



HASTINGS COUNTY

STRATEGIC PLAN

2024-2026



COVER PAGE PHOTO: FARADAY-PAUL HARTLEY

LAND ACKNOWLEDGEMENT

Hastings County is located on the traditional territory of many nations including the Huron-Wendat, Anishinaabe, and the Haudenosaunee peoples. Hastings County Council acknowledges our shared obligation to respect, honour and sustain these lands and the natural resources contained within. We honour their cultures and celebrate their commitment to this land. We would also like to acknowledge the Mohawk and Algonquin nations whose traditional and unceded territory we are gathered upon today. Hastings County is situated on treaty land that is steeped in rich Indigenous history and home to many First Nations, Métis and Inuit people.

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HASTINGS COUNTY COUNCIL

Hastings County Council proudly introduces our 2024-2026 Strategic Plan. County Council is comprised of the Heads of Council of our 14 Member Municipalities. County Council meets monthly to approve reports from standing committees and make critical decisions on the delivery of services to its residents.

Hastings County Council, now more than ever, is committed to ensuring we are *Supporting People & Our Communities*. We are confident our new strategic plan will ensure that we continue to deliver the vital services and programs that our residents need.



Warden Mullin
Township of Stirling-Rawdon



COUNTY OF HASTINGS



Deputy Warden Jenkins
Town of Bancroft



Councillor Wallace
Township of Carlow/Mayo



Councillor Deline
Municipality of Centre Hastings



Councillor Johnston
Town of Deseronto



Councillor Purcell
Township of Faraday



Councillor Fitzgerald
Municipality of Hastings Highlands



Councillor Carson
Township of Limerick



Councillor Blackburn
Township of Madoc



Councillor O'Neill
Municipality of Marmora & Lake



Councillor Hederson
Township of Tudor & Cashel



Councillor DeGenova
Municipality of Tweed



Councillor Kennelly
Township of Tyendinaga



Councillor Fuerth
Township of Wollaston

MESSAGE FROM THE WARDEN

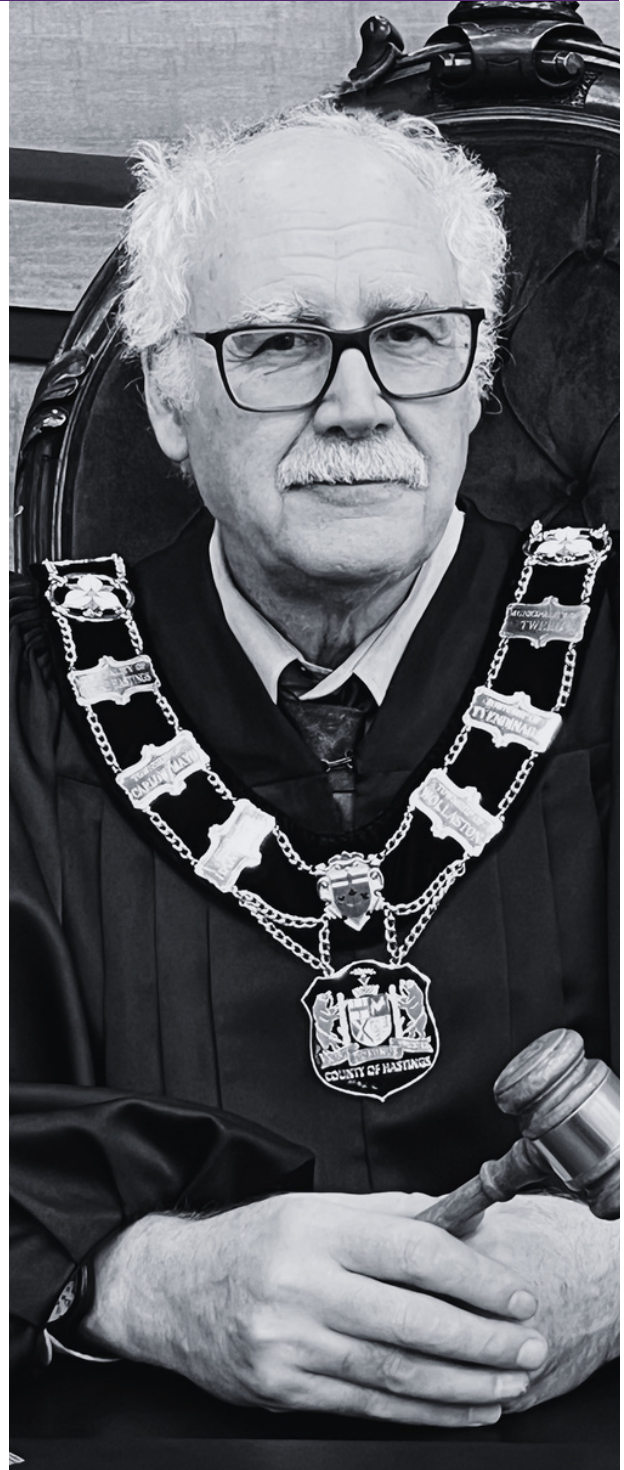
It is my pleasure to present Hastings County's 2024-2026 Strategic Plan on behalf of Hastings County Council.

