



City of Quinte West Strategic Plan Final Report – APPENDICES

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City of Quinte West Strategic Plan Interim Report: Research & Pre- Workshop Consultations

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Date: May 27, 2019

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1 INTRODUCTION

Following an RFP process, Capital Park Consulting Inc. has been selected by the City of Quinte West to assist in developing its 2019 Strategic Plan. Capital Park's technical proposal was submitted on March 20th, 2019. The full technical proposal is included in Appendix C. Our approach to the assignment is briefly summarized below.

1.1 METHODOLOGY

Capital Park plans to help Quinte West assess its current situation, consult with stakeholders to determine where it should be focusing its efforts and resources, and develop the new Strategic Plan to help it move from the current state to the desired one as illustrated below:



Capital Park's work plan includes the following components:

1. Kick-off meeting
2. Review background materials and research SP precedents
3. Workshop #1 with Quinte West Councillors to plan stakeholder engagement
4. Survey of key Quinte West stakeholders
5. Planning workshop with Councillors and Staff
6. Follow-up on workshop as required
7. Development of the contents of the Strategic Plan

1.2 PURPOSE OF THIS INTERIM REPORT

The purpose of this report is to describe the results of our team's research into municipal sector strategic plans, and to summarize the results of the pre-workshop mini-survey that Councillors completed prior to the May 29th workshop.

2 RESEARCH

2.1 METHODOLOGY

To gain perspective on strategic plans in the municipal sector, the Capital Park team conducted an environmental scan. We used the following criteria to decide which municipalities' strategic plans to review:

- 1) Municipalities with population sizes similar to that of Quinte West
- 2) Municipalities which are comprised of both urban and rural areas
- 3) Other Canadian cities with strategic plan documents that our team deemed "interesting"

We examined the websites of more than 50 municipalities, all of which were in Canada. We eliminated from consideration municipalities that did not fit the criteria or whose strategic plan was not available online. This resulted in a closer examination of 31 municipal strategic plans. The team also looked at the existing (2010) version of Quinte West's strategic plan.

2.2 PRELIMINARY FINDINGS

2.2.1 STRATEGIC PLAN CONTENTS

Most of the strategic plans contained:

- A vision statement
- A mission statement
- Values. Examples of values commonly found in strategic plans:
Accountability & Transparency; Integrity & Honesty; Respect; Excellent Service; Innovation; Collaboration; Inclusiveness, Accessibility & Equity; Professionalism; Leadership; Commitment; Teamwork; Community or Community Engagement; Environmental Sustainability/Stewardship; Fiscal Responsibility
- Strategic priorities, with each priority usually including 3-8 objectives.
Examples of strategic priorities commonly found in strategic plans:
Financial Sustainability & Resilience; Economic Development & Vitality/Prosperity; Environmental Stewardship & Sustainability; Community Health & Wellness; Community Engagement & Connectedness; Quality of Life; Infrastructure; Transportation; Good Governance & Leadership; Sustainable/Planned/Balanced Growth; Providing Excellent Municipal Services; Providing and Supporting Recreational Opportunities; Building Partnerships; Housing; Public Safety; Tourism
 - A few examples of well-written strategic priorities:
 - **Healthy City:** Create a safe, healthy and inclusive community that encourages healthy, active living for people of all ages and abilities
 - **The planet and our environment:** Act on climate change now to create positive local and global impacts.

- **Housing affordability and diversity:** Provide access to stable affordable housing to help citizens and businesses thrive.
- **The economy and local jobs:** Stimulate diverse Squamish based job growth for social and economic gain.
- **Natural, North and Near:** Our North Bay admires, values and respects the natural environment as the heart of the community and recognizes the unique features that make the city a better place to live, work, play and learn.
- **Good Governance:** Demonstrate the Town of Tecumseh's leadership role in the community by promoting good governance and community engagement, by bringing together organizations serving the Town and the region to pursue common goals.

Some of the strategic plans we reviewed also included the following sections:

- A table of contents
- A "Message from the Mayor" (and/or Council) and sometimes an "Introduction to council members" and/or a "Message from the CAO or City Manager"
- Introduction about the features of the municipality and a community profile
- Information about the purpose of the strategic plan and the processes that were used to create the strategic plan, such as surveys and workshops geared towards citizens, interviews and workshops with councillors and city staff, stakeholder interviews and surveys, etc.
- Key factors, trends and challenges that impacted the strategic planning process (for example: the results of a SWOT analysis)
- Definitions of what mission statements, vision statements and values are.
- An implementation framework which describes:
 - How the strategic priorities will be operationalized (i.e.: through the creation of a business plan/operational plan)
 - How strategic priorities will be used during the budgeting process
 - How the progress of the strategic plan priorities will be monitored, reported and communicated and with what frequency
 - The frequency with which the strategic plan will be updated
- An operational plan with the departments and partners that are accountable for each strategic goal, a timeline and performance measures used to measure the achievement of the strategic goal.
- Figures/images:
 - Infographics and process maps (i.e.: to demonstrate visually the process of developing the strategic plan or the steps starting from the development of the strategic plan to its implementation)
 - Word clouds (i.e.: to demonstrate visually what concepts came up most often during the consultation process)
 - Use of icons to designate different strategic priorities
 - Pictures from the municipality

- Quotes from residents or stakeholders either from the consultation process or simply about the qualities of the municipality itself (i.e. positive comments about the municipality on social media)

2.2.2 BEST PRACTICES

The team identified the following elements as integral to many of the well-constructed strategic plans we reviewed:

- 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

2.2.3 A FEW OF OUR FAVOURITES

Of the 30 strategic plans that are included in Appendix A, the following 6 were among our favourites:

- Belleville, Ontario
- Cambridge, Ontario
- Milton, Ontario
- North Bay, Ontario
- Port Moody, BC
- Squamish, BC

Their Strategic Plan documents are described in the table below with details about what sets them apart from other municipalities' strategic plans. Copies of the strategic plans of these 6 municipalities can be found in Appendix B.

Municipality	Vision, Mission & Values	Strategic Priorities	Comments
Belleville	<p>Vision: The City of Belleville will be a healthy, progressive, diverse and economically vibrant community that invests in its future in a financially sustainable and environmentally responsible manner.</p> <p>Mission: We, the Council and staff of the City of Belleville, are committed to excellence and openness in local government by ensuring accessible and responsive representation, providing innovative and efficient services in support of our community's vision.</p> <p>Values: Honesty, Integrity, Respect for others, Compassion, Professionalism</p>	<p>9 strategic priorities:</p> <ol style="list-style-type: none"> 1. Infrastructure 2. Industrial and Commercial Development 3. Residential Development 4. Transportation and Mobility 5. City Centre Revitalization 6. Culture and Recreation 7. Tourism and Waterfront Revitalization 8. Community Health, Safety and Security 9. Environment <p>Each strategic priority includes 2-5 strategic objectives.</p>	<ul style="list-style-type: none"> • Message from the mayor included. • Includes information about the city and a community profile. • Key factors and trends that affect strategic planning are identified (ie: aging population, skilled labour shortage, etc). • Each aspect of the vision and mission is explained succinctly. • Visually appealing; lots of pictures • Includes a section on implementation and how priorities will be established; explains how Council will develop a corporate business plan (BP) based on the strategic plan and that senior management will update operational BPs and incorporate performance measures • SP will periodically be reviewed & updated for changing community needs • Less succinct than others we reviewed
Cambridge	<p>Vision: A place for people to prosper - alive with opportunity</p> <p>Mission: Working together, Committed to our values, Serving our community</p> <p>Values: Integrity, Respect, Inclusiveness, Service</p>	<p>7 strategic priorities:</p> <ol style="list-style-type: none"> 1. Community Wellbeing; 2. Governance and Leadership; 3. Arts, Culture, Heritage and Architecture; 4. Environment and Rivers; 5. Parks and Recreation 6. Economic Development and Tourism; 	<ul style="list-style-type: none"> • Includes messages from mayor, council and the city manager. • Includes introduction about community. • Addresses the purpose of the strategic plan and how it was developed. • Includes quotes from people who visited or live in Cambridge (i.e.: "Tweets" from residents) • Includes implementation section: "Cambridge Connected is a living document. While it provides a framework for decision-making, it does not outline specific actions within the plan. Instead, it will be

Municipality	Vision, Mission & Values	Strategic Priorities	Comments
		<p>7. Transportation and Infrastructure</p> <p>These 7 strategic priorities are organized under 3 themes: People, Place, Prosperity. Each strategic priority includes 3-5 objectives.</p>	<p>integrated into all city activities through the development of annual departmental business plans and work plans that will identify strategic actions and the initiatives flowing from them. City management will be responsible for developing business plans (and work plans) for each department on an annual basis." The city also plans to form an "Implementation Team" headed by the City Manager.</p>
Milton	<p>Vision: Together, we will shape the future of Milton by building a vibrant, thriving and innovative community, where everyone feels welcome, safe, connected and engaged.</p> <p>Mission: We are committed to providing a range of quality programs and services that meet the needs of our growing and diverse community.</p> <p>Values: None, but, under the organizational effectiveness strategic priority, it is written that the corporate values will be determined with the help of staff.</p>	<p>5 strategic priorities:</p> <ol style="list-style-type: none"> 1. Vibrant and Connected Community 2. Economic Growth 3. Financial Sustainability 4. Enhanced Communication 5. Organizational Effectiveness <p>Each strategic priority includes the desired outcomes ("what we will achieve") and 4-11 objectives</p>	<ul style="list-style-type: none"> • Includes message from mayor. • Includes introduction about city and community profile. • Includes the results of a resident satisfaction survey about how the Town is delivering municipal services • Includes process of how strategic plan was developed. However, this section should probably be at the beginning, not the end. • Cartoonish design. • Includes nice infographic with roadmap detailing the process: from the development of the strategic plan, to the budgeting process, to the development of an implementation framework, to monitoring and reporting, to a semi-annual review by council. ('Our Road Map' p.12). • Describes how the strategic plan will be implemented: "An Implementation Framework will be prepared by senior staff based on the Council-approved strategic goals and actions, as well as ongoing/previously identified operational and project priorities, and other potential opportunities. This framework will provide a series of next steps that will identify priorities, timing, lead roles, required resources and performance indicators for each action. It will also include a system for monitoring progress, reporting and communicating our achievements."

Municipality	Vision, Mission & Values	Strategic Priorities	Comments
North Bay	<p>Vision: “Natural, North & Near”: Our North Bay will be economically prosperous for all residents, by ensuring that we are a vibrant, integrated, and balanced community rooted in the natural beauty of Ontario’s near north</p> <p>Mission: None.</p> <p>Values: Integrity & Trust, Community Focused, Respect, Excellence, Stewardship</p>	<p>5 strategic priorities</p> <ol style="list-style-type: none"> 1. Natural, north & near 2. Affordable balanced growth 3. Spirited safe community 4. Economic prosperity 5. Responsible & responsive government <p>Each strategic priority includes 9-14 objectives.</p>	<ul style="list-style-type: none"> • Includes message from mayor. • After values, the strategic plan highlights challenges the municipality faces (population growth, jobs, public engagement, fiscal sustainability, best kept secret (lack of promotion on the quality of their city)) and its strengths (unparalleled natural setting, a proud history, small town feel with access to big city services, quality of life, arts & culture and leisure, recreation & sport). • Includes very brief section on implementation and performance measurement. • Visually appealing. Design is simple and clean. However, there are too many different icons.
Port Moody	<p>Vision: Port Moody, City of the Arts, renowned for our amazing quality of life</p> <p>Mission: To lead change and embrace growth that enhances our quality of life, and to provide Port Moody with excellent services and a sound financial future.</p> <p>Values: Transparency, integrity, respect, compassion, resilience, innovation</p>	<p>5 strategic priorities:</p> <ol style="list-style-type: none"> 1. Exceptional Service 2. Environmental Leadership 3. Healthy City 4. Economic Prosperity 5. Community Evolution <p>Each priority includes 3-4 objectives and bullet lists of actions</p>	<ul style="list-style-type: none"> • Easy to read and understand • Appealing design • One page descriptions of each of the 5 strategic priorities listed are described at a high level but the objectives and actions are specific enough to guide operational planning • Commitment to report back to the community through an annual report • No message from the mayor and/or council • Purpose is described as follows: <i>Our strategic plan provides a framework for the decisions Council will make, and guides our approach for delivering services to our community. We have identified five strategic priorities with specific outcomes and actions that we will pursue to make our vision for Port Moody a reality</i>
Squamish	<p>Vision: None</p> <p>Mission: None</p> <p>Values: None</p>	<p>4 strategic priorities:</p> <ol style="list-style-type: none"> 1. The planet and our environment 	<ul style="list-style-type: none"> • Unusual because it is just 3 pages in length • No vision or mission or values and yet it is a very compelling SP

Municipality	Vision, Mission & Values	Strategic Priorities	Comments
		2. Housing affordability and diversity 3. The economy and local jobs 4. Neighbourhood connectivity and public spaces	<ul style="list-style-type: none"> • Each strategic priority includes 3-5 goals • Strategic priorities (and their goals) are well described • Infographic on the cover page places their OCP above the SP

3 INPUT FROM COUNCILLORS

3.1 SURVEY OVERVIEW

The Capital Park team prepared a brief online survey that Quinte West Councillors were asked to complete by Thursday, May 16th, 2019. The survey asked a few brief questions regarding opinions about the existing (2010) Strategic Plan for Quinte West, top issues for the next 3-5 years and what the City should be doing differently. It was intended to take about 5 minutes to complete. The questions and answers we received are below.

3.2 SURVEY QUESTIONS AND ANSWERS

3.2.1 QUESTION 1: PLEASE TELL US ABOUT YOURSELF

We received 12 responses from Quinte West Council including the Mayor and 11 of the Councillors. Their responses to subsequent questions are summarized below.

3.2.2 QUESTION 2: IS THE EXISTING VISION STATEMENT STILL VALID?

Quinte West's existing (2010) Strategic Plan includes the following Vision statement:

Quinte West is a community united in the common purpose to bring prosperity to its residents, with a quality of life and opportunity that attracts visitors, new residents and businesses alike to share and enjoy the variety of lifestyles it offers, its unique sense of country and the natural beauty and abundance that defines it as the Gateway to the Trent Severn Waterway.

Is this still relevant today?

Responses

Yes = 10 (83%)

No = 2 (17%)

How can it be improved?

- We need a local housing strategy to address the needs of our residents re the shortage of rental housing.
- I want the residents of Quinte West to have pride in their City
- Quinte West has been amalgamated since 1998 and we need to now refer to it as all one. No more of the "united" which indicates that there is separate wards coming together. Quinte West is not just the gateway to the Trent, it is a great place to live, work and play!
- A very significant, strategically located city in the Bay of Quinte region. Home of 8wing, the largest transport unit in the Canadian Military.
- improved and expanded transit More affordable housing Maximise our road and infrastructure programs.
- continue support of the Regional partnerships with other Municipalities and Businesses
- Improve communication with the surrounding municipalities and public.
- Break it into proper sentences. The word "and" is used five times.
- it needs to include further emphasis on the variety of services for the residents not just prosperity and attraction to new residents. This vision is too much about tourism and

attraction which is still important, but does not include safety, accessibility and opportunity or inclusion.

- More focus on improving the environment, affordable housing, culture, post secondary education opportunities, public and active transit.

3.2.3 QUESTION 3: ASPECTS OF THE 2010 STRATEGIC PLAN THAT SHOULD CHANGE

The existing Strategic Plan identifies five strategic priorities. Please indicate how important you believe each of these priorities to be today.

Priority from the 2010 Strategic Plan	Level of Importance					
	Top priority	Very important	Somewhat important	Less important	Not important	Avg (/5)
Continually improve the corporate management of the municipality	6	5	1			4.42
Create a solid foundation for jobs and economic prosperity	8	4				4.67
Ensure the municipality is in a strong financial position	9	3				4.75
Continue to build community identity and pride	6	4	1	1		4.25
Improve overall quality of life for residents	10	1		1		4.67

Is there anything you would change or add to this list of priorities?

- These are all top priorities but let's create something new and original.
- Continue to improve our transit system. Continue to improve our infrastructure. Work with Hastings County to meet the needs of the needy. Housing and the necessities of life. Continue to implement and improve our master transportation plan. Continue to implement our economic development plan. Attracting new businesses to increase our assessments and create new jobs in the city.
- Keep our taxes and services at a competitive level.
- progressive planning for an aggressive housing demand and industrial footprint
- Fix infrastructure, specifically roads.
- 1. Need to move forward with the City's Active Transportation Plan. 2. Encouragement for multi-family units such as apartment buildings, high rise condos or retirement communities. 3. Continued support for the growth of the Medical profession. Both people and infrastructure. 4. Always be in close contact with CFB Trenton. So we can work together for each others benefit.
- we need to look at this as a fresh strategic plan, not a 10 year old plan as our reference for questions. priorities such as active transportation, housing, safe community and response to growth and families and support to business community large and small important
- Streamlining Council, our ward system and how we do business as a Council, e.g. consider moving to a Committee of the Whole structure

3.2.4 QUESTION 4: MOST IMPORTANT ISSUES FOR THE NEXT 3-5 YEARS

What are the most important issues that you think the City of Quinte West should address in the next 3-5 years? (Please briefly describe up to 3.)		
Responses		
Issue #1: <ul style="list-style-type: none"> • create a local housing strategy • A building to house new doctors • Infrastructure sustainability • Healthcare - Doctor recruitment, dialysis unit, hospice care is priority • Transportation, master plan implementation and continue with transit system improvements • Provincial downloading • Roads and Sewers and Bridges • Roads • Financial strength while operating efficiently. • financial responsibility- lots of build over the last few years, now need to focus on road , park and facility maintenance and debt reduction • Affordable housing • Major efforts to respond to climate change 	Issue #2 <ul style="list-style-type: none"> • control municipal costs • Public transit for all areas of QW • Intentional growth enhancement • Affordable housing for seniors and low income families • Economic development and growth • Transit • Expanded transit • Waterfront • Pursue Federal & Provincial funding to complete the Waste Water facility upgrades that have already been started. • affordable housing • Industrial growth • Create Affordable housing 	Issue #3: <ul style="list-style-type: none"> • improve the condition of our roads • Improved roads • Waterfront trail, Parks, Recreation opportunity enhancements • Infrastructure projects that will encourage new industry and business to our area • Dr recruitment and health related services. • New industry and jobs for our youth. • Expanded active transportation and waterfront trails • Open up more development land for industrial and housing. • Attracting & retaining top staff members. • transportation and active transportation • Infrastructure improvements • Develop Public and Active Transit

Most Commonly Raised Issues

1. Infrastructure and roads
2. Affordable housing
3. Transportation & active transportation
4. Economic development, industry, jobs
5. Control costs, financial sustainability
6. Waterfront, parks, recreation
7. Doctor recruitment, health services
8. Responding to climate change
9. Attract & retain top staff

3.2.5 QUESTION 5: WHAT SHOULD QUINTE WEST DO DIFFERENTLY?

<i>What (if anything) would you like to see the City of Quinte West do differently?</i>
Responses
<ul style="list-style-type: none">• continuity planning for council• For a City of its size, it does not offer any recreation programming for the community. The City is primarily focused on infrastructure and core services rather than services that enhance the quality of life and promote healthy active living. I would like to see an equal focus on both. Also there needs to be a good look at corporate efficiencies.• I think the staff and council work extremely well together to make our City the wonderful place it is.• Stay on our present physical course.• Quicken process of approving building permits.• The last municipal election saw Murray Ward Councilors acclaimed for the 2nd time in 10 years. The City of Quinte West needs to form a Committee to make recommendations to Council regarding size, attracting candidates and the Ward system.• I think we need to have a greater voice in parks, recreation and culture for a community of our size and be more aware of all the opportunities in the province under Parks, Recreation and Culture trends• Structural reform of Council and wards to get equity and fairness and reduce costs and a more open Council with a Committee of the Whole and more public accountability from more availability of all Council business through all types of media

4 DRAFT AGENDA FOR THE WORKSHOP

Item	Notes	Lead	Mins	Start Time
Introductions		Tim Hore	10	1:00 PM
Council feedback from the survey		Tim Hore	15	1:10 PM
SWOT analysis	Breakout Groups	Breakout #1	35	1:25 PM
	Plenary Review	Plenary	20	2:00 PM
What makes a great strategic plan?	Presentation	Tim Hore	15	2:20 PM
Planning for stakeholder engagement	Breakout Groups	Breakout #2	35	2:35 PM
Coffee Break			15	3:10 PM
Stakeholder engagement presentations	Plenary Review	Plenary	20	3:25 PM
Review of municipal SP exemplars	Breakout Groups	Breakout #3	35	3:45 PM
SP exemplar presentations	Plenary Review	Plenary	20	4:20 PM
Wrap-up and next steps		Tim Hore	10	4:40 PM

5 NEXT STEPS

Next steps will be established during the workshop, and are expected to include:

- Finalizing with staff the list of stakeholder groups to be engaged and methods to be used
- Designing surveys, questions and other instruments to be used to gather stakeholder input based on the questions developed by Council during the workshop
- Implementing the stakeholder engagement strategy
- Summarizing the input gathered from stakeholders
- Workshop #2 with Council to brainstorm key SP components (likely to include Vision, Mission, Values & Priorities)
- Drafting key elements of the SP
- Workshop #3 with Council to fine tune and draft SP goals and objectives
- Final wording of the SP



City of Quinte West Strategic Plan First Workshop Report

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Date: June 4, 2019

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1 INTRODUCTION

Capital Park Consulting Inc. has been hired by the City of Quinte West to assist in developing its 2019 Strategic Plan. We facilitated a first workshop with the City's 13-member Council on Wednesday, May 29th. The purpose of this report is to present the proceedings of that half-day session.

1.1 WORKSHOP AGENDA

Item	Notes	Lead	Mins	Start Time
Introductions		Tim Hore	10	1:00 PM
Council feedback from the survey		Tim Hore	15	1:10 PM
SWOT analysis	Breakout Groups	Breakout #1	35	1:25 PM
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What makes a great strategic plan?	Presentation	Tim Hore	15	2:20 PM
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Stakeholder engagement presentations	Plenary Review	Plenary	20	3:25 PM
Review of municipal SP exemplars	Breakout Groups	Breakout #3	35	3:45 PM
SP exemplar presentations	Plenary Review	Plenary	20	4:20 PM
Wrap-up and next steps		Tim Hore	10	4:40 PM

The session started at about 1:15 PM and some of the early sessions went longer than anticipated. We therefore decided to postpone the review of municipal SP exemplars until the second workshop with Council that is planned for late August 2019.

1.2 WORKSHOP PRESENTATION DECK

The Capital Park team prepared a PowerPoint presentation deck for the workshop. It is provided as Appendix A to this report.

