



*Forward Together*

The Municipality of  
Centre Hastings'  
Strategic Plan

2020-2025

# A Message from the Mayor

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On behalf of myself and members of Centre Hastings Council, I am pleased to present, Forward Together, the Municipality of Centre Hastings' Strategic Plan.

This Strategic Plan will serve as a roadmap and set the stage for decision making and priority setting for the Municipality of Centre Hastings over the next several years.

In early 2020, the Municipality embarked on a strategic planning process alongside a Core Service Review in order to conduct a comprehensive evaluation of the Municipality's current services and programs, and to establish a vision and plan for the future.

This process provided us the opportunity to solicit feedback from citizens to identify common interests, priorities and values in order to better understand where we all want to see Centre Hastings today and in the future.

The themes and goals identified in this plan will support the Municipality in achieving its vision and mission. The vision, mission and goals of the Strategic Plan are a direct reflection of what we heard from the community – through public meetings, online survey, and contributions from members of the community – as well as close working with Council and Staff. Developing this plan has been an exciting process. We have always been committed to ensuring that the priorities for our community were shaped in partnership with residents, community groups and business owners. It was very encouraging to see common interests, themes and concerns that emerged during the process. Our Strategic Plan is truly a reflection of the aspirations we collectively hold for our entire community.

I would like to thank you on behalf of all members of Council for participating in this very important process. This plan will not collect dust on a shelf; it will be a living document that will continually guide this Councils and future Councils decision-making process and help ensure Municipal resources are directed where they will have the most impact and long-term benefit to the community as a whole.

It is our job to ensure that the priorities, goals, and objectives identified in this Plan are met through the lens of our mission and vision. Municipal Staff will manage the implementation of projects, programs, and initiatives identified in the Plan as we all continue to serve the Community with the Big Heart proudly.

Sincerely,

Tom Deline

Mayor

# A Message from the CAO



On behalf of all Municipality of Centre Hastings Staff, I want to express our commitment to the initiatives presented in this progressive Strategic Plan adopted by Council.

From providing clean drinking water, maintaining roads and infrastructure, environmental management, snow removal, and waste management to strategic planning and economic development – as a smaller municipality with both rural and urban settings, we are the backbone of the Ontario landscape. We touch on the lives of Centre Hastings residents every day.

To ensure we are providing services efficiently and effectively for our community and to identify priorities and strategic actions to best position the Municipality moving forward, Council and Staff undertook a Core Service Review in conjunction with developing a Strategic Plan. A successful plan must ensure that the priorities and strategies accurately reflect what matters most to citizens, builds on the Municipality's heritage and uniqueness, leverages our great community and landscape while considering available resources.

As depicted in our new mission statement, this Strategic Plan solidifies a commitment from the Municipality by ensuring the provision of quality services and taking action to provide opportunities in our community so that residents and visitors can live fulfilling lives socially, physically, and economically. This is also a key theme in the Strategic Plan as we operate the Municipality to best serve our community, for today and for the future.

Centre Hastings Staff aspire to provide customer service excellence, and we ensure that Municipality services are delivered in an open and transparent manner. I am honoured to work with a progressive Mayor and Council, and to lead a very dedicated and talented team. Moving forward, we intend to define service level standards, better leverage technology and data to efficiently and effectively manage our operations and services with a continued strong focus on short and long-term financial sustainability while actively connecting and communicating with citizens, businesses and stakeholders.

We look forward to working with our community and Council as we further develop and implement the goals outlined within this Strategic Plan

Sincerely,

Typhany Choinard  
Chief Administrative Officer

# Summary of Centre Hastings Strategic Plan



## The Long-Term View

Mission	To meet the needs of our residents and business community through quality government that promotes economic development while enabling everyone to enjoy a desirable quality of life in an environmentally responsible way.				
Vision	A proud heritage. A thriving future. A friendly community committed to sustainable growth.				
Values	Community Focus		Accountability and Transparency		Excellence
Strategic Themes	Resident Satisfaction	Growth and Sustainability	Infrastructure Improvement	Attraction and Retention	Delivery Excellence and Performance
Desired Results	A community that benefits from improved assets, services and infrastructure	A thriving tourism influx that utilizes local facilities and stimulates the local economy sustainably	A municipal government that provides quality services to residents without increasing taxes	A healthy and sustainable community that successfully provides for resident needs	Corporate efficiencies that will enhance the delivery of municipal services

## The Next 5 Years

Goals	Define, implement, and communicate service level standards	Investigate services with above average operating costs	Assess the cost-benefit analysis of shared services for some services	Strategic capital investment to improve infrastructure	Optimize recreational programs
	Support economic development and tourism	Strengthen governance and organizational structure with a defined reporting structure	Strengthen the municipality's talent management and succession planning	Strengthen the Municipality's capabilities	
Specific Initiatives	Specific initiatives, projects and actions will be completed over the next 3 – 5 years to achieve these goals. The proposed initiatives are included in the Municipality's parallel Service Delivery Review report.				

