

Strategic Plan

“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.”



Core Values

- “ Caring for Individuals, Families and Communities
- “ Strong Partnerships
- “ Integrity
- “ Fairness and Trust
- “ Effective Leadership and Advocacy,
- “ Promote Community Growth , Wellness, Resilience, and Safety
- “ Respecting Diversity
- “ Accessible Services
- “ Accountability
- “ Delivering Innovative Solutions
- “ Professional/Knowledgeable Staff
- “ Respect for our natural resources and environment



Commitment Statements

“We believe...We will”

- “ We believe caring for families and individuals in our many communities is our primary duty
- “ We believe strong partnerships among all stakeholders is a key ingredient to success
- “ We believe that successful service delivery is enhanced through individual commitment to integrity by every County employee and elected official
- “ We will strive to create a climate of trust, fairness and active wellness in the workplace and with those we serve
- “ We believe that positive change requires effective leadership and continual advocacy



Commitment Statements

“We believe...We will”

- “ We believe that sustaining our natural resources and protecting the environment is essential to the health and strength of our communities for future generations
- “ We will continually plan for and promote the positive growth, wellness, adaptability, resiliency and safety of our communities.
- “ We believe and support the idea that diversity in our clients and our communities is worth championing
- “ We will do all that we can reasonably do to ensure that our services are accessible and available
- “ We believe that we must maintain transparency and accountability for our actions and activities
- “ We will continually search for new and innovative solutions to deliver our services to people and communities
- “ We will continue to be sensitive to and manage risk in all that we do
- “ We believe and support that professional/knowledgeable staff are a key to the successful delivery of our services.



Value Statements

- “ OUR 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.
- “ OUR VALUES: Caring for Individuals and Families, Strong Partnerships, Integrity, Fairness and Trust, Effective Leadership and Advocacy, Promote Community Growth and Wellness, Adaptability, Safety, Respecting Diversity, Accessible Services, Accountability, Delivering Innovative Solutions, Professional/Knowledgeable Staff
- “ OUR TEAM: Council and staff are a team that are committed to making a positive difference to the people and communities we support.



Strategic Plan

“Supporting People and our Communities”



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OUR TEAM: Council and staff are a team that are committed to making a positive difference to the people and communities we support.

STRATEGIC PRIORITIES

Families & Individuals

Families & individuals are healthy, safe and thriving

Prosperous Communities

Communities are investment ready, resilient and adaptive; enhancing quality of life

Leadership

Hastings is recognized as a leader in municipal government

Strong Partnerships

Communities, businesses, agencies and government work effectively together

OUTCOMES

Hastings County is recognized as providing quality and caring support to families and individuals

Hastings County is known as place to invest, live and prosper

Hastings County is acknowledged as a committed and effective leader in local, regional, provincial and national municipal issues

Hastings County is known as a builder of partnerships that support prosperity

DEPARTMENT STRATEGIES

<p>“ We will provide a caring, safe and secure home for our long term care residents “ We will strive to provide the highest quality paramedic services. “ We will be diligent, creative, caring and understanding in our support to individuals and families seeking housing, childcare employment and temporary support “ We will continuously seek to provide safe, secure and affordable housing for families and individuals</p>	<p>“ We will support businesses by providing professional coaching and implementing the Tourism and Cultural master plans “ We will continue to work to enhance access for individuals and businesses to affordable high speed internet services and cellular services “ We will develop and implement an Official Plan that meets the needs of our member municipalities and the County “ We will continue to develop new and innovative GIS services for broad use “ We will continue to support region-wide economic development activities</p>	<p>“ We will continue to support and lead EOWC advocacy efforts “ We will continue to support AMO and FCM “ We will continue to seek new ways of providing services to people and communities “ We will continue to advocate for positive change for member municipalities “ We will continue to support provincial, federal and national initiatives by being involved in new research and redesign activities “ We will continue to recognize and promote the value of staff in providing local government services</p>	<p>“ We will support member municipalities, and our City partners whenever possible “ We will seek to strengthen ties with the provincial and federal governments “ We will seek regional partnerships like the Eastern Ontario Regional Broadband Network “ We will seek opportunities to promote economic development across the County and eastern Ontario “ We will seek opportunities to establish innovative partnerships</p>
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Departmental Strategies



County Council & Office of the CAO



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OUR TEAM: Council and staff are a team that are committed to making a positive difference to the people and communities we support.

