
Municipality of Trent Hills

Strategic Plan 2019-2022

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Direction

Vision

Trent Hills is a vibrant and diverse community offering an inclusive, healthy, rural lifestyle for its residents, businesses and visitors. Our unique urban centres and rural communities of Trent Hills are united by a shared heritage, rich cultural fabric, picturesque landscape, and pride in community.

Mission

To be a leader in the services provided to our residents, businesses and visitors

We are focused on the following five priorities...



Key Priorities in 2019-2022

1. Infrastructure
2. Communications Strategy
3. Recreation and Wellness
4. Housing and Accommodation
5. Community Revitalization



Action Plans for 2019-2020

Priority	Goal	Initiatives by 2020
Infrastructure	To meet regulatory requirements and ensure we can facilitate growth	<ol style="list-style-type: none"> 1. Develop processes to meet the requirements of the Asset Management regulation 2. Set priorities for capital projects 3. Develop approach for providing information and project status updates to the public
Communications strategy & policy	To ensure that the public understands our role in a clear and efficient way	<ol style="list-style-type: none"> 1. Develop a Communications Strategy 2. Develop Complaints Policy
Recreation & Wellness	To support community well-being and healthy lifestyles for all ages	<ol style="list-style-type: none"> 1. Finalize the recreation facility plans 2. Complete the Active Transportation Plan
Housing & Accommodation	To identify the needs and encourage and support appropriate housing options for our residents	<ol style="list-style-type: none"> 1. Align efforts with Northumberland County's Affordable Housing Strategy 2. Investigate partnership opportunities to develop affordable housing solutions 3. Consider expanding residential component of C.I.P. 4. Investigate/promote building use conversion for housing components
Business Community Revitalization	To create the environment that ensures TH is a great place to do business	<ol style="list-style-type: none"> 1. Community Improvement Plan (CIP) review 2. Policy re: property uses in downtown areas 3. Develop vacancy inventory in collaboration with downtown stakeholders/real estate professionals 4. Agricultural Engagement

Priority 1: Infrastructure

1. Develop processes to meet the requirements of the Asset Management regulation

- i. Acquire or refine software to manage data - \$20,000
- ii. Develop target levels of service - \$5,000
- iii. Hire 1 FTE to refine/update Asset Management data - \$75,000

Timeframe: 12 months

2. Set priorities for capital projects

staff time only

- i. Develop standard risk matrix – staff time only
- ii. Create 10 year capital plans - \$15,000

Timeframe: 12 months

3. Approach for providing information and project status updates to the public

- i. Improve quarterly major progress report to include project info sheets – staff time only

Timeframe: 12 months



Priority 2: Communications

1. Develop a Communications Strategy – staff time

- i. Identify communication mechanisms
- ii. Develop messaging to explain role of Municipality; “what we do and why we do it”
- iii. Track work orders of issues identified by citizens

Timeframe: 6 months

2. Develop Complaints Policy - staff time

- i. Include standards for tracking and response timelines

Timeframe: 6 months



Priority 3: Recreation & Wellness

1. **Finalize the recreation facility plans and set time lines.** Project cost \$16 million
 - i. Finalize building design prepare construction drawings/documents – July/August 2019
 - ii. Site work planning (survey, preliminary servicing plan etc.) – September 2019
 - iii. Have project “shovel ready” and ready for funding applications – August/September 2019
 - iv. Commence rough site servicing – 2020
 - v. Commence construction – 2022

2. **Complete the Active Transportation Plan** \$50,000
 - i. Finalize RFP and procure consultant to complete plan
Timeframe: 6-12 months



Priority 4: Housing & Accommodation

1. Align efforts with Northumberland County's Affordable Housing Strategy

- i. The Trent Hills Affordable Housing Strategy will be delivered to Council before summer. It contains a work plan for implementation of a number of action items over the short and medium term

Resource: staff time

Implementation may lead to program funding recommendations.

Timeframe: 12 - 18 months

2. Investigate partnership opportunities to develop affordable housing solutions

- i. Coming out of the Trent Hills Affordable Housing Strategy will be opportunities to develop partnerships with support agencies and private developers.

Resource: staff time

Timeframe: 12 months



Priority 4: Housing & Accommodation

cont.

3. Consider expanding residential component of C.I.P.

As part of the process to update the Community Improvement Plan it is expected that there will be a review to consider ways to expand the residential component in terms of where and what it applies to and the appropriate level of funding for this component of the plan.

4. Investigate/promote building use conversion for housing components

This will flow out of the Affordable Housing Strategy and the residential component of the CIP and any other programs established to fund housing. It is already taking place in some cases such as the conversion of the former church at 19 Albert Street E. in Hasting which was a conversion to a residential/commercial mix.



Priority 5: Community Revitalization

- 1. Community Improvement Plan (CIP) review** (Trent Hills Community Development Advisory Committee to review and provide recommendations)
 - i. Examine program to ensure it continues to meet the needs of the community; areas of focus and boundaries
 - ii. Create recognition program for CIP grant projects
 - iii. Creation of Style Guide Budget: \$2,000
 - iv. Strategic promotion by area/sector e.g. waterfront facing propertiesTimeframe: 12 months

- 2. Policy re: property uses in downtown areas**
 - i. Review current zoning and develop consistent policy for retaining commercial uses in downtownsTimeframe: 6 months – 12 months



Priority 5: Community Revitalization *cont.*

3. Develop vacancy inventory in collaboration with downtown stakeholders/real estate professionals

- i. Explore interest for inventory and options to keep information current.

Timeframe: 6 - 12 months

4. Agricultural Engagement

- i. Commit to consultation with local agricultural representatives on community development projects and issues (Northumberland Federation of Agriculture, Ontario Federation of Agriculture, Agricultural Societies, Farmer's Markets)

Timeframe: 6 months



Long-term Objectives

1. Continued **infrastructure renewal**
2. Completing a new **Recreation and Wellness Centre**
3. **Sustainable financial plan** with less reliance on Federal and Provincial funding sources
4. **New facilities and update of existing facilities** (Council Chambers, Fire Hall, Public Works Depot)
5. Initiatives in place to support **vibrant downtowns** - reduce vacancy, strong tourism and economic development
6. Better **mix of housing choices** including affordable housing
7. Reduction in **resident concerns** – better communication about service levels



For more information on any of our programs,
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Appendix A – Environmental Scan

Opportunities

1. Broadband and fibre
2. Tourism - utilizing our natural resources, river, parks, etc.
3. Funding: continued to be prepared for grants
4. TSW/waterfront - huge asset to highlight, tourism
5. Recreation partnerships
6. Continue to develop unique identities of each urban centre (vibrant downtowns)

Threats

1. Aging infrastructure and facilities
2. Availability and consistency of funding at all levels
3. Unrealistic expectations of some residents - roads, etc.
4. Lack of housing options
5. Rapid changes in legislation - increased requirements and compliance, downloading

