



Town of Greater Napanee Corporate Strategic Plan

Strategic Plan
Version: September 15, 2022

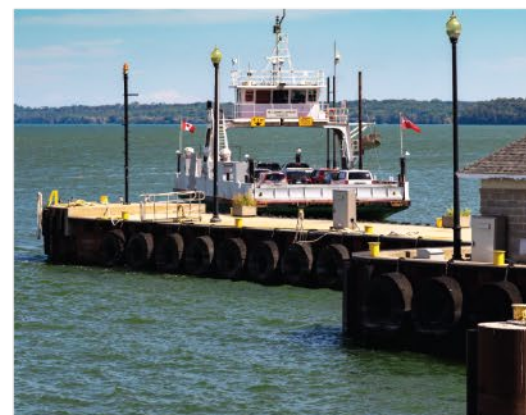


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Message from the CAO

The Strategic Plan for the Town of Greater Napanee represents a foundational element of the management of the Town, today and into the future.

This document establishes the core elements of who we are as a community and what we want to achieve, together. It has been constructed with the help of residents, both in groups and individually, council, and several sessions with staff. I would suggest there is nothing in this document that should come as a surprise, the value is in its completeness, its relationship with other plans we have in place and its multi-year view on the work we need to do.

The Vision and the Mission statements should be enduring, as should the values of what we expect of our team members and this with whom we interact. These statements represent what we expect, what we strive for and make it clear for all members of the organization, who we are and what we are trying to achieve.

Staff will use this document as a roadmap for the work we need to do over the upcoming years. There will be changes that may influence our work year to year, but this document allows us to have a singular focus on what we need to do as a staff. It will also be useful as a basis for measurement; have we done what we set out to do?

I look forward to providing updates to council and residents (at least on a quarterly basis) as to our progress on these important priorities.

1.0 Town of Greater Napanee Strategic Framework





2.0 Introduction: Planning for a Future Defined by the Community

Our Community and History

The Town of Greater Napanee (the Town) is a vibrant community in Eastern Ontario stretching from the shores of the Bay of Quinte on Lake Ontario north to Roblin. The Town has a rich history that is highlighted through our beautiful waterfront, parks, community events and historic buildings. The growth and prosperity of the Town has been supported through agricultural and industrial roots which provide the community with a unique blend of strong community connections with urban amenities and conveniences.

As the Town looks to the future, we have a unique opportunity to capitalize on our own strengths and respond to trends observed across the province to move to promote a future that inspires opportunities for current and future residents. Working towards a future that benefits all residents calls for more in-depth, rigorous analysis and planning than done previously. Thus, this Strategic Plan is one of the initial steps that the Town is taking to gather a more holistic view of its unique evolving needs as well as diligently plan for the future.

Our Strategic Plan

Our Corporate Strategic Plan (Strategic Plan) serves as a roadmap for both the community, and the Corporation that is the Town. The Strategic Plan provides a framework for us to use for decision-making as we prioritize initiatives and work towards a long-term Vision for the community.

The Strategic Plan provides the key direction for the Town to ensure that community priorities are well understood and opportunities for the future clearly defined.

Our Strategic Plan recognizes the opportunity facing the Town to capitalize on the fundamental shifts in Ontario's demographics. The aging population, combined with trends seeing younger families leaving large urban centres presents an opportunity for the Town to define and manage how our community grows. With the beauty of our natural landscape, proximity to major urban centres, and modern amenities, we can position ourselves as an ideal location for individuals looking to prosper in a community-minded Town.

Our growth, and recovery from the COVID-19 pandemic needs to be planned and managed. The Strategic Plan reflects the strong desire from residents to maintain our community look and feel – and to pay respect to our history. The importance of recreational activities, especially for youth

has been highlighted throughout our Strategic Plan in a way that balances those traditional activities the Town is known for – including our successful hockey and baseball legacy – with new activities and services increasingly being requested by the community.

The Strategic Plan outlines our path forward for creating opportunities for current and future residents by setting out our commitments to service levels and activities; good, responsive governance; cultural diversity and promotion; and sustainable development.

The combined efforts to respond to changes in the community while maintaining effective and efficient operations, can divert any municipality in many different directions. The purpose of the strategic planning process undertaken by the Town was to identify key areas of focus to select and prioritize opportunities to best serve the community for today and tomorrow!

