

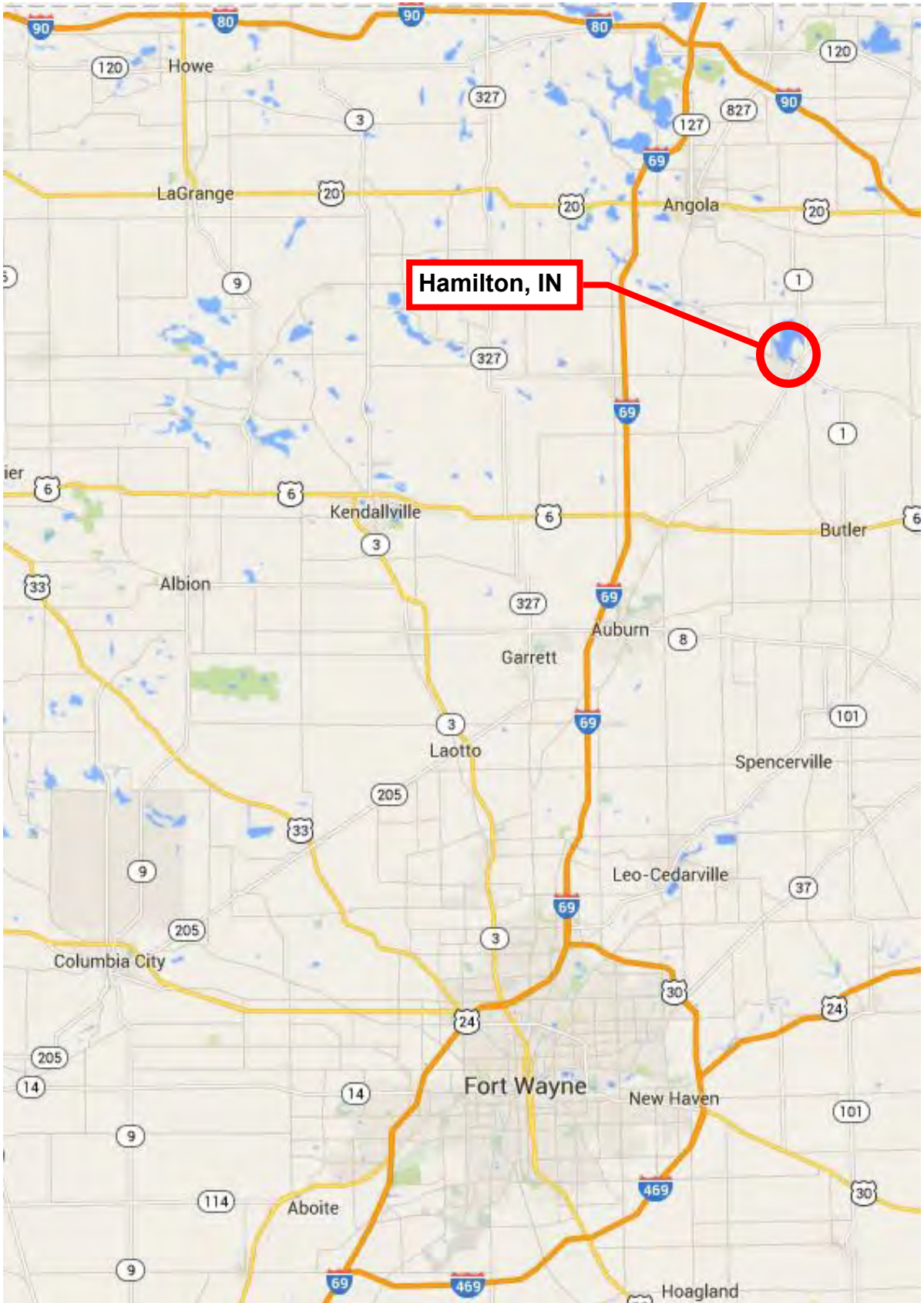
# Town of Hamilton

## Strategic Plan



**December 1, 2014**

# Location Map



## **OUR MISSION**

**TO BE A PROUD, PROACTIVE AND PROGRESSIVE COMMUNITY COMMITTED TO INNOVATION, COLLABORATION AND ENVIRONMENTAL SUSTAINABILITY THROUGH CREATIVE LEADERSHIP TO ENHANCE THE QUALITY OF LIFE IN OUR COMMUNITY.**



## **OUR VISION**

**TO BE A COMMUNITY OF OPPORTUNITY FOR SOCIAL, CULTURAL AND ECONOMIC DEVELOPMENT IN AN ATTRACTIVE, SUSTAINABLE AND SECURE ENVIRONMENT FOR RESIDENTS AND GUESTS.**



## **INTRODUCTION**

A healthy community has great vital signs. So how healthy is Hamilton? To know, we need to take our vital signs. What are vital signs? A physical snapshot of our community's well-being and current status. Are those signs increased population new business growth, fiscal and financial health; well-developed financial plans that coordinate budgets and spending policy; government policy alignment with constituent expectations; staff focused on the issues that matter and delivering high quality service to citizens? Vital signs for a healthy community are these and many more.