To build a strategic plan that incorporated the current and future priorities of residents and businesses; Hastings County utilized a collaborative process that engaged with residents, businesses, Councillors, and staff to hear their priorities and goals for the future of Hastings County. Thank you to all who shared their vision, knowledge, and experiences while developing Hastings County's 2024-2026 Strategic Plan.

I am proud to be a part of this community and am committed to working together to ensure Hastings County remains a great place to live, work, and play.



BOB MULLIN
WARDEN OF HASTINGS COUNTY





MADOC - JOHNNY C.Y. LAM



BANCROFT



LIMERICK- BRENDAN TROY



LIMERICK - JOHNNY C.Y. LAM



WOLLASTON- GUS GARCIA



LIMERICK- PAUL HARTLEY



MARMORA & LAKE- VERITY CREATIVE

MESSAGE FROM THE CAO

We are excited to present to you Hastings County's 2024-2026 Strategic Plan, a comprehensive roadmap to our future. The plan solidified our strong and compelling vision and mission to move Hastings County forward. Through the engagement process, four pillars were established to focus our direction over the next three years, to support our residents and businesses as Hastings County continues to grow.

Hastings County provides a wide range of programs and services that support people and our communities. This strategic plan enables us to offer improved service delivery while remaining fiscally responsible, and matching resources with approved priorities.

Throughout the strategic plan, we have remained focused on our community and over the next three years our priority is to distinguish ourselves as a community that is healthy, vibrant, connected, and sustainable. Together, with my colleagues, members of County Council, community partners, and all levels of government, we will strive to meet the pillars, goals, objectives, and actions highlighted in this plan to enhance accountability and ensure Hastings County is positioned for improved service delivery and growth across the County.

As we continue our hard work with true dedication to our community, together we will grow the bright future that is on the horizon for Hastings County, its residents, and businesses. I look forward to seeing our goals realized and will strive to maintain these pillars as key priorities to 2026 and beyond.



CONNOR DOREY

CHIEF ADMINISTRATIVE OFFICER



INTRODUCTION

Hastings County is located halfway between Toronto and Ottawa. It is the second largest County in Ontario stretching nearly 160km from the shores of the Bay of Quinte to the forests of Algonquin Park. Hastings County's natural beauty ranges from rolling farmlands and lush forests to quaint downtowns and small town hospitality. The rural haven of Hastings County is only a 90-minute drive to the Greater Toronto Area and just two hours west of Ottawa.

Hastings County is home to a population of 145,746 residents and provides a broad range of services to those living in our 14 Member Municipalities, as well as select services to the separated municipalities of Belleville, Prince Edward County, and Quinte West.

Hastings County operates its programs and services through the collaboration and dedication of the following departments:

- Administration
- Community & Human Services
- Facilities & Capital Infrastructure
- Finance
- Human Resources
- Information Technology
- Long-Term Care
- Paramedic & Emergency Services
- Planning, Economic & Tourism Development

The Hastings County 2024-2026 Strategic Plan, is a three-year guiding document designed to enhance the delivery of services and to ensure a focused response to residents' and businesses' needs and priorities across all of our communities.