Our Strategic Plan is responding to numerous trends and resident expectations

- **The shifting demographics of the population** – The Town has experienced and continues to experience an ageing population. More recently however, there has been an increase in the number of new residents coming from urban centres to make the Town their home in response remote working opportunities resulting from the COVID-19 pandemic.
- **A variety of interests are emerging from the community** – The Town has a proud history of providing great opportunities to enjoy hockey and baseball amenities, but more recently the demand for more diverse activities in sports, recreation, arts and culture has been building up. These new requests by new and long-term residents will help shape the future identity of our community.
- **Recovering the community post-pandemic** – Across the Province and around the globe, the COVID-19 pandemic required a pause in normalcy. As we emerge from the pandemic, it is time to re-build and re-establish our community events so that we can come together and welcome visitors.
- **Increasing pressures to modernize services** – As more technologies are being introduced across every aspect of our lives, our service delivery mechanisms need to match resident expectations by adopting compatible technologies.

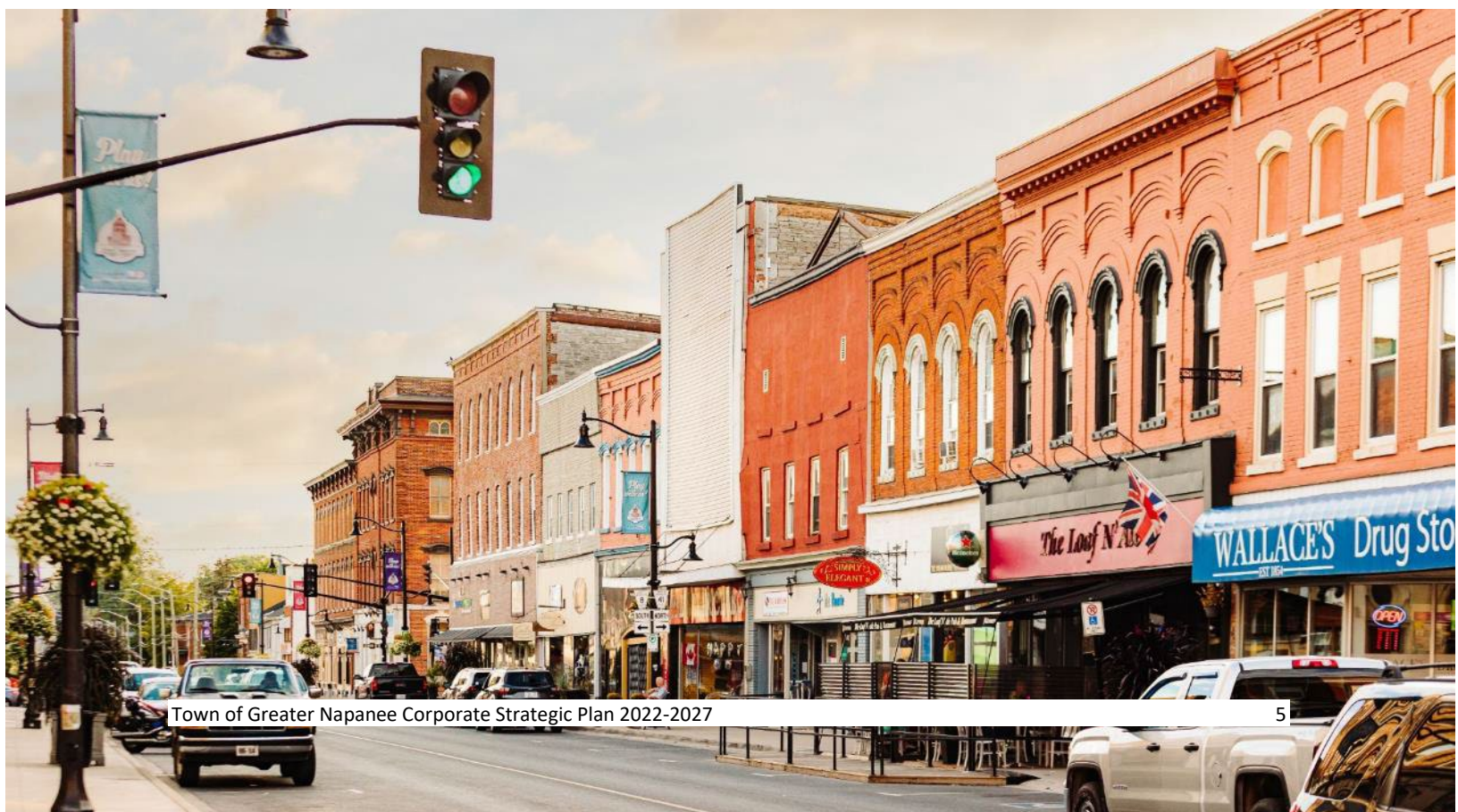
3.0 Town of Greater Napanee Strategic Plan

The Town's Strategic Plan builds on our rich history while proactively planning for the future to ensure current and future residents have opportunities to thrive in our community. The Plan responds to themes and resident feedback identified during our planning activities.

