

Corporation of the Town of Petawawa

By-law 1616/23

Being a By-law to Adopt the Town of Petawawa 2024 – 2026 Strategic Planning Document

Whereas the Council of the Corporation of the Town of Petawawa wishes to adopt the 2024 – 2026 Strategic Planning Document;

Now Therefore the Council of the Corporation of the Town of Petawawa enacts as follows:

1. That the "Town of Petawawa 2024 -2026 Strategic Planning Document" attached hereto as Schedule "A" be and is hereby adopted.
2. That Schedule "A" is deemed to form part of this by-law.
3. That this by-law shall come into force and take effect following third reading.

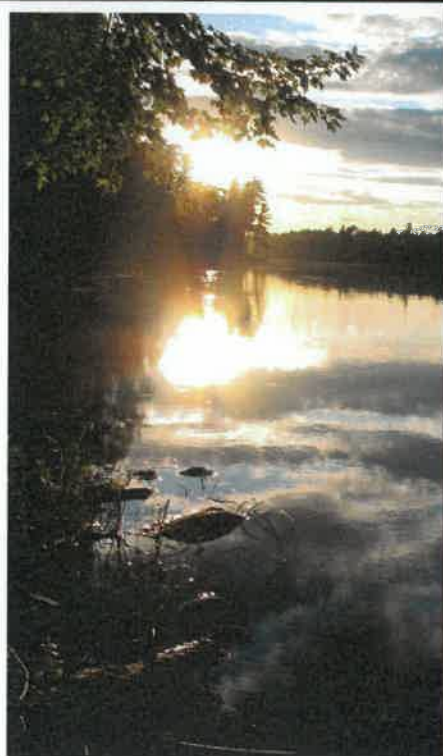
By-law read a first and second time this 20th day of November 2023.

By-law read a third time and passed this 20th day of November 2023.


Signature of the Mayor


Signature of the Clerk

Town of Petawawa Strategic Plan 2024 - 2026



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DEVELOPMENT OF EXISITING POLICY

The Town of Petawawa has not formulated a Strategic Plan since 2011. On October 5th and 6th, 2023, with the assistance of a third-party facilitator, Council and Senior staff held strategy sessions with the goal of developing the major elements of a strategic plan for the next four years. On day 1, the Council and senior management developed a long-term definition of success, conducted a current state analysis, and agree on five areas of focus. Objectives were created for each focus area. New vision and mission statements and long term goals were drafted. On day 2, the management team developed an implementation plan for each of the priority areas. Resource requirements were identified and a monitoring plan laid out.

Despite the priorities identified in this strategy, Council and staff will still be focussed on maintaining the day to day operations of the municipality, as well as advocating for improvements to services such as health care, county roads and highways.

2024 VISION, MISSION, AND VALUES

Vision

A diverse, dynamic, and growing community that is recognized as a safe, vibrant, and innovative place to live, work, and play.

Mission

To manage the resources and services provided to citizens, while providing progressive and innovative leadership that fosters the natural beauty that makes the community 'Dynamic by Nature'.

Guiding Principles

1. Fiscal Responsibility
 2. Environmental Resilience
 3. Inclusive and Accessible
-

Long-Term Goals

1. Excellence in local gov't with modernized and efficient services and facilities;
2. Being a great place to work with engaged and knowledgeable workforce;
3. Sustainable infrastructure that keeps up with growth and respects our natural spaces;
4. Diverse and attainable housing opportunities;
5. The choice destination for tourism, accompanied by diverse business and retail growth.

Strategic Priorities



Infrastructure



Organizational capacity
and modernization



Economic and Tourism
Growth



Community Well Being and
Connectedness



Housing Diversity

Strategic Priority #1

Infrastructure

Build and replace town infrastructure to meet growth needs in a sustainable way.



1. Completed Master Servicing Plan

- 1.1. Complete inventory of assets by April 2024
- 1.2. Formulate RFP and Tender
- 1.3. Award contract in August 2024
- 1.4. Plan completed by May 2025
- 1.5. Source funding and Implementation in 2025-2026

2. Public Works Facility Expansion

- 2.1. Finalize design & costing by Dec 2023
- 2.2. Present at 2024 Budget Discussion
- 2.3. RFP and Tender by Feb 2024
- 2.4. Award by April 2024
- 2.5. Construction Complete by Nov 2024

Strategic Priority #2

Organizational capacity and modernization

Increasing capacity as an organization (staffing, HR policy, recruitment campaign, succession plans), to meet the need of a population of over 18,000 residents that continues to grow.

1. Town Hall Office Upgrades/Expansion

- 1.1. Review current Redesign Plan and formulate a Plan of Action
- 1.2. Present costing proposal at Budget 2024 discussions
- 1.3. Building Renovation (Completion by Dec 2024)

2. Build New Fire Station

- 2.1. Quotes for facility design Nov 2023
- 2.2. Land acquisition by March 2024
- 2.3. Master fire plan by June 2024
- 2.4. Facility design by October 2024
- 2.5. Financial plan to cover construction costs by Jan 2025
- 2.6. RFP/Tender process in early 2025
- 2.7. Commence Construction in July 2025
- 2.8. Complete Construction in July 2026



3. Update Corporate Policies and Procedures

- 3.1. Hire Human Resources coordinator (Post in Nov 2023 with start date of Jan 2024)
- 3.2. Complete Review of Human Resources policies (October 2024)
- 3.3. Review and develop amendments to Procedures bylaws by July 2024

3.4.Review and amend bylaws in selected areas by June 2025

4. Organizational Review

4.1.Review current organization and identify gaps in staffing and resources (Completed 2024)

4.2.Formulate five-year plan to building organizational capacity (Spring 2024)

4.3.Implement plan over the next five years (Completed 2029)

5. Technology Strategy

5.1.Complete needs assessment by December 2023

5.2.Hire IT coordinator by February 2024

5.3.Develop technology roadmap with costing in 2024 (ongoing)



6. Five-Year Financial Planning

6.1.Introduce two- or three-year Financial Planning as part of 2024 Budget Process

6.2.Five Year Financial Planning implemented by December 2024



Strategic Priority #3

Economic & Tourism Growth

To foster an investment climate that makes Petawawa the destination of choice for tourism, commercial, and industrial growth.

1. Continue enhancing Active Transportation and Implement Plan

- 1.1. Review current plan and identify items completed, still outstanding, urgent, longer term by Dec 2023
- 1.2. Create plan (including funding application, County collaboration) to enhance Algonquin Trail corridor by Oct 2024
- 1.3. Complete Multiuser Pathway Phase 3 on Laurentian Drive
- 1.4. Implement recreation master plan recommendations for wayfinding in 2024-2025



2. Increase Supports & Incentives to Foster Business Growth

- 2.1. Revisit the Community Improvement Program
- 2.2. Undertake a Business Retention and Expansion Program
- 2.3. Complete a Community Impressions Program

3. Formulate a Strategy to Develop a Downtown Commercial Core

- 3.1. Complete Official Plan (March 2024)
- 3.2. Develop Next Steps
- 3.3. Develop Special Policy Areas with Zoning Bylaw Provisions



4. Formulate a Waterfront Development Strategy

- 4.1. Next Steps will be based on recommendations made in the Recreation Master Plan (October 2024)

Strategic Priority #4

Community Well Being & Connectedness

Enhance and develop services and programs that support the physical and social well-being of all residents in the community.

1. Completion of Master Recreation Plan

- 1.1. Award contract Dec 2023
- 1.2. Present 10-year plan to Council in September 2024
- 1.3. Begin Implementation of year 1 Recommendations (Late 2024)



2. Empower User and Volunteer Groups to Reinvigorate Community Pride

- 2.1. Identify a Champion within agencies to coordinate workshop series in early 2024
- 2.2. Facilitate a workshop series to build capacity & tools within agencies (e.g. grant writing, volunteer management) in 2024

3. Enhance Community Gathering Spaces

- 3.1. Next steps based on recommendations from Recreation Master Plan (Sept 2024), Official Plan (March 2024), and a review of the Active Transportation Plan

4. Youth Centre

- 4.1. Next steps will be determined by recommendations from the Recreation Master Plan (September 2024)

Strategic Priority #5

Housing Diversity

To develop programs and supports that assist in diversifying the inventory of housing in the community to address affordability and demand.