STRATEGIC PRIORITIES

Communication

Public, Member Municipalities and Staff are well informed

Strengthen Partnerships

Communities, businesses and governments working together

Leadership & Advocacy

Hastings is a leader in local, regional and provincial advocacy for positive change

Public Service Excellence

Effective, Accessible & Responsive Public Service

OUTCOMES

Hastings County believes public confidence in County services is enhanced as a result of effective communications

Helping communities prosper through value-added partnerships

Hastings County is recognized and valued as an opinion leader and change advocate

Services to people and communities are delivered by caring and professional staff

DEPARTMENT STRATEGIES

<p>“ Enhance communications with internal and external stakeholders through timely reports, releases and meetings</p> <p>“ Continue to promote a positive and consistent profile of the County</p> <p>“ Keep member municipalities informed on issues that will have direct impact on them</p> <p>“ Utilize all forms of social media to highlight success and provide relevant information on a regular basis</p>	<p>“ Be open to opportunities to improve local and County operations</p> <p>“ Seek opportunities to partner with senior levels, member municipalities and the EOWC to find and/or develop funding opportunities for infrastructure and new programs</p> <p>“ Strengthen ties with Federal and Provincial officials in search of effective partnerships</p> <p>“ Seek opportunities to promote economic development with individuals and businesses across the County and eastern Ontario</p>	<p>“ Maintain a leadership role on the Eastern Ontario Wardens’ Caucus that will ensure the needs of our constituents and of Eastern Ontario are coordinated and presented to upper levels of government effectively</p> <p>“ Continue to be supportive and active in AMO and other similar organizations</p> <p>“ Look for ways to heighten the profile of Hastings County and eastern Ontario as a place to live and conduct business</p> <p>“ Work with the HCCTA and similar organizations to share and address items of common interest</p>	<p>“ Embrace a focus on supporting people and communities through effective and efficient provision of services to families, individuals and businesses</p> <p>“ Support the ongoing enhancement of the skills and abilities of County employees</p> <p>“ Ensure the management of Corporate Records is in accordance with all provincial legislation and best practices</p> <p>“ Promote openness and transparency in County operations</p> <p>“ Support new or improved approaches to serving clients and the public</p>
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Finance

STRATEGIC
PRIORITIES

Effective Financial Management

Financial Sustainability

Administration of Justice

Visionary Leadership & Strong Partnerships

OUTCOMES

Support departments in delivering services to clients

Provide quality services at an affordable cost

Integrity of the administration of Justice, judicial independence and fair hearing

Communities, businesses, agencies and government work effectively together

Provide efficient and value-added services to operating departments.

Hastings County will maintain a strong financial position in order to deliver quality services

Hastings County is recognized as providing a modern, efficient and effective Justice system for the public.

Hastings County is acknowledged as a committed and effective leader in local, regional and provincial municipal financial matters.

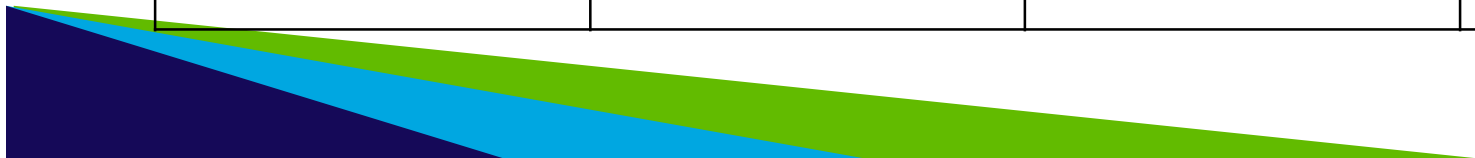
DEPARTMENT STRATEGIES

- ~ Support departments in setting and monitoring budgets
- ~ Provide financial analysis to support decision-making and achievement of departmental goals and objectives
- ~ Continue to develop financial policies and procedures to promote effective risk management and internal controls
- ~ Work with Human Resources to ensure timely and accurate payroll administration
- ~ Through transparent and competitive purchasing process ensure accountability to the public

- ~ Develop Long-term capital plan to ensure proper asset management
- ~ Identify opportunities to capitalize on funding opportunities and seek innovative funding solutions
- ~ Secure funding for asset replacement
- ~ Provide a stable tax levy
- ~ Lead, promote and encourage energy management initiatives and projects

- ~ Provide timely and accurate processing of offences to ensure quick resolution and fair hearing for public
- ~ Work in compliance with the MOU and the Ministry of Attorney General
- ~ Ensure proper processes are carried out to secure collection priority of unpaid fines
- ~ Ensure independence of the Judiciary and the Prosecutor

- ~ Create reliable working relationship with vendors, departments, partners, industry and governments
- ~ Engage in strategic professional groups to ensure the County's position is heard and understood
- ~ Active participation in professional associations
- ~ Continue to support the financial management of the EOWC and EORN



Emergency Services

STRATEGIC
PRIORITIES

Optimal Response

Respond in a coordinated and efficient manner

Our Paramedic Service will deliver appropriate patient care in a timely manner.

