

**The Corporation Of The City Of Quinte West  
By-Law Number 20-014**

**Being A By-Law To Adopt A Strategic Plan For The City of Quinte West.**

**Whereas** the Council of the City of Quinte West deems it desirable to adopt a Strategic Plan for the City of Quinte West;

**Now Therefore The Council Of The Corporation Of The City Of Quinte West Hereby Enacts As Follows:**

1. That this By-law shall be entitled the “**City of Quinte West Strategic Plan By-law**”.
2. That the City of Quinte West Strategic Plan as set out in Appendix 1 accompanied with City of Quinte West Strategic Plan Final Report as set out in Appendix 2, attached hereto, is hereby adopted for the City of Quinte West.
3. This By-law shall take effect upon the final date of passing.

**Read A First, Second And A Third Time And Finally Passed This 18th Day Of February, 2020.**

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Jim Harrison, Mayor

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Kevin Heath, City Clerk



A Natural Attraction

# STRATEGIC PLAN



2020 +  
BEYOND

# Message from Quinte West Council



## ABOUT QUINTE WEST



**Population**  
43,577  
(2016 Census)



**Regional Land Area**  
493.85 Km<sup>2</sup>



**Incorporation**  
1998



One of the important building blocks of making a great City is good strategic planning. This is where, as a community, we pause and take a good look at where we are and where we want to be. This document will serve as a living, breathing plan for Quinte West's future.

This Strategic Plan has been developed through a comprehensive consultation process with staff and Council. It incorporates input from residents, businesses and other members of the community. We are confident this plan will serve our community and we look forward to implementing it with you.

## VISION

A healthy, vibrant community  
where generations  
grow and prosper

## MISSION

To provide excellent  
municipal services and leadership  
as we work together to make  
Quinte West a great place  
to live, work and play

# Healthy, Vibrant Community



*Create a community that encourages healthy, active living for people of all ages and abilities*

## GOALS

Encourage lifelong **healthy living** for all of our citizens

Ensure **housing** meets community needs

Create a vibrant and healthy community through **recreation, events, arts and culture**

Ensure appropriate **services** are available to all of our residents

Make the most of our City **waterfront, trail systems and other natural assets**, investing to encourage public access

## ACTIONS

- Create and maintain a safe and sustainable active transportation network throughout the City that is connected with surrounding communities
- Partner with community groups to promote active, healthy living
- Monitor, encourage and support local health services in Quinte West
- Monitor community housing requirements and develop plans to ensure that sufficient affordable housing is available
- Develop and maintain innovative regulations, incentives and investments to encourage the development of affordable housing
- Ensure that Quinte West's development policies encourage the creation of affordable housing
- Work with regional partners to address housing needs in our area
- Create and maintain Master Plans in the following areas to make Quinte West vibrant and healthy:
  - Parks and recreation
  - Culture and tourism
- Develop a variety of events to make Quinte West's a fun place to be and to visit for people of all ages
- Find opportunities to develop City assets to support support cultural events
- Make City facilities, programs and services accessible to all residents
- Ensure that public transit is accessible
- Maintain and further develop our waterfront and trail systems
- Create a trail system that is connected to our active transportation network
- Ensure that taking advantage of our waterfront and trail systems are a consideration in our planning documents and processes
- Increase the usage of our waterfront and trail systems

# Infrastructure



*Ensure that infrastructure assets meet the emerging needs of our growing community*

## GOALS

Ensure that our **transportation infrastructure** allows people to get around safely and in a variety of ways

Ensure that Quinte West assets are **sustainable** to meet our long-term needs

Advance Quinte West's infrastructure through **innovation** and municipal best practices

## ACTIONS

- Ensure that “active transportation” is incorporated into the City's transportation plans and investments
- Make public transit available and useful to as many of our residents as possible
- Work with local and regional partners to prioritize and promote road safety
- Develop and maintain plans for all City assets and ensure that related By-laws are appropriate and up to date
- Ensure that the City's planning and policies are appropriate to accommodate anticipated growth
- Stay up to date on emerging technologies that might improve our infrastructure
- Prioritize connectivity in all City facilities and properties