1. Housing Accelerator Funding/Housing Action Plan (If successful)

- 1.1. Implement 7 of the 9 action items identified in the application for funding to the Canada Mortgage and Housing Corporation

2. Formulate Housing Implementation Plan (If H.A.F. application is unsuccessful)

- 2.1. Complete housing needs assessment (November 2023)
- 2.2. Complete new Official Plan (March 2024)
- 2.3. Updates to Zoning Bylaw (October 2024)
- 2.4. Focus on Densification and Addressing Gaps (On Going)



Appendix A

Strategy Workshop Highlights October 5 & 6, 2023

TOWN OF PETAWAWA

STRATEGY WORKSHOP HIGHLIGHTS

OCTOBER 5-6, 2023

REVISION: 0

Participants:
See participant list
In Association with:
Lockhart Facilitation and the
Queen's Executive Decision Centre
Facilitator: Erik Lockhart
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Executive Summary

This document contains proceedings from strategy sessions held on October 5-6, 2023. The purpose of the session was to develop the major elements of a strategic plan for the next four years. On day 1, Council and senior management developed a long term definition of success, conducted a current state analysis, and agree on five areas of focus. Objectives were created for each focus area. New vision and mission statements and guiding principles were drafted. On day 2, the management team developed an implementation plan for each of the priority areas. Resource requirements were identified and a monitoring plan laid out. A critical path for the next 60 days was mapped out. Below are highlights.

Mission (options)

To manage the resources and services provided to citizens, while providing progressive and innovative leadership that fosters the natural beauty that makes the community 'Dynamic by Nature'.

1. Petawawa promotes an inclusive, vibrant, healthy and resilient community of significant natural beauty in which residents can comfortably and safely live, work, celebrate and play with a sustainable lifestyle and environmental stewardship.
2. To manage the resources and services provided to the citizens of the Town of Petawawa while providing progressive and innovative leadership and fostering the natural beauty that makes Petawawa a community that is Dynamic by Nature.
3. To provide services to citizens and visitors, promote civic pride and celebration, and provide progressive and innovative leadership in environmental stewardship, orderly development, and the management of public assets and funds with policies that fosters equity, diversity, and inclusion.
4. known for our progressive, innovative, and inclusive leadership, we are a vibrant community that recognizes the diversity of our population and promotes initiatives and programs to reach as many people as possible.

Vision (options)

A diverse and dynamic community that is growing, and is recognized as a safe, vibrant, and innovative place to live, work, and play.

1. Our community is recognized for providing a safe, vibrant, and dynamic lifestyle in partnership with our natural heritage
2. Petawawa is a diverse growing community recognized for it's safe, vibrant and innovative place to live, work and play.
3. Our Town is known as the community of choice in Renfrew County and is recognized for its safe, vibrant and comfortable lifestyle
4. Petawawa is a dynamic, safe, and inclusive town with a wide range of opportunities to work, recreate, and live.
5. The Town of Petawawa is a community of choice in Renfrew County and is recognized for its safe, vibrant and dynamic lifestyle.

- Petawawa is a diverse, robust and a vibrant community that makes us the community of choice.

Long term goals

- Excellence in local gov't with modernized and efficient services and facilities;
- Being a great place to work with engaged and knowledgeable workforce;
- Sustainable infrastructure that keeps up with growth and respects our natural spaces;
- Diverse and attainable housing opportunities;
- The choice destination for tourism, accompanied by diverse business and retail growth

Priorities in next two years

- Build and replace town infrastructure to meet growth needs in a sustainable way
- Increase organization capacity while modernizing systems & services
- Create an atmosphere for Economic & Tourism Growth
- Foster Community Well Being & connectedness
- Increase diversity of housing stock...

Objectives (by Priority)

Priority	Objectives by end of 2025 (year 1 in bold)
Town infrastructure	<ol style="list-style-type: none"> Completed master servicing plan \$\$\$?! Public works facility expanded \$\$\$ Town Hall/Municipal Office upgraded/renovated \$\$\$ New fire station built \$\$\$
Org capacity while modernizing systems	<ol style="list-style-type: none"> Updated policies and procedures in identified areas (tbd) Organizational Review implementation (structure & staffing) \$\$\$ Implementation of a Technology strategy \$\$\$ Five year financial planning
Create atmosphere for economic & tourism growth	<ol style="list-style-type: none"> Continue enhancing active transportation and implement plan Increase supports & incentives in place to foster business growth Formulate a strategy to develop a downtown core. Formulate a waterfront development strategy including Petawawa Point
Foster community well-being	<ol style="list-style-type: none"> Completion of Master Recreation Plan \$\$\$?! Empower user and volunteer groups to reinvigorate community pride Enhance community gathering spaces Youth Centre
Diversity of housing stock	<ol style="list-style-type: none"> Formulate housing implementation plan (includes seniors etc) HAF 3 year roll out (if successful)

Environmental Scan

Opportunities

- Building now for growth (facilities)
- Capacity building: staff hiring, succession plans
- Modernization of govt operations (automate, innovate)
- Diverse, affordable housing
- partnerships to increase financial capacity

Threats

- Org structure updated
- Cost of doing business (labour, materials to do our projects)
- Human capital (finding & keeping skilled staff)
- Ensure growth doesn't compromise "Dyn by nature"
- Outdated policies & procedures

Trends and Developments

- Climate change & pandemic: infrastructure contingency
- Keeping up with population growth
- Lack of human capital (retention, recruiting)
- Changing role of Town (more than a service provider)
- More Immigration & visible minorities

Path Forward

<u>Task</u>	<u>Resp/Date</u>
1. Distribute results of sessions	Erik Oct 7
2. Vision & Mission refinement	Scott Oct 13
3. Guiding Principles	DONE
4. Fill out Resource Reqmts (Salaries etc)	Scott Oct 13
5. Monitoring & reporting schedule	DONE
6. Refine workplans (action/timing/resp)	Scott November
7. Updating template in Teams	Scott
8. Draft with Council Oct 30 package	November 6
9. Council approval	December 4

Editor's Notes:

- a. The symbol // or ... indicates that two similar ideas have been merged together.
- b. This document contains meeting proceedings and is not intended as a "Final Report" for publishing.

1.0 – Direction

1.1 – Vision and Mission (straw poll on current statements)

Rating question:

Please rate by agreement with the statement

Criterion "agreement with the statement" sorted by mean Abstentions permitted. 1 = Strongly Disagree 2 = Somewhat Disagree 3 = Neutral 4 = Somewhat Agree 5 = Strongly Agree									
No	Item	↓Mean	SD	n	1	2	3	4	5
1	Vision (what we strive for): Petawawa is known as the community of choice in Renfrew County and is recognized for its safe, vibrant and comfortable lifestyle.	3.13	0.26	15	1	3	5	5	1
2	Mission (why we exist): To help meet the health, safety and leisure needs of the Town of Petawawa's residents by the provision of efficient and effective public works services (transportation, water treatment and distribution, sewage collection and treatment), waste management, recreational and library services, land use planning, economic development and protective services (fire, police, animal control, building).	2.14	0.19	14	3	6	5	0	0

The following comments were submitted with the ratings:

Vision (what we strive for): Petawawa is known as the community of choice in Renfrew County and is recognized for its safe, vibrant and comfortable lifestyle.

agreement with the statement: 4

- again needs to be updated wording (#5)

- Petawawa requires more housing to attract more residents. (#6)

agreement with the statement: 3

- In my experience, very few people move to an area because 'it's a great community'. They move there because they have a job there, or their kids and grands are there, or they're closer to health care they need (#4)

agreement with the statement: 2

- Needs to be changed/reworded (#1)
- current vision has been achieved in a few ways, time to look further ahead to determine 'future product' - continue to work towards (#3)
- Petawawa is the community of choice, in Renfrew County, to live, work and play. (#7)

Abstention "agreement with the statement"

- Not a vision but a mere statement. Again, does not inspire one to greatness. (#2)

Mission (why we exist): To help meet the health, safety and leisure needs of the Town of Petawawa's residents by the provision of efficient and effective public works services (transportation, water treatment and distribution, sewage collection and treatment), waste management, recreational and library services, land use planning, economic development and protective services (fire, police, animal control, building).

agreement with the statement: 3

- I agree but i would like to see an addition in there that connects our 'Dynamic by nature' slogan. We are a rural town that blends in with the natural landscape and our outdoor areas are a large attraction to our town. our vision should reflect this since we should strive to keep the natural feel of Petawawa with all decisions we make. (#3)
- Add: protection of our natural heritage, and the promotion of equity, diversity, and inclusion (#8)
- Needs to be updated to include the Human Services that are now being expected of gov't. ie. provision of mental health supports, as identified in the CSWB Plan. (#9)
- needs to be modernized (#10)

agreement with the statement: 2

- Needs to be refined and modernized. (#2)
- We know the core services. The mission is finding new and improved methods of delivery (#5)
- Very generic mission - could be any town. We want excellence across these activities as well as innovative delivery of these activities (#7)
- Petawawa needs to update the facilities that services the community. (#11)
- The mission statement needs to be updated not simply list the services that we provide. (#12)

agreement with the statement: 1

- it was never relevant and just an explanation of our mandated services (#1)
- It reads like a list instead of a statement of purpose (#4)

Abstention "agreement with the statement"

- Too wordy, not inspirational and meaningful (#6)

1.2 – Vision (selection)

What is your Vision for our Town?