# Key Drivers Behind the Plan



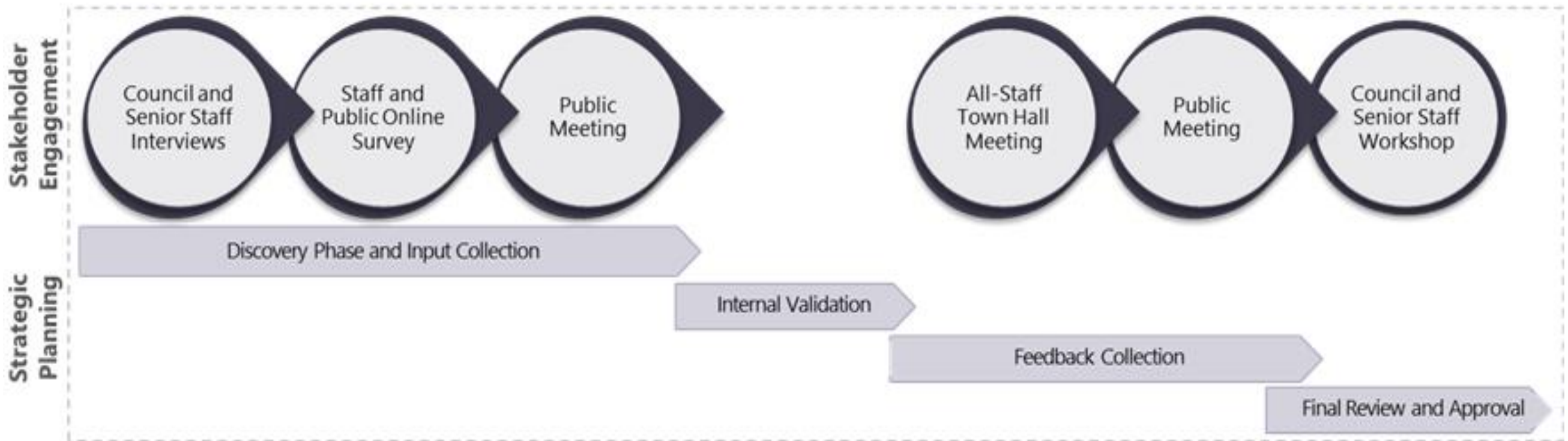
This plan was developed based on the Municipality's key strengths, weaknesses, opportunities and threats that impact the future of Centre Hastings. The key drivers are highlighted below to provide context on how the strategic plan was shaped.

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> <li>• <b>Municipal team</b> <ul style="list-style-type: none"> <li>• Professional staff with years of experience and a high level of work ethic</li> </ul> </li> <li>• <b>Strong sense of community:</b> <ul style="list-style-type: none"> <li>• People are friendly and are willing to help each other</li> <li>• Residents donate their time and money</li> <li>• Local community organizations do a lot of work in the Municipality</li> </ul> </li> <li>• <b>Recreational and sports amenities</b> <ul style="list-style-type: none"> <li>• Well serviced by recreational facilities, such as an arena, a swimming pool, parks, and trails.</li> </ul> </li> <li>• <b>Diversified economy with strengths in agriculture, forestry, retail trade, and construction</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Municipal team</b> <ul style="list-style-type: none"> <li>• Large number of positions reporting to the CAO/clerk.</li> <li>• Succession planning issues may impact strategy execution</li> </ul> </li> <li>• <b>Policies and plans</b> <ul style="list-style-type: none"> <li>• Outdated policies and plans lead to operational inefficiencies and poor management</li> </ul> </li> <li>• <b>Outdated by-laws with poor enforcement</b></li> <li>• <b>Infrastructure needs</b> <ul style="list-style-type: none"> <li>• Ageing infrastructure can lead to capital burden, resident dissatisfaction and hazards</li> </ul> </li> <li>• <b>Technology</b> <ul style="list-style-type: none"> <li>• Limited automation and digitization</li> </ul> </li> <li>• <b>Limited financial reserves and a small tax base</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Attract tourists</b> <ul style="list-style-type: none"> <li>• Capitalize on Centre Hastings' strengths of having a beautiful natural environment and a great pool of services to attract tourists</li> </ul> </li> <li>• <b>Adoption of technology</b> <ul style="list-style-type: none"> <li>• Automate processes and better manage information</li> </ul> </li> <li>• <b>Reduce rural and urban divide</b></li> <li>• <b>Economic development</b> <ul style="list-style-type: none"> <li>• Development of vacant and underutilized lands and buildings</li> </ul> </li> <li>• <b>Partner with neighbouring municipalities/townships to deliver common services and initiatives</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Ageing population</b></li> <li>• <b>Small population providing a limited tax base</b></li> <li>• <b>Funding cuts from federal and provincial governments</b></li> <li>• <b>"Red tape" for permits and other development initiatives</b></li> <li>• <b>Impact of climate change (e.g. flooding)</b></li> <li>• <b>Increase in cyber/technology risks</b></li> </ul>

# How the Plan Was Prepared



- ✓ Extensive consultation with the community, municipal staff and Council
- ✓ Analysis of internal and external factors that will affect the future
- ✓ Leading practices from Ontario municipalities



# Our Vision and Mission



The vision and mission statements include the priorities highlighted by Council and the Municipality's staff, as well as the residents and community members of Centre Hastings. These statements will be referenced by Staff and Council as standard practice to ensure that municipal decision align with Centre Hastings' future vision.

