



Municipality of Hastings Highlands

Strategic Plan

2024-2027



Hastings Highlands
Beautiful By Nature

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MUNICIPAL STRATEGIC PLAN:

“Welcome Home” is how we want our residents and visitors to feel about the Municipality of Hastings Highlands. Our Strategic Plan has been developed to guide us into the future (2024-2027). It will be our focus over the next several years. It includes Guiding Principles & Corporate Virtues that will influence our decisions and our actions. It also includes 4 Strategic Priorities and specific Actions & Deliverables under each.

LAND ACKNOWLEDGEMENT:

The municipality acknowledges that we are gathered on the unceded traditional territory of the Anishinaabeg. We acknowledge that the Indigenous Peoples have been stewards of this land since time immemorial and as such, we treat the land, plants, animals, stories and people with honour and respect.

OUR VISION:

“An enviable community, with a progressive vision and financial stability, prepared for the future.”

OUR MISSION:

“To provide a community that is Beautiful by Nature for all residents and visitors to thrive, prosper and enjoy life.”





ENSURE FINANCIAL STABILITY

Goal: Maintain a Competitive Tax Rate

Action: Continue to maintain and invest in a pay-as-you-go principle

How will we make this happen?

- *The municipality will preserve and increase reserves*
- *The municipality will refresh its financial policies, including the Reserves Policy*

Action: Expand non-tax revenue

How will we make this happen?

- *The municipality will access professional grant expertise and will secure alternative revenue sources tied to Council's stated priority list, based on a matrix of criteria*
- *The municipality will maximize the use of non-tax revenue generation, including the use of the AMPS Bylaw as it relates to Bylaw and Fire Department enforcement*



Goal: Examine and Leverage Our Assets

Action: Develop an inventory of municipal properties and assets for potential sale

How will we make this happen?

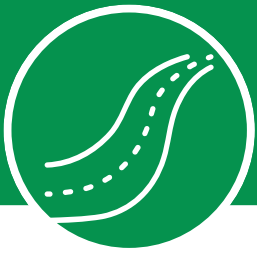
- *An inventory of municipal properties and assets will be presented to Council*

Action: Implement a “Love It or List It” strategy for municipal properties

How will we make this happen?

- *Municipal properties will be sold to generate additional property assessment revenue*





RATIONALIZE INFRASTRUCTURE

Goal: Maintain Roads and Bridges

Action: Strategically invest in roads and bridges

How will we make this happen?

- *The municipality will embrace data-driven decisions to prioritize road and bridge revitalization in order to better manage risk and liability*

Action: Implement a strategy to revitalize Hastings Highlands Road 62

How will we make this happen?

- *The municipality will develop a funding and lobbying strategy for the Hastings Highlands Road 62 Revitalization and will plan to repair a portion of the road*
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Goal: Improve Building and Facility Maintenance

Action: Strategically invest in buildings and facilities

How will we make this happen?

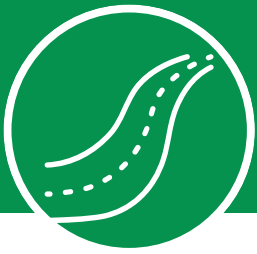
- *The municipality will increase resources to support and refresh facility maintenance for greater public use*

Action: Identify and review community space capital and facility needs

How will we make this happen?

- *The municipality will examine user fees and user agreements with respect to community centres and facilities*





RATIONALIZE INFRASTRUCTURE

Goal: Build the Fire Department's Operational Efficiency & Reach

Action: Undertake a station structure review

How will we make this happen?

- *The Fire Department will operate within a cost efficient manner, while meeting legislative requirements and established standard level of service*
 - *The Fire Department will complete a Fire Service Plan in 2024*
 - *The Municipality will look at opportunities for funding the Fire Department and continue to advocate for changes in legislation to support the safe, effective, and cost-efficient operations of the department*
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Goal: Safeguard the Municipality's Assets

Action: Regularly update and implement the municipal asset management plan

How will we make this happen?

- *The municipality will maintain the use of the long-term capital and asset management plans to cost future operating and capital budgets*
- *A review of the municipality's licensed and permitted aggregate sites will commence to better understand capacity and future extraction viability*





BUILD OUR COMMUNITY

Goal: Support Community Involvement

Action: Promote tourism and community engagement by rejuvenating and implementing community events

How will we make this happen?