The group brainstormed and then each person selected his/her top three

- (9)4.1. Our community is recognized for providing a safe, vibrant, and dynamic lifestyle in partnership with our natural heritage
- (8)4.2. Petawawa is a diverse growing community recognized for it's safe, vibrant and innovative place to live, work and play.
- (6)4.3. Our Town is known as the community of choice in Renfrew County and is recognized for its safe, vibrant and comfortable lifestyle
- (6)4.4. Petawawa is a dynamic, safe, and inclusive town with a wide range of opportunities to work, recreate, and live.
- (5)4.9. The Town of Petawawa is a community of choice in Renfrew County and is recognized for its safe, vibrant and dynamic lifestyle.
- (5)4.10. Petawawa is a diverse, robust and a vibrant community that makes us the community of choice.
- (4)4.5. Petawawa is the community of choice in Renfrew County for health, safety, comfort and quality of life.
- (4)4.7. Petawawa is the choice community in the Country of Renfrew and celebrates diversity and innovation within its residential, business and tourism sectors
- (4)4.8. A vibrant and engaged community built on entrepreneurial spirit and partnerships.
- (2)4.6. Petawawa has grown into a community that is the envy of the Ottawa Valley. We have low taxes, excellent services and great schools.

1.3 – Mission (formulation)

Process: the group brainstormed potential phrases and then individuals crafted 1-2 sentences. The top three were voted on (1.4).

- Plow the roads...
- Provides services to citizens and visitors in the geographical and natural landscape
- Provide progressive and innovative leadership
- Promote civic pride & celebration
- Environmental stewardship, Preserve the natural environments
- Allow for orderly development
- Promote local heritage and identities
- Manage public assets & funds
- Create a resilient community

1.4 – Mission (selection)

Why does our Corporation exist? The mission/purpose of the Town is...

● (10)3.1. Petawawa promotes an inclusive, vibrant, healthy and resilient community of significant natural beauty in which residents can comfortably and safely live, work, celebrate and play with a sustainable lifestyle and environmental stewardship.

● (10)3.2. To manage the resources and services provided to the citizens of the Town of Petawawa while providing progressive and innovative leadership and fostering the natural beauty that makes Petawawa a community that is Dynamic by Nature.

● (7)3.3. To provide services to citizens and visitors, promote civic pride and celebration, and provide progressive and innovative leadership in environmental stewardship, orderly development, and the management of public assets and funds with policies that fosters equity, diversity, and inclusion.

● (6)3.4. known for our progressive, innovative, and inclusive leadership, we are a vibrant community that recognizes the diversity of our population and promotes initiatives and programs to reach as many people as possible.

● (4)3.12. Through governance and civic engagement to ensure a modern and prosperous economy while providing environmental stewardship, and community wellness and vitality.

● (3)3.5. To provide thoughtful leadership for the delivery of services and continuing community growth.

3.9. To help meet the health, safety and leisure needs of the Town residents by the provision of efficient and effective public works services, waste management, recreational and library services, land use planning, economic development and protective services

●(3)3.10. To provide core services that meet the needs of residents and businesses in a progressive and cost effective manner with a focus on citizen health, safety, and community pride

●(3)3.11. To provide structure and manage administration, budgeting and planning processes while giving priority to the basic needs of the community, and to promote the social and economic development of the community.

●(3)3.13. To provide services to residents and visitors alike reflecting on our natural heritage and creating a safe and resilient community.

●(2)3.7. to provide essential services to citizens and opportunities to be immersed in an extremely unique natural setting.

●(2)3.8. To provide services expected by the residents, in a timely and financially sound manner, on behalf of the provincial government.

●(1)3.6. Petawawa is the Renfrew County community of choice for your accommodation, business development, expansion and recreational needs.

●(1)3.14. To provide services and protect the interests of all taxpayers in the municipality. To ensure that the quality of life of all residents are maintained and improved.

●(1)3.15. still dynamic by nature providing great services to all residents and visitors

1.5 – Long term goals (formulation)

Imagine it is 2030.

Town of Petawawa has been successful. What does it look like? We know we will have been successful when we see the following...

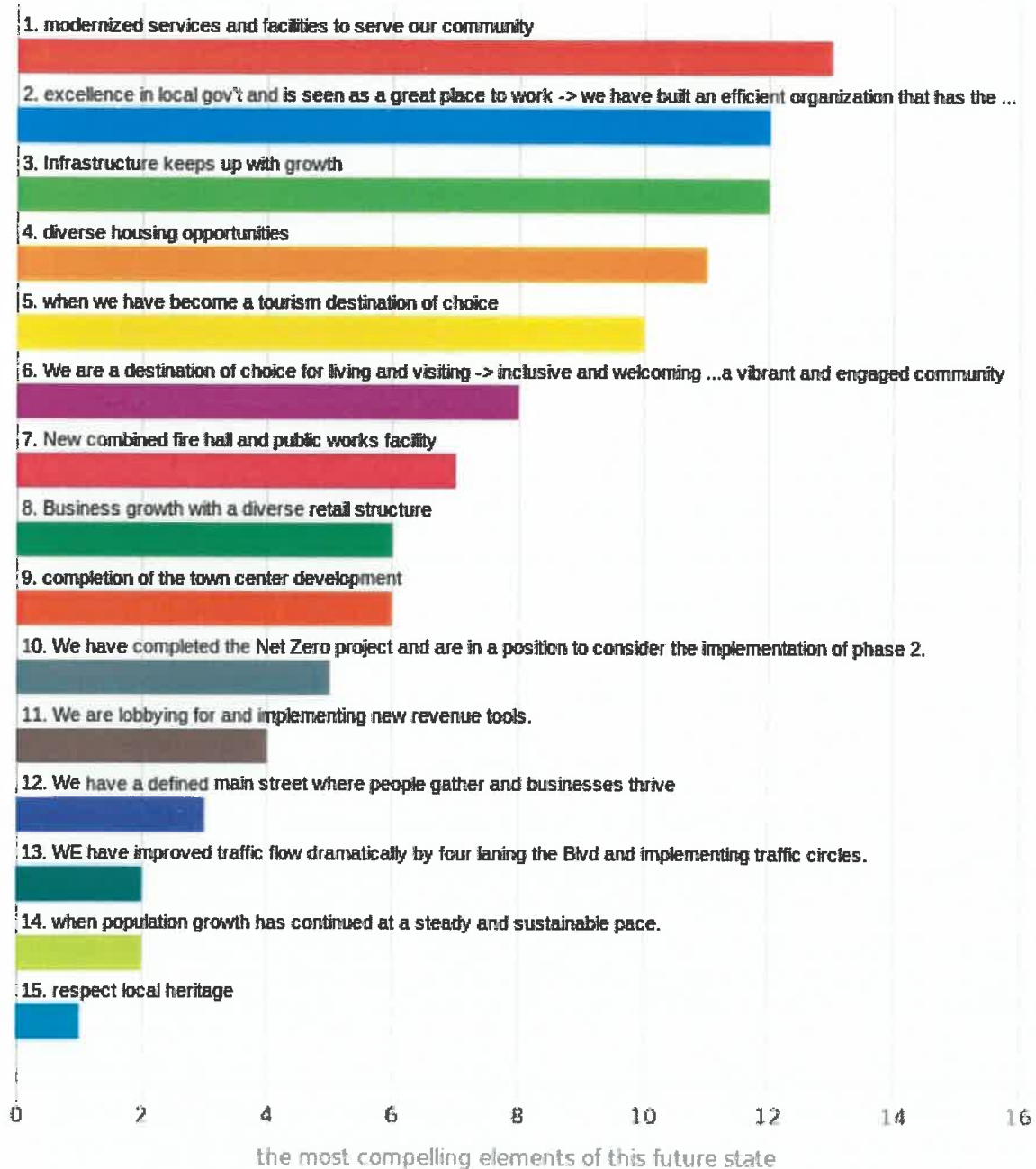
What are the SEVEN most compelling elements of this future state...

