



TheCountyTM
PRINCE EDWARD COUNTY • ONTARIO

STRATEGIC PLAN

2023-2026



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Message from the Mayor



It is with great pleasure that we share with you the County of Prince Edward's Strategic Plan 2023-2026.

We find ourselves at an intriguing point in time for our community. Emerging from a global pandemic has forced us in many ways to reflect deeply on the future of Prince Edward County. As the pressures of change continue to bear down on us, we must look at ways to adapt while not losing sight of the values, and traditions that have come to define our home over the years.

Determining that path forward involved the voices of many. We are fortunate that so many residents, businesses, and organizations agreed to join in the conversation that ultimately informed our 10-year community plan.

With this community vision in place, Council and staff have worked diligently to develop a three-year strategic plan to ensure we make progress and meet the needs of residents and businesses. The priorities laid out in this document cover a broad range of areas -- the economy, the environment, the community, and our organization. We look forward to getting down to work and advancing these priorities.

On behalf of Council and staff, we want to thank everyone who contributed and got involved in helping shape the future of Prince Edward County. We hope that you stay engaged and work with us as we realize this future together.

Members of Council 2022-2026



Steve Ferguson
Mayor



Kate MacNaughton
Ward 1
Picton



Phil St-Jean
Ward 1
Picton



Brad Nieman
Ward 2
Bloomfield/Hallowell



Phil Prinzen
Ward 2
Bloomfield/Hallowell



Corey Englesdorfer
Ward 3
Wellington



Sam Grosso
Ward 4
Ameliasburgh



Janice Maynard
Ward 4
Ameliasburgh



Roy Pennell
Ward 4
Ameliasburgh



Sam Branderhorst
Ward 5
Athol



Bill Roberts
Ward 6
Sophiasburgh



Chris Braney
Ward 7
Hillier



David Harrison
Ward 8
North Marysburgh



John Hirsch
Ward 9
South Marysburgh

Strategic Planning Process

What is a strategic plan?

Strategic planning is a tool that municipalities can use to help prioritize work and move toward an agreed-upon vision for the community. A strategic plan can help ensure that Council and staff are working together toward outcomes that meet the needs of the community.

How was this plan created?

In 2022, the municipality began the process of creating a new strategic plan for this term of Council. The first step was to understand the community's vision for the County's future. The strategic plan aims to take specific steps towards meeting the needs of the community and achieving that vision.

Through an extensive consultation process, the municipality heard from residents, businesses and community groups about their hopes and concerns for the future. The conversations focused on the economy, community infrastructure, quality of life, climate change and local government's relationship with the public. Residents were asked "what should Prince Edward County look like in 10 years?"

The ideas generated through these conversations were distilled into a 10-Year Community Plan for Prince Edward County. This 10-Year Community Plan has been adopted by Council as the "vision statement" for the community.

With a community vision to guide them, Council and staff collaborated to establish priorities and create measurable goals that could be achieved in this term of Council. These priorities and goals make up the municipal Strategic Plan for 2023-2026.



More info about the process:
thecounty.ca/strategicplan

The 10-Year Community Plan

In ten years, Prince Edward County will...



Govern in ways that are open and effective

The local government is transparent, effective, and efficient, with robust public engagement practices



Invest in and protect our rural character

Celebrate our rich history and creative culture, and invest in and protect our rural character and natural landscapes



Strive for good infrastructure & a diversified economy

Well-maintained infrastructure supports a strong and diversified economy, providing meaningful options for living and work



