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

<table>
<thead>
<tr>
<th>Goal: Maintain a Competitive Tax Rate</th>
<th>Action: Complete an alternative revenues study so that the municipality is prepared for the future in the event that intergovernmental aid is reduced.</th>
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<tbody>
<tr>
<td>Goal: Promote Assessment Growth</td>
<td>Action: Undertake a review of the zoning bylaw with an eye to the future and building our community.</td>
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<td>Goal: Maximize Resources</td>
<td>Action: Explore opportunities to sell unused assets such as land, buildings and facilities.</td>
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<td>Goal: Increase Non Tax Revenue Through Government Grants</td>
<td>Action: Investigate having an expert grant writing resource(s) available to research and respond to government grant application programs.</td>
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### RATIONALIZE INFRASTRUCTURE  STRATEGIC PRIORITY #2

**Goal:** Maintain Roads and Bridges  
**Action:** Implement Hastings Highlands Road 62 revitalization plan.  
**Action:** Review, refine and implement Road Needs Study.

| Goal: Maintain Buildings and Facilities | **Action:** Implement municipal building and facility strategic plan. |
| Goal: Be Stewards of Municipal Assets | **Action:** Regularly update the municipality’s asset management plan. |
| Goal: Fire Services Plan | **Action:** Update establishing regulatory bylaw.  
**Action:** Complete a review of fire services.  
**Action:** Develop a viability plan. |

### BUILD OUR COMMUNITY  STRATEGIC PRIORITY #3

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