



MUNICIPALITY OF HASTINGS HIGHLANDS

Corporate Strategic Plan

2015-2019



**Adopted by By-law 2015-093
(November 18, 2015)**

COMMUNITY PROFILE

The Municipality of Hastings Highlands was incorporated on January 1, 2001 and is made up of five (5) former Townships including Bangor, Wicklow, McClure, Monteagle and Herschel. The Municipal office for these amalgamated Townships is located in Maynooth. Maynooth is nestled approximately 23 km. north of Bancroft, on Hwy 62 and the intersection of Hwy 127.

The municipality also comprises the communities of Baptiste, Bell Rapids, Birds Creek, Centreview, Graphite, Greenview, Hickey Settlement, Hughes, Hybla, Lake St. Peter, Maple Leaf, Maynooth Station, McAlpine Corners, McGarry Flats, Monteagle Valley, Musclow, Purdy, Scotch Bush, Scott Settlement and York River

The municipality is comprised of 972.54 square kilometres (375.50 square miles) with over fifty per cent of that being crown land. It is a rural municipality with a density of 4.3 persons per square kilometre. The landscape consists of rolling hills, heavily wooded areas and sparkling lakes. Water and sewer services are comprised of private septic and well systems.



Hastings Highlands has a permanent population of 4,168 (2011 Canadian Census) that doubles or even triples in the summer due to the “dual” citizens and visitors that are attracted to the area. There are 4,170 households with approximately 1,200 of those being seasonal. The number of qualified electors for the 2014 municipal election was 7010.

Economic and Development Trends

As mentioned above, there are a number of settlement areas in the municipality. Because the Hastings Highlands Centre (which includes the municipal



office, library and community gymnasium) is located in Maynooth as well as the Maynooth Public School, this hamlet would probably be considered to be the hub of the municipality.

According to OMAFRA's database analysis, there are 360 businesses in Hastings Highlands, including 169 home based businesses, 16 logging operations and 41 retail

stores. The major employers are the logging and retail businesses. There are a number of resident that commute to larger centres for employment.

Although the area service clubs are primarily in Bancroft, the Army, Navy, Airforce Veterans Unit 378 is located in Hastings Highlands, along with the Maynooth and Hasting Highlands Business Association.

There is a strong sense of community in Hastings Highland due to its healthy volunteer base.

Municipal Services	
<p>Corporate Services</p> <ul style="list-style-type: none"> • Clerk’s Department • Treasury • Human Resources • Information Technology <p>Environmental Services</p> <ul style="list-style-type: none"> • Solid Waste Management <p>Roads</p> <p>Planning and Development</p> <ul style="list-style-type: none"> • Planning • Building 	<p>Recreation and Culture</p> <ul style="list-style-type: none"> • Parks • Library • Community Centres <p>Protective Services</p> <ul style="list-style-type: none"> • Fire Protection and Prevention • Ambulance • By-law Enforcement • Policing

Administration

Corporate Services is responsible for most of the administrative duties of the municipality. This would include municipal treasury such as accounting, budgeting and reporting and tax collection. The Clerk’s department is responsible for record keeping and management, preparing Council agendas and minutes and elections. Other duties that fall under Corporate Services are human resources, development of policies, implementing Council direction and initiatives, website management, communications and by-laws.

Environmental Services

There are nine (9) land fill sites located in Hastings Highlands. The municipality administers an active and effective recycling program and introduced a mandatory clear garbage bag policy in 2014, which resulted in more than doubling waste diversion over

the previous year. The municipality, in partnership with the municipalities in North Hastings, also offers hazardous waste days throughout the year.

Roads

The municipality is responsible for 1,000 lane kilometres of roads ranging from Class 3 to Class 6 and 15 bridges. Arterial roads would be North Baptiste Road, South Baptiste Road, Musclow-Greenview Road, Siberia Road, Papineau Road and Highway 62.

Building and Planning

The municipality has retained the service of a private contractor to carry out the duties of the Chief Building Official.

