
- must add "soft skills" training - communication, punctuality

Uniform support for efforts to get Community College apprenticeship programs here

- needs Town political involvement/pressure
- maybe incentives (e.g., classroom space at Launch Pad or elsewhere)

GOAL : A Healthy, Safe, and Active Community

Investigate the potential of a reduced speed limit community-wide, and explore other physical or community initiatives for greater road safety

Uniform disinterest in the 40 kms everywhere concept

- lawbreakers will be law-breakers
- weakens impact of 40 kms where it is needed - school zones
- already insufficient speed enforcement
- didn't work in Chesley
- would be seen as money-grab
- the new electronic speed feedback signs are already helping

However, a range of alternative ideas for pedestrian safety and encouraging walking and cycling

- sidewalks where needed
- a bypass to get trucks off main street
- improve problem intersections
- gradual conversion to "complete street" design, accommodating all ROW users
- implementation of downtown streetscape plan

Redevelop Heritage Square as the hub of the community, including arts, culture and entertainment facilities and attraction

As noted above, participants strongly support more events and entertainment and more space for arts and cultural exhibits. However, participants generally do not picture significantly more intensive usage of Heritage Square

- limited parking
- limited shade at this point
- no washrooms at this point
- potential duplication of facilities/maintenance effort with Town Park

Participants generally like the pleasant open space that it now is, and the range of activities already taking place

Work with other agencies and municipalities to form a regional social and health planning council

There is general recognition that studying issues and being prepared for the social and health needs of the future are good things. Some suggested that, while the Town and Hanover Police certainly have a stake in planning for the future, leadership would more logically come from the County.

More common - particularly but not only from the social and health agencies - was feedback that a serious drug/poverty/crime problem exists NOW. While the Town can't solve it - and perhaps all the agencies and levels of government combined may not be able to - the Town should be sounding the alarm on the local level, including this issue in its strategic plan, convening the relevant stakeholders and agencies, helping generate ideas. It was noted that the statutory requirement for a community safety and well-being plan offered a forum to highlight this issue. Several County anti-poverty programs and inter-agency forums (e.g., Opioid Working group) already exist.

GOAL: Advanced and Sustainable Municipal Operations and Infrastructure

Instigate and participate in the establishment of a regional 911 response and training centre in order to improve service and save costs in emergency services

The particular idea as phrased was not necessarily endorsed by the participants given the unknown technical issues. Further study by those more knowledgeable is needed. However, there is general agreement:

- undoubtedly more collaboration on back-office functions, including but not limited to training and dispatch, could save money and improve service to the public
- more study, with a mandate to serve both those purposes, is needed involving all emergency services in the County
- County EMS should be included in any solutions

Several participants suggested that, in addition, the Town should initiate a 3-party feasibility study of a new combined Hanover location, including not only Town Fire and Police, but also EMS. Savings and service improvements would inevitably emerge from co-location.

Partner with other municipalities, potential operators, and potential partners, to establish a recycling sorter plant at the Hanover-Walkerton waste disposal site;

and improve residents' knowledge about recycling

The specific idea for a pilot recycling sorter plant met with mixed reactions. Sounds good but what cost or measures of success? Purpose? More recyclables out of garbage stream? Cleaner recyclables (i.e., less recycled material)? More revenue from recyclables?

Several suggested that, for economies of scale, a regional approach would be better.

General support for more effort/creativity to educate the public about recycling. Ideas, including a glossy poster to each household on what is recyclable, and the Hamilton gold box program of incentives.

Several suggested that a curbside green bin program and removing compostables from landfill was a more obvious priority.

Develop an on-site leachate treatment process at the landfill site

Common reaction was that this idea was too technical to evaluate. How much would it reduce cost? What would the payback period be? Would it be more efficient to build a pipe to the Hanover Sewage treatment plant? Sounds expensive but if it is a sound investment, go for it.

ADDITIONAL INITIATIVES RECOMMENDED

Staff

Identify not just high priorities but also low priorities. Unless new resources are identified, the strategic plan should include not just new work but what old work gets downplayed?

Agencies

Inter-community transportation service - needs a new model to combine public/non-profit resources/vehicles already on the road; key to both access to jobs and access to services

Agencies and Others

Ramp up walkable communities initiatives, including repair of trail bridges

Business

Provide incentives to get downtown stores refilled

Business

Find ways to get more use of airport, if possible