

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

Action Plan Development

Introduction and Purpose of this Document:

This document outlines the Action Plan for the Town of Greater Napanee’s Strategic Plan. This Action Plan links to the Strategic Framework (with five Success Factors). This document has been developed based on input from the Town’s SLT during a Working Session on September 8, 2022.

The Strategic Action Plan integrates and aligns all organizational initiatives to the achievement of the Vision and is sorted by the five Success Factors.

The Strategic Action Plan includes Strategic Initiatives; Strategic Actions; and Success Factor Measures for each of the Town’s Five Success Factors:

- **Strategic Initiatives:** Developed by the Town, the Strategic Initiatives represent the Town’s large projects/work efforts, that will move the Town closer to achieving specific Success Factors.
 - **Strategic Actions:** Activities that, together, achieve the Strategic Initiatives. Strategic Actions are aligned to specific Strategic Initiatives and provide details on executing the Strategic Initiative. These can be considered on an annualized basis and have resource/financial implications identified.
- **Success Factor Measures:** Indicators that can be used by the Town to assess movement towards achieving the expected outcomes of the Success Factor. Success Factor Measures are applied to the Success Factor at a holistic level, and not associated 1:1 with Strategic Initiatives or Strategic Actions.

Summary of Strategic Initiatives by Success Factor					
Success Factor	Fostering Economic Growth	Promoting a Healthy and Safe Community	Facilitating a Green & Sustainable Environment	Modernizing Systems for Effective & Efficient Service Delivery	Develop a High Performing Accountable Workforce
Strategic Initiatives	1.1 – Promote development of target sectors/areas including Agri-business, shoreline promotion, and downtown development 1.2 – Develop and execute a municipal plan for anticipated and managed economic growth 1.3 – Reduce Municipal Red Tape and Further enhance and streamline the development application process 1.4 – Enhance Youth programs that support employment opportunities for young adults and the development and retention of a local workforce	2.1 – Implement Town’s Recreation Master Plan 2.2 – Conduct ongoing assessment of community needs 2.4 – Community safety and well being plan 2.5 – Conduct by-law review	3.1 – Improve waste diversion and reduction 3.2 – Promote greener operations, building standards and fleet infrastructure 3.3 – Reviewing service levels for green spaces	3.1 – Develop a Customer/Resident Experience Strategy and Standards 3.2 – Enhance efficiency of municipal services 3.3 – Maintain and enhance municipal assets (AMP) 3.4 – Enhance back office/ front office efficiency and service effectiveness	5.1 – Establish and Implement an Employee Engagement Program 5.2 – Establish a Performance Management Framework/ System 5.3 – Review and Update Policies, Processes & Systems 5.4 – Enhance promotion of Organizational Culture

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Success Factor	Fostering Economic Growth				
	<p>We Will:</p> <ul style="list-style-type: none"> ▪ Institute integrated, long-term impactful planning to make sound investments that attract thriving industries, promoting new business development ▪ Promote access to the modernized infrastructure residents and businesses require for continued economic success ▪ Determine our role to effectively advocate and support viable economic growth ▪ Work with Downtown businesses to promote a year-round vibrant Downtown area ▪ Recognize the full value innovation potential of agricultural businesses and promote opportunities and partnerships to grow and expand these businesses (e.g., post-secondary cooperation; technology demonstrator; low environmental impact agriculture) ▪ Promote our community as a local year-round destination with events and attractions for residents and visitors throughout the community (e.g., Christmas Lights; summer farmers markets and farmgate sales; fall festivals and orchards; etc.) 				
EXPECTED OUTCOMES	STRATEGIC INITIATIVES	Year 1 Actions	Year 2 Actions	Year 3 Actions	Success Factor Measures
<ul style="list-style-type: none"> ○ Increased business growth and employment opportunities ○ Increased community participation in community events ○ Economic diversification and innovation aligned with Town strengths and differentiators 	1.1 – Promote development of target sectors/areas including Agri-business, shoreline promotion, and downtown development	<ul style="list-style-type: none"> ▪ Develop, with local partners, a strategy (grant opportunities, joint promotion with other municipalities/levels of government, etc.) for agri-business promotion (including farms/farmgate; wineries, etc.) ▪ Explore opportunities for enhanced downtown development (e.g., façade revitalization grants) 	<ul style="list-style-type: none"> ▪ Develop shoreline promotion strategy, in alignment with complementary activities (e.g., Recreation Master Plan, green space promotion) ▪ Implement activities/programs to support agri-business promotion ▪ Implement activities for downtown development 	<ul style="list-style-type: none"> ▪ Continue with agri-business promotions and downtown developments; monitor and evaluate impacts ▪ Implement shoreline promotion initiatives 	<ul style="list-style-type: none"> ▪ Increase in number of local businesses, including home based businesses ▪ Increased frequency and attendance in community events ▪ Feedback from development proponents ▪ Development decisions provided within prescribed timelines ▪ Reduced number of incomplete development applications
	1.2 – Develop and execute a municipal plan for anticipated and managed economic growth	<ul style="list-style-type: none"> ▪ Identify and include key partners and stakeholders in an economic growth working group; define terms of reference and accountabilities for the working group 	<ul style="list-style-type: none"> ▪ Continue support for economic growth working group. ▪ Implement activities from economic growth priorities (e.g., refine and promote Town Brand for business and people attraction) 	<ul style="list-style-type: none"> ▪ Continue, evaluate, and monitor activities. 	