The approval authority for consent applications and plan of subdivisions is the County of Hastings. The municipality's Committee of Adjustment consisting of three members of Council and two members of the public is the approval authority for minor variances.

Recreation

The municipality does not have staff dedicated to oversee parks, recreation facilities and/or areas or activities. Given the number of pristine lakes and rivers in the area, outdoor recreation opportunities are plentiful. In addition to these bodies of water, the area has bragging rights for some of the best snowmobile and ATV trails in Eastern Ontario.



There are also a number of organized regular recreation activities available to the residents. Most of these activities are administered by volunteers. There are 5 community centres in Hastings Highlands and the municipality relies on the generous services of volunteers to run these centres. This does not include the Hastings Highlands Community Centre which houses the municipal office, an office shared by social services and public health services, the Hastings Highlands library and the community gymnasium. This facility is administered primarily by the municipality.

Protective Services

Fire Protection and Prevention



Fire protection and prevention services are provided by a joint fire department shared by the Municipality of Hastings Highlands and the Town of Bancroft. The department is made up of dedicated part-time (volunteer) firefighters headed by full-time Fire Chief and a Training Officer. The municipality operates six fire halls

Ambulance

The County of Hastings provides ambulance services.

Policing

Policing is provided by the Ontario Provincial Police and the closest detachment is located in Bancroft.

By-law Enforcement

By-law enforcement services are carried out by a part-time By-law Enforcement Officer.

Municipal Government

The Municipality of Hastings Highlands is governed by a seven member council comprised of a Mayor and two councillors for each of the three wards. The Deputy Mayor is appointed by vote by council members at the inaugural meeting at the beginning of the term of office.

The municipality's approximate annual gross expenditures are a little over \$10 million.

The upper tier is the County of Hastings which is headquartered in Belleville, Ontario. The Mayor for the Municipality of Hastings Highlands is a member of County council. The county provides the following services:-

- Emergency Services
- Social Services
- Long-Term Care
- Social Housing
- Children's Services
- Ontario Works employment services and financial assistance
- Planning and Economic Development
- Administration of Provincial Offences

Strategic Planning Process

Members of Council and senior staff met on March 11, 2015 to participate in a strategic planning exercise facilitated by Penny Sharman of Sharman Municipal Consulting. The participants completed a SWOT (Strengths, Weaknesses, Opportunities & Threats) analysis; identified the municipality's Decreasing and Increasing Pressures; developed a wish list of strategic actions and concluded the day by prioritizing that wish list.

The consultant met with Council on April 15, 2015 to review the results of the prioritization and to confirm that that was the direction in which to proceed and was authorized to draft a preliminary framework for the Strategic Plan, which included such components as a vision statement, a mission statement, goals (referred to as focus areas in this plan) and high-level strategic actions that demonstrated how the goals would be achieved. The Vision and Mission Statements were developed by a five member committee consisting of two members of council, two members of senior staff and a member of the public.

The draft plan was reviewed by Council on June 24, 2015 and then public input regarding Council's proposed Strategic Plan framework was gathered using a strategic planning questionnaire and considered during the development of the Strategic Plan.

The Strategic Plan was adopted by Council on November 18, 2015.

Introducing the Strategic Plan Components

The Strategic Plan for the Municipality of Hastings Highlands is divided into four areas which comprise the main elements of any good strategic plan.

Vision, which describes what the Municipality of Hastings Highlands is striving to become

Mission, which describes the role of the Municipality of Hastings Highlands in realizing the municipality's vision

Goals, which describe the results that the Municipality of Hastings Highlands wants to achieve in its key areas of interest and responsibility

Strategic Actions, which provide the high level activities demonstrating the Ways that the Municipality will contribute to making those results happen

VISION & MISSION STATEMENTS

Vision

Hastings Highlands will continue to be a vibrant progressive rural community working together to build a prosperous future, while fully realizing its motto “*Beautiful by Nature*”

Mission

Hastings Highlands will foster the development of a community that promotes the importance of economic development and the natural landscape while enabling everyone to enjoy a desirable quality of life.