2 WORKSHOP PROCEEDINGS

2.1 SESSION INTRODUCTIONS

Participants were asked to tell us their greatest hope and worst fear related to developing Quinte West's new strategic plan, and to think up an adjective describing how they feel about today's session. Councillor responses to these questions are provided in the table below in the order in which they spoke:

Councillor	Response
Don Kuntze Ward 2 - Syndey	Hope: solution to revising strategic goals Fear: that we don't get it done
Leslie Roseblade Ward 1 - Trenton	Hope: that develop new plan that allows Quinte West to be prosperous Fear: that we end up with a cookie cutter plan
Karen Sharpe Ward 2 - Syndey	Hope: a functional and useful plan Fear: a plan that is not reflective of the community's needs
Lynda Reid Ward 4 - Frankford	Hope: that we continue our great work in keeping taxpayers in mind as we develop a plan that makes sense for them Fears: none
David O'Neil Ward 1 - Trenton	Hope: creation of more rental properties Fears: none noted
David McCue Ward 3 - Murray	Hope: that we set in motion a plan that looks ahead 12 generations, and leaves our descendants saying "things are so good"
Jim Harrison Mayor	Hope: a plan that allow us to continue to be a leader in the region
Jim Alyea Deputy Mayor Ward 3 - Murray	Hope: a job active plan
Fred Kuypers Ward 1 - Trenton	Hope: funding to fix roads and cut red tape
Sally Freeman Ward 1 - Trenton	Hope: that this process is successful; off to go start Fear: it will sit on the shelf
Allan DeWitt Ward 2 - Syndey	Hope: that we work together to create a strong plan
Terry Cassidy Ward 2 - Syndey	Hope: that we recognize the climate change challenge in our new SP Fear: need to ensure it's something that doesn't just collect dust.
Michael Kotsovos Ward 1 - Trenton	Hope: to advance the City going forward Fear: that we will not be strategic enough

2.2 FEEDBACK FROM THE SURVEY

Tim Hore presented the results of the pre-workshop online "mini-survey" that Councillors responded to a week before the workshop. See the workshop PowerPoint presentation in Appendix A to this report and Section 3 in the Interim Report for details.

2.3 SWOT ANALYSIS

For the first breakout activity, Council was broken into three groups of 4-5. Each group was asked to spend 5-6 minutes brainstorming key points for each of the se categories:

1. Strengths
2. Weaknesses
3. Opportunities
4. Threats

Groups took turns presenting their findings. Group 1 started by presenting their list of strengths, after which groups 2 and 3 added any of their points that had not been covered. Group 2 presented their list of weaknesses followed by groups 1 and 3 adding any missing points, and so on until all categories had been covered. The following table summarizes the points raised during this process:

Strengths	Weaknesses
<ul style="list-style-type: none">• CFB Trenton• Natural Waterway• Rural and Urban• Diverse Industry• Hospital• City facilities• Safety• Working with Neighbors• Loyalist College• Financially strong• Good listeners• Good management team	<ul style="list-style-type: none">• Affordable housing• Approval Process• Healthcare funding• Lack of Doctors• Waterfront (No winter storage for boats indoors)• Housing• Recreation programming
Opportunities	Threats
<ul style="list-style-type: none">• Domestic flights• Waterways - Beach• Downtown development• Developing trains• Active transportation• Continued growth in industry	<ul style="list-style-type: none">• Cuts to government funding• Natural disasters• Climate change impacting• Hospitals• Lack of connectopy in rural areas•

2.4 WHAT MAKES A GREAT STRATEGIC PLAN?

Tim Hore provided a brief summary of our research into best practices in municipal strategic planning. A summary appears on slides 13-15 in the PowerPoint presentation included as Appendix A. See also Section 2 in the Interim Report.

2.5 STAKEHOLDER ENGAGEMENT PLANNING

The second breakout group activity was focused on identifying the City of Quinte West's key stakeholders, what Council anticipated their priorities would be, and what questions we should ask them.

2.5.1 STAKEHOLDER GROUPS AND THEIR ANTICIPATED CONCERNS

The following table summarizes the stakeholder groups (and sub-groups) identified by Councillors and what they anticipated each of the groups' main issues and concerns would be.

Group	Sub-groups	Anticipated Issues and Concerns
Citizens	<ul style="list-style-type: none">• People in all wards• Various age categories (seniors, students, young families, etc.)	<ul style="list-style-type: none">• Healthcare• Roads• Jobs• Transportation / Transit• Low Taxes, water & sewer rates• Housing• Daycare• Good internet (particularly in rural areas)• Communications from City• City amenities – sports, health, trails, culinary, parks, schools, public activities
Business, Industry & Agriculture	<ul style="list-style-type: none">• Downtown Business Improvement Area (DBIA)• Quinte Economic Development Commission• Quinte Home Builders Association• Quinte West Chamber of Commerce• Farmers	<ul style="list-style-type: none">• Tax rates for businesses• Water and sewer charges• Development charges• Permit application process and timelines• Availability of trained workforce

Group	Sub-groups	Anticipated Issues and Concerns
NFP & Community Groups	<ul style="list-style-type: none"> • OurTMH • Seniors Clubs • YMCA • Service Clubs • Sports associations and groups • Churches • Salvation Army 	<ul style="list-style-type: none"> • Lack of affordable housing • City amenities (sports, health, trails, culinary, parks, schools, public activities) • City amenities – sports, health, trails, culinary, parks, schools, public activities • Daycare • Transportation / Transit
Partner Organizations	<ul style="list-style-type: none"> • Military (8Wing/CFB Trenton) • Loyalist College • Schools • Hospital • Various contiguous municipalities (Belleville, Stirling, PEC, Brighton, Hastings County, etc.) 	<ul style="list-style-type: none"> • Healthcare • Roads • Transportation / Transit • Housing • City amenities – sports, health, trails, culinary, parks, schools, public activities
Staff	<ul style="list-style-type: none"> • Managers • Community Centre staff • Employees in various departments 	<ul style="list-style-type: none"> • Most of the same issues noted for citizens as staff are on the front lines fielding queries and criticisms about City practices policies, etc.

2.5.2 QUESTIONS WE SHOULD ASK STAKEHOLDERS

Breakout groups were asked to list the key questions that they would like to ask the stakeholder groups identified above. The following table summarizes the questions raised, together with check marks to indicate for which stakeholders each question applies:

Questions	Citizens	Business, Industry & Agriculture	NFP & Community Groups	Partner Organizations	Staff
Where would you like to see your taxes spent?	✓	✓			✓
Question asking respondents to prioritize different tax categories	✓	✓			✓
What are the priorities of your sector (issues)		✓	✓	✓	✓
How can we communicate effectively with you.	✓	✓	✓	✓	
What do we do well?	✓	✓	✓	✓	✓
How can we help?	✓	✓	✓		
Questions identified for City staff: 1. Resources 2. Are there efficiencies in operations that you observe and would recommend to improve services, programs and maintenance. 3. Are we providing adequate training, mentoring, and guidance to grow with the City					✓

3 NEXT STEPS

Next steps include:

- Finalizing with staff the list of stakeholder groups to be engaged and methods to be used
- Designing surveys, questions and other instruments to be used to gather stakeholder input based on the questions developed by Council during the workshop
- Implementing the stakeholder engagement strategy
- Summarizing the input gathered from stakeholders
- Workshop #2 with Council to brainstorm key SP components (likely to include Vision, Mission, Values & Priorities)
- Drafting key elements of the SP
- Workshop #3 with Council to fine tune and draft SP goals and objectives
- Final wording of the SP

APPENDICES

Appendix A:	PowerPoint Presentation from the May 29, 2019 Workshop _____	A-1
Appendix B:	Draft SWOT Analysis by City of Port Moody Staff _____	B-1



City of Quinte West Strategic Planning Workshop

May 29, 2019

Agenda



- Welcome & introductions (5 mins)
- Overview of the project (5 mins)
- Summary of feedback received (15 mins)
- SWOT analysis – breakout groups (35 mins)
- Plenary review of SWOT analysis (20 mins)
- What makes a great strategic plan? (15 mins)
- Breakout – stakeholder engagement (45 mins)
- Coffee break (15 mins)
- Plenary – stakeholder presentations (20 mins)
- Review of SP exemplars – breakout (35 mins)
- Plenary – exemplars presentations (20 mins)
- Wrap-up and next steps (10 mins)

Session “ground rules”



- All participants have equal standing
- All ideas are valid
- We are aiming for equal “air time” among participants. If you are...
 - “a talker” – please economize
 - “quiet” – please try to speak up
- Please turn off your phone and put it away – we want your full attention for the next few hours (you’ll have time at break to check your phone)

Welcome and Introductions



- Welcome
- Introductions around the table
- Please tell us:
 - Your name, position & how long you've been involved with City of Quinte West
 - Your greatest hope and worst fear related to developing Quinte West's new strategic plan
 - An adjective describing how you feel about today's session

Overview of the Project



[illegible]

Q1 – Is the existing SP still valid?



Is Quinte West's existing vision statement still relevant today?

Yes: 10; No: 2

- We need a strategy to address the shortage of rental housing
- I want the residents of Quinte West to have pride in their City
- Amalgamated since 1998 – no more need to include "united" in the vision
- Quinte West is not just the gateway to the Trent, it is a great place to live, work and play!
- A very significant, strategically located city in the Bay of Quinte region. Home of 8wing, the largest transport unit in the Canadian Military
- Improved and expanded transit; more affordable housing; maximise our road and infrastructure programs
- Continue support of regional partnerships with other Municipalities and Businesses
- Improve communication with the surrounding municipalities and public.
- Break it into proper sentences. The word "and" is used five times.
- it needs to emphasize the variety of services offered to residents, not just prosperity and attraction to new residents. This vision is too much about tourism and attraction and not enough about safety, accessibility and opportunity or inclusion
- More focus on improving the environment, affordable housing, culture, post secondary education opportunities, public and active transit

Quinte West is a community united in the common purpose to bring prosperity to its residents, with a quality of life and opportunity that attracts visitors, new residents and businesses alike to share and enjoy the variety of lifestyles it offers, its unique sense of country and the natural beauty and abundance that defines it as the Gateway to the Trent Severn Waterway.

Q2 – What should change in the new SP?



The existing Strategic Plan identifies five strategic priorities. Please indicate how important you believe each of these priorities to be today.

Priority from the 1999 Strategic Plan	Top priority	Very important	Somewhat important	Less important	Not important	Avg (/5)
Continually improve the corporate management of the municipality	6	5	1	0	0	4.42
Create a solid foundation for jobs and economic prosperity	8	4	0	0	0	4.67
Ensure the municipality is in a strong financial position	9	3	0	0	0	4.75
Continue to build community identity and pride	6	4	1	1	0	4.25
Improve overall quality of life for residents	10	1	0	1	0	4.67

Q3 – Most important issues next 3-5 yrs?



What are the most important issues that you think the City of Quinte West should address in the next 3-5 years? (Please briefly describe up to 3.)

Issue #1:	Issue #2	Issue #3:
<ul style="list-style-type: none"> • create a local housing strategy • A building to house new doctors • Infrastructure sustainability • Healthcare - Doctor recruitment, dialysis unit, hospice care is priority • Transportation, master plan implementation and continue with transit system improvements • Provincial downloading • Roads and Sewers and Bridges • Roads • Financial strength while operating efficiently. • financial responsibility- lots of build over the last few years, now need to focus on road , park and facility maintenance and debt reduction • Affordable housing • Major efforts to respond to climate change 	<ul style="list-style-type: none"> • control municipal costs • Public transit for all areas of QW • Intentional growth enhancement • Affordable housing for seniors and low income families • Economic development and growth • Transit • Expanded transit • Waterfront • Pursue Federal & Provincial funding to complete the Waste Water facility upgrades that have already been started. • affordable housing • Industrial growth • Create Affordable housing 	<ul style="list-style-type: none"> • improve the condition of our roads • Improved roads • Waterfront trail, Parks, Recreation opportunity enhancements • Infrastructure projects that will encourage new industry and business to our area • Dr recruitment and health related services. • New industry and jobs for our youth. • Expanded active transportation and waterfront trails • Open up more development land for industrial and housing. • Attracting & retaining top staff members. • transportation and active transportation • Infrastructure improvements • Develop Public and Active Transit

Q3 – Most important issues next 3-5 yrs?



What are the most important issues that you think the City of Quinte West should address in the next 3-5 years? (Please briefly describe up to 3.)

1. Infrastructure and roads
2. Affordable housing
3. Transportation & active transportation
4. Economic development, industry, jobs
5. Control costs, financial sustainability
6. Waterfront, parks, recreation
7. Doctor recruitment, health services
8. Responding to climate change
9. Attract & retain top staff

Q4 –What should we do differently?



What if anything would you like to see the City of Quinte West do differently?

- continuity planning for council
- More recreation programming – primary focus is on infrastructure and core services not quality of life and promoting healthy active living. I would like an equal focus on both. Also corporate efficiencies.
- I think the staff and council work extremely well together to make our City the wonderful place it is.
- Stay on our present physical course.
- Quicken process of approving building permits.
- The last election saw Murray Ward Councillors acclaimed for the 2nd time in 10 years. We need to form a Committee to make recommendations to Council regarding size, attracting candidates and the Ward system.
- We need a greater voice in parks, recreation and culture and be more aware of provincial opportunities in this area
- Structural reform of Council and wards to get equity and fairness and reduce costs and a more open Council with a Committee of the Whole and more public accountability from more availability of all Council business through all types of media

Breakout #1: SWOT Analysis



- SWOT (strengths, weaknesses, opportunities, threats) analysis
BREAKOUT GROUPS
- Marching orders for the breakouts (30 minutes):
 - Break into three randomly selected groups
 - Each group to spend 5-6 minutes brainstorming each of the four categories (strengths, weaknesses, opportunities, threats)
 - Record your answers on flip chart paper
- Reconvene to briefly present back (15 minutes):
 - Take turns – Group 1 to do Strengths first
 - Other two groups add new ideas only
 - **Group 2 to do Weaknesses (other groups add new ideas)...**
 - Etc.

Keys to Successful Strategic Planning



- Richard **Mittenthal's** thoughts on what is required to create a successful and useful strategic plan:
 - Clear grasp of external factors
 - Assessment of organizational strengths and limitations
 - Inclusive approach (leading to broad agreement)
 - Empowered committee
 - Senior leadership involvement
 - Sharing of responsibility by board (council) and staff
 - Learning from best practices
 - Clear priorities & implementation plan
 - Patience
 - Commitment / openness to change
- As noted by Dr. Roger Martin, it is important to differentiate between planning and strategy – the former is comfortable, the latter is not

Principles: what makes a great SP?



- A strategic plan should be aspirational (generally in the vision) and inspirational (generally in the mission)
- Punchy and succinct is generally best – ideally either (vision or mission) should fit on a t-shirt
- Simpler is better – understandable by all audiences / stakeholders
- Strategic priorities (goals) are usually identified that will help fulfill the mission and make the vision a reality
- Each strategic priority should have specific objectives that are actionable and measurable
- Some organizations add “values” (i.e.: respect, integrity...) but I’ve seen several organizations eschewing values recently
- The “rules” don’t always apply – a great SP can be very specific to an individual organization

Observations from our research



Municipal SP “best practice” elements:

- Message from the Mayor and/or Council
- Vision and mission
- Values
- 4-6 Strategic priorities
- Important that priorities be strategic, not operational (i.e.: can’t be crossed off the list in the next year or two)
- Clear objectives, actions, outcomes for each priority area
- How SP will be used for operational planning, results measured and reported

Stakeholder engagement planning



In the next 45 minutes, we need to answer the following questions:

1. Which stakeholders need to be involved in the SP engagement?
2. What do we anticipate their priorities will be?
3. What questions do we want to ask them?
4. How will we engage with them?

Here is how we propose to answer these questions:

1. Brainstorm (in plenary) – define main groups for breakouts
2. Breakout to discuss stakeholder priorities and what questions to ask them (4-5 minutes for each stakeholder group)
3. Presentations back to the group
4. Group discussion of what instruments to use (surveys, interviews, focus groups, etc.)

Breakout #2: Group Instructions



- Discuss each of the stakeholder groups brainstormed by the plenary.
- Answer the following questions for each group:
 1. What do we think their priorities are likely to be?
 2. What questions should we ask them?
- Spend about 5 minutes on each group – start with whichever groups you feel are the most important
- “Common questions” may emerge that are repeated for several or all of the stakeholder groups
- Groups to briefly present back to the plenary, taking turns for the different stakeholder groups

Breakout #3 – review of example SPs



- We are going to break into three groups to review the exemplar strategic plan documents that we appended to the Interim Report.
- Each group to review 2 of the Strategic Plans and answer these questions:
 - What do you like and/or dislike about them?
 - Are there any elements that we might want to consider using in the new Port Moody SP?
 - What (if anything) are these SPs missing?
- SP assignments are:
 - Group 1: Belleville (B1) and Squamish (B6)
 - Group 2: Cambridge (B2) and Port Moody (B5)
 - Group 3: Milton (B3) and North Bay (B4)
- Present group thoughts back to the plenary after 30 minutes

Wrap-Up & Next Steps



- **Our immediate follow-ups on today's workshop:**
 - We will gather flip chart pages to take with us
 - We will review everything and generate a brief “proceedings” report
- **Next steps:**
 - Draft stakeholder engagement plan (whom and how?)
 - Draft engagement instruments (surveys, questions, etc.)
 - Implement engagement strategy
 - Summarize results for Workshop #2
 - Plan Workshop #2 agenda & activities
 - Draft key SP elements
 - Workshop #3
 - Finalize SP

Thank you!



Our Strengths

- 8 Wing Trenton presence in community
 - PILT's impact on capital budget
 - Community support
- Waterfront
 - World class Trent Port Marina facility
- Regional partnerships
 - Membership in Quinte Economic Development Commission
 - Membership in Bay of Quinte Regional Marketing Board
 - Regional tendering
 - Hastings County (social services, paramedics, long term care)
- Tourism resources
 - Natural features (mouth of the Trent Severn Waterway, Murray Hills, Oak Hills, Bay of Quinte, Murray Canal, Bleasdel Boulder)
 - National History Museum
 - Fishing
 - Golf courses
 - Proximity to Prince Edward County
- Located within close proximity to the GTA, Ottawa and Montreal and U.S.A. – Canada border
 - Competitive advantage for quality of life and business
- Strong relationship between Council and senior management team
- Collaboration and mutual respect amongst senior management team
- Volunteers in the community
 - ourTMH (health care advocacy)
 - TMHF - fundraising for Trenton Memorial Hospital, physician recruitment
 - Minor sports organizations
 - Public members on committees
- Fiscal management
 - Long term capital visioning (ie. ten year plan 2009- 2019)
 - Current reserve capacity
 - Debit capacity
 - Competitive advantage - tax rates, water sewer rates - fees and charges
- Human Resources
 - Departments have a good sense of working together and not in silos
 - Progressive younger staff who are eager to make changes
 - Staff demographics and opportunities for succession planning
 - Focus on customer service
 - Continue to maintain an excellent reputation throughout the community by displaying professionalism among all services provided
- Fire Training Centre
- Strong sense of community pride

- Quinte West consists of “communities within a community”
- Corporate facilities are all up to date and modern and will meet our needs for 20 to 30 years (i.e. Public Works Operations Centre, Trent Port Marina, Fire Hall, new OPP building, City Hall, YMCA, arenas)
- Well established core services offered to the community
- Decision-making (both Council and staff) that is responsive to community/individual needs
- Mayor and Council that is engaged with the community
 - Atmosphere at Council / Committee meetings encourages input and engagement

Our Weaknesses

- Communications both internally and externally (need to build on what we started in 2018)
- Lack of cultural resources in our community
- Predominantly autocentric community and the need for developing alternative means of transportation, i.e. expand public transit and implement active transportation plan
- Overall state of infrastructure from an asset management perspective
 - Not putting away enough money every year to keep up with capital
 - Relying too much on senior levels of government funding
- Lack of common vision/goals for sustainable development
 - Need comprehensive growth and settlement plan (land use and servicing)
 - Lack of parks planning
 - Outdated parks master plan
 - Capital plan linked to growth
- Lack of affordable housing
- Lack of rental accommodation
- Road conditions
- Council micromanaging certain City operations
 - Senior staff resources spent on minor issues – lack of time for larger projects and initiatives
- Underutilized waterfront (i.e. trails)
- Vulnerable staffing levels vs. service level expectations in certain areas (i.e. IT, By-law Enforcement)
- Not as proactive on developing solutions to mitigate problems or issues as we should be
- Very responsive to reacting to problems or issues, but not developing solutions so the issues don't repeat themselves.

Our Opportunities

- Continuation of improvements to communications both internally and externally
- Active transportation is completed - implementation has started but must continue to create linkages for cycling and walking trails
- Feasibility studies for public transit are underway
- Natural History Museum development
- Expand use of fire training centre
- Develop a municipal housing strategy to address affordable housing
- Implementation of the industrial lands strategy
- Develop a municipal housing strategy to address affordable housing
- Upcoming retirements of two senior staff members (CAO and Fire Chief) - review of operational model
- Recent change in staff demographic in key areas and capitalizing on the skill sets - younger professionals who joined our organization in the last three years
- new city fibre network being installed through part of Trenton - Could spawn a number of efficiency initiatives
- Large amount of available debt capacity
- Grow and expand regional partnerships - economic development - tourism - joint purchasing
- Utilization of new technologies to create efficiencies and/or provide improved service
- 8 Wing Trenton expansion
- Capitalizing on our tourism resources
 - Improve boat launches
 - Continue to maximize the use of Centennial Park
 - Being part of the Bay of Quinte Region

Threats

- Human Resources
 - Staff retention - how do we retain “millennials” in our workforce
 - Succession planning - high probability that 19 staff will retire within the next five years including CAO and Fire Chief (staff with 30 plus years experience or reached age 65); 20 additional staff eligible to retire within the next 5 years
 - Have a hard time recruiting qualified people in a few key positions - Building Inspectors, Planners
 - Micromanagement and burnout of staff
 - Respecting staff work/life balance
 -
- Provincial government policies and funding
 - Impact on health care and Trenton Memorial Hospital and the services they provide
 - Provincial policy statement - severances, growth areas
 - Complex agricultural regulations and policies
 - Impacts of changes in provincial legislation and policy and administrative changes at local level

- Climate change
 - Flooding
 - Draught
 - Impact on infrastructure planning
 - Impact on emergency management planning
- Influence of the GTA
 - more and more retired people moving to the area - strain on services - medical and social services
 - Driving housing prices up - becoming unaffordable
- Municipal decisions on where to spend money
- Lack of proper boat launch facilities
- Fiscal management
 - Funds for capital budget - rely heavily on senior levels of government
 - Continuing to take on more debt to fund projects
- Increasing global competition in manufacturing and agriculture
- Federal government decisions regarding 8 Wing Trenton
- Lack of serviced vacant industrial land
- Lack of connectivity in rural areas
- Loss of competitive advantage with tax rates, water/sewer rates and fees and charges

Key Stakeholders

Focus Groups:

Quinte Homebuilders Association - This could be a 'one stop' to pick up developers, builders, realtors and consultants.

Quinte Economic Development Commission - Chris King

Bay of Quinte Regional Marketing Board - Dug Stevenson

Trenton DBIA

Quinte West Chamber of Commerce

Hastings County Social Services

Frankford Businesses

Survey (with possible follow-up phone interviews):

County of Hastings

City of Belleville

Prince Edward County

Loyalist College - training and retention of young people in our community

Quinte Health Care - work with us to keep and enhance current health care services

- Ex dialysis
- Foundation - doctor recruitment and up to date medical equipment

Quinte Access (public transit provider)

ourTMH - local health care advocacy group

Trenton Memorial Hospital Foundation
YMCA of the City of Quinte West
Seniors - there are four senior organizations in Quinte West.
Quinte West Minor Hockey, Baseball and Soccer
8 Wing Trenton

DRAFT



City of Quinte West Strategic Plan Stakeholder Engagement Report

Prepared by:
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Date: September 9, 2019

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1 INTRODUCTION

Following an RFP process, Capital Park Consulting Inc. has been selected by the City of Quinte West to assist in developing its 2019 Strategic Plan. We conducted a workshop with Council on May 29, 2019 to plan an engagement with Quinte West stakeholders. This included identifying the stakeholder groups to be consulted, and determining what questions each group should be asked.

This report outlines the results of the following engagements with stakeholders:

- 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. Please see Section 2 for a summary of the results of this survey.
- 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. Please see Section 3 for a summary of the results of this survey.
- 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. Please see Section 4 for a summary of the results of these focus groups and submissions.