Note: the group brainstormed ideas and then each person selected his/her top SEVEN ideas (section 1.5). The group then reviewed and refined the top ideas in section 1.6.

Rating question: Select the most compelling elements of this future state for Petawawa

Criterion "the most compelling elements of this future state" sorted by sum 7 selections of 15 items. Ratings submitted: 16. Total selections 102. Abstentions permitted.		
No	Item	↓Selections
1	modernized services and facilities to serve our community	13
2	excellence in local gov't and is seen as a great place to work -> we have built an efficient organization that has the resources it needs to serve the interests of its residents	12
3	Infrastructure keeps up with growth	12
4	diverse housing opportunities	11
5	when we have become a tourism destination of choice	10
6	We are a destination of choice for living and visiting -> inclusive and welcoming ...a vibrant and engaged community	8
7	New combined fire hall and public works facility	7
8	Business growth with a diverse retail structure	6
9	completion of the town center development	6
10	We have completed the Net Zero project and are in a position to consider the implementation of phase 2.	5
11	We are lobbying for and implementing new revenue tools.	4
12	We have a defined main street where people gather and businesses thrive	3
13	WE have improved traffic flow dramatically by four laning the Blvd and implementing traffic circles.	2

Criterion "the most compelling elements of this future state" sorted by sum 7 selections of 15 items. Ratings submitted: 16. Total selections 102. Abstentions permitted.		
No	Item	↓Selections
14	when population growth has continued at a steady and sustainable pace.	2
15	respect local heritage	1



Ideas merged before voting:

- 1.1. respect local heritage
 - 1.1.1. when we have reviewed our land use plans and identified natural heritage features to be preserved for future generations
- 1.2. completion of the town center development
 - 1.2.1. Town centre completed
- 1.3. We are a destination of choice for living and visiting -> inclusive and welcoming ...a vibrant and engaged community
 - 1.3.1. we have a diverse and vibrant community that represents all ages with a focus on senior service development
 - 1.3.2. when town policies and procedures have been developed to address biases and barriers in Town services and programs
- 1.4. when population growth has continued at a steady and sustainable pace.
 - 1.4.1. when we can see the successes in our Town of growth
 - 1.4.2. continued population growth sustainably for our available services.
- 1.5. Infrastructure keeps up with growth
 - 1.5.1. when infrastructure has kept pace with our growth
- 1.9. Business growth with a diverse retail structure
 - 1.9.1. a diverse retail structure to accommodate local shopping
 - 1.9.2. new business growth
 - 1.9.3. when commercial and retail has increased to a level that provides adequate service levels to our growing population
- 1.11. excellence in local gov't and is seen as a great place to work -> we have built an efficient organization that has the resources it needs to serve the interests of its residents
 - 1.11.1. Stronger workforce embracing innovation with enough resources to deliver
- 1.12. when we have become a tourism destination of choice
 - 1.12.1. The point redeveloped and becomes a successful tourism draw
- 1.14. We are lobbying for and implementing new revenue tools.
 - 1.14.1. Federal revenue challenges

1.6 – Long term goals (refinement)

- Excellence in local gov't with modernized and efficient services and facilities;
- Being a great place to work with engaged and knowledgeable workforce;
- Sustainable infrastructure that keeps up with growth and respects our natural spaces;
- Diverse and attainable housing opportunities;
- The choice destination for tourism, accompanied by diverse business and retail growth

1.7 – Guiding Principles

- Fiscal Responsibility
- Environmental Resilience
- Inclusive and Accessible

2.0 - Priorities

What must be our big priorities over the next 2-3 years? What do we need to “get done”?

The group brainstormed ideas in small teams. Then each team selected its top 3 ideas to share with the plenary (2.1). Finally, individuals were asked to identify “if we could only address three of the priorities in the next two years...” (2.2)

The results are presented in two formats: table and bar graph.

The table shows the # of votes for each item, usually sorted from highest # to lowest #.

In some cases, the standard deviation is presented. This is a measure of the amount of disagreement of the placing of a particular item. A higher standard deviation means more variance (less agreement) on the positioning of an item.

The bar graph shows the same in a graph format. The longer the bar, the more votes for an item.

2.1 - Formulation

1st screening (top three ideas from each team):

- 1.1. Increase diversity of housing stock (attainable, affordable)
 - 1.1.1. Building attainable housing
- 1.2. Increasing capacity as an organization (new staff positions, HR policy, recruitment campaign, succession plans)
 - 1.2.1. Building and office space/expansion department wide
 - 1.2.2. New strategic staffing positions to meet growth (HR officer, assistance for staff)
- 1.3. Modernize systems, services & policies to keep up with growth
 - 1.3.1. updating modernization of the Town; updating policy/procedures and planning
 - 1.3.2. rotate policies for review
- 1.4. Build and replace town infrastructure to meet growth needs in a sustainable way
 - 1.4.1. inventory of assets - reflect on what to update and what to let go ...Completed Net 0
- 1.5. climate change, emergency/contingency fund and policy/procedures to address these and must be preserved
- 1.6. Fostering Community Well Being & connectedness (Recreation and Cultural Programming; Active transportation; gathering hubs)
 - 1.6.1. Community development (pop diversity & immigration; recreation services);
 - 1.6.1.1. initiate efforts to increase our population's diversity (immigration)
 - 1.6.2. empower user groups and volunteers to reinvigorate the pride in our community that has built it to where it is today.
 - 1.6.3. build on more community connection; encouraging them to invest in the community not just live here but give back to the community

1.7. Fiscal Responsibility (Level of taxation; Budgeting to meet needed service levels; accessing other streams of revenue)

1.8. Creating an atmosphere for Economic & Tourism Growth (Labour force development; BR&E; Industrial Land Development; Incentives for Business Growth, Petawawa Point Dev)

· 1.8.1. Petawawa Point development

· 1.8.2. Business & Tourism Growth

1.9. Communication and Transparency with public (Open governance; community engagement)

Ideas that did not make the 1st screening:

1. Team 1 (4)

1.1. Policy review to update policies

1.2. Creating public transit options

1.3. Reconciliation - regular consultation and building better partnerships

1.4. Balancing growth with forest renewal and preservation

2. Team 2 (4)

2.1. organizations structure, skilled workforce, at the forefront of innovation changes in work world

2.2. Build and replace town infrastructure to meet growth needs in a sustainable way

2.3. engaged involved community that participates in age-friendly community planning with a focus on seniors and adolescents

2.4. retaining our youth to stay in our community to work, play and grow..

3. Team 3 (2)

3.1. Innovative Partnerships (Community Groups; Indigenous and other local governments; Business community)

3.2. Climate Change Adaptation (Reducing carbon footprint; green urbanization; energy innovation)

4. Team 4 (4)

4.1. Keeping up with growth and population; providing the necessary housing and infrastructures

4.2. Comprehensive HR Policy

4.3. Policy, procedure and planning

4.4. modernization of technology development

5. Team 5 (18)

5.1. Comprehensive HR Policy

5.2. Completed Net 0

5.3. Town center development

5.4. Public works plan and development

5.5. Radke Estate Development

- 5.6. youth center
- 5.7. staff org chart
- 5.8. right complement of staff - retain
- 5.9. addressing burn out of volunteers
- 5.10. volunteer recruitment and training
- 5.11. plan concrete way ahead and implement (volunteers)
- 5.12. aggressive approach in hiring and trying new retention strategies
- 5.13. benefits for engagement
- 5.14. flexibility on 'benefits' - cater to new hires
- 5.15. Op team is aging
- 5.16. tiered staffing to promote succession
- 5.17. policy and procedures need to be a commitment
- 5.18. education in high school wrt municipal

6. Top THREE (18)

- 6.1. Building attainable housing
- 6.2. Increase diversity of housing stock (attainable, affordable)
- 6.3. New strategic staffing positions to meet growth (HR officer, assistance for staff)
- 6.4. Increasing capacity as an organization (HR policy, recruitment campaign, succession plans)
- 6.5. rotate policies for review
- 6.6. Modernize systems and services to keep up with growth
- 6.7. updating modernization of the Town; updating policy/procedures and planning
- 6.8. Build and replace town infrastructure to meet growth needs in a sustainable way
- 6.9. inventory of assets - reflect on what to update and what to let go
- 6.10. empower user groups and volunteers to reinvigorate the pride in our community that has built it to where it is today.
- 6.11. Supporting and managing growth of the community (diversity of housing; recreation services; economic development; infrastructure)
- 6.12. climate change, emergency/contingency fund and policy/procedures to address these and must be preserved
- 6.13. Fostering Community Well Being (Recreation and Cultural Programming; Active transportation; gathering hubs)
- 6.14. build on more community connection; encouraging them to invest in the community not just live here but give back to the community
- 6.15. Fiscal Responsibility (Level of taxation; Budgeting to meet needed service levels; accessing other streams of revenue)
- 6.16. Building and office space/expansion department wide
- 6.17. initiate efforts to increase our population's diversity (immigration)
- 6.18. Petawawa Point development

7. Glaring Omissions (3)

7.1. Completed Net 0

7.2. Creating an atmosphere for Economic Growth (Labour force development; BR&E; Industrial Land Development; Incentives for Business Growth)

7.3. Communication and Transparency (Open governance; community engagement)

2.6. Guiding Principles:

- **2.6.1. Fiscal Responsibility (Level of taxation; Budgeting to meet needed service levels; accessing other streams of revenue)**
- **2.6.2. Environmental resilience**
 - **2.6.2.1. climate change, emergency/contingency fund and policy/procedures to address these and must be preserved**
- **2.6.3. EDI**

2.2 - Selection

8 participants have rated anonymously.