# Economic Prosperity



*Create an environment that fosters prosperity for local businesses*

## GOALS

Support **economic growth** in Quinte West's agriculture, commercial, industrial and tourism sectors

Support **business** growth and attract new businesses in key sectors

Foster regional prosperity through **partnerships** that encourage economic development and tourism

## ACTIONS

- Develop programs, initiatives and policies that encourage new businesses to move to Quinte West and existing ones to stay here
- Promote and encourage tourism
- Support efforts to improve our communities to make them more attractive to businesses
- Develop plans and programs to clean up brownfield sites to make them available for local enterprises
- Ensure that there is sufficient commercial and industrial property available to attract new businesses to Quinte West
- Determine which sectors are the best fit for our labour market and make efforts to attract them to Quinte West
- Maintain and advance the City's relationship with 8 Wing Military Base
- Work proactively with local and regional economic development groups to advance our communities' best interests
- Collaborate with nearby municipalities to leverage opportunities for economic and tourism growth



# Environmental Stewardship



*Act as stewards of our natural environment through advocacy and proactive policies*

## GOALS

Include consideration of the **environment** in Quinte West's decision making

Respond and adapt to **climate change** through planning, design and policy development

Enhance the City's **sustainability programs** to minimize our environmental footprint

## ACTIONS

- Ensure that environmental considerations are reflected in City's committee structure
- Make sustainability part of the City's decision-making process
- Investigate green technology options when assessing capital acquisitions
- Monitor and assess the potential local impacts of climate change on our communities
- Develop appropriate plans and strategies to address the impacts of climate change
- Research policies and programs that will assist in minimizing the City's environmental footprint
- Develop plans and strategies to reduce City waste
- Implement appropriate programs to reduce energy usage



# Operational Excellence



*Ensure operational excellence through open communication and exceptional customer service*

## GOALS

Ensure that our **customers** are highly satisfied with the quality of our services

Motivate, enable and equip our staff to **effectively and efficiently perform** their work while providing opportunities for career development

Provide the public with **transparent and open government** and encourage community engagement

Establish or maintain **effective relationships** with service delivery partners and stakeholders to improve service delivery

Ensure the **sustainability** of our municipal finances

## ACTIONS

- Use technology to improve access to City services
- Proactively seek customer feedback to assess satisfaction and obtain ideas to improve services
- Ensure that the City's organizational structure and staffing levels are appropriate to meet growing needs
- Establish and maintain employee individual development plans
- Develop and utilize succession plans for key roles
- Focus on employee collaboration, acknowledgement and wellness
- Continue to allocate appropriate resources towards training opportunities for employees
- Equip staff with technology to maximize data driven analysis
- Update and implement the communication strategy annually to ensure frequent, informative, user friendly and accessible communication with the public
- Develop and maintain a social media policy to ensure the City is taking full advantage of the benefits of all social media outlets to connect with residents
- Strengthen communication with service delivery partners (i.e. Hastings County, Health Units, etc.)
- Identify common goals and objectives that exist between the City and service delivery partners/stakeholders
- Maintain long-term financial plans that ensure the sustainability of the City's finances
- Align financial plans with Council approved tax rates
- Maintain multi-year operating budgets that are aligned with Council priorities



## HOW WE WILL IMPLEMENT THE PLAN

The Strategic Plan 2020 and Beyond is a living document. The Plan will provide a framework for decision-making. It will be integrated into all City activities through the development of an annual corporate operational plan that will identify strategic initiatives aligned with the Plan.

## CORPORATE OPERATIONAL PLAN

The Quinte West Senior Management Team will be responsible for developing a corporate operational plan on an annual basis. This plan will be brought to Council for their endorsement and will form the basis for annual progress reports to the community. The vision, goals and objectives within this strategic plan will be integrated into the city's organizational structure and policy frameworks. To that end, other city plans will be required to demonstrate alignment with the strategic plan. Further, all staff reports to Council will demonstrate alignment with the strategic plan and refer to the specific goals and objectives achieved.

# How do all the City's plans work together?



### STRATEGIC DIRECTION

*Where do we get our direction from?*

- Community
- Council
- Corporate

Multiple stakeholders provide input, much is captured in the Quinte West Strategic Plan

### STRATEGIC DELIVERY

*How do we deliver the direction over the long term?*

- Master plans and strategies

Examples: Official Plan; Capital Plans; Financial Plans; Servicing Strategies

Council & Corporate results to focus on during Council's term.

