



STRATEGIC PLAN

2024-2026

DEVELOPING A STRATEGIC PLAN

- Process that blends high level visioning, while establishing goals and priorities to focus future course of action
- Outcome-based approach to long-term planning and goal setting
- Supports and manages complex and intricate Federal, Provincial, Municipal, and local program delivery in the face of competing priorities



STRATEGIC PLANNING PROCESS



INITIATION

JUNE 6, 2023

Incoming CAO initiated the Strategic Planning Process and formed the Strategic Planning Working Group



REVIEW

Review the County's previous Strategic Plan as a starting point to build upon past initiatives



ENVIRONMENTAL SCAN

Conducted an environmental scan to determine best practices & methods other municipalities have utilized

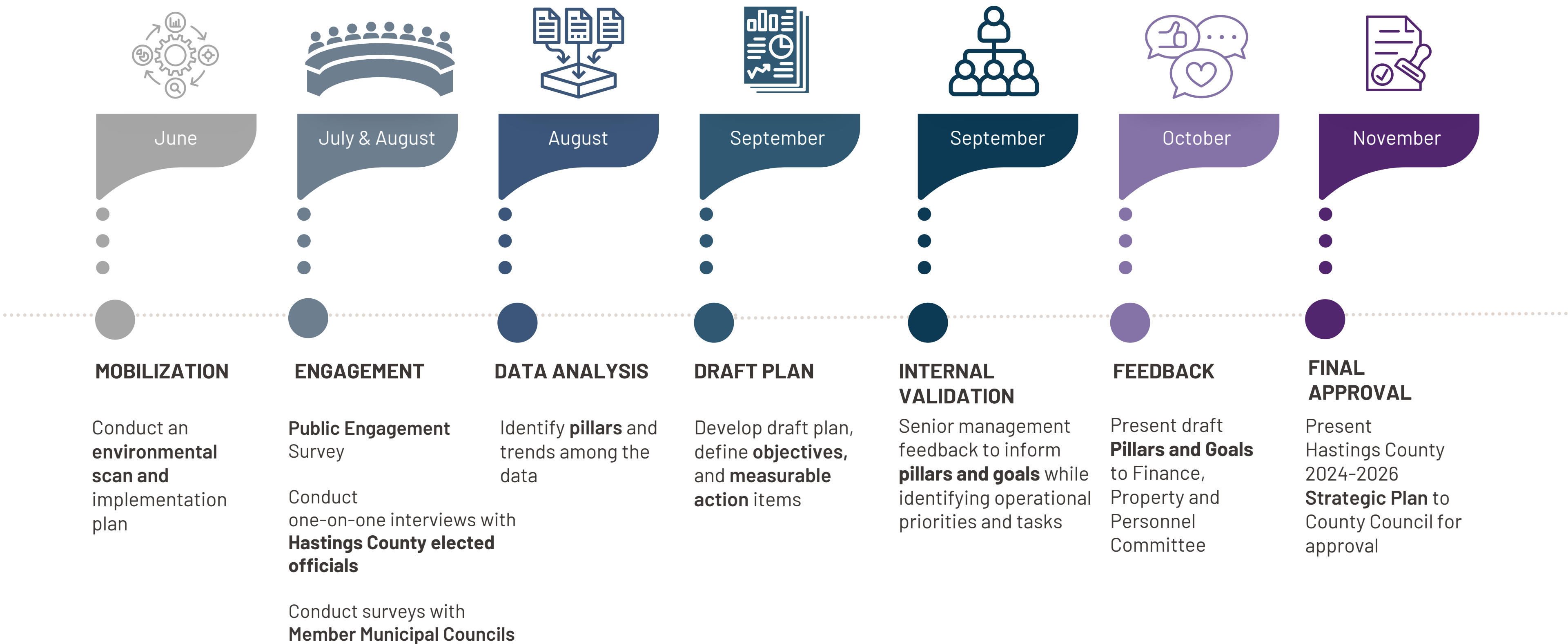


GOALS

Establish goals and action items that formulate a collaborative and comprehensive Strategic Plan. The plan identifies areas of focus for Hastings County and will be presented in full to County Council in November 2023.



IMPLEMENTATION TIMELINE



ENGAGEMENT SUMMARY

SURVEY

340

PUBLIC

HOUSING

HEALTH CARE

NATURAL ASSETS

ECONOMIC DEVELOPMENT

SURVEY

101

STAFF

HOMELESSNESS

MORALE & ENGAGEMENT

TRAINING

PARAMEDIC SERVICES

INTERVIEWS

24

COUNCILLORS

ECONOMIC DEVELOPMENT

HOUSING

PLANNING

SHARED SERVICES

SURVEY

20

MEMBER
MUNICIPALITIES

HEALTH CARE

HOMELESSNESS

SUSTAINABILITY

HOUSING

SUMMARY OF DATA FROM THE PUBLIC & COUNCILLORS





OUR VISION & MISSION

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

OUR 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

HASTINGS COUNTY'S 2024-2026 STRATEGIC PLAN

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

Now, more than ever we are committed to supporting people and our communities and reaching our vision. Hastings County is confident in the strong and innovative plan we have produced, and together, we look forward to working and collaborating on a shared vision for our future.

