



Hastings Highlands

*Beautiful By Nature*

## STRATEGIC PLAN / INTRO:

*Welcome Home* is how we want our residents and visitors to feel about Hastings Highlands. Our Municipal Strategic Plan has been developed to guide us into the future (2019-2023). It will be our focus over the next several years. It includes Guiding Principles that will influence our decisions and our actions. It also includes 4 Strategic Priorities and specific Actions under each.

## OUR VISION STATEMENT:

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

## OUR MISSION STATEMENT:

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

## GUIDING PRINCIPLES:

- We Care
- We're All In This Together
- Welcome Home

## OUR STRATEGIC PRIORITIES:



### FINANCIAL STABILITY STRATEGIC PRIORITY #1

**Goal:** Maintain a Competitive Tax Rate

**Action:** Complete an alternative revenues study so that the municipality is prepared for the future in the event that intergovernmental aid is reduced.

**Goal:** Promote Assessment Growth

**Action:** Undertake a review of the zoning bylaw with an eye to the future and building our community.

**Goal:** Maximize Resources

**Action:** Explore opportunities to sell unused assets such as land, buildings and facilities.

**Goal:** Increase Non Tax Revenue Through Government Grants

**Action:** Investigate having an expert grant writing resource(s) available to research and respond to government grant application programs.



## RATIONALIZE INFRASTRUCTURE STRATEGIC PRIORITY #2

<b>Goal:</b> Maintain Roads and Bridges	<b>Action:</b> Implement Hastings Highlands Road 62 revitalization plan. <b>Action:</b> Review, refine and implement Road Needs Study.
<b>Goal:</b> Maintain Buildings and Facilities	<b>Action:</b> Implement municipal building and facility strategic plan.
<b>Goal:</b> Be Stewards of Municipal Assets	<b>Action:</b> Regularly update the municipality's asset management plan.
<b>Goal:</b> Fire Services Plan	<b>Action:</b> Update establishing regulatory bylaw. <b>Action:</b> Complete a review of fire services. <b>Action:</b> Develop a viability plan.



## BUILD OUR COMMUNITY STRATEGIC PRIORITY #3

<b>Goal:</b> Affordable Housing	<b>Action:</b> Investigate opportunities for tiny homes. <b>Action:</b> Create an investment package to attract future development.
<b>Goal:</b> Enhance the Quality of Life	<b>Action:</b> Develop a community safety and wellbeing plan in partnership with other municipalities. <b>Action:</b> Strengthen recreation programming. <b>Action:</b> Improve and promote programming at municipal facilities.
<b>Goal:</b> Care for the Environment	<b>Action:</b> Develop and implement a flood response plan. <b>Action:</b> Investigate a septic inspection program. <b>Action:</b> Improve water quality within lakes located in Hastings Highlands through implementing water quality impact tests.
<b>Goal:</b> Succession Planning	<b>Action:</b> Create deputy department head positions in a timely manner in an effort to train/nurture them for key leadership positions.
<b>Goal:</b> Leaders in Waste Management	<b>Action:</b> Research and implement alternative solutions to waste management. <b>Action:</b> Educate stakeholders on waste and recycling management practices in the province. <b>Action:</b> Develop and implement a waste management plan to address the need to significantly downsize waste sites.



## EXCEPTIONAL SERVICE AND GOVERNANCE STRATEGIC PRIORITY #4

**Goal:** Build a Strong Customer Service Culture

**Action:** Provide a resource designated to promote and implement exceptional and quality customer service.  
**Action:** Implement a customer service management system.

**Goal:** Plan and Implement Emergency Management

**Action:** Ensure compliance with applicable legislation in community emergency management and planning.  
**Action:** Strengthen our safety and security protocols at municipal buildings and facilities.  
**Action:** Complete regular Hastings Highlands Centre building evacuation drills and emergency management exercises.

**Goal:** Strengthen Performance Management and Accountability for Results Across the Organization

**Action:** Ensure employees are supported with relevant tools, knowledge and skills to deliver on the community strategic plan.  
**Action:** Invest in/support the professional development of both staff and council to improve service and support.  
**Action:** Ensure both staff and council live by their signed code of conduct.  
**Action:** Make decisions as a municipality as a whole and not as wards.  
**Action:** Report regularly on the Community Strategic Plan implementation process.



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