With the goal of creating a strategic plan that is built on a foundation of collaboration and engagement, Hastings County conducted 24 interviews with members of our Joint Committees and Council as well as our Department Heads. Hastings County also distributed three surveys, collecting 500 responses from residents, businesses, local elected officials and Hastings County staff.


The strategic plan strives to assist Hastings County in meeting its vision: *People and businesses thrive in Hastings County because of its support for individuals and families, strong communities, its natural beauty, and respect for its history and traditions.*

To reach this vision, Hastings County has identified four strategic pillars and goals, aligned with objectives and actions to support the successful implementation of the plan.





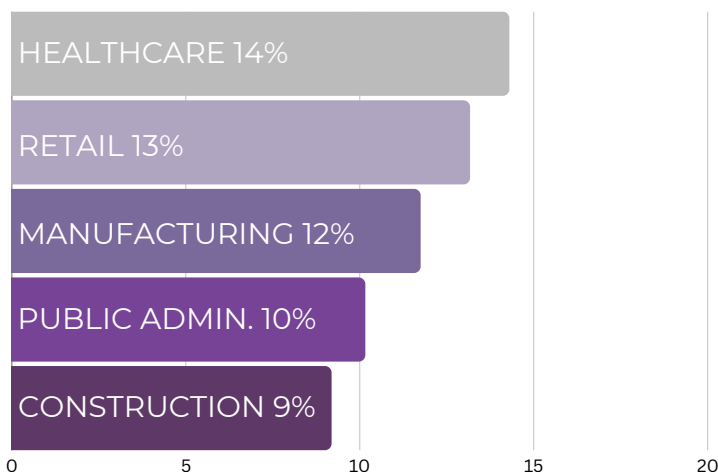
HASTINGS COUNTY SERVICES

- | | |
|---|---|
|  Children's Services |  Information Technology |
|  Emergency Management |  Ontario Works |
|  GIS Mapping |  Paramedic Services |
|  Economic Development |  Physician Recruitment |
|  Homelessness Prevention |  POA Court & Fine Payment |
|  Housing Services |  Planning, Development & 911 |
|  Human Resources |  Purchasing & Treasury |
|  Long-Term Care |  Tourism |

SUPPORTING PEOPLE & OUR COMMUNITIES

LABOUR FORCE

TOP 5 INDUSTRIES IN HASTINGS COUNTY



Statistics Canada (2021)

INCOME



\$75,000

MEDIAN TOTAL INCOME OF HOUSEHOLDS IN 2020
Statistics Canada (2021)

EMPLOYMENT



UNEMPLOYMENT RATE 4.7%*

Statistics Canada (November 2023)

*Represents Kingston- Pembroke, Ontario

HOUSING



73%

HOMES IN HASTINGS COUNTY ARE SINGLE DETACHED HOMES

Statistics Canada (2021)



72%

OF HOMES IN HASTINGS COUNTY ARE OCCUPIED BY HOME OWNERS VS. RENTERS

Statistics Canada (2021)



6,013

SQ KM OF LAND IN HASTINGS COUNTY

Statistics Canada (2021)

POPULATION

41,580

POPULATION OF 14 MEMBER MUNICIPALITIES

↑ 6.8%

POPULATION PER CENT CHANGE, 2016 TO 2021

45.1

AVERAGE AGE OF RESIDENTS

145,746

POPULATION OF HASTINGS COUNTY
*INCLUDING SEPARATED CITIES OF BELLEVILLE & QUINTE WEST

Statistics Canada (2021)

DATA PRESENTED REPRESENTS HASTINGS COUNTY 14 MEMBER MUNICIPALITIES AND THE SEPARATED CITIES OF BELLEVILLE & QUINTE WEST

OVERVIEW OF A STRATEGIC PLAN

Strategic planning is the process by which an organization determines its long-term goals and the actions required to reach them. It is a practical process that blends high-level visioning, while establishing goals and pillars to focus future courses of action. Strategic plans support and manage complex and intricate federal, provincial, and municipal program delivery in the face of competing priorities.



