



A Natural Attraction

STRATEGIC PLAN



2020 +
BEYOND



Message from Quinte West Council



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

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

ABOUT QUINTE WEST



Population
43,577
(2016 Census)



Regional Land Area
493.85 Km²



Incorporation
1998



VISION

A healthy, vibrant community
where generations
grow and prosper

MISSION

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

Healthy, Vibrant Community



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

GOALS

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

Ensure **housing** meets community needs

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

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

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

ACTIONS

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

Infrastructure



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

GOALS

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

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

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

ACTIONS

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



Economic Prosperity



Create an environment that fosters prosperity for local businesses

GOALS

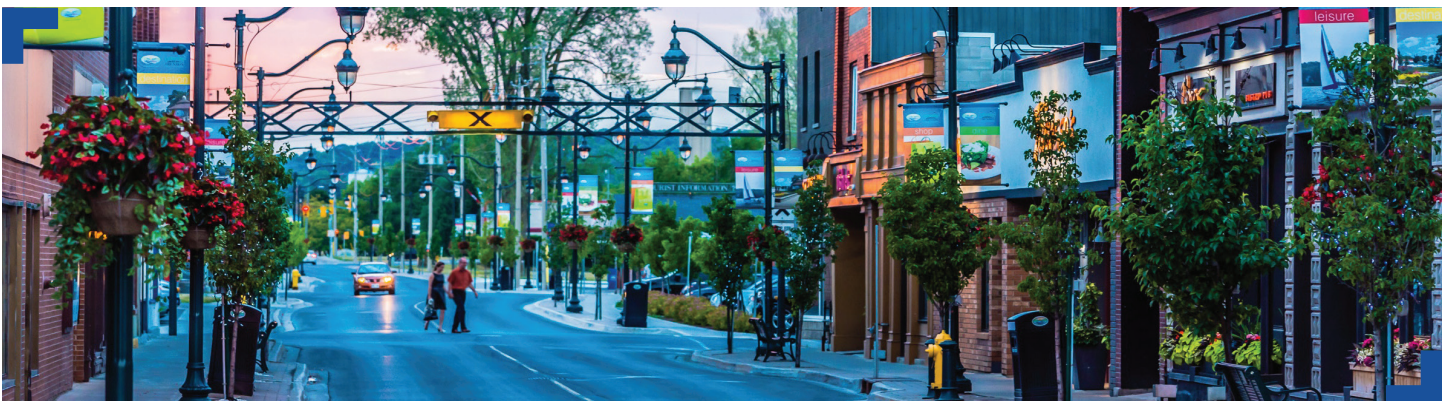
Support **economic growth** in Quinte West's agriculture, commercial, industrial and tourism sectors

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

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

ACTIONS

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



Environmental Stewardship



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

GOALS

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

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

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

ACTIONS

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



Operational Excellence



Ensure operational excellence through open communication and exceptional customer service

GOALS

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

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

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

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

Ensure the **sustainability** of our municipal finances

ACTIONS

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

HOW WE WILL IMPLEMENT THE PLAN

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

CORPORATE OPERATIONAL PLAN

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

How do all the City's plans work together?



STRATEGIC DIRECTION

Where do we get our direction from?

- Community
- Council
- Corporate

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

STRATEGIC DELIVERY

How do we deliver the direction over the long term?

- Master plans and strategies

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

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

ACTION PLANS

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

- Annual operational plan
- Annual action plan

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

RESOURCES

How do we fund and execute?

- Annual budgeting & delivery (operations)

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



THE CITY OF QUINTE WEST

CITY HALL

7 Creswell Drive, P.O. Box 490, Trenton, ON K8V 5R6