Rating question:

Please select the most important priorities for us in the next two years

Criterion "most important priorities for us in the next two years" sorted by sum 5 selections of 9 items. Ratings submitted: 8. Total selections 37. Abstentions permitted.		
No	Item	↓Selections
1	Build and replace town infrastructure to meet growth needs in a sustainable way	6
2	Increasing capacity as an organization (new staff positions, HR policy, recruitment campaign, succession plans)	6
3	Creating an atmosphere for Economic & Tourism Growth (Labour force development; BR&E; Industrial Land Development; Incentives for Business Growth, Petawawa Point Dev)	5
4	Fostering Community Well Being & connectedness (Recreation and Cultural Programming; Active transportation; gathering hubs)	5
5	Modernize systems, services & policies to keep up with growth	5
6	Increase diversity of housing stock (attainable, affordable)	4
7	climate change, emergency/contingency fund and policy/procedures to address these and must be preserved	3
8	Fiscal Responsibility (Level of taxation; Budgeting to meet needed service levels; accessing other streams of revenue)	3
9	Communication and Transparency with public (Open governance; community engagement)	0



3.0 – Objectives (by Priority)

Day 1: Objectives: "what" are we trying to achieve in the next three years

Day 2: Actions: brainstorm the "how to" (projects, strategies, steps, initiatives)

Sticky points:

- most critical in next 3 years (23 points per participant)

3.1 - Infrastructure

1. Build and replace town infrastructure to meet growth needs in a sustainable way (9)
 - 1.1. Completed master servicing plan ● (13)
 - 1.2. Public works facility expanded by Spring 2026 ● (12)
 - 1.3. New fire station built by Spring 2027 ● (11)
 - 1.4. Town Hall/Municipal Office upgraded/renovated by end of 2024 ● (11)
 - 1.5. Road reconstruction - commitment of funding ● (8)
 - 1.6. Petawawa Point Redevelopment by end of 2026 ● (8)
 - 1.7. Complete Net 0 - Phase 0 by March 2024 ● (7)
 - 1.8. update growth projections for Town of Petawawa by April 2024 ● (4)
 - 1.9. MUP completion fall 2024 ● (3)

3.2 – Organizational capacity and modernization

2. Increasing organization capacity while modernizing systems & services (9)
 - 2.1. Office space expansion department wide ... ● (12)
 - 2.2. Organizational Review formulation and begin implementation (structure & staffing) ● (12)
 - 2.3. Implementation of a Technology strategy -> Upgrade software to increase tracking and connectivity between departments ...modernize the Town's website to meet the needs of by-law, procedures, policy dissemination ...explore communications/technology specialist and retain services by April 2024 ● (11)
 - 2.4. Updated policies and procedures in identified areas (tbd) by Dec 2024 ● (10)
 - 2.5. Five Year Financial Planning ● (9)
 - 2.6. develop a flexible work policy & schedules ● (7)
 - 2.7. x# of Services identified and implemented for on-line delivery by Dec 2026 ● (4)
 - 2.8. Formulate a Communications Strategy ● (4)
 - 2.9. Formulate a Community Engagement Plan ● (2)

3.3 – Economic and tourism growth

- 3. Creating an atmosphere for Economic & Tourism Growth (11)
 - 3.1. Increase supports & incentives in place to foster business growth ●(12)
 - 3.2. Continue enhancing active transportation ●(12)
 - 3.3. Formulate a strategy to develop a downtown core. ●(12)
 - 3.4. Formulate a waterfront development strategy including Petawawa Point Development completed by Dec 2026 ●(11)
 - 3.5. Industrial land development ●(7)
 - 3.6. Formulate and begin to implement a strategy to enhance and animate the Algonquin Trail Corridor ●(7)
 - 3.7. BR&E strategy developed and implemented... includes community profiling, attraction documentation ●(5)
 - 3.8. Parking to support tourism ●(4)
 - 3.9. Urban reforestation plan - kickoff summer 2024 ●(3)
 - 3.10. Work with Airport partners on developing a Master Plan that provides a 25 year vision for the facility ●(2)
 - 3.11. Petawawa Point Development completed by Dec 2026 ●(1)

3.4 – Community well-being and connectedness

- 4. Fostering Community Well Being & connectedness (9)
 - 4.1. Completion of Master Recreation Plan (14)
 - 4.2. Focused main street hub where we can focus on community celebrations/seasonal events (ie: christmas tree lighting) (13)
 - 4.3. Empower user and volunteer groups to reinvigorate community pride (11)
 - 4.4. Review of town policies to identify barrier to equitable access (8)
 - 4.5. Teen centre (8)
 - 4.6. Monitor community development trends/changes to inform social planning decisions (graduation rates, poverty rates, child care services availability, cultural diversity index, accessible housing options) (6)
 - 4.7. Efforts initiated to increase our population diversity (Newcomer attraction program in place) (5)
 - 4.8. Encouragement of Trail use to access the festivities (5)
 - 4.9. completion and implementation of community safety and well being plan (4)