STRATEGIC PLAN PROCESS

OVERVIEW

Hastings County mobilized a strategic planning process that engaged the community, residents, County Council, Member Municipalities, Hastings County staff, and key stakeholders to provide a shared vision for where we are today and utilize an outcome-based approach for long-term planning. Incorporating the input and data collected, Hastings County has developed a strategic plan that is integrative and collaborative. We have applied the feedback and data collected to establish pillars, goals, objectives, and actions to work towards achieving Hastings County's vision over the next three years.

1. MOBILIZE

Assembled resources, conducted an environmental scan, and formulated an implementation plan, aligned with goals and milestones

2. ENGAGE

Surveys were distributed to the community, staff & Member Municipalities

One-on-one interviews with Hastings County Council & Joint Committee Members

3. ANALYZE

Identified priorities and trends among the data and extracted key pillars and long-term goals

4. DEVELOP

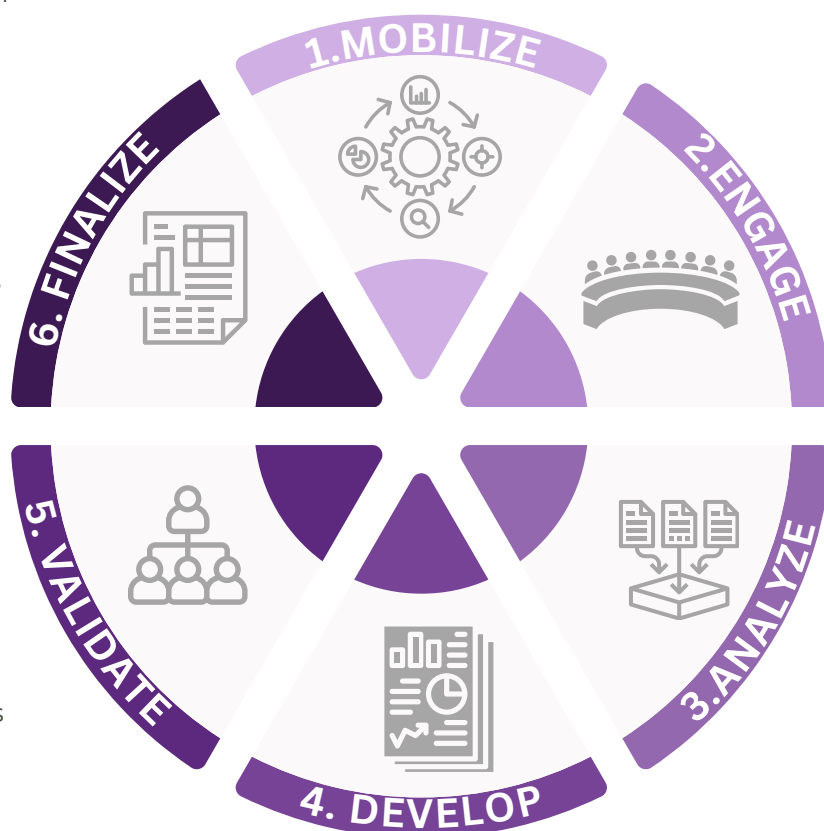
Developed a draft plan that outlines objectives, and measurable action items that align with pillars and goals

5. VALIDATE

Senior management & County Council established objectives, priorities and actions for 2024-2026

