

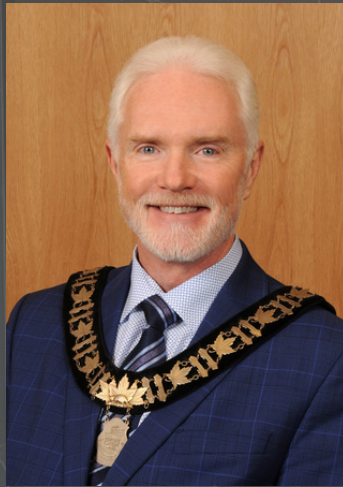


SMITHS FALLS  
RISE AT THE FALLS  
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# Strategic Plan 2023-2026



# Smiths Falls Town Council 2022-2026



**Shawn Pankow**  
Mayor



**Chris McGuire**  
Councillor



**Dawn Quinn**  
Councillor



**Jay Brennan**  
Councillor



**Jennifer Miller**  
Councillor



**Peter McKenna**  
Councillor



**Steven Robinson**  
Councillor



# Mayor and Council Message



On behalf of Council, it is with great pleasure that I present the (2023-2026) Town of Smiths Falls Strategic Plan. This Plan is a detailed document that identifies Council's vision, guiding principles, priorities, goals and sets us on a clear path forward over the next four years.

The process of building a great town is never finished and is a continuous journey that needs strategic guidelines to keep steering us forward. As a council, we aspire for the town to be a place where people want to live and work and where everyone feels they belong. We want people to choose Smiths Falls as a place to live and do business. With so much opportunity it's even more important to maintain a clear direction for the Town. Our hope is that this plan will ensure we stay on course.

The Strategic Plan outlines Council's six strategic priorities which are a reflection of what we have heard from residents, business owners, community and organizational leaders, Town staff and Council. The priorities will serve as a frame of reference to support Council in maintaining a clear line of sight to what we hope to achieve in the next four years. By continuously considering alignment with the Plan in our collective decision-making and in providing direction to staff, Council will facilitate its own effectiveness

And while the Plan's priorities won't be reached overnight, progress will be made year by year and the Town will report regularly to citizens on how we are doing. The Strategic Plan is meant to inspire all of us to consider how we can work together to achieve a prosperous and sustainable community.

For Council and Town staff, the Strategic Plan provides clear direction to staff on how they are expected to support the vision and goals of this Council and will serve as a critical foundation for staff decision-making in relation to budgeting, annual work and project planning, workforce planning, performance measurement and performance management.

On behalf of Council, I would like to thank everyone who participated and contributed to the development of the Strategic Plan - your hard work, dedication and commitment to the strategic planning process is very much reflective of the pride and care that we all share for this community. We look forward to implementing it with you.

**Mayor Shawn Pankow**  
**Town of Smiths Falls**



# Developing our Strategic Priorities



In January of 2023, Council and senior staff held a strategy session to update the previous Strategic Plan, which expired at the end of 2022. Council and staff identified six draft strategic priorities, along with objectives and initiatives intended to focus on the next four years.

With the draft strategic priorities in hand, the next step was to generate valuable feedback from the community. Public feedback assists Council and staff in ensuring the strategic goals and direction for the Town over the next four years is representative of the public interest.

Public engagement efforts were launched in February to invite feedback from residents, taxpayers and businesses in Smiths Falls. This outreach effort was one of the first subjects to be featured on the Town's new website through the branded Speak Up Smiths Falls community engagement page. The comment period was open until March 6th.

Additionally, an in-person consultation session was held with stakeholders on February 23rd where a presentation was made on the vision, key priorities, initiatives, and guiding principles. Questions and comments were captured during this opening discussion. Participants were invited to share what they liked about the plan, what they did not like or would change, and what was missing. The missing elements were prioritized.

Finally, a staff strategy session facilitated by Erik Lockhart, a facilitator from Queen's Executive Decision Centre, was held in early March that included staff members from a cross-section of municipal departments.