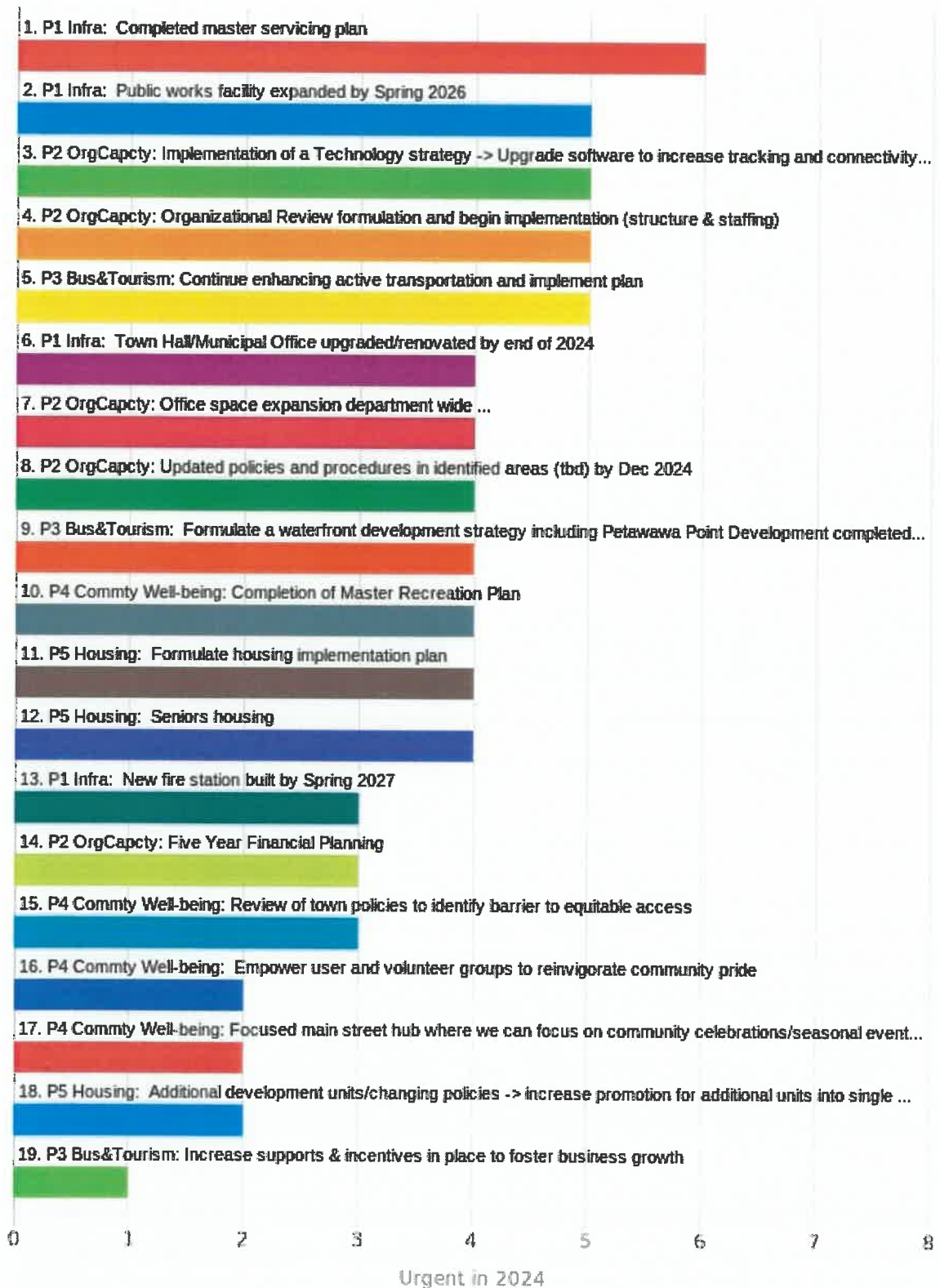
3.5 - Housing

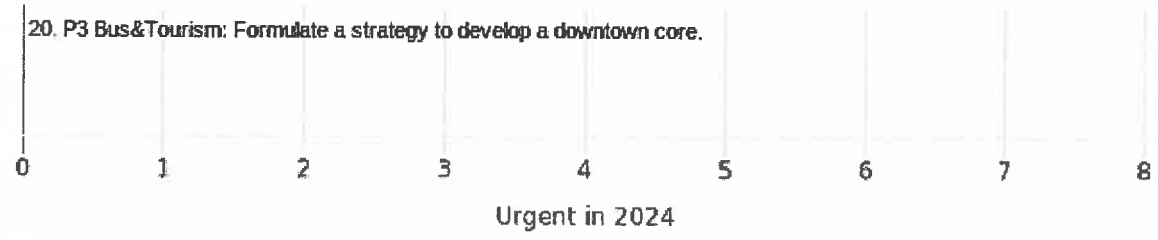
- 5. Increase diversity of housing stock (6)
 - 5.1. Additional development units/changing policies -> increase promotion for additional units into single dwelling homes (13)
 - 5.2. Seniors housing (13)
 - 5.3. Tiny home development (7)
 - 5.4. amend subdivision agreements to include % of accessible development, multi family homes and progressive lifestyle living (lifecycle multigen) (7)
 - 5.5. providing land for a miracle developer to build affordable housing. (3)
 - 5.6. Community land trusts (2)

3.6 – Where do we get started in year one (Council only)?**Rating question:** Please select the most Urgent in 2024 (where do we get started?)

Criterion "Urgent in 2024" sorted by sum		
10 selections of 20 items.		
Ratings submitted: 8. Total selections 70. Abstentions permitted.		
No	Item	↓Selections
1	P1 Infra: Completed master servicing plan	6
2	P1 Infra: Public works facility expanded by Spring 2026	5
3	P2 OrgCapcty: Implementation of a Technology strategy -> Upgrade software to increase tracking and connectivity between departments ...modernize the Town's website to meet the needs of by-law, procedures, policy dissemination ...explore communications/technology specialist and retain services by April 2024	5
4	P2 OrgCapcty: Organizational Review formulation and begin implementation (structure & staffing)	5
5	P3 Bus&Tourism: Continue enhancing active transportation and implement plan	5
6	P1 Infra: Town Hall/Municipal Office upgraded/renovated by end of 2024	4
7	P2 OrgCapcty: Office space expansion department wide ...	4
8	P2 OrgCapcty: Updated policies and procedures in identified areas (tbd) by Dec 2024	4
9	P3 Bus&Tourism: Formulate a waterfront development strategy including Petawawa Point Development completed by Dec 2026	4
10	P4 Commtly Well-being: Completion of Master Recreation Plan	4
11	P5 Housing: Formulate housing implementation plan	4
12	P5 Housing: Seniors housing	4
13	P1 Infra: New fire station built by Spring 2027	3
14	P2 OrgCapcty: Five Year Financial Planning	3
15	P4 Commtly Well-being: Review of town policies to identify barrier to equitable access	3
16	P4 Commtly Well-being: Empower user and volunteer groups to	2

Criterion "Urgent in 2024" sorted by sum 10 selections of 20 items. Ratings submitted: 8. Total selections 70. Abstentions permitted.		
No	Item	↓Selections
	reinvigorate community pride	
17	P4 Commtty Well-being: Focused main street hub where we can focus on community celebrations/seasonal events (ie: christmas tree lighting)	2
18	P5 Housing: Additional development units/changing policies -> increase promotion for additional units into single dwelling homes	2
19	P3 Bus&Tourism: Increase supports & incentives in place to foster business growth	1
20	P3 Bus&Tourism: Formulate a strategy to develop a downtown core.	0





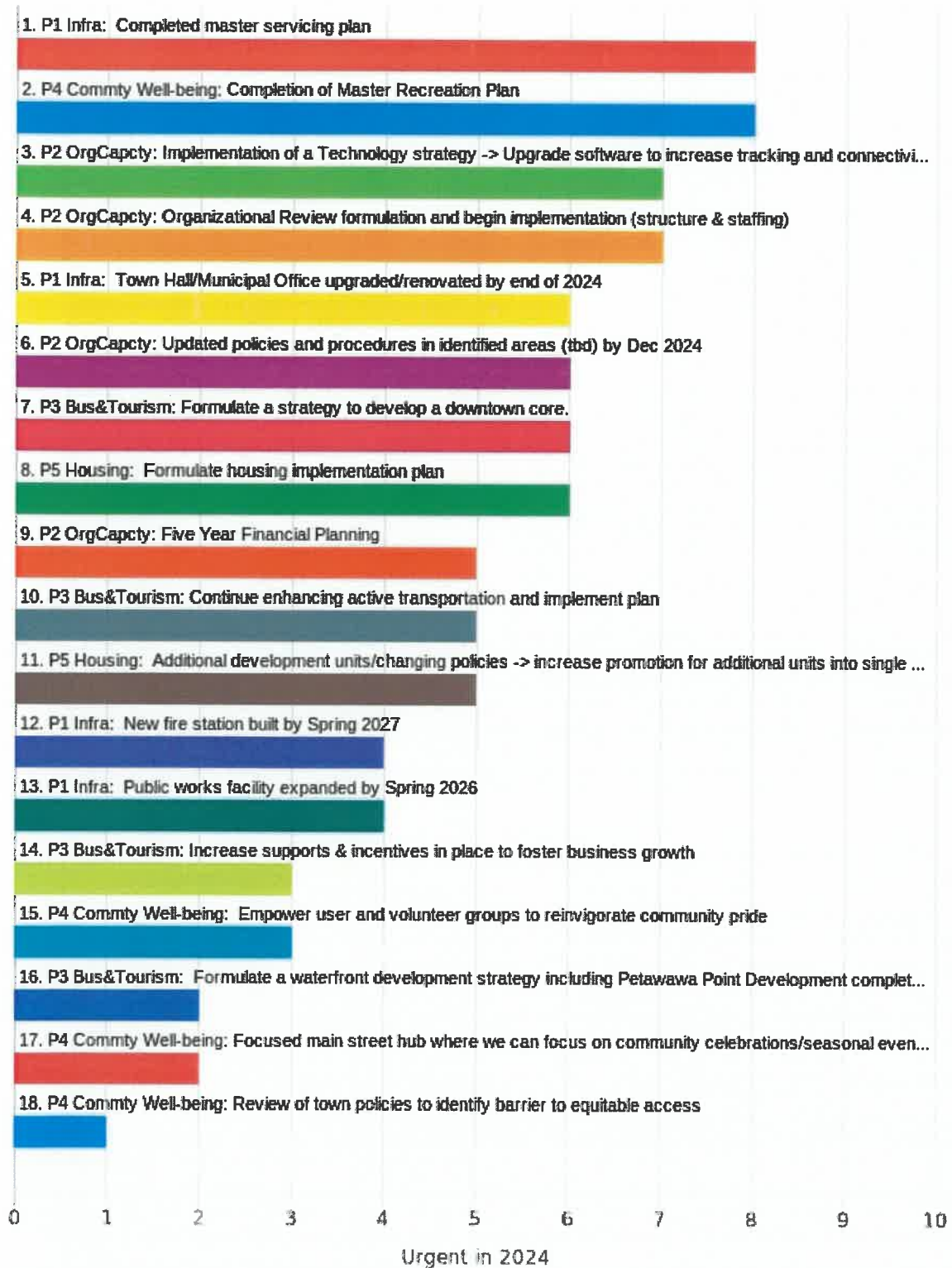
3.7 – Where do we get started in year one (Management only)?