6. FINALIZE

Presented the Hastings County 2024-2026 Strategic Plan to County Council



ENGAGEMENT SUMMARY



3 SURVEYS

- PUBLIC SURVEY
- MEMBER MUNICIPALITY COUNCIL SURVEY
- STAFF OF HASTINGS COUNTY SURVEY

340

Responses from members of the public, including residents and businesses

101

Hastings County staff shared their vision of Hastings County

24

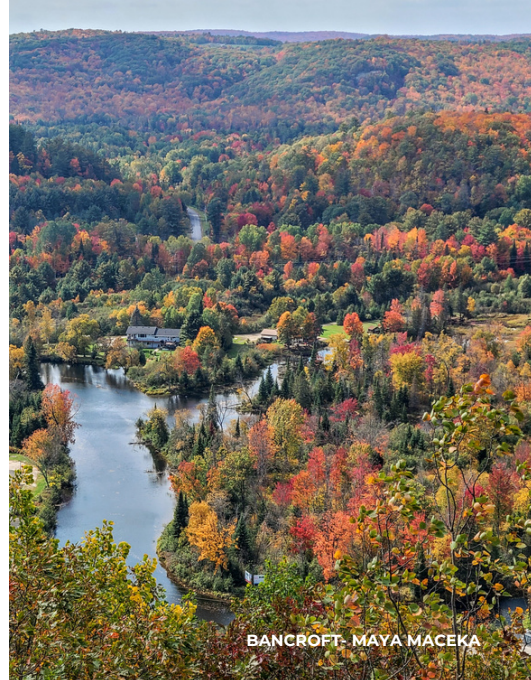
One-on-One interviews with County Council and Joint Committee Members

SUMMARY OF DATA FROM THE PUBLIC & COUNCILLORS





HASTINGS HIGHLANDS- JOHNNY C.Y. LAM



BANCROFT- MAYA MACEKA



DESERONTO



LIMERICK -PAUL HARTLEY



HASTINGS HIGHLANDS -MKC, C/O OHTO BEN HEMMINGS

OUR STRATEGIC PLAN

Hastings County's planning process identified four pillars that are the foundation of the 2024-2026 Strategic Plan. The pillars align with strategic goals that correlate with a series of objectives and actions that guide us in working towards our mission and vision.

VISION

People and businesses thrive in Hastings County because of its support for individuals and families, strong communities, its natural beauty, and respect for its history and traditions.

MISSION

Supporting People & Our Communities

PILLARS & GOALS



HEALTHY COMMUNITIES

Champion healthy communities that enhance the quality of life for residents



VIBRANT COMMUNITIES

Foster vibrant communities that are economically resilient



CONNECTED COMMUNITIES

Support connected communities that are engaged with the needs of residents, visitors and partners



SUSTAINABLE COMMUNITIES

Promote sustainable communities that prioritize responsible growth, governance and financial stability



HEALTHY COMMUNITIES



GOAL #1: Champion healthy communities that enhance the quality of life for residents

OBJECTIVES

ACTIONS

1.1 Implement innovative solutions to increase available and affordable housing across the housing continuum

- Maximize financial investments to ensure adequate housing options for residents across Hastings County
- Enhance the coordinated access system to improve community response to homelessness
- Collaborate with housing organizations across Hastings County to identify solutions and supports for affordable housing

1.2 Improve access to health services that are key to the well-being of our communities

- Review Hastings County's Family Physician Recruitment program and explore opportunities for renewed success
- Increase the level of care for long-term care residents to four hours per day, per resident, to maintain and improve their quality of life
- Optimize ambulance response times in rural and remote areas

1.3 Enhance organizational capacity through the development of service plans that utilize best practices to enhance service delivery and health outcomes

- Establish a Paramedic Service Plan
- Continue implementation of the Long-Term Care Staffing Strategy
- Develop a 2024-2034 Housing and Homelessness Plan
- Produce a 2024-2028 Early Years and Child Care Service Plan



VIBRANT COMMUNITIES



GOAL #2: Foster vibrant communities that are economically resilient

OBJECTIVES

ACTIONS

2.1 Support the growth of local municipalities, businesses and tourism across the 14 Member Municipalities

- Finalize and implement Economic & Tourism Development Strategic Plan & SMART Goals
- Support job opportunities through the expansion of the Canada-Wide Early Learning Child Care (CWELCC) system to ensure the delivery of child care is accessible, affordable, inclusive, and high quality