The primary purpose of the strategy session was to identify the actions that would further the initiatives developed in January, while considering additional initiatives that would assist the realization of each of the strategic priorities.

A significant number of action items were identified to operationalize the plan. The initiatives were subsequently refined and fashioned into an action plan with target completion dates and performance measurements.

The final draft features a total of 35 strategic initiatives to be completed by the end of 2026.



# Performance Measures



A Strategic Plan has little value without regular measurement of outcomes to generate data on the effectiveness of an initiative and whether or not it's been successfully completed. The Town of Smiths Falls' Council and staff have considered how best to measure the successful implementation of initiatives in order to reach prescribed goals.

To successfully accomplish all 35 initiatives within the Strategic Plan over the next three-and-a-half years, it will be necessary to monitor progress through scheduled reviews of the plan. Reporting on results will be critical to ensure the plan remains relevant and timelines are being met on a consistent basis. It also informs future decisions related to resource (human and financial) allocation.

Performance measurement tools identified by staff to are:

- Updates to Council to advise on successful completion of reports, plans, and studies described in the plan.
- Prescribed numeric targets for various projects.
- The launch or completion of targeted capital and infrastructure improvements.
- The launch or completion of identified program(s).

Beyond ensuring the initiatives described in the plan are successfully completed, Council and staff are also responsible for ensuring the overarching intent of the plan is kept at the forefront of decision making over the next four years.

As the Town progresses through the initiatives described in the plan, it's important to ensure the Town's focus is consistently moving the community in the right direction.

To ensure priorities, goals, and initiatives are kept on track with the spirit of the plan, Council and staff will monitor progress through the following:

- Undertake an annual review of the plan to ensure timelines are being met.
- Undertake bi-annual monitoring review to measure success and take corrective action should an initiative stray from the original intent and/or timeline for completion.
- Communicate progress to the public through newsletters and the website.
- Integrate Strategic Priorities into the corporate performance management program.

## Performance Measurement Tools



# Strategy at a Glance



## Vision

Smiths Falls is a caring community that provides all citizens with a superior quality of life through effective and innovative services. We will achieve this by:

- 1** Investing in our infrastructure to keep up with the growing needs of our community;
- 2** Redeveloping our waterfront and downtown;
- 3** Creating a healthy community with "Quality of Life" services for residents;
- 4** Building a diverse economy with a strong business sector;
- 5** Growth in population;
- 6** Preserving and enhancing our heritage buildings and services;
- 7** Ensuring organizational sustainability by investing in our people;
- 8** Pursuing environmental sustainability and climate adaptation;
- 9** Helping marginalized people move out of poverty.

## Guiding Principles

### Integrity and Honesty

- We will operate ethically and legally.
- We will treat everyone equally and equitably.
- We will have a strong work ethic.
- We will ensure inclusivity.

### Accountable and Transparent

- We will follow through on what we say we are going to do.
- We will communicate openly.
- We will be fiscally responsible.
- We will spend taxpayers/residents money as if it were our own.

### Sustainability

- We will make decisions through the four pillars of sustainability: Economic, Social, Cultural, Environmental.

### Citizen Focused / Service Oriented

- We will put the community first and strive to know what taxpayers/residents expect.
- We will commit to providing outstanding value and benefits for residents.
- We will build relationships and trust between council and constituents.

### Respect

- We will treat everyone equally and equitably.
- We will care for the community and its people.



# Strategic Priorities 2023-2026



**Transportation Networks**



**Housing**



**Infrastructure Renewal**



**Waterfront & Downtown**



**New Business Attraction**



**Parks and Trails**

# Strategic Priorities 2023-2026



## Transportation Networks

## Housing

### Goal

To enable improved mobility by examining existing transportation networks both within Town and beyond in a way that supports employment and accessibility.

### Goal

Support more diverse built housing stock to ensure all our citizens have a home they can afford.

