

County of Lennox and Addington Strategic Plan 2023-2026



"Helping People Live Their Best Lives"



Lennox & Addington



MISSION

To enhance the quality of life and sense of place in Lennox and Addington through teamwork, innovation, sustainability and customer service excellence.

VISION

To be a vibrant, viable and healthy community celebrating our rich historic and natural assets while supporting opportunities for future generations.

County of Lennox and Addington Departments & Services

ADMINISTRATION

- ⇒ Clerks Department
- ⇒ Communications

HUMAN RESOURCES

- ⇒ People Practices & Culture

LONG TERM CARE SERVICES

- ⇒ The John M. Parrott Centre

SOCIAL SERVICES

- ⇒ Social Assistance
- ⇒ Children's Services
- ⇒ Housing Services

Emergency SERVICES

- ⇒ Emergency Management
- ⇒ 911 Paramedic Service
- ⇒ Community Paramedicine

INFRASTRUCTURE SERVICES

- ⇒ Roads and Bridges
- ⇒ Property Services
- ⇒ Information Technology

COMMUNITY & DEVELOPMENT SERVICES

- ⇒ Economic Development
- ⇒ Land Use Planning
- ⇒ Library Services
- ⇒ Museum

FINANCIAL SERVICES

- ⇒ Financial Planning & Reporting Services
- ⇒ Provincial Offences

GUIDING PRINCIPLES



Over the coming four-year term, Council has committed to the following guiding principles to shape and inform decision-making and the implementation of its strategic priorities.

1. We exist to serve our public.

We are committed to the highest standard of customer service, transparency, accessibility and communication. We aim to streamline our processes, policies and systems to facilitate ease of use and encourage public engagement.

2. We are committed to evidence-based long term visioning and sustainability.

While Council has a four-year mandate, it will always consider the impact of its decisions on future generations and the environment. The County will safeguard its assets from both a financial and environmental perspective, and manage growth to enhance the quality of life enjoyed by our citizens. We will continually look for alternative tools and funding opportunities to support the delivery of quality services.

3. We are a voice to influence change.

Council is committed to being a strong and active voice for our County. We recognize that we have many strategic partners to amplify and leverage our voice and we will make every effort to maximize the potential of these relationships.

4. We embrace synergy as a key to success.

Lennox and Addington will seek out strategic partnerships where collaboration and the sharing of assets and ideas garner greater results. This is foundational to all business processes and planning. We will ensure open communication and connection is maintained with our municipal partners, other levels of government and community partners.



STRATEGIC PRIORITIES

Prioritize Strategic Capital Planning – Investing in a Sustainable Future

Council will maintain its long-term commitment of investing in its capital infrastructure to ensure an exceptional quality of life for our residents. Council will look to increase its current commitment of investing an annual 2% County budget levy increase to continue to support infrastructure renewal and replacement. This investment in our transportation network and buildings benefits our residents and businesses on a daily basis.

We will continue to be mindful of the important role our facilities play in ensuring efficient, effective and accessible services as well as excellence in customer experience. Council will review our inventory of current buildings and facilities to optimize their use and make evidence-based and financially-informed decisions with respect to future building projects that benefit the community. To this end, we are committed to implementing life cycle costing that considers environmental impact.

We will remain diligent in our responsibilities when advancing our infrastructure needs and will focus on planning that ensures sustainable asset management from a financial and environmental perspective.

Foster Economic Growth and Opportunity – Building on Our Unique Identity and Assets

County Council is proud of our diverse landscape that supports an exceptional quality of life in urban, rural, agricultural and wilderness settings. Working in partnership with local municipalities, Council will improve and promote our community and foster economic growth and prosperity. We will celebrate our identity as a place to live, work and play. Promoting our “Naturally L&A” communities and unique assets, we will continue to build on the momentum of our tourism success.

Council recognizes the opportunities related to the recent investment in the electric vehicle industry in our County and will ensure we are positioned for additional business attraction. With the support of our Economic Development Coalition, we will monitor and measure our progress with an eye on incremental and sustainable growth.

