

# Strategic Plan



2023-2027



# Table of Contents



**02** Message from the Mayor and CAO

---

**03** Introduction

---

**04** Land Acknowledgement

---

**05** About the Municipality

---

**08** Strategic Priorities Areas

---

**14** Measurement and Reporting on Progress

---

**15** Appendix A: The Strategic Planning Process

---

# Message from the Mayor and Chief Administrative officer

Following a meaningful consultation and planning process, we have developed a new Strategic Plan that outlines our priorities for the next four years, from 2023 to 2027. Driven by an updated vision, mission, and set of values, we have established five new strategic priorities to guide our decision-making. Our Strategic Plan is an aspirational document that provides a roadmap for how we will realize our potential as a Municipality.

We are thankful to the 600 residents and representatives from community partner organization who participated in community consultations to help develop this plan. We are thrilled with the response rate and input provided. People expressed their pride in our community and told us what makes Trent Hills a special place to live, work, and enjoy. Most acknowledged that growth is a part of our future and shared that they welcome it. At the same time, they were clear that growth needs to be appropriately managed, with agricultural lands protected, new affordable housing built, and infrastructure maintained and improved to accommodate an increasing population.

They also told us about the importance of active transportation, ensuring a strong local economy, and supporting our vibrant arts and culture sector. Finally, we heard about the desire for residents to be given more opportunities to provide additional input and feedback into municipal decision-making processes.

As we think to the future, challenges such as increasing costs, provincial legislative and regulatory changes, access to healthcare, and ongoing climate change are on our minds. We recognize that to meet our goals and to build a strong and resilient community – one that preserves what we love most about Trent Hills, while building on our strengths – we must continue to deliver an exceptional level of service to residents, engage and communicate with residents through multiple channels, employ a sustainability lens when developing policies and programs, and manage growth in a way that protects the land, culture, and heritage of our community.

We are excited to embark on this next chapter of our journey.



Bob Crate  
Mayor



Lynn Phillips  
Chief Administrative Officer



# Introduction

Trent Hills is a community of choice. People who live here choose to stay here. People looking for a better place to live and work often choose to move here. People looking for a unique vacation or travel experience frequently choose to visit here.

These fundamental realities are driving growth in the community. This is a trend that is welcomed by most residents, but with the important caveat that the Municipal corporation appropriately manage this growth. In this way, we can ensure that the qualities that shape the heart and soul of Trent Hills and make the community desirable are maintained, that growth is largely paid for by growth, and that an expanding population is adequately serviced with housing, infrastructure, economic opportunities, and a variety of recreational and cultural opportunities.

This Strategic Plan is a blueprint for accomplishing these ambitions. It is anchored in a revised community vision and municipal mission statement, along with a new set of strategic governing values.

This Plan identifies our municipal priorities, goals, and related objectives and is intended to be a guiding document from which annual operational plans will be developed. This Plan provides a framework for responding to new and emerging challenges and will guide Council in establishing policies and providing direction to Municipal staff over the next four years.





# Land Acknowledgement



We would like to formally recognize the traditional keepers of this land and specifically our neighbours of Alderville First Nation. We are on the Gunshot Treaty Lands of 1788. It is on these lands and on the shores of the big lake that the Mississauga Anishinabeg met with the Crown to facilitate the opening of these lands for settlement. Let us be reminded of the responsibility we all have in making sure that we respect these lands and waters, which give us life and sustain our livelihoods.



# About the Municipality

Trent Hills is a lower-tier Municipality located on the banks of the Trent-Severn Waterway in Northumberland County. It was created in 2001 through the amalgamation of the municipalities of Campbellford/Seymour, Percy Township, and Hastings.

The Municipality has a rich agricultural history and provides a mix of rural and urban living through its three population centers of Campbellford, Hastings, and Warkworth.

The Municipality provides a range of services across departments, including:

- By-law enforcement
- Building and Planning
- Community Development
- Fire Services
- Roads and Urban Services
- Parks and Recreation
- Finance and Administration
- Water and Wastewater



# Vision, Mission, and Values

As part of this planning process, we have revised our vision for the community and developed a new mission statement, as well as new values to guide us as a Municipal corporation.

## **Community Vision**

Trent Hills is a growing community that embraces social, economic, and cultural diversity. Our urban villages and rural areas offer an active and healthy lifestyle that appeals to residents, businesses, and visitors. Our residents take pride in their community, celebrate and protect its agricultural roots, and embrace the shared heritage from which it was formed. Trent Hills continues to be a welcoming and inclusive community that embraces all people. Our residents, businesses, and the municipal corporation are committed to sustainable practices that protect our unique urban centres, rural communities, and picturesque landscape. We honour the First Nations people upon whose traditional territory we live, and we recognize their constitutional and treaty rights.

## **Municipal Mission Statement**

The Municipality of Trent Hills is committed to delivering an exceptional level of service, engaging with residents through effective communication, and developing responsible programs and policies that preserve the land, culture, and heritage of the community.

## **Municipal Values**

The values adopted in this Plan represent the core beliefs of the municipal corporation and are meant to guide Council and staff in their decision-making. These values act as guiding principles, defining the culture of the organization and characterizing how the Municipality interacts with its employees, residents, businesses, visitors, and other levels of government.



## The following values will guide how we serve our community:



**Community-focused** – Decisions are taken in the broad interest of the community and may not always reflect the specific interest of a particular individual or group.



**Inclusive** – We welcome all people and undertake actions to ensure municipal services are available to the entire community.



**Innovative** – We strive to respond to challenges facing the Municipality with creative solutions and are committed to developing novel approaches to mandated legislative and regulatory requirements.