### ACTION PLANS

*What actions need to be taken in the next 1-4 years?*

- Annual operational plan
- Annual action plan

The Quinte West Senior Management Team considers how to align to the direction and what's needed to execute for success

### RESOURCES

*How do we fund and execute?*

- Annual budgeting & delivery (operations)

Money & people are needed to implement our plans and deliver our day to day programs



## THE CITY OF QUINTE WEST

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# City of Quinte West Strategic Plan Final Report

Prepared by:  
Capital Park Consulting Inc.  
405 Third Avenue Ottawa, Ontario, Canada, K1S 2K6  
Date: February 10, 2020

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# 1 INTRODUCTION

In the spring of 2019, Capital Park Consulting Inc. was hired by the City of Quinte West to assist in developing its new Strategic Plan. This report describes the project's activities and outputs. It includes Appendices under separate cover that are comprised of the various deliverables submitted to Quinte West by the Capital Park team.

Please note that Quinte West's new Strategic Plan, which is the result of this project, is a separate document that is being prepared and finalized by Quinte West staff for approval by Council. It will be available on the Quinte West website in the Spring of 2020.

## 1.1 OVERVIEW OF THIS REPORT

The purpose of this report is to summarize the process used to develop the new Strategic Plan for Quinte West, to present the research, and summarize the activities that are behind its creation.

The following sections of this report describe:

- The approach used to develop the new strategic plan including the project's work plan, timelines and changes to the original plan (Section 2)
- Project activities and reports including two workshops with Council and another working session with staff, and a series of reports including: Interim Report; Reports from Workshops 1 and 2 with Council; a Stakeholder Engagement Report; and working documents prepared for our session with staff (Section 3)
- The contents of the Strategic Plan (Section 4)
- Appendices (under separate cover)

# 2

### 3 APPROACH TO THE PROJECT

Our conceptual approach to the project included an assessment of the current situation, engagement with stakeholders to determine where it should be focusing its efforts and resources, and developing a plan for getting from the current state to the desired one. The approach is summarized briefly in the following flow chart graphic:



#### 3.1 WORK PLAN

Our Work Plan for the assignment included the following tasks:

1. Project start-up & kick-off meeting
2. Review and research
3. Planning session #1 with Council & staff
4. Stakeholder engagement
5. Second session with Council & staff
6. Develop Strategic Priorities, Goals and Objectives with staff
7. Third session with Council and staff
8. Finalize the Strategic Plan Contents

Tasks 6 and 7 were added to the project's scope after it had been awarded to Capital Park Consulting.

## 4 PROJECT ACTIVITIES AND REPORTS

### 4.1 INTERIM REPORT

The Interim Report was prepared in the first few weeks of the project and circulated to Council in May 2019, a few days prior to the first workshop. It included our research into the strategic plans of other municipalities, our thoughts regarding “best practices” in municipal strategic planning, and a summary of the results of an online “mini-survey” of Quinte West’s Councillors.

#### 4.1.1 RESEARCH ON MUNICIPAL STRATEGIC PLANS

The Capital Park team reviewed the strategic plans of more than 50 municipalities, focusing on ones with similar attributes to Quinte West including similar population, those with a mixture of rural and urban areas, within 150 kilometers of a major population centre, etc. Following this exercise, our team identified the attributes of the best strategic plans, and we selected six of our favourites for inclusion in the Appendices to the Interim Report.

We identified the following as “best practices” in municipal strategic planning:

- An inspirational message from the mayor and/or council
- An introduction to the community
- The purpose of the strategic plan
- A short, concise and aspirational vision statement, which defines the future ideal state of the municipality
- A mission statement that broadly defines the purpose of the municipality and how it will work toward the achievement of the vision
- High-level strategic priorities that are broad and far-reaching
  - We found that the best SPs presented 4-6 strategic priorities
- Clearly defined objectives and intended outcomes for each strategic priority
- An implementation framework describing such parameters as:
  - How the strategic priorities will be operationalized
  - How strategic priorities will be used during the budgeting process
  - How and when performance metrics will be identified
  - How the progress towards achieving the strategic plan priorities will monitored, reported and communicated and with what frequency
  - The frequency with which the strategic plan will be updated
- The inclusion of photos of picturesque scenery in the municipality and the use of icons or infographics to visually demonstrate concepts, processes or data

