Helping Local Business Thrive

TRENVAL

2026-2029

Strategic Plan

Approved by Trenval Board of Directors July 22nd, 2026

Founded in 1987, Trenval Business Development Corporation (Trenval) is a federally and provincially funded, not-for-profit organization that advances entrepreneurship, small business growth, and community economic development across Eastern Ontario. Through the Community Futures Program and the Small Business Centre, Trenval provides business advisory services, access to capital, and strategic partnerships that help entrepreneurs start, start, grow, and expand their businesses.

Trenval receives core operational funding from the Federal Economic Development Agency for Southern Ontario (FedDev Ontario) to deliver Community Futures programming. Trenval also manages the provincially funded Small Business Centre program under the Ministry of Economic Development, Job Creation and Trade.

This Strategic Plan provides direction for Trenval for the next three years (2026–2029). It articulates the vision, mission, and values that guide the organization and establishes a series of strategic priorities, objectives, and actions designed to strengthen organizational sustainability and maximize impact across the communities we serve.

Trenval's service area includes the City of Belleville, the City of Quinte West, the Municipality of Stirling-Rawdon, the Township of Tyendinaga, the Town of Deseronto, and the Tyendinaga/Mohawks of the Bay of Quinte. While the Small Business Centre service area includes Quinte West, Belleville, Hastings County, Lennox and Addington County and Prince Edward County. Collectively, these communities represent a population of approximately 210,000 residents and more than 10,000 businesses, the vast majority of which are small and medium-sized enterprises. The region continues to experience steady population growth, increased demand for housing and services, and persistent workforce challenges, all of which create both opportunities and pressures for local businesses and communities.

Trenval is governed by a 12-member volunteer Board of Directors composed of entrepreneurs and business leaders who reflect the geographic, professional, and cultural diversity of the region. The Board provides strategic oversight and fiduciary stewardship to ensure the organization remains responsive, accountable, and aligned with community needs.

The Strategic Planning Process

The purpose of this strategic plan is to establish a shared understanding of the opportunities and challenges facing our region and to identify the priorities that will guide Trenval's work over the next three years.

The planning process began with a facilitated visioning exercise led by an external consultant and involving Trenval's Board of Directors, staff, and key stakeholders. This exercise explored emerging trends, organizational strengths, and opportunities to increase Trenval's impact and long-term sustainability.

Building on this input, a set of strategic pillars was developed to define the organization's desired future state. These pillars were then tested and refined through a second round of consultations with regional stakeholders, including municipal partners, economic development professionals, and members of the entrepreneurial ecosystem.

Once the strategic pillars were validated, detailed objectives and actions were developed in consultation with community partners to ensure the plan reflects regional priorities, leverages collaboration, and focuses on areas where Trenval can provide the greatest value.

This strategic plan will guide the allocation of financial and human resources, align Board and management decision-making, and provide a framework for measuring and reporting progress to clients, funders, and stakeholders.

Trenval will continue to work collaboratively with municipalities, Indigenous partners, educational institutions, business organizations, and other stakeholders to strengthen entrepreneurship, improve access to capital, and support economic growth throughout the region.

Vision, Mission, Values and Quality Standards

Vision

Create and support a vibrant local business community.

Mission

To promote successful entrepreneurs, businesses and economic growth through community partnerships, investment and mentorship.

Values and Quality Standards

The board and staff adhere to core values and quality standards.

Adopting these principals assures clients, stakeholders, funders and communities that they can rely on Trenval to engage fairly and ethically in all of our interactions.

Core Values

Honesty
We will be genuine, fair, truthful and sincere in all our dealings.

Respect
We will show consideration and deference for the contribution of others.

Trust
We will behave responsibility and honourably, through open, approachable and a transparent atmosphere that encourages candor.

Openness
We will share information in a timely fashion, respecting the need for prudence and confidentiality.

Results
We will create positive community outcomes through innovation, entrepreneurial leadership, excellent client care and strong partnerships.

Quality Standards

Governance
We operate using a governance model based on regularly reviewed written policies and procedures that encompass our operational needs.

Professionalism
Our volunteers and staff adopt the core values, strive for excellence and seek out opportunities for continuous improvement.

Communications
We communicate both internally and externally reflecting our core values in a timely, responsive and effective manner.

Accountability and Transparency
We are accountable to our communities, funders and each other to meet or exceed expectations, while reflecting on core values.

Pillars and Objectives

Pillars are the desired outcomes and impacts we want to achieve and that provide the direction for the strategy.

Objectives are the desired outcome that we want to achieve as a result of the pillar.

Actions/KPI's are the specific, measurable steps required to achieve the goals and objectives.