9 participants have rated anonymously.

Rating question: Please select the most Urgent in 2024 (where do we get started?)

Criterion "Urgent in 2024" sorted by sum 10 selections of 18 items. Ratings submitted: 9. Total selections 88. Abstentions permitted.		
No	Item	↓Selections
1	P1 Infra: Completed master servicing plan	8
2	P4 Commty Well-being: Completion of Master Recreation Plan	8
3	P2 OrgCapcty: Implementation of a Technology strategy -> Upgrade software to increase tracking and connectivity between departments ...modernize the Town's website to meet the needs of by-law, procedures, policy dissemination ...explore communications/technology specialist and retain services by April 2024	7
4	P2 OrgCapcty: Organizational Review formulation and begin implementation (structure & staffing)	7
5	P1 Infra: Town Hall/Municipal Office upgraded/renovated by end of 2024	6
6	P2 OrgCapcty: Updated policies and procedures in identified areas (tbd) by Dec 2024	6
7	P3 Bus&Tourism: Formulate a strategy to develop a downtown core.	6
8	P5 Housing: Formulate housing implementation plan	6
9	P2 OrgCapcty: Five Year Financial Planning	5
10	P3 Bus&Tourism: Continue enhancing active transportation and implement plan	5
11	P5 Housing: Additional development units/changing policies -> increase promotion for additional units into single dwelling homes	5
12	P1 Infra: New fire station built by Spring 2027	4
13	P1 Infra: Public works facility expanded by Spring 2026	4
14	P3 Bus&Tourism: Increase supports & incentives in place to foster	3

Criterion "Urgent in 2024" sorted by sum 10 selections of 18 items. Ratings submitted: 9. Total selections 88. Abstentions permitted.		
No	Item	↓Selections
	business growth	
15	P4 Commtty Well-being: Empower user and volunteer groups to reinvigorate community pride	3
16	P3 Bus&Tourism: Formulate a waterfront development strategy including Petawawa Point Development completed by Dec 2026	2
17	P4 Commtty Well-being: Focused main street hub where we can focus on community celebrations/seasonal events (ie: christmas tree lighting)	2
18	P4 Commtty Well-being: Review of town policies to identify barrier to equitable access	1



4.0 – Action Plans

Question:

For each of our critical objectives, what are some projects and initiatives

Priority 1. Build and replace town infrastructure to meet growth needs in a sustainable way

Completed master servicing plan \$\$\$?!

- 1.1.1. Complete inventory of assets by April 2024
- 1.1.2. Formulate RFP and put out to tender
- 1.1.3. Award contract in August 2024 (note: HAF application dependency)
- 1.1.4. Plan completed by May 2025
- 1.1.5. Source funding and Implementation in 2025-2026

Public works facility expanded \$2M?

- 1.2.1. Finalize design & costing by Dec 2023
- 1.2.2. Present at budget discussion
- 1.2.3. RFP and tender by Feb 2024
- 1.2.4. Award by April 2024
- 1.2.5. Construction complete by Nov 2024

Town Hall/Municipal Office upgraded/renovated \$\$\$

- 1.3.1. Review current redesign plan (rejinging) and decide on sequence of knockdown
- 1.3.2. Present costing proposal at budget 2024 discussion
- 1.3.3. Need new space for new positions: IT, planner, HR
- 1.3.4. Building renovation (tender, award, completion by Dec 2024)

New fire station built \$\$ tbd

- 1.4.1. Quotes for facility design Nov 2023
- 1.4.2. Land acquisition by March 2024
- 1.4.3. Master fire plan by June 2024
- 1.4.4. Facility design by October 2024
- 1.4.5. Financial plan to cover construction costs by Jan 2025
- 1.4.6. RFP/Tender process in early 2025
- 1.4.7. Commence Construction in July 2025

Priority 2. Increase organization capacity while modernizing systems & services

Updated policies and procedures in identified areas (tbd)

- 2.1.1. Hire HR coordinator (Post position in Nov 2023 with start date of Jan 2024)
- 2.1.2. Review of HR policies (March 2024 - October 2024)
- 2.1.3. Review and develop amendments to Procedures bylaws by July 2024
- 2.1.4. Review and amend bylaws in selected areas (tbd) by June 2025

Organizational Review implementation (structure & staffing) \$\$\$

- 2.2.1. Complete by Feb 2025 with recommendations on structure, staffing

Implementation of a Technology strategy \$\$\$

- 2.3.1. Complete needs assessment by Dec 2023
- 2.3.2. Hire IT coordinator by Feb 2024
- 2.3.3. Develop technology roadmap with costing in 2024 (ongoing)

Five year financial planning

- 2.4.1. 5 yr planning approach by August 2024

Priority 3. Create an atmosphere for Economic & Tourism Growth

Continue enhancing active transportation and implement plan

- 3.1.1. Review current plan and identify items completed, still outstanding, urgent, longer term by Dec 2023
- 3.1.2. Create plan (including funding application, County collaboration) to enhance Algonquin Trail corridor by Oct 2024
- 3.1.3. Complete MUP Phase 3 on Laurentian Drive
- 3.1.4. Implement recreation master plan recommendations for wayfinding in 2024-2025

Increase supports & incentives in place to foster business growth

- 3.2.1. Explore CIP funding sources
- 3.2.2. Explore BRE funding
- 3.2.3. Explore Community Impressions funding

Formulate a strategy to develop a downtown commercial core.

- 3.3.1. Complete OP by March 2024
- 3.3.2. Develop next steps
- 3.3.3. Develop special policy areas with zoning bylaw provisions

Formulate a waterfront development strategy including Petawawa Point

- 3.4.1. See recreation master plan recommendations

Priority 4. Foster Community Well Being & connectedness

Completion of Master Recreation Plan \$\$\$?!

- 4.1.1. Award contract Dec 2023
- 4.1.2. Present 10 year plan to Council in September 2024
- 4.1.3. Begin implementation of year 1 recommendations

Empower user and volunteer groups to reinvigorate community pride

- 4.2.1. Identify a champion within agencies to coordinate workshop series in early 2024
- 4.2.2. Facilitate a workshop series to build capacity & tools within agencies (e.g. grant writing, volunteer mgmt) in 2024

Enhance community gathering spaces

- 4.3.1. see Rec Master Plan and Active Transportation plan recommendations

Youth Centre

- 4.4.1. see Rec Master Plan recommendations
- 4.4.2. Seek funding sources from Rotary, Civitan, others?
- 4.4.3. Identify potential locations in 2024

Priority 5. Increase diversity of housing stock

Formulate housing implementation plan (includes seniors etc)

- 5.1.1. Complete housing needs assessment by Nov 2023
- 5.1.2. Complete OP by March 2024
- 5.1.3. Updates to zoning bylaws by Oct 2024
- 5.1.4. Focus on densification and addressing gaps

HAF 3 year roll out (if successful)

- 5.2.1. Follow through on 9 priorities

5.0 – Implementation

5.1 – Monitoring Schedule

Quarterly progress report to Council (CAO)

Annual report card to Council & Public (CAO)

18 month update session (progress, changes, next 12-18 months) Dec 2024

5.2 – Resources Required

It is anticipated that we can implement all proposed objectives with existing resources except for the following positions:

- HR coordinator
- IT coordinator
- Planner
- Deputy Clerk

In addition, there will be some budget requests in 2025, 2026 for the following items:

- \$5M Fire Department
- \$80k Master Servicing Plan
- \$2M Public works facility
- \$500k Office renovations

5.3 – Performance Scorecard

Will consider building a dashboard in 2024. Some possible metrics are:

- Housing stock increased
- Savings realized from org review
- Staff engagement/morale

6.0 - Current State Assessment

- What are the important external opportunities that we should be pursuing?
- What are the critical threats that we must consider in our future planning? (risk, challenges, threats, dangers)
- What are the macro trends, developments, patterns that we need to consider?