#### 4.1.2 INPUT FROM THE ONLINE “MINI-SURVEY” OF COUNCIL

In the weeks leading up to the first workshop with Council and Staff, we created an on-line “mini-survey” to ask Councillors a few questions about what they thought about Quinte West’s existing Strategic Plan and what they thought should be prioritized in the new one. See the Interim Report in Appendix A for the results of this survey.

## 4.2 FIRST WORKSHOP

The first workshop occurred on May 29, 2019 in Quinte West. The main activities during this workshop were:

- To review the work plan for the project
- To hear a summary of the feedback from the mini-survey of Councillors
- To conduct a SWOT (strengths, weaknesses, opportunities, threats) analysis for Quinte West
- To hear the results of Capital Park’s research into municipal strategic planning “best practices”
- To plan for the stakeholder engagement process including identifying the groups to be engaged, the questions to ask them and what feedback was anticipated

The First Workshop Report (including the PowerPoint presentation and the results of the SWOT analysis and other breakout group activities) appears in Appendix B.

## 4.3 STAKEHOLDER ENGAGEMENT

The stakeholder engagement process was carried out in the summer of 2019. It included the following interactions with different stakeholder groups:

- An on-line survey of **Quinte West residents** that was circulated to residents on June 23, 2019 and closed on July 31, 2019. This survey garnered 305 responses.
- An on-line survey of **Quinte West employees** that was sent to all staff on July 2, 2019 and closed on July 31, 2019. This survey garnered 67 online and 2 hard copy responses.
- A series of focus groups with **community and business groups** that were held on June 26, 2019 at Quinte West City Hall. These focus group sessions were attended by 12 representatives from 9 groups. We also received 5 online submissions from individuals or groups who were unable to attend in person.

The Stakeholder Engagement Report is included in Appendix C. It summarizes the full results of the above activities and was shared with Councillors in advance of the second workshop.

## 4.4 SECOND WORKSHOP

A second workshop was held in Quinte West in September 2019. Its main activities are summarized below:

- To discuss the results of the stakeholder engagement
- To review strategic planning “best practices”
- To brainstorm new Vision and Mission statements for Quinte West
- To brainstorm high-level Strategic Priorities (as “baskets”) and the projects and initiatives that should be included in those baskets

The Second Workshop Report is included as Appendix D. It includes the PowerPoint presentation and the results of the various brainstorming sessions.



## 4.5 METRICS RESEARCH

Inclusion of metrics is one of the municipal strategic planning best practices identified by Capital Park during its research. We researched municipal strategic planning “metrics” and prepared a brief report for Quinte West staff on the subject. The report presented considerations that should be taken into account when developing municipal metrics or KPIs (key performance indicators), and also presented a table summarizing containing potential municipal metrics.

### 4.5.1 CONSIDERATIONS IN DEVELOPING MUNICIPAL METRICS

Our team identified the following considerations that should be considered when developing appropriate metrics for a municipality:

- Commitment (by Council and staff) to developing KPIs to track progress
- Availability of statistical data (in-house or externally)
- Establishing baseline data against which to measure progress
- Determining the criteria for selecting KPIs and who will decide
- Developing a framework for categorizing KPIs (for example: service level measures; customer service measures; efficiency measures; and community impact measures)<sup>1</sup>
- Determining the frequency of measurement and reporting
- Establishing targets for each metric to be used
- Determining where each metric fits into the corporate Strategic Plan
- A commitment to continuous improvement in areas where performance is below target

### 4.5.2 CATEGORIES OF MUNICIPAL METRICS

Our team identified over 100 potential municipal metrics, which were broken down into the following categories. The number of metrics included in each category is shown in parentheses.