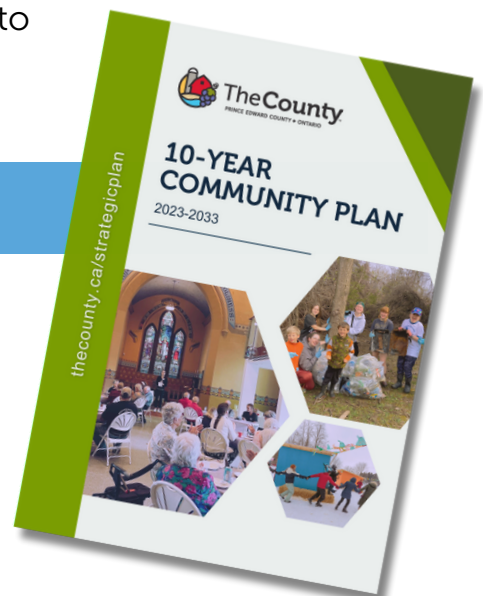
Rise to the challenge of climate change

People, businesses and the public sector rise to the challenge of climate change and protect the local environment



Support a community that cares

Residents care for and celebrate each other

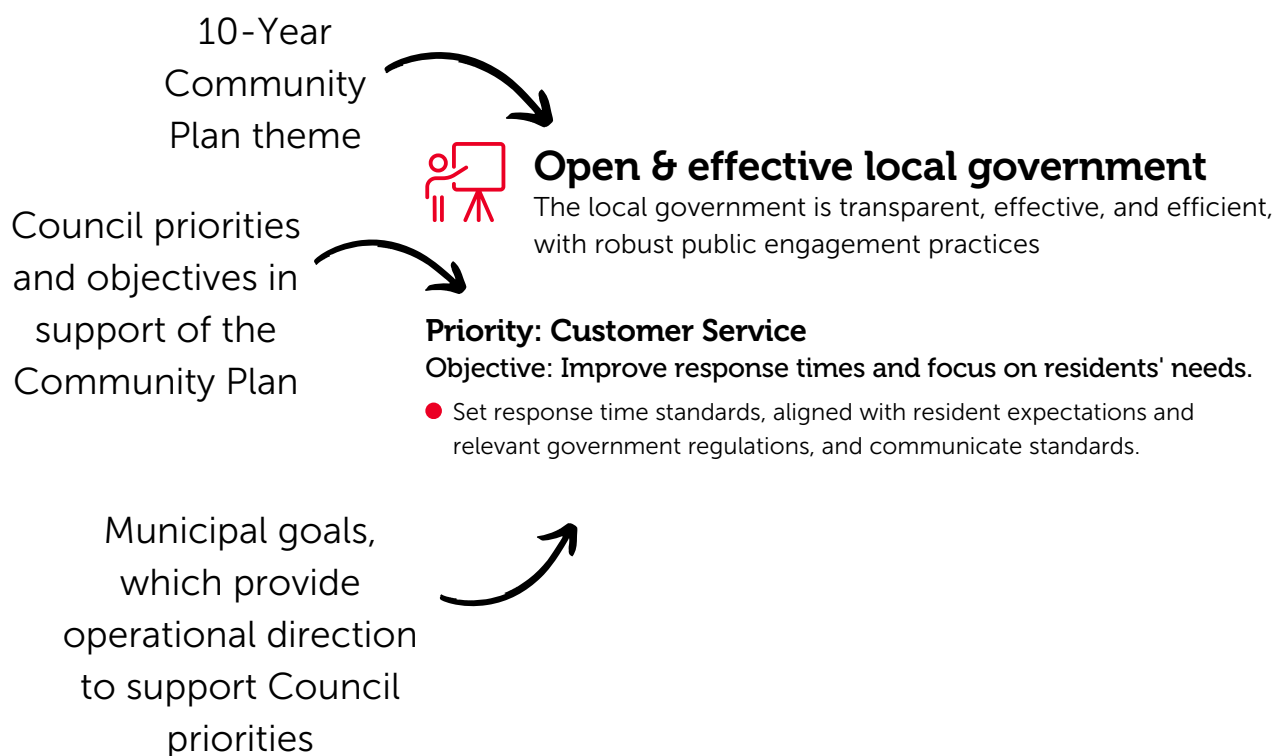


Municipal Priorities for 2023-2026

How to read this document

In the pages that follow, the priorities and goals of the Strategic Plan are organized and presented under the themes of the 10-Year Community Plan.