Delivering the Highest Medical Standards

Communities, businesses and governments working together

Our Paramedic Service will deliver the highest quality of evidence based medical care.

Emergency Management

Hastings is a leader in local, regional and provincial advocacy for positive change

Hastings County Emergency Management Program continues to identify critical functions to prepare, coordinate and/or respond to emergencies.

Leadership

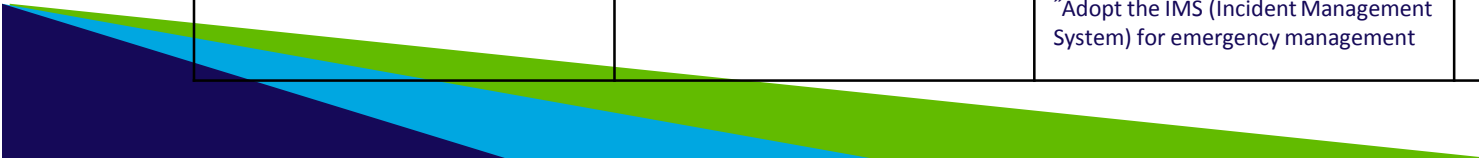
Recognized as a leader in Paramedic Services

Hastings County is acknowledged as a committed and effective innovative leader in the profession.

OUTCOMES

DEPARTMENT STRATEGIES

<p>“Ensure that the deployment plan meets current and future needs. “Explore innovative technologies and approaches to support optimal response (i.e. Community Paramedicine and RPM). “ Ensure that all bases are strategically located and designed to deliver future community care. “ Explore alternate fleet and staffing options to decrease workload and increase efficiencies to ensure public safety needs are met. “ Increase collaboration with other internal and external partners /agencies for multiple treatment and destination options.</p>	<p>“ Through recruitment and education opportunities, strive to achieve 1 Advance Care Paramedic in each ambulance. “ Development of continuous quality improvement programs that align with best practices “ Continuing to invest in research to demonstrate new programs and technology, that ensure paramedics are linked with resources. “ Continuing to enhance medical education and broaden the scope of practice for paramedics . “Establish a patient and staff safety model to monitor, review, and continuously improve the service. “ Integrate with healthcare partners anticipating shift in hospital pressures and aging community.</p>	<p>“ Strive to reach a comprehensive level of emergency preparedness “Plan for surge capacity concerns when unplanned events arise “ Review and update the emergency management plan to identify gaps and priorities. “ Foster partnerships with other departments and allied agencies and stakeholders. “ Continue to support member municipalities and separated cities in Emergency Programs. “ Increase interoperability in both technology and operations. “Ensure that the primary and secondary emergency operation centers are functional. “ Provide support and coordination of resources throughout emergency events. “Increase resilience through training for emergency preparedness. “Adopt the IMS (Incident Management System) for emergency management</p>	<p>“ Connecting data sources to monitor system capacity and increase the range of mobile healthcare. “ Engage the community on valued expectation, and new delivery models for patient care. “Engage non-traditional partners for measuring effectiveness of strategies. “ Engage staff in collaboration to connect on ideas, resources and technology, to operationalize future initiatives “Continue to participate and support the Ontario Association Paramedic Chiefs, Paramedic Chiefs of Canada and organizations that advance the paramedic profession</p>
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Information Technology

STRATEGIC PRIORITIES

Best of Class Service

Stable and Scalable Infrastructure

Corporate Resource

Leadership and Strong Partnerships

OUTCOMES

Focused on IT service delivery

Provide a Secure and Scalable infrastructure

Coordinated approach to corporate business needs

Regional IT Leader

Provide efficient and consistent service to all departments.

Hastings County's information Technology infrastructure reliably supports County needs

Hastings County's IT and GIS services deliver projects and services that meet business needs

Hastings County is acknowledged as a committed and effective leader in local, regional and provincial municipal Information technology matters.