**Integrity** – Council acts in accordance with the municipal Code of Conduct, avoids and declares potential or actual conflicts of interest, abides by rulings of the Integrity Commissioner, and takes actions that promote accountability to residents.



**Sustainability** – We are committed to a sustainable future and improving the social, economic, and environmental well-being of Trent Hills.



**Transparency** – Governance decisions follow legislative prescribed processes, allow for the public to observe, provide for resident input, and are widely communicated to residents.

# Strategic Priorities Area



Driven by our vision, mission, and values, we have identified five strategic priorities to guide our work over the next four years.

Acknowledging the evolving environment in which we operate, our priorities are intentionally broad to maximize flexibility in how they are implemented. These priorities will help us focus core work, align resources, and strengthen our foundation so we can continue to meet the needs of the community into the future.

## Priorities:



**Housing Affordability  
and Options**



**Sustainable  
Infrastructure**



**A Vibrant Local  
Economy**



**Recreation and  
Well-being**



**Effective  
Governance**



# Housing Affordability and Options

## Goal

Providing access to affordable housing and diversified housing options is critical to ensuring residents and businesses thrive. Our goal is to ensure there is a range of appropriate and affordable housing options available that appeal to and suit the lifestyle needs of existing and new residents.

## Objectives

1. Encourage the development of affordable housing.
2. Ensure the new Official Plan facilitates balanced growth and permits a range of housing choices that suit the lifecycle needs of residents.
3. Promote increased housing intensification and ensure new housing is appropriately connected to existing settlement areas.
4. Integrate green spaces and recreational opportunities into new housing developments.
5. Ensure that growth pays for growth and delivers new infrastructure required to service new developments.







# Sustainable Infrastructure

## Goal

Infrastructure includes roads, facilities, and systems that keep the community functioning. Our goal is to maintain existing infrastructure and develop new infrastructure that meets the needs of our growing community.

## Objectives

1. Make adequate annual investments as identified in the Municipal Asset Management Plan.
2. Build new recreational infrastructure consistent with the Recreation Master Plan.
3. Work with upper levels of government and the private sector to facilitate the development of additional employment lands and enshrine workable approaches in the new Official Plan.
4. Invest in the municipal component of the second bridge crossing in Campbellford.
5. Encourage, facilitate, and advocate for the re-development of the Campbellford Memorial Hospital and the new Campus of Care.
6. Work with upper levels of government and the private sector to facilitate high-speed connectivity.
7. Encourage the development of usable green space, including an expanded active transportation system.





# A Vibrant Local Economy

## Goal

Our goal is to build a resilient and active local economy that provides opportunities for businesses to grow, develop, and innovate. We will do this by facilitating the creation of new economic activity to support and expand local employment.

## Objectives

1. Facilitate the creation and marketing of new employment lands and other infrastructure.
2. Use the re-development of the Campbellford Memorial Hospital as a catalyst to attract new ancillary services and professionals to the community.
3. Support and enhance downtown business development through continued use of the Community Improvement Plan and related incentives.
4. Encourage housing developers to incorporate new retail and commercial space in their proposals.
5. Consider how to re-purpose underused existing municipal buildings for different purposes.
6. Promote on-farm diversification and update the Official Plan to define permitted uses and address regulatory issues.







# Recreation and Well-being

## Goal

A welcoming community, one that embraces social and cultural diversity, where residents feel accepted, connected, and secure is an important aspect of well-being. Our goal is to promote resident safety and well-being through recreation, arts and culture, and other opportunities.

## Objectives

1. Update the Recreation Master Plan and needs analysis and ensure it reflects anticipated growth.
2. Mandate that new development incorporate green space within the new Official Plan.
3. Promote and communicate available in-kind municipal supports for the arts and culture sector to event organizers.
4. Encourage environmental sustainability as a part of arts and cultural events.
5. Work with Northumberland County to manage emerging social issues, including poverty, mental health, addictions, and affordable housing, to ensure the health and safety of all residents as the region grows.







# Effective Governance

## Goal

Good governance includes transparent and fair decision-making, responsible financial management, excellent service delivery, and effective communication with residents. Our goal is to enhance the delivery of municipal services by harnessing new technology, facilitating resident input into decision-making processes, and improving corporate efficiencies.

## Objectives

1. Explore the use of new technology to assist residents in conducting transactions with the Municipality.
2. Encourage and facilitate resident input into the development of the new Official Plan.
3. Provide additional opportunities for residents to participate in municipal governance processes.
4. Proactively engage residents for feedback on the quality of municipal customer service.
5. Assist residents in understanding the scope of service provided by the Municipality and the legislative and regulatory mandates it is required to follow.
6. Adhere to legislative and regulatory mandates.
7. Examine staffing levels for optimal service delivery and continuity of service through staff succession.
8. Enhance training opportunities, including Diversity, Equity, and Inclusion training for Council and staff.
9. Ensure governance decisions and staff operational activities reflect the values adopted in this Strategic Plan.



# Measurement and Reporting on Progress

The Municipality of Trent Hills is committed to the successful implementation of the priorities, goals and objectives outlined in this plan.

Council will measure progress through regular review of the plan and will provide related updates to residents using the municipal website.



**Back Row:** Daniel Giddings, Councillor - Ward 3; Dennis Savery, Councillor - Ward 5; Rick English, Councillor - Ward 4; Rob Pope, Councillor - Ward 2

**Front Row:** Gene Brahaney, Councillor - Ward 1; Bob Crate, Mayor; Michael Metcalf, Deputy Mayor

# Appendix A: The Strategic Planning Process

As part of a strong engagement process, we invited Council, staff, representatives from community organizations and community members to share their insights and perspectives. We are thankful for the 600 community members who participated in the process.







## **The Municipality of Trent Hills**

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