- Arts & Culture (3)
- Commercial Building (6)
- Communications (5)
- Economic Development (11)
- Education (2)
- Environment (10)
- Finance (9)
- Housing (10)
- HR (9)
- IT (2)
- Parks & Recreation (11)
- Public Safety (13)
- Public Works (8)
- Residents (5)
- Transportation (9)

It is worth noting that development of municipal metrics has a nearly infinite number of possible customizations that are specific to a municipality. Selection of the “right” metrics depends upon the considerations identified above as well as other such as budget for development, specifics of the priorities identified in the municipality’s Strategic Plan, public appetite for metrics and many other factors.

The Metrics report that we shared with staff is included as Appendix E.

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<sup>1</sup> These are taken from the OMBI (Ontario Municipal Benchmarking Initiative) that was undertaken by Queen’s University in 2008. See page 6 in [http://post.queensu.ca/~grahama/case\\_studies/OMBIFINAL08\\_09.pdf](http://post.queensu.ca/~grahama/case_studies/OMBIFINAL08_09.pdf).

## **4.6 PLANNING SESSION WITH SENIOR STAFF**

After the second workshop, Capital Park conducted a one-day planning session in Quinte West with senior managers to discuss the outputs of the workshop and further develop the Strategic Priorities, Goals and Objectives to be included in Quinte West's new Strategic Plan.

The session's main goals are summarized below:

- To discuss the planned components that are likely to be included in the QW Strategic Plan
- To review the "Strategic Priorities" and "Projects and Initiatives" developed by Councillors at the September Workshop
- To review and discuss three sets of "Strategic Priorities" developed by the Capital Park team to potentially address the priorities identified by Council
- To review and discuss a preliminary draft of potential objectives/goals/actions that could potentially be described in under each of the strategic priorities included in "Option 1"
- To develop a slate of strategic priorities and objectives/goals/actions for Quinte West
- To discuss and identify potential KPIs or metrics that can be used to track Quinte West's progress in achieving the various priorities, objectives, goals included in the plan.

#### 4.6.1 STRATEGIC PRIORITIES AND GOALS

The Strategic Priorities and Goals developed during the session with staff are summarized in the following table.

Healthy, Liveable Community	Infrastructure	Economic Prosperity	Environmental Stewardship	Operational Excellence
<i>Create a community that encourages healthy, active living for people of all ages and abilities</i>	<i>Ensure that infrastructure assets meet the emerging needs of our growing community</i>	<i>Create an environment that fosters prosperity for local businesses</i>	<i>Act as stewards of our natural environment through advocacy and proactive policies</i>	<i>Ensure operational excellence through open communication and exceptional customer service</i>
Encourage lifelong healthy living for all our citizens	Ensure that our transportation infrastructure allows people to get around safely and in a variety of ways	Support economic growth in Quinte West's commercial, industrial and tourism sectors	Include consideration of the environment in Quinte West's decision making (see Peterborough example)	Ensure that our customers are highly satisfied with the quality of our services
Ensure housing meets community needs	Ensure that Quinte West assets are sustainable to meet our long-term needs	Ensure the sustainability of Quinte West's economy and the City's financial position	Respond and adapt to climate change through planning, design and policy development	Motivate, enable and equip our employees to do their work effectively and build their careers in QW
Create a vibrant and healthy community through recreation, events, arts and culture	Leverage infrastructure funding opportunities through partnerships	Support business growth and attract new businesses that offer well-paid jobs in key sectors	Enhance the City's sustainability programs to minimize our environmental footprint	Provide the public with transparent and open government and encourage community engagement
Ensure appropriate services are available to all of our residents	Improve Quinte West's infrastructure through innovation and municipal best practices	Foster regional prosperity through partnerships that encourage economic development and tourism		Establish or maintain effective relationships with service delivery partners and stakeholders to improve service delivery
Make the most of our city, waterfront, trail systems and other natural assets, investing to make them more accessible				Ensure the sustainability of our municipal finances

#### **4.7 FINAL PRESENTATION TO COUNCIL**

On February 3, 2020 Tim Hore of Capital Park Consulting made a final presentation to Council describing the project to date and the draft contents of Quinte West's new Strategic Plan including the Vision, Mission, five Strategic Priorities and Goals and Actions for each of those five Strategic Priorities.

The PowerPoint presentation from that meeting is included as Appendix F to this report.

## APPENDICES (UNDER SEPARATE COVER)

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