DEPARTMENT STRATEGIES

<ul style="list-style-type: none"> ~Build IT Services around ITIL framework, aligning IT service with business requirements ~Provide measurable service to all departments that meet or exceed service level agreements ~Ensure timely and proactive service delivery ~Engage business units on service needs 	<ul style="list-style-type: none"> ~Protect the County electronic Infrastructure from cyber threats ~Provide Security focused delivery of applications and services ~Provide and maintain robust, flexible IT infrastructure for County operations ~Develop and implement a planned lifecycle for IT infrastructure ~Develop short and long term strategies for IT services and infrastructure requirements 	<ul style="list-style-type: none"> ~Implementation of key Corporately guided business systems ~Implementation of Corporate IT Policy Framework ~Corporately guided IT governance ~Support departments in the delivery of their services ~Providing a central information warehouse to be actively engaged during an emergency ~Expand user friendly, web-based GIS applications for municipal staff, external agencies and the general public ~Maintain accurate digital aerial photography as a key layer to the GIS 	<ul style="list-style-type: none"> ~Establish strong relationships with municipal partners ~Support the members municipalities with IT matters where appropriate ~Participate and contribute to regional projects Active participation in professional associations ~Develop of a Hastings County IT Working group in conjunction with the 14 member municipalities
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Long Term Care Services

STRATEGIC
PRIORITIES

Resident Satisfaction

Effective Communication

Leadership

Strong Partnerships

OUTCOMES

Positive experience
for residents and
families

Residents and families fully
informed and positive public
image

Preferred Choice of Residents
and Families

Residents, Family, Agencies,
Government and Homes
Working Together

Hastings County will ensure that residents will always be the first priority.

Hastings County supports clear and effective communication between residents, families and employees.

Hastings County is recognized as a leader in long term care.

Hastings County will continue to develop strong partnerships.

DEPARTMENT STRATEGIES

- ~To ensure that the Resident's are safe, comfortable and secure
- ~Implement innovations and best practices to enhance residents quality of life
- ~Effectively identify mitigate and manage risks
- ~Ensure residents Bill of Rights are supported and embraced
- ~Principles of independence and dignity are respected
- ~Provide appropriate and timely access to care
- ~Support a multi disciplinary approach to resident care

- ~Promote a culture of openness by encouraging communication with residents, families and the public
- ~Maximize effectiveness and innovation through the use of technology
- ~Engage the residents and families through the active involvement with the Residents Council and the Family Council

- ~ Design and implement best practices for healthy aging strategies to enhance quality of life
- ~ Explore the opportunities/partnerships for the development of assisted living facilities
- ~ Provide public Wi-Fi throughout both homes
- ~ Investigate ways to provide café services at Hastings Manor
- ~ Continue to investigate Innovative resource utilization to meet current and future demands
- ~ Maintaining accreditation designation for both homes
- ~ Engage and promote healthy living for the residents and senior community

- ~To continue to build partnership with residents and families in building trusting relationships.
- ~To continue to recruit volunteers and recognize the valuable role they play in our homes
- ~Enhance ongoing collaboration with community partners.
- ~To maintain and encourage a positive relationship with Loyalist College and other educational institutions
- ~Continue to recognize the positive contribution that the HM Foundation and the Friends of CM makes to the homes



Planning and Development

STRATEGIC PRIORITIES

Sustainable Land Use Planning

Supporting Member Municipalities

Communities Are Investment Ready

Accurate Land Use Information

OUTCOMES

New Official Plan & Community Secondary Plans

Delivery of Professional Planning & Support Services

Progressive & Professional Economic Development Services

Highly Developed & Accessible Geographic Information System

Hastings County updates & streamlines land use planning process

Hastings County makes planning and mapping services more accessible

Entrepreneurs choose Hastings County as a place to invest & live

Hastings County provides robust GIS System to support a variety of applications & projects

DEPARTMENT STRATEGIES

- Obtain Provincial approval for new Official Plan no later than 2017 and post updated policies and mapping on County website.
- Obtain delegated approval and be responsible for approval of own Official Plan Amendments
- Screen proposed developments together with Conservation Authorities for any potential negative impacts in source water protection areas.
- Facilitate local and regional economies and community development
- Investigate delegating further planning approval authorities to Director

- Prepare zoning by-law amendments, updates to comprehensive zoning by-laws and addressing other local planning matters
- Continued presence at members' planning committee and council meetings and Bancroft office
- Provide input/dialogue with Eastern Ontario Wardens' Caucus and Province on matters of mutual interest and concern
- Host educational planning workshops and provide regular updates and presentations at County Clerk-Treasurers Meetings.
- Complete a RFP process for the awarding of the E9-1-1 answering service by end of 2016 – early 2017.