Note: individuals selected his/her most important items using sticky dots

(9) indicates the # of people who voted for an item

6.1 - Key Opportunities

What are the most important opportunities that the Town should be pursuing? (12)

- 1.1. Building now to meet future needs and town growth (facilities, physical structures,) ● (15)
- 1.2. Capacity building as an organization: strategic staff hiring to help departments manage growth and encourage succession planning ● (13)
- 1.3. Modernization of government operations (innovation, tech, automation, efficiencies) ● (13)
Merged items
 - 1.3.1. innovation, technology
- 1.4. Diverse, accessible affordable housing ● (12)
Merged items
 - 1.4.1. provide more diverse housing opportunities
- 1.5. develop partnerships & collaborations to increase financial capacity e.g. Garrison, etc. ● (8)
- 1.6. Creating gathering spaces for our residents to connect and invest in (hub, core for connectedness) ● (7)
- 1.7. land use planning to better blend urban and rural and commercial, including an urban forestation plan, to ensure adequate servicing and work life balance ● (6)
- 1.8. Setting a new vision for the community through planning initiatives (master plans, OPs, etc) ● (6)
- 1.9. developing our natural heritage for tourism and economic benefits ● (5)
- 1.10. embrace the potential of social capital (changes in demographic cohorts, diversity, inclusivity,) -> immigration #s, EDI ● (5)
- 1.11. capitalizing on our unique demographic (young families, retirees, city folk relocating here) ● (4)
- 1.12. Federal and Provincial funding (accessing more\$\$) ● (2)

6.2 - Key Threats

What are the critical risks, threats and challenges that we must consider in our planning? (14)

- 2.1. Organizational structure needs to be reviewed and updated for current staffing challenges ● (12)
- 2.2. Cost of doing business as a municipality: increasing cost of materials and labor to complete civil projects, it is becoming unaffordable to maintain and upgrade our infrastructure ● (11)
- 2.3. Lack of human capital (tough to find and keep skilled people) aging workforce, human resource, capacity, development and retention of staff ● (11)
- 2.4. losing our 'dynamic by nature' identity - ensure our expansion doesn't threaten this and we become another suburb ● (10)
- 2.5. outdated policy and procedures (governance, operations, bylaws) ● (9)
- 2.6. determining our residential growth areas is definitely a challenge with respect to providing extension of services ● (7)
- 2.7. Downloading from higher levels of government ● (7)
- 2.8. Climate change ● (6)
- 2.9. talk of military cuts coming, possibility of reducing funding could impact the community from an economic standpoint ● (5)
- 2.10. Lack of financial resources ● (5)
- 2.11. Global economy, Cost of living, Food insecurity ● (3)
- 2.12. Lack of industrial development ● (1)
- 2.13. Lack of public transit ● (1)
- 2.14. Resource management (managing our natural resources)

6.3 – Macro developments and trends

What are big trends, patterns, developments that we need to consider? (12)

- 3.1. Climate change/ pandemics -> may need contingency plans to adapt infrastructure (14)
- 3.2. Keeping up with Population Growth / urban to rural migration (11)
- 3.3. Lack of human capital -> retention & recruiting (11)
- 3.4. Trend from Town being more than just a service provider -> human service agency (8)
- 3.5. increased immigration and visible minorities -> different languages, skills, skilled/unskilled labour force presents optys & risks (7)
 - Merged items
 - 3.5.1. immigration, demographic cohorts
- 3.6. more youth engagement with more programming/opportunities (get the kids invested in the Town of Petawawa) (7)
- 3.7. Online shopping -> threat to our business sustainability... do we need to build downtown? ease of doing business at Town (6)
- 3.8. Downloading from various levels of govt -> need to be ready for new pressures (6)
- 3.9. Electrification -> impact on our infrastructure? (5)
- 3.10. lack of human interaction -> more online, more isolation, volunteer #s down, -> impacts our programming (5)
- 3.11. Remote work -> people moving here from urban centre... our internal staffing (3)
- 3.12. AI -> need to stay on top of how this may affect our programs, services, operations, workforce, infrastructure, grass cutting, vehicles (3)

Appendices

A – Session Overview

The **purpose** of the two sessions is to agree on the major elements of a roadmap for the next four years. Our focus on October 5 will be on “what” we want to achieve. In the October 6 session, we will discuss the implementation (the “how”). There will then be some follow up work in the next month to get input from staff, the public, and refine the roadmap. The specific **objectives** for October 5th are to:

- Confirm our vision and mission;
- Develop a statement of long-term success;
- Discuss issues, opportunities, and risks that we need to consider;
- Agree on 4-5 priorities for 2024-2027;
- Agree on what we want to accomplish against each priority in the next 18-24 months;
- Share next steps and agenda for day 2 to complete the plan.

Day 1

9.00	Overview/Context	Mayor / CAO / Erik
9.10	Defining Success	All
10.00	Current state assessment	
10.30	Break	
10.45	Key priorities	
12.00	Lunch	
12.30	Objectives and outcomes	
2.45	Next Steps	Erik
3:00	Session close	Mayor

Day 2

The purpose of the second session is to agree on an implementation plan for the priorities developed by Council on October 5. Specific objectives for October 6 are to:

1. Confirm and prioritize objectives for each of our key priorities;
2. 1st draft of projects and initiatives for each priority;
3. Incorporate existing work;
4. Path forward for Vision, Mission;
5. Guiding Principles;
6. Lay out a monitoring schedule;
7. Discuss next steps (what needs to happen in the next 60 days based on our work here).

B – Process Overview

The planning session was conducted using an electronic meeting system (EMS), an innovative facilitation process developed from research at the Smith School of Business at Queen's. The Queen's EMS, called "the Decision Centre", combines expert facilitation with a state of the art group decision support system to enable groups to rapidly accelerate idea generation and consensus building. This facility consists of a network of laptops accessing software designed to support idea generation, idea consolidation, idea evaluation and planning. The tool supports, but does not replace, verbal interaction; typically 25% of interaction takes place on the computers. Feedback from groups who have used the Executive Decision Centre process includes: meeting times can be cut in half; participation goes way up; better idea generation and alternative evaluation; a more structured process; and automatic documentation of deliberations.

Over 1500 organizations around North America use the Centre for meetings such as: strategic planning, visioning, annual planning, focus groups, team building, budgeting, program review, project planning, risk assessment, job profiling, 360 degree feedback, alternative evaluation, new product development and a variety of other meeting types. This approach can be employed in both face to face and virtual environments.

In the session, participants were asked, for example, "what are the critical issues that we need to address in the near future?" Participants typed in ideas on the laptops all of which appeared on a public screen at the front of the room (or, if in virtual mode, on everyone's screens). These ideas were then discussed and categorized into common themes. The group was then asked "if we could only address five of these in the next year, which ones are most critical?" Individuals selected his/her top 5 and the overall results were then displayed to the group and further discussed.

For more information on this process, please contact:

Erik Lockhart

Erik.Lockhart@queensu.ca

ph# 613 533-6681

C - Meeting Evaluation

1. What is ONE thing that you liked about the process? Workshop format, facilitator approach, homework, preparation, technology, etc (9)

- 1.1. I like the time line of the exercise. the facilitator keep the session on track.
- 1.2. I liked the collaboration between Council and Staff.
- 1.3. Having council and staff collaborate together was very positive.
- 1.4. Enjoyed the process, collaborative approach with both staff and Council. The process was relaxing and very open to allow full participation.
- 1.5. Pace of the process was well thought out and not overwhelming
- 1.6. I liked the technology - I felt that people were more willing to share ideas
- 1.7. Great process. Participation, use of laptops, collaboration with facilitator, Council and staff.
- 1.8. Setting a roadmap and guiding principles with a relatively new management team and council is key
- 1.9. Liked the immediate compilation of the data. Liked the synergy of having Council and staff together in the process. I liked the opportunity to respond independently and work as a team on some elements. It was also a good exercise to have council vote on priorities and staff separately to see the end alignment.

2. What is ONE thing you did NOT like or would change? (5)

- 2.1. This was my first planning, i don't think I would change anything.
- 2.2. I think it would have been nice to mix up the groups instead of working with the same people.
- 2.3. Again pleased with full event, no criticism to provide.
- 2.4. Great process. Wouldn't change anything.
- 2.5. Great process I think there is nothing I would change.

3. What else can you suggest (that did not get discussed today) to ensure our future success? Are there any elephants in the room? i.e. things that were not raised today that need to talked about (5)

- 3.1. No I think it went very well. Great experience!
- 3.2. No, I enjoyed the experience
- 3.3. No additional items identified.
- 3.4. Nothing that I can say.
- 3.5. Nothing to say on this.