#### Initiatives:

1. Implement the Active Transportation Plan, connect pedestrian and cycling networks including the Beckwith Street bike lanes to regional cycling infrastructure.
2. Develop a Transportation Master Plan (TMP)
3. Conduct a comprehensive review of the current conditions of all roads and sidewalks within town and prepare a roads needs study.
4. Identify gaps for improved and increased pedestrian activity, including people with limited mobility.
5. Evaluate options for improved mobility within Town and beyond.
6. Old Slys- improve pedestrian accessibility
7. Improve active transportation networks. leading to Tweed campus.
8. Confederation Bridge Commissioning.

#### Initiatives:

1. Support and implement the housing related programs in the Community Improvement Plan to ensure policy objectives are being met.
2. Implement the recommendations of the Housing Advisory Committee including providing municipally - owned lands for affordable housing and potential partnerships with not-for-profits.
3. Update the Official Plan to unlock additional residential development lands.
4. Complete a Housing Needs Study to determine current needs of residents and forecast for the future, and update zoning policies as required.
5. Advocate at the Provincial Level for affordable housing, seniors housing and long-term care needs.





# Strategic Priorities 2023-2026



## Redevelopment of Waterfront & Downtown

### Goal

Enhance the waterfront experience for our residents and visitors by developing places that attract people.

#### Initiatives:

1. Placemaking - activate and link waterfront areas (parks and paths) to entice and attract visitors and residents to the waterfront at all times of day and all year round.
2. Collaborate with Parks Canada to develop an Area Master Plan for Smiths Falls.
3. Refresh the Downtown Revitalization And Waterfront Integration Master Plan.
4. Examine the feasibility of creating a local farmers market.
5. Support and implement the downtown revitalization programs included in the Community Improvement Plan.
6. Complete and implement the Heritage Conservation District to preserve Smiths Falls Heritage.
7. Redevelopment of former WTP on Old Mill
8. Facilitate development of non residential waterfront lands along Centre Street.

## Infrastructure Renewal

### Goal

To manage our infrastructure in a proactive manner and position the Town for growth.

#### Initiatives:

1. Update the current Asset Management Plan to include all municipal infrastructure (buildings and fleet).
  - Integrate the updated Asset Management Plan into our long-term financial plan.
2. Create policies to ensure climate and environmental sustainability is applied to infrastructure projects.
3. Achieve our obligations as member of the Partners for Climate Protection.
4. Prioritizing projects to decrease liability exposure.
5. Complete Library renovations.

# Strategic Priorities 2023-2026



## New Business Attraction

### Goal

Create employment, expand economic activity and broaden the tax base to build a thriving local economy.

#### Initiatives:

1. Develop a business attraction and retention plan that will include targeting hotels/restaurants and green industries (industries/businesses producing a product, service or initiatives that contributes to the preservation and enhancement of the quality of the environment).
2. Ensure adequate availability of serviced industrial and commercial land.
3. Attract High Frequency rail service to Smiths Falls.

## Parks and Trails

### Goal

To enhance quality of life and provide diverse recreational opportunities for residents & visitors.

#### Initiatives:

1. Develop engaging green spaces by connecting a network of paths, trails, parks, complete with a trail head facility.
2. Develop an implementation plan incorporating inclusive playgrounds that welcomes users of all abilities to learn, play and grow together.
3. Operationalizing the Parks and Recreation Master Plan to identify investments.
4. Develop a parkland dedication by-law that leverages greenspace improvements through the development approvals process.
5. Expand the urban forest including examination of a tree planting incentive program.
6. Develop programming/event plan for the new Town Square.



# Smiths Falls Strategic Plan 2023-2026



"Vision is a destination- a fixed point to which we focus all effort.  
Strategy is a route - an adaptable path to get us where we want to go."

*--Simon Sinek*

Thank you to the individuals, stakeholders and community partners who generously contributed time and insight to the development of this plan. This commitment to working together to make Smiths Falls a desirable destination to live, work, and play has been instrumental in the development of many of the objectives found within this plan.



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