- Support new and existing entrepreneurs with professional coaching
- Expand access to affordable high speed internet and cellular service
- Utilize social media to attract people and businesses
- Continue to implement action items from County Cultural and Tourism Master Plans
- Promote and maintain recreational trails for year round use
- Develop a Trails Master Plan
- Foster partnerships with local stakeholders and eastern Ontario municipalities
- Continue regular attendance in Bancroft office by staff
- Participate in a labour market and workforce analysis

- Enhance GIS with data layers developed through partnerships with a variety of stakeholders
- Support Hastings-Quinte Region 9-1-1 service by disseminating accurate civic address data promptly
- Promote GIS awareness in the County
- Provide support to County departments and member municipalities



Human Resources

STRATEGIC
PRIORITIES

Employer of Choice

**Facilitating positive
working relationships**

**Invest in our
Employees**

Accessible Service

OUTCOMES

**Attract, motivate and retain
the best employees**

**Champion a professional
and respectful workplace in
a safe environment**

**High performance culture of
motivated and dedicated
employees**

**Deliver accessible services
to the public**

Hastings County believes in being an Employer of Choice.

Hastings County will support individuals and departments in developing and maintaining positive working relationships.

Hastings County encourages continuous learning and provides opportunities for employee growth and development.

Hastings County respects the diversity of individuals and provides accessible service to all.

DEPARTMENT
STRATEGIES

“Develop, support and encourage an environment of open communication.

“Provide corporate learning opportunities

“Provide recruitment and retention support to all departments

“Demonstrate and develop strong leadership.

“Ensure that innovative programs, processes, policies and services are in place that will attract and retain talented employees.

“Continue to develop, review and revise corporate policies, programs and services.

“Strategize, recommend, facilitate and coach staff as leaders in developing, improving and maintaining positive working relationships.

“Establish and maintain partnerships with the unions.

“Support member municipalities in their recruitment and human resources needs whenever possible

“Negotiate collective agreements and settlements that are fair and financially responsible.

“Continue to promote Corporate Health and Safety .

“Develop, design and implement a corporate wellness program

“Coordinate the development of a corporate HRIS system

“Direct and support the development and provision of corporate learning opportunities to ensure alignment with the corporate vision, strategies and competencies and to ensure legislative compliance

“Research, evaluate and design new and emerging learning opportunities to continuously enhance our corporate opportunities.

“Continue to review and enhance existing policies to ensure that they meet the needs of the County and are in line with corporate objectives.

“Develop a talent management program

“Redesign and implement a corporate performance management system

“Develop policies and procedures that are consistent with the principles of independence, dignity, integration and equality of opportunity.

“Continue to train and raise awareness of accessibility issues to ensure legislative compliance.



Community and Human Services



STRATEGIC PRIORITIES

Assisting Residents in Need

Access to Safe and Affordable Housing and Reduce Homelessness

Integrated Service Delivery

Ensure Access to Affordable Quality Child Care

OUTCOMES

Appropriate Support is Provided

Residents in need are provided with affordable, suitable housing

Improved access to services for clients

Assisting Families with Child Care Needs

Hastings County will provide caring and responsive support to residents in need

Hastings County will increase the availability of affordable housing implement poverty reduction and homelessness strategies

Hastings County will provide integrated access to clients and residents

Hastings County promotes healthy child care development and recognizes the importance of fee subsidy and employment for families

DEPARTMENT STRATEGIES

- “Continue to deliver effective Employment programs based on the Better off Working principle, supported through the development of appropriate training programs
- “ Ensuring that clients are receiving income support through the most appropriate program.
- “Manage the annualized allocation of the Community Homelessness Prevention Initiative (CHPI) to address local priorities , including the need for additional transitional housing units
- “Develop a plan to support programs that reduce child poverty, provide transportation and support employment initiatives to replace the former SAR funding
- “Establish evacuation/reception centres in support of emergency events

- “ Implement recommended priorities and strategies of the ten (10) year Housing and Homelessness Plan, while sustaining efforts to expand new and additional, safe and affordable housing , in response to increasing demand
- “Transition from independent detached units to multi residential RGI units
- “Focus on the safety and security in all Hastings County units
- “Continually advocate for federal and provincial funding to support current and future affordable housing needs
- “Liaise with community agencies and advocacy groups to address homelessness
- “Administer the federal Homelessness Partnering Strategy (HPS) , supporting the identified priorities of the Belleville Community Plan