3.1 Our Vision for the Future of Our Community

An active and vibrant community, inspired to create opportunities for current and future residents.

We strive for a community that is active and vibrant. This means continuing to develop our strong sense of pride, ensuring our residents feel safe and secure and promoting connectedness across all corners of the Town. We must make sure that our residents, both those currently residing in the Town, and those who will move to the Town in the future, are provided with opportunities to thrive. These opportunities may be for employment success or business growth; a fulfilling retirement; advanced education or skills training; recreation, leisure and cultural enrichments; access to modern amenities, or other avenues that enhance our residents' quality of life.



3.2 Our Mission

Deliver on an exceptional standard for sustainable municipal services and foster an engaged community for people and businesses.

Our Mission summarizes what the Town's Council and Administration are committed to each and every day to move our community closer to our Vision. The Town's Council and administration are committed to creating an environment that all residents and businesses are proud to support and call home. We are committed to delivering exceptional services that are sustainable and support a lifestyle that individuals from various walks of life can enjoy.

An engaged community is a key component of our Mission. The Town's administration and staff will work to foster a healthy environment for community engagement, while Council and residents also have a role to play in supporting engagement.

What this means for the Town's Administration and Staff

For the Town's administrative leadership this sets the tone for good governance and stewardship will build a culture that will deliver sustainable performance. Openness and accountability will be a focus on how we do things, and we will ensure that accountability is carried out throughout the organization. This also means taking on a strong leadership role within the community to ensure that goals are being met, and readjustments are being made to ensure the supporting systems and structures are in place.

For staff this means understanding job roles and responsibilities to ensure that they can effectively and efficiently serve the community. The Town's staff will be empowered to identify new opportunities to better serve the community and proactively address concerns or gaps they identify. Clear communication with staff will enable them to seek out supports and assistance when required.

What this means for the Town's Council

For Council, this means working to provide a vibrant, safe community which promotes healthy living and supports business growth. Council's connection to the community and appropriate communication of priorities to the Town's administration will be critical to ensuring the Town's efforts remain focused on resident needs.

What this means for the Town's Residents

For our residents and community, this means actively engaging and participating in the processes, and having a voice in the direction the Town is headed. This Strategic Plan has been built around what we heard from the community, and with the needs of our residents in mind. However, as we move forward, residents are encouraged to continue making their voice heard as we head towards achieving our goals to achieve our Mission. Meaningful engagement – be it through dialogue or volunteering is a foundation to empowering our residents and ensuring that they remain a part of building our solutions.

3.3 Values

Our core Values reflect the culture, behaviours and principles that are encouraged and rewarded across the organization. The Values we have defined will support the establishment of a performance culture and positive mentality among our staff and partners. Leadership will work to recognize and reinforce these Values as our teams display them on an ongoing basis. Not only are these Values promoted within our internal culture, but they are essential in how we interact with our broad range of stakeholders. We will hold ourselves accountable to living these Values through consistent and measurable monitoring.



Respect – Actively listen to all individuals and act towards others with dignity. Promote a sense of shared service towards the community and fellow staff. Apply a customer-service lens to all of our resident and business facing interactions.



Leadership – Lead boldly and by example and through involvement in the positive development of the Town’s culture and community fabric. Enable and encourage staff and members of the community to take ownership of emerging opportunities or address common challenges in the community.



Progressive and Accommodating – Embrace the future opportunities that face the Town. Encourage new ideas and new ways of serving the community that bring innovation and responsiveness to the community. Act in ways that ensures the growth of the Town represents the diversity of our population and businesses and celebrated history.



Accountable – Follow through on commitments made with action and clear communications. Embrace measurements and reporting to promote transparency in the commitments made and achieved.



Collaborative – Work together with staff from across the Town and our partners in a ‘one-team’ mentality. Respect individual roles and accountabilities while promoting knowledge sharing and teamwork to move the Town forward.

3.4 Success Factors

To fulfill our Mission and achieve our Vision, we must focus on key areas for the biggest impact. For the next five (5) years, our focus will be on five (5) Success Factors that will advance our organizational capabilities to become a desired location for living.