The municipality will achieve this through embracing and enhancing honest and open communication, prudent infrastructure planning and management and corporate integrity. .

FOCUS AREAS

The focus areas or goals for the Municipality of Hastings Highlands are:

Infrastructure

To effectively respond to the challenges of addressing the municipality's infrastructure needs.

Economic Development

To promote and manage economic development

Good Governance & Effective Administration

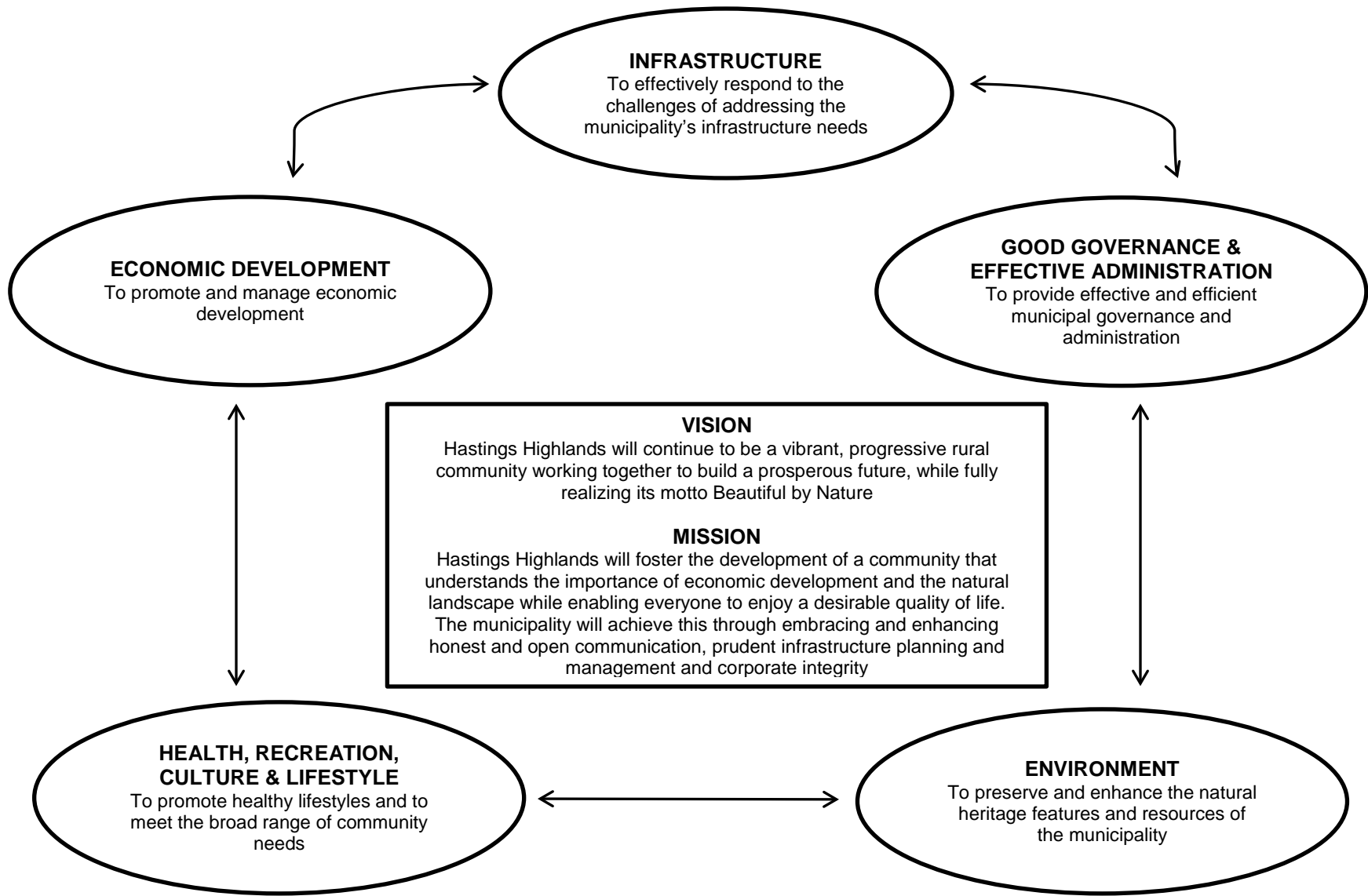
To provide effective and efficient municipal governance and administration.