- *The municipality will host seasonal events to bring the community together and attract tourism*
- *The municipality will create an opportunity through policy to use municipal property for public markets and public use*
- *The municipality will re-examine the viability and applicability of the miscellaneous grant application program*

Goal: Enhance Quality of Life

Action: Continue to build connectivity by working with Internet service providers to implement the provincial government's high-speed Internet program initiatives

How will we make this happen?

- *The municipality will utilize a permit system to review and approve Internet service provider applications*

Action: Investigate creative partnerships to bring more services and amenities into the municipality, to address community needs, as viable

How will we make this happen?

- *The municipality is open to receiving service proposals and exploring potential partnerships related to addressing community needs*

Action: Development and ongoing implementation of the North Hastings Community Safety and Well-being Plan

How will we make this happen?

- *The municipality will work in partnership with the Community Safety and Well-being Coordinating Committee to explore necessary engagement and collaboration with Hastings County, in support of the priorities of the plan*





BUILD OUR COMMUNITY

Goal: Increase the Profile and Recognition of Hastings Highlands

Action: Promote the municipality and its services to stakeholders through a diversity of communication mediums

How will we make this happen?

- *The municipality will increase its reach and presence across a diversity of communication mediums*

Action: Increase awareness of community assets through targeted signage

How will we make this happen?

- *The municipality will implement new entrance signage at major municipal boundaries and upgraded directional signage to community assets*

Goal: Undertake Waste Management Planning

Action: Develop a long-term waste optimization management plan

How will we make this happen?

- *The municipality will undertake waste management optimization strategies to effectively steward the environment*

Action: Continue to prepare for the Blue Box Recycling Program Transition

How will we make this happen?

- *The municipality will advocate for continuity of service before, during, and after the Blue Box Recycle Program Transition*

Action: Explore partnerships to educate the community on septic and lake health

How will we make this happen?

- *The municipality will engage with community lake associations on innovative, cost-effective ways to educate waterfront property owners on septic and lake health*





CULTIVATE EXCEPTIONAL SERVICE & GOVERNANCE

Goal: Continually Improve and Maintain Quality Customer Service

Action: Integrate collected data and community feedback to strengthen customer service with all stakeholders and enhance Council decision-making

How will we make this happen?

- *Council will receive timely data and information needed to make informed, strategic decisions as a whole*

Action: Enhance internal and external communications, including developing a community engagement platform

How will we make this happen?

- *The municipality will implement a community engagement platform targeted to solicit timely feedback from stakeholders*
- *The municipality will develop an internal operating strategy to enhance communications in a consistent manner*



Goal: Strengthen Performance and Accountability for Results Across the Organization

Action: Preserve our governance culture of accountability, strategic decision-making, and effective workflow

How will we make this happen?

- *By ensuring there is a high degree of trust and respect between Council and staff, resulting in integrity-based decisions and actions*
- *A corporate-wide delegation of authority bylaw and procedures will be developed and approved*
- *The municipality will invest in bylaw enforcement resources that provide consistency and equality of enforcement*
- *Council will receive regular training and professional development opportunities*
- *Council will receive a detailed report on the status of the strategic plan annually*





CULTIVATE EXCEPTIONAL SERVICE & GOVERNANCE

Goal: Strengthen Performance and Accountability for Results Across the Organization (continued)

Action: Invest and support our employees through professional development, talent management, succession planning, leadership development, and team health and wellness

How will we make this happen?

- *The municipality will maintain succession planning efforts and preserve professional development, team wellness, and talent management initiatives*
- *The municipality will continue to improve and refine its health and safety culture organization-wide to minimize risk and liability*

Action: Continue to modernize systems, records management, and broader municipal services

How will we make this happen?

- *The municipality will implement an electronic permitting system for the building department*
- *The municipality will begin implementing a records management and digitization system*

Action: Implement the approved emergency management program and plans

How will we make this happen?

- *The municipality will maintain momentum and compliance related to the evolution of emergency management programming and legislative requirements*

Action: Leverage our strategic partnership with Hastings County to build capacity and increase efficiencies, while decreasing costs

How will we make this happen?

- *The municipality will work strategically with Hastings County to increase efficiencies and address risk*