At the top of each page, the 10-Year Community Plan theme reminds readers of the long-term vision for The County. Under this heading are the priorities and objectives of Council that align with that Community Plan theme. Under this are specific, measurable goals that the municipality will work toward during this term of Council.



This document does not include specific targets for each goal. Staff and Council will set specific targets and determine performance indicators as part of regular planning and budgeting processes.



Open & effective local government

The local government is transparent, effective, and efficient, with robust public engagement practices

Priority: Customer Service

Objective: Improve response times and focus on residents' needs.

- Set response time standards, aligned with resident expectations and relevant government regulations, and communicate standards.
- Ensure a high-performing municipal workforce that is well-trained, well-informed and adequately resourced to respond to both residents' and internal stakeholders' expectations for service standards.
- Build a corporate culture that fosters collaboration, innovation, a culture of learning and empowerment, and long-term investment in staff retention.

Priority: Resident-Council Relations

Objective: Foster a better understanding of how and why Council makes decisions. Provide more opportunities for input and better communicate budgeting constraints.

- Increase resident participation in the formal decision-making process by encouraging participation in meetings, committees and consultation efforts.
- Supporting resident participation in the budgeting process and Council business.



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Priority: Budgeting

Objective: Ensure budgets are spent equitably and focus on long-term fiscal planning to spend within the means of The County.

- Develop a tool to help Council and staff understand how discretionary resources are currently allocated across the diverse population and large geography of The County. Using this understanding as a baseline, inform future service standards and associated spending.
- Starting with the 2025 annual budget, present both operating and capital budgets in the context of a three-year forecast to provide a longer-term financial planning lens.

Priority: Council Operations

Objective: Create opportunities, respecting the differing roles of Council and staff, to foster meaningful collaboration, and focus limited staff resources on core priorities to speed up decision making.

- Improve transparency and accountability to the municipality's Code of Conduct by regularly reporting on the use of the Integrity Commissioner.
- Encourage cross-collaboration between Council and staff respecting their different roles, to set service area standards responding to resident expectations.



Invest in and protect our rural character

Celebrate our rich history and creative culture; invest in and protect our rural character and natural landscapes

Priority: Recreation, Heritage and Culture

Objective: Protect and enhance The County's cultural, heritage and natural assets for the future.

- Identify and celebrate The County's vibrant heritage, arts and cultural assets by encouraging creative activation of our heritage and cultural spaces.
- Prioritize and invest in municipal heritage properties.
- Expand the reach of municipal consultation and actions through partnerships and support of groups such as Thrive, The County Foundation/Vital Signs and others to advance The County's Strategic Priorities.

Priority: Agriculture and Rural Character

Objective: Preserve and protect rural and agricultural land uses.

- Limit severances on farmable lands within the Rural designation, and create policy tools to support the preservation of farmable land (Class 1-3) for agricultural uses.



Good infrastructure & diversified economy

Well maintained infrastructure supports a strong & diversified economy, providing meaningful options for living and work

Priority: Housing that is Affordable

Objective: Ensure adequate stock of affordable and attainable housing in Prince Edward County.

- Through the Affordable Housing Corporation, complete the construction of 850 affordable housing units.
- Increase housing density and mix of housing types and encourage in-fill development in our towns, to help revitalize our communities and be consistent with the Provincial Policy Statement and Official Plan.

Priority: Community Infrastructure

Objective: Maintain municipal assets in good condition and encourage the provision of community infrastructure, such as internet, to all parts of The County.

- Follow asset management planning best practices, and achieve the legislated planning milestones to help manage municipal infrastructure assets and make sound investment decisions.
- Facilitate internet service providers' expansion projects in Prince Edward County to ensure project milestones are met.
- Create and implement a Parks and Recreation Master Plan to invest in the creation and improvement of high-quality parks and recreation space across The County with particular attention to underserved communities.
- Support the timely construction of infrastructure to support approved growth and development.