How are Hamilton's vital signs? Twenty-five years ago a group of concerned citizens and a town council decided that Hamilton needed to take look at its vital signs. The group decided to take control of its future and determine a course of action to provide for the long term improvement of the community. A Strategic Plan was developed by these citizens and implemented by the Town Council. The group focused on seven areas of concern: Downtown, Tourism, Environment, Infrastructure, Housing, Government and Facilities. They determined that without improvement in these key areas that life in Hamilton would be stagnant. The forward thinking of that group has guided Hamilton to where it is today. A vibrant, healthy, growing community focused on the next twenty-five years and how to achieve new goals. So let's look at the past before we focus on the future and decide if the same vital signs are relevant today.

Has Hamilton measured up? Has Hamilton accomplished what those citizens determined were important to the community? Has the community moved forward, maintained the status quo or improved? A review of the strategic goals shows that many of the goals outlined in the Plan were achieved. Possibly not in the time frames those leaders envisioned, but certainly accomplished. These accomplishments are important because they are the building blocks on which the community can build upon for future improvement.

We have learned from those wise citizens and government leaders of twenty-five years ago that dreaming big and thinking large can create a community that all citizens can be proud to live in and revel in the successes. That group of

concerned citizens and community leaders set the bar high for future generations and we are tasked with providing a similar framework for the next generation to build upon.

Citizens have great expectations for the community in which they live. They expect to have a safe environment for themselves and their families. Quality places to work, learn, shop and play, while enjoying a reasonable cost of living and community services that serve everyday needs.

Managing a town the size of Hamilton is like managing a small corporation. The Town is expected to provide a clean uninterrupted water supply, safety services, planning and zoning, snow removal and recreational opportunities for its citizens. The expectation is these services will be delivered at a reasonable cost and in a timely and efficient manner. In return for their investment, citizens expect government to be accountable and provide quality services.

Community leaders want an engaged citizenry that will invest in the community by participating in activities, supporting local business, engaging school leaders and challenging one another to improve Hamilton daily. Engagement challenges us to think, find creative solutions and implement new and novel ideas to improve our community.

A strategic plan is one step in answering the challenge. A strategic plan needs to be developed to build upon the previous community effort and success; to define the areas requiring improvement; to challenges citizen, community leaders, educators and business to think ahead; to provide a framework for collaboration and to guide the process to achieve the goals and objectives of the plan.

## WHY PLAN?

Developing strategy requires time, resources and a commitment from citizens and community leaders to be successful. Strategy sets the direction for the community and establishes priorities. Strategy allows all segments of the community move together to achieve the objectives. Strategy prioritizes the activities necessary for success and avoids distractions. Strategy also allows the community to focus resources on the identified essential activities and maximize effectiveness of the dollars spent. Strategy is published, reviewed, discussed, adopted and communicated to constituents. Thus, there is no doubt what Hamilton as a community is committed to accomplishing.

There are five steps to developing a Strategic Plan:

1. Understanding where we are now.
2. Determining where we want to be.
3. Planning how we get there.
4. Monitor progress.
5. Adjusting to changing conditions?

Strategic plans have five components:

1. Vision – What do we want Hamilton to look like in 20 years.
2. Mission – What we do, for whom and the benefits for the community.
3. Guidelines- How we will operate.
4. Goals – The long term accomplishments.
5. Objectives – Targets that are quantifiable, measureable and time based.

## **Vision**

Vision communicates a sense of purpose and expresses what is important to the community and why. Vision focuses on the future, reflects shared values and uses pictures images and words to bring the vision to life.

## **Mission**

Mission sets the direction. The mission is clear, concise, and realistic, reflects the values of the community, demonstrates a commitment to others, inspires and creates action.

## **Guidelines**

Guidelines are established to keep the project on task.

## **Goals**

Expectations that are believable, attainable and based on community needs.

## **Objectives**

Statements of specific, measurable, attainable outcomes that contribute to the attainment of a goal. Objectives focus on changing peoples' behavior; changing community focus and establishing a process for achieving a goal.

Once the Strategic Plan is developed and adopted, the real work of implementation commences, creating an action plan. An action planning process is a nine step planning process to implement the specific objectives of the Plan.



### The steps:

1. Describe the goal.
2. Outline specific, measureable and attainable outcomes.
3. Define projects and activities.
4. Evaluate the pros and cons for each item in 3.
5. Select the most appropriate activities.
6. Detail the tasks for each activity.
7. Establish a schedule.
8. Allocate resources.
9. Assign responsibilities.