Health, Recreation, Culture & Lifestyle

To promote healthy lifestyles and to meet the broad range of community needs.

Environment

To preserve and enhance the natural heritage features and resources of the municipality



The following tables list the strategic actions within the focus areas

Infrastructure

1. Plan for Highway 62
2. Complete Phase Two of Asset Management Plan – update Roads & Bridges Inventory & Plan and complete for all other assets
3. Plan for Return on Infrastructure Investment Strategy (Maximizing the municipal dollars)
4. Assess the feasibility and need for a Sustainable Public Transit

Economic Development

1. Develop an Economic Development Strategy
2. Tourism Strategy

Good Governance and Effective Administration

1. Developing or providing tools to assist Council to make informed and fiscally sound decisions and to assist staff in implementing those decisions and providing advice to council (*See notes*)
2. Review Information Technology for needs and gaps
3. Develop a Reserve Strategy Plan
4. Develop a Financial Viability Strategy
5. Develop a Lobbying Strategy for issues impacting the municipality and imposed by senior levels of government, e.g. policing costs, competitive grants, legislation
6. Create a protocol for the development, fostering and maintenance of partnerships
7. Explore opportunities for attracting new innovative projects to be located in the municipality (such as the Municipal Office/Library/Gymnasium hub)
8. Review of Zoning By-law & Mapping
9. Informing the Public on Who Does What

Notes:

This strategic action will have two components.

(a) investigating needs, methods and education opportunities for both Council and staff

Examples:

- In-house education for Council facilitated by staff
- Off-site subject matter workshops
- Retaining services of subject matter experts
- Annual conferences

(b) developing and/or updating key policies

Examples:

- Developing a Corporate Communications Policy to include
 - Internal & External Communications,
 - Social Media policies
 - Media Relations
 - Communication Alerts
 - Website maintenance and content
- Update Procurement Policy, Procedural By-law,

- Develop a relevant Human Resources policy(ies)
- Develop a By-law Review strategy to ensure up-to-date content

Health, Recreation, Culture and Lifestyle

1. Develop a Master Recreation Plan – including but not limited to
 - a. Inventory of all parks, existing and potential recreation facilities, recreation activities
 - b. Assess need for dedicated park position(s)
 - c. Create a volunteer database
2. Develop a Business Case for submission to the Hastings Local Housing Corporation for the supply of affordable housing units in Hastings Highlands
3. Plan to Partner with Lake Associations, MNR re Docking & Launch Facilities and other appropriate initiatives
4. Maintain & Keep up with the Growth of Life in the Community – (Health, Lifestyle, Focus) i.e. provide residents with information regarding available services such as health care and recreation.

Environment

1. Landfill Microscope (Future costs, Closing Costs, Planning for those Costs)
2. Promote responsible stewardship of our lakes and natural features –
 - Investigating the feasibility of implementing a septic system re-inspection program

Implementing and Monitoring the Strategic Plan

In order to implement and monitor the Strategic Plan, evaluation criteria and monitoring mechanisms have been established as an integral part of the plan itself. They are directly related to each strategic action and will assist Council and Staff in assessing the success of implementing the Plan.

Annual budget reports, as well as other reports to Council, will include brief statements from Staff explaining how a proposed project(s) will either promote, support, or reflect the Vision, Mission, Goals and Strategic Actions in the Strategic Plan

Appendix I – *Evaluation Criteria and Monitoring Mechanisms to Achieve Specific Goals and Implement the Strategic Plan* – will be used by Council and Staff throughout the year to maintain a record of implementing and monitoring the strategic actions.