This report also provides a summary of our overall findings from the surveys and focus groups, a description of “next steps” for the project, and the following Appendices:

Appendix A: Residents’ Survey (hard copy version)
Appendix B: Employees’ Survey (hard copy version)
Appendix C: Partners’ Survey (hard copy version)

2 RESIDENTS' SURVEY

2.1 OVERVIEW

Using input from Council and staff, Capital Park Consulting drafted an online survey that was emailed to residents of Quinte West. The survey was implemented on June 23, 2019 and closed on August 1, 2019. It garnered 305 responses. We also created a “hard copy” version of the survey for residents interested in providing their input to the strategic planning process, but who did not have access to the online survey. No residents requested the hard copy version of the survey.

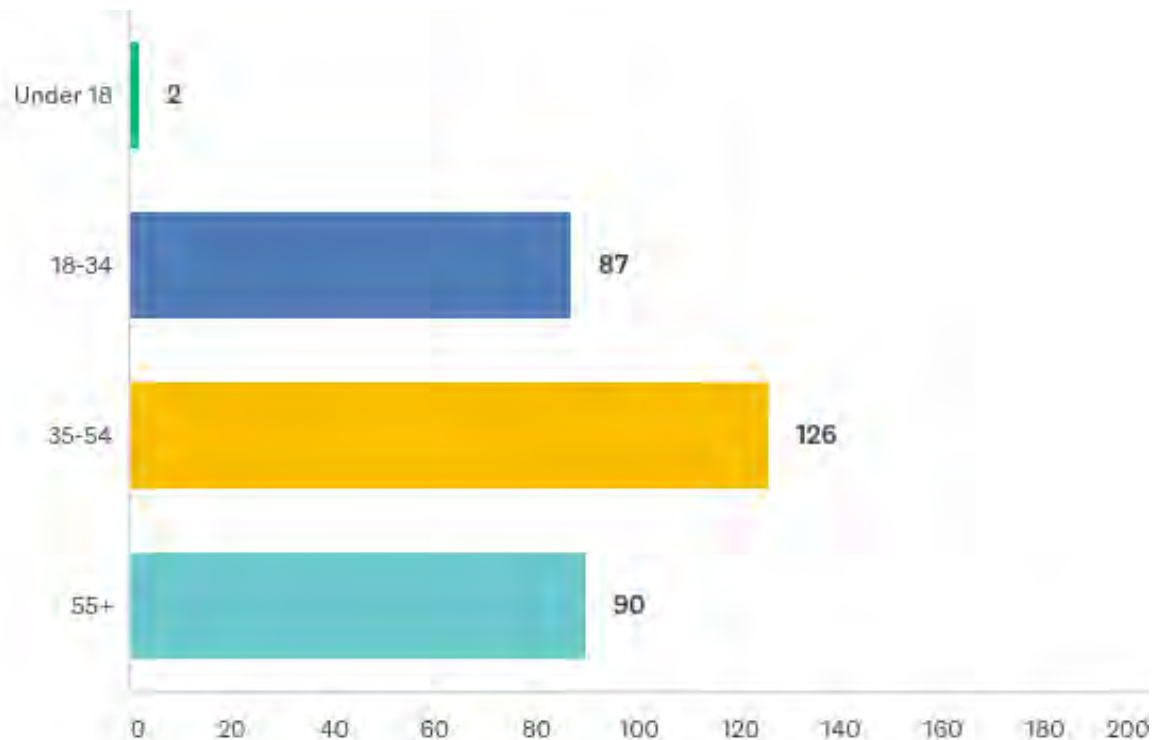
2.2 SURVEY QUESTIONS AND ANSWERS

The following is a summary of the responses we received to the online residents' survey.

2.2.1 PLEASE TELL US ABOUT YOURSELF

Q1: Which category includes your age?

Answered: 305 Skipped: 0



Q2: What is your gender?

Answered: 304 Skipped: 1

ANSWER CHOICES	RESPONSES	
Female	59.21%	180
Male	39.80%	121
Other (please specify)	0.99%	3
TOTAL		304

Q3: Which of the following categories best describes your employment status?

Answered: 303 Skipped: 2

ANSWER CHOICES	RESPONSES	
Employed, working full-time	52.15%	158
Employed, working part-time	9.24%	28
Self employed	11.55%	35
Not employed, looking for work	1.32%	4
Not employed, NOT looking for work	2.64%	8
Retired	19.47%	59
Disabled, not able to work	3.63%	11
TOTAL		303

Q5: How much combined income did all members of your household earn in 2018?*Answered: 292 Skipped: 13*

ANSWER CHOICES	RESPONSES	
Under \$15,000	2.05%	6
Between \$15,000 and \$29,999	3.77%	11
Between \$30,000 and \$49,999	14.73%	43
Between \$50,000 and \$74,999	20.89%	61
Between \$75,000 and \$99,999	22.60%	66
Between \$100,000 and \$150,000	28.08%	82
Over \$150,000	7.88%	23
TOTAL		292

Q6: Do you rent or own the place where you live?*Answered: 303 Skipped: 2*

ANSWER CHOICES	RESPONSES	
Own	82.18%	249
Rent	14.52%	44
Neither (please specify)	3.30%	10
TOTAL		303

Q7: How many children are living in your household?

Answered: 304 Skipped: 1

ANSWER CHOICES	RESPONSES	
None	54.61%	166
1	16.12%	49
2	18.42%	56
3	4.93%	15
4 or more	5.92%	18
TOTAL		304

Q8: For how many years have you lived in Quinte West?

Answered: 304 Skipped: 1

ANSWER CHOICES	RESPONSES	
Less than 1 year	3.29%	10
1-3 years	11.84%	36
3-5 years	8.22%	25
5-10 years	13.16%	40
10-20 years	20.39%	62
More than 20 years	43.09%	131
TOTAL		304

Q9: What is your preferred language?

Answered: 302 Skipped: 3

ANSWER CHOICES	RESPONSES	
English	98.34%	297
French	1.32%	4
Other (please specify)	0.33%	1
TOTAL		302

2.2.2 QUALITY OF LIFE IN QUINTE WEST

Q10: How would you rate the overall quality of life in Quinte West?

Answered: 304 Skipped: 1

ANSWER CHOICES	RESPONSES	
Very good	23.68%	72
Good	67.43%	205
Poor	7.57%	23
Very poor	0.99%	3
Don't know	0.33%	1
TOTAL		304

Q11: How has the quality of life in Quinte West changed over the past 5 years?

Answered: 305 Skipped: 0

ANSWER CHOICES	RESPONSES	
Improved	28.52%	87
Stayed the same	47.21%	144
Worsened	13.44%	41
Don't know	10.82%	33
TOTAL		305

2.2.3 SATISFACTION WITH QUINTE WEST SERVICES

Q12: Taking everything into account, how satisfied are you with how council and administration are governing the community?

Answered: 303 Skipped: 2

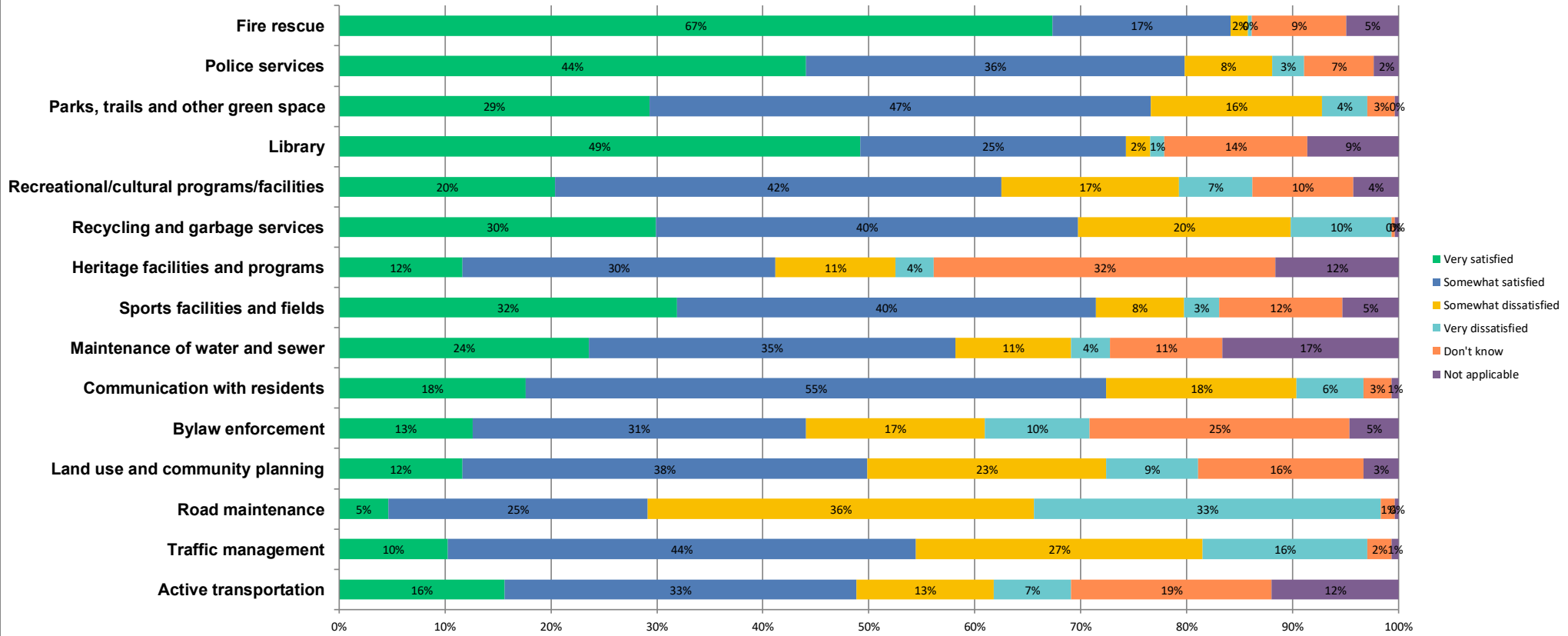
ANSWER CHOICES	RESPONSES	
Very satisfied	17.49%	53
Somewhat satisfied	59.41%	180
Somewhat dissatisfied	11.22%	34
Very dissatisfied	5.28%	16
Don't know	6.60%	20
TOTAL		303

Q13: Please tell me how satisfied you are with each of the following services provided by the City of Quinte West.

Answered: 304 Skipped: 1

	VERY SATISFIED	SOMEWHAT SATISFIED	SOMEWHAT DISSATISFIED	VERY DISSATISFIED	DON'T KNOW	NOT APPLICABLE	TOTAL
Fire rescue	67.33% 204	16.83% 51	1.65% 5	0.33% 1	8.91% 27	4.95% 15	303
Police services	44.04% 133	35.76% 108	8.28% 25	2.98% 9	6.62% 20	2.32% 7	302
Parks, trails and other green space	29.28% 89	47.37% 144	16.12% 49	4.28% 13	2.63% 8	0.33% 1	304
Library	49.17% 149	25.08% 76	2.31% 7	1.32% 4	13.53% 41	8.58% 26	303
Recreational and cultural programs and facilities	20.39% 62	42.11% 128	16.78% 51	6.91% 21	9.54% 29	4.28% 13	304
Recreational and cultural facilities	0.00% 0	100.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1
Recycling and garbage services	29.93% 91	39.80% 121	20.07% 61	9.54% 29	0.33% 1	0.33% 1	304
Heritage facilities and programs	11.63% 35	29.57% 89	11.30% 34	3.65% 11	32.23% 97	11.63% 35	301
Sports facilities and fields	31.89% 96	39.53% 119	8.31% 25	3.32% 10	11.63% 35	5.32% 16	301
Maintenance of water and sewer services (if applicable)	23.59% 71	34.55% 104	10.96% 33	3.65% 11	10.63% 32	16.61% 50	301
Communication with residents	17.61% 53	54.82% 165	17.94% 54	6.31% 19	2.66% 8	0.66% 2	301
Bylaw enforcement	12.58% 38	31.46% 95	16.89% 51	9.93% 30	24.50% 74	4.64% 14	302
Land use and community planning	11.63% 35	38.21% 115	22.59% 68	8.64% 26	15.61% 47	3.32% 10	301
Road maintenance	4.64% 14	24.50% 74	36.42% 110	32.78% 99	1.32% 4	0.33% 1	302
Traffic management	10.23% 31	44.22% 134	27.06% 82	15.51% 47	2.31% 7	0.66% 2	303
Active transportation	15.61% 47	33.22% 100	12.96% 39	7.31% 22	18.94% 57	11.96% 36	301

Q13 - Please tell me how satisfied you are with each of the following services provided by the City of Quinte West.



2.2.4 VALUE FOR TAXES

Q14: Thinking about all the programs and services you receive from the City of Quinte West, would you say that overall you get good value or poor value from your tax dollars?

Answered: 303 Skipped: 2

ANSWER CHOICES	RESPONSES	
Very good value	10.23%	31
Fairly good value	52.48%	159
Fairly poor value	25.41%	77
Very poor value	4.95%	15
Don't know	6.93%	21
TOTAL		303

Q15: Municipal property taxes are the primary source of funds to pay for services provided by the City of Quinte West. To deal with the increased cost of maintaining current service levels, the City must balance taxation and service delivery levels. To deal with this situation, which of the following four options would you most like the City to pursue?

Answered: 299 Skipped: 6

ANSWER CHOICES	RESPONSES	
Increase taxes to enhance or expand services	27.09%	81
Increase taxes to maintain services at current levels	17.06%	51
Reduce or cut services to maintain current tax level	27.09%	81
Reduce or cut services to reduce taxes	9.03%	27
Don't know	19.73%	59
TOTAL		299

2.2.5 POSSIBLE INVESTMENTS

Q16: There are several different things that the City of Quinte West can invest in to make itself more attractive to out of town visitors. Which (if any) of the following do you think the City should focus on?

Answered: 298 Skipped: 7

ANSWER CHOICES	RESPONSES	
Parks and trails	58.39%	174
Festivals	53.36%	159
Cultural facilities and events	34.56%	103
Sporting facilities and events	35.23%	105
Heritage facilities and events	19.46%	58
Shopping destinations	41.95%	125
Other (please specify)	23.15%	69
Total Respondents: 298		

Other suggestions:

- Improve or fix roads (9)
- Improve the downtown (9)
- Create ATV trails for allow ATVs on existing trails (7)
- Add a man-made beach to the waterfront (5)
- Other improvements to waterfront (5)
- Improve bicycle infrastructure (4)
- Create an RV park along waterfront (2)
- Add signage to capture “hidden gems”
- Offer incentives to waterway businesses such as paddleboats, gondolas, water taxis
- Conference centre and/or hotel

2.2.6 ENVIRONMENTAL LEADERSHIP

Q17: How important is it to you that the City of Quinte West be a leader in protecting the environment, even if doing so increases your municipal taxes?

Answered: 302 Skipped: 3

ANSWER CHOICES	RESPONSES	
Very important	45.70%	138
Somewhat important	34.44%	104
Not very important	13.25%	40
Not at all important	6.62%	20
TOTAL		302

2.2.7 STRENGTHS

Q18: What would you say are the City of Quinte West's most important strengths? (Please name up to three.)

Answered: 205 Skipped: 100

The top 20 answers are shown below together with the number of times they appeared in the open-ended responses to this question.

- Waterways / waterfront (80)
- Natural resources/ green space / trails (54)
- Location (47)
- 8 Wing/ CFB Trenton (36)
- Community engagement (31)
- Size / small city (18)
- Events / festivals (17)
- Marina (17)
- Sports fields, facilities & programs (16)
- Council (15)
- Cleanliness (12)
- Fair taxes/ fiscal responsibility (11)
- People/ residents/ friendliness (11)
- Affordability (10)
- Hospital (8)
- Mayor (7)
- Emergency Services (7)
- Safe Community (7)
- Communications (6)
- Downtown (6)
- Tourism (6)

2.2.8 ONE THING YOU WOULD CHANGE

Q19: If you could change or improve anything about Quinte West, what would you change?

Answered: 244 Skipped: 61

We reviewed the 244 open-ended responses to this question and categorized each respondent's first suggestion into 8 main categories which are summarized in the following table, together with some of the most common sub-themes for each category:

General Category for Change or Improvement	Total Responses	% of 244
1. Transportation: <ul style="list-style-type: none"> Road conditions Traffic flow Increasing and improving cycling lanes and sidewalks 	62	25%
2. Improve the Look of Downtown Trenton: <ul style="list-style-type: none"> Empty and boarded up storefronts Preponderance of thrift shops and dollar stores 	30	12%
3. Waterfront, Recreational Trails and Facilities <ul style="list-style-type: none"> Developing the waterfront for commercial purposes and improving the marina and boat launches Developing a beach Increasing the number of trails for bicycles but also allowing their use by ATVs and snowmobiles Build new recreational facilities 	29	12%
4. Business and Culture <ul style="list-style-type: none"> Increase the amount, quality and variety of shopping, restaurants, cultural and entertainment activities Increase use of the amphitheatre 	26	11%
5. Garbage and Recycling <ul style="list-style-type: none"> The use of bag-tags and the cost of the garbage service Suggestions to improve recycling 	16	7%
6. Affordable Housing <ul style="list-style-type: none"> Concerns about the cost of renting and owning homes Increase the amount available for the aging population 	14	6%

General Category for Change or Improvement	Total Responses	% of 244
7. Hospital and Doctors <ul style="list-style-type: none"> Improve services and staffing to the hospital Increase the number of doctors in the community 	11	4%
8. Miscellaneous Other Suggestions <ul style="list-style-type: none"> Complaints about the city council Taxes and spending Smells from Bain Park, Norampac and other industrial facilities Illicit drug use in the city, the number of drug houses and needle litter 	56	23%
Total	244	100%

In reviewing the open-ended responses to this question (“what one thing would you change”), a number of the comments contained more than one idea, or very specific suggestions that were well articulated. The following are the ones we thought Council and staff might find interesting:

- Reverse the 18% pay increase to council members.*
- Communicate better with residents about construction plans that directly affect their property.*
- Make Dundas St. one-way west through the downtown area to relieve congestion.*
- Climate change is real so preparing for the inevitable is key (flooding in the downtown, erosion, loss of beaches, etc.).*
- It's time for a new state-of-the art Recreational Complex to replace the Duncan Memorial Arena.*
- To encourage less single use water bottles, I would like to see more water refill stations at baseball diamonds and parks.*
- Make the area around the No. 1 Dam more accessible to the public. It is a huge fishing attraction for people from all over the province.*
- Mt. Pilon needs maintenance to make it appealing for those who jog and walk.*
- Change the intersection at Dundas East and Marmora St. It's a traffic nightmare since being redone several years ago.*
- Change the trail in Frankford to multi-use ... so that off-road vehicles can connect to it from Hastings. This will increase business to Frankford.*
- Redevelop the downtown along Front St. between the bridges.*
- Yard waste pick up in Murray ward.*
- The amphitheatre is underutilized and there are no indoor facilities where local community arts groups can perform.*
- Lower property tax in the country since we don't use city water and sewer services.*
- More sidewalks to connect housing developments in Telephone Rd., Pine Marsh, 2nd Dug Hill Rd, Brookshire Meadows.*

- *I think new housing developments should be required to have a certain number of trees planted throughout the plan, not just in one park area. Trees are instrumental in cleaning the air, helping to reduce flooding, and in providing shade and windbreaks. All of these are important as we strive to adjust to climate change.*
- *Prepare for a future beyond enticing retirees and consider current and future generations.*
- *Enforce the no smoking laws ... especially at the arena.*
- *Would love to have Christmas tree pick-up in January.*
- *Make a walking/bike trail from the mouth of the Trent to #1 Lift Lock.*
- *The best thing in the area is the bay, but there is a severe lack of available parking at the boat launches and they are in need of attention.*
- *The sidewalks along Johnson Rd. are horrible and dangerous.*
- *Create affordable downtown housing with nearby shops and services for those who are aging and not driving.*
- *There is nothing for teens and pre-teens to do in the community that doesn't cost a fortune.*
- *Frankford needs a variety of fitness programs for adults.*
- *Charging for garbage is a bad idea, just charge through taxes and get rid of stickers. It's wasteful to have stickers and people dump their trash.*
- *Hannah Park trails have been reduced, which is very disappointing.*
- *Return the Riverfest in Frankford to the way it was.*

3 EMPLOYEES' SURVEY

3.1 OVERVIEW

Using input from Council and staff, Capital Park Consulting drafted an online survey that was emailed to employees of Quinte West. The survey went “live” on July 2, 2019 and was closed on August 1, 2019. It received 67 responses. We also created a “hard copy” version of the survey for employees interested in providing their input to the strategic planning process, but who did not have access to the online survey.

3.2 SURVEY QUESTIONS AND ANSWERS

The following is a summary of the responses we received to the employees' survey.

3.2.1 INFORMATION ABOUT RESPONDENTS

Q1: In which City Department do you work?

Answered: 65 Skipped: 2

ANSWER CHOICES	RESPONSES	
Corporate, Finance and CAO	40.00%	26
Fire and Emergency Services	4.62%	3
Planning and Development	21.54%	14
Public Works and Environmental Services	26.15%	17
Other (please specify)	7.69%	5
TOTAL		65

Q2: How old are you?

Answered: 63 Skipped: 4

ANSWER CHOICES	RESPONSES	
Under 18	0.00%	0
18-34	25.40%	16
35-54	53.97%	34
55+	20.63%	13
TOTAL		63

Q3: How long have you worked for Quinte West?

Answered: 63 Skipped: 4

ANSWER CHOICES	RESPONSES	
Less than 1 year	11.11%	7
1-3 years	20.63%	13
3-5 years	11.11%	7
5-10 years	25.40%	16
10-20 years	17.46%	11
More than 20 years	14.29%	9
TOTAL		63

Q4: Do you live in Quinte West?

Answered: 63 Skipped: 4

ANSWER CHOICES	RESPONSES	
Yes	70.31%	45
No	29.69%	19
TOTAL		64

3.2.2 WHAT IT'S LIKE TO WORK FOR QUINTE WEST

Q5: Please indicate the extent to which you agree with the following statements.

Answered: 67 Skipped: 0

	STRONGLY AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
I feel valued for the contributions I make at work	43.28% 29	32.84% 22	8.96% 6	5.97% 4	7.46% 5	1.49% 1	67	4.00
My job makes good use of my skills and abilities.	47.76% 32	37.31% 25	5.97% 4	5.97% 4	2.99% 2	0.00% 0	67	4.21
My job requirements are clear	35.82% 24	37.31% 25	11.94% 8	8.96% 6	5.97% 4	0.00% 0	67	3.88
I feel encouraged to come up with new and better ways of doing things.	43.28% 29	31.34% 21	8.96% 6	8.96% 6	7.46% 5	0.00% 0	67	3.94
When a customer is dissatisfied, I can usually correct the problem to their satisfaction.	34.33% 23	46.27% 31	13.43% 9	1.49% 1	1.49% 1	2.99% 2	67	4.14
I have a clear path for career advancement	16.42% 11	26.87% 18	19.40% 13	13.43% 9	22.39% 15	1.49% 1	67	3.02
I am satisfied with the opportunities I have in my job to develop myself as a professional	35.82% 24	28.36% 19	11.94% 8	10.45% 7	13.43% 9	0.00% 0	67	3.63
I have fun at work	40.30% 27	35.82% 24	10.45% 7	2.99% 2	10.45% 7	0.00% 0	67	3.93

Q6: In your experience, what is the best thing about working for Quinte West?