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		<ul style="list-style-type: none"> ▪ Define value proposition for Town and develop priorities for economic growth across the Town (e.g., alignment with initiative 5.1; Infrastructure Master Plan and industrial park development) 	<ul style="list-style-type: none"> ▪ Continue identification of opportunities to improve access to small business support, entrepreneurship programming 		
	1.3 – Reduce Municipal Red Tape and Further enhance and streamline the development application process	<ul style="list-style-type: none"> ▪ Conduct a review of the existing development application process to identify enhancement opportunities (i.e., availability of information for proponents, duplicated or unnecessary steps, staff involved in reviews and approval, proponent feedback, etc.) 	<ul style="list-style-type: none"> ▪ Establish mechanisms to formally obtain feedback on the development application process (e.g., municipal red tape panels) ▪ Implement priority recommendations from development review 	<ul style="list-style-type: none"> ▪ Continue, evaluate, and monitor activities 	

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	1.4 – Enhance Youth programs that support employment opportunities for young adults and the development and retention of a local workforce	<ul style="list-style-type: none"> ▪ Establish working relationship with educational organizations and County to collaborate on youth programs ▪ Determine priorities for youth development 	<ul style="list-style-type: none"> ▪ Develop and execute plan for youth development priorities ▪ Promote and integrate more formal programs for youth opportunities for the community to retain their interest (e.g., revive fire services co-op program) 	<ul style="list-style-type: none"> ▪ Monitor and evaluate plan ▪ Identify ongoing improvement opportunities 	

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Success Factor	Promoting a Healthy and Safe Community <ul style="list-style-type: none"> ▪ Engage with diverse residents and community groups to understand recreational and health interests and needs ▪ Determine infrastructure and maintenance requirements to support the delivery of services (e.g., set SLAs for fields and assets) and alignment to the Town’s Recreation Master Plan) ▪ Facilitate cross collaboration across different interest groups and associations (e.g., soccer club hosting a tournament featuring art displays) ▪ Coordinate with regional partners to address complex social and health challenges in the community and surrounding areas ▪ Facilitate an integrated planning approach that brings together police, emergency services, hospital, community care, mental health and social service providers, recreation, etc. that collectively leverage their respective roles to holistically create a healthy, safe and active community 				
EXPECTED OUTCOMES	STRATEGIC INITIATIVES	Year 1 Actions	Year 2 Actions	Year 3 Actions	Success Factor Measures
<ul style="list-style-type: none"> ○ More diverse arts, recreational and well-being programming in the community to various community demographics ○ Increased collaboration across different interest groups ○ Increased community participation and satisfaction ○ Integrated planning to address increasing complex social and health issues in the community 	2.1 – Implement Town’s Recreation Master Plan	<ul style="list-style-type: none"> ▪ Identify properties to repurpose space for recreational plan priorities (e.g., aquatics, dog park, and trails) ▪ Survey and assess requirements for repurposing properties 	<ul style="list-style-type: none"> ▪ Develop plan to implement recreational plan priorities with supporting requirements 	<ul style="list-style-type: none"> ▪ Implement recreational plan priorities 	<ul style="list-style-type: none"> ▪ Utilization/uptake of community groups accessing Town supports ▪ Increased satisfaction among community groups with Town supports and assistance ▪ Contribution to the success measures of the partners ▪ E.g., alignment with measures of health/public health partners; participation and success of sports and arts/culture organizations. ▪ Reduce OPP calls/reduced incidences ▪ Achievement of regular and timely by-law reviews
	2.2 – Conduct ongoing assessment of community needs	<ul style="list-style-type: none"> ▪ Assess current community engagement strategies and processes ▪ Provide education to community groups on how to interact with municipality given decision making processes with infrastructure supports ▪ Develop plan to support community groups 	<ul style="list-style-type: none"> ▪ Identify effective engagement methods and improvement opportunities to optimize engagement with various demographics through different methods (e.g., polling, e-survey, cold calls, focus groups, etc.) ▪ Implement and monitor enhanced community engagement methods 	<ul style="list-style-type: none"> ▪ Determine service requirements and level requirements for community with projections ▪ Conduct gap analysis on service delivery to the community ▪ Develop plan to build internal capabilities to serve and respond to community needs 	
	2.4 – Community safety and well being plan	<ul style="list-style-type: none"> ▪ Conduct viability study of emergency, safety, health and social services in a small community with a declining workforce 	<ul style="list-style-type: none"> ▪ Develop integrated community strategy with partners to optimally provide health and safety services to residents 	<ul style="list-style-type: none"> ▪ Monitor and evaluate plan ▪ Identify ongoing improvement opportunities 	