- “Improve coordination of the programs within the re-branded department of Community and Human Services to harmonize the delivery of programs
- “Create more efficient access to services for clients and residents
- “Conduct an annual evaluation of the integration model
- “Support the Community Safety and Well Being Steering Committee and Situation Table
- “Explore Community Hub satellite office concept with co-located community agencies throughout the County

- “Facilitate community advocacy and leadership for adequate and sustainable fee subsidy
- “Implement early learning and professional development programs to support community child care providers
- “To continue working with child care partners to build an early years system that supports children and gives them the best start in life
- “Support child care providers with the implementation and administration of the New Child Care and Early Years Act
- “Mentor/coach and provide professional learning opportunities that align with the views that are outlined with “How Does Learning Happen” philosophy
- “Continue to provide overall coordination of child care services in Hastings County
- “Continue to administer the Healthy Kids Community Challenge in partnership with the Hastings and Prince Edward Public Health



Major Projects Forecast 2016-2021



2016

Sale of Single Family Homes

The project to sell the 47 single family dwelling units and build 50 new attached units is underway with the project being phased over a target of 8 years

OPP Costing

The fourteen member municipalities have approved the County requesting an OPP costing for a County wide police contract. Staff are currently developing a criteria for the design of the County wide service.

Wild Parsnip Program

The majority of the member municipalities have requested that the County investigate the delivery of a County wide wild parsnip control program. Work will begin in 2016 with a survey of the extent of the infestation with a spray control program to be proposed for 2017.

Human Resources Information System

This project will be led by the Human Resources and Information Technology departments to develop an HRIS system that will integrate Payroll, Human Resources and Scheduling Systems for all County departments

YARDI Upgrade

A software upgrade that will enhance the efficiencies of the Housing operations and integrate with Great Plains (Accounting Software)

Countywide Trails Master Plan

Develop a trails master plan for the entire County which may include motorized and non-motorized

Official Plan Update/Approval

The Planning and Development Department will undertake public consultation once comments from the MMAH one window review have been received.



Major Projects Continued

2016

Rebranding County Highway Signage

To establish a presence on the 401 corridor and major routes leading into Hastings County

Connecting County/Municipal Facilities to Fibre

Establish fibre connections to 14 County sites

Examine possibilities for member municipalities to get fibre connections

Hastings Manor Carpet Replacement

Current flooring is 12 years old and in need of replacement.

North Hastings Professional Building – Air Make Up

Replacement of the air make up units original to Centennial Manor

County Succession Plan

Enhance the County Succession Plan by identifying key positions eligible for retirement

Forest Management Plan and County Forester

Establish the Forest Management Plan working group to review the draft by-law and provide comments

County Wellness Strategy

To develop a corporate wide wellness program to assist in reducing sick leave and benefits costs

Corporate Customer Complaints Management System

Establish a Corporate Customer Complaints Management System



Major Projects Continued

2016-17

Sale of Single Family Homes

The project to sell the 47 single family dwelling units and build 50 new attached units is underway with the project being phased over target of 8 years

Review of Affordable Housing Opportunities

Staff are to undertake a review of the housing needs according to the 10-year housing and homelessness plan to assist with the reduction of the waitlist

Recruit a Planning Technician

Comments were received from many member municipalities that the support they receive from the Planning and Development department is integral to their operations and that enhancing the planning staff compliment would be beneficial

Examining Need/Business Case for an Additional Ambulance Base

To undertake a review of the response times across the County and determine the ideal locations for our ambulance bases

Review of Community Paramedicine

Following favourable review of the Cost benefit analysis of the pilot Community Paramedicine Project, develop and implement a plan for sustainable funding of the service

Review of Hastings Manor Lands – Seniors’ Assisted Living Project

Develop a business case on the best use of the Hastings Manor lands with consideration of Senior’s assisted living projects or affordable housing

Shared Services Review

Assist members whenever requested to identify and develop opportunities to share services and reduce costs

Examination of the Development of Community Hubs

Explore Community Hub satellite office concept with co-located community agencies throughout the County



Major Projects Continued



2016-18

Sale of Single Family Homes

The project to sell the 47 single family dwelling units and build 50 new attached units is underway with the project being phased over a target of 8 years

Property Improvements Hastings Centennial Manor/Professional Building

Determine the parking and sidewalk requirements

Electronic Document Management System

In accordance with best practices develop and implement an Electronic Document Management System

2016-2021

Sale of Single Family Homes

The project to sell the 47 single family dwelling units and build 50 new attached units is underway with the project being phased over a target of 8 years