Answered: 58 Skipped: 9

We received 58 answers to this open-ended question, some of which identified more than one “best thing”. The following list summarizes the most common answers received with the number of times each was received:

- People I work with (31)
- Working to make community better (12)
- Positive work culture (6)
- Pay, benefits, work hours (5)
- Proud to work for the City (3)
- Job responsibilities (3)
- Located near my home (2)
- Appreciated for what I do (2)
- Autonomy in my job
- Problem Solving
- Great employer
- Fun work environment
- Working outdoors
- Young & vibrant workplace
- Ability to expand my knowledge
- Council/ staff relations

Q7: What is the worst thing about working for Quinte West?

Answered: 53 Skipped: 14

We received 53 responses to this open-ended question, with several respondents providing more than one “worst thing”. 8 respondents responded that they did not have any suggestions, “n/a” or that they could not think of any. Among the other responses, the following were the most common answers (with the number of times each was received in brackets):

- Communication (9)
- Management (8)
- Workload / need more staff (7)
- Union membership or relations (5)
- Council micro-management (5)
- Inconsistency in applying policies (5)
- Thankless clients (4)
- Not enough vacation (4)
- Lack of training (4)
- New staff favoured over long timers (4)
- Lack of advancement opportunity (3)
- Lack of female managers (3)
- Working conditions or hours (2)
- Employee incompetence (2)
- Compensation too low (2)
- Low morale (2)
- Internal politics and bickering (2)
- Bureaucracy on projects
- Feel excluded by staff
- Lack of performance reviews
- Not consulted in my area of expertise
- Policy getting in way of effectiveness
- Unorganized
- Lack of appreciation for my efforts

Q8: Are you inspired by Quinte West's organizational vision, goals, values etc.?

Answered: 67 Skipped: 0

ANSWER CHOICES	RESPONSES	
Yes, very much so	16.42%	11
Somewhat	25.37%	17
Neutral	29.85%	20
Not very much	10.45%	7
Not at all	5.97%	4
Don't know	11.94%	8
TOTAL		67

Q9: Considering everything, how satisfied are you with your job?

Answered: 67 Skipped: 0

ANSWER CHOICES	RESPONSES	
Very satisfied	43.28%	29
Satisfied	26.87%	18
Somewhat satisfied	16.42%	11
Neither satisfied nor dissatisfied	1.49%	1
Somewhat dissatisfied	5.97%	4
Dissatisfied	2.99%	2
Very dissatisfied	2.99%	2
TOTAL		67

3.2.3 MOST IMPORTANT ISSUES

Q10: What would you say are the most important issues that the City of Quinte West needs to address in the next 10 years? (Please identify up to three.)

Answered: 55 Skipped: 12

We received a total of 152 open-ended responses to this question, and categorized the responses to show which answers were the most common. The following bullets summarize the most common responses and show the number of times each response appeared.

- Road maintenance (12)
- Economic development (11)
- Succession planning (11)
- Internal communications (9)
- Infrastructure deficiencies (8)
- Improve downtown (7)
- Lack of affordable housing (6)
- Enhancing/ protecting health services (6)
- Waterfront development (5)
- User-friendly software/website for residents (5)
- Hire more staff (5)
- Environment & climate change (4)
- Improve organizational effectiveness (3)
- Transportation (3)
- Development growth / housing (3)
- Change working conditions, policies (3)
- Industrial development (3)
- Accountability/ transparency (3)
- Improve management practices (3)
- Fair treatment of employees (3)
- Need a clear Corporate direction (2)
- Debt management/ fiscal prudence (2)
- Address union issues (2)
- Taxes too high (2)
- Asset management system
- Connected community
- Community activities/ events
- Community engagement
- Active living, trails, parks
- Flooding
- Homelessness
- Job evaluations
- Encourage public use of library
- Better teamwork
- Enhance services outside downtown
- More employee involvement in procurement
- Remote connectivity
- Bike lanes, infrastructure
- Lower speed limits near children
- Outdoor pool
- Tourism
- Training for Council
- Green energy solutions

3.2.4 ONE CHANGE YOU WOULD IMPLEMENT

Q11: If you were empowered to implement one change (big or small) to improve City services, what would you change?

Answered: 47 Skipped: 20

We reviewed the responses to this open-ended question and sorted them into categories, summarized in the table below, with some of the most common answers for each category shown in bullets.

General Category for Change or Improvement	Total Responses	% of 47
1. Better Communication and Customer Service with the Public: <ul style="list-style-type: none"> • More information available online • Ability to see and pay bills electronically 	11	23%
2. Work Conditions and Employee Training: <ul style="list-style-type: none"> • Flexible hours • Feedback from management 	7	15%
3. Communication Among City Employees <ul style="list-style-type: none"> • Improve communication between departments • Communication from managers to employees • Among City employees generally 	7	15%
4. Improve Public Infrastructure & Services <ul style="list-style-type: none"> • Increase the amount, quality and variety of shopping, restaurants, cultural and entertainment activities • Increase use of the amphitheatre 	5	11%
5. Miscellaneous Other Suggestions <ul style="list-style-type: none"> • Comments varied widely • Several responded “no suggestions” • See captured comments below 	17	36%
Total	47	100%

We have also captured some of the more interesting responses, summarized in bullet form below:

- *Satellite yards for winter snow operations to improve response time and cut down on equipment wear and tear. (Buildings are still owned and heated anyways)*
- *Help with ensuring that City documents including but not limited to, standards manuals, official plan, zoning bylaws, forms etc.*
- *Cap the union TOIL balance at 56 hours max I'm sure you can figure out who this is. Call me if you want any further info.*

- *Shared budgets for unsanctioned areas (ie. repairs, upkeep, services charged to one department but another department does the work/ manpower and back charges the other when the charging department is responsible for upkeep.) ie. Fraser Park (marina gets all expenses charged to their budget for upkeep but Parks is responsible for day docks, water, upkeep, etc.*
- *The amount and type of communication to staff. We always hear about better communication and we always start initiatives to improve it, but they always seem to fizzle out or never continued to be carried through on for a sustained period of time. Hopefully when a new strategic plan is in place more communication around it can be done to staff so they can buy in and feel part of the vision and successes moving forward.*
- *More amenities, services & events in other wards. There is no community centre or hall at all in Murray ward for gatherings or events. No park space equipped with power to host large events, weddings, reunions etc.*
- *Add staff positions for junior planner, by-law enforcement officer and a part time admin assistant in the Building Dept.*
- *The website needs to be more accessible with better navigation for residents. It's too hard for residents to find even the easiest information, like contact information or how to pay their water bill. It's a digital age, and a lot of information people are looking for is available online, but they're forced to call in or email because they can't understand or find what they're looking for (using valuable staff time). This will drastically help residents take advantage of services and for the City to keep pace with the digital age of information.*
- *Allow the CSR's to focus and provide better customer service, by having someone answering phones and working on other work away from the counter, and let the counter CSR's focus on customer service to the people who are walking in and not trying to do other work that requires concentration in between.*
- *Invest in the workers that are going to be here a while promote positive attitudes through showing them they are worth investing then hopefully in a few years morale and relationships will Be better*

4 PARTNER FOCUS GROUPS

4.1 OVERVIEW

We conducted a series of 90-minute focus group sessions with “partner” organizations in Quinte West on June 26, 2019. The purpose was to ask community groups based in Quinte West their thoughts regarding Quinte West’s strengths, weaknesses, opportunities and threats, and what they thought should be prioritized in the new Strategic Plan. Recognizing that not all of the groups we wanted to invite would be available, we also created both a “hard copy” version of the questions we discussed with participants at the focus groups, and an on-line version.

4.1.1 PARTICIPANTS AND CONTRIBUTORS

Altogether, we received input from 17 individuals representing 14 stakeholder groups. The following table identifies the individuals who contributed their thoughts.

Participant Name	Title	Organization
Wendy Warner	Executive Director	Trenton Memorial Hospital Foundation
Mike Cowan	Co-Chair	ourTMH
John Smylie	Co-Chair	ourTMH
Trish Monaghan	Executive Director	60 Club Seniors (Legion)
Debbie Holmes	Office Manager	Royal Canadian Legion
Hellen Skillen	Volunteer	Seniors Unlimited
Eugene Van Huizen	Volunteer	Seniors Unlimited
Chris King	CEO	Quinte Economic Development Corp.
Lisa Kuypers	Executive Director	Trenton Downtown Business Improvement Area
Suzanne Andrews	General Manager	Quinte West Chamber of Commerce
Amber Darling	President	Quinte West Chamber of Commerce
Gayle Grills	Representative	Ontario Federation of Agriculture
Al O'Byrne	Sergeant	Ontario Provincial Police
Orlando Ferro	Executive Director	Quinte Immigration Services
remco degooyer	past president	kiwanis club of trenton
Suzanne Humphreys	CEO	Quinte West Public Library
Chris Rose	Owner	Home Hardware - Frankford

The following section summarizes the main points raised by partners through the focus groups process.

4.2 QUESTIONS AND ANSWERS

The following sub-sections summarize the key points raised for each of the 7 questions we asked partner organizations. Our full notes are included in Appendix F to this report.

4.2.1 STRENGTHS

Q1: What are QW's greatest and most important strengths (things the City should keep doing) from the perspective of your organization and its constituents? Is there anything QW can/should do to enhance these strengths further

- 8 Wing
- Parks, waterfront, marina
- Off-season activities (e.g.: ice boating)
- Location
- Lifestyle advantages
- Sense of community
- Nimble, able to make community driven initiatives happen quickly
- Accepting of newcomers who move to QW
- Marina and waterfront
- Loyalist College
- Industrial employers (jobs up 24% since 2010)
- Economic development in general - lots of tourism promotion & ideas from the EC Committee
- Asset and infrastructure development has been good in recent years
- Downtown is getting better
- Pride of ownership
- City staff open to working with local groups to develop new initiatives - don't just say "no" automatically
- Availability of affordable housing - more than other communities in the region (but still not enough)
- Infrastructure
- Marina and waterfront
- Location
- Attractive place to retire (but mostly retirees and people of modest means)

4.2.2 WEAKNESSES

Q2: What are the City's key weaknesses, and what can/should it do to address these?

- Homelessness
- Lack of a women's shelter
- Transportation for low income population
- Lack of activities for young families
- Still looking for a sense of shared identity since amalgamation
- Some individual perceptions that rural areas get poor value for their tax dollars

- Danger of losing sight of our historical roots among constituent communities of QW
- Bylaw clarity - example of merchant seeking permission to put up a sign like other businesses have without approval, only to be denied
- The way QW looks for visitors driving in
- Outdated logo
- Homelessness & marginalized populations
- Average is getting older than provincial average (but younger than peers in the region)
- Lack of affordable housing for the workers local businesses would like to hire
- Lack of rental buildings being built
- Official plan does not (but should) allow farmers to build a second house on their rural properties
- Need more youth programs to keep them from choosing the wrong path
- Lack of mental health support services
- Need various supports for newcomers including affordable housing, public education on the benefits of newcomers and growth, living wage policy
- Lack of high speed internet in some areas
- Lack of diversity in QW decision making processes and planning
- "Poor cousin" to Belleville
- Lack of a plan to develop various areas for commercial and industrial use.

4.2.3 ENHANCING "QUALITY OF LIFE"

Q3: Many municipal strategic plans prioritize enhancing the "quality of life" of residents. What can/should QW do to improve the standard of living for its residents?

- Overall quality of life is quite high, but some people are left behind
- Important to see tourism development (including creation of attractions) as an investment, not just as a cost
- There are businesses that would do well here, and need to be encouraged
- Create a spot for boats to stop overnight on the Trent River (maybe near Glen Ross)
- Community safety
- Important to keep the downtown vibrant, safe and family friendly by discouraging undesirable elements (like the bikers who were pushed out a few years ago)
- Health care access - need more walk-in clinics
- More summer events that bring people to the waterfront
- Help bridge the gap between employers and newcomers/ new graduates
- Importance of QW being proactive to help prevent or combat addiction, physical health concerns
- Council is attempting to address the need to attract young doctors - very important to try to counteract the tendency of young professionals to want to move to a "more vibrant" city

4.2.4 THREATS

Q4: What internal or external threats should Quinte West be worrying about as it develops its strategic priorities for the next 4 years (and beyond)?

- Ageing population is a threat because it causes greater demand for services
- Lack of qualified workforce keeps business/industry from locating (or expanding) in QW
- Succession for local small business owners who want to retire but have nobody to buy them out or take over
- Changing retail landscape and emergence of more on-line shopping might threaten traditional retailers
- Potential surplus of commercial space due to traditional commercial being supplanted by work from home arrangements
- 8 Wing is a disproportionately important employer in QW - if it were ever to close or be significantly reduced, the consequences would be dire
- Threat of hospital closure
- More seniors moving to QW increases costs more than revenues
- Threats involving the new SP: 1) that it is weak and unclear (needs to be visionary); 2) that we don't have the resources to implement; 3) that it makes sense but is never implemented
- Drug/narcotics problems - need intervention programs
- Political changes federally could impact 8Wing - QW should mitigate by diversifying its economy
- Housing prices out of control

4.2.5 ISSUES AND CHALLENGES

Q5: What are the most important issues and challenges that Quinte West needs to address?

- Poverty and the need for affordable housing
- Transportation
- Saving the hospital
- Need to articulate our identity
- Lack of qualified workforce
- Mental health and other issues among veterans
- Some of our marginalized residents' problems are complex and cannot simply be solved by getting them a job
- Tax ratio for commercial/ industrial is 2.7% vs. 1.7% for residential - this is unhelpful for encouraging businesses to move to QW
- Expansion - need to continue to develop infrastructure to keep up
- Need to develop more local health care
- Ageing population and their associated needs
- Enforcement of by-laws
- environmental concern needs to be the central component in every decision the municipality makes. QW needs to be a role model as a forward thinking region always considering the big picture issue of environmental change and taking bold steps to combat it
- Identity - building QW brand has been a priority, but identity of individual wards has suffered

4.2.6 ECONOMIC DEVELOPMENT

Q6: Economic development was a priority in Quinte West's "old" strategic plan, and might be in the new one. Should it be? What should the City do to encourage existing and attract new businesses?

- More arts & culture - take better advantage of our waterfront
- Need more places (hotels) for people to stay
- Figure out our identity in order to attract manufacturers and other employers
- Dundas Street West is a huge opportunity
- "If you build it, they will come" – marina is a good example – the City needs to invest in things that will attract people and businesses to Quinte West
- QW should do something with the old Domtar Creosote facility – waterfront site on the Trent river near downtown – large portion of this land that can be developed in some way – need to find a way to do something with it, possibly with funding from other levels of government
- Sydney Auto Wreckers –not a great thing to see as you drive into town on Glen Miller Road – might be worth finding another use for this site
- Tax incentives to attract new business
- Infrastructure is the key to attracting businesses
- Reach out to businesses that would thrive in Quinte West
- support and encourage entrepreneurs, possibly with collaborative work spaces

4.2.7 VISION FOR THE FUTURE

Q7 What would you (your organization) like to see the City of Quinte West look like in 25 years from now?

- a more walkable and connected city with more parks and waterfront paths full of bikes, walkers and others enjoying themselves
- I'd like to see developers build subdivisions as communities – rather than just plonking down 150 houses, add retail and other spaces – subdivision behind Walmart is an opportunity missed – let's build communities that we want, more like the 1960s neighbourhood around Trenton HS.
- An active, healthy community
- Jobs growth
- Expanded public transit
- A community full of optimism and hope, one where our children would like to stay when they grow up
- Thriving tourism and downtown
- Diverse business base
- More cultural diversity in all sectors
- Better public transit linkages between the Bay and Quinte regions
- I'd like to see a more walkable and connected city with more parks and waterfront paths full of bikes, walkers and others enjoying themselves

5 NEXT STEPS

Next steps are expected to include:

- Workshop #2 with Council to brainstorm key SP components (likely to include Vision, Mission, Values & Priorities)
- Drafting key elements of the SP
- Workshop #3 with Council to fine tune and draft SP goals and objectives
- Final wording of the SP

LIST OF APPENDICES

The Appendices to this report include the following items:

- Appendix A: Residents' Survey
- Appendix B: Employees' Survey
- Appendix C: Partners' Survey



A Natural Attraction

City of Quinte West Strategic Plan Stakeholder Engagement Report APPENDICES

Prepared by:
Capital Park Consulting Inc.
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Ottawa, Ontario, Canada, K1S 2K6

Date: September 9, 2019

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Appendix F: Notes from the Partners' Focus Groups	Error! Bookmark not defined.

INTRODUCTION

This document contains the Appendices to the Report on Stakeholder Engagement for the Quinte West Strategic Plan. It consists of copies of the questions we asked of each group (in Appendices A, B and C), the “open-ended” responses from the online surveys of Residents and Employees (Appendices D and E) and our full notes from the partner focus groups (Appendix F).

APPENDIX A: RESIDENTS' SURVEY

Residents' Survey for the Quinte West Strategic Plan

Introduction

The City of Quinte West is conducting a residents' survey gather citizen input as we work to update the City's Strategic Plan. This survey should take no more than ten (10) minutes to complete, and your answers will be confidential. The survey is being conducted online, and is also available in hard copy format for those who do not have Internet access. If you require technical support with the online survey or have other questions, please call 613-620-2258 or email info@capitalpark.ca.

Questions

1. How old are you?

- ☐ Under 18
- ☐ 18-34
- ☐ 35-54
- ☐ 55+

2. What is your gender?

- ☐ Male
- ☐ Female
- ☐ Other, please specify: _____

3. Please indicate the postal code of your residence in Quinte West.

4. Which of the following categories best describes your employment status?

- ☐ Employed, working full time
- ☐ Employed, working part time
- ☐ Self employed
- ☐ Not employed, looking for work
- ☐ Not employed, NOT looking for work
- ☐ Retired
- ☐ Disabled, not able to work

5. How much income did all members of your household earn in 2018?

- ☐ Under \$15,000
- ☐ Between \$15,000 and \$29,999
- ☐ Between \$30,000 and \$49,999
- ☐ Between \$50,000 and \$74,999
- ☐ Between \$75,000 and \$99,999
- ☐ Between \$100,000 and \$149,999
- ☐ Over \$150,000

<p>6. Do you own or rent the place where you live?</p> <p> <input type="radio"/> Own <input type="radio"/> Rent <input type="radio"/> Other, please specify: _____ </p>
<p>7. How many children are living in your household?</p> <p> <input type="radio"/> None <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 or more </p>
<p>8. For how many years have you lived in Quinte West?</p> <p> <input type="radio"/> Less than 1 year <input type="radio"/> 1-3 years <input type="radio"/> 3-5 years <input type="radio"/> 5-10 years <input type="radio"/> 10-20 years <input type="radio"/> More than 20 years </p>
<p>9. What is your preferred language?</p> <p> <input type="radio"/> English <input type="radio"/> French <input type="radio"/> Other, please specify: _____ </p>
<p>10. How would you rate the overall quality of life in Quinte West?</p> <p> <input type="radio"/> Very good <input type="radio"/> Good <input type="radio"/> Poor <input type="radio"/> Very poor <input type="radio"/> Don't know </p>
<p>11. How has the quality of life in Quinte West changed over the past 5 years?</p> <p> <input type="radio"/> Improved <input type="radio"/> Stayed the same <input type="radio"/> Worsened <input type="radio"/> Don't know </p>
<p>12. Taking everything into account, how satisfied are you with how council and administration are governing the community?</p> <p> <input type="radio"/> Very satisfied <input type="radio"/> Somewhat satisfied <input type="radio"/> Somewhat dissatisfied <input type="radio"/> Very dissatisfied <input type="radio"/> Don't know </p>

13. Please indicate how satisfied you are with each of the following services provided by the City of Quinte West.

Feature or Service	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very Dissatisfied	Don't know	N/A
Fire rescue	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Police services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Library	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parks, trails and other green space	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recreational and cultural programs and facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recycling and garbage services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Heritage facilities and programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sports facilities and fields	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintenance of water and sewer services (if applicable)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication with residents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bylaw enforcement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Land use and community planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Road maintenance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Traffic management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Active transportation infrastructure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. Thinking about all the programs and services you receive from the City of Quinte West, would you say that overall you get good value or poor value from your tax dollars?

- ☐ Very good value
- ☐ Fairly good value
- ☐ Fairly poor value
- ☐ Very poor value
- ☐ Don't know

15. Municipal property taxes are the primary source of funds to pay for services provided by the City of Quinte West. To deal with the increased cost of maintaining current service levels, the City must balance taxation and service delivery levels. To deal with this situation, which of the following four options would you most like the City to pursue?

- ☐ Increase taxes to enhance or expand services
- ☐ Increase taxes to maintain services at current levels
- ☐ Reduce or cut services to maintain current tax level
- ☐ Reduce or cut services to reduce taxes
- ☐ Don't know

16. There are several different things that the City of Quinte West can invest in to make itself more attractive to out of town visitors. Which (if any) of the following do you think the City should focus on?

- ☐ Parks and trails
- ☐ Festivals
- ☐ Cultural facilities and events
- ☐ Sporting facilities and events
- ☐ Shopping destinations
- ☐ Other, please specify: _____

17. How important is it to you that the City of Quinte West be a leader in protecting the environment, even if doing so increases your municipal taxes?

- ☐ Very important
- ☐ Somewhat important
- ☐ Not very important
- ☐ Not at all important

18. What would you say are the City of Quinte West's most important strengths? (Please name up to three.)

- ☐ Strength #1: _____
- ☐ Strength #2: _____
- ☐ Strength #3: _____

19. If you could change or improve anything about Quinte West, what would you change?

20. May we contact you if we have follow-up questions?

- ☐ No
- ☐ Yes (please provide your contact information in the space below)

- Name: _____
- Email address: _____
- Telephone number: _____

APPENDIX B: EMPLOYEES' SURVEY

Staff Survey for the Quinte West Strategic Plan

Introduction

The City of Quinte West is conducting a survey gather staff input as we work to update the City's Strategic Plan. This survey should take no more than five minutes to complete. The survey is being conducted online, and is also available in hard copy format for those who do not have Internet access. If you require technical support with the online survey or have other questions, please call 613-620-2258 or email info@capitalpark.ca.

Questions

1. In which City department do you work?

- ☐ Corporate, Finance and CAO
- ☐ Fire and Emergency Services
- ☐ Planning and Development
- ☐ Public Works and Environmental Services
- ☐ Other, please specify: _____

2. How old are you?

- ☐ Under 18
- ☐ 18-34
- ☐ 35-54
- ☐ 55+

3. How long have you worked for Quinte West?

- ☐ Less than 1 year
- ☐ 1-3 years
- ☐ 3-5 years
- ☐ 5-10 years
- ☐ 10-20 years
- ☐ More than 20 years

4. Do you live in Quinte West?

- ☐ Yes
- ☐ No

5. Please indicate the extent to which you agree with the following statements.						
Feature or Service	<i>Strongly agree</i>	<i>Somewhat agree</i>	<i>Neither agree nor disagree</i>	<i>Somewhat disagree</i>	<i>Strongly disagree</i>	<i>Don't know</i>
I feel valued for the contributions I make in my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My job makes good use of my skills and abilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My job requirements are clear	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel encouraged to come up with new and better ways of doing things.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When a customer is dissatisfied, I can usually correct the problem to their satisfaction.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a clear path for career advancement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the opportunities I have in my job to develop myself as a professional	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have fun at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintenance of water and sewer services (if applicable)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication with residents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bylaw enforcement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Land use and community planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Road maintenance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Traffic management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Active transportation infrastructure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. In your experience, what is the best thing about working for Quinte West?						