## VISION STATEMENT

A proud heritage. A thriving future. A friendly community committed to sustainable growth.

## MISSION STATEMENT

To meet the needs of our residents and business community through quality government that promotes economic development while enabling everyone to enjoy a desirable quality of life in an environmentally responsible way.

# Our Values



The Municipality of Centre Hastings will adhere to the following values while implementing the Strategic Plan. With these guiding values, the Municipality will ensure that all strategic decisions are made in accordance with the principles that our community stands for.



## Community Focus

We aspire to strive to the expectations of the Centre Hastings community. We will continuously build relationships and trust between Council and constituents to ensure the Municipality provides outstanding value and benefits for its residents.



## Accountability and Transparency

We honour the commitments we make. We strive to be transparent with our community, and to fulfill our objectives in an impartial and fiscally responsible manner.



Our  
Decision-  
Making  
Lens

## Excellence

We respect the cultural and ethnic diversity of our community and are committed to providing quality services that will have equal benefits for everyone.



## Sustainability

We constantly pursue outstanding results that are sustainable for our environment and our municipality. We strive to meet the current needs of our community while ensuring we continue to build capacity to provide long-term services to future generations.





# Strategic Themes



The Strategic Plan focuses on five important themes identified during stakeholder engagements. These themes help to guide the creation of specific goals and initiatives to be completed over the next five to ten years.



# Desired Results and Goals



The goals outlined below support the Municipality in understanding how to prioritize its resources to ensure the long-term vision of Centre Hastings is achieved within the timeframe of this Strategic Plan.



A community that benefits from improved assets, services and infrastructures



A thriving tourism influx that utilized local facilities and stimulates the local economy sustainably



A municipal government that provides quality services to residents without increasing taxes



A healthy and sustainable community that successfully provide for resident needs



Corporate Efficiencies that will enhance delivery of government services



1. Define, Implement, and Communicate Service Level Standards
2. Investigate Services with Above Average Operating Costs
3. Assess the Cost-Benefit Analysis of Shared Services for Some Services
4. Strategic Capital Investment to Improve Infrastructure
5. Optimize Recreational Programs
6. Support Economic Development and Tourism
7. Strengthen Governance and Organizational Structure with a Defined Reporting Structure
8. Strengthen the Municipality's Talent Management and Succession Planning
9. Strengthen the Municipality's Capabilities

# Goals Are Aligned With Strategic Themes



Centre Hastings will undertake initiatives, aligned with specific goals, to fulfill the Municipality's long-term vision. The table below illustrates the strong alignment between goals and the strategic theme(s) that they have an impact on.

Goal	Strategic Plan Themes				
	Resident Satisfaction	Local Business Growth and Sustainability	Infrastructure Improvements	Resident Attractions and Retention	Municipal Service Delivery Excellence and Performance
Define, Implement, and Communicate Service Level Standards	✓	✓	✓	✓	✓
Investigate Services with Above Average Operating Costs	✓	✓	-	✓	✓
Assess the Cost-Benefit Analysis of Shared Services for Some Services	✓	✓	-	-	✓
Strategic Capital Investment to Improve Infrastructure	✓	-	✓	✓	✓
Optimize Recreational Programs	✓	-	-	✓	✓
Support Economic Development and Tourism	✓	✓	✓	✓	-
Strengthen Governance and Organizational Structure with a Defined Reporting Structure	-	-	-	-	✓
Strengthen the Municipality's Talent Management and Succession Planning	-	-	-	-	✓
Strengthen the Municipality's Capabilities	-	-	-	-	✓

# Implementation



The Strategic Plan provides a vision, strategic themes and goals that will guide Centre Hastings over the next five years.

A parallel Service Delivery Review will operationalize the goals and initiatives listed in this Strategic Plan

- Detailed business cases for each goal/initiative
- Timelines for completion
- Lead accountability
- Budget and resource commitments
- Change management considerations
- Progress reporting and ongoing benefits realization

The Strategic Plan will ensure that municipal services are aligned with and support the achievement of a desired future vision for the municipality



## Contact Information

7 Furnace Street, Box 900  
Madoc, ON K0K 2K0

**T.** 613.473.4030

**F.** 613.473.5444

***Forward Together***