Facilitate Safe Affordable Housing – Poised for Action

County Council is dedicated to addressing the shortage of safe and affordable housing. The County of Lennox and Addington will play a leadership role in finding creative and collaborative solutions to meet the needs of our residents. We recognize that there are many stakeholders and while the County is an important part of the solution, we require the strength and supports of others to affect meaningful change.

Council will invest in a housing needs assessment to effectively guide affordable housing solutions. The County aspires to work with local municipalities to develop two to three shovel-ready affordable housing projects across our communities, so that we are positioned to leverage funding and investment opportunities as they arise.

Council commits to the implementation of the Housing Revitalization Plan as it will assist in optimizing our existing housing portfolio.



Safeguard the Environment – Addressing Climate Change

Lennox and Addington County has a beautiful and diverse natural environment that must be protected for future generations.

Council recognizes its stewardship responsibilities and commits to making the best long term choices for our residents. The County will implement its Climate Action Plan to make a difference and lead by example.

We will plan for growth in a manner that is environmentally responsible and maintains our heritage and agricultural assets. Working with local municipalities, we will update the County's Transportation Master Plan to include active transportation networks. Council will complete the Natural Heritage Systems Study to ensure principles of sustainability are entrenched in our Official Plan to guide future growth.



Advance Organizational Excellence – Building on Our Current Success

Council recognizes the important role that staff play in the delivery of services to our residents. The County will strive to be an employer of choice by investing in staff development and supporting innovative recruitment, retention and recognition strategies. A Diversity, Equity and Inclusion Strategy will be key in ensuring a welcoming, accessible, supportive work environment.

Building on our current practices, we will strengthen the County’s Communication Strategy with an eye to educating our stakeholders on the unique role of the County. Council will foster an environment of partnership and collaboration built on mutual respect.

Council will identify predictable revenue streams to build a sustainable funding model while exploring efficiency strategies to mitigate inflationary pressures. We will prioritize data-driven decision making with an emphasis on open data sharing with all stakeholders. To ensure operational stability, we will assess cyber security risks and update our Continuity of Operations Plans to reflect current risk management best practices. County Council recognizes that there is only one taxpayer and will strive to work collaboratively with our local municipalities.



County Strategic Priorities at a Glance 2023-2026

Strategic Capital Planning	Economic Growth and Opportunity	Safe Affordable Housing	Environment
Explore increase in capital reserve 2%	Grow the Naturally L&A brand	Invest in a Housing Needs Assessment	Implement Climate Action Plan
Consider life cycle costing with lower environmental impact	Build on tourism success	Prepare 2-3 shovel ready projects	Implement Natural Heritage Systems Study
Ensure sustainable Asset Management Plan	Attract electric vehicle industry	Develop a Financial Plan to execute Housing Revitalization Plan	Update Transportation Master Plan (including trails)
Determine future direction of new libraries	Develop an Employment Land Strategy		Ensure environmental principles guide growth
Explore feasibility of a new EMS base in Loyalist	Enhance L&A Activation Grant Program		
Explore use of development charges			
Determine future use of McPherson House, Cartwright & Memorial Buildings			

Our Foundation - Organizational Excellence

People Practices	Communication	Data	Continuity of Service
Develop a strategy to be an employer of choice	Strengthen Communication Strategy	Build a data-driven culture and capacity	Strengthen the funding model for increased predictably & sustainability
Develop employee retention and recruitment strategy	Implement hybrid Council capabilities	Launch and support Development Approvals Project	Assess and address any cyber security risks
Implement a strategy to reach for 4 hours of care per resident per day at JMPC	Foster ongoing partnership and collaboration	Launch and support Asset Management Project	Update Continuity of Operations Plans
Develop Diversity, Equity and Inclusion Strategy			Effectively predict POA revenue



Councillor Terry Richardson



Councillor Henry Hogg



Councillor Doug Davison



Councillor John Wise



**COUNTY
COUNCIL
2023-2026**



Councillor Jim Hegadorn



Councillor Nathan Townend



Councillor Tony Fritsch



Councillor Brian Calver



FOR MORE INFORMATION ON THE COUNTY OF LENNOX AND ADDINGTON'S SERVICES, PLEASE VISIT US IN-PERSON OR ONLINE AT:

97 Thomas Street East
Napanea, ON
K7R 4B9
PHONE: 613-354-4883



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