<p>7. What is the worst thing about working for Quinte West?</p>
<p>8. Are you inspired by Quinte West's organizational vision, goals, values, etc.?</p> <ul style="list-style-type: none"> <input type="radio"/> Yes, very much so <input type="radio"/> Somewhat <input type="radio"/> Neutral <input type="radio"/> Not very much <input type="radio"/> Not at all <input type="radio"/> Don't know
<p>9. Considering everything, how satisfied are you with your job?</p> <ul style="list-style-type: none"> <input type="radio"/> Very satisfied <input type="radio"/> Somewhat satisfied <input type="radio"/> Neither satisfied nor dissatisfied <input type="radio"/> Somewhat dissatisfied <input type="radio"/> Very dissatisfied
<p>10. What would you say are the most important issues that the City of Quinte West needs to address in the next 10 years? (Please identify up to three.)</p>
<p>11. If you were empowered to implement one change (big or small) to improve City services, what would you change?</p>

Thank you for completing our survey!

APPENDIX C: PARTNERS' SURVEY

Focus Groups for the Quinte West Strategic Plan

The City of Quinte West is working to update its Strategic Plan. Our stakeholder engagement process includes focus groups with community partners to help our Council to understand the City's strengths, weaknesses, opportunities and threats, and to gather ideas about what needs to be prioritized in the new strategic plan. The following is a summary of the questions that our consultants plan to ask the various groups being invited to participate in the focus groups. For groups unable to attend the session, we welcome you to provide your thoughts in the boxes below.

Name and Title:	
Organization:	
Website:	
Date submitted:	

Questions
1. What are QW's greatest and most important strengths (things the City should keep doing) from the perspective of your organization and its constituents? Is there anything QW can/should do to enhance these strengths further?
2. What are the City's key weaknesses, and what can/should it do to address these?
3. Many municipal strategic plans prioritize enhancing the "quality of life" of residents. What can/should QW do to improve the standard of living for its residents?
4. What internal or external threats should Quinte West be worrying about as it develops its strategic priorities for the next 4 years (and beyond)?
5. What are the most important issues and challenges that Quinte West needs to address?
6. Economic development was a priority in Quinte West's "old" strategic plan, and might be in the new one. Should it be? What should the City do to encourage existing and attract new businesses?
7. What would you (your organization) like to see the City of Quinte West look like in 25 years from now?

Thank you for your input!



City of Quinte West Strategic Plan Second Workshop Report

Prepared by:
Capital Park Consulting Inc.
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Ottawa, Ontario, Canada, K1S 2K6

Date: October 1, 2019

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1 INTRODUCTION

Capital Park Consulting Inc. has been hired by the City of Quinte West to assist in developing its 2019 Strategic Plan. We facilitated a second workshop with the City's 13-member Council on Thursday, September 26th. The purpose of this report is to present the proceedings of that session.

1.1 WORKSHOP AGENDA

Item	Notes	Duration	Start Time
Introductions		10	10:00 AM
Stakeholder Engagement Results	Presentation	30	10:10 AM
Discussion & takeaways	Discussion & Analysis	10	10:40 AM
SP best practices - contents of an SP	Presentation	10	11:30 AM
What makes a great vision statement?	Presentation	10	10:50 AM
Vision planning breakout	Breakout	20	11:00 AM
Vision presentations back to the plenary	Plenary Review	10	11:20 AM
What makes a great mission statement?	Presentation	10	11:40 AM
Mission planning breakout	Breakout	20	11:50 AM
Mission presentations back to the plenary	Plenary Review	10	12:10 PM
Working Lunch (catch up if we are behind schedule)		30	12:20 PM
Planning for strategic priorities	Presentation	10	12:50 PM
Breakout group - projects and initiatives	Breakout	40	1:00 PM
Presentations to the plenary	Plenary Review	15	1:40 PM
Breakout group - strategic priorities	Breakout	25	1:55 PM
Presentations to the plenary	Plenary Review	15	2:20 PM
Wrap-up and next steps		10	2:35 PM
<i>Optional session - Values</i>	<i>Group discussion</i>	<i>45</i>	<i>2:45 PM</i>

The session started at about 10:00 AM and managed to finish up on time at about 2:45 PM. After a discussion during the "wrap-up and next steps" item, the group decided not to conduct the optional session to develop "values".

1.2 WORKSHOP PRESENTATION DECK

The Capital Park team prepared a PowerPoint presentation deck for the workshop. It is provided as Appendix A to this report.

2 WORKSHOP PROCEEDINGS

2.1 SESSION INTRODUCTIONS

Participants were asked to tell us the one thing they wanted not to be forgotten during the strategic planning session (and in the resulting Strategic Plan document). The following is a brief summary of the points they raised.

- Environment
- Infrastructure and roads
- Infrastructure
- Serve the best interests of the residents
- Effective prioritization
- Active participation and trails
- Healthy, active living for residents
- New Strategic Plan must not be forgotten (don't want it to be "shelved")
- Everybody from everywhere (all Wards within Quinte West) matters
- "Quinte West is the best"

2.2 STAKEHOLDER ENGAGEMENT RESULTS

Tim Hore presented a summary of the results of the stakeholder engagement process. See the workshop PowerPoint presentation in Appendix A to this report and the Stakeholder Engagement Report for details.

At the end of the presentation, Councillors were asked if there were any surprises in the stakeholder engagement. The following points were raised:

- Several Councillors were surprised that some stakeholders did not seem to know about the City of Quinte West's full range of facilities, amenities and programs available
- Some Councillors noted that this lack of awareness of City programs and amenities might be at least partly due to shortcomings in the City's communications
- The perceived poor condition of the roads was surprising to some Councillors
- Some Councillors found it surprising that a slight majority of residents seemed open to increasing taxes to improve programs and services
- Many Councillors expressed surprise that 80% of residents said that protecting the environment was either very important (46%) or somewhat important (34%), even if doing so meant increasing their municipal taxes
- It was noted that residents' perceptions regarding the unemployment "problem" in Quinte West are at odds with the realities associated with a low 4.5% unemployment rate. This low unemployment rate makes it hard for businesses in Quinte West to find qualified employees and could make small businesses think twice before moving to, or expanding their existing operations in, Quinte West

2.3 BREAKOUT GROUPS

After presenting and discussing the results of the stakeholder engagement process, Tim Hore reviewed strategic planning “best” (which he had also presented previously at the first workshop in May 2019). He also presented best practices in municipal strategic plan document contents, the attributes of great vision and mission statements, and of municipal strategic priorities.

The following sub-sections describe the results of a series of breakout groups. Councillors were broken into three groups of 4 or 5, and asked to work on:

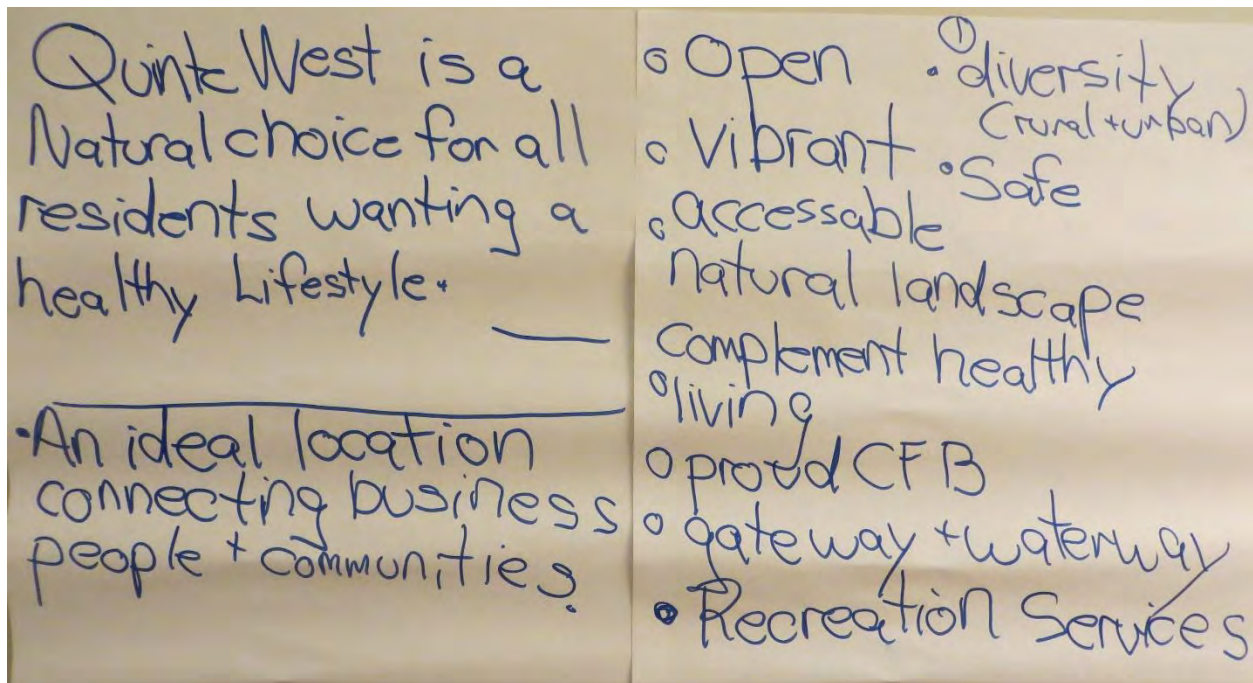
- A vision statement
- A mission statement
- 4-6 strategic priorities (as “baskets”)
- Goals, projects and initiatives that were important to them and that could be categorized or placed in each of the strategic baskets

The following sub-sections show and describe the results of these breakout sessions.

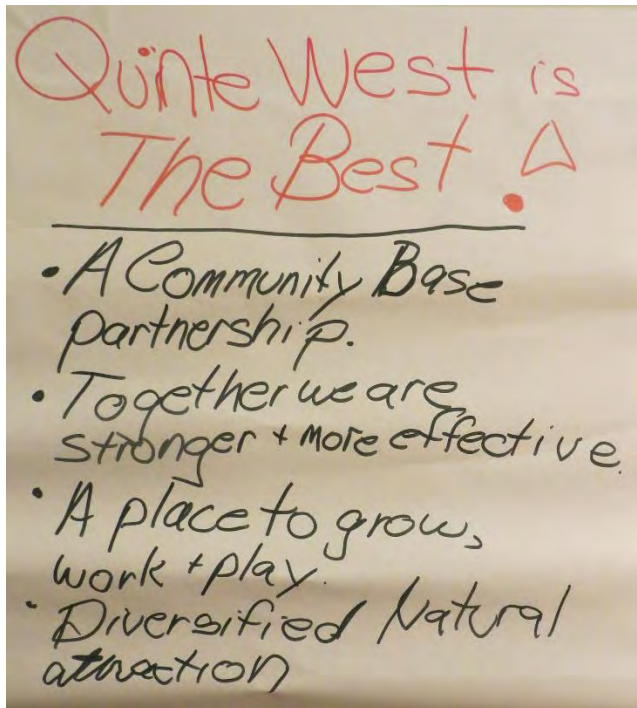
2.3.1 VISION STATEMENT PLANNING

The groups were asked to brainstorm up to three new vision statements for Quinte West and present them back to the plenary. We left it to the three groups to decide how they wanted to work, whether to start with the existing vision, establish key concepts, or just launch into the development process. The following photographs show what they presented.

GROUP A

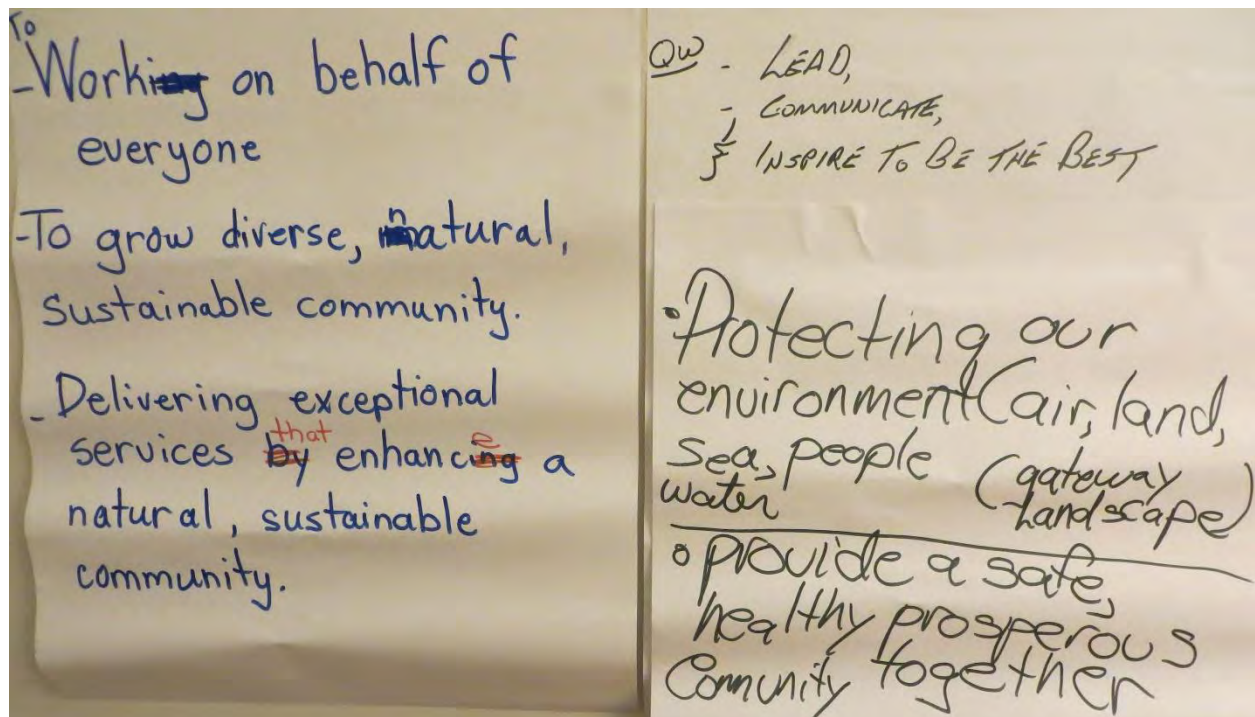


GROUPS B AND C

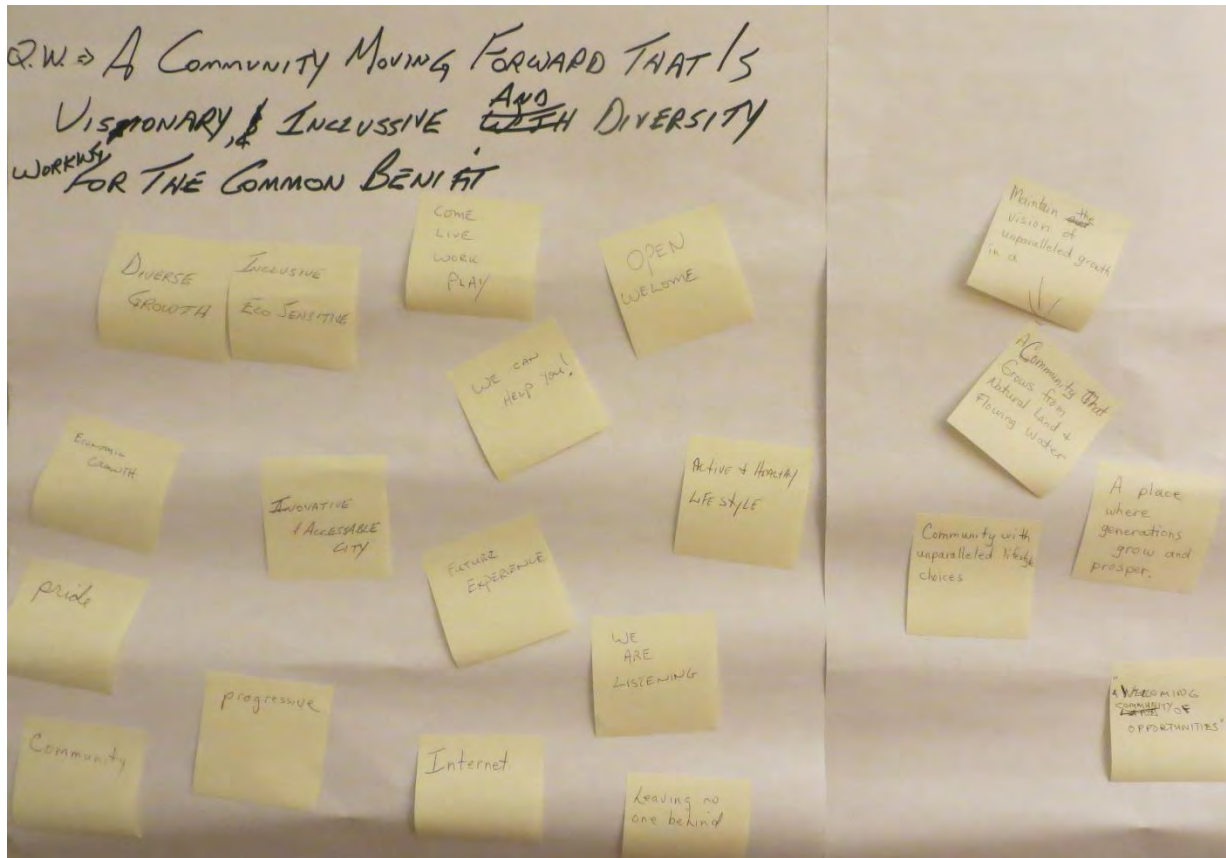


2.3.2 MISSION STATEMENT PLANNING

GROUPS A AND B



GROUP C



Post-it note contents (difficult to read in picture above):

- Diverse growth
- Inclusive, eco-sensitive
- Come live, work, play
- Open, welcome
- We can help you!
- Economic growth
- Innovative and accessible city
- Future experience
- Pride
- Community
- Progressive
- Internet
- We are listening
- Leaving no one behind
- Active and healthy lifestyle
- Maintain the vision of unparalleled growth in a...
- Community that grows from natural land and flowing water
- Community with unparalleled lifestyle choices
- A place where generations grow and prosper
- Welcoming community of opportunities

2.3.3 STRATEGIC PRIORITIES PLANNING

GROUP A

<p>Governing + growing in unison with our needs.</p> <ul style="list-style-type: none">- recreation opportunities (parks, bicycle lanes, trails, culture, music, libraries, museum)- Communications with public <p>Create a solid base for our future generations.</p> <ul style="list-style-type: none">- creating jobs- affordable housing- education / job training- healthcare	<p>Implement an environmental lens to review all city strategic priorities.</p> <ul style="list-style-type: none">- all city departments to look into environmentally friendly solutions. <p>Living Today + Thinking About Tomorrow.</p> <ul style="list-style-type: none">- healthcare- transportation- senior housing
--	---

GROUP B

<p>① Invest in Infrastructure.</p> <ul style="list-style-type: none">• Water + Sewer• Roads• Community Centres• Boat launches• Water front• Trails AT+T	<p>② Healthy Com</p> <ul style="list-style-type: none">• > Continue support for Drs.• > transportation• > health service programs support• > expand our trail network.
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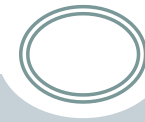
<p>CONVERT TO GREEN ENERGY</p> <ul style="list-style-type: none">- FLEET- POWER GENERATION SOLAR, WIND, HYDRO- REDUCE CARBON FOOT PRINT	<p>HEALTH PROMOTION / LIVING / PREVENTION</p> <hr/> <p>CULTURE + MUSEUMS</p>
---	--

GROUP C

<p>① CONTINUED INFRASTRUCTURE MODERNIZATION</p> <p>② DIVERSE ECONOMIC DEV & TOURISM</p> <p>③ HEALTH CARE - TMH - HVB - D.R.</p> <p>④ AFFORDABLE HOUSING</p> <p>⑤ ACTIVE & HEALTHY COMMUNITY/PROGRAM</p> <p>⑥ ACCESSIBLE COMMUNITY</p> <p>⑦ COMMUNITY CITY COMMUNICATION</p>	<p>① - SEWAGE TREATMENT PLANT</p> <p>- SHAVE & PAVE</p> <p>- WATER & SEWER</p> <p>- RURAL SUBDIVISIONS - ROADS</p> <p>- RURAL BRIDGES & STRUCTURES</p> <p>- URBAN RE-CONST I.E. KING ST. FIRE HALL</p> <hr/> <p>- MUSEUM</p> <p>② - IND. FOOTPRINT & SERVICED LANDS</p> <p>- WATERFRONT TRAIL & ACT. TRANS. TRAIL</p> <p>- BOAT LAUNCHES - CNT. ST & CENT. PARK</p> <p>- PROMOTION OF DIVERSITY IN INDUSTRY</p> <p>- BORDS - CONTINUED REDEVELOPMENT</p>
<p>③ TMH - GROWTH I.E. DIALYSIS HEALTH HUB - MENTAL HEALTH UNIT DOCTOR RECRUITMENT ↓ ADDICTION TREATMENT</p> <hr/> <p>④ - HASTINGS CTY - SUBSIDIZED HOUSING + AFFORDABLE SENIORS HOUSING</p>	<p>⑤ - ACTIVE T.T. - WATERFRONT TRAIL - HEALTHY LIVING PROGRAMS - MODERNIZE SPORTS & REC FACILITIES</p> <hr/> <p>⑥ ACCESSIBLE CITY</p> <p>- PHYSICALLY</p> <p>- INTERNET</p> <p>- COMMUNICATION - WEB SITE</p> <p>- RURAL INTERNET</p>

APPENDICES

Appendix A: PowerPoint Presentation from the September 26, 2019 Workshop _____ A-1



City of Quinte West Strategic Planning Workshop #2

September 26, 2019

Agenda



- Welcome & introductions (10 mins)
- Stakeholder engagement results (40 mins)
- Best practices - contents of an SP (10 mins)
- Vision statement planning (theory – breakout – plenary) (40 mins)
- Mission statement planning (theory – breakout – plenary) (40 mins)
- Working lunch break (30 mins)
- Setting strategic priorities (theory – breakout – plenary) (45 mins)
- Projects and initiatives (theory – breakout – plenary) (60 mins)
- Wrap-up and next steps (10 mins)
-
- *Extra session to brainstorm values?* (45 mins)

Session “ground rules”



- All participants have equal standing
- All ideas are valid
- We are aiming for equal “air time” among participants. If you are...
 - “a talker” – please economize
 - “quiet” – please try to speak up
- Please turn off your phone and put it away – we want your full attention for the next few hours (you’ll have time at break to check your phone)

Welcome and Introductions



- Welcome
- Introductions around the table
- Please tell us:
 - Your name, position & how long you've been involved with City of Quinte West
 - The ONE thing you want not to be forgotten in the new Quinte West Strategic Plan
 - Your superpower (and how you will use it today)

Stakeholder Engagement Results



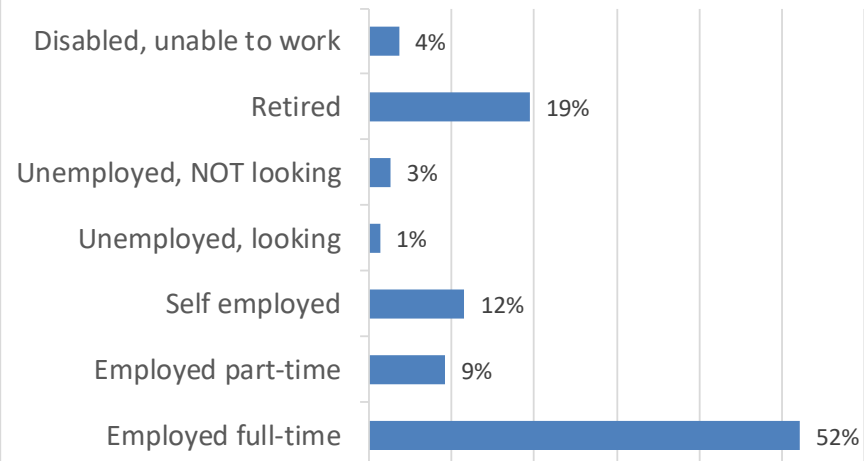
- We will present highlights from:
 - Residents' survey
 - Employee survey
 - Focus groups with community partners
 - Interviews (new information – not in the report)
- Key takeaways:
 - What stands out for you?
 - Any surprises?