In the pages that follow, more details are provided about each of these Success Factors, our anticipated outcomes and how we will measure our progress and success.

3.4.1 Success Factor 1: Fostering Economic Growth

Fostering economic growth will address key issues heard by stakeholders on increasing the attractiveness of the Town as a place to meet different lifestyle needs. Resilient communities provide citizens with meaningful work, provide necessary resources for supporting, maintaining, and growing municipal services, and help attract and retain residents. We will encourage, support, and promote business development to help grow our Town's local economy.



For the Town, this means we will:

- Institute integrated, long-term impactful planning to make sound investments that attract thriving industries, promoting new business development
- Promote access to the modernized infrastructure residents and businesses require for continued economic success
- Determine our role to effectively advocate and support viable economic growth
- Work with Downtown businesses to promote a year-round vibrant Downtown area
- Recognize the full value innovation potential of agricultural businesses and promote opportunities and partnerships to grow and expand these businesses (e.g. post-secondary cooperation; technology demonstrator; low environmental impact agriculture)
- Promote our community as a local year-round destination with events and attractions for residents and visitors throughout the community (e.g. Christmas Lights; summer farmers markets and farmgate sales; fall festivals and orchards; etc.)

Expected Outcomes:

We will know that we are being successful in this area if we can demonstrate:

- Increased business growth and employment opportunities
- Increased community participation in community events
- Economic diversification and innovation aligned with Town strengths and differentiators

3.4.2 Success Factor 2: Promoting a Healthy and Safe Community

Where we choose to set our roots has a major role in shaping our health. Promoting a Healthy and Safe Community will create an environment where residents are supported on their wellness needs journey. Addressing health challenges and inequities will require new partnerships and collaboration between the built environment and public health practitioners to promote healthier communities. In addition to health promotion, we are also committed to the safety of our community and to creating a responsive, proactive, and integrated public safety presence.



For the Town, this means we will:

- Engage with diverse residents and community groups to understand recreational and health interests and needs
- Determine infrastructure and maintenance requirements to support the delivery of services (e.g. set SLAs for fields and assets) and alignment to the Town's Recreation Master Plan
- Facilitate cross collaboration across different interest groups and associations (e.g. soccer club hosting a tournament featuring art displays)
- Coordinate with regional partners to address complex social and health challenges in the community and surrounding areas
- Facilitate an integrated planning approach that brings together police, emergency services, hospital, community care, mental health and social service providers, recreation, etc. that collectively leverage their respective roles to holistically create a healthy, safe and active community

Expected Outcomes:

We will know that we are being successful in this area if we can demonstrate:

- More diverse arts, recreational and well-being programming in the community to various community demographics
- Increased collaboration across different interest groups
- Increased community participation and satisfaction
- Integrated planning to address increasing complex social and health issues in the community

3.4.3 Success Factor 3: Facilitating a Green & Sustainable Environment

The Town's natural landscape and resources provide an environment that facilitates healthy community living and development that needs to be preserved over time. Integrating climate and sustainability considerations into our decision-making processes will allow us to provide the right infrastructure and green space requirements that address the needs of our growing community. We will continue to encourage and support environmentally friendly practices and advocate for environmental protection.



Facilitating a
Green &
Sustainable
Environment

For the Town, this means we will:

- Identify and implement programs to increase waste diversion and reduction for both municipal operations and for our residents and businesses
- Attract, promote, and make investments in the future of green infrastructure including electric vehicle (EV) charging networks
- Commit to energy consumption and carbon emission targets and standards associated with our municipal fleet and buildings; review municipal processes and practices for opportunities to increase promotion of greenspace, reduce environmental impacts, and promote the natural environment.
- Promote the efficient use of water and wastewater services through the promotion of green infrastructure in treatment and water reduction programs and incentives
- Promote the adoption of sustainable businesses and support our businesses in becoming leaders in the region for sustainable practices
- Engage with residents to develop ongoing dialogue surrounding expectations and needs for greenspace throughout the community
- Work with Conservation Authority partners to ensure the protection of our natural environment for today and future generations, creating a balance of leveraging natural resources for community living and development while preserving the environment

Expected Outcomes:

We will know that we are being successful in this area if we can demonstrate:

- Development and achievement of sustainability and greenhouse gas reduction targets for all aspects of the Town's operations
- Increased availability of green infrastructure throughout the Town, including EV charging sites
- Increased resident satisfaction with the availability and quality of green space

3.4.4 Success Factor 4: Modernizing Systems for Effective & Efficient Service Delivery

Municipalities including our own need to be both efficient and nimble, while also ensuring that services remain sustainable now, and into the future. Our goal is to provide financially sustainable services and programs, through direct and efficient service delivery that allows the Town to thrive. This will be done through leveraging our culture of continuous improvement to identify opportunities to improve service delivery.