Appendix II – *Corporate Work Plan 2012-2015* – is a graphical representation of the timeframes for each strategic action.

Contact Information: CAO, Municipality of Hastings Highlands

Appendix I

V. Evaluation Criteria & Monitoring Mechanisms to Achieve Specific Goals and Implement the Strategic Plan

Monitoring Period – 2015-2018 (Current Council Term) (reviewed at the beginning of new term of Council in 2019).

FOCUS AREA – INFRASTRUCTURE

Strategic Actions:

1 Plan for Highway 62

Responsibility	Operations Manager
Resources	Treasurer, CAO, funding from senior levels of government, municipal budget, Administrative Staff, engineering consultant(s)
Target Date	End of 2016
Performance Indicators	Plan will address immediate emergency needs and future sustainability
Project Status	In progress

2 Complete Phase Two of Asset Management Plan and Update Phase One

Responsibility	Treasurer
Resources	Operations Manager, CAO, Auditor, Insurance Provider, Administrative Staff, reserve funds
Target Date	End of 2016
Performance Indicators	Update & completion of Phase 2 ensures legislative compliance; facilitates annual capital budget process
Project Status	In progress

3 Plan for Capital Investment Strategy (Maximizing the municipal dollars)

Responsibility	Treasurer
Resources	Department Managers, Administrative Staff, Auditor
Target Date	2017
Performance Indicators	Plan is completed and endorsed by Auditor
Project Status	To be initiated

4 Assess level of financial support of existing rural public transit (TROUT)

Responsibility	Council/CAO
Resources	Treasurer, Manager of Corporate Services/Clerk, Administrative Staff, municipal budget, TROUT information
Target Date	2016
Performance Indicators	Final report & recommendation to Council
Project Status	To be initiated

FOCUS AREA – ECONOMIC DEVELOPMENT

Strategic Action

1 Develop an Economic Development Strategy

Responsibility	Manager of Corporate Services/Clerk
Resources	CAO, Treasurer, Community Resources Officer, Provincial Ministries, Administrative Staff, funding from senior levels of government, municipal budget
Target Date	2016-2018
Performance Indicators	Economic Development Strategy Plan completed and adopted
Project Status	In progress and ongoing

2 Develop a Tourism Strategy

Responsibility	Manager of Corporate Services/Clerk
Resources	CAO, Treasurer, Community Resources Officer, Provincial Ministries, Administrative Staff, funding from senior levels of government, municipal budget
Target Date	2015-2018
Performance Indicators	Tourism Strategy Plan Strategy Plan completed and adopted
Project Status	In progress and ongoing

FOCUS AREA – GOOD GOVERNANCE AND EFFECTIVE ADMINISTRATION

Strategic Action:

1 Developing or providing tools to assist Council to make informed and fiscally sound decisions and to assist staff in implementing those decisions and providing advice to council

1 (a) Investigate Education Needs, Methods and Opportunities for Council and Staff

Responsibility	CAO
Resources	Department Managers, Administrative Staff, various municipal professional organizations (e.g. AMCTO, AMO etc.)
Target Date	End 2016
Performance Indicators	Report to Council and policy established
Project Status	To be initiated

1 (b) Develop and/or Update Key Policies

1 (b) (i) Develop Corporate Communications Policy

Responsibility	CAO & Council
Resources	Department Managers, Administrative Staff, other municipalities
Target Date	2016-2018
Performance Indicators	Policy adopted
Project Status	To be initiated

1 (b) (ii) Update Procedural By-law

Responsibility	Manager of Corporate Services/Clerk
Resources	CAO, Administrative Staff, other municipalities, legal consultant
Target Date	2016
Performance Indicators	By-law is updated and passed by Council
Project Status	In progress

1 (b) (iii) Update Procurement Policy

Responsibility	Treasurer
Resources	Department Managers, CAO, Community Resource Officer, Administrative Staff, County, other municipalities
Target Date	2016
Performance Indicators	Policy updated and adopted by Council
Project Status	In progress