RESIDENTS' SURVEY

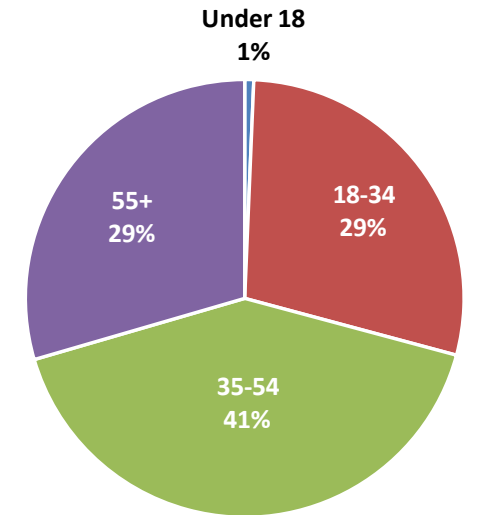
305
RESPONSES



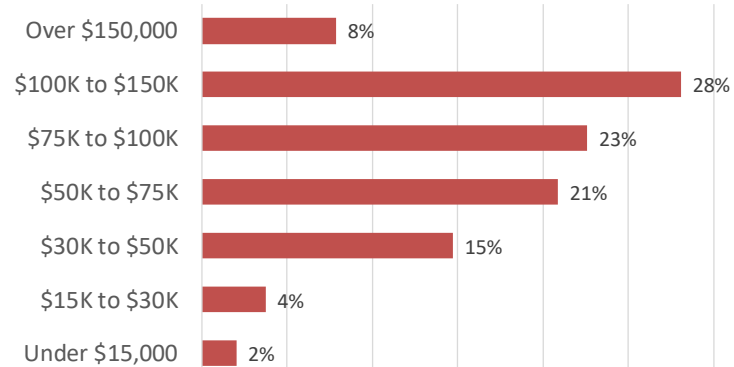
WHICH OF THE FOLLOWING BEST
DESCRIBES YOUR EMPLOYMENT STATUS?



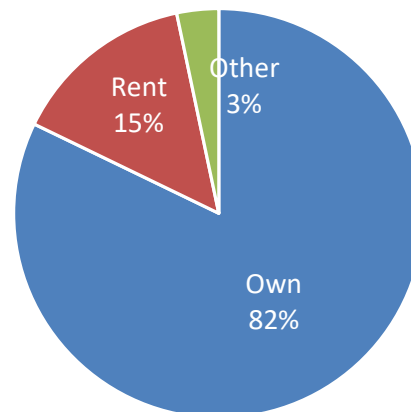
WHICH CATEGORY
INCLUDES YOUR AGE?



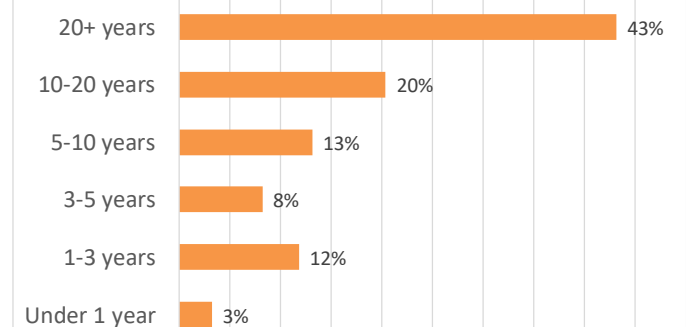
WHAT IS YOUR COMBINED
HOUSEHOLD INCOME?



DO YOU RENT OR OWN
THE PLACE YOU LIVE?

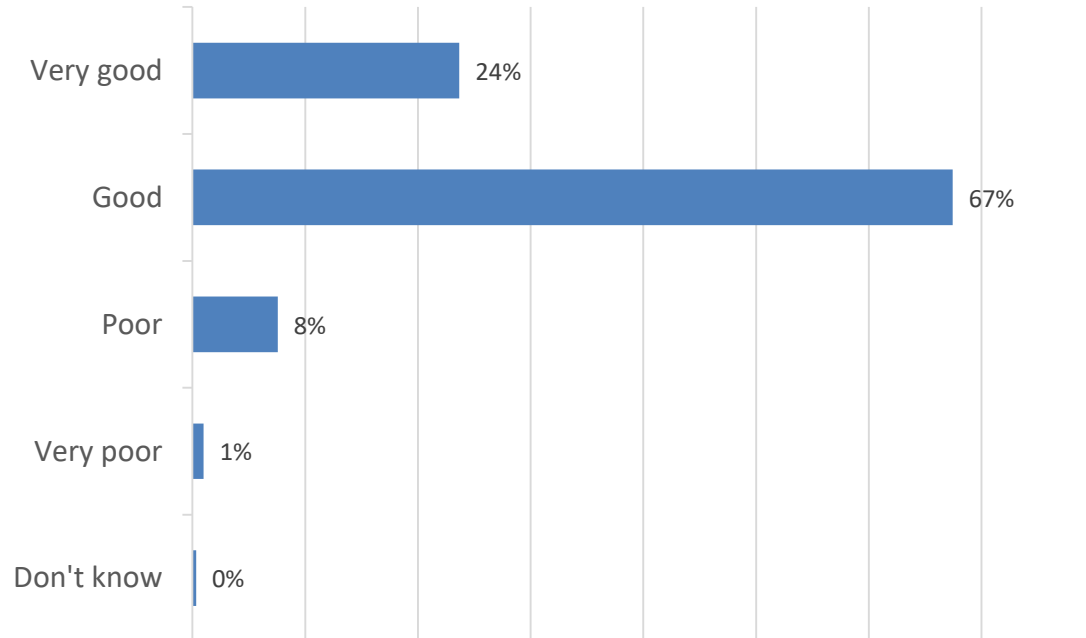


HOW LONG HAVE YOU LIVED
IN QUINTE WEST?

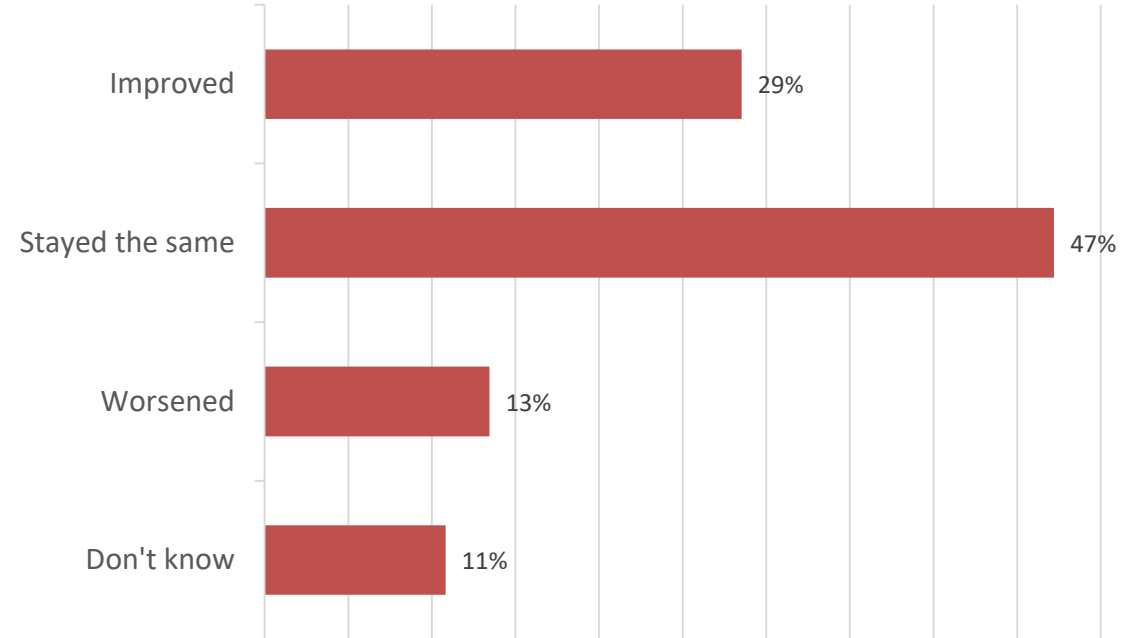


Residents' Survey – Quality of Life in QW

HOW WOULD YOU RATE THE
QUALITY OF LIFE IN QUINTE WEST?

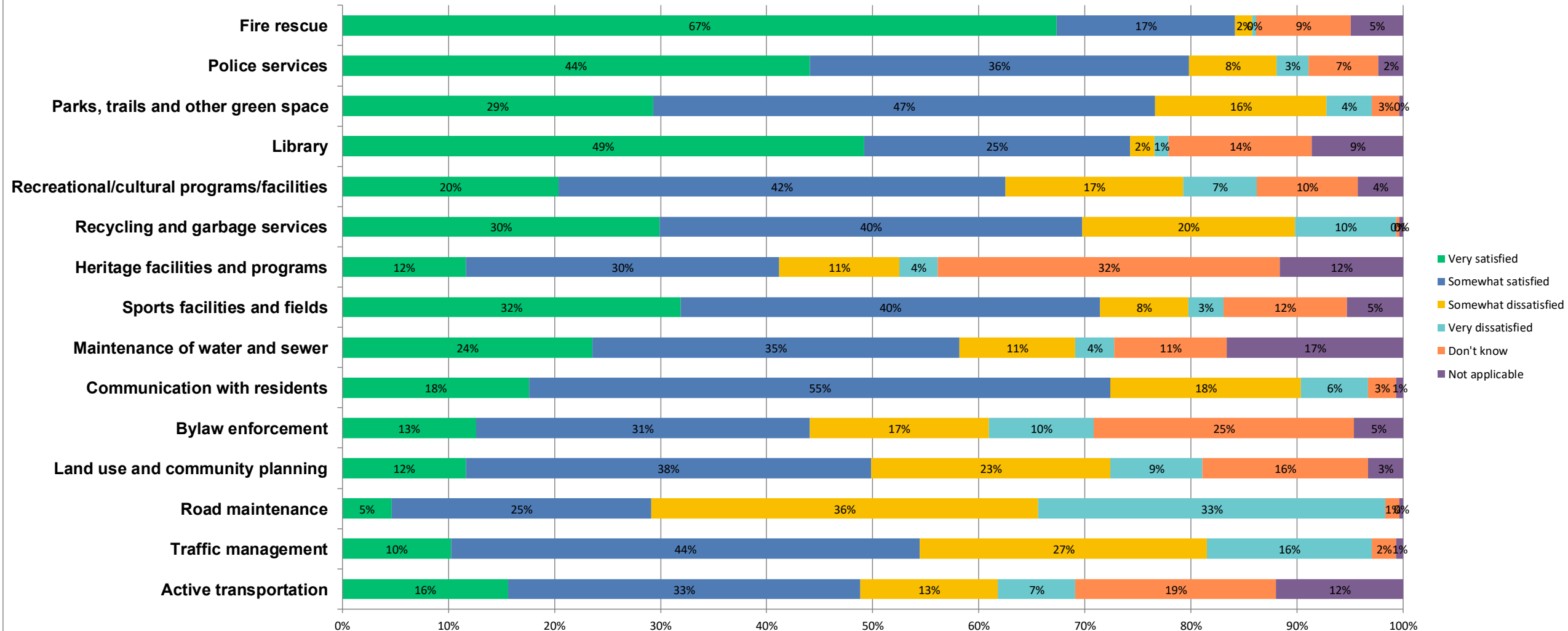


HOW HAS THE QUALITY OF LIFE IN QUINTE
WEST CHANGED IN THE LAST 5 YEARS?



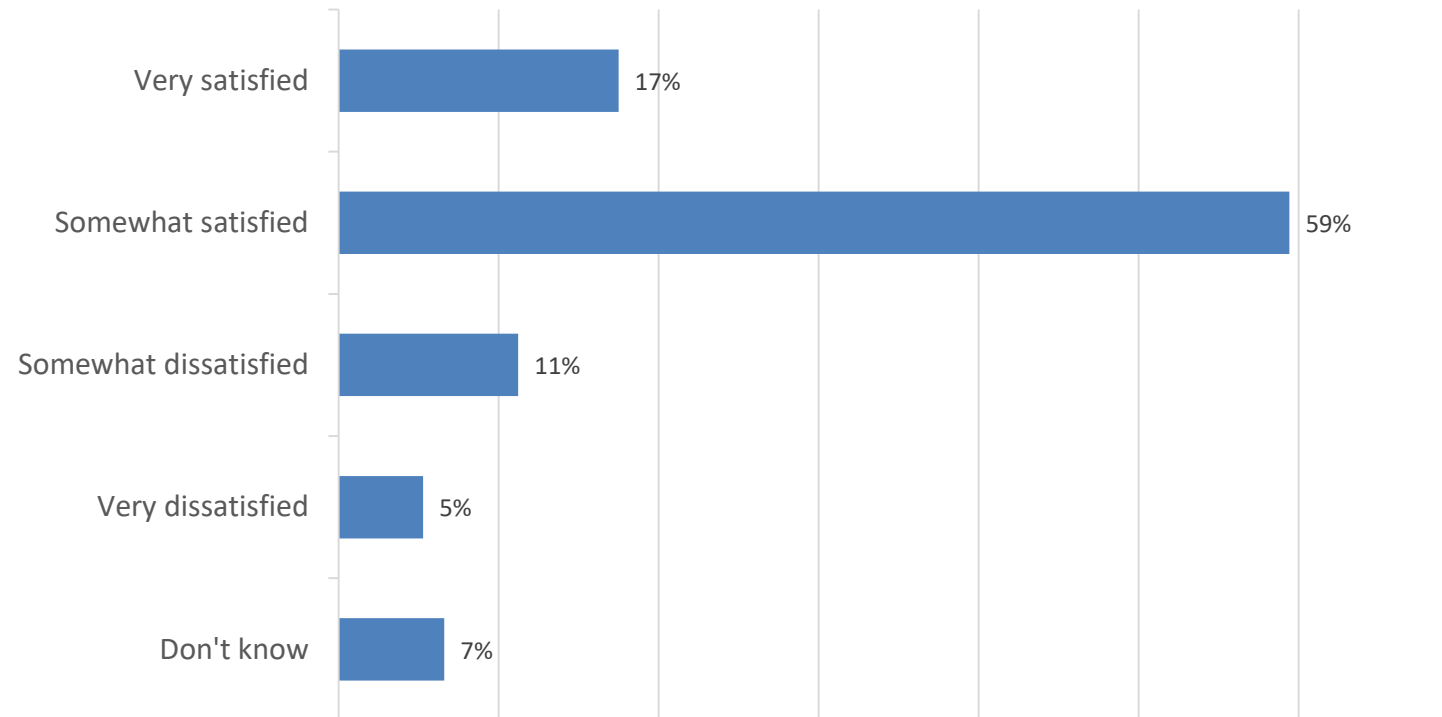
Residents' Survey – Satisfaction with QW Services

Q13 - Please tell me how satisfied you are with each of the following services provided by the City of Quinte West.



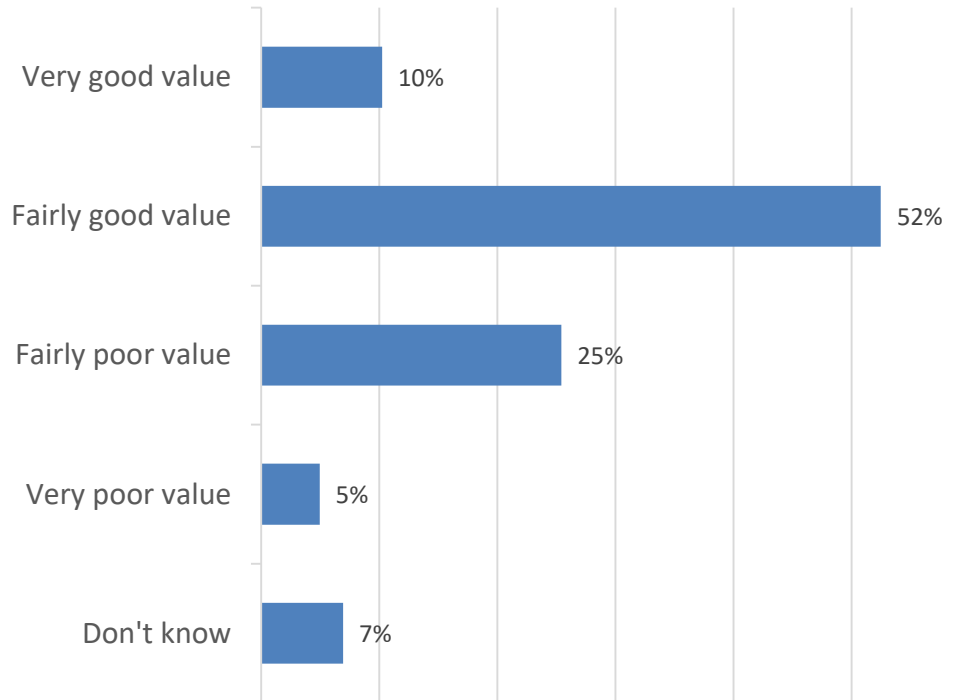
Residents' Survey – Satisfaction with QW Services

TAKING EVERYTHING INTO ACCOUNT, HOW SATISFIED ARE YOU WITH
HOW COUNCIL AND ADMINISTRATION ARE GOVERNING THE COMMUNITY?

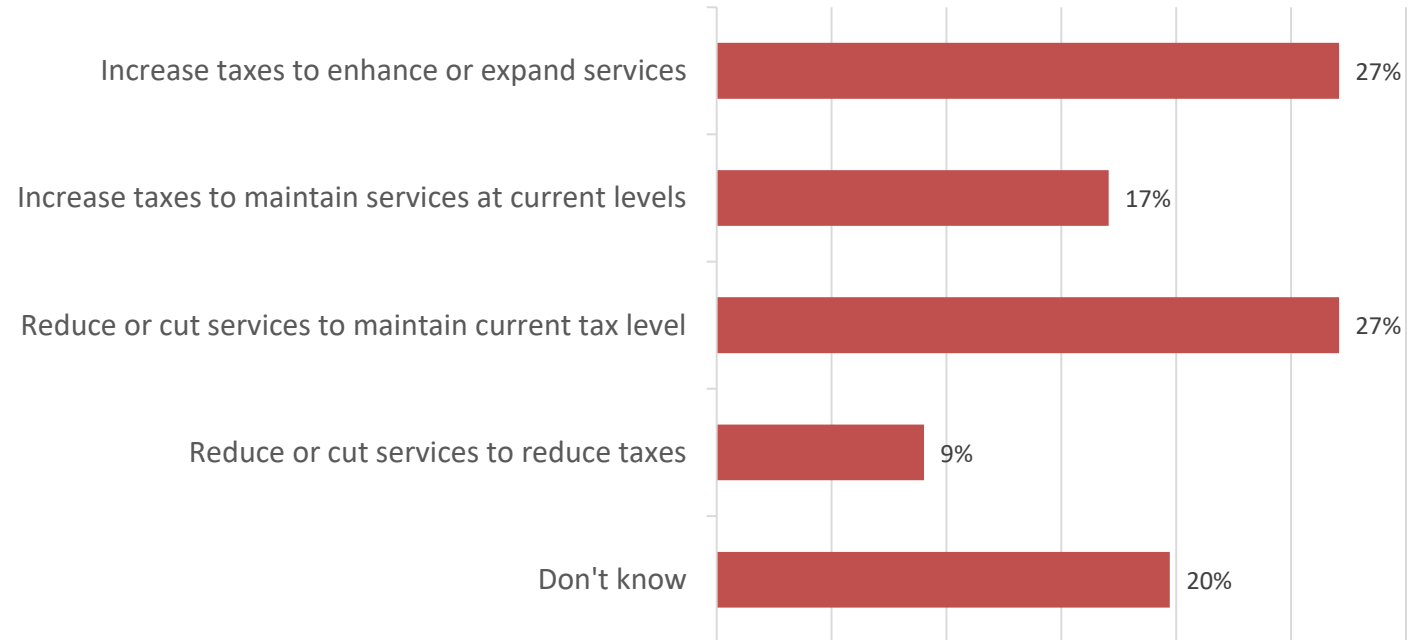


Value for taxes & how to deal with rising costs

DO YOU GET GOOD VALUE FOR YOUR TAX DOLLARS IN QUINTE WEST?

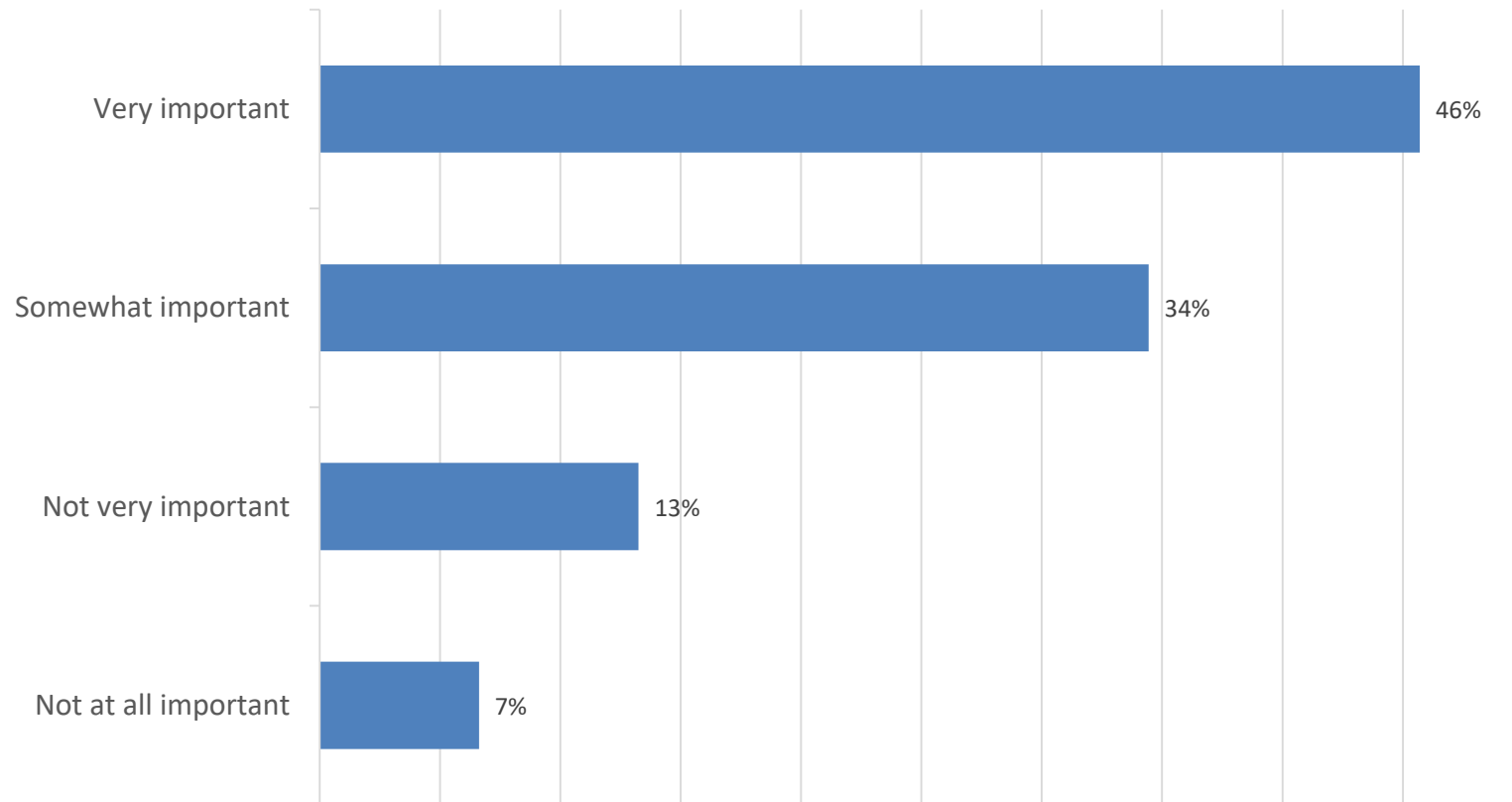


WHICH OPTION SHOULD QW USE TO ADDRESS RISING MUNICIPAL COSTS?