Modernizing
Systems for
Effective &
Efficient
Service
Delivery

For the Town, this means we will:

- Provide great customer service to meet or exceed the expectations of residents and businesses by engaging with individuals in the method they prefer and through flexible hours.
- Provide clear and measurable service level agreements and expectations for the delivery of services throughout the Town
- Promote a continuous improvement approach to our operations and make investments in the right tools, technology, and equipment necessary to deliver high quality services
- Ensure Municipal assets are well maintained, funded and managed to ensure long-term sustainability and maximize value for money
- Continue to develop and execute on long-term roads and infrastructure strategies and Utilities Master Plan
- Develop mechanisms to gather regular and ongoing feedback from representative groups of the community to advise on the future of the Town. (e.g. Advisory groups for youth, seniors, new-immigrants, etc.)

Expected Outcomes:

We will know that we are being successful in this area if we can demonstrate:

- Enhanced operational efficiency
- Increased resident satisfaction with customer service
- Long-lasting and well-maintained infrastructure to meet the Town's needs

3.4.5 Success Factor 5: Developing a High Performing Accountable Workforce

Public trust is a key indicator of the success of a municipality. Leading and stewarding the team to achieve high performance and demonstrate accountability can improve morale, collaboration and service delivery. Through open, transparent, and effective communication, we can develop and foster a strong relationship with our residents. We are committed to providing great value for our community and staff by improving the way we do business.



Developing a
High
Performing
Accountable
Workforce

For the Town, this means we will:

- Retain and develop staff talent by investing in opportunities for career growth and development through professional development, and clarity on potential career paths
- Develop and report on Key Performance Indicators for Town operations to promote accountability and transparency
- Foster a culture of inclusion within Town operations through Diversity, Equity and Inclusion (DEI) practices
- Prioritize comprehensive communication and transparency with staff, residents and businesses to ensure that the community is well informed about decisions and actions taken by the municipality.
- Communicate assessments of decisions and impacts on the areas of the Town (rural and urban), financial (capital and operating) costs, community benefits, etc.

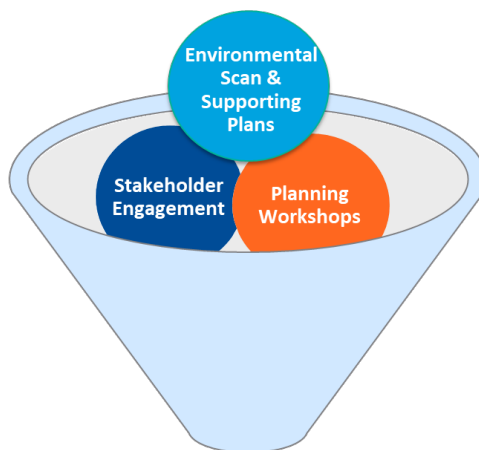
Expected Outcomes:

We will know that we are being successful in this area if we can demonstrate:

- Recognition as a municipal employer of choice
- Creation of a workplace culture that celebrates equity outcomes
- Implementation of enhanced career development programs and succession planning
- Engaged culture with opportunities for cross-department knowledge exchange, job shadowing, leadership and people management training
- Shared sense of accountability on the values and direction of the Town

4.0 The Strategic Planning Process

In the Spring of 2022, we began the strategic planning process to refine our Vision for the Town and identify priorities for the next five years. The Planning Process involved a number of critical inputs:



1. Environmental Scan and Supporting Plans

In developing the Strategic Plan, we considered the internal and external operating environment by examining our organization's current strengths and opportunities for improvement. This included a review of existing plans and initiatives to ensure alignment with the new Strategic Plan.

2. Stakeholder Engagement

Stakeholder engagement was a critical activity for the development of the Strategic Plan and will remain critical as the Plan is implemented. Throughout the process, engagement has included consultations with: Town staff and leadership; external stakeholders representing residents, sports organizations, and arts and community organizations. Groups were engaged to provide input into the plan through a variety of mediums including interviews, facilitated sessions and focus groups.

We also held a community Town Hall session and issued a public online survey in the Spring of 2022 to listen to resident ideas and opportunities for promoting economic, social, and community development in the Town; as well as identify concerns that will need to be addressed.