1 (b) (iv) Develop relevant Human Resources Policies

Responsibility	Manager Corporate Services/Clerk
Resources	Department Managers, CAO, Administrative staff, other municipalities, legal consultant
Target Date	2016/2017
Performance Indicators	Policies completed and adopted
Project Status	To be initiated

1 (b) (v) Develop a By-law Review Strategy to ensure up-to-date content (i.e. reflects current needs and legislation)

Responsibility	Manager of Corporate Services/Clerk
Resources	Department Managers, CAO, Administrative Staff, other municipalities
Target Date	2018
Performance Indicators	Workable strategy in place
Project Status	To be initiated

2. Review Information Technology for Needs and Gaps

Responsibility	Department Managers
Resources	CAO, Administrative Staff, IT Consultant, County
Target Date	2016-2018
Performance Indicators	On-going reports to council as needs and gaps are identified and recommended to be addressed in budget
Project Status	To be initiated

3. Develop a Reserve Strategy

Responsibility	Treasurer/ Department Managers
Resources	CAO, Administrative staff, Asset Management Plan and Plan for Return on Infrastructure Investment Strategy, other municipalities, various municipal professional organizations (e.g. AMCTO, AMO, MFOA etc.)
Target Date	2018
Performance Indicators	Strategy is developed and adopted
Project Status	In progress

4. Develop a Financial Viability Plan

Responsibility	Treasurer/Department Managers
Resources	CAO, Administrative Staff, Asset Management Plan and Plan for Return on Infrastructure Investment Strategy, various municipal professional organizations (e.g. AMCTO, AMO, MFOA etc.), other municipalities, budget
Target Date	2019
Performance Indicators	Such plan will streamline the budget process
Project Status	To be initiated

5. Develop a Lobbying Strategy for issues impacting the municipality and imposed by senior levels of government, e.g. policing costs, competitive grants, legislation

Responsibility	CAO
Resources	Department Managers, other municipalities, various municipal professional organizations (e.g. AMCTO, AMO, MFOA etc.)
Target Date	2016
Performance Indicators	Adopted strategy will provide guidelines to both council and staff
Project Status	To be initiated

6. Create a protocol for the development, fostering and maintenance of partnerships including potential partnerships with Lake Associations, MNR re Docking & Launch Facilities and other appropriate initiatives

Responsibility	Department Managers
Resources	Administrative Staff, Community Resources Officer, other municipalities, various municipal professional organizations (e.g. AMCTO, AMO, MFOA etc.),
Target Date	2016
Performance Indicators	Adopted protocol will enable council and staff to respond and act upon partnership proposals in a consistent manner
Project Status	To be initiated

7. Explore opportunities for attracting new innovative projects to be located in the municipality (such as the Municipal Office/Library/Gymnasium hub)

Responsibility	Department Managers/Community Resource Officer
Resources	Administrative Staff, Community Resources Staff, Economic Development strategy
Target Date	2019
Performance Indicators	Opportunities are identified
Project Status	In process and ongoing

8. Review of Zoning By-law and Mapping

Responsibility	Planning and Building Clerk
Resources	Department Managers, CAO, Administrative Staff, County, County Official Plan, Other municipalities, Planning Consultant, Legal consultant
Target Date	2019
Performance Indicators	Review completed and Zoning By-law updated and current
Project Status	To be initiated

9. Informing the Public on Who Does What

Responsibility	CAO/Department Managers/Community Resource Officer
Resources	Administrative Staff, other municipalities, IT Consultant, municipal website, local media, community representatives
Target Date	2016
Performance Indicators	Information on `who does what` provided to community on municipal website
Project Status	To be initiated

FOCUS AREA – HEALTH, RECREATION, CULTURE & LIFESTYLE

Strategic Action

- 1. Develop a Master Recreation & Culture Plan – including but not limited to**
 - **Inventory of all parks, existing and potential recreation facilities, recreation activities**
 - **Assess need for dedicated park position(s)**
 - **Create a volunteer database**