Residents' Survey – Protecting the Environment

HOW IMPORTANT IS IT TO YOU THAT THE CITY OF QUINTE WEST BE A LEADER IN PROTECTING THE ENVIRONMENT, EVEN IF DOING SO INCREASES YOUR MUNICIPAL TAXES?



Residents' Survey – what would you improve about QW?



Top answers:

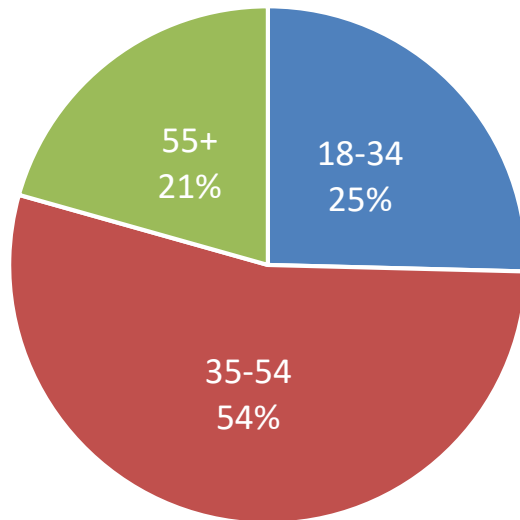
- Transportation (road conditions, traffic, cycling lanes, sidewalks) (62)
- Improvements to downtown Trenton (30)
- Waterfront, recreational trails (29)
- Business and culture (improve shopping, more amphitheatre use) (26)
- Garbage and recycling (bag-tag complaints, suggested improvements) (16)
- Lack of affordable housing (14)
- Need more doctors (11)

EMPLOYEE SURVEY

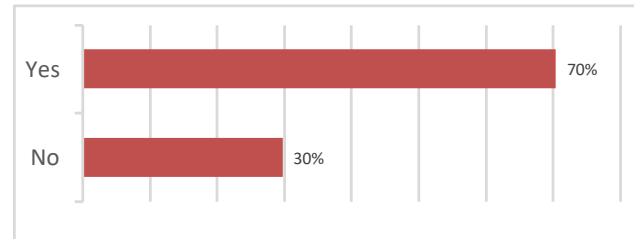
67
RESPONSES



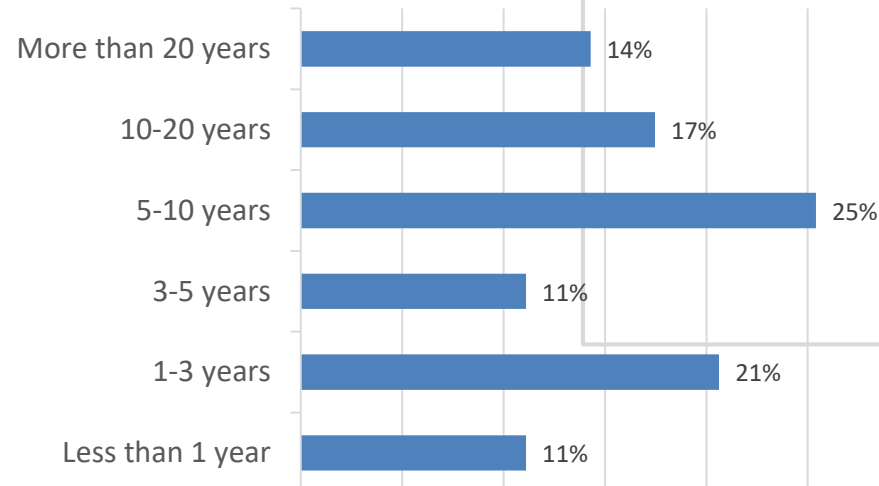
HOW OLD ARE YOU?



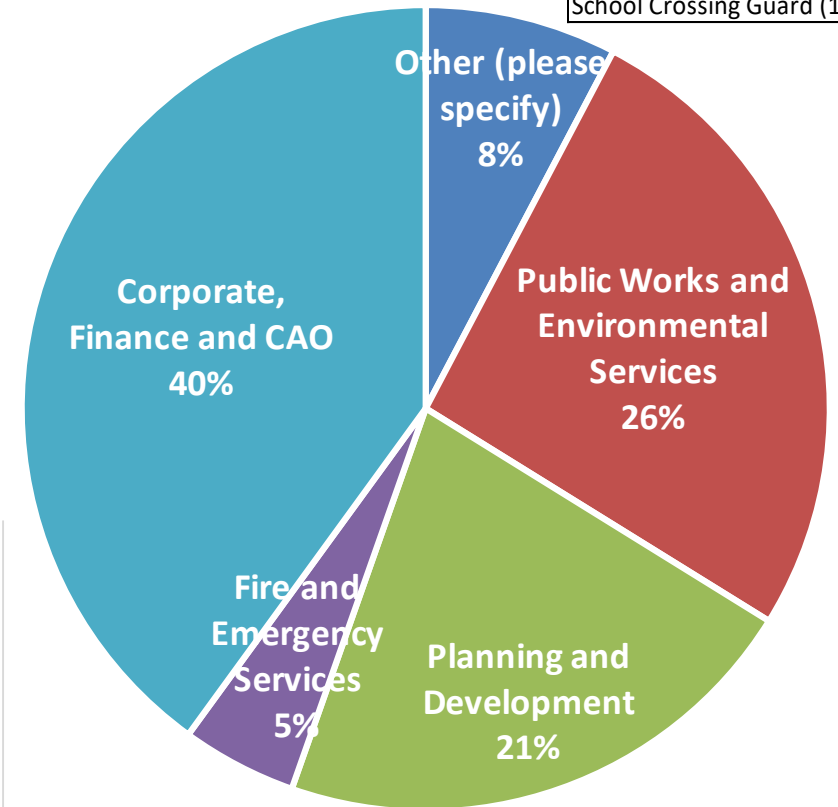
DO YOU LIVE IN
QUINTE WEST?



HOW LONG HAVE YOU
WORKED FOR QUINTE WEST?



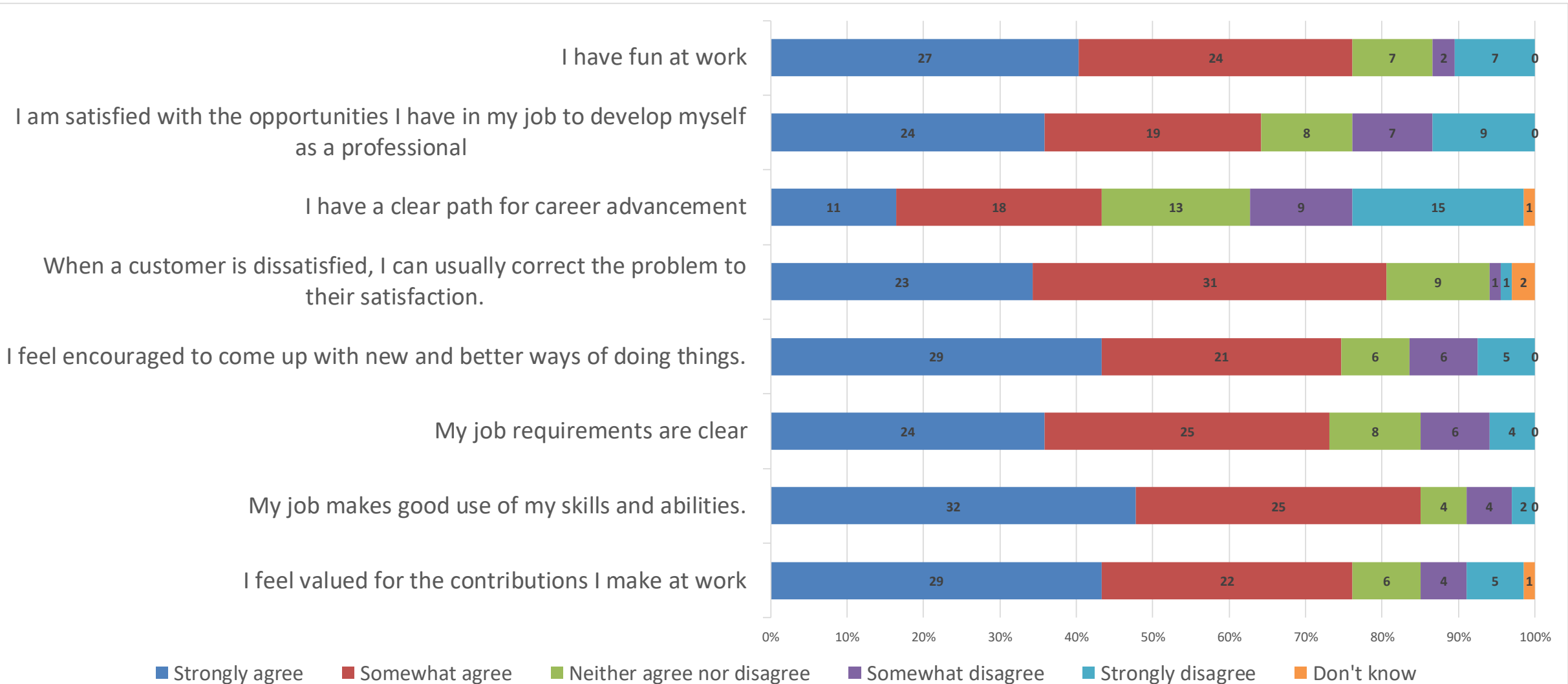
IN WHICH CITY DEPARTMENT
DO YOU WORK?



Other Responses:
Library (4)
School Crossing Guard (1)

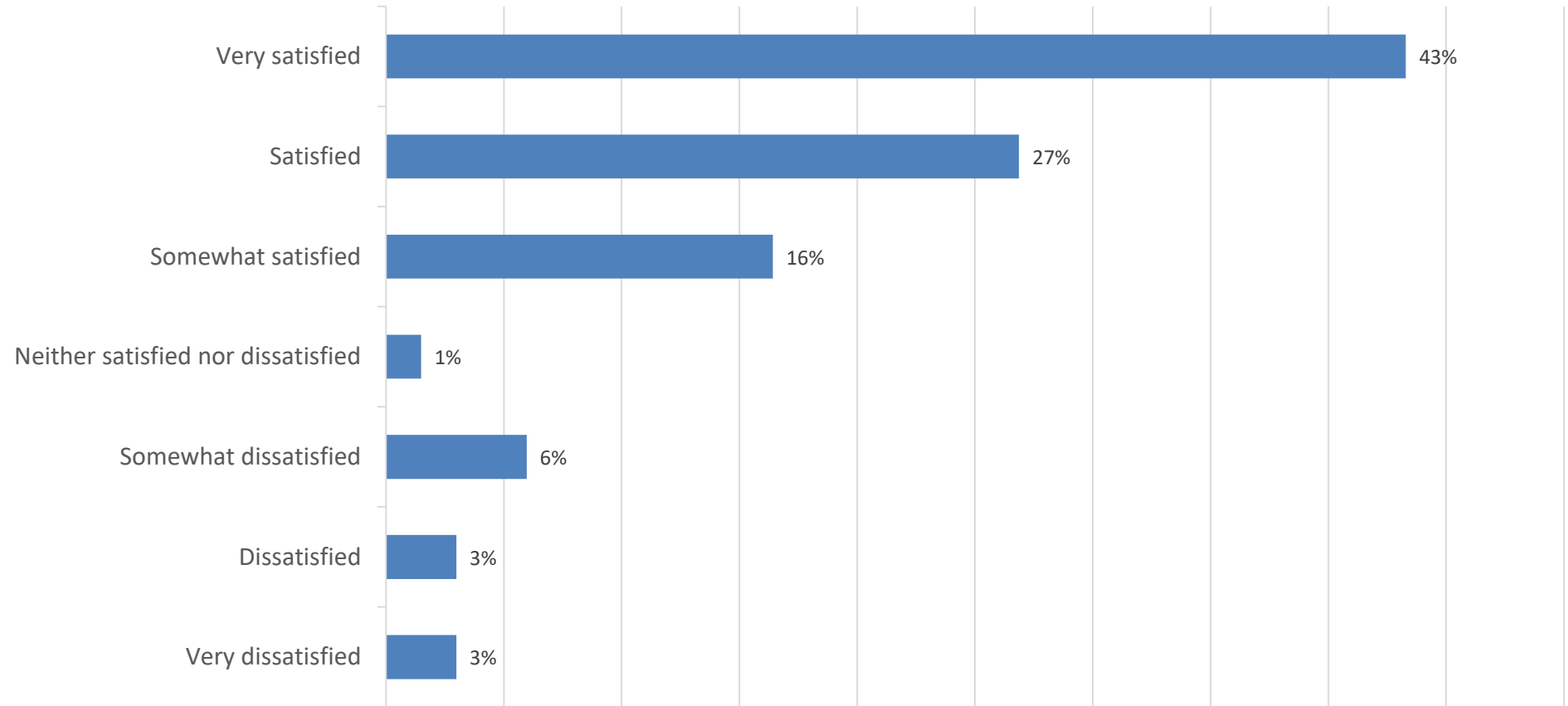
Employee Survey – what it's like working for QW

PLEASE INDICATE THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENTS.



Residents' Survey – overall job satisfaction

CONSIDERING EVERYTHING, HOW SATISFIED ARE YOU WITH YOUR JOB?



Employee Survey – best things about working for QW



Most common answers:

- People I work with (31)
- Working to make community better (12)
- Positive work culture (6)
- Pay, benefits, work hours (5)
- Proud to work for the City (3)
- Job responsibilities (3)

Employee Survey – worst things about working for QW



Most common answers:

- Communication (9)
- Management (8)
- Workload / need more staff (7)
- Union membership or relations (5)
- Council micro-management (5)
- Inconsistency in applying policies (5)
- Thankless clients (4)
- Not enough vacation (4)
- Lack of training (4)
- New staff favoured over long timers (4)

Employee Survey – issues QW should address



Top responses:

- Road maintenance (12)
- Economic development (11)
- Succession planning (11)
- Internal communications (9)
- Infrastructure deficiencies (8)
- Improve downtown (7)
- Lack of affordable housing (6)
- Enhancing/ protecting health services (6)
- Waterfront development (5)
- User-friendly website for residents (5)
- Hire more staff (5)
- Environment & climate change (4)

Focus Groups – How to Enhance Quality of Life in QW



- Overall quality of life is quite high, but some people are left behind
- Tourism development (creating attractions) as an investment, not just a cost
- There are businesses that would do well here, and need to be encouraged
- Important to keep (make) the downtown vibrant, safe and family friendly
- Health care access - need more walk-in clinics
- Help bridge the gap between employers and newcomers/ new graduates
- **Importance of QW being proactive to improve residents' health concerns**

Focus Groups – Economic Development Ideas



- More arts & culture (events) - take better advantage of our waterfront
- Need more places (hotels) for people to stay
- Figure out our identity in order to attract manufacturers and other employers
- Dundas Street West is a huge development opportunity
- **“If you build it, they will come”** – marina is a good example – the City needs to invest in things that will attract people and businesses to Quinte West
- Do something with the old Domtar Creosote facility – can be developed – need to find a way to look for funding from other levels of government to clean it up
- Offer tax incentives to attract new businesses
- Reach out to businesses that would thrive in Quinte West

Focus Groups – What Should QW Look Like in 25 Years?



- A more walkable active city with a thriving downtown, more waterfront paths, full of bikes, walkers and others enjoying themselves
- Subdivisions that are built as communities – rather than just plonking down 150 houses – **let's build communities that we want**
- Jobs growth, a more diverse business base
- Expanded public transit with better linkages to the Bay and Quinte regions
- A community full of optimism and hope, one in our children want to stay when they grow up
- Thriving tourism and downtown
- More cultural diversity in all sectors

SWOT analysis revisited – what did we miss?



Strengths (quality of life theme)

- Lifestyle advantages
- Sense of community
- Nimble, able to make community initiatives happen quickly
- Accepting of newcomers to QW
- Downtown is getting better
- Pride of ownership
- Attractive place to retire (but mostly retirees and people of modest means)

Weaknesses (low income theme)

- Homelessness and marginalized populations
- Lack of a women's shelter
- Transportation for low income population
- Need more youth programs
- Lack of mental health support services

SWOT analysis revisited – what did we miss?



Threats

- Demographics (aging population; lack of qualified workforce; succession planning for entrepreneurs who want to retire but have no one to take over; more seniors means increased costs)
- Lack of diversified economy (8Wing is disproportionately important employer for QW; downsizing would be dire)
- Strategic Plan (needs to be clear; perhaps visionary?; are there resources to implement?; will it be implemented?)

Notes from interviews



- It would be desirable to encourage developers to create "mixed developments" downtown, for example to combine subsidized housing, condos and retail
- Military spouses are an underused resource - many are highly qualified and they need jobs
- Need for doctors in the region also affects the hospital's ability to staff the Emergency at TMH
- Would like to see a coordinated regional effort to recruit doctors
- QW should invest in offering affordable fitness programs and facilities to keep people healthier for longer
- There is currently no economic development strategy for QW
- Cost to fix everything (roads) would be \$80M
- Modernizing QW's ~20 traffic signals to connect them would cost about \$1M
- "Make it easier for people to do healthy things and harder to do unhealthy things. To that end, the strategic plan should include a plan for developing an active trail system in Quinte West and connects those to neighbouring communities" (from a resident paraphrasing Dan Buettner).
- "The timing of this strategic plan project is good. It feels like we are standing on the brink of something exciting and big."

Stakeholder Engagement Takeaways - Discussion



- What stands out for you?
- Were there any surprises?

Stakeholder Engagement – a few observations



- Results are positive – Council and the City are generally thought to be doing a good job and taking the City in the right direction – some room for improvement
- Tax levels are probably “about right”, but there is some appetite for a modest increase in taxes if it can be sold as an investment in future prosperity, particularly if it helps the environment
- Condition of roads is the top complaint (but not all agree)
- Addressing (continuing to address) the shabby downtown and attracting business to create a “cafe culture” raised by all stakeholder groups
- Further waterfront development is a common aspiration
- Many stakeholders see improving quality of life in QW as a way of attracting workers and businesses to the municipality (this often raised alongside ED & tourism)
- Increasing nature trails, bicycle infrastructure, walkable downtown, connections to nearby communities (Belleville, PEC, etc.) were often raised by various stakeholder groups
- Sentiment that the City needs to do more to deal with homelessness, create subsidized housing (but some residents would clearly resist perceived subsidies)

SP Best Practices (Review)



- A strategic plan should be aspirational (generally the vision) and inspirational (generally the mission)
- Punchy and succinct is often best – ideally vision and mission will fit on a t-shirt
- Simpler is better – understandable by all audiences / stakeholders
- Priorities (goals) are usually identified that will help fulfill the mission and make the vision a reality
- Each strategic priority should have specific objectives that are actionable and measurable
- Some organizations add “values” (i.e.: respect, integrity...) but I’ve seen several organizations eschewing values recently
- The “rules” don’t always apply – a great SP can be very specific to an individual organization

Best Practices – Municipal SP Contents



Strategic Plan Contents Worth Considering:

- Message from the Mayor (and Council)
- Who we are
- Vision
- Mission
- Values
- Strategic priorities
- KPIs / Outcomes

Components to Avoid:

- Confusing and unnecessary infographics
- Information about the process that led to developing the SP including:
- SWOT analyses
- Findings from stakeholder consultations
- Tasks that can be crossed off a list as “done”
- Organizational charts
- Operational details

What makes a great vision statement?



What makes a great vision statement?

- Articulates the ideal future position, dream, grand purpose
- Succinct and easily understood, remembered
- Broad – covers all perspectives
- Inspiring and uplifting
- Requires “big thinking” – beyond what we can easily achieve

Sample vision statements:

- A just world without poverty (Oxfam)
- A computer on every desk and in every home (Microsoft, 1980)
- Best training. Healthy residents. Unparalleled care. (RDoC)
- A better everyday life for the many people (IKEA)
- Transportation that makes Canada safe, healthy and prosperous (TAC)

Existing Vision:

Quinte West is a community united in the common purpose to bring prosperity to its residents, with a quality of life and opportunity that attracts visitors, new residents and businesses alike to share and enjoy the variety of lifestyles it offers, its unique sense of country and the natural beauty and abundance that defines it as the gateway to the Trent Severn Waterway.

Your turn! Vision breakout groups



- Break into 3 groups
- Work together for 20 minutes to brainstorm a new vision statement for Quinte West
- You decide how you want to work – here are some ideas:
 - Decide key words or concepts first, then weave them together
 - Adapt the existing Vision or start new – you decide
 - Start with a structure you like and add concepts that are important to Quinte West
- Each group can create up to 3 final vision statements
- Presentations back to the plenary at the end and discussion

What makes a great mission statement?



What makes a great mission statement?

- Describes what the organization wants to do and why
- Outcome oriented
- Inclusive and broad enough to be relevant to all constituents
- Inspiring and uplifting
- As succinct as possible (fit it on a t-shirt?) – not always possible

Sample mission statements:

- Celebrating animals, confronting cruelty (Humane Society)
- To empower every person and every organization on the planet to achieve more (Microsoft)
- To inspire lifelong learning, advance knowledge, and strengthen our communities (New York Public Library)
- To spread the power of optimism (Life is Good)
- Making every day matter (Tri-County Mennonite Homes)

Your turn! Mission breakout groups



- Break into 4 groups
- Work together for 20 minutes to brainstorm a new mission statement for Quinte West
- As with the vision exercise, you decide how you want to work
- Each group can come up with up to 3 final vision statements
- Presentations back to the plenary at the end and discussion

Show & Tell: TAC's New Vision & Mission



Old Vision:

Canada will be a world leader in transportation knowledge, for the benefit of our people, our economy and our environment. TAC will be recognized as a leader in creating the technical expertise and exchange of information required to build and maintain this position.