Good infrastructure & diversified economy

Well maintained infrastructure supports a strong & diversified economy, providing meaningful options for living and work

Priority: Roads

Objective: Implement a long-term roads plan focusing on both maintenance and rehabilitation

- Increase transparency around the road maintenance and rehabilitation program through sustained communications and public engagement on service level expectations.
- Maintain high quality service delivery of emergency services to The County

Priority: Economic Development

Objective: Support a strong and diversified economy, providing meaningful options for people to live and work in The County.

- Develop and begin to implement an evidence-based Economic Development Strategy using data generated through the Business Retention and Expansion survey, Thrive PEC findings, regional economic development data, local workforce data and other sources to inform actions.
- Refresh The County's public transit strategy in the post-pandemic context to meet current and future employment and educational transportation needs of residents, especially youth.



Rising to the challenge of climate change

People, businesses and the public sector rise to the challenge of climate change and protect the local environment

Priority: Take Action on the Climate Emergency Declaration

Objective: Take strategic actions to address climate change mitigation and adaptation.

- Develop greenhouse gas emissions reduction targets and implement the plan resulting from the Federation of Canadian Municipality's Partners in Climate Protection Work.
- Strengthen procurement policies to support sustainable purchasing.
- Maintain and increase the tree canopy in towns, villages and rural areas through policy and investment.

Priority: Sustainable Community

Objective: The municipality supports residents and businesses in making more sustainable choices.

- Increase availability of electric vehicle charging infrastructure for resident and tourist use.
- Use educational programs to encourage sustainable community action on municipally managed services such as waste management, open air burning, water consumption etc.



A community that cares

Residents care for and celebrate each other

Priority: Community Equity

Objective: Be an active partner working with others to narrow socioeconomic gaps and reduce poverty in our community.

- Consider the poverty-related implications of municipal policy decisions and attempt to mitigate negative impacts for people living in poverty.
- Collaborate with youth to determine how the municipality can help them feel safe in the community and remove barriers to success in high school and secondary education in Prince Edward County.
- Reduce the number of County residents on the Centralized Wait List for Housing (administered by PELASS) either through helping them improve their circumstances or through the provision of new housing units.

Priority: Community Cohesion

Objective: Bring all of The County together to celebrate residents' contributions and promote respect for one another.

- Improve the structures and practices for volunteers to enable municipal-community collaboration.
- Develop a municipal Equity, Diversity and Inclusion Strategy, including adequate resourcing.



A community that cares

Residents care for and celebrate each other

Priority: Community Health

Objective: Remove barriers to attracting more health service providers (including doctors, nurses, PSWs and others) to The County

- Begin the development of the former Queen Elizabeth school property as a community hub, prioritizing space for health and wellness.
- Develop innovative partnerships and initiatives to attract and retain high-quality talent required for municipal long-term care services.

Measuring and Reporting

County of Prince Edward staff take pride in the work they do. We strive every day to serve the community and make it a better place for all to live, work, do business, and play.

As staff, we focus on the day to day, with consideration for the longer term. We understand how important the Strategic Plan is to making measurable progress towards ultimately realizing the 10-Year Community Plan. Staff will be guided by the objectives and priorities set out by Council in this Strategic Plan. We welcome the measurable priorities set by this term of Council and will use them to establish our work plans and develop budgets each year. We will also continue to explore partnerships and collaborations with volunteers, community groups and organizations to deliver on shared priorities.

As with any plan, we need to know how far we have come and how far we still have to go. That's why we are committed to tracking and regularly reporting on our progress. We will prepare an annual Strategic Plan progress report to Council at the start of the year to highlight our efforts and celebrate our successes. As well, I will use my quarterly CAO's report to outline our collective work in these priority areas throughout the year.

On behalf of the management team and staff, I want to thank our residents, our businesses, our community partners, our youth, and our elected officials for contributing the ideas that have shaped this vision. We look forward to working with you and together achieving those hopes, goals, and dreams.

Follow the progress:
thecounty.ca/strategicplan



Marcia Wallace
Chief Administrative
Officer



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