Although the process seems overwhelming, the benefit to the community will be enormous – pride in accomplishment; pride of ownership; improvement to quality of life; achievement of goals through collaboration and knowledge that working together we can achieve great things.

This Plan will leave a legacy for the next group of citizens and community leaders to build upon to create the next Strategic Plan.

We extend our thanks to the citizens, business leaders, educators, elected officials and students that gave their time to making Hamilton a better place for current and future generations.



## **OUR GOALS:**

### **GOVERNMENT**

Improve fiscal health

Growth policy

Regulation

Citizen Protection

Citizen recruitment

Business development

### **DOWNTOWN**

Business enhancement/collaboration

Business development (Incubator location)

Parking enhancements – golf carts, boats

Market place development – farmers + arts + crafts

Event venue

### **TOURISM**

Public accommodation – RV park/Motel/Hotel

Attractions – Beach, Boat ramp, arcade, miniature golf

Event promotion and enhancement

Winter services – shanty rental, ice skating

## **INFRASTRUCTURE**

Community access improvements

Utility enhancement

Street beautification

Lake access improvements

## **ENVIRONMENTAL**

Water quality initiatives

Housing improvements

School enhancements

School + Business + Community collaboration

Volunteer recruitment

## **PUBLIC RELATIONS**

Festival promotion

Visit Hamilton campaign

Cross border outreach



## **OUR OBJECTIVES**

### **GOVERNMENT**

Citizen protection – improve police and fire departments  
Update Comprehensive Plan  
Review development rules and regulations  
Partner with neighboring communities to provide services  
Recruit housing developer single family or multi-family  
Establish “Works Council” Business + School + Town  
Tax incentives or grants for business improvement  
Focus on expansion/job retention of current industrial groups

### **DOWNTOWN**

Business enhancement/collaboration  
Parking enhancements – cars, boats and golf carts  
Establish event venue  
Create “Market Place”  
Fill retail needs – Hardware, pharmacy, dentist, doctor  
Downtown digital information sign

## **TOURISM**

Campground

Public accommodation hotel, motel

Boat ramp improvements

Beach improvements/expansion

Activity development – miniature golf, arcade, bike rental, golf cart rental

Event promotion is year round

Tourism campaign I-69 and Ohio

Advertise in festival guides REMC

## **INFRASTRUCTURE**

Relocate Road 150

Enhance Bellefontaine Road

“Access Hamilton” - road improvements for trucks and tourists

Street sign enhancement

New banners

Town wide clean up use volunteers

Cross county bike trail Auburn –Waterloo- Hamilton- Angola

Bike/Walk trail around the lake

Improve connectivity on east side of lake

Extend water on east side of lake

## **ENVIRONMENTAL**

Water quality initiative

Develop watershed management plan

Community buy in to lake enhancements

## **COMMUNITY**

Community garden

Involve youth in community boards and organizations

Develop community “volunteer corps”

“Park Art” i.e. elephants, pigs, bikes – what is unique to Hamilton?

Community field house – collaboration between school, YMCA, business and town

Ski team





## **The Top Twelve!**

The group identified the top twelve objectives for Hamilton from the foregoing areas. These objectives are not prioritized because each needs an advocate, funding, an implementation plan, a schedule and people to make them happen.

Most importantly remember that each is achievable. Some in a short time span, some in years and potential some may be changed by a future group or combined with other efforts.

You only need to dream as the group that proceeded this dreamed. You need to work together in collaboration with other resource groups and nothing will be impossible.

Dream and achieve!

Establish a “Hamilton Works Council” – Business + School + Town

Developing tax incentives, grants or non-traditional funding sources for community improvement

Business enhancement/collaboration and store front enhancement

Fill retail needs – hardware, pharmacy, dentist, doctor

Beach improvements and expansion

Event promotion, Tourism campaign

Relocate Road 150

Cross county bike trail Auburn-Hamilton-Angola

Water quality initiative of community lakes

Watershed management plan for Hamilton Lake

Develop community “Volunteer Corps”

“Park Art” i.e. pigs, elephants and for Hamilton fish

# THE TEAM

Town of Hamilton

Strategic Plan participants:

Bill Martins	Linda Martins
Bob Howard	Ralph Traycoff
Tom Walker	Lindsay Walker
Nancy Glen	Jeff Hirons
Julie Hirons	Kiah Griffith
Alice Ruper	Dan Dubs
Phyllis Weaver	Jeff Alexander
Gary Nordman	David Koenig
John Willman	Dave Hawkins
Mary Vail	Jeremy Hill
Deb Headly	Brian Miller
Luke Jordan	Karyl Amstutz
Bob Yant	Wil Howard
Mike Biegas	Sandra Biegas
Sam Nagel	Brent Shull
Bill Etzler	

Others from industry and business that we interviewed???