2.2 Streamline the planning and development process to support increased development and growth in Hastings County

- Implement the Streamlined Planning Approach & Resource Centralization (SPARC) for land use planning initiatives
- Leverage existing assets to attract more visitors, increasing the length of stay and spending

2.3 Improve employment opportunities throughout Hastings County to support individuals in gaining employment and reaching financial stability

- Transform Ontario Works system and implement Life Stabilization activities
- Increase available jobs in Hastings County through business expansion and retention



CONNECTED COMMUNITIES



GOAL #3: Support connected communities that are engaged with the needs of residents, visitors and partners

OBJECTIVES

ACTIONS

3.1 Demonstrate transparent communication with member municipalities, community partners, staff and residents of Hastings County

- Enhance and strengthen relationships with our Indigenous partners
- Develop and implement an enhanced communication plan that further engages with residents on Hastings County service delivery
- Utilize Key Performance Indicators (KPIs) to report and evaluate Hastings County's programs and services

3.2 Strengthen and enhance the County's role as a local leader

- Increase advocacy to Provincial and Federal partners on issues important to Hastings County and Member Municipalities
- Engage with Member Municipalities to identify opportunities for enhanced service delivery and shared services
- Collaborate with regional partners on shared initiatives and issues

3.3 Modernize and invest in Hastings County infrastructure and innovative technology to enhance services

- Increase the leverage of technology to enhance service delivery and support productivity
- Improve Hastings County's integration across systems through the utilization of a Human Resource Information System (HRIS) to increase efficiencies
- Re-Imagine Hastings County's current and future infrastructure to enhance service delivery and reduce geographical barriers



SUSTAINABLE COMMUNITIES



GOAL #4: Promote sustainable communities that prioritize responsible growth, governance and financial stability

OBJECTIVES

ACTIONS

4.1 Maintain and enhance Hastings County as an employer of choice

- Prioritize recruitment and retention efforts across all County operations
- Increase and improve inclusive communication and engagement with all Hastings County staff
- Implement a County-wide Equity, Diversity and Inclusion framework

4.2 Protect and enhance Hastings County's natural and physical assets, while prioritizing environmental stewardship

- Continued focus on a comprehensive Cyber Security Strategy
- Expand the County-wide asset management plan that facilitates sustainable, long-term capital planning
- Seek opportunities to invest in sustainable technology and infrastructure to improve Hastings County's ecological footprint
- Develop a plan for the use of surplus land at long-term care facilities

4.3 Deliver fiscally responsible services while planning for long-term financial sustainability

- Commit to reviewing, updating and developing financial policies and procedures
- Continue to pursue funding grants to support our local communities and funded agency programs and services
- Advocate to the Federal and Provincial government for a renewed Municipal Growth Framework

CONCLUSION

This comprehensive roadmap will serve as a compass as we prioritize the needs and wants of our communities, residents, and businesses over the next three years. Our overarching goal is to prioritize healthy, vibrant, connected, and sustainable communities that offer the best possible quality of life for all.

This strategic plan will be instrumental in aligning our operational objectives and tasks to ensure we stay on course. We will regularly report to County Council on our progress and key performance indicators as we implement the strategic pillars, goals, objectives, and actions outlined in this plan. Our commitment to transparency and accountability will keep us focused on delivering the best possible outcomes for our communities.

We are more dedicated than ever to supporting our people and communities as we work towards realizing our vision. Collaboration and partnership will be crucial in achieving our shared goals, and we are excited to embark on this journey together.

**THANK YOU FOR YOUR ENGAGEMENT & COMMITMENT TO
SHARING YOUR VISION FOR HASTINGS COUNTY'S FUTURE**



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APPROVED BY HASTINGS COUNTY COUNCIL, NOVEMBER 30, 2023

An aerial photograph of a dense forest of evergreen trees heavily laden with snow. A dark, winding river or stream flows through the lower portion of the image, contrasting with the white snow. The trees are packed closely together, creating a textured, white landscape.

SUPPORTING PEOPLE
*Hastings*TM
AND OUR COMMUNITIES

HASTINGS HIGHLANDS - PAUL HARTLEY