The comprehensive stakeholder engagement activities allowed the Town's leadership to hear and document numerous ideas and priorities from different stakeholder groups.

3. Planning Workshops

The Leadership Team of the Town met several times during the Spring and Summer of 2022 to review input from all sources and stakeholders and develop the Vision, Mission, Values and Success Factors of the Strategic Plan.

5.0 What We Heard

Through our engagement with residents, businesses, and other stakeholders, we identified six main priorities for our community, which are summarized below. For each of these themes, we present an overview of how we will respond to the respective input received. These responses are addressed more specifically above through our Success Factors. Success Factors were developed with associated goals to comprehensively address the priorities of our residents and stakeholders. Tangible indicators of success will show how our Town is moving towards achieving its Mission and Vision. The Strategic Plan has been developed with the intent of leading our community to a successful future, and we look forward to working with you to continue to make the Town a great place to live, now and into the future.

1. Economic Development

What we Heard: Promote and Support Economic Development in the Town

Nurturing and expanding our current business culture as well as identifying and attracting new business to our Town will be key to stimulating economic development. While it is important to be future thinking in what our community needs to remain prosperous, it is equally as important to leverage our established agricultural and industrial roots to further expand this industry as a key source of economic development.

How we will respond: We will invest in business development, enable planned growth that meets the needs of our community, and build strong, cross-sector partnerships along the way.

2. Service Delivery & Infrastructure:

What we Heard: Deliver Efficient, Sustainable, and High-Quality Services and Infrastructure

Strong infrastructure is critical for growth, sustainability, and resilience. Having Asset Management and Master Plans in place will make sure that we are effectively managing assets used to deliver Town services. Critical infrastructure includes assets such as roads, water/wastewater systems, and municipal buildings. We will continue to meet the needs of today, while also looking forward to the anticipated needs of tomorrow.

How we will respond: We will deliver stable and sustainable services that support our community growth, while ensuring that services and infrastructure are accessible and meet diverse community needs.

3. Activity, Recreation & Culture:

What we Heard: Enhance the Vibrancy and Diversity of the Town's Recreation, Culture, and Physical Activities

Providing the support for active and healthy lifestyles for residents is a Town priority. Increasing recreation program opportunities for all ages and abilities supports the physical and mental well-being of our community. The development of a Recreation

Master Plan (Master Plan) will address and identify the recreational opportunities required to meet the needs of a growing community. The Master Plan will help address what we heard from all stakeholders about the need for opportunities for youth programming, recreational fields for sports, the promotion of active living, and cross-collaboration between sports and culture within the Town.

How we will respond: We will explore specific needs related to physical activity and recreation in the Town and look for ways to expand efforts to increase participation in recreation.

4. Socially Supported Community:

What we Heard: Ensure the Community has access to Social Supports

Social support networks provide many health benefits to residents, from mental health support, to healthcare, to managing stress. We recognize that a strong social support network is critical to helping our residents have healthy bodies and minds, while alleviating the effects of isolation. We are committed to providing a safe atmosphere for residents that focuses on providing holistic supports needed for a healthy and happy life, and through these initiatives create and foster feelings of security and well-being throughout the community.

How we will respond: Healthy communities aren't just built on physical or mental health; they're also built on social health. We will explore supports that enhance residents' quality of life and contribute to their overall well-being and happiness in our community.

5. Green & Sustainable Community:

What we Heard: Achieve a more Green and Sustainable Community

Climate change is a growing challenge that affects not just the environment but also the wellbeing of our Town and Community. We recognize the need for our Town to build on its strengths to become an even more vibrant and resilient community. We



will build partnerships throughout the community to ensure that we move forward together collaboratively and efficiently to grow and develop our green spaces and ensure that sustainability is top of mind when infrastructure decisions are being made.

How we will respond: We will work on strategies that support both sustainable communities, as well as green infrastructure. This can help us not only protect our community but provide social and economic benefits as well.

6. Good Governance & Responsible Growth:

What we Heard: Promote Good Governance and Balance Growth

Enhancing communication with our residents and other stakeholders, as well as continuously reviewing and evaluating processes and procedures will be key to improving efficiencies and effectiveness. The Town recognizes the need for a holistic solution to manage population growth, while taking into consideration the implications of urban and rural development. We are committed to a culture based on individual and team growth to increase governance and operational capacity to continue to provide efficient, high-quality service and expertise to our residents and businesses.

How we will respond: Strong local governments lead to strong communities. We will work with you to serve your needs and identify and promote areas where we can have greater transparency and build stronger relationships.