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EXPECTED OUTCOMES	STRATEGIC INITIATIVES	Year 1 Actions	Year 2 Actions	Year 3 Actions	Success Factor Measures
		<ul style="list-style-type: none"> ▪ Collaborate with other organizations to determine feasible cross-staffing models (e.g., physician recruitment) ▪ Investigate different delivery models for health and social services (e.g., telemedicine) and determine supports to facilitate different models 	<ul style="list-style-type: none"> ▪ Develop plan for integrated health and safety services 		
	2.5 – Conduct by-law review	<ul style="list-style-type: none"> ▪ Review existing by-laws ▪ Conduct future needs assessment for by-laws 	<ul style="list-style-type: none"> ▪ Create rolling plan for by-law updates that will serve the community currently and prepare for future circumstances 	<ul style="list-style-type: none"> ▪ Monitor and evaluate plan ▪ Identify ongoing improvement opportunities 	

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Success Factor	Facilitating a Green & Sustainable Environment				
	<p>We Will:</p> <ul style="list-style-type: none"> ▪ Identify and implement programs to increase waste diversion and reduction for both municipal operations and for our residents and businesses ▪ Attract, promote, and make investments in the future of green infrastructure including electric vehicle (EV) charging networks ▪ Commit to energy consumption and carbon emission targets and standards associated with our municipal fleet and buildings; review municipal processes and practices for opportunities to increase promotion of greenspace, reduce environmental impacts, and promote the natural environment ▪ Promote the adoption of sustainable businesses and support our businesses in becoming leaders in the region for sustainable practices ▪ Engage with residents to develop ongoing dialogue surrounding expectations and needs for greenspace throughout the community ▪ Work with Conservation Authority partners to ensure the protection of our natural environment for today and future generations, creating a balance of leveraging natural resources for community living and development while preserving the environment 				
EXPECTED OUTCOMES	STRATEGIC INITIATIVES	Year 1 Actions	Year 2 Actions	Year 3 Actions	Success Factor Measures
<ul style="list-style-type: none"> ○ Development and achievement of sustainability targets for all aspects of the Town's operations ○ Increased availability of green infrastructure throughout the Town, including EV charging sites ○ Increased resident satisfaction with the availability and quality of green space 	3.1 – Improve waste diversion and reduction	<ul style="list-style-type: none"> ▪ Review existing waste diversion and reduction protocols, procedures and contracts service levels ▪ Conduct analysis of waste management system options in terms of costs, benefits, challenges and implications ▪ Develop strategy and education program leveraging Committee work on current state and potential options for waste diversion and reduction 	<ul style="list-style-type: none"> ▪ Develop business case for optimal waste management system option ▪ Create plan to implement waste diversion and reduction strategy 	<ul style="list-style-type: none"> ▪ Implement waste diversion and reduction strategy ▪ Conduct ongoing monitoring and evaluation of waste management system 	<ul style="list-style-type: none"> ▪ Most efficient waste diversion ▪ Reduced environmental impacts ▪ Reduction in use of paper/consumables ▪ Carbon footprint of Town operations (building/facilities and fleet) ▪ Increased access to EV infrastructure ▪ Increased size, and improved health of Town's tree canopy ▪ Resident satisfaction with availability and quantity of Town's green spaces ▪ Reduction in GHG emissions from Town operations
	3.2 – Promote greener operations, building standards and fleet infrastructure	<ul style="list-style-type: none"> ▪ Identify and prioritize areas for opportunities to integrate better sustainability (e.g., municipal operations, infrastructure and fleet; new/retrofit building standards; EV promotion in community) ▪ Launch working group(s) for prioritized areas 	<ul style="list-style-type: none"> ▪ Conduct analysis on environmental implications of existing operations and infrastructure across working groups ▪ Identify options for improved environmental sustainability across working groups ▪ Develop an integrated plan for a Greener Municipality 	<ul style="list-style-type: none"> ▪ Implement integrated plan with ongoing monitoring and evaluation of impacts 	