Responsibility	Department Managers/Community Resources Officer
Resources	CAO, Administrative Staff, funding from senior levels of government, other municipalities, provincial ministries
Target Date	2019
Performance Indicators	Existing inventories incorporated into one master inventory, staff needs assessed, volunteer database compiled
Project Status	In process and ongoing

2. Develop a Business Case for submission to the Hastings Local Housing Corporation for the supply of affordable housing units in Hastings Highlands

Responsibility	Council appointee
Resources	County housing authority, other levels of government
Target Date	To be determined
Performance Indicators	Business plan is approved and submitted to housing authority
Project Status	To be initiated

3. Maintain & Keep up with the Growth of Life in the Community – (Health, Lifestyle, Focus) i.e. provide residents with information regarding available services such as health care and recreation.

Responsibility	Department Managers/Community Resource Officer
Resources	Administrative Staff, Community Resource Staff, municipal website, local media, other municipalities
Target Date	2017
Performance Indicators	Existing “Welcome Package” updated and expanded, Information provided on municipal website and updated regularly
Project Status	In process and ongoing

FOCUS AREA – ENVIRONMENT

1. Landfill Microscope (Future costs, closing costs, planning for those costs)

Responsibility	Operations Manager
Resources	CAO, Department Managers, Administrative Staff, provincial ministries, engineering consultant(s), other municipalities
Target Date	2019
Performance Indicators	Snapshot of landfill costs and needs fill facilitate municipal budget process
Project Status	To be initiated

2. Promote responsible stewardship of our lakes and natural features

- **Investigating the feasibility of implementing a septic system re-inspection program**

Responsibility	Planning and Building Clerk
Resources	CAO, Department Managers, Administrative staff, other levels of government (legislation and potential funding), other municipalities, municipal budget
Target Date	2019
Performance Indicators	Feasibility and need identified or potential alternatives to promote responsible stewardship investigated
Project Status	To be initiated

Corporate Work Plan 2015-2019

Focus Areas and Strategic Actions	2015/16	2017	2018	2019
Infrastructure <i>To effectively respond to the challenges of addressing the municipality's infrastructure needs</i>				
1. Plan for Highway 62				
2. Complete Phase Two of Asset Management Plan – update Roads & Bridges Inventory & Plan and complete for all other assets				
3. Plan for return on Infrastructure Investment Strategy (Maximizing the Municipal dollars)				
4. Assess level of financial support of existing rural public transit (TROUT)				
Economic Development				
1. Develop an Economic Development Strategy				
2. Tourism Strategy				
Good Governance and Effective Administration				
1. Developing or providing tools to assist Council to make informed and fiscally sound decisions and to assist staff in implementing those decisions and providing advice to Council				
1(a) Investigating needs, methods and education opportunities for Council and staff				
1(b) Developing and/or updating key policies				
1(b)(i) Develop Corporate Communications Policy				
1(b)(ii) Update Procedural By-law				
1(b)(iii) Update Procurement Policy				
1(b)(iv) Develop relevant Human Resources Policies				
1(b)(v) Develop a By-law Review Strategy to ensure up-to-date content (i.e. reflects current needs and legislation)				
2. Review Information Technology for needs and gaps				
3. Develop a Reserve Strategy Plan				
4. Develop a Financial Viability Strategy				
5. Develop a Lobbying Strategy				
6. Create a protocol for the development, fostering and maintenance of partnerships, including a plan to partner with lake associations, MNR re docking and launch facilities and other appropriate initiatives				
7. Explore opportunities for attracting new innovative projects				
8. Review of Zoning By-law and mapping				
9. Educating the public on the complexity of tasks and municipal workload				
Health, Recreation, Culture and Lifestyle				
1. Develop a Master Recreation Plan				
2. Develop a Base Case for supply of affordable housing units				
3. Maintain and Keep up with the Growth of Life in the Community				

Environment					
1. Landfill Microscope (Future Costs, Closing Costs, Planning for those costs)					
2. Promote responsible stewardship of our lakes and nature features					
Legend	Within the year	Start to Finish	To be determined		