Together the pillars, objectives and actions provide the detailed outline of what we want, will achieve and the specific steps to get there. The following section provides a summary of the pillars and related objectives followed by actions/KPIs.

Trenval Strategic Priorities (2026–2029)

Building on the foundation established in the previous strategic plan, Trenval's 2026–2029 Strategic Plan positions the organization to evolve from a strong and stable service provider into a more ambitious, growth-oriented economic development organization. Through the Community Futures Program and the Small Business Centre, Trenval supports entrepreneurship, small business growth, access to capital, and community economic development across the region. The following strategic pillars are designed to deepen our impact, strengthen collaboration, diversify revenue, and ensure long-term financial sustainability while complementing the work of municipalities, educational institutions, and other partners in the entrepreneurial ecosystem.

Pillars, Objectives, and Actions

Pillar 1: Deliver Measurable and Scalable Impact for Our Communities

Objectives:

- Demonstrate clear and quantifiable impact to funders, stakeholders, and communities.
- Diversify revenue through new contracts, partnerships, and earned-income opportunities aligned with our mandate.
- Build financial capacity to support innovation and long-term sustainability.
- Expand service delivery into underserved communities.
- Evaluate opportunities to improve efficiency, scale, and organizational resilience.

Strengthen Trenval's ability to generate quantifiable economic outcomes while diversifying revenue sources to ensure long-term organizational sustainability.

Actions

Action	KPI's
1. Develop and publish an annual report and quarterly impact dashboard and report	Publish annual report; quarterly dashboard updates; stakeholder satisfaction >90%
2. Pursue new funding and earned-income opportunities	Number of proposals submitted; success rate; value of new revenue secured

3. Build a long-term investment and reserve strategy	Reserve balance; months of operating coverage; investment income as % of operating budget
4. Secure supplemental municipal and partner funding	Number of contributors; annual dollars secured
5. Assess strategic opportunities to enhance efficiency and scale	Create assessed opportunities report; recommendations developed; efficiencies identified

Pillar 2: Become an Essential Partner in the Entrepreneurial Journey

Objectives:

- Clarify Trenval's value proposition and communicate through marketing.
- Expand access to specialized expertise through partnerships and programming.
- Strengthen referral relationships.
- Improve awareness and understanding of Trenval's services.

Position Trenval as a trusted and indispensable partner for entrepreneurs by clearly defining and communicating our role within the regional business support ecosystem.

Actions

Action	KPI's
• Develop a concise value proposition and integrated marketing plan	• Create and roll out marketing plan; increase in website traffic; increase inbound inquiries; aided awareness survey results
• Build and maintain a vetted network of professional service providers and referral partners	• Number of active referral partners; referrals generated; client utilization of partner services
• Deliver targeted programming and workshops based on identified business needs	• Number of workshops delivered; attendance; participant satisfaction; conversion to advisory or lending clients
• Implement a structured client aftercare and referral program	• Follow-up completion rate; repeat client engagements; Net Promoter Score; success stories captured annually

Pillar 3: Catalyze Growth Through Strategic Investment and Collaboration

Objectives:

- Identify priority sectors and economic opportunities through collaboration with community partners.
- Strengthen Trenval's role as a catalyst for community-led economic development.
- Measure community-level outcomes.

Deploy Community Economic Development resources and partnerships to support projects and sectors that align with municipal and regional priorities.

Actions

Action	KPI's
• Conduct regional environmental scans and sector analysis with municipal and industry partners	• Identify priority sectors; partner participation; strategic opportunities documented
• Develop and implement sector-specific initiatives in partnership with stakeholders	• Number of collaborative initiatives launched; partner contributions leveraged
• Measure and report on jobs, investment, and broader community outcomes	• Jobs created or maintained; businesses supported; capital investment influenced

Pillar 4: Strengthen Access to Capital and Investment Relevance

Objectives:

- Modernize lending products and policies.
- Increase capacity to support larger and more complex financing opportunities.
- Optimize investment fund performance.
- Strengthen investment governance and risk management.

Ensure Trenval's financing products remain responsive to evolving business needs and maximize the economic impact of the investment fund.

Actions

Action	KPI's
• Review and update lending policies and financing products	• Complete policy review; number of new or revised loan products launched
• Expand co-lending and referral partnerships with complementary lenders	• Number of active lending partnerships; capital leveraged through partnerships
• Increase lending flexibility and average loan size	• Average loan size; annual loan volume; number of loans above $300K threshold.
• Conduct annual reviews of investment performance and guidelines	• Complete annual portfolio review; investment return; portfolio at risk; loan loss ratio •