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EXPECTED OUTCOMES	STRATEGIC INITIATIVES	Year 1 Actions	Year 2 Actions	Year 3 Actions	Success Factor Measures
	3.3 – Reviewing service levels for green spaces	<ul style="list-style-type: none"> ▪ Conduct analysis of green space for utilization and longevity ▪ Integrate analysis from recreational master plan and tree canopy protection plan ▪ Consult with conservation authorities on an evidence-based strategy 	<ul style="list-style-type: none"> ▪ Create a strategy for the preservation and optimal utilization of green spaces 	<ul style="list-style-type: none"> ▪ Develop and execute green space plan with initiatives 	

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Success Factor	Modernizing Systems for Effective & Efficient Service Delivery				
	<p>We will:</p> <ul style="list-style-type: none"> ▪ Provide great customer service to meet or exceed the expectations of residents and businesses by engaging with individuals in the method they prefer and through flexible hours ▪ Provide clear and measurable service level agreements and expectations for the delivery of services throughout the Town ▪ Promote a continuous improvement approach to our operations and make investments in the right tools, technology, and equipment necessary to deliver high quality services ▪ Ensure Municipal assets are well maintained, funded and managed to ensure long-term sustainability and maximize value for money ▪ Continue to develop and execute on long-term roads and infrastructure strategies ▪ Develop mechanisms to gather regular and ongoing feedback from representative groups of the community to advise on the future of the Town. (e.g., Advisory groups for youth, seniors, new-immigrants, etc.) 				
EXPECTED OUTCOMES	STRATEGIC INITIATIVES	Year 1 Actions	Year 2 Actions	Year 3 Actions	Success Factor Measures
<ul style="list-style-type: none"> ○ Enhanced operational efficiency ○ Increased resident satisfaction with customer service ○ Long-lasting and well-maintained infrastructure to meet the Town's needs 	4.1 – Develop a Customer/Resident Experience Strategy and Standards	<ul style="list-style-type: none"> ▪ Develop and publish customer service standards ▪ Develop customer experience strategy with assessment of current strengths, gaps, and opportunities to achieve customer service standards 	<ul style="list-style-type: none"> ▪ Provide customer service training to all customer facing positions ▪ Establish customer service training/orientation for all new Town staff; develop internal “customer service ambassadors” ▪ Develop and publicly report on customer service metrics in alignment with standards 	<ul style="list-style-type: none"> ▪ Monitor service management/performance/responsiveness – feed into decision making 	<ul style="list-style-type: none"> ▪ Resident satisfaction scores for interactions with Town staff/services ▪ Increased ability for residents and businesses to access services ▪ Health/well being of physical assets are managed with efficient/cost-effective maintenance over lifetime of assets ▪ Providing/maintaining alternate options for flexible service delivery (but not barriers for more efficient effective solutions)
	4.2 – Enhance efficiency of municipal services	<ul style="list-style-type: none"> ▪ Conduct review of all services delivered by the Municipality (Municipal Service Delivery Review) <ul style="list-style-type: none"> ○ Identify focus area of SDR in alignment with other Strategic initiatives ▪ Develop Utilities Master Plan for long-term suitability and efficiency 	<ul style="list-style-type: none"> ▪ Implement recommendations from municipal SDR; Utilities Master Plan 	<ul style="list-style-type: none"> ▪ Monitor SDR recommendation implementation and results 	

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EXPECTED OUTCOMES	STRATEGIC INITIATIVES	Year 1 Actions	Year 2 Actions	Year 3 Actions	Success Factor Measures
	4.3 – Maintain and enhance municipal assets (AMP)	<ul style="list-style-type: none"> ▪ Conduct a collective review of the municipally owned assets and infrastructure ▪ Determine guiding principles to balance cost effectiveness with history/tradition to maintain Town uniqueness ▪ Create integrated asset management plan 	<ul style="list-style-type: none"> ▪ Conducting ongoing monitoring and evaluation of asset management plan 	<ul style="list-style-type: none"> ▪ Conducting ongoing monitoring and evaluation of asset management plan 	
	4.4 – Enhance back office/ front office efficiency and service effectiveness	<ul style="list-style-type: none"> ▪ Conduct process reviews of core operational and customer service functions (Alignment to 2.1) ▪ Determine requirements for solutions to optimize processes ▪ Identify system requirements and prioritize, sequence and integrate systems implementations plans (e.g., ERP, HRIS, etc.) ▪ Create integration strategy with existing and to-be systems 	<ul style="list-style-type: none"> ▪ Identify ERP solutions options ▪ Develop and execute plan for ERP implementation and adoption ▪ Test system integration 	<ul style="list-style-type: none"> ▪ Identify HRIS solutions options ▪ Develop and execute plan for HRIS implementation and adoption ▪ Test system integration 	