New Vision:

Transportation that makes Canada safe, healthy and prosperous

Old Mission:

- *TAC is a national association with a mission to promote the provision of safe, secure, efficient, effective and environmentally and financially sustainable transportation services in support of Canada's social and economic goals.*
- *The Association is a neutral forum for gathering or exchanging ideas, information and knowledge on technical guidelines and best practices.*
- *In Canada as a whole, TAC has a primary focus on roadways and their strategic linkages and inter-relationships with other components of the transportation system.*
- *In urban areas, TAC's primary focus is on the movement of people, goods and services and its relationship with land use patterns.*

New Mission:

Working together to share ideas, build knowledge, promote best practices, foster leadership, and encourage bold transportation solutions

Developing strategic priorities



- **Strategic priorities** (goals, objectives...) are where the rubber hits the road
- They are action-**oriented “baskets”** into which **organizational actions** (projects, initiatives, plans) can be grouped
- Typically it is best to describe 4-6 of them – more than this and there tend to be priorities that do not merit their own basket
- Some organizations mix actions with concepts at this level of strategy in their SP (e.g.: APTA and most of the municipalities we reviewed)
- **Some organizations add a separate level called “areas of focus” or “theme areas”** to categorize their main paradigms (TAC)
- I mention this in case you find yourselves in a logical quandary (illustrative examples follow)

Focus Areas vs. Strategic Priorities

APTA



TAC

FOCUS AREAS



STRATEGIC PRIORITIES



Strategic priorities breakout groups (25 minutes)



Objective of Strategic Priorities breakout groups:

- Review existing Quinte West strategic priorities to determine whether (and if so, how) they should be updated. Your previous suggestions include:
 - **Let's create something new and original**
 - progressive planning for an aggressive housing demand and industrial footprint
 - priorities such as active transportation, housing, safe community and response to growth and families and support to business community large and small important
 - Encourage multi-family units such as apartment buildings, high rise condos, retirement communities
 - Keep our taxes and services at a competitive level
- Develop a new list of 4-6 strategic priorities
 - **Are there any we can leave “as is” or do we need to start fresh?**
 - Can any be combined or made a sub priority of another high-level goal
- Presentations back to the plenary & discussion

Continually improve the corporate management of the municipality	Create a solid foundation for jobs and economic prosperity	Ensure the municipality is in a strong financial position	Continue to build community identity and pride	Improve overall quality of life for residents
--	--	---	--	---

Putting initiatives into strategic priority “baskets”



- Group exercise to brainstorm projects, initiatives, challenges that need to **be solved, and put them in the “Strategic Priority” baskets you have identified**
- 3 groups – **each to list as many “initiatives” as they believe are relevant for each of the 4-6 strategic priority baskets**
- Take the list and group them to create approximately 4 or 5 specific action areas within each strategic priority basket
- You have 40 minutes so please budget your time (7-10 minutes per strategic priority)
- Presentations back to the plenary & discussion

Wrap-up and next steps



- Next steps:
 - Capital Park to generate a “proceedings of the workshop” report sometime next week
 - We will work with Charile and staff to hone and further develop the SP contents discussed
 - Capital Park and staff will work together to develop draft wording for the main components of the new SP
 - Next session with Council to finalize the SP contents – timing TBD
 - Feedback, updates, Capital Park to issue Final Report
- Any other items that need to be raised?
- Comments?

Thank you!



METRICS

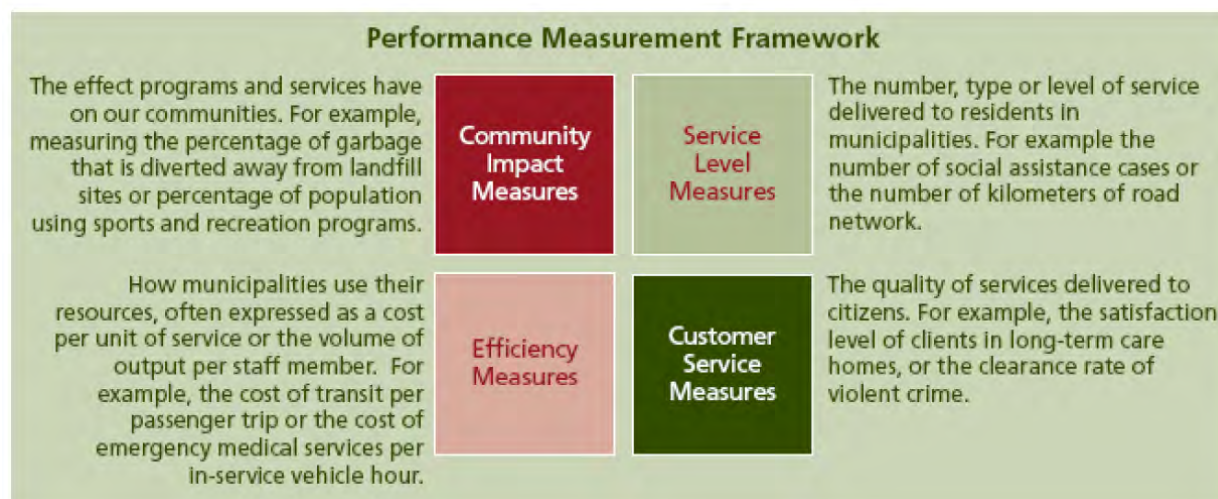
Capital Park Consulting Inc. is helping the City of Quinte West in developing its 2019 Strategic Plan. One of the best practices we found when researching municipal strategic plans is the inclusion of metrics against which municipalities can measure the extent to which they have been successful in achieving the goals outlined in their strategic plan.

CONSIDERATIONS IN DEVELOPING MUNICIPAL METRICS

Selection of suitable metrics depends on the following:

- A 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)¹
- 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

The following graphic shows an example of a performance measurement framework²:



The following table summarizes some of the metrics that municipalities can potentially use to track their progress.

¹ 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.

² *Ibid.*

MUNICIPAL METRICS BY CATEGORY

Category	Possible Metrics
Arts & Culture	<ul style="list-style-type: none"> • Number of performances or events (by venue or overall) • Percentage of dates booked (by venue or overall) • Total attendance at festivals, concerts and events • Number of visitors to events • Economic impact of visitors who attended events
Commercial and Industrial	<ul style="list-style-type: none"> • Number of inspections performed • Number of permits issued • Percentage of historic preservation cost funded by municipality • Percentage of plans approved after first review • Total permits revenue • Value of commercial/industrial projects completed (from building permit applications)
Communications	<ul style="list-style-type: none"> • Number of municipal mobile app users • Number of subscribers on social media • Number of town hall participants • Number of website visitors • Resident satisfaction with municipality communications
Economic Development	<ul style="list-style-type: none"> • Change in value of commercial properties • GDP of municipality • Municipal commercial vacancy rate • Number of attendees at municipal job fairs • Number of business licence renewals • Number of employers at municipal job fairs • Number of jobs in the municipality • Number of new businesses • Number of new jobs created • Tourism tax dollars • Unemployment rate
Education	<ul style="list-style-type: none"> • Percentage of residents with a degree, diploma, etc. • Total library use per capita
Environment	<ul style="list-style-type: none"> • Average days to close a code violation case • GHG emissions per capita • Landfill diversion rate • Miles of roadside litter collected • Number of new trees planted in public places • Number or percentage of municipal facilities that have undergone energy efficiency upgrades • Percentage of good air quality days • Percentage of hybrid (or electric) buses • Tons of community recycled and/or composted materials • Water usage per capita
Finance	<ul style="list-style-type: none"> • Budgeting ratio (operating expenditures divided by operating revenues) • Debt per capita • FTE municipal employees per capita • Municipal bond rating • Number of audit findings • Number of employees skilled in grant writing • Number or value of grant applications filed over time

Category	Possible Metrics
	<ul style="list-style-type: none"> • Real estate assessment to sales ratio • Total municipal revenues generated annually
Housing	<ul style="list-style-type: none"> • Amount of relief distributed to make housing more affordable • Housing affordability index (median income versus home prices) • Number of chronically homeless individuals • Number of new home buyers who participate in CMHC incentive program • Number of residents assisted by housing relief programs • Number of subsidized affordable housing units created per year • Percentage of households that pay >30% of income on housing • Percentage of residents satisfied with affordable housing • Resident satisfaction with community association meetings • Total attendance at community association meetings
HR	<ul style="list-style-type: none"> • Absenteeism rate • Diversity of new hires (ethnicity, gender, race, etc.) • Diversity of workforce • Employee retention rate • Employee satisfaction index • Number of applications received • Percentage of performance evaluations completed on time • Percentage of positions filled internally • Total or per capita employee training attended
IT	<ul style="list-style-type: none"> • Customer satisfaction with municipal website • IT customer service satisfaction rate (internal)
Parks & Recreation	<ul style="list-style-type: none"> • Acres of public land • Community centre attendance/utilization • Kilometres of trails • Number of community volunteer hours • Number of youth participating in summer recreation programs • Percentage of active space in use • Percentage of playgrounds inspected • Percentage of residents satisfied with parks • Percentage of residents satisfied with recreational options • Percentage of residents who live within a 10-minute walk of park • Total park attendance
Public Safety	<ul style="list-style-type: none"> • Civilian fire injuries per 100,000 residents • Crime statistics • Immunization compliance rate by age 2 • Injury rate of firefighters per fire • Municipal fire loss costs per capita • Number of community relations initiatives by police • Number of fire code violations • Number of fires occurring per 10,000 residents • Number of foot and bike patrol hours • Number of hours spent interacting with students in public school by police • Number of roadway accidents • Percentage of overweight and obese children enrolled in kindergarten • Total attendance at fire safety education programs
Public Works	<ul style="list-style-type: none"> • Average number of customer complaints per week/month/year

Category	Possible Metrics
	<ul style="list-style-type: none"> • Number of water line breaks • Percentage of capital projects completed on budget • Percentage of capital projects completed on time • Percentage of resident complaints addressed within 24 hours • Percentage of street lights in service • Total kilometers of municipal roads paved • Total kilometers of municipal sidewalk repaired
Residents	<ul style="list-style-type: none"> • Median household income • Poverty rate • Resident satisfaction with municipality as a place to live • Resident satisfaction with municipality as a place to work • Voter turnout
Transportation	<ul style="list-style-type: none"> • Average hours to remove snow from streets • Average speed on arterial streets • Average speed on neighbourhood streets • Driver satisfaction survey • Passenger trips on buses per litre of fuel • Percentage of commuters using public transportation (or walking or bicycling) • Public transportation satisfaction rating • Resident satisfaction with municipal traffic • Walkability score

1 INTRODUCTION

Capital Park Consulting Inc. has been hired by the City of Quinte West to assist in developing its 2019 Strategic Plan. We facilitated a second workshop with the City's 13-member Council on Thursday, September 26th. This "Working Document" has been prepared for a meeting to be held on November 14th with Quinte West managers to discuss and plan for the contents of Quinte West's new SP.

1.1 SESSION OBJECTIVES

The session's objectives are as follows:

- 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.

2 ANTICIPATED STRATEGIC PLAN CONTENTS

Based on a review of best practices in municipal strategic planning and discussions with Council at the two workshops, we present below the recommended (expected) components that will be included in Quinte West's new Strategic Plan:

Component	Notes
Message from the Mayor (& Council?)	Thank everyone for their participation, describe SP process, context, describe unique attributes of QW, importance of partnerships, commitment to ongoing dialogue, etc.
Vision & Mission	To be developed based on input from Council - brief and clear
Values	(Likely not to be included as Council thought they tend to be "too obvious")
Strategic Priorities	4 to 6 strategic priorities to be presented on a page with the mission and vision with one page per priority on the following pages
Goals, Objectives, Actions	One page describing these per strategic priority area. Note that this should not include any items that can be crossed off a list - these belong in the annual operational plans.
Metrics	High-level "strategic" KPIs or metrics can be identified, and are often accompanied by a commitment by Council to provide annual updates on achieving the objectives outlined in the Strategic Plan
Map, pictures, graphics, icons	These can all potentially be part of the graphic design of the new SP document and should use Quinte West's existing graphic design elements and guidelines

3 SETTING QUINTE WEST'S STRATEGIC PRIORITIES

Our research into best practices in municipal strategic planning suggest that Quinte West should develop 4-6 high level “Strategic Priorities” that encompass everything that Council wants to prioritize over the 4-year term of council and beyond. This should include both existing programs/activities and planned new initiatives.

3.1 COUNCILLORS' STRATEGIC PRIORITIES AND INITIATIVES FROM THE WORKSHOP

Councillors were tasked with developing 4-6 high-level strategic priorities that would be valid for at least the next 4 years (i.e.: term of Council), with potential to include more “aspirational” priorities with a longer horizon of 20+ years if they deemed it appropriate. The following table summarizes the three groups' responses:

Group A	Group B	Group C
<ol style="list-style-type: none">1. Governing & growing in unison with our needs2. Create a solid base for our future generations3. Implement an environmental lens to review all strategic priorities4. Living today and thinking about tomorrow	<ol style="list-style-type: none">1. Invest in infrastructure2. Healthy community	<ol style="list-style-type: none">1. Continued infrastructure modernization2. Diverse economic development and tourism3. Health Care4. Affordable housing5. Active and healthy community6. Accessible community7. Communications

3.1.1 NOTES ABOUT THE PRIORITIES IDENTIFIED BY COUNCIL

- **Infrastructure:** Two of the groups came up with “infrastructure” as one of their strategic priority areas. We would usually recommend that infrastructure be considered a “means to an end” rather than a strategic item. For example, road infrastructure can be instrumental in improving the quality of life of residents by allowing them to get around efficiently. In this context, investments in road infrastructure such as “shave and pave” would be an action that QW could take under a strategic priority for “Liveable Community”. This such a category would also cover infrastructure for water and sewers.
- **Healthy Community:** Two groups came up with health related priorities including “Active and Healthy Community” and “Health Care”. Many of the best municipal SPs we have reviewed include a priority area that is focused on the health of residents.
- **Environment:** Many municipalities have a strategic priority for “Environmental Sustainability” or “Environmental Leadership”. Although it was only raised by one of the groups, the resident survey shows that this is an important concern.

3.2 RECOMMENDED / SUGGESTED STRATEGIC PRIORITIES

The Capital Park team has developed three sets of “Options” for Quinte West’s Strategic Priorities based on the ideas raised by Council together with the input garnered from the stakeholder engagement process.

Option 1	Option 2	Option 3
1. Healthy Residents	1. Healthy, Liveable Community	1. Infrastructure
2. Liveable Community	2. Economic Development	2. Community health & safety
3. Economic Prosperity	3. Environmental Leadership	3. Environmental Leadership
4. Environmental Stewardship	4. Operational Excellence	4. Economic Development
5. Exceptional Service		5. Operational Excellence

3.2.1 CROSS-REFERENCING WITH STRATEGIC PRIORITIES DEVELOPED BY COUNCIL

The Strategic Priorities drafted by Council are presented again in the table below. We have colour coded the different priority areas to show where there are overlaps between the recommended priorities above and those developed by Council below.

Group A	Group B	Group C
1. Governing & growing in unison with our needs	1. Invest in infrastructure	1. Continued infrastructure modernization
2. Create a solid base for our future generations	2. Healthy community	2. Diverse economic development and tourism
3. Implement an environmental lens to review all strategic priorities		3. Health Care
4. Living today and thinking about tomorrow		4. Affordable housing
		5. Active and healthy community
		6. Accessible community
		7. Communications

3.3 DRAFTING GOALS, OBJECTIVES AND ACTIONS

Our research into municipal SP best practices suggests that including one page for each of the 4-6 strategic priorities identified above will give Council an opportunity to provide helpful guidance to staff that will help them develop future activities, budgets and operational plans. The following table contains a “first cut” for what goals and objectives might be included for the 5 strategic priorities included in Option 1.

Healthy Residents	Liveable Community (ies)	Economic Prosperity	Environmental Stewardship	Exceptional Service
Encourage lifelong healthy living for all our citizens	Manage future growth to ensure that our community has the housing needed to accommodate our residents	Create an environment where local businesses can thrive	Be a leader in protecting our natural environment through stewardship, advocacy and proactive policies	Ensure that our customers are highly satisfied with the quality of our services
Ensure housing meets community needs	Transportation - ensure that people can get around easily in a variety of ways	Ensure the sustainability of QW's economy and the City's financial position	Make the most of our parks, waterfront and natural assets, investing to make them more accessible to residents and visitors	Motivate, enable and equip our employees to do their work effectively and build their careers in QW
Work with others to address homelessness and other resident issues	Optimize and maintain QW assets to ensure that they meet needs and are sustainable for the long term	Support business growth and attract new businesses that offer well-paid jobs in key sectors	Review future projects and initiatives through an environmental lens	Provide the public with transparent and open government
Ensure appropriate services are accessible to all of our residents	Be stewards of QW's natural assets and lands for the well-being of our residents	Grow our economy to diversify QW's revenue sources	Respond and adapt to climate change through planning and policy development	Provide the public with opportunities to provide input on QW issues and encourage public participation
	Create a vibrant community through events, arts and culture	Partner with others to find funding for projects and initiatives	Enhance the City's sustainability programs to minimize our environmental footprint	Establish or maintain effective relationships with service delivery partners and stakeholders to improve service delivery

4 NEXT STEPS

- What are we missing? Staff to review proposed and planned activities to ensure that everything will “fit” in the strategic priorities and goals/objectives identified
- Consider adding some specific “actions” that can/should/will be undertaken for each of the goals/objectives (note that as they will be in the strategic plan, they should not be things that can be checked off a list)
- Once we are happy with the strategic priorities, how should they be shared with Council?
- Metrics: go through each Strategic Priority and goal/objective and think about what metrics can be used to measure progress on an annual basis
- Vision and Mission: Capital Park team will draft options
- Message from the Mayor - how best to draft this?



City of Quinte West Draft Strategic Plan Elements

February 3, 2020

Contents of this presentation



- Background & review
- Proposed Strategic Plan contents
- Draft vision and mission statements
- Draft strategic priorities
- Goals/objectives for each strategic priority
- Next steps

Background



- After an RFP process, Capital Park was hired to help Quinte West develop its new Strategic Plan in April
- So far, we have conducted:
 - A workshop with Council on May 29th
 - A stakeholder engagement process (focus groups, online survey, interviews) in June, July and August
 - A second workshop with Council on September 26th
 - A meeting with staff to develop the goals/objectives for each strategic priority
- Today we present the draft Vision, Mission and Strategic Priorities

Strategic Plan – suggested contents



- Message from the Mayor (and Council)
- Who we are
- Vision
- Mission
- Strategic priorities
 - Goals / actions
- A commitment to developing metrics or KPIs (key performance indicators) to measure our success
- How we will use the Strategic Plan

Drafting a new vision



What makes a great vision statement?

- Articulates the ideal future position, dream, grand purpose
- Succinct and easily understood, remembered
- Broad – covers all perspectives
- Inspiring and uplifting
- Requires “big thinking” – beyond what we can easily achieve

Proposed Vision:

A healthy, vibrant community where generations grow and prosper

Existing Vision:

Quinte West is a community united in the common purpose to bring prosperity to its residents, with a quality of life and opportunity that attracts visitors, new residents and businesses alike to share and enjoy the variety of lifestyles it offers, its unique sense of country and the natural beauty and abundance that defines it as the gateway to the Trent Severn Waterway.

Draft vision and mission statements



What makes a great mission statement?

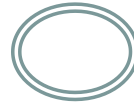
- Describes what the organization wants to do and why
- Outcome oriented
- Inclusive and broad enough to be relevant to all constituents
- Inspiring and uplifting
- As succinct as possible (fit it on a t-shirt?)

Existing Mission:
N/A

Proposed Mission:

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





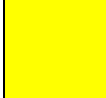
Drafting Quinte West's Strategic Priorities



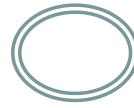
Council strategic priorities from workshop #2 breakout groups (we asked for 4-6 priorities):

Group A	Group B	Group C
1. Governing & growing in unison with our needs	1. Invest in infrastructure	1. Continued infrastructure modernization
2. Create a solid base for our future generations	2. Healthy community	2. Diverse economic development and tourism
3. Implement an environmental lens to review all strategic priorities		3. Health Care
4. Living today and thinking about tomorrow		4. Affordable housing
		5. Active and healthy community
		6. Accessible community
		7. Communications

Our takeaway:

	Infrastructure and “livability”
	Healthy and active residents/community
	Environment
	Economic development
	Good governance & sound management

Draft strategic priorities

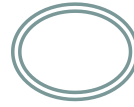


Healthy, Liveable Community	Create a community that encourages healthy, active living for people of all ages and abilities
Infrastructure	Ensure that infrastructure assets meet the emerging needs of our growing community
Economic Prosperity	Create an environment that fosters prosperity for local businesses
Environmental Stewardship	Act as stewards of our natural environment through advocacy and proactive policies
Operational Excellence	Ensure operational excellence through open communication and exceptional customer service

Previous SPs:

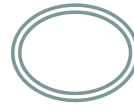
Continually improve the corporate management of the municipality	Create a solid foundation for jobs and economic prosperity	Ensure the municipality is in a strong financial position	Continue to build community identity and pride	Improve overall quality of life for residents
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Goals and Objectives




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>
<ul style="list-style-type: none"> 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 our residents Make the most of our City waterfront, trails and other natural assets, investing to encourage public access 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Ensure that our customers are highly satisfied with the quality of our services Motivate, enable and equip our employees 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

Strategic priority “one pagers”



Strategic Priority: Infrastructure	
<i>Ensure that infrastructure assets meet the emerging needs of our growing community</i>	
Goals:	Actions:
Ensure that our transportation infrastructure allows people to get around safely and in a variety of ways	<ul style="list-style-type: none"> • 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
Ensure that Quinte West assets are sustainable to meet our long-term needs	<ul style="list-style-type: none"> • 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
Advance Quinte West's infrastructure through innovation and municipal best practices	<ul style="list-style-type: none"> • Stay up to date on emerging technologies that might improve our infrastructure • Prioritize connectivity in all City facilities and properties

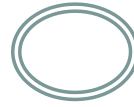
Strategic Priority: Environmental Stewardship	
<i>Act as stewards of our natural environment through advocacy and proactive policies</i>	
Goals:	Actions:
Include consideration of the environment in Quinte West's decision making	<ul style="list-style-type: none"> • Ensure that environmental considerations 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
Respond and adapt to climate change through planning, design and policy development	<ul style="list-style-type: none"> • 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
Enhance the City's sustainability programs to minimize our environmental footprint	<ul style="list-style-type: none"> • 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

Strategic priority “one pagers”



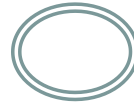
Strategic Priority: Healthy, Vibrant Community	
<i>Create a community that encourages healthy, active living for people of all ages and abilities</i>	
Goals:	Actions:
Encourage lifelong healthy living for all of our citizens	<ul style="list-style-type: none">• Create and maintain a safe and sustainable 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
Ensure housing meets community needs	<ul style="list-style-type: none">• 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 a vibrant and healthy community through recreation, events, arts and culture	<ul style="list-style-type: none">• Create and maintain Master Plans in the following areas to make Quinte West vibrant and healthy:<ul style="list-style-type: none">◦ 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 cultural events
Ensure appropriate services are available to all of our residents	<ul style="list-style-type: none">• Make City facilities, programs and services accessible to all residents• Ensure that public transit is accessible
Make the most of our City waterfront and other natural assets, investing to encourage public access	<ul style="list-style-type: none">• Maintain and further develop our waterfront• Create a waterfront trail that is connected to our active transportation network• Ensure that taking advantage of our waterfront is a consideration in our planning documents and processes• Increase the usage of our waterfront

Strategic priority “one pagers”



Strategic Priority: Economic Prosperity	
<i>Create an environment that fosters prosperity for local businesses</i>	
Goals:	Actions:
Support economic growth in Quinte West's agriculture, commercial, industrial and tourism sectors	• 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
Support business growth and attract new businesses in key sectors	• 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
Foster regional prosperity through partnerships that encourage economic development and tourism	• 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

Strategic priority “one pagers”



Strategic Priority: Operational Excellence

Ensure operational excellence through open communication and exceptional customer service

Goals:	Actions:
Ensure that our customers are highly satisfied with the quality of our services	• 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
Motivate, enable and equip our staff to effectively and efficiently perform their work while providing opportunities for career development	• 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
Provide the public with transparent and open government and encourage community engagement	• 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
Establish or maintain effective relationships with service delivery partners and stakeholders to improve service delivery	• 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
Ensure the sustainability of our municipal finances	• 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

Next steps



- Approve these draft SP components (Vision, Mission, Strategic Priorities and Goals/Actions)
- Draft other sections of the SP:
 - Message from the Mayor (and Council)
 - Metrics
 - Section on “how will we use the Strat Plan”
- Final approval of contents by Council
- Graphic design of the Strategic Plan document
- Official release of the new SP and associated communications

Thank you!