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Success Factor	Develop a High Performing Accountable Workforce				
	<p>We Will:</p> <ul style="list-style-type: none"> ▪ Retain and develop staff talent by investing in opportunities for career growth and development through professional development, and clarity on potential career paths ▪ Develop and report on Key Performance Indicators for Town operations to promote accountability and transparency ▪ Foster a culture of inclusion within Town operations through Diversity, Equity and Inclusion (DEI) practices ▪ Prioritize comprehensive communication and transparency with staff, residents and businesses to ensure that the community is well informed about decisions and actions taken by the municipality ▪ Communicate assessments of decisions and impacts on the areas of the Town, financial (capital and operating) costs, community benefits, etc. 				
EXPECTED OUTCOMES	STRATEGIC INITIATIVES	Year 1 Actions	Year 2 Actions	Year 3 Actions	Success Factor Measures
<ul style="list-style-type: none"> ○ Recognition as a municipal employer of choice ○ Creation of a workplace culture that celebrates equity outcomes ○ Implementation of enhanced career development programs and succession planning ○ Engaged culture with opportunities for cross-department knowledge exchange, job shadowing, leadership and people management training ○ Shared sense of accountability on the values and direction of the Town 	<p>5.1 – Establish and Implement an Employee Engagement Program</p>	<ul style="list-style-type: none"> ▪ Review the current processes for employee engagement and its outputs ▪ Engage with employee groups to identify effective engagement practices ▪ Scan industry leading practices and tools for employee engagement ▪ Determine areas of focus for employee engagement that are meaningful for the Town ▪ Identify opportunities to enhance engagement practices with employees ▪ Develop a plan to implement enhanced employee engagement processes and tools ▪ Set a reporting cycle on employee engagement outcomes 	<ul style="list-style-type: none"> ▪ Develop and execute communication plan on employee engagement enhancements ▪ Implement employee engagement enhancements ▪ Gather input on the processes ▪ Review outputs from engagement processes 	<ul style="list-style-type: none"> ▪ Review and monitor ongoing employee engagement practices ▪ Apply identified enhancements to employee engagement process 	<ul style="list-style-type: none"> ▪ Become an Employer of choice ▪ Decreased Employee Turnover rates ▪ Active participation in employee engagement ▪ Consistent and high performance for management and employees

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	5.2 – Establish a Performance Management Framework/ System	<ul style="list-style-type: none"> ▪ Align performance expectations across the organization with the strategic Success Factors and corporate values ▪ Develop performance standards for each functional area of the organization to structure an accountability framework ▪ Determine solution requirements for a performance management system 	<ul style="list-style-type: none"> ▪ Conduct communications on a performance management program ▪ Gather input on a performance management program and system ▪ Scan market for performance management system to meet requirements ▪ Determine procurement processes for a performance management system ▪ Develop and execute a business readiness plan to integrate the performance management program 	<ul style="list-style-type: none"> ▪ Complete procurement of performance management system ▪ Implement performance management system ▪ Conduct ongoing monitoring of performance management program and system 	
	5.3 – Review and Update Policies, Processes & Systems	<ul style="list-style-type: none"> ▪ Conduct a review of employee policies and supporting processes and systems ▪ Determine required policies and strategies updates (including succession plan) ▪ Develop integration plan for ERP adoption 	<ul style="list-style-type: none"> ▪ Execute ERP implementation ▪ Incorporate policy updates ▪ Scan market for HRIS solution options ▪ Determine enhanced HRIS system requirements ▪ Develop plan for HRIS implementation 	<ul style="list-style-type: none"> ▪ Implement HRIS 	

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	5.4 – Enhance promotion of Organizational Culture	<ul style="list-style-type: none"> ▪ Convene working group with a focus on organizational culture alignment and drivers to values ▪ Design and Launch program that focuses on organizational culture ▪ Conduct culture check across the organization ▪ Identify initiatives to address cultural challenges in the organization 	<ul style="list-style-type: none"> ▪ Develop plans for initiatives that focus culture enhancements including cross-functional collaboration, mentorship, succession planning, diversity & inclusion 	<ul style="list-style-type: none"> ▪ Conduct monitoring and evaluation of culture initiatives ▪ Determine continuous improvement plan for culture on an ongoing basis 	